



## Policy 4.99 Employment (Recruitment)

**Responsible Official:** VP for Human Resources  
**Administering Division/Department:** Recruiting  
**Effective Date:** April 03, 2007  
**Last Revision:** February 08, 2013

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### Overview

In accordance with Emory's employment policies, the basic criteria for employee selection or promotion shall be appropriate qualifications in terms of education, experience, training and performance, consistent with Emory's needs. Regular staff positions are posted and filled through Human Resources.

### Policy Details

Emory's employment process is designed to assure that all qualified applicants receive full and fair consideration during the recruitment, screening, interviewing and hiring process; current employees are provided an opportunity to seek other positions for career development; vacancies are filled with those individuals best qualified to perform the duties and responsibilities of the position based on departmental criteria.

#### PROCEDURE

The hiring official and the departmental HR Representative initiates an electronic requisition through the Applicant Tracking System (Kenexa Brassring). Human Resources coordinates the recruitment and referral of applicants with the hiring department.

#### EMORY TEMPORARY SERVICE

Departments may use a temporary employee while Open Recruitment works on filling the regular full or part-time position. Emory Temporary Services (ETS) can assist with filling the temporary need. An ETS requisition can be submitted by clicking on this link: <http://ets.emory.edu/>.

#### OPEN RECRUITMENT

To attract a broad range of qualified applicants, Human Resources uses a variety of sources to publicize position vacancies at <http://emory.hr.emory.edu/careers.nsf>; professional journals and specialty publications primarily through online niche site journals; contacts with colleges, universities, professional schools, technical schools, placement agencies and community organizations; contacts with minority, women's, disabled persons' and veterans' organizations; contact with institutions and departments having high enrollments of women, minorities, disabled persons, and/or veterans. Additionally, Human Resources may partner with third party companies that assist with candidate mining and sourcing including but not limited to LinkedIn, Indeed and a variety of companies that specialize in databases and lists. Recruiting may also utilize social media for candidate sourcing and promoting positions.

#### THE EMORY SEARCH GROUP

The Emory Search Group is a specialized group of executive search consultants that are part of Human Resources and Recruiting. Hiring officials/departments may utilize the services of ESG for hard to fill or executive level positions. Hiring officials and departments can learn more about how to access ESG services by clicking on this link: <http://www.hr.emory.edu/eu/managers/recruiting/esg/esg.html>.

### **THIRD PARTY AGENCIES/RECRUITERS**

Departments and hiring officials may want to consider using a third party recruiter, "Headhunter" or executive search firm for particularly hard to fill or executive level positions. It is highly recommended that Emory's in-house executive search function (The Emory Search Group) be used initially to fill the position. If after an initial attempt by The Emory Search Group (ESG), it is determined that engagement of a third party recruiter or executive search firm is necessary, Human Resources will assist in the designation of a search firm. In an effort to be consistent with how we utilize third party recruiters and search firms as well as ensure we are being charged the best rate/fee, department and hiring officials shall not enter into hiring and search contracts with companies. All third party recruiters and search firms will have a signed contract or engagement letter on file with Human Resources Recruiting. Resumes will be forwarded by Emory's recruiter to ensure hiring departments do not receive candidates that may already be in the Emory recruiting system.

Should a candidate be identified through a third party recruiter or search firm, the candidate will be subject to the same screening and pre-employment process as all candidates.

### **SELECTION PROCESS- CANDIDATE SCREENING**

Human Resources reviews applications and resumes ensuring that they meet the minimum requirements as specified in the job description and refers competitively qualified applicants to the hiring official.

Screening interviews are conducted by Human Resources as requested.

### **INTERVIEWING**

The hiring official, in coordination with Human Resources, schedules and conducts interviews with selected applicants. Human Resources recruiters are available to participate in the interviewing and screening process to the extent the department is comfortable. Recruiting can conduct initial telephone interviews as well as initial in person interviews. HR recruiters can also participate in panel interviews.

### **PRE-EMPLOYMENT SCREENING AND THE HIRING DECISION**

The hiring official, in consultation with Human Resources, determines to whom a job offer will be extended and the starting salary. A hiring salary must be consistent with Emory policy.

Human Resources, in conjunction with the hiring official, initiates the pre-employment screening process which includes a criminal background check, reference check, education and degree verifications, licensure verifications (when necessary). This screening is required for all candidates including former Emory University and/or Emory Healthcare staff. Additional screening, such as a health assessment or drug screening may be necessary and is determined based on the position. Reference checks are conducted through an independent third party. Recruiting initiates contact with the third party and shares the results with the hiring official as appropriate.

Once the hiring official has the information that the selected candidate has cleared all pre-employment screening criteria, the hiring official communicates an offer of employment to the applicant. All offers of employment are contingent on the individual successfully passing all of the pre-employment screening requirements for that particular position. Candidates should not be offered a position until all of the pre-employment screening information has been received and verified. While it is not ideal, on occasion, it may be necessary to allow the candidate to start prior to screening being completed. These should be handled on a case by case basis, working directly with Recruiting and should in no way be a consistent pattern. The hiring official prepares a letter of acceptance/offer to the candidate ensuring the letter specifies that the offer is contingent until all paper work has been received. The hiring official will obtain a signed copy of the offer letter and forward a copy, once signed by the candidate, to Human Resources.

### **ADMINISTRATIVE DECISION**

All staff and faculty positions should be filled through Human Resources Open Recruitment or through the Office of Equal Opportunity Programs (EOP) Search Procedures. Under special circumstances, staff positions can be filled through administrative decision rather than open recruitment.

The use of Administrative Decision for staff is warranted only under these circumstances:

- I. a special emergency need;
- II. a change in organizational structure and/or position requirements;
- III. an interdepartmental promotion in lieu of posting the vacancy through open recruitment;
- IV. a position that requires unusual skills, training or education;
- V. a temporary to regular employment status change;

- VI. a candidate has prior experience in department and appropriate qualifications;
- VII. a candidate that possesses a unique, highly specialized skill set, and is overwhelmingly qualified for a specialized role.

The administrative decision process should *not* be used when there are multiple qualified employees for the vacant position in the business unit. In this situation, the vacant position should be posted through Open Recruitment.

- I. The non-faculty administrative decision process is initiated and completed using KBR (Emory's Recruiting System). The log in for Kenexa Brassring may be found in [PeopleSoft](#) under Manager Self Service. Log on and follow the instructions for completing the "EUV Administrative Decision" requisition template.
- II. The candidate must create a profile in KBR and download a resume in the system but NOT apply for any particular job.
- III. The hiring manager will be notified when the request is approved.

The use of administrative decision procedures is warranted only by circumstances listed above, or when it could not be reasonably expected that a person with such unique qualifications could be sourced by Open Recruitment.

If a vacancy occurs and the department director determines a current employee possesses the skills, education, experience and other qualifications for the vacant position, the department director may request a waiver of the posting by submitting for approval a reclassification through Compensation.

The administrative decision process is not used to employ persons on a temporary basis.

Once an administrative decision requisition is submitted through the ATS (Kenexa/Brassring) for staff, the recruiting manager will review for the (2) approvals that are required. The first is a review of the reasoning for the administrative decision request. Once approved, the hiring official will work with the Human Resources recruiter to process the selected candidate. The second is salary determination. Once a salary has been determined, Human Resources must review to ensure there are no equity concerns prior to a job offer being extended.

## Related Links

- Current Version of This Policy: <http://policies.emory.edu/4.99>
- <http://emory.hr.emory.edu/careers.nsf> (http://Emory careers home page)

## Revision History

- Version Published on: Jun 19, 2007
- Version Published on: Jun 19, 2007 (*Original Publication*)

*Emory University policies are subject to change at any time. If you are reading this policy in paper or PDF format, you are strongly encouraged to visit [policies.emory.edu](http://policies.emory.edu) to ensure that you are relying on the current version.*