Policy 4.99
Employment (Recruitment)

Responsible Official: VP for Human Resources
Administering Division/Department: Recruiting
Effective Date: April 03, 2007
Last Revision Date: March 28, 2019

Policy Sections:
I. Overview
II. Applicability
III. Policy Details
IV. Definitions
V. Related Links
VI. Contact Information
VII. Revision History

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. All Regular staff positions are posted and filled through Recruiting.

Applicability

n/a

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 (iCIMS). Emory Recruiting 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 and passive candidates, Recruiting uses a variety of sources to
publicize position vacancies at hr.emory.edu/careers/index.html; professional journals and specialty publications
primarily through online niche site journals; contacts with colleges, universities, professional schools, technical
schools 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, Recruiting 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.

THIRD PARTY AGENCIES/RECRUITERS

In addition to the already robust efforts of Recruiting, departments and hiring officials may also wish to consider using
a third party recruiter, “Headhunter” or executive search firm for particularly hard to fill or executive level positions, 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

Recruiting 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 Recruiting as requested.

INTERVIEWING

The hiring official, in coordination with Recruiting, schedules and conducts interviews with selected applicants. Emory
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. Emory
recruiters can also participate in panel interviews.

PRE-EMPLOYMENT SCREENING AND THE HIRING DECISION
The hiring official, in consultation with Recruiting, determines to whom a job offer will be extended and the starting salary. A hiring salary should be market competitive and consistent with Emory policy.

Recruiting, in conjunction with the hiring official, initiates the pre-employment screening process which includes a criminal background check, reference check (SkillSurvey), 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 (SkillSurvey). 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-selection screening criteria (which often includes the SkillSurvey Reference Check), 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 start a position until all of the pre-employment screening information has been received and cleared. 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 Recruiting.

ADMINISTRATIVE DECISION

All staff positions are filled through Human Resources Open Recruitment. Under defined circumstances, they may be filled through the Administrative Decision policy bypassing an external posting and full search process.

REASONS FOR ADMINISTRATIVE DECISION

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

• A time sensitive situation that requires a specialized skill, training or education.

• A temporary to regular employment conversion in the same job when a full search (posting and candidate review) was done at the time the temp was initially identified and hired (ETS or Dept Temp).

The administrative decision process cannot be used when there are multiple qualified employees for the vacancy. Minimally the position must be posted internally at Emory through Open Recruitment for five (5) business days.

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

PROCESS FOR ADMINISTRATIVE DECISIONS

The process is initiated by the hiring manager/HR Rep through our applicant tracking system, iCIMS. You would choose the recruitment type of “EUV Staff Administrative Decision”. The justification for the administrative decision entered must be thorough and complete. All administrative decisions must be approved by the Recruiting Department before moving forward.

Once approved, your recruiter will guide your candidate to apply for the job through our confidential portal posting. This ensures all legal and compliance hiring questions are answered. The remaining process steps for pre-employment and onboarding remain the same. Please contact your recruiter or the Director of Recruiting with any questions.

Faculty, Post-doctoral fellows and residents are processed through the Office of Equity and Inclusion and would adhere to their search waiver policy.
Definitions

n/a

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)

Contact Information

<table>
<thead>
<tr>
<th>Subject</th>
<th>Contact</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clarification of Policy</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Revision History

- Version Published on March 28, 2019
- Version Published on: Aug 02, 2018
- Version Published on: Feb 08, 2013
- Version Published on: Jun 19, 2007 (Original Publication)