Policy Title: Talent Acquisition Policy

Issue Date: [Date Policy Signed by President]

Effective Date: [Date Policy Posted on Policy Portal]

Last Updated: [Effective Date or Date of Most Recent Update]

Responsible Office: Human Resources

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1. Policy Purpose Statement

The Talent Acquisition Policy establishes the guidelines for recruitment efforts to fill staff vacancies throughout the phases of workforce planning, strategic sourcing, talent pool assessment, successful candidate selection, and onboarding.

2. Background

Kennesaw State University (KSU) is committed to attracting and hiring a qualified, high performing, diverse workforce.

3. Scope (Who is Affected)

This policy applies to all staff positions.

4. Exclusions or Exceptions

This policy does not apply to faculty or student positions.

5. Definitions and Acronyms

**Applicant:** An individual who makes a formal request to be considered for a job vacancy by submitting the required application components.

**Candidate:** A job applicant who is considered a finalist for a job vacancy and therefore is progressing through the necessary steps towards on-boarding (offer negotiation, acceptance, background screenings, etc.).

**Human Resources (HR):** KSU Office of Human Resources.

**Internal Applicant:** An applicant who is already employed at KSU in another staff position and therefore may be considered differently for purposes of background check obligations, experience requirements, or compensation determinations. In general, student employees and faculty are not considered internal applicants.
Job Description: The written narrative which documents the general tasks, duties, and responsibilities of a position along with any minimum qualifications. It also identifies the classification components (FLSA designation of exempt or non-exempt, pay grade, job code, etc.); the physical, mental, and contextual requirements of the job function; and any pre-employment screenings specific to the role.

Job Opening: The applicant tracking system (ATS) process that begins with the position requisition and includes the communication of a staff vacancy, the application process and requirements, screening of applicants, and selection of a final candidate.

Position Evaluation: The review of the job description components against market data to determine the appropriate placement within KSU Salary Structure.

Posting Period: The length of time in which a position vacancy is visible and active for applicants to submit the required application components.

Provisional Employment Period: The first six (6) months of staff employment at KSU, which is served on a probationary basis to provide an opportunity to evaluate performance. (Note: For certain public safety employees, this six-month period may not begin until the mandatory training and certification period has been completed.)

Recruitment: The process of identifying and filling or re-filling a position vacancy, whether through hiring a new employee, rehiring a former employee, or accepting a transferred employee from another position within KSU or from a sister University System of Georgia (USG) institution.

Staff: All employees not working under contract as faculty or in a student employment capacity, for which academic enrollment is an eligibility requirement.

6. Policy

Basic Requirements

All efforts to fill staff vacancies must be coordinated through HR and, with rare exception, will be managed through the applicant tracking system. Campus hiring managers are not authorized to make an offer of staff employment or commitment of hiring salary.

To fill a job vacancy, an approved job description must be identified from the job description library or created and established through the compensation review process. Once the job description is finalized and proper approvals have been obtained, the recruitment effort can begin. Proper approvals are approvals that advance through departmental hierarchy, budgetary validations, and HR. At times, based on fiscal or administrative requirements, approval to recruit may also be required at the cabinet, presidential, and/or USG System Office level(s).

Generally, the screening process will apply recruitment techniques appropriate for the nature and level of the job to fill the position with the best qualified candidate based on job related factors. These factors include, but are not limited to, work experience, applicable education, job knowledge, acquired skills, and demonstrated abilities. In addition to seeking the most qualified candidate who provides the best fit for the variables in a specific recruitment instance, KSU desires to continually extend and support a diverse workforce and create equal opportunities for underrepresented groups. External advertisements of job vacancies should be coordinated through HR, consider options for targeting...
diverse populations, and comply with KSU brand and image requirements.

Staff positions at KSU require a candidate to be at least 18 years of age at time of hire. Requests for waiver of this requirement must be submitted by a hiring manager prior to the job opening being posted by providing a business case for the exception to be reviewed and approved by HR in consultation with Legal Affairs.

**Posting Requirements**

For regular staff recruitments, an external posting period must be for a minimum of five business days, during which internal applicants are eligible to apply. See Internal Posting and Candidates below for additional information. Hiring managers may consult with HR to determine whether a direct hire posting exemption may be appropriate for recruitment of temporary or part-time, non-benefits-eligible staff. If a direct hire posting exemption is provided upon initial hire, an external posting may be required to subsequently move that candidate into a regular, benefits-eligible status.

In general, posting periods for single vacancies should not extend beyond eight weeks. For instances where multiple vacancies exist or when demand to fill a particular job function is consistent and/or frequent, continuous pool postings may be utilized to maintain a high volume of applicants. Hiring managers are required to establish approved job openings within the applicant tracking system for each position number available for the position to be filled.

**Screening Requirements**

Elements of each recruitment effort will be determined by the hiring department in consultation with Human Resources. Where deemed appropriate, hiring decisions may be at the sole discretion of the hiring manager. Other openings may be better suited for group or panel meetings, search committees, or executive search firms. Interview mediums may include use of phone, video conferencing, and/or in-person interviews; departmental or campus presentations; and tests or evaluative tools appropriate to the position. Applicants may be screened and interviewed during a posting; however, no offer recommendation should be submitted to HR until the minimum posting period has ended and candidates have been reviewed.

Hiring managers are responsible for due diligence during this process which generally includes interviewing a minimum of three qualified candidates, when possible. Likewise, before making a recommendation to HR for a final candidate offer, three professional references should be consulted, ideally including a former supervisor. Hiring managers may not offer employment or commit the University to a hiring salary.

The hiring manager should document the interview process in the applicant tracking system and the disposition of all applicants who were not selected using the appropriate declination reason. Hiring managers must retain interview notes, details of the screening process, and supporting documentation of the determining factors in their hiring decision. These must be maintained within the hiring department for a minimum of four years.

Applicants who are determined to have falsified their application materials, presented misinformation, or willfully omitted pertinent employment details will be disqualified from consideration in any position for a minimum of two years. Internal applicants who do so may be subject to disciplinary action up to and including termination from their current position.
Internal Postings and Candidates

KSU provides opportunities for internal mobility of high performing employees to build strong institutional capacity. If a hiring manager anticipates that a desired internal applicant can be selected successfully, they may consult with HR about posting the position internally for a minimum of three business days. Internal applicants who meet the minimum education requirements but do not meet the minimum experience qualifications can be considered if they have an established record of capable job performance which demonstrates the ability to be effective in the position and the department has the resources and desire to provide the appropriate internal training. KSU employees interested in new opportunities are encouraged to regularly review internal job postings. Likewise, hiring managers should discuss with HR what departmental or campus announcements may be appropriate and/or required to ensure that all internal applicants are made aware of the opportunity to apply.

It is recommended that internal applicants confer with their current supervisor before applying for a new internal position. As a part of a thorough screening process, hiring managers are encouraged to consult with their HR Business Partner to determine the appropriate mechanisms for vetting internal applicants, which may include consultation with the current supervisor and/or reviewing past performance evaluations. Employees are generally not eligible to apply for a new position during their initial provisional employment period or within the first six months of being in any new staff position. It may be desirable and in the interest of both the employee and the department for an employee to be considered eligible to apply for a new position within six months. HR, in consultation with the applicable cabinet member(s), has discretion to determine when such circumstances are appropriate, and therefore an internal applicant may be considered before completing six months in the current position.

If an internal applicant is selected, effective date of the transition into the new position will be determined based on clearance of any additional, required background screenings, timing of movement for facilitation within the payroll system, and consideration of appropriate notice to the exiting department. If no appropriate candidate is identified during an internal posting period, the posting should be extended to external applicants for a minimum of five additional business days.

7. Associated Policies/Regulations
   a. USG Human Resources Administrative Practice Manual, Classification, Compensation, and Payroll: Employee Categories
   b. USG Human Resources Administrative Practice Manual, Classification, Compensation, and Payroll: Position Classification
   c. USG Human Resources Administrative Practice Manual, Employment: Background Investigation
   d. USG Records Retention Policies and Procedures, Records Retention Schedules, Human Resources
   e. KSU Salary Administration Policy

8. Procedures Associated with this Policy

As required by policy or regulation.
9. **Forms Associated with this Policy**

As required by policy, regulation, or procedure.

10. **Violations**

Hiring managers who make unauthorized job offers, circumvent the established recruitment procedures, or fail to act appropriately and responsibly during the screening process will be subject to disciplinary action up to and including termination.

11. **Review Schedule**

This policy is reviewed annually by the Chief Human Resources Officer or designee.