Office of Human Resources

401 Recruitment and Selection

2026-11-04

Table of Contents

Section A: General Provisions 1
Section B: Process 2
Section C: Job Announcements 2
Section D: Selection 3
Section E: Establishing Selection Criteria 3
Section F: Screening 4
Section G: Interviewing 4
Section H: Reference/System Checks 4
Section I: Offer of Employment 5
Section J: Notification of Non-Selection 5
Section K: Special Provisions 5
Section L: Records Management 6

Georgia Department of Human Services
Human Resources Policy #401

Recruitment and Selection

Release Date:	July 1, 2002	**Revised Date:**	April 13, 2026
		Next Review Date:	April 12, 2028

References:
Rules of the State Personnel Board 478-1-.06 — Recruiting, Screening and Hiring
Title VII of the Civil Rights Act of 1964, as amended
Fair Employment Practices Act, as amended
Americans with Disabilities Act (ADA)

The Department of Human Services (DHS) is committed to employing candidates by engaging in recruitment and selection practices that comply with all applicable Federal and State laws. It is the policy of DHS to provide equal employment opportunity to all candidates and employees.

The Office of Human Resources (OHR) and hiring managers are to take steps to ensure that position vacancies are advertised in a manner that attracts diverse, qualified candidates. This policy applies to all DHS internal and external candidates.

Section A: General Provisions

1. DHS aims to attract and recruit candidates with diverse backgrounds, knowledge, skills and abilities who will enhance the quality of service and contribute to DHS' overall success. Vacancies are advertised both internally and externally on DHS job site at: dhsjobs.dhs.ga.gov/.
2. Continuous recruitment is recommended for jobs where there is an ongoing need to fill vacancies (e.g., jobs with high turnover, hard to fill jobs, etc.).
3. DHS is not required to advertise vacancies in certain circumstances including, but not limited to, the following:
    a. Working test demotions;
    b. Adverse actions involving demotions;
    c. Reassignment of employees;
    d. Appointment to unique positions (e.g., Commissioner, Division Director, etc.);
    e. When a pool of qualified candidates has been established for another vacancy within the same job code, within six (6) months prior to a current vacancy, the recruiter will notify the hiring manager that the previous pool of qualified applicants, if not exhausted, will be used in lieu of advertising for current vacancy.

Section B: Process

1. When the hiring manager has a need to fill a vacant position, the job description should be reviewed to ensure accuracy of information such as education, knowledge, skills, abilities, competencies, salary, paygrade, and Fair Labor Standards Act (FLSA) status. The position must be properly budgeted, allocated and classified.
2. The hiring manager or designee must create a Requisition to Hire in HR PASS. The Requisition must be approved by the required authorities and all required documents (i.e. job posting template, resignation letter, promotion letter, or demotion letter of last incumbent in the position, organizational chart, interview questions) must be uploaded.
3. Once the position has been approved, it will be assigned to a recruiter. The recruiter will review the documents and post the job vacancy announcement within three (3) business days.
4. Once the position closes, the recruiter will refer qualified candidates to the hiring managers within five (5) business days.
5. Hiring managers are encouraged to work with their assigned recruiter to determine recruitment for the vacancy. Options which may be considered include, but are not limited to:
    a. Level of the position;
    b. Location of the position;
    c. Critical nature of the position to DHS;
    d. Effectiveness of previous recruitment efforts in filling this or similar positions;
    e. Posting vacancies online (i.e. job boards, and social media);
    f. Frequency of turnover; and
    g. Newspaper advertising, newsletters, or professional publications.
6. A strategic recruitment effort may include, but is not limited to:
    a. Attending job fairs, college career days, conferences, and networking events.
    b. Marketing publications (i.e., flyers, brochures, pamphlets).
7. The DHS Recruitment and Selection Team is available for consultation and strategy development.

Section C: Job Announcements

1. All job announcements should include the following information at a minimum:
    a. The location of the position
    b. The scope of the recruitment effort (i.e., internal/work unit only, DHS employees only, State employees only, all qualified candidates);
    c. Notice that appointment to the position is time-limited or part-time, if applicable; and,
    d. Minimum and preferred qualifications; job related competencies
    e. Notice of required educational, criminal history record, motor vehicle, and references checks and pre-employment/random drug testing, if applicable;

f. Includes the Americans with Disabilities Act (ADA) notification; and,

g. Any other special requirements (i.e., extensive travel, etc.).

Section D: Selection

1. DHS is an equal opportunity employer and does not discriminate on the basis of age, color, sex, national origin, physical or mental disability, race, gender, creed, sex, sexual orientation, gender identity and/or expression, genetic information, marital status, veteran status, religious or political opinions or affiliations or any other characteristic protected by federal, state or local law.
2. DHS hiring managers are to ensure consistent compliance with all Federal and State Laws and the State Personnel Board Rules relating to selection.
3. The purpose of the selection process is to ensure that the most suitable candidate is selected for each position. The process should be conducted so that perceptions of unfairness is avoided, and the hiring manager is able to justify the decision.
4. In the absence of an exception approved by the OHR Deputy Commissioner or designee, reasonable steps should be taken to ensure that available positions are advertised in a manner that attracts qualified candidates.

NOTE If a current employee received a disciplinary action of Written Reprimand or higher, he/she will be excluded from consideration of any other role for one (1) year from the date the disciplinary action was received. An employee who received the most recent overall Performance Management Form (PMF) raw score below 3.0 may be deemed ineligible for a promotion, lateral transfer or demotion to a different job class. If a "Not Rated" was issued, an employee will be assigned a presumptive rating of "3" Successful Performer.

Section E: Establishing Selection Criteria

Establishing selection criteria that reflect the required competencies of the position is a critical step in the selection process.

1. It is the responsibility of each hiring manager to ensure only job-related criteria are incorporated in the selection process.
2. Job-related selection criteria reflect the following characteristics:
   a. Matched to relevant job duties;
   b. Based on competencies needed at the time of selection; and,
   c. Emphasize competencies from most to least important.
3. Job-related, nondiscriminatory selection criteria must be established prior to beginning the selection process. The selection criteria should include, but are not limited to education, work experience and/or an evaluation of knowledge, skills, and abilities.

Section F: Screening

1. All candidates must meet the entry qualifications for the position in order to be considered for employment. Applications for employment are to be reviewed at the time of the application.
2. Screenings will be conducted by the assigned recruiter to determine, if candidates meet the required entry and any established preferred qualifications for the position. Additional screenings based on job-related selection criteria are completed by the hiring manager to identify the most qualified candidate prior to interviews.
3. Other screening tools, such as job-related assessments and questionnaires, may be used to gather specific information about entry and/or preferred qualifications or competencies.
4. If it is determined through screening that there are no suitable candidates for an advertised position, the position does not have to be filled from that pool of candidates. If the position is to be filled at a later date, it is to be re-advertised, and all qualified candidates must be given consideration in accordance with the most current job announcement.

Section G: Interviewing

1. Structured interviews shall be conducted by an interview panel. The interviewer(s) should be knowledgeable about the position requirements. The same panel should conduct all interviews for that specific position.
2. Candidates may be asked to provide copies of performance evaluations, attendance records or similar documents as part of the selection process.
3. All interviewed candidates are to be asked the same questions and given the same exercises.
    a. Behavioral and/or situational type interview questions should be designed to gather responses and must be developed in advance of any interviewing.
    b. Questions should clearly relate to the responsibilities of the position.
4. An Interview Ranking Scale Form shall be used to allow responses to be rated (i.e., excellent, satisfactory or not acceptable). Interview questions may be provided to candidates during the interview, at the discretion of the hiring manager. If this option is used, all candidates to be interviewed must have the same opportunity to review the interview questions. The questions should remain with the interview panel.
5. Interviewers have the flexibility to ask follow-up probing questions based on a response given by a candidate or information submitted with the job application. Probing questions are asked on an individual basis and must be job-related.
6. Once a selection has been identified, the hiring manager must complete the Hire Form portion of HR PASS and upload all required documents, which include interview notes from all panel members on each candidate interviewed, interview ranking scale form, and two completed professional reference check forms.

Section H: Reference/System Checks

1. Candidates must provide the name, title and telephone number of at least two (2) professional

references.

2. Professional reference checks should be completed on all candidate(s) prior to an offer being extended. Reference checks are to be conducted by hiring managers or designee.
3. Hiring managers or designee have five (5) business days to complete the reference check process for the recommended candidate. If unable to complete the reference check within five (5) business days, the hiring manager must move to the next candidate in the hiring process.

Section I: Offer of Employment

1. The hiring manager is responsible for the final selection decision. No offer of employment, either verbal or written, is to be made from the hiring manager. OHR will make the final offer to the selected candidates after all portions of the background clearance have been successfully completed.
2. Prior to making a final offer of employment, the designated Human Resources Representative will conduct a Human Capital Management system check on the selected candidate. If a “Rehire Not Recommended” is recorded or if the candidate was ever dismissed from State employment, the candidate will be deemed ineligible for employment with DHS.
3. After the Hire Form has been completed, the recruiter will review the submitted documents and authorize the hire in HR PASS.
4. The designated Human Resources Representative will contact the selected candidate to inform them of next steps.
5. The selected candidate will receive a link to initiate background check paperwork. If the candidate is cleared for hire, the designated Human Resources Representative will extend the offer of employment, confirm the start date, notify the hiring manager, and send the offer letter.
6. The selected candidate should complete the necessary new hire paperwork in HR PASS prior to reporting to new hire orientation.

Section J: Notification of Non-Selection

1. The hiring manager shall leave non-selected candidates interviewed in the “interview status” in HR PASS. The recruiter will send non-selection letters to all candidates interviewed, but not selected.
2. Reasons for non-selection are not to be provided verbally or in writing.

Section K: Special Provisions

The following may be applicable at the time employment is offered:

1. **ACKNOWLEDGEMENT OF UNCLASSIFIED POSITION** - the designated HR Representative is responsible for ensuring that candidates (who are classified employees) who are offered unclassified positions read, sign and return the Unclassified Employment Acknowledgement prior to reporting for work in unclassified positions. The Unclassified Employment Acknowledgement form can be found in DHS Policy #https://pamms.dhs.ga.gov/ohr/302/[302 Classified to Unclassi-

fied Employment].

2. **PRE-EMPLOYMENT DRUG TESTING** - Some positions in DHS require pre-employment drug testing. As a condition of employment, candidates offered employment in positions subject to pre-employment drug testing must pass the drug test. (See DHS Policy #https://pamms.dhs.ga.gov/ohr/1302/[1302 Alcohol and Drug Testing Programs].)
3. **SELECTIVE SERVICE REGISTRATION -** The Military Selective Service Act requires all selected male candidates between the ages of 18 and 25 to present proof of having registered with the Selective Service System or to present proof of being exempt from registration.
    a. When the offer of employment is made, selected male candidates should be advised that the hiring official must receive this proof within fifteen (15) calendar days of the offer being issued.

> **NOTE** Candidates may call the Selective Service System at 1-847-688-6888 if a replacement acknowledgment card is needed to present as proof.

    b. If required proof is not received by the deadline, the offer of employment is to be withdrawn.
4. **CRIMINAL HISTORY RECORD CHECK -** All positions require a criminal history record check. (See DHS Human Resources Policy 504 Criminal History Record Checks.)

Section L: Records Management

1. Records of all written materials related to the selection process are to be retained for at least three (3) years. Records include but are not limited to the following:
    a. Position Announcement;
    b. All materials submitted by candidates for consideration (e.g., Applications for Employment, resumes, etc.);
    c. List of Available Candidates (if used);
    d. Screenings (e.g., Phone, video, chatbot, etc.);
    e. Composition of the interview team (if used);
    f. Interview questions and/or exercises;
    g. Interview notes (signed and dated by the interviewer):
        I. Written responses to questions;
        II. Additional information given to candidates;
        III. Reference information;
        IV. Any candidate rating materials used; and
        V. Any other material considered relevant.

Requests for access to these records should be directed to OHR or General Counsel prior to granting access or otherwise releasing information.

For additional information or assistance, please contact your designated Human Resources Representative.