5.5

Personnel Appointment and Evaluation

The institution publishes and implements policies regarding the appointment, employment, and regular evaluation of non-faculty personnel.

Judgment

☑ Compliant ☐ Non-Compliant ☐ Not Applicable

Narrative

The University of South Carolina (university) has standard, well-documented, and widely disseminated policies and procedures regarding the appointment and employment of non-faculty personnel. Ongoing review of policies and procedures as well as structured oversight and approval requirements ensures consistent implementation and periodic assessment.

Policy Approval and Dissemination

Policies and procedures regrading recruitment and hiring at the University of South Carolina are published in the University's *Policy and Procedures Manual* and are easily accessible online. The Division of Human Resources website also contains information concerning required forms and processes for recruitment and hiring.

University policies are reviewed at least every five years, as well as whenever a specific change is required. (University policy UNIV 1.00 *Policy on Policies: Development and Oversight of University Policies*.) All university policies are approved using a standard university-wide approval process. Draft revisions and final versions are posted on relevant websites, and announcement notices are distributed electronically to appropriate parties during the review and approval process.

The Vice Provost is responsible for oversight of the University's *Policy and Procedures Manual* and policy approval process system-wide.

Employment Practices

Recruitment and Hiring: Oversight and Approval

The Vice President for Human Resources oversees the recruitment and selection process for permanent classified and unclassified staff positions, research grant positions, time-limited, or unclassified positions (University Policy HR 1.24 *Recruitment and Appointment of Classified, Unclassified, Research Grant, and Time Limited Employees*). Departments, colleges, schools, and campuses administer the recruitment and appointment for all positions at the unit level, in collaboration with the Division of Human Resources. In accordance with the Board of Trustees Bylaws, individual appointments of vice presidents require the approval of the president and the Board of Trustees.

Equal Opportunity and Affirmative Action

The University of South Carolina believes that the presence of a high quality and diverse community of faculty and staff is necessary to achieve excellence in teaching, research, service, and outreach. To that end, the hiring practices adopted by the University are designed to seek out and welcome quality and diversity to its faculty and staff ranks through search processes that are conducted in a fair and open manner.

The Office of Equal Opportunity Programs ensures that all University hiring and recruitment practices are in compliance with state and federal laws that require adherence to equal opportunity and affirmative action provisions, and with all requirements of the South Carolina Commission on Higher Education (CHE) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). (University policy EOP 1.00 *Equal Opportunity and Affirmative Action*)

Recruitment and Hiring Procedures

The University of South Carolina uses PeopleAdmin's online Applicant Tracking System to fill all permanent classified and unclassified staff and research grant positions.

Job openings are updated daily, and the vacancy listings are available to the S.C. Employment Security Commission. Depending on the level and type of position, other advertising sources such as local and national newspapers and publications, online employment websites, and target professional publications and websites are used. The University's Office of Talent Acquisition has several computers available for walk-in applicants to use in searching the University of South Carolina Jobs website for employment.

Following a successful recruitment, all position appointments are handled in a consistent manner and processed through the university's central Division of Human Resources. The Division of Human Resources, the office of Classification and Compensation, and all hiring managers use standard hiring checklists for position appointments to ensure compliance with University policy as well as state and federal rules and regulations. Each checklist is available online and is tailored for the particular type of position. Additionally, letters of reference, background checks, and credential checks are required for all new hires, for officers of the university, senior administrative personnel, staff handling University funds, academic and administrative department chairs, institute and center directors, and faculty.

Evaluation

Classified staff and unclassified non-academic staff are evaluated in accordance with university policy HR 1.36 *Performance Evaluation for Classified and Unclassified Non-Academic Staff*. All employees are evaluated on an annual basis with the exception of probationary employees and trial employees who are reviewed after six months and on an annual basis thereafter. Through the evaluation process employees are apprised of standards and expectations and are given appropriate feedback regarding their work, including strengths and recommended areas for improvement. As part of the evaluation process employees are given an opportunity to respond to any issues raised and to contribute to the planning process regarding performance objectives for the coming year. Employees whose work is deemed to be substandard are provided an opportunity to remediate the issue and given guidance on how to improve performance. Employees who engage in misconduct or inappropriate workplace behavior are subject to disciplinary action as governed by HR 1.39 *Disciplinary Action and Termination for Cause*.

Per university policy HR 1.34 *Evaluation of Officers of the University and Administrators Reporting to the President,* officers of the university are evaluated on an annual basis by the Board of Trustees or by the President as appropriate. Officers and administrators are further evaluated on a periodic basis by their administrative peers, the faculty, staff, and other constituent groups to provide information about the performance and effectiveness of the administrator.

Provided below is a random sampling of reviews for university classified staff; the two most recent reviews are provided for each employee. The employees were selected in the following manner: A list of all classified employees on the Columbia and regional Palmetto College campuses was generated by HR. The list was filtered for those who have been employed long enough to have two years of evaluations. Based on that list, the most common job titles were determined and personnel were randomly selected proportional to those job categories. The list was reviewed to ensure an appropriate cross section of personnel.

Unit	Department	State Job Title	Grade	Reviews
Palmetto College	USC Lancaster (Regional Palmetto College Campus)	Building/Grounds Spec I	B01	2018 2019
Division of Administration and Finance	Facilities/Custodial	Building/Grounds Spec II	B02	2019 2020
Division of Administration and Finance	Facilities/Custodial	Building/Grounds Spec II	B02	2019 2020
College of Arts and Sciences	College of Arts and Sciences	Trades Specialist III	B03	2019 2020
Division of Administration and Finance	Payroll	Administrative Specialist II	B03	2019 2020
School of Medicine Columbia	Support Services	Postal Courier	B03	2018 2019
College of Information and Communications	School of Journalism and Mass Communication	Administrative Assistant	B04	2018 2019
Division of Administration and Finance	Facilities/Energy Plant	Trades Specialist IV	B04	2019 2020

Division of Administration and Finance	Postal Services	Postal Center Dir I	B04	2019 2020
Division of Administration and Finance	Landscaping Services	Building/Grounds Supv I	B04	2019 2020
Division of Student Affairs and Academic Support	Financial Aid & Scholarships	Administrative Assistant	B04	2018 2019
Palmetto College	USC Salkehatchie (Regional Palmetto College campus)	Student Svcs Prog Coord I	B04	2017 2018
School of Medicine Columbia	Facility Management	Trades Specialist IV	B04	2019 2020
University Libraries	Interlibrary Loan	Library Specialist	B04	2019 2020
College of Arts and Sciences	Baruch Institute	IT Services Specialist III	B05	2019 2020
College of Information and Communications	School of Journalism and Mass Communication	Student Svcs Prog Coord II	B05	2018 2019
College of Nursing	College of Nursing	Administrative Coordinator I	B05	2019(Trial) 2019
College of Pharmacy	College of Pharmacy	Administrative Coordinator I	B05	2019 2020
Communications	Alumni Association	Program Coordinator I	B05	2018 2019
Development	Advancement Services	Program Coordinator I	B05	2018 2019
Division of Academic Affairs and Provost	University Advising Center	Student Svcs Prog Coord II	B05	2019 2020
Division of Academic Affairs and Provost	Global Carolina	Student Svcs Prog Coord II	B05	2019 2020
Division of Academic Affairs and Provost	Global Carolina	Student Svcs Prog Coord II	B05	2019 2020
Division of Information Technology	Service Delivery	IT Services Specialist III	B05	2019 2020
Division of Student Affairs and Academic Support	Student Life	Administrative Coordinator I	B05	2018 2019
Division of Student Affairs and Academic Support	Campus Recreation	Administrative Coordinator I	B05	2018 2019

Division of Student Affairs and Academic Support	Housing and Residence Life Student Services	Student Svcs Prog Coord II	B05	2019 2020
Division of Student Affairs and Academic Support	Housing Facility Management	Trades Specialist V	B05	2019 2020
Division of Student Affairs and Academic Support	Financial Aid & Scholarships	Administrative Coordinator I	B05	2018 2019
School of Medicine Columbia	Internal Medicine	Student Svcs Prog Coord II	B05	2017 2018
School of Music	Koger Center	Administrative Coordinator I	B05	2019 2020
South Carolina Honors College	Fellowships & Scholarships Program	Administrative Coordinator I	B05	2018 2019
College of Hospitality, Retail and Sport Management	College of Hospitality, Retail and Sport Management	Administrative Coordinator II	B06	2019 2020
College of Information and Communications	College of Information and Communications	IT Consultant I	B06	2018 2019
College of Information and Communications	College of Information and Communications	Public Information Director II	B06	2018 2019
Darla Moore School of Business	Darla Moore School of Business	Student Services Manager I	B06	2018 2019
Division of Academic Affairs and Provost	Office of the Provost	Administrative Coordinator II	B06	2019 2020
Division of Academic Affairs and Provost	Academic Programs	Program Coordinator II	B06	2020 2020
Division of Administration and Finance	Controllers Office	Program Coordinator II	B06	2018 2019 2020
Division of Administration and Finance	University Police Department	Law Enforcement Officer III	B06	2018 2019
Division of Student Affairs and Academic Support	Student Life	Student Services Manager I	B06	2018 2019
Division of Student Affairs and Academic Support	Campus Recreation	Student Services Manager I	B06	2018 2019
Division of Student Affairs and Academic Support	Housing	Administrative Coordinator II	B06	2019 2020

Division of Student Affairs and Academic Support	Career Center	Public Information Director I	B06	2018 2019
School of Medicine Greenville	Information Technology	IT Consultant I	B06	2019 2020
Arnold School of Public Health	Epidemiology and Biostatistics	Administrative Manager I	B07	2019 2020
College of Arts and Sciences	College of Arts and Sciences	Administrative Manager I	B07	2018 2020
College of Nursing	College of Nursing	Program Manager I	B07	2018 2019
Darla Moore School of Business	Undergraduate Student Services	Student Services Manager II	B07	2018 2019
Division of Information Technology	Media Services	Program Manager I	B07	2019 2020
College of Education	College of Education	Program Manager II	B08	2018 2019
College of Engineering and Computing	College of Engineering and Computing	Student Services Manager III	B08	2019 2020
Darla Moore School of Business	Development	Program Manager II	B08	2017 2019
Division of Information Technology	Data Center Operations	IT Manager II	B08	2019 2020
Office for Innovation, Partnerships, and Economic Engagement	Office of Economic Engagement	Program Manager II	B08	2019 2020
South Carolina Honors College	South Carolina Honors College	Program Manager III	B09	2018 2019

Sources

Academic Advisor #1 (2020)

Academic Advisor #2 (2020)

Administrative Assistant #1 (2018)

Administrative Assistant #1 (2019)

Administrative Assistant #2 (2018)

Administrative Assistant #2 (2019)

Administrative Coordinator I #1 (2018)

Administrative Coordinator I #1 (2019)

Administrative Coordinator I #1 (2020)

Administrative Coordinator I #2 (2018)

Administrative Coordinator I #2 (2019)

Administrative Coordinator I #3 (2018)

Administrative Coordinator I #3 (2019)

Administrative Coordinator I #4 (2019)

Administrative Coordinator I #5 (2019)

Administrative Coordinator I #6 (2019)

Administrative Coordinator II #1 (2018)

Administrative Coordinator II #1 (2019)

Administrative Coordinator II #1 (2020)

Administrative Coordinator II #2 (2019)

Administrative Coordinator II #2 (2020)

Administrative Coordinator II #3 (2019)

Administrative Coordinator II #3 (2020)

Administrative Manager I #1 (2019)

Administrative Manager I #1 (2020)

Administrative Manager I #2 (2020)

Administrative Specialist II #1 (2019)

Administrative Specialist II #1 (2020)

Assistant Dean Student Services #1 (2019)

Assistant Dean Student Services #1 (2020)

Assistant Director Marketing #1 (2018)

Assistant Director Marketing #1 (2019)

Assistant Director Residential #1 (2019)

Assistant Director Residential #1 (2020)

Associate Director Campus Recreation #1 (2018)

Associate Director Campus Recreation #1 (2019)

Board of Trustees Bylaws

Building/Ground Specialist II #1 (2019)

Building/Ground Specialist II #1 (2020)

Building/Grounds Specialist I #1 (2018)

Building/Grounds Specialist I #1 (2019)

- Building/Grounds Specialist II #2 (2019)
- Building/Grounds Specialist II #2 (2020)
- Building/Grounds Supervisor I #1 (2019)
- Building/Grounds Supervisor I #1 (2020)
- Business Analyst II #1 (2019)
- Business Manager #1 (2018)
- Business Manager #1 (2019)
- Director Student Media #1 (2018)
- Director Student Media #1 (2019)
- Division of Human Resources website
- EOP 1.00 Equal Opportunity and Affirmative Action
- Equal Opportunity Programs website
- HR 1.24 Recruitment and Appointment of Classified, Unclassified, Research Grant, and Time Limited Employees
- HR 1.34 Evaluation of Officers of the University and Administrators Reporting to the President
- HR 1.36 Performance Evaluation for Classified and Unclassified Non-Academic Staff
- HR 1.39 Disciplinary Action and Termination for Cause
- House Manager #1 (2019)
- House Manager #1 (2020)
- IT Services Specialist III #1 (2019)
- IT Services Specialist III #1 (2020)
- IT Services Specialist III #2 (2020)
- Information Technology Consultant I #1 (2018)
- Information Technology Consultant I #1 (2019)
- Information Technology Consultant I #1 (2020)
- Information Technology Consultant I #2 (2019)
- Information Technology Manager II #1 (2019)
- Information Technology Manager II #1 (2020)
- Law Enforcement #1 (2018)
- Law Enforcement #1 (2019)
- Library Specialist #1 (2019)
- Library Specialist #1 (2020)
- New Employee Checklist
- Palmetto College Coordinator #1 (2017)
- Plant Operator #1 (2019)
- Plant Operator #1 (2020)
- Postal Director #1 (2019)
- Postal Director #1 (2020)
- Postal Director I #1 (2018)
- Postal Director I #1 (2019)
- Program Coordinator I #1 (2018)
- Program Coordinator I #1 (2019)
- Program Coordinator I #2 (2018)
- Program Coordinator I #2 (2019)
- Program Manager I #1 (2018)
- Program Manager I #1 (2019)
- Program Manager I #1 (2020)
- Program Manager I #2 (2019)
- Program Manager II #1 (2017)
- Program Manager II #1 (2018)

- Program Manager II #1 (2019)
- Program Manager II #1 (2020)
- Program Manager II #2 (2019)
- Program Manager II #3 (2019)
- Program Manager III #1 (2018)
- Program Manager III #1 (2019)
- Pubic Information Director II #1 (2018)
- Public Information Director II #1 (2019)
- Records Manager #1 (2018)
- Records Manager #1 (2019)
- Records Manager #1 (2020)
- Student Enrollment Manager #1 (2018)
- Student Services Manager I #1 (2018)
- Student Services Manager I #1 (2019)
- Student Services Manager I #1 (2020)
- Student Services Manager I #2 (2019)
- Student Services Manager II #1 (2018)
- Student Services Manager II #1 (2019)
- Student Services Program Coordinator II #1 (2017)
- Student Services Program Coordinator II #1 (2018)
- Student Services Program Coordinator II #1 (2019)
- Student Services Program Coordinator II #1 (2020)
- Student Services Program Coordinator II #2 (2018)
- Student Services Program Coordinator II #2 (2019)
- Student Services Program Coordinator II #2 (2020)
- Student Services Program Coordinator II #3 (2019)
- Trades Specialist III #1 (2019)
- Trades Specialist III #1 (2020)
- Trades Specialist IV #1 (2019)
- Trades Specialist IV #1 (2020)
- Trades Specialist V #1 (2019)
- Trades Specialist V #1 (2020)
- UNIV 1.00 Policy on Policies Development and Oversight of University Policies
- USC Jobs website
- University Policies and Procedures Manual Website