

REDUCING TIME TO HIRE

RESEARCH GRANT SUPPORT STAFF

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PURPOSE

Consistent message from faculty:

'It takes too long to get grant support staff hired'

Shorten the time to hire between receiving the Notice of Award
and posting positions on job board(s)



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PEOPLE INVOLVED

Project Sponsors:

- Caroline Agardy, VP for Division of Human Resources
- Julius Fridriksson, VP for Office of Research
- Mandy Kibler, University Controller

Process Participants:

Faculty

- Dr. Andreas Heyden (CEC)

Controller's Office

- Lindsey Crawford, Ast Controller
- Denise Koon, Sr Director (GFM)

USC-DHR

- Ciji Tolbert, Dir C&C
- Teresa Limpalair, Dir Service Teams

Sponsored Awards Management

- Nida Reid, Dir SAM

Department HR

- Theresa Williams (ASPH)

College/Division HR

- Atavia Jackson (COSW)
- Mark Gumba (CAS)

Business Operations

- Sandy Besley (ASPH)
- Elizabeth Caulder (SOMC)



PEOPLE INVOLVED

Integration Discussion Participants:

USC-DHR

- Belinda Ogorek – Asst Vice President, Operations & Systems
- Connie Thompson – Director, Strategic Partnership & Policy Admin
- Ciji Tolbert – Director, Classification & Compensation
- Teresa Limpalair – Director, Service Teams
- Ati'ya Bailey – Director, Talent Acquisition
- Stacy Lee – Manager, HR Systems Information & Reporting

Sr. Info Systems/Business Analysts – PeopleSoft (HCM)

- DeAnna Sloop – Program Manager
- Chris Poore
- Will Meetze



PROJECT PATH

Discovery:

- Map current processes

Possibility:

- Review options with resources available now
- Review possible solutions with the HR system and integration specialists

Action-Planning:

- Test solution options and how they integrate in HCM
- *Make changes in PeopleAdmin*
- *Change Management and Communication*



PROCESS CHART



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writing pds
3-5 days

Submitting
PA action
5 days
if funding identified
23 months if not

College level
review
2-3 days

Discuss Pos. Request
w/PI

Send form of
position request
details to PI
to get info for
pos. req.
Dept HR

Complete Hiring
proposal for
salary approval
submit to
College level HR

Fill out
new Salary
form
PE

Req.
form.
to post
(som)
Internal
College

Request
Posting
Class Comp/
HR

Work w/ PI
on building
a meaningful
Position
Description

Upon approval
from College level
HR + HR015,
submit position
request
Dept HR

When pos. req.
approved,
Post position &
if needed
advertise position
Dept HR

Appoint
Search
Committee +
Excellence
advocate
Dept HR

①
H.A. Contact Will
Submit a position
request to the college
on people Admin
I review and send
the request to
Division HR

②
I approve posting
and send it over
to Division HR Talent
for posting
Dept conducts
the interviews

Budget
Review

③
I send the form
to the College grants
manager to review
Grants manager makes
sure funding is
available
Collect

④
Division HR approves
the position and Dept
HR is notified.
Dept HR initiates
the posting on PA
and sends it to
the college for approval

HP is submitted to
Central HR with
required attachment
including approvals
HR can best serve!

Consult w/ hiring
manager to confirm
position, classification,
& salary
College HR

Receive notice to
hire. On Form 5000
w/ position info
College HR

Create PD or
posting to recruit
or to hire temporary
recommended salary
and pay history
College HR

HCM
Approval

(College level/branch
office)

2nd step
We gather more information
regarding the position
and candidate they want
to hire
HR Contact Level

3rd Step
They would complete an
internal document describing
the grant info and
job duties.
HR Contact level

4th step
We would review and
submit for PD & be
created
HR Contact level



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MAIN ISSUE PINPOINTED

**Funding source is required to
create and recruit a vacant position**

2-6 months waiting to confirm and/or create salary funding source(s) before a position can be created in our system



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MAIN ISSUE PINPOINTED

**Can we remove the funding source(s)
requirement from PeopleAdmin actions?**

Yes and No



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SOLUTION

Only require funding sources at the Hiring Proposal stage (request to hire)

Remove funding requirement for new positions and modification actions (RGP and TML only)



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KEY IMPROVEMENTS - ANTICIPATED

1. Shorten the time to create (or update) and post a position from 2-6 months to only **2-4 weeks***.
2. Compliance/consistency between internal and external job postings
3. Concurrent processes:
 - Positions will be created and posted on the job board(s)
 - The PI and department finalize funding source(s).
 - Funding source(s) must be confirmed before the final candidate can be entered into a Hiring Proposal and before the offer letter can be extended to the final candidate.

*depending on college/dept processing times



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NEXT STEPS

1. Continue testing integrations within the PA sandbox for integration errors
2. Work with PeopleAdmin to update forms
3. Test new forms to ensure integration with HCM will be successful
4. Communicate with HR professionals
5. Publish changes
6. Go Live



STILL TO IMPROVE

The department and college levels are still obvious areas where process improvements need to be made.

HRedefined

This [initiative](#) to create a Business Partner Model will further assist faculty and program managers by creating processes to shorten the lag time within the departments and colleges.



CONTRACT/GRANT PROPOSAL STAGE

1. Discuss budgets for staff salaries with faculty and grant admins
2. Titles and position descriptions discussed and organized within the grant structure
3. Including HR professionals in the discussions during the contract/grant proposal stage

*Invited to present at Grant Admin trainings offered by the Office of VPR



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REFLECTIONS

Involving the right people from multiple points of view to talk through current processes empowers them to understand, value change, and brainstorm solutions.

- Understanding each other's "why"
- Creating a solution that will benefit all stakeholders



THANK YOU!

Katie Davison

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