Recruitment & Selection

Skills · Performance · Career · Job · Search · Selection · Talents · Professional · HR · Business · Development · Assessment · Qualifications · Education · Searching · Recruitment

Recruitment

Recruitment & Selection

Purpose of this tool kit

To assist employees in the Division of Student Affairs and Academic Support in the application of best practices when it comes to the recruitment and selection process.

Best practices in recruitment and selection include seven steps:
1. Planning
2. Job Analysis and writing a position description
3. Search Committee Process
4. Application Review
5. Interview and Selection
6. Onboarding
7. Process Evaluation

What is the cost of a poor recruitment and selection process? A poor recruitment and selection process increases the probability of a poor hire and this can have a significant impact on the organization both financially and non-financially.

The financial cost of hiring a poor candidate extends beyond the costs involved in appointing the person; it also extends to the ongoing salary and when a probation period is not managed efficiently or if a position turns out to be different to the position that was advertised, possible legal costs.

A poor recruitment decision can also have a demoralizing effect on staff as their roles may be affected while time, money and effort are spent bringing the recruit up to standard, impacting the motivation to carry out their own roles and possibly the productivity of the department or Student Affairs.

Recruitment and selection is an important function because it is paramount to quality service delivery. Using Human Resources best practices can help predict the best person for a role.

Student Affairs and Academic Support
UNIVERSITY OF SOUTH CAROLINA

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Planning

Planning is the first step in the process. It involves holistically looking at the recruitment and selection process and includes scheduling activities, resources and time to support the process. A sample 90 day time-line is included in the appendix.

- Consider selection committee members, they should have an interest in the position as well as a day to day job connection.
- Determine the ideal number of candidates you want to include in a phone pre-screening and for an on campus interview.
- If possible book time in advance to review applications and conduct phone and on campus interviews.

Good planning has a positive effect on the experience of all parties involved including the applicant.

Keep in mind:
A position description takes 4 to 5 days for approval once it reaches Salary Administration
A posting are typically approved within 24 hours once it reaches Talent Acquisition
Positions should be posted a minimum of 5 days a *maximum* of 30 with one option of extenstion.

Job Analysis and Writing a Position Description

The purpose of a position description is to document job duties, inform the employee of job responsibilities, serve as a communication tool between the supervisor and the employee, provide a basis for EPMS planning stage, determine proper classification and compensation and serve as a basis for a job posting. Writing an effective position description begings with a job analysis.

To begin:
- Review the current position description.
- Use the Job Library. The job library is the collection of job specific roles that exist within the university. It is comprised of job families, job functions, market titles and levels. Each position within the university is aligned to a job within the job library based on the essential duties, scope of responsibility, and minimum qualifications and is used to facilitate comparison with positions internal and external to the university.

Consider:
- What skills does an ideal candidate need to successfully perform the role?
- What base of knowledge would you like them to have (e.g. knowledge of Student Development Theory, budget management, health and safety practices)
- What are the minimum qualifications a candidate needs to perform in this role?
- What preferred qualification does the role need?

USC Minimum Qualification	Set by Classification and Compensation	Typically requires a bachelor's degree and 1 year of experience.
Position Specific Minimum Qualifications	**Becomes the new minimum** and anyone with less than position specific minimum qualifications will not meet the minimum requirements for hiring.	Masters degree.
Preferred Qualifications	Qualifications you would prefer the candidate to posses but are not necessary for success. **These do not change the screening qualifications.**	Master's degree and 3 years' experience in student services.
Knowledge/Skills/ Abilities	This section should include the knowledge and skills a candidate needs to be successful in the position.	Knowledge of Student Development Theories.

The Director of Position Managment for Student Affairs can help you aligning your position.

Start writing or updating your position description

Remember a good good position description should accurately reflect the responsibilities of the role, using simple language to explain tasks, duties, function, and responsibilities of a position. It should not include any gender-coded words and avoid jargon and acronyms. There is a comprehensive pd tool in the HR/Finance ticketing system under Resouces and a copy provided in the appendix.

Writing an effective position description is crucial for attracting qualified candidates and ensuring clarity about the role. Here are some tips:

- **Start with a clear job title:** Make sure the title accurately reflects the role's responsibilities and level within the organization.
- **Provide a concise overview:** Begin with a brief summary of the position, including its purpose, main responsibilities, and key objectives. This gives candidates a quick understanding of what the role entails.
- **Outline key responsibilities:** Detail the specific duties and tasks the role involves. Use bullet points for clarity and readability. Focus on essential functions and avoid listing every possible task.
- **Be mindful of language and tone:** Use clear consice language, avoiding jargon or biased language.
- **Be honest and transparent:** Avoid overselling the role or exaggerating expectations. Be transparent about challenges, workload, and any potential downsides to ensure candidates have realistic expectations.
- **Proofread and revise.**

Search Committee Process

A Search Committee is a more formal method of interviewing candidates. It generally will consist of three or five members, often with at least one member being from outside of the department or outside of Student Affairs and Academic Support, depending on the position. A search committee is required for all full-time staff positions. Any exceptions to this requirement must be approved by the Executive Director for Student Affairs and Academic Support.

Training

Search committees play a vital role in recruiting, evaluating, and recommending the most qualified candidates for employment by the division. Search committee members can be the first division employees that a candidate will meet. Each member has an opportunity to represent the Division of Student Affairs and Academic Support welcoming community during the search process. Search committees should be properly trained to serve in this capacity. Student Affairs and Academic Support is responsible for training search committee chairs and members. Best practices and overview are provided during the first meeting of the committee with the Director of Recruitment and Selection for Student Affairs or designated HR representative. The search committee chair, with assistance from the Director of Recruitment and Selection for Student Affairs or designated HR representative ensures each search committee member understands and follows the procedures outlined in this document. All Search Committee members must watch and complete the certification included in the link below.

Watch Search Committee Training
https://sc.edu/about/offices_and_divisions/student_affairs/toolbox/human_resources/search_committee_training/index.php

Search Committee Includes:
- The Chair - a person in the same or a higher-level position than the one to be filled (often supervisor)
- The remaining committee members will be chosen by the direct supervisor of the vacant role.
- Director of Recruitment and Selection for Student Affairs or designated HR representative. – if requested, may sit in on interviews and be there to help monitor and assist the search committee, but will not have a vote in the selection process.

Search Committee Chair
- Serve as liaison between the committee, the hiring manager, and Director of Recruitment and Selection for Student Affairs or designated HR representative..
- Call and facilitate meetings; ensure members undrstand the committee charge.
- Maintain confidentiality about applicants, candidates and search committee proceedings.
- Develop committee members' assignments and delegate tasks.
- Work with the hiring manager and Director of Recruitment and Selection for Student Affairs or designated HR representative. to develop and make available tools, templates, interview questions and materials for conducting the search.
- Ensure that records are maintained for FOIA
- Ensure interview and other evaluation materials are documented.
- Correspond with semifinalists and finalists and check references.
- Coordinate administrative and logistical support.
- Serve as lead host for candidates on campus.
- Coordinate the efforts of committee members.
- Perform the duties of a regular committee member.
- Perform other duties as requested by the hiring manager.

Search Committee Member
- Attend and participate fully in all committee meetings.
- Help to identify and contact potential applicants.
- Maintain confidentiality about applicants, candidates and search committee proceedings.
- Review candidates' resumes, CVs, cover letters and applications.
- Screen applicants according to the selected evaluation criteria and committee charge.
- Host candidates.
- Participate in the interview process.
- Perform other duties as assigned by the search committee chair.

A search committee is considered a legal body of the university. As such, all screening and interview documents will be kept and are subject to the Freedom of Information Act (FOIA) requests. For this reason, a valid explanation for eliminating or keeping each candidate is vital. This is also why completed screening tools should be accurate and non-biased. It is imperative that we interview the top-ranking candidates according to the forms, should SAAS receive a FOIA request

Confidentiality
Maintaining confidentiality protects the integrity of the search process, and search committee members are required to maintain the confidentiality of applicant/candidate names, committee discussions and recommendations both during the search process and after the search process is complete. This protects the University as well as individuals under consideration who may not want their candidacy known to current employers. At the beginning of each search, all search committee members should sign the University of South Carolina Confidentiality Agreement for Search Committee Members. The search committee chair is responsible for ensuring all confidential materials are collected from committee members and all relevant and required documentation is submitted to the Director of Recruitment and Selection for Student Affairs or designated HR representative, assigned to your committee, a copy is provided in the appendix.

When a position is vacant, or a new position is created
- Review and complete the pd tool in the HR/Finance ticketing system under Resouces. Meet with the Director of Position Managment for Student Affairs if you need help, or have questions or concerns.
- Submit ticket to HR system and attach the pd update document.
- Meet with Director of Recruitment and Selection for Student Affairs or designated HR representative to discuss recruitment plan and timeline.
- Invite search committee members and includes a copy of the position description. Ensure that the committee members chosen will have time to devote to the search. Choose members who will bring a variety

of diverse perspectives to the interview process. Consider bringing colleagues from various departments of the university as committee members.

- If you select your search committee prior to posting, include thier names when you submit a ticket to post your position. If this is done after the position is posted inform the Director of Recruitment and Selection for Student Affairs or designated HR representative to update the posting, this will give the search commitee access to review candidates.

Once a posting is live

Set up a meeting with the Director of Recruitment and Selection for Student Affairs to discuss:

- Discuss Bias training, conflict of interest.
- Map out timeline of phone interviews, on campus, start date etc. Confirm the job close date.
- Develop an application screening tool that identifies key qualifications and preferred previous experience related to each candidate's education and experience.
- Where to post position/ external advertisement (example in appendix)
- Discuss competencies necessary to perform the position to help create phone interview questions and on campus interview questions.

Application Review

The process of attracting appropriate and suitable candidates for your position is an important factor. Key questions to ask yourself about identifying a qualified:

When reviewing an application creating a spread sheet like the example below with the list of top qualifications and ranking your applicants is a helpful way to review candidates. A template can help ensure a fair assessment of candidates.

First Name	Last Name	Masters & 1 or Bachelor's & 3	*Leading Teams*	*Program Design*	*Assessment*	Developing Partnerships	Total Points	Interview	Reason
		Y/N	0,1,2	0,1,2	0,1,2	0,1,2		Y/N	
Carolina	Gamecock	Y	2	2	1	2	7	Y	
Russell	House	Y	0	2	1	0	3	N	Does not have required experience
Thomas	Cooper	Y	2	2	2	2	8	Y	
Darla	Moore	N	–	–	–	–	–	N	Does not have required education

List your selection Criteria based on KSA's

If you have a position that is identified as underutilized you will receive a letter from the Office of Talent Acquisition.

- Use an Application Screening tool to evaluate the submitted materials to ensure the candidate is qualified by comparing them to the position description provided. If the candidate does not meet the minimum qualifications, there is no need to evaluate the candidate. The screening tool, often referred to as a screening document or matrix, is numerically based.
- Remember part time experience is counted as half.
- The scores of each candidate should be added together. The 2-3 that rise, numerically, to the top are who should be interviewed first.

Applications may often show a candidate's current salary. Please do not show bias by not interviewing a candidate because their current salary is higher than the pay range. They should be evaluated on their experience only. A record should be maintained by the search committee chair of applicants that have been rejected from the pool along with the reason for their rejection. Reasons for rejection should be selected from below:

REASONS FOR APPLICANT REJECTION
1   Does not have required experience
2   Does not have required education
3   Could not contact
4   Qualifications not competitive with other applicants
         Applicant declined interview
6   Position will not be filled at this time
7   Insufficient education and/or experience provided
8   Does not have required computer/software skills
9   Does not have required licensure/certification
10   Did not attempt/achieve required typing test score
11   Other
12   Applicant Withdrew

- After the committee chooses who they would like to interview, the chair will submit the candidates' names to The Director of Recruitment and Selection or the designated HR representative. This should be completed prior to setting up the phone interviews.
- The Director of Recruitment and Selection for Student Affairs or designated HR representative reviews all candidates selected for phone interviews to confirm candidates are qualified.
- The chair of the committee or their designee will coordinate the dates and times for the interview and inform the HR contact of the schedule.
- Keep in mind that all interviews need to be consistent. If you bring your first candidate to campus, they all need to come on campus. If you request a presentation, they will all need to give a presentation on the same topic.

Second Search Commitee Meetings
Search Committee meets to discuss phone interview candidates. Completed applicant screening tools are sent to supervisor or search committee chair prior to this meeting. The supervisor or search committee chair sums scores for each candidate and has the top candidates. Top candidates should be interviewed. Supervisor or search committee chair should schedule phone interviews. Templates for confirmation emails are in the appendix. After phone interviews schedule time with Search Committee to discuss phone interviews and SC recommend finalist to supervisor or search committee chair.

Interview and Selection

After you have reviewed your applicants you will have your top candidates who you will phone interview before you bring your top 3 to 4 to campus. Design your interview questions based on the selection criteria from your KSA's. You can create a template to assist with scoring, for example:

Applicant Name	
Question 1	
KSA – Ability to make clear decisions under pressure	Score:

Definition: The thought process of selecting a logical choice from the available options. When trying to make a good decision, a person must weigh the positives and negatives of each option, and consider all the alternatives. For effective decision making, a person must be able to forecast the outcome of each option as well, and based on all these items, determine which option is the best for that particular situation.		
Question: Describe a time when you had to make a difficult decision in a high pressure situation. What was the setting, what did you do and what was the outcome?		
Situation	Action	Result
Additional Notes:		
Question 2		
KSA –	Score:	
Definition:		
Question:		
Situation	Action	Result
Additional Notes:		

Scoring should be well defined:
0= Not acceptable – Applicant did not demonstrate KSA being measured
1= Less than acceptable – Applicant insufficiently demonstrated KSA
2= Acceptable – Candidate showed sufficient evidence of KSA
3= Above Average answer – Candidate demonstrated above average use of KSA
4= Excellent – Candidate more than significantly demonstrated the KSA

- Questions should be fair and unbiased
- Observe equal opportunity laws by not including potentially discriminatory questions; A list of illegal questions is provided in the appendix
- Questions should be related to job success
- All records are subject to FOIA request
- One additional question you must ask if you have an international candidate is: *Do you need USC to sponsor work authorization now or any time in the future?*

Phone Interview Etiquette
- Each committee members should introduce themselves to the interviewee and describe their role are at the university.
- Give a brief overview of the university and department. This is a good time to brag a little about the University, the benefits of working here, etc.
- Explain the format of the interview to put them at ease.
- Let the applicant do most of the talking. Do not interrupt them unless it is to gently redirect them to the question at hand.
- Do not allow one member of the interview group to monopolize the interview. Allow all members the

opportunity to ask the interview questions.
- Observe non-verbal cues.
- Take notes. Use the pre-determined Interview Question/Evaluation tool as this will be the tool used to highlight strengths and weakness of each candidate.
- Make sure you leave time for the candidates to ask questions.
- Describe the rest of the search process and let them know a realistic time frame that this process will take
- Always thank the candidate for their time.

Before your first on-campus interview:
- Confirm with key stakeholders' availability on proposed dates (confirm if AVP of area needs to interview)
- Discuss expected salary range with candidate: i.e. depends on equity, and years of experience, we can't confirm a number until we submit their specific experience to Classification and Compensation.
- Moving expenses $1500 standard amount for coordinator or entry level, confirm with the Director of Recruitment and Selection for Student Affairs or designated HR representative appropriate amount before offering.
- Is travel involved? If so, contact Finance team member via ticketing system and utilize Travel Process for travel approval and arrangements. Please note, it typically takes at least 10 business days to get travel approved for the candidate.
- Book Rooms for interviews.
- Supervisor or Search Committee coordinate any student interview participation involvement.
- Closer to date attach itinerary to candidate (template at end), questions for interview groups –
- Coordinate pick up for candidates from hotel or airport. Airport shuttle is available at Courtyard Marriott.
- Plan lunches with appropriate team members, ensure team members understand reimbursement process.
- Is a presentation required? Communicate presentation prompt timely to each candidate.
- Create a folder for the candidate with important documents about Student Affairs and departmental area as appropriate. Include insurance premiums and retirement information.

After the interview
- Check references for top candidate
- To help you determine if hiring above the minimum is apprporiate use the comprehensive Hire above minimum guidelines in the "Resource Section" of the HR ticketing system.
- Discuss salary with Director of Recruitment and Selection who will submit selected candidate to Class and Comp for approval.
- Are moving expenses needed?
- The Director of Recruitment and Selection will send you draft offer letter to send to candidate once salary has been approved. Be sure to include moving expenses in offer letter if you wish to offer.
- Offer letter, moving agreement and moving policy sent to candidate.
- Signed moving agreement and offer letter is sent to moving@sc.edu and copy finance team member as appropriate. Finance team member works with employee on reimbursement once hired. Receipts are required.

After a candidate accepts an offer:
- Complete a new hire justification and attestation form found "Resource Section" of the HR ticketing system.
- Notify any key campus partners of arrival of new employees
- Send Announcement to Search Committee thank them for their time etc.
- Equipment for new employee- What is needed? (Onboarding supervisor checklist)
- Send out email to department announcing employee
- Create onboarding plan and submit centrally
- Notify the Director of Recruitment and Selection to coordinate I-9 completion with a HR Coordinator
- Supervisor and new employee sign position description

Record Keeping

The Freedom of Information Act (FOIA) is a United States federal law that grants the public access to information possessed by government agencies. As a public institution the university is subject to state FOIA guidelines. A candidate can request their personal records from the recruitment process. It is important to keep consistant and accurate records. A FOIA checklist is included in the appendix.

Reference Check

The Employment Office is responsible for verifying an applicant's educational background or obtaining a criminal background, this is done through the hiring proposal. The truth behind references is not always as straightforward as it seems.

A glowing reference doesn't necessarily guarantee an ideal employee, and an evasive response might be hiding critical information. To distinguish between genuine praise and strategic evasion, ask specific questions. Instead of relying on general inquiries, ask detailed, job-related questions that require specific examples of the candidate's performance. This can prompt the reference to provide more nuanced information.

1. Can you confirm the candidate's employment details? Start with basic information to ensure that the candidate's work history aligns with what was provided on their resume.
2. What was the candidate's role and responsibilities in your organization? Gain an understanding of the candidate's specific duties and how they contributed to the team or company.
3. How would you describe the candidate's work performance? Encourage the reference to provide details about the candidate's strengths and areas for improvement.
4. What were the candidate's key accomplishments in their role? Ask about specific achievements or projects the candidate worked on to assess their impact.
5. Can you comment on the candidate's ability to work in a team? Understand how well the candidate collaborated with colleagues and contributed to a positive team dynamic.
6. How does the candidate handle pressure and tight deadlines? Assess the candidate's ability to manage stress and meet deadlines, which is crucial in many work environments.
7. Did the candidate demonstrate strong communication skills? Inquire about the candidate's written and verbal communication abilities, as effective communication is often vital in the workplace.
8. How did the candidate handle challenges or conflicts in the workplace? Learn about the candidate's problem-solving skills and ability to navigate challenging situations.
9. Was the candidate reliable and punctual? Verify the candidate's attendance and punctuality to ensure they are dependable.
10. Would you rehire the candidate? This question can provide a straightforward indication of the reference's overall satisfaction with the candidate's performance.
11. Can you describe the candidate's work style and approach to tasks? Understand the candidate's approach to work, whether they are detail-oriented, proactive, or prefer working independently.
12. Did the candidate require a lot of supervision or were they self-motivated? Assess the candidate's level of independence and self-initiative in their previous role.

Pay attention to the tone of the reference's voice and any hesitations in their responses because uncomfortable pauses or a lack of enthusiasm may suggest underlying concerns. Never rely on only one reference. Reach out to multiple references to gain a more comprehensive understanding of the candidate's performance. (2023, The truth about references.)

The Division of Human Resources has the following guidelines posted for reference checks.
1. You should state during the interview with a job applicant that references will be checked. Also, don't just rely on letters of reference or personal references provided by the job applicant.
2. A telephone reference check takes less time than a written reference check and usually more information is gained. Forms rarely uncover negative information. Employers hesitate to put into writing what they may say in a conversation.
3. The hiring supervisor should make the phone call because he or she is most familiar with the information received from the applicant and the responsibilities of the job. Supervisors should be prepared with a written list of questions to ask.
4. When calling an applicant's reference: identify yourself immediately; tell the reference about the position for which the applicant is being considered.
5. To gain as much information as possible, let the person speak without interrupting. If the reference pauses in the conversation, it usually means he/she has other information and is hesitant to share this information. Get them to talk about everything that would be helpful, but only ask for information that will be used in your hiring decision.
6. Again, ask only job-related questions and document all answers. Avoid questions that can be answered "yes" or "no."
7. The most important question to get answered is whether the previous employer would rehire the applicant you are considering. If you get no other response, try to get this question answered.
8. Avoid questions that screen out minorities, women and persons with disabilities, or will bias the reference in terms of age, gender or religion.

There are many personal questions you must avoid when conducting a reference check. If you have doubts as to whether you should ask a question, don't. Questions you should avoid include:
• Does the applicant have any disabilities or health problems?
• Is the applicant married or have children?
• Has the applicant made child care arrangements?

The Division of HR also has a Reference Check Form that can be found at https://sc.edu/about/offices_and_divisions/human_resources/docs/interview.pdf. This form should be retained for three years with your hiring records for the position.

Hiring Proposal
Hiring Proposals are completed in PeopleAdmin and must be reviewed by Salary Administration before an offer is made to a candidate.

If you need to compete a hire above minimum this must be done by completing an HR27 and attaching it to the hiring proposal. Guidelines set by HR are up to 5% for directly related education, experience, certifications and specific job related licenses. Roughly 2 to 3% if the experience is not directly related. Even though the form gives space for justification, it is always better to attach a more detailed memo.

Salary Administration will look at department averages as well as across USC and South Carolina.

Onboarding

After effective recruitment and selection, one of the most important ways that organizations can improve the effectiveness of their talent management systems is through the strategic use of onboarding. The onboarding process focuses on helping employees new to your department and new to the university become acclimated to the work environment. Onboarding at the university is a two-fold process. In PeopleAdmin it is the process of assigning the appropriate checklist to ensure the new hire is actually hired into the system. Much of this will be completed by a Student Affairs Centralized HR Coordinator but supervisors play a role in this process. The tip sheet provied by human resources can help you navigate the process, https://sc.edu/about/offices_and_divisions/human_resources/docs/pa_onboarding_tips_for_supervisors_managers.pdf.

The second part of onboard is the process of helping new hires is the process of helping new hires adjust to social and performance aspects of their new jobs quickly and smoothly. This should always be a priority for departments.

University Orientation is designed to welcome new staff to the University and provide valuable information about working at Carolina. *Including:*
- How to get a Carolina Card.
- About reporting time using ITAMS, the holiday and pay schedule and annual and sick leave.
- How performance will be evaluated using the Employee Performance Management System (EPMS).
- How to receive support from University Technology Services.
- About working at Carolina and a few of the policies and practices that may affect the employee.
- How to identify training opportunities available through the Professional Development Office.

The Divison of Student Affairs Orientation if offered twice a year in the Fall and Spring Semester and will provied new staff with an opportunity to meet and network with collgeues, learn more about the division and ask questions of the Division Leadership.

Please refere to the Onboarding Packet to help you with onboarding an employee to your department. https://sc.edu/about/offices_and_divisions/student_affairs/documents/toolbox/human_resources/onboarding_nov18.pdf.

Process Evaluation

Evaluating your selection process will help you identify areas where you can improve.

	Always (4)	Usually (3)	Sometimes (2)	Rarely (1)	Never (0)
How often do you analysis your position description?					
How often do you involve a subject manner expert in you position description review?					
How often do you communicate your departments mission and values to the candidates in the recruitment and selection process?					
How often to you used scoring when evaluating candidates?					
How often are structured behavioral interview questions used?					
Are the questions structured around job knowledge, skills and expertise?					

Do interview panel members score applicants independently?					
How often are selections decisions based on a numerical aggregation of scores that the applicants received?					
How often are defined, structured reference checks used?					
How often do you use a structured onboarding process?					
How often are probation periods monitored?					
How often is your recruitment process evaluated from internal feedback?					

Scoring

37 and above: You have and efficient well managed interview and selection process. This toolkit can also be used to evaluate processes and measure improvement over a number of years through a periodic assessment.

25-37: You have a very good structure to your recruitment and selection process. Look at areas where you scored three or below and incorporate them into your recruitment and selection process.

13-24: The recruitment and selection process needs improvement, incorporating the best practices in this tool kit can help your process.

0-12: The best practices presented in this toolkit can help you tremendously.

Appendix

Hiring & Selection Timeline

This 90-day sample timeline identifies typical components included in a recruitment plan and helps to keep the activities on track. It can be used to tailor any type of recruitment whether it be a classified service, professional or a management position. It is a tool that visually describes the steps involved in a recruitment effort.

4 Weeks Prior to Posting
Review position description (pd) and update if necessary.
Submit the pd to division for approval

1 to 2 Weeks Prior to Posting
Decide on a marketing plan, review the external job advertising requirements and recommended publications and organizations for minority advertisement.
Determine who will be involved in each step of the selection process for the position.
Application review
Phone interviews
In-person interviews (including panel)
Reference checks

1 Day Prior to Posting
Submit job posting in PeopleAdmin.
Confirm posting duration. (Job requisitions must be posted a minimum of 5 calendar days and should be posted no more than 45 days)
During Posting:
Block off time for all members involved in the selection process as applicable. (Time estimates vary on the number of applicants referred.) Consider:
Application review (3-6 hours)
Phone interviews (5-8 hours)
In-person interviews (5-8 hours per candidate)
Reference checks (1-3 hours)
Finalize phone and in-person interview guides with your Employment Consultant.

1 Day After Posting Closes
Review application materials
Determine top applicants to receive phone interviews.

4 Days After Posting Deadline
Call top applicants to schedule phone interviews. (Average phone interview takes 30 minutes.

Week After Posting Deadline
Conduct phone interviews.
Schedule on campus interviews.

2 Weeks After Posting Deadline

Determine top candidates to bring in for in-person interviews.

Contact top candidates to schedule in-person interviews.

Contact candidates who completed a phone interview, but who were not selected to move forward in the process.

2 ½ Weeks After Posting Deadline

Conduct in-person interviews.

Evaluate and rate each candidate individually on the major job responsibilities of the position.

Finalize reference check guides with your Employment Consultant.

3 ½ Weeks After Posting Deadline

Identify top candidates.

Conduct reference checks on top candidates.

Select most qualified, best fit candidate.

4 Weeks After Posting Deadline

Complete a hire above minimum on selected candidate and obtain appropriate approvals if applicable

Extend offer to candidate once hire above has been approved by Salary Administration

Complete hiring proposal in PeopleAdmin

Contact candidates who completed an in-person interview, but were not selected for the position.

Communicate selection of new team member to department. Thank your panel members for their help with the hiring and selection process.)

Prior to Candidate's First Day of Employment and Candidates first day

See onboarding guide at

https://sc.edu/about/offices_and_divisions/student_affairs/documents/toolbox/human_resources/onboarding.pdf

Position Description Update

A good position description should accurately reflect the responsibilities of the role, using simple language to explain tasks, duties, function, and responsibilities of a position. It should not include any gender-coded words and avoid jargon and acronyms. Use this tool to help you write or update a pd.

Internal Title

Department

Is this a new position?

  Yes

  No   *(Skip to next question)*

Reason for Modification of Position Action *(Select as many as necessary)*

Update Position Description	FLSA Change
Additional Duties and Responsibilities	Increase/Decrease in Work Hours
Reassignment	Internal Title Change
One Step Promotion	Department Change (Please note new department # in Justification)
Change in Supervisor	
Change in Classification	Location Change
Change in Advertised Rate	Unseating Employee for Posting

Justification

Who performed these duties
previously *(use N/A if not applicable)*

If any comparable position(s) exist in the same unit or department, please list the incumbent's name(s) (if filled) and position number(s). If no comparable positions, list N/A.

Priority

    Posting immediately   Update only

If posting immediate, list your search committee members. The chair should be the first person listed. *(This should be an odd number with no more than 5 participants)*

1.

2.

3.

4.

5.

Requested Effective Date

Requested Salary

Do you have reoccurring funds available to support this position?   Yes   No

If you do not currently have reoccurring funds, how do you plan to support this position long term *e.g. new initiative money is expected.*

USC Market Title Selection

This information can be found in PeopleAdmin Under USC Market Titles. <u>For best results consult with your department HR representative or the division HR Director.</u>

Job Family
Job Function
Job Level
USC Market Title

If no change, click here

Position Details

Employee Building	
Campus	
County	
Type of Position	Full Time Research Grant Temp/Time Limited Part Time 100%Remote
Hours Per Week	
Weeks Per Year	Basis
Job Purpose (*The Job Purpose provides a high-level overview of the role, level, and scope of responsibility a summary of "why the job exists?"*)	
Position Specific Minimum Qualification *(Use USC minimum qualifications for the family, function and level. You can require more than the state minimum but not less for example of the state minimum requires a Masters and one year experience you can request a masters and two.)*	

Preferred Qualifications *(Qualifications but not essential to the role e.g. experience with EAB, or PeopleSoft. Think of this as the nice to have but not necessary to have.)*

Knowledge/Skills/Abilities

Supervisory Details

Type of supervisory responsibility that is expected from this role. In this section detail the extent of the job's authority to hire, discipline, terminate, assign work, train, and evaluate the performance of subordinates. This can be either a separate job duty or noted in other job duties as well. Some examples include:

- *Supervises, hires, trains, provides work direction, and problem-solving assistance for student workers.*
- *Oversees the daily operations of other staff.*
- *Provide directions to other individuals.*
- *Supervises staff, including hiring, scheduling, and assigning work, reviewing performance, and recommends salary increases, promotions, transfers, demotions, or terminations.*

Supervisory Responsibilities *Does this position supervisor, staff, graduate students, full time employees?*

Describe the guidelines and supervision an employee receives to do this job, including the employee's independence and discretion. *Use the definitions below to describe supervision.*

Direct Supervision: The supervisor gives specific instructions on all assignments. Work is reviewed for completeness and accuracy, or the employee performs tasks which provide inherent checks built into the nature of the work.

General Supervision: The supervisor provides continuing or individual assignments by indicating generally what is to be done, limitations, quality and quantity expected, deadlines and priorities. Additional, specific instructions are given for new, difficult, or unusual assignments. The employee uses initiative in carrying out recurring assignments. The supervisor assures that the work is technically accurate and in compliance with instructions or established procedures.

Intermittent Supervision: The supervisor makes assignments by defining objectives, priorities and deadlines, and assists the employee with unusual situations that do not have clear objectives. The employee plans and carries out successive steps and resolves problems and deviations in accordance with instructions, policies, and accepted practices. The supervisor reviews the work for technical adequacy and conformance with practice and policy.

Administrative Supervision: The supervisor sets the overall objectives and resources available. Supervisor and employee, in consultation, develop deadlines, projects, and work to be done. The employee plans and carries out the assignment, resolves most of the conflicts, coordinates work with others and interprets policy on own initiative. The employee keeps the supervisor informed of progress, potentially controversial matters, or far-reaching implications.

General Direction: Assignments are made in terms of broad practice, precedents, policies, and goals. Work may be reviewed for fulfillment of program objectives and conformance with departmental policy and practice.

A well written job duty provides a realistic picture of the role and what the essential responsibilities of the position entail. It should describe the nature of each duty and how the employee time will be spent. Include what, how, and why? E.g.

[What] Manishes community relations related to student matters on behalf of the University [How] through contact with local neighborhood associations, state and local agencies, parents, registered religious workers, and news media [Why] to maintain good relationships for the betterment of students.

All duties must equal 100%

Job duty	
Essential Function	Yes No
Percentage of Time	
Job duty	
Essential Function	Yes No
Percentage of Time	

Job duty	
Essential Function	Yes No
Percentage of Time	

Job duty	
Essential Function	Yes No
Percentage of Time	

Job duty	
Essential Function	Yes No
Percentage of Time	

Attach additional paper if necessary.

Supervisor USC ID	
Supervisor First and Last Name	

Funding Information

Source of funding and percent

     State

     Federal

     Other

ADA Checklist

Mental Demand

Analytical and Problem Solving	Language	Reasoning
	Math	Stress
Confidentiality	Multiple Concurrent Tasks	Training
Constant Interruptions	Reading Blue Prints	Written Communication
Customer Contact	Reading (documents or instruments)	None of these Listed
Detailed Work		

Physical Demands

Carrying	Driving	Sitting	Twisting
Attendance	Kneeling	Speaking	Walking
Cleaning	Pushing	Squatting, Stooping, Bending	Writing
Climbing	Reaching		Grasp
Crawling	Removing	Standing	Talk or Hear

Lifting Requirements

Up to 10 Pounds (Sedentary)	Up to 50 Pounds (Medium)	More than 100 Pounds (Very Heavy)
Up to 25 Pounds (Light)	Up to 100 Pounds (Heavy)	

Visual Acuity Requirements

None of these listed

Close Visual Acuity (e.g., viewing a computer screen; using measurement devices)

Distance Visual Acuity

Color Visual Acuity

Peripheral Visual Acuity

Depth Perception

Noise Conditions

None of these listed

Quiet Noise Conditions

Very Quiet Conditions

Moderate Noise Conditions

Loud Noise Conditions

Very Loud Noise Conditions

Ability to Adjust Focus

Elements Exposed to

None of these listed

Blood

Chemicals

Dirt

Fumes

Hazards

Heat/Cold

Radiation

Toxins

Equipment Needed

Calculator

Cash Register

Chemicals

Cleaners

Computer and Peripheral Equipment

Copier

Fax

Credit Card Transactions

Forklift

Kitchen Equipment

Lab Apparatus

Mops/Brooms

Scanner

Telephone

Tools

Two-Way Radios

Vehicles

Dust Mask

Face Shield

Surgical Face Mask

Gown/Apron/Protective Clothing

Gloves (rubber, latex)

Hearing Protectors

Other Information

Confidentiality Agreement for Search Committee Members

As a member of a Search Committee for a position within Student Affairs and Academic Support at The University of South Carolina, I understand that the ultimate success of our endeavor and the integrity of the University depend on this search being conducted in an impartial, ethical and professional manner. In consideration of my designation as a member of this Search Committee, I hereby agree to the following:

1. I understand that this Search Committee's role to is recommend candidates to the hiring authority who has the ultimate authority to select a candidate of choice.

2. I understand that I must commit and make decisions without regard to any biases of individuals based on protected class and non-job related criteria. The University of South Carolina is committed to diversity among its administrators, faculty, staff and students. It is our policy to provide equal employment opportunities for all individuals without regard to race, sex, religion, color, national origin, age, disability, protected veteran status, genetic information, sexual orientation, gender identity, or any other classification protected by applicable law.

3. As a member of the Search Committee, I accept the responsibility of conducting myself in a professional manner as a representative of my department, Student Health Services and The University of South Carolina.

4. I acknowledge that all information concerning the candidate pool is extremely confidential and agree to permanently protect the identity of individuals who have expressed interest in exploring this opportunity, including individual qualifications and merits.

5. I agree to maintain ***absolute confidentiality about all discussions*** of the Search Committee, both during the search process and after its completion. I understand that any breach in confidentiality could result in considerable damage to the reputations and/or livelihoods of the candidates, the Search Committee and the University. I understand that I may be removed from the Search Committee if I breach any of these confidentiality obligations or fail to act in a professional manner. I also understand that should I be removed, all the terms of this agreement are still applicable and binding upon the termination of the committee.

6. I agree that any and all information in the form of papers, books, files, documents, electronic communications, or in any other form or format which comes into my possession and relates to the work of the Search Committee is confidential other than information that is or becomes publicly known other than through my disclosure.

7. Upon the request of the Chair of the Search Committee, I agree that I will return or destroy all materials which I have received.

I have read, understand, and agree to abide by all of the terms of this Confidentiality Agreement as a condition of my service as a member of the Search Committee.

Signature:

_____

External Job Advertising

Helpful Information:

- Positions should be posted on uscjobs **<u>before</u>** being sent out to any other sources.

- HR policy (HR 1.24, II-B, 2) states that departments may advertise in other sources with **<u>prior</u>** approval of the Employment Office.

- The Employment Office should be notified of where and what information is being advertised.

Job Advertisement Approval Checklist:

- Spelling

- Grammar

- Quicklink from the requisition (optional)

- Requisition #

- Make sure the USC website is included: http://hr.sc.edu/employ.html

- Make sure that the information on the ad is the same from the requisition.

Recommended Publications and Organizations for Minority Advertisement

Circulation Source	Contact Information	Readership Target	Readership Numbers
Academic Diversity Search, Inc.	Academic Diversity Search, Inc. P.O. Box 1086 Webster, N.Y. 14580 585-787-0537 – Tel 585-787-1321 – Fax info@academicdiversitysearch.com	With women and minorities as the target candidate pool, this portal is powered by job posting advertisements, an extensive network and database of professionals, and executive search firm capabilities.	ADS is a nationwide portal that brings together candidates and employers.
Affirmative Action Register	225 S. Meramec Ave. Suite 400 St. Louis, MO 63105 314-863-2900 – Tel 800-537-0655 – Fax www.aarjobs.com	Organizations, departments, placement offices and other locations identified as centers of concentration of female, minority, disabled and veteran individuals.	Print form-free circulation of approximately 60,000. Website access to 20 million daily.
American Indian Higher Education Consortium	121 Oronoco Street Alexandria, VA 22314 703-838-0400 – Tel 703-838-0388 – Fax www.info@aihec.org	Tribally controlled Native American Colleges.	AIHEC represents 36 Tribally controlled Native American Colleges in the United States, and one Canadian Institution.
Asian-American Village	IMDiversity, Inc. 140 Carondelet St. New Orleans, LA 70130 281-265-2472 – Tel 504-523-0271 – Fax www.IMdiversity.com	Provides cutting-edge information on career resources for Asian-American collegians. Job search strategies, graduate school opportunities, career and industry reports are abundantly explored.	Focuses on underrepresented minority groups. Over 350 members. Links with over 800 college/university campus career centers and over 500 minority organizations.
Black Collegian Online	IMDiversity, Inc. 140 Carondelet St. New Orleans, LA 70130 281-265-2472 – Tel 504-523-0271 – Fax www.IMdiversity.com	Provides cutting-edge information on career resources for Black collegians. Job search strategies, graduate school opportunities, career and industry reports are abundantly explored.	Focuses on underrepresented minority groups. Over 350 members, Links with over 800 college/university campus career centers and over 500 minority organizations.
Diversity Web	Association of American Colleges & Universities	The DiversityWeb Staff is a group of dedicated higher	The office helps colleges and

Association of American Colleges and University	1818 R Street NW Washington, DC 20009 Hugo Najera at diversityweb@aacu.org – email www.diversityweb.org/index.cfm - website	education professionals devoted to connecting, amplifying and advancing campus diversity work throughout postsecondary education.	universities to establish diversity as a comprehensive institutional commitment and educational priority.
Feminist Career Center	1600 Wison Blvd, Suite 801 Arlington, VA 22209 703-522-2214 – Tel 703-522-2219 – Fax Or 433 S. Beverly Drive Beverly Hills, CA 90212 310-556-2500 – Tel 310-556-2509 – Fax www.feminist.org	Created to help feminist job seekers find each other.	Supported by more than 100,000 women and men.
Hispanic Magazine	6355 NW 36th St. Miami, FL 33166 305-744-3547 – Tel 305-774-3540 – Fax www.hispaniconline.com	Hispanic community worldwide.	National circulation of 315,000
Insight Into Diversity	11132 South Townes Square, Suite 203 St. Louis, MO. 63123 Phone 314-200-9955 Toll Free: 800-537-0655 Oneline: www.insightintodiversity.com Email: info.insightintodiversity	*INSIGHT Into Diversity* is the oldest and largest diversity magazine and website in higher education today. *INSIGHT Into Diversity* successfully connects employers to the most highly qualified individuals regardless of race, color, national origin, religion, gender, age, disability, medical condition or history, veteran status, gender identity or expression, and sexual orientation.	Employers advertising with *INSIGHT Into Diversity* magazine reach hundreds of thousands of readers per issue. In addition, more than 125,000 people visit our website monthly
Minority and Women Doctoral Directory	MWDD 3001 Bridgeway Suite K119 Sausalito, California 94965 info@mwdd.com – email www.mwdd.com – website 415-332-6933 – Tel 415-332-4799 – Fax	For 18 years the Minority and Women Doctoral Directory has been a valuable resource for universities seeking to recruit women and minority Ph.D.s. into their faculties. Registry maintains up-to-date information on employment candidates, who have recently received, or are soon to	Directory lists approximately 4,900 Black, Hispanic, American Indian, Asian American, and women students in nearly 80 fields in the sciences, engineering, the social sciences and the humanities.

		receive, a doctoral or master's degree in their respective field from one of approximately two hundred major resource universities in the United States.	
Saludos Website	31938 Highway 80 South A-324 Temecula, CA 92592 800-748-6426 or 951-303-8035 – Tel 800-460-8507 – Fax info@saludos.com – email www.saludos.com – website	Aids in recruiting bilingual Hispanic professionals.	With a 1,000,000 hits per month, this website is one of the most effective recruiting tools available online.
The Chronicle of Higher Education	1255 Twenty-Third St., NW Seventh Floor Washington, DC 20037 General Information – 202-466-1000 – Tel Recruitment – 202-466-1231 – Tel 202-452-1033 – Fax www.careers.chronicle.com	The Chronicle is the academic world's No. 1 source of news and information.	Published weekly, and read by more than 400,000 college and university administrators and faculty members.
The Hispanic Outlook in Higher Education	Advertising Sales Assoc. 201-587-8800, ext. 104 or 106 – Tel 201-587-9105 – Fax www.Hispanicoutlook.com	Northwest 12% Northeast 41% Southwest 33% Southeast 14% Higher Education 90.5% Other than Higher Education 9.5% Presidents 14% Provosts 16% Public Relations 5% Human Resources 13% Diversity 23% Librarians 10% Deans and Faculty 9.5% Corporation COE 9.5%	Readership over 28,000.
University Faculty Voice	P.O. Box 8387 Houston, TX 77288 713-521-1999 – Tel 713-521-1981 – Fax	Historically black colleges and universities – mostly Southeast.	Over 10,000 monthly.
Women in Higher Education	5376 Sarmco Drive Madison, WI 53704 608-251-3232 – Tel 608-284-0601 – Fax	About 65% are on four-year campuses and 35% on two-year campuses. About 60% of the campuses have more than	12,000 women readers each month.

	www.wihe.com	5,000 students, while 4$ have fewer.	1,500 hits per day online for the print issue.

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Sample Emails

Candidate Interview Confirmation

Email subject line: Interview with The Division of Student Affairs for [Position Title]

Dear/Hi [Candidate Name]

We are pleased to confirm your interview for the position of [job position]. Your interview will take place with [interviewer details — full name and job title] on [date, time, duration and time zone, for example, Monday, March 15, 10am-11am EST]. Our office is located at [full address, for example]. For detailed directions, please click here [insert directions link]. [Add any other location details, such as access to the building or identification card requirement].I am attaching the schedule for the day.

During this meeting, we will [outline the format of the interview and mention possible topics]. If you have any questions, please feel free to contact me by email [email info] or at [phone number].

We look forward to meeting with you and discussing this opportunity at [company name] further.

Best/Kind regards,

[full name and signature]

Example of what to send on interview participation invites:

Hi!
We are excited to share we have [X number] four candidates coming to campus to interview for the position of [job position].

I appreciate your participation. I will add candidate materials and questions to the calendar invite.

On campus email template to candidate:

We are looking forward to having you on campus on Tuesday! I am attaching your interview schedule for your review, please let me know if you have any questions or dietary restrictions. Your confirmation number for the Courtyard Columbia Downtown at USC is _____ for Monday, September 19 night, you should have also received your flight details via email. The hotel address is 630 Assembly Street, Columbia SC 29201. The hotel shuttle will pick you up from the airport on Monday afternoon and _____ will pick you up for dinner at 6:00 p.m.

Do you mind confirming your preferred pronouns? I am attaching some resources regarding Columbia neighborhoods as well!

Please reach out if you have any questions!

Illegal and Legal Questions

Subject	What Can't I ask?	What Can I Ask?
Age	How old are you? What year did you graduate? What is your birthday?	Are you over 18?
Citizen/National Origin	Are you a U.S. citizen? What is your native language? Where were you/your parents born?	Are you authorized to work in the United States? (not necessary to ask this - this is verified with the I-9 at time of hire) What language(s) do you read/write fluently? (only if required by the position)
Marital/Family Status	Are you married? Do you plan to have a family? Do you have any children? What are your child care arrangements?	Would you be able and willing to travel as needed for the job? (only if required by the position) This position requires occasional overtime (nights and/or weekends); would this present a problem? Would you be willing to relocate if necessary? Note: These questions should be asked of ALL applicants if applicable.
Affiliations	What clubs or social organizations do you belong to?	List any professional or trade organizations you consider relevant to the position.
Personal	How much do you weigh? How tall are you?	Are you able to lift a 50lb weight and carry it 10 yards, as this type of physical activity is part of the job? (only when specifically required in main duties of the job, and LHR should be consulted)
Disabilities	Do you have any disabilities? Do you have any medical conditions? How is your health? Do you need an accommodation to perform this job?	Are you able to perform the essential functions of this job, with or without an accommodation?
Arrest Record	Have you ever been arrested?	(At the time of offer, LHR will advise the candidate that the offer is contingent on completion of a sufficient background check.)
Military Record	If you were in the military, were you honorably discharged?	In what branch of the armed services did you serve? What type of training did you receive in the military?
Religion	What religious holidays do you observe? Does your religion prohibit you from working any particular days?	(There are no legal questions related to this subject.)

POSITION FILE CHECKLIST

1. **CANDIDATES**
   - ☐ Printed list of all the candidates that applied for the position

2. **PRE-SCREENING**
   - ☐ Telephone Interviews (if applicable) – including notes, questions, responses, etc.
   - ☐ Hard copy of portfolios, surveys, writing samples, etc.

3. **INTERVIEWS**
   - ☐ Candidate Interviewed - Application, Resume, Cover Letter, and other application documents
   - ☐ Interview Schedule – including Telephone and Skype
   - ☐ List of interview questions and responses
   - ☐ Notes
   - ☐ Rating Guides/Evaluations

4. **DEMOGRAPHICS**
   - ☐ EEO Report (Accessible from PeopleAdmin by your division contact)
   - ☐ Copy of the Underutilized Letter/EEO Letter

5. **COMMUNICATIONS**
   - ☐ All Email communications with candidates
   - ☐ All Email communications with the Search Committee or HR

6. **ADVERTISMENT**
   - ☐ A list of the places the position was advertised

7. **FINALIST**
   - ☐ Application, Resume, Cover Letter, and other application documents for each finalist
   - ☐ Reference Checks

Hiring Manager's Signature: **Date:**

Other Helpful Information

Travel Process- Student Affairs and Academic Support

- - Information Finance team member needs to initiate TRV and TA
- - Name
- - Full address
- - Job Position
- - Accounts to be charged
  - o *Copy Finance team member on hotel and flight requests
- o Call candidate and confirm their interest in coming to campus and the salary range meets their expectations.
- o Email kristen.sutton@sree.com to book nights in hotel at Courtyard Columbia Downtown at USC. Kristen Sutton also coordinates hotel shuttle- once you book room- request shuttle for pick from airport and travel back to airport post interview. (Include fight details and candidate phone number for shuttle.)* Hotel shuttle is not available on Sunday's, supervisor or Search Committee member will have to pick up candidate from hotel if they arrive on Sunday.
- o Email Randy@travelunlimited.com requesting book travel for flights, include candidate email so Randy can email the candidate to request necessary info and check flight before booking. Randy will also let you approve flight and cost before booking. Example of email below
- o Finance team member needs address for driving for mileage reimbursement.

Hi Randy-

Can we book travel for _____travel to Columbia from _____on Monday, September 19 afternoon and fly out Tuesday, September 20 afternoon? Their email is

1. Once candidate is confirmed book a room in Russell House to hold interviews and decide who needs to participate/meals/one on one time etc. Have questions for each interview group, same competencies different questions. Refer to Interview Question Bank by competency and interview question examples.
2. Search committee head/supervisor keep all interview notes from phone interviews, on campus etc. for position file.