Table of Contents

Introduction .........................................................................................................................................................2
Policies .................................................................................................................................................................2
Key Components ................................................................................................................................................3
Definitions ..........................................................................................................................................................5
Process Overview ...............................................................................................................................................6
Roles and Responsibilities ...............................................................................................................................8
Help .................................................................................................................................................................9
**Introduction**
Attracting, retaining, and rewarding top talent is a key objective of Clemson University’s 2020 Road Map. Clemson’s talent acquisition approach supports the university in this goal, and our three-phase hiring process is the foundation for this approach. Because the hiring process is often a candidate’s introduction to the University, the process is designed to leave a strong and positive first impression on each and every potential hire. For hiring managers, the process offers an efficient and effective means of attracting, identifying, and securing the best available candidate for the job.

The hiring process is made up of three integrated phases: 1) Request, 2) Recruit and, 3) Hire.

**Policies**
The policies noted below apply to the hiring process, and the guidance provided herein supports these policies. By clicking on a link below, you will be directed to the full policy.

- Applicant Selection
- Background Checks
- Categories of Positions
- Classification Plan
- Compensation Policy for Classified and Unclassified (Non-Faculty) Positions
**Key Components**

**Request Phase**

**Budget Center Decisions & Pre-Approvals**

The request phase begins when a manager determines a need to hire, either because an incumbent has vacated an existing position or because operational needs dictate that a new position be created. Once a need has been determined, the hiring manager defines the duties and requirements of the position, builds a business case for the position, and obtains Budget Center approval for the position prior to submitting the request to recruit in Tiger Talent.

Justification for a position is established through a business case. The business case outlines 1) the circumstances that created the need to hire and 2) the funding/budgetary means for the position. The departmental budget officer must be included in the process, as this is who provides the funding approval for the proposed position.

Position requirements are documented in a written position description (PD). An accurate and well written PD is a vital part of any position at Clemson University, because it is the basis for 1) recruiting for the position, 2) determining the appropriate compensation for the position, and 3) managing performance expectations once a candidate is hired into the position. The hiring manager should consult with the department’s HR partner early in the process for help developing a position that will meet departmental needs and crafting a position description that accurately reflects the requirements of the job.

**Office of Human Resources (OHR) Decisions & Approvals**

Once a position description has been written and the department’s budget officer has approved funding for the position, the hiring manager may initiate the request to recruit. At this point, the request will go through required departmental approvals before routing to OHR for review.

OHR review consists of the following evaluations and approvals:

- **FTE Assignment:** The position is assigned an FTE and position number by the FTE manager.
- **Job Evaluation:** The Classification & Compensation team performs a job evaluation to analyze the compensation for the position based on the information provided in the position description and the request to recruit.
- **Waiver Approval:** Waivers require additional justification and must be approved by the Office of Human Resources.

After OHR completes its review, they will notify the HR partner that the request to recruit has been approved. At this point, the HR partner creates the job requisition. Before posting the job to Clemson’s job board and specified external venues, Recruitment reviews the job requisition for accuracy and compliance. This marks the end of the request phase of the hiring process.
Recruit Phase
During phase 2 of the hiring process—Recruit—the position is posted, candidates apply, screening and selection occur, and a final candidate is decided upon.

- **Screening:** While the position is posted, the recruitment team conducts the screening process to identify candidates that meet the minimum requirements (as outlined in the position description) and provides the hiring manager information on the qualified candidates. If the hiring manager feels that there are not enough suitable candidates, Recruitment will extend the position.
- **Interviewing:** The hiring manager reviews the applications of candidates meeting the minimum requirements, informs and receives feedback from members of the interview committee, and makes preparations for candidate interviews. Note that the hiring manager is required to schedule interviews within PeopleSoft.
- **Reference Checking:** Prior to interviewing, reference checks should be completed on all candidates selected for interview. This information is intended to help in the selection of a final candidate. Please use SkillSurvey, Clemson’s preferred electronic reference-checking tool.

The interview committee is required to complete an evaluation for each candidate interviewed. Evaluations should be submitted to the department’s HR partner as soon as possible following the interviews.

Hire Phase
The final phase of the process—hiring the selected candidate into the position—should be completed as soon as possible after a candidate is selected. During the hire phase, an offer is made to the final candidate, and, once accepted, the onboarding process is begun.

- **Background Check:** A background check is required for the final candidate and must be conducted prior to making an offer of employment.
- **Salary Approval:** The Classification and Compensation team reviews and approves the final salary proposal for the candidate. Approval of the final salary is based on 1) the candidate’s current salary, 2) the candidate’s work experience, 3) the position description, and 4) internal and external comparisons across the industry.
- **Offer Letter:** Because it is the formal offer of employment, the offer letter must set out the terms of employment and compensation. Offer letters are reviewed by OHR prior to any commitment being made to a candidate.
### Definitions

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
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<tbody>
<tr>
<td>Tiger Talent</td>
<td>The web-based entry point for initiating staff hiring actions, Tiger Talent enables hiring managers to quickly and accurately request and obtain approvals required for recruitment for a position.</td>
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<tr>
<td>Position Description (PD)</td>
<td>A position description is a structured document that details the duties, requirements, and expectations for a job within the university. The PD clearly notes the responsibilities, the performance characteristics/expectations, and the skills, knowledge, and qualifications associated with the position.</td>
</tr>
<tr>
<td>Full Time Equivalent (FTE)</td>
<td>FTE is the time associated with a full time position. An FTE is equal to 37.5+ hours per week. Anything less than 37.5 hours per week represents a part-time FTE.</td>
</tr>
<tr>
<td>Job Evaluation</td>
<td>Job evaluation is the process of analyzing the position’s duties, responsibilities, complexity, required skills &amp; experience, decision making, and budgetary responsibility. The evaluation also uses established standards to appraise the value of the position in relation to other positions. Classification &amp; Compensation (within the Office of Human Resources) evaluates a job relative to others to determine the appropriate classification, FLSA status, and salary.</td>
</tr>
<tr>
<td>Waiver</td>
<td>A waiver is requested when, because of an emergency or urgent need, the hiring manager wishes to forgo posting and hire someone specific into the position. Waivers are rare and must meet additional requirements for approval.</td>
</tr>
<tr>
<td>Hiring Manager</td>
<td>The individual with the authority and responsibility for the hiring request.</td>
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## Process Overview

<table>
<thead>
<tr>
<th>Action</th>
<th>Request</th>
<th>Recruit</th>
<th>Hire</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) <strong>Develop a business case</strong> for hire and obtain budget center pre-approvals.</td>
<td>X</td>
<td></td>
<td>Hiring Manager</td>
<td></td>
</tr>
</tbody>
</table>
| 2) **Write or update** the position description.  
  - For new positions, an existing PD for a similar job may serve as a starting point.  
  - For existing positions, evaluate whether the job has changed, and update the PD if necessary.  
  The HR partner is available to assist in assessing the needs of the position and drafting the position description. | X | | Hiring Manager  
  HR Partner (OHR) |
| 3) **Submit the Request to Recruit form** through Tiger Talent.  
  - Fill out the required information  
  - Attach the position description for the job  
  - Attach any required pre-approvals | X | | Hiring Manager  
  HR Partner (OHR) |
| 4) **Perform a job evaluation** to determine the appropriate classification, FLSA status, and salary. | X | | Classification & Compensation (OHR) |
| 5) **Assign the FTE** to the position. | X | | Classification & Compensation (OHR) |
| 6) **Review and approve** the request to recruit.  
  - Evaluate waiver justifications  
  - Review advertisement | X | | Recruitment (OHR) |
| 7) **Create job requisition.** | X | | HR Partner (OHR) |
| 8) **Post job** on hiring boards and in selected hiring media. | X | | Recruitment (OHR) |
| 9) **Screen applicants** and select candidates for interview. | X | | Hiring Manager  
  Recruitment (OHR) |
<table>
<thead>
<tr>
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</tr>
</thead>
</table>
| 10) **Prepare for candidate interviews**  
   - Inform and receive feedback from interview team members  
   - Determine logistics for interviews (e.g., schedules, location) |         | X      |      | Hiring Manager |
| 11) **Conduct reference checks** using reference information obtained from candidates. Reference checks should be completed for every candidate selected for an interview prior to the interview. |         | X      |      | Hiring Manager |
| 12) **Conduct interviews**, complete interview evaluations, and select final candidate. |         | X      |      | Hiring Manager  
   Interview Committee |
| 13) **Conduct background check.** |         |        | X   | Recruitment (OHR) |
| 14) **Conduct salary analysis** to determine the hire salary based on the job as well as the credentials and experience of the selected candidate. |         |        | X   | Classification & Compensation (OHR) |
| 15) **Draft offer letter** and submit to OHR for review prior to making final offer to the candidate. |         |        | X   | Hiring Manager  
   OHR |
| 16) **Make offer to candidate.** |         |        | X   | Hiring Manager |
| 17) **Receive hiring and compliance information from candidate** (I-9, W-4, signed offer letter). |         |        | X   | HR Partner (OHR) |
| 18) **Set up the new employee** in CUBS. |         |        | X   | HR Partner (OHR)  
   Onboarding (OHR) |
Roles and Responsibilities

Hiring Managers
Hiring managers are accountable for the hiring requests and hiring decisions. The hiring manager develops the business case and obtains approval for the hire. She/he leads the decision-making regarding identifying, selecting, and making offers to top talent candidates. Further, the hiring manager plays a critical role in managing the speed and efficiency of the process and the communication with the selected candidate throughout the process. The hiring manager is the key to ensuring that the hiring process is a positive experience for all involved.

Office of Human Resources
HR Partners
HR partners play an integral role in hiring. They are well trained in the process, the systems, and the tools, so they can effectively guide hiring managers through all aspects of the hiring process. Also, they are responsible for ensuring the required information is entered in Tiger Talent and PeopleSoft.

Classification & Compensation
Classification & Compensation is responsible for conducting job evaluations to determine the classification, FLSA status, and salary appropriate for a position. During the hire phase, the team is also responsible for determining the offer salary, a process that considers the selected candidate’s credentials, experience, and current salary to determine an appropriate salary within the salary range approved for the position.

Recruitment
Recruitment is responsible for overall stewardship of talent acquisition for the University. The team develops and implements strategies that support the goal of attracting top talent to Clemson. The team works collaboratively with the colleges and divisions and other units within OHR to ensure that the hiring process is efficient, compliant, and effective in meeting the needs of the institution.

Office of Access & Equity
The Office of Access and Equity coordinates the development of policy, procedures, programs, and services related to equality of opportunity in employment, business access, admissions, retention, academics, advancement, and general treatment for faculty, staff, students, and visitors. Access and Equity monitors and reports on the University's compliance with all federal, state, and University policies related to equitable treatment and unlawful discrimination.
Help

Human Resources Contacts
- College & Division Human Resource Partners
- Recruitment
- Classification & Compensation

Tools/Forms
- Tiger Talent Link
- Hiring Process Toolkits
  - Manager’s Guide to Hiring Staff Members
  - HR Partner’s Guide to Hiring Staff Members
  - Approver’s Guide to Hiring Staff Members
- Sample Interview Questions
- Interview Evaluation Forms
- Offer Letter Templates