



Guidelines for Hiring Executive Leadership Team

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Introduction

The *Guidelines for Hiring Executive Leadership Team* are a comprehensive overview of the hiring process developed to help recruit and retain the best available talent while maintaining compliance with Clemson's [Hiring Policy](#). These guidelines apply to all employees of Clemson University engaged in hiring for any position represented on the Executive Leadership Team¹, except that of president².

The *Guidelines for Hiring Executive Leadership Team* do not apply to positions filled via an independent contractor, vendor or staffing agency, as such individuals are not considered employees of the University. For guidance on hiring individuals through an independent contractor, vendor or staffing agency, please see Procurement's Policies, Procedures and Guidelines.

All University resources and documents referred to in these guidelines are linked in the Related Resources section at the end of this document.

The Definitions section of this document contains definitions of key terms that may be unclear to the reader. For more definitions, see the [OHR Glossary of Terms](#).

Hiring Principles

Clemson University is committed to fulfilling the covenant between its founder and the people of South Carolina to establish a "high seminary of learning" through its historical land-grant responsibilities of teaching, research and extended public service. Clemson understands that the key to accomplishing this mission is its people. The hiring policy and procedures help provide hiring managers the tools to recruit the talent needed to achieve excellence in research and teaching at a national and global level.

Clemson University is an AA/EEO employer and does not discriminate against any person or group on the basis of age, color, disability, gender, pregnancy, national origin, race, religion, sexual orientation, veteran status or genetic information. Clemson University is building a culturally diverse faculty and staff committed to working in a multicultural environment and encourages applications from minorities and women.

Clemson University is committed to protecting the safety and well-being of its students, employees and visitors. Therefore, Clemson requires pre-employment background checks on all individuals hired by the University. Furthermore, and in compliance with the Jeanne Clery Act, the University embraces transparency of crime statistics, which it makes available to potential new employees.

Clemson's Hiring Policy (and related guidelines) supports the retention and development of University talent. A clear link has been established between comprehensive onboarding, an employee having a satisfying and successful first year, and retention. By hiring *and keeping* the right people, Clemson is securing a workforce that will continue to drive innovation through research and service that stimulates economic growth and solves problems for the state of South Carolina.

¹ See Appendix A for a list of the positions included on the Executive Leadership Team.

² For information on hiring Clemson's president, see the *Board of Trustees Manual*, Chapter IX, Section A. Selection of President.

Role of the Human Resources (HR) Partner

The HR partner is available to assist with all aspects of the hiring process. Hiring managers, search committee/interview team members and departmental administrators are encouraged to take advantage of this knowledgeable HR resource to ensure that the process is smooth, efficient and completed in compliance with federal, state and local laws and regulations and Clemson University policy.

Needs Assessment and Workforce Planning

A needs assessment conducted by the hiring manager should precede any consideration of hiring for a position. While the process of conducting a needs assessment for an executive leadership position differs from that of conducting a needs assessment for other faculty or staff hires, a thorough needs assessment identifies the institution's immediate and future needs as they relate to any position. The needs assessment for Executive Leadership Team positions serves three important purposes:

1. Functions as the foundation of the business case to obtain approvals for the position
2. Clarifies the need as either an FTE position (addresses the routine, ongoing needs of a department) or a temporary position
3. Provides the foundational piece for all other steps in the search process – from developing the search committee's charge to eliminating applicants who would not meet the position's current and future needs

Special Note: Refilling a current/vacated position is an opportune time to revise a position description. The needs assessment should provide a thorough analysis based on today's environment. Thus, never assume that the vacant position will be best filled using the exact position description held by its previous occupant.

For further guidance, including sample questions to consider in a needs assessment, see the *Search Committee Guidance: Faculty and Staff Hires*.

Hiring Process for Executive Leadership Team Positions

The hiring process is broken down into three phases: Request, Recruit and Hire. These phases are followed by the Onboarding process.

Phase 1: Request

Scope: Form a search committee – Obtain approval to recruit

System: Tiger Talent

Phase 2: Recruit

Scope: Post the position – Select final candidate- Negotiate salary and terms

Systems: CU's Faculty job board (Clemson Careers); Interfolio (or an alternate applicant tracking system)

Phase 3: Hire

Scope: Initiate background checks – Offer accepted

Systems: Truescreen and PeopleSoft Human Resources

Onboarding

Scope: Initiate Onboarding Program – New employee completes first year

Systems: E-Verify; PeopleSoft Human Resources

Phase 1: Request (to recruit)

In Phase 1 of the hiring process the hiring manager develops a recruitment plan and a business case then requests permission to recruit a candidate. The request phase is made up of the following steps:

1. Form a search committee
2. Develop a recruitment plan
3. Document a business case
4. Submit a request to recruit
 - a. Market Analysis (timing of market analysis will vary by position type)
 - b. Enter commitment information into Tiger Talent (Academic appointments only)
5. Phase 1 approvals

Step 1: Form a Search Committee [Phase 1: Request]

A search committee is highly recommended for Executive Leadership Team positions. Inclusion of a search committee in the hiring process should be based on the following:

1. Whether the use of a search committee is required for the position by either the *Faculty Manual* or departmental bylaws
2. Whether the position would benefit from the diverse perspective of the broader department/division

The search committee is named using the processes documented in the search committee charter and/or the *Faculty Manual* and headed by a search committee chair. For guidance on naming, chairing and serving on a search committee, see *Clemson University Search Committee Guidance*.

Prior to a search to fill an ELT position, University groups in addition to the search committee should be identified to meet with final candidates, thereby helping to ensure a University-wide search perspective. For example, additional groups might include the Faculty and Staff Senates, student organizations and relevant on-campus professional organizations.

Step 2: Develop a Recruitment Plan [Phase 1: Request]

A recruitment/advertising plan should be developed in accordance with the needs of the position and the mission and goals of the University, including diversity, top talent, urgency, etc. Departments should consider the groups that are underrepresented for the job code, as outlined in the Office of Access and Equity's Underutilization Report, to develop an advertising strategy in line with the University's affirmative action goals.

Posting or Direct Hire (waiver of posting)

Posting decisions should target the audience identified in the recruitment plan while keeping in mind the University's hiring guidelines. Clemson promotes open recruitment and maximum opportunity. In accordance with South Carolina law (S.C. Code Section 8-11-120), job openings are required to post for a minimum of five business days unless circumstances warrant a direct hire and an exception to posting requirements is granted. Direct hires allow the University to benefit from the availability of uniquely qualified applicants or respond in a timely manner to an urgent need to fill a position; direct hires should be limited to circumstances where they will give the University a clear hiring advantage.

- Posting
Evaluate external versus internal-only posting options:
External posting supports compliance with state and federal law, helps achieve University diversity goals and promotes new ideas and new talent. **Internal-only posting**, on the other hand, supports the University's goal of retaining and developing top talent, promotes internal

career paths and often better addresses the exigent requirements of departments. For cases where individuals already in the department are uniquely qualified for the role, **departmental-only posting** is permissible.

It is the responsibility of the hiring manager to weigh the value of internal advancement opportunities versus the value of new ideas and perspectives from external talent, specifically considering the following:

- Opportunities for promotion
- The availability of qualified internal talent
- Urgency
- The need for a hire with University-specific knowledge

If Internal-only or departmental-only posting is chosen, justification is a required component of the request to recruit. Justification is reviewed and approved by OHR's Recruitment unit.

- Direct Hire (waiver of posting)

It is Clemson's policy to make direct hire available for use as a hiring tool if one or more of the following occurs:

- There is an urgent need to fill a position, and a suitable candidate is known and available.
- There is a need for uncommon, specialized talent, knowledge and/or experience, and a candidate is known to possess the necessary skill set.
- It is a high-profile hire that requires a level of confidential negotiation.
- The hire is part of an incentive/retention package (e.g., spousal hire).

Direct hires require approval by OHR's Recruitment unit. Requests are evaluated on the following factors:

- Has the hiring manager provided a valid business reason for not posting the job opening?
- Is the position an underrepresented job code?
- Are there other qualified internal candidates who have expressed interest in the position?
- Is the candidate retired from Clemson University or another S.C. state agency?
- If the candidate is a CU employee, was a direct hire used in hiring the candidate into his or her current position?

Note: Direct hires of individuals retired from Clemson University or other South Carolina state agencies require additional prior approval and must follow policy as outlined in the Special Hiring Considerations section of this document.

A direct hire is requested by selecting "Direct Hire" on the Tiger Talent Request to Recruit form. When a direct hire is approved, the hiring process bypasses the Recruit Phase and proceeds directly to the Hire Phase.

Executive Search Firms

External executive search firms can be used to assist in senior-level and executive searches. However, search committees should be aware of Clemson's internal search and recruiting resources and the services offered through the Office of Human Resources before contacting an external search firm. Please contact OHR's Recruitment unit at (864) 656-2000 for information.

In cases where an external executive search firm is engaged by the University to assist in the recruiting process, the search firm may assume many of the responsibilities of the search committee as they lead the search on the University's behalf, including identifying applicants, conducting outreach and serving as a liaison between Clemson and the applicants, selecting candidates from the applicant pool, and leading the selection process.

A link to the list of University-approved external search firms and their respective rates can be found in the "Resources and Other Forms" section of the *Search Committee Guidance* document. If the firm you would like to use is not on the list of approved vendors, you can put out a request for proposal (RFP).

Step 3: Document a Business Case [Phase 1: Request]

A fact-based, data-driven analysis and rationale for change, the business case documents the position proposal that will be put forward in the request to recruit. A business case consists of the following:

- The recruitment plan (developed in step 2 above)
 - An advertisement for the position, unless the position is being filled by means of direct hire. The advertisement should include the following sections: position description, qualifications, and application instructions (see posting information section below).
 - Justification for direct hire or internal-only/departmental-only posting, if requested.
- Justification (identifies the circumstances that created the need to hire)
- Identification of funding sources/commitments

Posting Information³

The posting information consists of the following:

- Position Description
 - Title and type of position
 - Start date
 - Explanation of duties
 - University marketing statement
- Qualifications
 - Minimum required education
 - Minimum professional experience, if applicable
 - Minimum related research experience, if applicable
 - Any other relevant requirements to be considered for the position
- Application Instructions
 - Submission Instructions (Interfolio recommended)
 - Required documents
 - Salary information
 - Full consideration date

³ For an example of posting information, click [HERE](#).

Step 4: Submit a Request to Recruit via Tiger Talent [Phase 1: Request]

Once the business case has been documented, the hiring manager should have all the information necessary to request approval to recruit for the position. A request to recruit is submitted via Tiger Talent using the Request to Recruit form.

Step 4a: Market Analysis (for academic appointments only)

In accordance with the Clemson University Compensation Guidelines, all positions receive a market analysis to establish a market competitive salary range prior to recruiting. For academic appointments, submission of the request to recruit triggers a market analysis by OHR's Classification and Compensation unit¹. All other ELT positions receive a market analysis as part of the job evaluation. See Step 5: Phase 1 Approvals for information on the market analysis.

Market analysis is the process of analyzing the position's duties, responsibilities, complexity, required skills and experience, decision making and budgetary responsibility using established standards to appraise the value of the position in relation to other positions.

Step 4b: Enter Commitment Information (for academic appointments only)

Once a request to recruit has been submitted for an academic appointment, the hiring manager or budget officer (as designated on the Request to Recruit form) will receive an email prompting entry of commitment information on the Commitment form in Tiger Talent. If multiple units have financial commitments to an offer, additional approvers can be added during this step. The manager entering the commitment information is responsible for ensuring that the approval chain reflects all areas responsible for commitments. Failure to do so can result in the loss of a financial commitment.

Step 5: Phase 1 Approvals

All requests to recruit require approval (via Tiger Talent) by the administration and OHR, and no individual should begin recruiting without having secured the Phase 1 approvals as outlined below.

Implied approval cannot substitute for the Tiger Talent approval process.

Note: The request's progress through the approval process can be monitored by viewing the audit trail in Tiger Talent. When all Phase 1 approvals have been secured, Tiger Talent notifies the hiring manager via email.

Administrative Approvals

For most positions, two levels of administrative approvals are required above the hiring manager. Faculty positions will be routed for approval to the dean and provost. All approvals are obtained through Tiger Talent. Once the required administrative approvals have been obtained, the department's role in Phase 1 is complete. The request will automatically route to OHR for evaluation, review and approval.

OHR Analysis and Approval

After the request to recruit has received administrative approval, OHR conducts a job evaluation, establishes the position and reviews and approves the recruitment plan.

OHR's Classification and Compensation Analysis

OHR's Classification and Compensation unit conducts a job evaluation, including a market analysis⁴, and a position assignment. The results of the job evaluation and position assignment are provided in Tiger Talent.

Job Evaluation

In accordance with the *Clemson University Compensation Guidelines*, OHR's Classification and Compensation unit evaluates the job relative to others to determine the appropriate classification, FLSA status and market competitive salary range. Market analysis is the process of analyzing the position's duties, responsibilities, complexity, required skills and experience, decision making and budgetary responsibility. The analysis uses established standards to appraise the value of the position in relation to other positions.

Position Assignment

If the position is a full-time or part-time permanent (FTE) position, Classification and Compensation assigns an FTE number, which allows for FTE tracking and reporting at the state level. Temporary (non-FTE) positions are not assigned FTE numbers.

If the position is temporary (temporary, time-limited, temporary grant or intermittent), Classification and Compensation assigns a position number.

Create Job Opening

Following OHR's Classification and Compensation unit's analysis of the position, the request is routed to the appropriate HR partner to create a job opening. For ELT positions, the job opening is created in Interfolio (unless otherwise indicated in the request to recruit). After the HR partner creates the job opening, the request is routed to OHR's Recruitment unit for the final step in the request's approval process.

OHR Approval to Recruit

OHR's Recruitment unit reviews the following items:

Job Opening

OHR's Recruitment unit reviews the job opening advertisement for completeness, accuracy, and compliance with the following minimum requirements:

- The inclusion of text of or a link to the Jeanne Clery Act
- The inclusion of the Clemson University affirmative action clause:
Clemson University is an AA/EEO employer and does not discriminate against any person or group on the basis of age, color, disability, gender, pregnancy, national origin, race, religion, sexual orientation, veteran status or genetic information. Clemson University is building a culturally diverse faculty and staff committed to working in a multicultural environment and encourages applications from minorities and women.
- That the advertisement of the job opening will run for a minimum of five business days, in accordance with state law (S.C. Code of Laws 8-11-120)

⁴ If the position is an academic appointment, the market analysis portion of the job evaluation will have been conducted in step 4a of this phase.

OHR's Recruitment unit automatically includes the job opening ID number and a link to the formal Clemson University job posting on any external advertisements.

Direct hire (requested in Tiger Talent as part of the request to recruit)

OHR's Recruitment unit reviews the justification for direct hires and approves the request in Tiger Talent. For direct hire guidelines, see Step 2 above.

Internal-only posting (requested in Tiger Talent as part of the request to recruit)

OHR's Recruitment unit reviews the justification for internal-only posting and approves the request in Tiger Talent.

Departmental-only posting (requested in Tiger Talent as part of the request to recruit)

OHR's Recruitment unit reviews the justification for departmental-only posting and approves the request in Tiger Talent.

After reviewing the above items, OHR's Recruitment unit provides Phase 1 approval in Tiger Talent, which triggers email notification to the hiring manager and HR partner that the request has been approved and the job will post. If the request is denied, OHR will notify relevant parties of the reason for denial, and a new request should be submitted in order to continue the hiring process.

Phase 2: Recruit

Once a request to recruit has been approved, recruiting for the position may begin.

ELT recruiting typically utilizes Interfolio as the applicant tracking system. These guidelines give general guidance as well as information specific to Interfolio.

Note: Direct hires bypass Phase 2: Recruit and proceed directly to Phase 3: Hire.

The Recruit Phase is made up of the following steps:

1. Post the position
2. Application
3. Preliminary screening
4. Select recommended candidates and check references
5. Conduct candidate interviews and select finalists
6. Select final candidate

Step 1: Post the Position [Phase 2: Recruit]

Posting

As soon as the request to recruit is approved, OHR's Recruitment unit posts the position according to the recruitment plan.

OHR's Recruitment unit maintains an internal and an external job board for posting job openings at Clemson University. All posted positions are advertised on the internal job board, except when a hiring manager requests departmental-only posting.

OHR's Recruitment unit posts all external positions on the following sites:

- Clemson University's job board

- Diversity sites in compliance with OFCCP
- Veteran sites in compliance with OFCCP
- Disability sites in compliance with OFCCP
- Social Media

Additional external advertisement packages are available through OHR's Recruitment unit. Package details and selection are located on the Request to Recruit form in Tiger Talent. External advertisement locations not included in the packages can be selected individually.

Advertisements are stored indefinitely to comply with audit requests and satisfy H1B visa advertising requirements.

Step 2: Application [Phase 2: Recruit]

Application

All individuals seeking employment in a position included on the Executive Leadership Team are required to apply for the position, except for direct hires. Interfolio is the recommended applicant tracking system for ELT hiring.

The University expects all statements made in application materials (the application and any accompanying resume/vita) to be true and correct. False statements or omissions in application materials or during an interview or discussion during the application process could eliminate the individual from further consideration for employment and, if falsification or omission is discovered after the individual has been hired, may result in dismissal.

It is recommended that all applicants be notified when 1) their submission is received and 2) the job is filled or closed. Typically, this notification can be automated through the applicant tracking system. Once selected for interview, candidates should be communicated with personally, via phone call or email, regarding any selection and hiring decisions.

Step 3: Preliminary Screening [Phase 2: Recruit]

Applicant submissions for ELT positions are received and reviewed by the assigned search committee.

Prior to selecting recommended candidates, the search committee reviews the applicants to identify those who do not meet the minimum qualifications. Failure to meet the minimum qualifications should be noted on the applicant tracking sheet of the applicant tracking system in use. If using Interfolio, this is accomplished by changing the applicant's status to "does not meet requirements."

In addition, it is the responsibility of the hiring manager to ensure the applicant's eligibility for the position by taking into consideration Clemson's policies on youth employment and the hiring of retirees, Voluntary Incentive Program participants and/or immediate family members. For more information, see the Special Hiring Considerations section below.

Step 4: Select Recommended Candidates and Check References [Phase 2: Recruit]

Selection of Recommended Candidates

Once any unqualified applicants have been identified, the hiring manager/search committee establishes a list of recommended candidates, those applicants warranting further evaluation through the interview process.

If no suitable candidates are identified from the applicant pool, the hiring manager/search committee can request an extension to the job posting and should reevaluate the advertising plan with OHR's Recruitment unit. Alternatively, the hiring manager/search committee can close the job opening without having filled the position. If the decision is made to close the job opening without filling the position, every effort should be made to communicate this to all applicants at the time the decision is implemented.

Reference Checks on Candidates

All candidates selected for interview are subject to reference checks.

Reference information is obtained from references provided by the candidate in the application and/or through SkillSurvey. If additional information is required, the candidate should be asked to provide additional references.

No candidate can be hired without having provided a minimum of three references. Reference checks for hires (internal and external) must be completed prior to making any verbal or official offers to all candidates.

OHR's Recruitment unit makes the following recommendations regarding references checks:

- Use SkillSurvey, an all-online reference checking tool, to check references. SkillSurvey provides quick and reliable data and generates interview questions related to the job competencies of the position to which the individual has applied. Please contact your HR partner to initiate a request for a SkillSurvey reference check.
- Complete reference checks on all selected candidates prior to conducting interviews, such that information obtained via the reference checks can factory into the interview process.

Additional off-list references (people not on the candidate's list of references) should be contacted for hires involving Executive Leadership Team positions. The candidate should be notified that off-list reference checks will occur.

Step 5: Conduct Candidate Interviews and Select Finalists (Short List) [Phase 2: Recruit]

All posted positions require interviews prior to an offer being extended. Interviews are conducted by the hiring manager and/or the search committee.

Following the initial round of interviews, a short list of finalists should be established according to search protocol. Finals are typically those candidates chosen to make campus visits.

Multiple interviews are expected for Executive Leadership Team positions. Open forums on campus are also encouraged for ELT finalists. For open forums, a method for collecting feedback must be provided, typically an online survey.

All interviews should be evaluated in accordance with the search committee charter established for the hire. For guidance on scheduling, conducting and evaluating candidate interviews, see the *Search Committee Guidance* linked to these guidelines.

Evaluation of Rank and Tenure Status (for academic appointments only)

The appropriate TPR committee evaluates rank and tenure status for all faculty positions. Evaluation should occur prior to finalists being notified of their status or invited to campus for further interviews or open forums.

Step 6: Select Final Candidate [Phase 2: Recruit]

Final candidate selection is the responsibility of the hiring manager and is based on recommendations provided by the search committee. Selection must be based on the objective review and evaluation of the actual duties and responsibilities of the job and the search committees' best assessment of the candidate's ability to perform each of the duties and responsibilities. It is the search committee's responsibility to personally contact (either through phone or email) all candidates who were interviewed but not selected for the position. This courtesy to the candidates conveys the University's respect for the time and energy the candidate gave to interview for the position.

Note: If a job code for the position is underrepresented, the Office of Access and Equity will request post-hire, follow-up documentation that justifies the decision not to hire any applicant from an underrepresented group who met the minimum requirements for the job but was not hired. It is the responsibility of the hiring manager to provide this required documentation, which is used by the Office of Access and Equity to show compliance with equal employment opportunity laws.

Phase 3: Hire

The Hire Phase is made up of the following steps:

1. Pre-employment background checks on the final candidate
2. Negotiate salary expectations
3. Phase 3 approvals
4. Make a formal job offer
5. The offer is accepted
6. Hire the new employee into the position (enter into PeopleSoft)

Step 1: Pre-employment Background Checks [Phase 3: Hire]

In accordance with Clemson's Background Check Policy, all hires require successful background checks prior to the new employee starting work. Parts or all of this requirement can be satisfied via current Clemson University employment and a prior successful background check.

As soon as a final candidate has been selected, the hiring manager should initiate the background check via the online Background Check Request form. However, if the prospective new employee is a minor, the hiring manager should contact OHR's Recruitment unit to initiate the background check. To avoid delays in the hiring process, background checks should run concurrently with the preparation of the offer.

Required pre-employment background checks vary by position and are outlined in Clemson's Background Check Policy. Types of pre-employment background checks include the following:

- criminal conviction check
- motor vehicle record check
- default student loan check
- legal immigration status check
- sex offender registry check
- drug testing*
- additional checks as applicable

The University is required to obtain authorization from the candidate prior to running a pre-employment check. Any candidate who fails to authorize a background check, submit to a background check or successfully meet requirements established in the Background Check Policy will not be given further consideration for that position. Confirmation of successful background investigation constitutes the final Phase 3 approval.

***Note:** Drug testing, if required for the position, is performed after a candidate has accepted the position and is not a prerequisite Phase 3 approval for extending a job offer. Drug testing must be successfully completed prior to the new employee starting work.

Step 2: Negotiate Salary Expectations [Phase 3: Hire]

Executive Leadership Team hires allow for a verbal offer being made at this point, as long as the following has been satisfied:

- All hiring managers must [contact their HR Generalist or HR Service Representative](#) ***prior to making any and all*** verbal offers to ensure a reference check is processed and complete.
- Offer is within the established market range.
- Offer is in compliance with Clemson's Compensation Guidelines.

Incentive Packages

Clemson reserves the right to offer hiring incentives to candidates in order to be more competitive in the job market. Incentive packages can include relocation expenses, supplements, flexible hours and the option to telecommute, among other incentives.

Step 3: Phase 3 (hiring/salary) Approvals

All hires require formal approval. Hiring managers should not make a formal, written job offer to a candidate until all approvals required for the position have been secured.

Administrative Approval

- All hires require administrative approval of the candidate and the proposed salary.
- Any job offer that does not comply with Clemson's Compensation Guidelines must have Board of Trustee approval (in addition to all regular approvals) prior to being extended to the candidate.

OHR Approval

Salary Approval

- OHR's Classification and Compensation unit reviews final salary for compliance with the Clemson University Compensation Guidelines.
 - Direct hire salaries are approved in Tiger Talent as part of the job evaluation (Phase 1 approvals).
- Salaries over \$200,000 and many salaries outside the approved market range require prior approval by the Compensation Committee.

Background Check

- OHR's Recruitment unit confirms that the background check and any other required pre-employment checks have been successfully completed.

Step 4: Make a Formal Job Offer [Phase 3: Hire]

OHR offers a standard offer-letter template (titled Executive Administrator) for ELT position offers, and departments are encouraged to use this template when possible. Offer letters in which the approved offer-letter template is altered require review and approval by OHR prior to being sent to a candidate.

Step 5: Offer Accepted [Phase 3: Hire]

To accept the offer, the candidate returns the signed offer letter, along with any additional required documentation, to the hiring manager or designee.

Step 6: Hire the New Employee [Phase 3: Hire]

A hire is official at the point when the candidate returns the signed offer letter and any additional required documentation to the hiring manager or designee.

Hires are contingent upon the successful completion of the following:

- Pre-employment background checks
 - Drug testing (when applicable)
- Verification of eligibility to work in the United States

The new employee should be entered into PeopleSoft as soon as possible after the offer has been accepted. In order to comply with federal and state law, the hire date must be the same as the employee's first day of work.

Special Hiring Considerations

Family Members (nepotism)

In accordance with Clemson's Ethics Policy, no Clemson University employee may employ an immediate family member in a position that the employee, directly or indirectly, manages or supervises.

Minors

When hiring any individual under the age of 18, it is Clemson's policy to align itself with South Carolina child labor regulations and the Fair Labor Standards Act's youth employment standards. Employment of minors under 16 years of age requires approval from the Office of Human Resources.

Retirees

When seeking post-retirement employment, retirees are subject to the rules established by the Hiring Policy and the Compensation Policy. Hiring managers should address the following additional considerations when hiring a retiree from Clemson University or another South Carolina state agency:

- Retirees may be subject to mandatory breaks in service prior to being eligible for post-retirement employment. Contact an OHR Benefits counselor for employee-specific information.
 - Regarding retirees who participated in a Retirement Incentive Plan (RIP) or a Voluntary Separation Program (VSP), please see the Voluntary Incentive Program Participants section below.
- Retirees may be subject to earnings limitations in post-retirement employment with a state agency. Contact an OHR Benefits counselor for employee-specific information.
- Direct hires of retirees:
 - Require prior approval from the VP/division head.

- Are reserved for situations where adequate succession planning is not possible.
- Are permissible when filling temporary positions only (i.e., temporary, time-limited, temporary grant and intermittent). A retiree may be hired into a regular FTE position only if he or she applies for and competes for the position.

For more information on returning to work following retirement from a South Carolina state agency, see Clemson's *Retirement Guidelines*.

Voluntary Incentive Program Participants

Individuals who separated from a South Carolina state agency via participation in a Voluntary Incentive Program are subject to the following state-mandated breaks in service before being eligible for employment at Clemson University:

Retirement Incentive Plan (RIP)

- Participants in a Clemson University RIP may be reemployed into an FTE position with the University after a period of no less than two years from the date of separation.
- Participants in another South Carolina state agency's RIP may be hired into an FTE position at Clemson after a period of no less than 15 calendar days from the date of separation.
- Participants in an RIP may be hired into a temporary position (i.e., temporary, temporary grant, time-limited or intermittent) after a period of no less than 15 calendar days from the date of separation.

Voluntary Separation Program (VSP)

- Participants in a VSP cannot return to an FTE position for two years from the date of separation unless the employee reimburses the agency from which the employee separated on a pro-rata basis for the benefits received.

Onboarding Process

While completion of the Hiring Phase concludes the hiring process, it is important to remember that there are additional steps involved in bringing the new employee onboard Clemson University.

The onboarding process begins with a welcome from the Office of Human Resources containing information designed to help with assimilation and transition. Newly hired ELT members receive an additional packet by mail that includes all of the information and documentation needed to complete the tasks associated with beginning work at Clemson University. Onboarding addresses required verification of authorization to work in the United States, University orientation, credentials verification and post-hire training and certification.

Onboarding Program

A clear link has been established between comprehensive onboarding, an employee having a satisfying and successful first year, and retention. In support of Clemson's goal to retain top talent, OHR's Employee Engagement and Retention unit maintains the University's Onboarding Program, which offers comprehensive onboarding to all new employees.

Welcome Emails

Upon hire, OHR's Employee Engagement and Retention unit contacts new employees to welcome them to the University community and to provide employee information, important contacts and timely benefits information.

Welcome Packet

OHR's Employee Engagement and Retention unit sends a packet to each new ELT member via U.S. mail that includes benefits information, University ID and password information, parking pass, I-9, W-4, and information regarding a personal communication stipend.

Form I-9 and E-Verify

Per federal law, all new employees must complete a Form I-9 prior to starting work at the University. The Form I-9 is used to verify the identity and employment authorization of individuals hired for employment in the United States.

South Carolina state law requires S.C. employers to use E-Verify, a free internet-based system maintained by the U.S. Department of Homeland Security in partnership with the Social Security Administration. E-Verify compares the information an employee provides on the Employment Eligibility Verification Form I-9 to data from U.S. government records. The database generally provides results in three to five seconds. If the information matches, the employee is eligible to work in the United States. If there's a mismatch, E-Verify will alert the employer and the employee will be allowed to work while he or she resolves the problem.

University Orientation

OHR's Employee Engagement and Retention unit offers regularly scheduled University Orientation for new employees.

Benefits Elections

OHR's benefits counselors are available to new employees for guidance on benefits eligibility, options and election. Many benefits, including insurance and retirement plans, require election within 30 days of employment.

Credentials Verification

The hiring manager is responsible for ensuring credentials verification of ELT members through the Office of Institutional Research prior to the new employee's first day of employment.

Post-hire Training and Certification

All new employees must complete required training within a timeframe specified by the University. In addition to the University-wide training requirements, many positions at Clemson have requirements for post-hire training and certification that must be completed within a timeframe specified by the department.

Definitions

Applicant	Any person submitting an application for consideration for a position.
Administrative Approval	Required approval from two levels of supervisors (to ensure the job duties are correct) and any affected budget centers (to ensure that funds are available prior to posting the position).
Candidate	An applicant who has been selected for interviews/evaluations.
E-Verify	An internet-based system that compares information from the Form I-9 to government records to confirm that an individual is authorized to work in the United States.
Finalist	A candidate who has been selected for additional evaluation or for a job offer.
Interfolio	An online recruitment tool used to post job opportunities, and gather and view candidates' application materials.
PeopleSoft (CUBS-HR)	Clemson University Business Services provide implementation and maintenance support for strategic administrative applications at Clemson University.
Tiger Talent	The web-based entry point for initiating all hiring actions, Tiger Talent enables hiring managers to quickly and accurately request and obtain approvals required for recruitment for a position.
Truescreen	An online tool for screening employees; used by OHR for pre-employment background checks on final candidates.

Related Resources

University Policies and Documents

[Alcohol and Controlled Substance Testing Policy](#)

[Background Check Policy](#)

[Background Check Procedure](#)

[Background Check Request form](#)

[Categories of Positions Policy](#)

[Compensation Policy and Guidelines](#)

[CUBS HR Hiring Process User Specific Guides, FAQs, Quick References, and Reference Materials](#)

[Drug and Alcohol Testing for CU Police and Fire Department Policy](#)

[Ethics Policy](#)

[Faculty Manual](#)

[Hiring Policy and Guidelines](#)

[OHR Glossary of Terms](#)

[Procurement's Policies, Procedures and Guidelines](#)

[Search Committee Guidance](#)

[Underutilization Report](#)

[Volunteers Policy](#)

University Forms and Systems

[Clemson Careers](#)

[PeopleSoft](#)

[Position Description form](#)

[Skill Survey](#)

[Tigers At Work](#)

[Tiger Talent](#)

Appendix A – The Executive Leadership Team

Level	Title
A – President	President ⁵
B – Executive Vice President	Executive Vice President of Academic Affairs and Provost
	Executive Vice President for Finance and Operations
C – VP's, Chiefs and Directors	Vice President for Alumni and Development
	Vice President for Public Service and Agriculture
	Vice President for Research
	Vice President for Student Affairs
	Vice President for University Relations
	Vice President for External Relations and Executive Secretary to the Board of Trustees
	Chief of Staff
	Chief Diversity Officer and Special Assistant to the President for Inclusive Excellence
	Chief Human Resources Officer
	Director of Athletics
	Director of Operations
	General Counsel and Assistant to the President

ELT membership is subject to change. Hiring managers should follow these guidelines when hiring for any position included on the ELT (with the exception of the president) and any newly created position at the executive leadership level.

⁵ The position of University president is not covered by these guidelines. For selection and hiring information for the president, please refer to the *Board of Trustees Manual*, Chapter IX, Section A. Selection of President.