



Guidelines for Hiring Staff

November 19, 2018

Contents

Introduction	3
Hiring Principles	3
Role of the Human Resources (HR) Partner.....	4
Needs Assessment (Position Planning)	4
Hiring Process for Classified/Unclassified Staff	4
Phase 1: Request (to recruit)	5
Phase 2: Recruit	9
Phase 3: Hire	12
Special Hiring Considerations	15
Onboarding Process	16
Onboarding Program	17
Post-hire Training and Certification	17
Definitions.....	18
Related Resources.....	19

Introduction

The *Guidelines for Hiring Staff* 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 the following position types:

- Full- and part-time FTE staff in classified and unclassified positions
- Full- and part-time temporary staff, including temporary, temporary grant, time-limited and intermittent positions

The Guidelines for Hiring Staff *do not* cover the following:

- Positions on the Executive Leadership Team¹.
- Faculty/special faculty positions.
- Positions filled via independent contractor, vendor or staffing agency. For guidance on hiring individuals through an independent contractor, vendor or staffing agency, please see Procurement's Policies, Procedures and Guidelines.
- Volunteers. For regulations governing the work of volunteers, please see the Volunteers Policy.
- Student worker positions.

If you are unsure of the type of position that is most appropriate to fill your hiring need, your HR partner is available to assist. Also, see the *Position Categories Guidance for Employees* for detailed information on and comparison of the position types available at Clemson University.

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

¹ See Appendix A of this document for a list of the positions included in the Executive Leadership Team.

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.

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 (Position Planning)

Any consideration of hiring for a position should be preceded by a needs assessment conducted by the hiring manager. A thorough needs assessment identifies the department's and institution's immediate and future needs as they relate to the position. The needs assessment for staff positions serves four important purposes:

1. Functions as the foundation of the business case to obtain approval for the position
2. Identifies job duties that can be further itemized under key job functions, facilitating the hiring manager's crafting of a comprehensive and well-written position description (PD)
3. Clarifies the need as 1) either an FTE position (addresses the routine, ongoing needs of a department) or a temporary position and 2) either part time or full time
4. 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

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 your department's 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 Classified/Unclassified Staff

Once the need to fill a position has been established through a needs assessment (see above), the hiring process can begin. The hiring process is broken down into three phases: Request, Recruit and Hire and is followed by the Onboarding process.

Phase 1: Request

Scope: Assessing the need for a search committee through obtaining approval to recruit

Systems: Tiger Talent; PeopleSoft Human Resources

Phase 2: Recruit

Scope: Posting the position through selecting the final candidate

Systems: Clemson University's job board (Clemson Careers); SkillSurvey; PeopleSoft Human Resources

Phase 3: Hire

Scope: Initiating background checks through acceptance of the offer

Systems: PeopleSoft Human Resources; Truescreen

Onboarding Process

Scope: Initiating Onboarding Program through the new employee's completion of first year

Systems: E-Verify

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. Assess the need for a search committee
2. Develop a recruitment plan
3. Document a business case
4. Submit a request to recruit
5. Phase 1 approvals

Step 1: Assess the Need for a Search Committee [Phase 1: Request]

Typically, the search for a candidate to fill a position is taken on by either the hiring manager or a search committee named specifically for that function. The hiring manager should ascertain the need for a search committee based on whether the position would benefit from the diverse perspective of the broader department/division. Search committees are named by the hiring manager and headed by a search committee chair. For guidance on naming, chairing and serving on a search committee, see *Clemson University Search Committee Guidance: Faculty and Staff*.

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 goals². OHR's Recruitment unit is available to assist departments in putting together an effective recruitment plan.

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 policy. 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

² The Office of Access and Equity offers resources to help departments comply with affirmative action and equal employment opportunity, including Best Practices for Faculty Searches, at <http://www.clemson.edu/campus-life/campus-services/access/hiring/>.

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 the introduction of new ideas and new talent to Clemson. **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 in the following situations:

- 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 case 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 retirees from Clemson University or other South Carolina state agencies are further restricted as outlined in the Special Hiring Considerations section below.

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 staff 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 should consist of the following:

- A position description (see Position Description section below)
- The recruitment plan (developed in step 2 above)
 - An advertisement (the PD will serve as the advertisement if one is not provided)
 - 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 source(s)

Position Description

The position description (PD) is a multipurpose document used to help with the following:

- Definition of the roles, responsibilities and expectations associated with a position
- Evaluation of a position
- Establishment of a salary
- Recruitment of candidates to fill a position
- Evaluation of an incumbent's performance annually

The PD must comply with the provisions of the Americans with Disabilities Act, specifying the essential and non-essential duties and responsibilities of the position.

All Tiger Talent staff requests to recruit require the PD be submitted in two forms:

- A fillable (non-PDF) position description
- A signed position description (PDF)

A refill with changes also requires a copy of the previous position description.

Your HR partner is available to help write/revise and submit PDs. The up-to-date PD is submitted as part of the request to recruit and is subject to review and approval by OHR.

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 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.

Informal 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 Approval

For most positions, two levels of administrative approval are required above the hiring manager. 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 analysis and approval.

OHR Analysis and Approval

After the request to recruit has received administrative approval, the Office of Human Resources 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 analysis, and assigns an FTE position number when applicable. 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, OHR's Classification and Compensation unit 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 Classification and Compensation's analysis of the position, the request is routed to the appropriate HR partner. The HR partner creates a job opening in PeopleSoft and then enters the job opening ID number in Tiger Talent. At this point, the request is automatically routed to OHR's Recruitment unit to complete Phase 1 approval. This completes the HR partner's role in the Request Phase.

OHR Approval to Recruit

OHR's Recruitment unit reviews the following items:

- **Job opening**
OHR's Recruitment unit reviews the job opening to ensure the job opening is complete, accurate, error free, and in compliance with federal and state posting and recruitment laws and regulations.
- **Advertisement**
If the hiring manager submits an advertisement other than the position description as part of the request to recruit, OHR's Recruitment unit reviews the advertisement for inclusion of the Clemson University affirmative action clause below:

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.

OHR's Recruitment unit automatically includes the PeopleSoft 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.

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 and preliminary screening
3. Select candidate pool and check references
4. Conduct candidate interviews
5. Select final candidate

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

Posting

As soon as the request to recruit has obtained approval, 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 the hiring manager requests departmental-only posting.

OHR's Recruitment unit posts all external postings 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 for audit purposes and H1B visa advertising requirements.

Step 2: Application and Preliminary Screening [Phase 2: Recruit]

Application

All individuals seeking employment in a classified or unclassified staff position with Clemson University are required to apply for the position online through the Clemson Careers application site (Clemson University's job board).

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 are grounds for eliminating the individual from further consideration for employment and, if falsification or omission is discovered after the individual has been hired, may result in dismissal.

For intermittent positions, applications filed within the past year may be used to satisfy the application requirement.

Preliminary Screening of Applicants

For classified staff positions, applicants are automatically screened based on their answers to the preliminary screening questions on the application. These questions are based on the minimum

requirements as documented in the job posting and position description. OHR routes only the applicants meeting the minimum requirements to the hiring manager/search committee for further review. OHR notifies applicants not meeting the minimum requirements that they were not selected.

Note: If an applicant does not meet the minimum requirements but the hiring manager considers the applicant's qualification equal to or greater than the minimum requirements, the hiring manager can request that an equivalency be granted by OHR's Recruitment unit.

For unclassified staff positions, all applicants are routed to the hiring manager unless screening criteria are set up when the HR partner creates the job opening.

In addition to a position's minimum requirements, Clemson University has special restrictions concerning the hiring of minors, retirees, Voluntary Incentive Program (VIP) participants, and immediate family members. For details, see the Special Hiring Considerations section below. 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, the hiring of retirees and VIP participants, and nepotism.

Step 3: Select Candidate Pool and Check References [Phase 2: Recruit]

Selection of Candidate Pool

Once the hiring manager/search committee obtains the qualified applicant pool, a candidate pool is established from those applicants identified as warranting further evaluation. The candidate pool should only include applicants who meet the minimum requirements (as defined in the job opening) or who have received an equivalency approved by OHR's Recruitment unit.

If no suitable candidates are identified from the applicant pool, the hiring manager/search committee should request an extension to the job posting and assess the advertising plan with OHR's Recruitment unit.

Clemson University reserves the right to extend the job search or close the job opening without having filled the position. If the decision is made to close the job opening without filling the position, the hiring manager should make every effort to communicate this to all applicants at the time the decision is implemented.

Reference Checks on Candidate Pool

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 factor into the interview process.

Step 4: Conduct Candidate Interviews [Phase 2: Recruit]

All posted positions require interviews prior to an offer being extended. Interviews are conducted by the hiring manager or by the search committee, if one has been established for the search.

Each candidate's interview should be evaluated, and the evaluation entered into PeopleSoft.

An interview evaluation form is used to help document and score how each candidate measures against the pre-established criteria. In cases where search committees are employed, the matrix can be particularly helpful when comparing candidates in the process of finalizing candidate recommendations to the hiring manager. By listing and documenting the objective criteria on which the candidates are being evaluated, the search committee will create a well-developed and articulated case for its recommendations. The final interview evaluation should be recorded in PeopleSoft by the hiring manager or HR partner.

For guidance on scheduling, conducting and evaluating candidate interviews, see the *Search Committee Guidance* linked to these guidelines.

Step 5: Select Final Candidate [Phase 2: Recruit]

Final candidate selection is the responsibility of the hiring manager, unless the hiring manager delegates the task to a search committee. Selection should be based on the objective review and evaluation of the actual duties and responsibilities of the job and the interviewers' best assessment of the candidate's ability to perform each of the duties and responsibilities. It is the department'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. An automated email will be sent to all other applicants not chosen 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)

Hiring of the selected candidate should be completed as soon as possible after Phase 3 approvals are secured.

Note that all Phase 3 approvals are obtained through the offer-letter process in PeopleSoft. In this process, the HR partner prepares a job offer for the final candidate in PeopleSoft using an established offer-letter template. Hiring/salary approvals are obtained concurrently with the approval of the offer letter.

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.

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 CU 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]

Once a final candidate has been chosen, the hiring manager may negotiate salary expectation. Discussion of salary with the final candidate should not be proffered as a verbal offer. Negotiations should keep in mind parameters outlined in the Clemson University Compensation Guidelines and are contingent on a successful background check.

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 fees, supplements, flexible hours and the

option to telecommute, among other incentives. Hiring incentives require the vice president's approval before being included in a formal job offer.

Step 3: Phase 3 (hiring/salary) Approvals

All hires require hiring and salary approval as outlined below. Hiring managers should not make a formal, written job offer to a candidate until all Phase 3 approvals have been secured (through the offer-letter approval process in PeopleSoft).

Administrative Approval

- All hires require administrative approval of the candidate and the proposed salary.
- In addition to the regular approvals, any job offer that does not comply with Clemson's Compensation Guidelines must be approved by the vice president, the president and the Board of Trustees Compensation Committee prior to being extended to the candidate.

OHR Approval

Salary

- 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 require additional review and approval.

Offer Letter

- Any deviation from an approved offer-letter template requires review and approval by OHR before the offer letter is sent to the candidate.

Pre-employment Background Check

- OHR's Recruitment unit confirms that all required pre-employment background checks have been successfully completed, with the exception of drug testing, which is performed after a job offer has been accepted.

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

All hires (except intermittent positions) require a written offer letter. For employees with contracts, the contract serves as the offer letter. Offers for staff positions are extended and accepted online on Clemson's job board. After Phase 3 approvals are received, OHR posts the offer letter to the final candidate on Clemson's job board.

Step 5: Offer Accepted [Phase 3: Hire]

Once the offer letter is posted, the candidate receives notification that a job offer has been extended. The candidate can review and accept the job offer from Clemson's job board. Any additional required documentation can be uploaded by the candidate at this time.

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

A hire is official once the candidate has accepted the offer online, but 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. As a general rule, the Fair Labor Standards Act (FLSA) sets 14 years of age as the minimum age for employment and limits the number of hours worked by minors under the age of 16.

- The employment of minors under 16 years of age requires approval from the Office of Human Resources. Documentation regarding the job duties the minor will perform must be submitted with the request.
- Sixteen years is the minimum age for much employment covered by the FLSA, including employment in agriculture during school hours or in any occupation in agriculture not declared hazardous by the Secretary of Labor.
- Minors age 16 or 17 may be employed during any hours.
- The Fair Labor Standards Act prohibits the employment of a minor in any occupation determined to be hazardous, unless the work is performed on a farm and the individual is 16 years old or older.
- Individuals 16 to 18 years of age can work in an area where hazardous work is being performed if closely supervised and can perform non-hazardous work in a lab, if closely supervised.
- Individuals under the age of 16 may not work in an area where hazardous work is being performed.
- Child Labor Regulation No. 3, which governs the terms and conditions under which 14 and 15-year-olds may be employed, does not permit the employment of such youths in any processing occupation or workroom where goods are processed, including laboratories.
- At age 18, individuals shall not be considered to be minors and may be employed in any occupation during any hours.

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. Onboarding also addresses required verification of authorization to work in the United States, University and departmental orientation 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.

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.

Departmental Orientation

Clemson strongly urges departments to engage the new employee in departmental orientation on the first day of work.

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.

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 and any affected budget centers prior to posting a position or making a job offer.
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.
Equivalency	An exception to the minimum requirements of a position whereby an applicant's qualifications are substituted for experience or education; granted by OHR's Recruitment unit.
SkillSurvey	An online reference checking tool; recommended by OHR for checking candidate references.
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](#)

[Position Categories Guidance for Faculty and Staff](#)

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

[Search Committee Guidance: Faculty and Staff Hires](#)

[Underutilization Report](#)

[Volunteers Policy](#)

University Forms and Systems

[Clemson Careers](#)

[PeopleSoft](#)

[Position Description form](#)

[Skill Survey](#)

[TigersAtWork](#)

[Tiger Talent](#)

Appendix A – The Executive Leadership Team

Level	Title
A – President	President
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 the *Guidelines for Hiring Executive Leadership Team* 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.