



HRSM Search Committee Guide for Staff Searches (Essential Information for Search Committees)

1. Obtain Search Approval from Dean

- Department Chair/School Director will develop a position title and business needs this role will serve in the department. Department Chair/School Director will obtain permission from the Dean to initiate the search with funding approvals by submitting the staff search form and send approved request to HRSM HR for next steps in processing.

2. Develop Search Committee

- The Department Chair/School Director will appoint a search committee comprised of an appropriate ratio of staff and/or faculty members (if appropriate).
- Department Chair/School Director will appoint a Search Committee Chairperson who will assume the role of the Hiring Manager.
- Search Committee Chair will appointment a search committee member who will assume the role of Excellence Advocate.

3. Develop Position Description

- After HRSM HR receives the approved request from the Department Chair/School Director, HRSM HR will send a confirmation email with the position description template to be completed by the hiring Department Chair/School Director.
- Search Committee Chairperson will create the position description from the template provided in the confirmation email.
 - Resource: [Plan a position](#)
- Search Committee Chairperson will confer with the search committee and Department Chair/School Director to ensure the position description is complete and accurate.
- Search Committee Chairperson will email the completed position description to HRSM HR and attach the confirmation email from HRSM HR.
- HRSM HR will obtain Dean's final approval of posting of the position
- HRSM HR will create or modify (for replacement position) the requested position description in the PeopleAdmin System. A confirmation email will be sent by HRSM HR to the Search Committee Chairperson once the position description has been approved by the Division of Human Resources-Classification & Compensation.
- Search Committee Chairperson will notify the Department Chair/School Director of the approved position description.



4. Recruitment & Advertising Plan

- Search Committee will develop an advertising plan, including identifying job posting sources, for this position and obtain approval of the plan from the Department Chair/School Director.
 - All advertisements must be developed and provided to HR prior to HR posting the vacancy since all advertisements must be approved by USC Talent Acquisition in advance.
- **NOTE:** Postings will automatically be posted by USC Talent Acquisition to the USC Jobs site and Inside Higher Ed website.
- **NOTE:** Staff postings must be advertised for a minimum of five (5) working days and two (2) non-working days; however, a 14-day posting period is strongly recommended to ensure a viable applicant pool.
- **NOTE:** Please keep in mind, the Higher Education Recruitment Consortium (HERC) offers job posting packages, and the department has the option to post individual postings at the cost of the department.
 - If an external advertising source will be used, inform HRSM HR prior to the position being posted in the PeopleAdmin system.

5. Posting the Position

- HRSM HR will create a posting in the PeopleAdmin System to Central HR for approval and posting
- HRSM HR will send the Search Committee Chairperson the following information once it is approved by Central HR:
 - Confirmation email from PeopleAdmin that the posting has been approved and posted.
 - The Underutilization Information for the posting from Talent Acquisition

6. Proactive & Wide Search

- Search Committee members and FTE employees should actively participate in distributing position announcements through various media and personal contacts to support seeking highly qualified applicants.
- The Search Committee Chairperson shall maintain all advertisements, including electronic, print, listservs contacted throughout the process.



- REMINDER: All formal advertisements must be submitted to HRSM HR to obtain USC Talent Acquisition approval prior to posting.



7. Search Committee Preliminary Planning Meeting

- Search Committee Chairperson will meet with HRSM HR for an overview of the search process and guidelines in alignment with USC policies prior to meeting with the search committee members.
- Search committee Chairperson shall call a meeting for all Search Committee members to attend and to discuss the search procedures and best practices that align with University policies and procedures. HRSM HR will attend as requested.
- NOTE: The first Search Committee meeting is to establish evaluation rubrics for the candidates, interview dates, and times for in-person and/or pre-screening interviews, interview questions, and procedures along with roles of interviewing candidates.
 - Resources: [Screening Tools - Human Resources | University of South Carolina](#), [Veteran's Preference](#), [applicant review template](#), [sample review template](#).

8. Screening of Applicants

- Applicants should be screened initially based upon the position's **minimum requirements** that are displayed in the Job Related Minimum Required Education and Experience section of the posting. Reference [HRSM's Evaluation Rubric Workbook](#).
 - Please note: The University observes education and experience equivalencies.
- Resources: [Basic Guidelines for Screening Applicants](#), [Screening Tools](#).
- Use the Preferred Qualifications sheet on the workbook to further screen applicants.
 - The preferred qualifications cannot be altered once the posting accepts its first applicant.
 - This method is used *after* the initial screening to tailor the candidate pool for the viable candidates that closely align with the College's position needs, if applicable (this step is not required).
- Once screening is completed, the Search Committee Chair is required to submit the final list of candidates that have been selected to interview HRSM HR.
 - **Note:** The Search Committee Chairperson will inform the HRSM HR if any applicant is a **veteran** or an **international candidate**.
 - For veteran applicants, HRSM HR will seek appropriate documentation (i.e. DD214) for support in determining the applicant's eligibility for [veteran preference](#)
 - For international applicant, HRSM HR will submit a request to HR Service Team for them to confirm the applicant's employment eligibility status.

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Commented [JS2R1]: Yes. We will post this on our website.



- **STOP:** Search Committee is not to contact candidates without approval from HRSM HR at this step.

9. Interviewing & Evaluations

- Once the Search Committee Chairperson receives approval to proceed, the Search Committee Chairperson may contact the candidates with an invitation to interview.
 - It is recommended, not required, that a virtual or over-the-phone pre-screening interview is conducted prior to inviting candidates to campus. When conducting a virtual or over-the-phone pre-screening interview, the Search Committee Chairperson is responsible for ensuring interview records are retained. Interview records include, but are not limited to:
 - Interview questions and responses from candidates for each question asked
 - Maintains all notes taken during the screening
 - Records of each candidate's interview evaluation
 - Any recordings and/or materials received and/or taken during the time of the interview period
 - Meeting location (virtual/over the phone)
 - All emails between any search committee members and candidates and/or applicants
- When conducting an in-person interview:
 - If a pre-screening interview was conducted, search committee shall evaluate each interviewed candidate and make the final selection for inviting candidates to campus for an in-person interviews.
 - The Search Committee Chairperson is responsible for planning arrangements, and ensuring interview records are retained. Interview records include, but are not limited to:
 - Interview questions and responses from candidates for each question asked
 - Maintains all notes taken during the interview
 - Records of each candidate's interview evaluation
 - Any recordings and/or materials received and/or taken during the time of the interview period
 - Candidates meeting location
 - All emails between any search committee members and candidates and/or applicants
 - The Search Committee Chairperson is also responsible for coordinating an in-person meeting between the candidate and the Associate Dean for Faculty and Staff Affairs and the Dean.



- After the last in-person interview the search committee will meet and evaluations will be completed on each candidate. A Finalist is to be selected during this time.
 - When a Finalist is selected the Search Committee Chairperson may begin contacting the References that were provided by the Finalist during the application process.
- A minimum of 3 reference checks for the Finalist are required using the [Reference Check Form](#).
 - Search Committee Chairperson will notify HRSM HR once reference checks are complete and a Finalist has been selected.

10. Recommend Hire, Offer & Follow Up

- Search Committee Chairperson will review the finalist selection with the Department Chair/School Director.
- Department Chair/School Director will gain approval, including the salary amount, from the Dean.
 - If applicable, a [moving agreement](#) must be provided to and signed by the Dean.
- Department Chair/School Director will provide HRSM HR with the finalist's resume and proposed start date.
- Search Committee Chairperson will complete the [Attestation of Hiring form](#) and submit it to HRSM HR.
- Search Committee Chairperson will provide Dean's approval, including salary amount, and all hiring information to HRSM HR. HRSM HR will complete the Pay Evaluator Tool to obtain approval from Classification and Compensation with the Division of Human Resources
-  **STOP**
 - The Search Committee may not proceed to make an offer until approval is secured by HRSM HR.

11. Make the Offer

- HRSM HR will email the Search Committee Chairperson upon approval of the salary and signatures on the Pay Evaluator Tool.
- HRSM HR will notify the search committee chairperson and the chair/director that they can proceed in making a verbal offer.
- Upon acceptance of a verbal offer from the new employee, HRSM HR will develop the offer letter.



- Supervisor of the new employee will provide the offer letter, a copy of the position description, and a moving agreement, if applicable, to the new employee to secure signature. All signed documents along with a copy of completed Attestation of Hiring Process (AHOP) form must be provided to HRSM HR to initiate hiring packet in PeopleAdmin.

- **NOTE: Attestation of Hiring Process and/or moving agreement (if applicable) must be provided to HRSM HR along with the letter of offer in order to initiate the hiring packet in PeopleAdmin or it will delay the hiring process.**

12. After the Hire and Onboarding

- The Supervisor of the new employee should
 - Assign an office
 - Notify the Client Relations Coordinator to order name plate, name badge and update directory.
 - To assist with first 3 days of parking needs.
 - Notify IT to set up office essentials.
 - Desktop, computer, monitors, telephone and keys.
 - Notify MarCom Team to update contact information, bio information, and schedule a professional photo for the HRSM's web directory.
 - Monitor pre-hire and staff onboarding tasks via HCM.
 - [Supervisor's Role in Employee Onboarding Checklist](#).
- The Search Committee Chairperson will submit all original search materials (e.g. email, rubrics, notes, etc.) to HRSM HR for compliance with record retention policies.
- HR will perform
 - Send I-9 Section 1 verification email to the new employee.
 - Send a welcome email to the new employee with information pertaining to the new employee's HR needs on the first day of work.
 - This includes completing Section 2 of the I-9 verification in person.
 - This includes [Faculty & Staff Resource Manual](#).
 - a. [For updated version visit this website, if applicable](#).
 - b. This includes sending information on completing the Confidentiality Agreement within two months of employment



Best Practices in Confidentiality

1. Always do your best to protect candidate data. Do not leave hard copies of candidate materials (applications letter of interest/cv etc.) in places where others will encounter them. Do not use public computers when evaluating sensitive data. Do not keep candidate data on drives that could be found or seen by others (electronic or hard drives).
2. When making calendar appointments involving candidates, please be vague, nondescript, and mindful of confidentiality.
3. In all cases, avoid discussing confidential matters concerning the search process, candidates, or nominees in places you might be overheard, such as hallways, restrooms, or elevators.
4. It is the duty of the search committee chair to serve as the spokesperson for the committee and to advise the committee of what can be publicly shared. It is never appropriate to share statements about the exact number of candidates, how candidates were selected/rejected, or committee deliberations.
5. If members of the search committee are contacted by interested applicants, please do respond to them thanking them for their inquiry and forwarding their message along to the search chair to standardize communication.
6. When asked a question that is beyond the range of what you can answer, you must take extra care to ensure the integrity of the process. This especially applies to inquiries about the status of internal candidates. Consider the following phrases: "I cannot acknowledge whether there are or are not internal candidates, as they are due the same degree of confidentiality as external candidates." Or "I am not at liberty to discuss that matter with you, I'm sorry."
7. Always remember that all discussions by search committee members throughout the process are confidential, not only during the search process but also in perpetuity.

NOTE: Search Committees are considered a **legal body** of the university and **must comply fully with the Freedom of Information Act, including required public notice and access.** When discussing potential candidates for positions, if the committee desires to protect the confidentiality of its deliberations, a member of the committee may request of the chair that the committee meet in executive session. Remember, no notes (which can be subpoenaed) should be taken in executive session to protect the confidentiality of its deliberations.