# Step by Step Guide to Hiring

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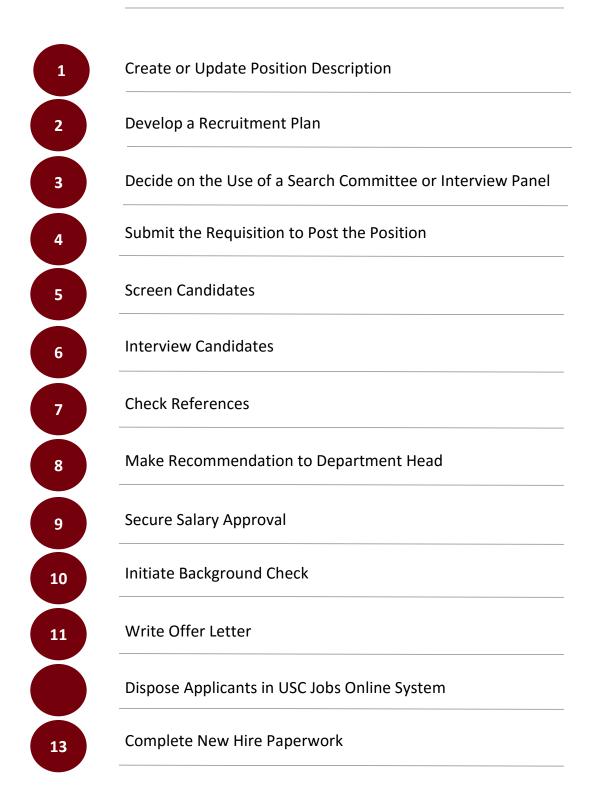
**Step by Step Guide to Hiring**
(for FTE, research grant and time-limited staff positions)

This guide is designed to be a roadmap for hiring managers to follow to ensure they are able to identify the best candidate for a position at the University of South Carolina.

Below you will find a brief step-by-step guide along with tools to help navigate you through the hiring process. For more in-depth information, please attend the Interviewing and Selecting Employees class, offered as part of our LEAD Management Development training series, or visit the Talent Management section of the Division of Human Resources website.

**Step 1: Create or Update a Position Description**

Creating a position description is an important first step before you begin the hiring process. The position description is the document that explains the duties and responsibilities of a position. In addition, position descriptions are used to ensure consistency of classifications at the university, are used to develop the performance review documents (EPMS), are a basis for FLSA designation, and serve as the initiating document for job postings.

The position description is officially submitted through the USC Jobs Position Description online system, located under the Talent Management section on the Division of Human Resources website. A position description template may help you get started. Review job classifications, pay bands and salary rates to help determine the correct job classification, pay band and salary rate for the position.

**Step 2: Develop a Recruitment Plan**

Now is a good time to begin developing a recruitment plan. The plan should include diversity recruitment sources. Jobs posted on USC Jobs are automatically posted online in the Inside HigherEd publication. The university has special advertising rates with Monster.com and CareerBuilder. Listservs of various organizations are another great source for you to use as well.

Departments must obtain approval from the Office of Recruitment and Employment (ORE) before releasing any advertisements to outside entities. Positions should be posted on USC Jobs before being sent out to other sources. Please see step 4 for instructions on how to post a position. Contact the ORE at 803-777-3821 for more information.

**Step 3: Decide on the Use of a Search Committee or Interview Panel**

Search committees or interview panels can be helpful in the hiring process to choose the best candidate. A diverse panel helps hiring managers ensure a good selection is made by having input from other professionals with knowledge of the university and the actual job. A search committee is not required for the hiring process but is encouraged because of the benefits an interview team can offer.

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**Step 4: Submit the Requisition to Post the Position**

Once the position description has been approved by Salary Administration, an online requisition should be created and submitted in USC Jobs. The requisition must include certain required elements as noted in the system, many of which come from the position description.

Please ensure that all requirements needed for the position are listed in the minimum qualifications section of the requisition. These qualifications will be the criteria for screening applicants. The hiring manager may add preferred qualifications and specific job related questions to require applicants to answer as they apply. The ORE is responsible for adding the education and experience questions which are used for filtering out candidates who do not meet the minimum requirements.

See how to create the electronic posting when you are ready to post the job. Note: The job must be posted for 7 calendar days to include a minimum of 5 working days. In addition, if you wish to advertise a salary higher than the advertised rate, you can put the range in the salary range section of the requisition. However, anything above the advertised rate must be approved by Classification and Compensation before an offer of employment can be made.

**Step 5: Screen Candidates Using an Applicant Review Template to Select Top Applicants for the Interview**

USC Jobs has screened applicants based on their self-answered qualifying questions. Hiring managers must carefully review the applications to ensure those chosen to be interviewed meet the minimum requirements and their noted experience is relevant for the job. Basic guidelines for screening applicants can assist you with this process. Candidates who do not meet the minimum requirements must not be interviewed. Some departments may require their HR Contact review all candidates selected for an interview to ensure they meet the minimum requirements before their interview is scheduled.

South Carolina state law prohibits employment by any state agency of any person who has willfully defaulted on any of the student loans listed on the application. Such person may be considered for employment only after all overdue payments have been made or a voluntary agreement has been entered into with the lender after the default providing for terms of repayment of the debt. If an applicant selects that they have a loan in default, the hiring manager must contact the Office of Recruitment and Employment to verify that the proper paperwork has been documented. Applicants must not be interviewed if they have selected that they have a loan in default and you have not verified with the Office of Recruitment and Employment that proper documents are on file.

An applicant review template should be used to compare candidates against set criteria to determine who to interview. The hiring manager should develop a job specific template prior to reviewing applicants. A sample review template may help you get started. After scoring the applicants, top candidates should be invited to the interview. If you have too many qualified candidates, prescreening questions or a brief telephone interview can narrow the pool.

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During this step, you will also want to check to see if there are any conflicting relationships between the candidates, the hiring manager or any members of the search committee. The types of conflicting relationships are listed on the second page of the Attestation of Hiring Process form. You will also use this form to certify that the candidate you select for the position meets the minimum qualifications.

**Step 6: Interview Candidates**

When interviewing candidates, ensure you have predetermined job related questions with a rating guide. You may want to review interview tips when you are ready for this phase.

**Step 7: Check References**

As the hiring manager, you are responsible for checking references and it is best to call references and ask job related questions. Refer to checking references for additional information, a reference check form is available to assist you with this task. It is important to have at least two references from people with direct knowledge of the candidate's work.

**Step 8: Make Recommendation to Department Head**

Each department has its own internal procedures for the approval of the selected candidate and you must follow them. Consider crafting a memorandum or completing a justification form to present to the department head or manager as to why the candidate was chosen.

**Step 9: Secure Salary Approval**

If the proposed salary is above the advertised hiring rate, complete the Hire Above Minimum (HR27) form and submit it with the application to your department's HR Contact so they can receive approval from Classification and Compensation before an offer of employment is extended.

**Step 10: Initiate Background Check**

Background checks (which may consist of verification of previous employment, verification of education and licenses, and a criminal conviction search) are required before extending an offer. Some positions require additional checks. Provide the selected applicant with the background check tips information sheet, and have them complete the Background Check Authorization and Disclosure forms so the background check can be initiated. Send completed and signed forms to the HR Contact who will fill out the Department Request for a Background Check for submission to the Office of Recruitment and Employment through a secure Drop Box.

**Step 11: Write Offer Letter**

When you are ready to make the offer of employment, follow the procedures for your department, school, college or campus. Senior and regional campuses may check with their HR office for the correct procedures.

**Step 12: Dispose Applicants in USC Jobs Online System**

The department must electronically dispose of all remaining applicants on USC Jobs before the hiring documents can be processed.

- Change the status of all applicants not selected for an interview to "Not Hired," reason "Not Selected for an Interview."
- Change the status of all interviewed applicants to "Interviewed" and provide the date of the interview. Then change the status of interviewees not hired to "Not Hired" along with the reason. Reasons must be based upon the position requirements and the qualifications of the candidate.
- Change status of the applicant selected for the position to "Offered."

**Step 13: Complete New Hire Paperwork**

Hiring checklists are available to help departments with this process. There are a number of forms which must be completed. You should work with your HR Contact on this step of the process.

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