Guidelines for Hiring Managers

Policy & Guideline

University Facilities (UF)
Internal Guideline: 02.A.01.01
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Approved by: Todd Barnette
HR review by Danielle Arrington 01-18-19

This document establishes official Guideline for Hiring Managers.

University Non-Discrimination Policy Summary

Complete Policy is located at: https://www.clemson.edu/campus-life/campus-services/access/non-discrimination-policy.html

Clemson University is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, religion, sex, sexual orientation, gender, pregnancy, national origin, age, disability, veteran's status, genetic information, or protected activity (e.g., opposition to prohibited discrimination or participation in any complaint process, etc.) in employment, educational programs and activities, admissions and financial aid. This includes a prohibition against sexual harassment and sexual violence as mandated by Title IX of the Education Amendments of 1972.

FM Guidelines

Purpose of Guideline

To provide Hiring Managers the tools for hiring the diverse and skilled staff needed to meet the current and future needs of Clemson University Facilities.

Tools Provided

Training

All University Facilities supervisory staff shall attend annual training in University and departmental hiring procedures.

The Human Resources Office of Recruitment should be leveraged to obtain resources to help encourage applicants to consider the posted position. Our goal is a diverse, talented pool of qualified applicants for every position. It is important to remember that not only is the applicant being interviewed, Clemson University Facilities is being interviewed as well.

Posting and Advertisement

The Position Description shall be reviewed and updated before each position is posted.

Each search, regardless of how big or small, should be treated with the preparation and care of an Executive search.

Hiring Managers are encouraged to use the Human Resources hiring packages to obtain the best pool of qualified applicants.

An appropriate and realistic salary range shall be included in all postings; it is recommended to not advertise the entire State pay band, but rather the maximum allocated amount per the department's budget within the approved market range provided by classification compensation.

Internal titles that accurately reflect the position shall be advertised (as opposed to State position titles).

For most positions, the State minimum qualifications should be utilized to ensure the broadest possible applicant pool. Hiring Managers are encouraged to use "Preferred Qualifications" to list appropriate job specific knowledge, skills, and abilities that are desired.

Hiring Committees

All positions in University Facilities shall be hired using a selection committee, consisting of 3-5 members.

Committee membership should represent different stakeholders that have an interest in the selection, including customers and other Facilities areas as appropriate.

At least one member of the Facilities' Inclusion Team shall serve on each hiring committee. The Workforce Support Team will assign someone from the Facilities' Inclusion Team to be on each interview to ensure each member is afforded the opportunity to participate in the interview process. If the Hiring Manager is a member of the Facilities' Inclusion Team, an additional Facilities' Inclusion Team member will be included.

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Procedure

Hiring Committee Selection

1. Three to five members including the Hiring Manager.
2. At least one from the Facilities' Inclusion Team.
3. At least one from outside the department.
4. Consider at least one customer.

Candidates Selection

All members of the selection team shall be provided the appropriate applicant data and be involved in short listing the candidates to be interviewed. Typically, this would be done by asking each member to independently submit his/her top candidates for interview and the Hiring Manager selecting the individuals with the highest combined rankings. Other methods of creating a short list of candidates may be used by agreement of all hiring committee members.

Let your HR recruitment team know if you anticipate difficulty in finding a diverse pool.

A Skill Survey shall be sent to candidates selected for interviews prior to the on-campus interviews. This is requested by submitting to our Workforce Support Team a list of individuals and their respective email addresses who are being offered an interview at least three (3) business days prior to the interview.

Interviews

The Hiring Manger shall solicit appropriate questions from each member of the Hiring Committee and include a representative number from each member. The combined list of questions should be sent, in advance of the first interview, to each member of the Hiring Committee.

The interview process should involve questions pertaining to relevant experience and past behaviors, not hypothetical, or "What would you do if …?", style questions. Questions should also include relevant skills or aptitude assessments.

When appropriate, use skills demonstration to verify experience.

The questions must be consistent among all candidates. Follow up questions to clarify a response and seek additional information are appropriate. Allow ample time for each interview and avoid "back to back" time slots that may limit time for appropriate discussion.

Interview length must be consistent among all applicants.

Each committee member may make personal notes during the interview, but must be job-related.

A standard Facilities Evaluation Form will be used to summarize the evaluation of each candidate. See attached form.

Consider second interviews where appropriate to further understand the experience and diversity of select candidates.

It is also acceptable to use a second interview team to obtain a broader opinion.

Post Interview Meeting

The opinions of each member of the committee shall be heard and respected.

Hire based on "Big Picture" mentality, not just one component.

Best "fit" is not always a best practice. Our goal is to hire individuals that not only complement existing staff, but also challenge and expand existing thought by selecting those with diverse training, background, and experience.

Post Interview Documentation

The Hiring Manager will compile all committee members' relevant thoughts on the FM Interview Evaluation Form. Only include facts that are relevant to the qualification rating listed on the form. This document will be done in Word for consistency of platform. Any notes taken by the interviewers shall be destroyed by cross-cut shredding at the completion of the interview process and shall not be stored. That being said, it is important to put any qualification-related notes on the form that is being filed, so that you do have evidence of a fair search.

The Interview Evaluation forms (one for each candidate), applications, resumes, Skill Survey documents, and the complete list of candidates shall be compiled into one folder and saved for three years.

Additional Resources Available

IBM Skills Tests: can be used for a wide array of skills – Microsoft products (Excel, Word, PowerPoint), writing samples (email etiquette, business writing, persuasive writing), even behavioral / personality tests are permitted.

Spark Hire: video interview platform that can be used in lieu of phone interview or skype

Recruitment marketing packages (Picture Yourself Here campaign).

JobConnect pools: for common positions such as administrative, accounting, student services, temporary.

FM Interview Evaluation Form

Candidate Name:

Fill out the evaluation form for the applicant above. Provide an overall rating for the applicant and submit the completed form to the Hiring Manager.

Evaluation Date: Job applied for:

Req.#:   Title:

Education:			
□ Superior	□ Satisfactory	□ Unsatisfactory	□ Not Applicable
Work Experience:			
□ Superior	□ Satisfactory	□ Unsatisfactory	□ Not Applicable
Training:			
□ Superior	□ Satisfactory	□ Unsatisfactory	□ Not Applicable
Communication Skills:			
□ Superior	□ Satisfactory	□ Unsatisfactory	□ Not Applicable
Organizational Skills:			
□ Superior	□ Satisfactory	□ Unsatisfactory	□ Not Applicable
Technical Skills:			
□ Superior	□ Satisfactory	□ Unsatisfactory	□ Not Applicable
Overall Rating:			
□ Superior	□ Satisfactory	□ Unsatisfactory	□ Not Applicable
Recommendation:			
□ 020 – Make Offer	□ 110 – Not Chosen	□ 120-Withdrawn	

If you choose *110 – Not Chosen* or *120 – Withdrawn*, you must select a reason:

110 – Not Chosen Reasons:

□ 01-Incomplete Application   □ 07-Less Competitive-Research

□ 02-Does Not Meet Basic Qualifications   □ 08-Less Competitive-Skills Test

□ 03-Candidate Withdrew   □ 09-Less Competitive-References

□ 04-Not Considered-Search Phase   □ 10-Did Not Respond to Outreach

□ 05-Less Competitive-Experience   □ 11-Salary Expectation

□ 06-Less Competitive-Edu/Train

120 – Withdrawn Reasons:

□ Another Job Offer   □ Job Duties

□ Changed Mind   □ Salary Too Low

□ Hours / Work Schedule

Comments:

Interview Committee Members:

_____   _____

_____   _____

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