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THE CITADEL  
The Military College of South Carolina  
171 Moultrie Street  
Charleston, SC 29409

MEMORANDUM  
NUMBER 5-118

01 February 2022

## RECRUITMENT AND EMPLOYMENT POLICY

### **1. PURPOSE**

This document sets forth the uniform system for filling vacant classified and unclassified positions at The Citadel, pursuant to regulations set forth by Division of State Human Resources.

### **2. REFERENCE**

South Carolina Code of Laws Ann. Sections 8-11-120,185

South Carolina Regulation 19-719.04

### **3. DEFINITIONS**

N/A

### **4. POLICY**

This policy documents the method in which positions are filled to ensure applicants and existing employees receive full and fair consideration for positions for which they are qualified.

- A. The Citadel is an Equal Opportunity / Affirmative Action employer and does not discriminate against any individual, or group of individuals, on the basis of age, color, race, disability, gender, gender identity, sexual orientation, religion, national origin, genetic information, veteran status, pregnancy, childbirth, lactation, or other related medical conditions in its employment practices. The Citadel has a culturally diverse faculty and staff committed to working in a multicultural environment. We encourage applications from all qualified individuals seeking employment, regardless of identity group membership, genetic makeup, veteran status or level of ability.
- B. All current employees are provided an equal opportunity to explore and seek other on-campus positions for career advancement.

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- C. Third Party Search Agency Use – Hiring Managers or Search Committee Chairs will notify Human Resources of their decision to use a third party search agency. This is to allow Human Resources to coordinate with the search agency to obtain important EEO information about each candidate. When using a third-party search agency, the Search Committee must ensure that the agency will collect the pertinent Applicant / EEO Data as required by State Regulations. This information plus the application/resume and other relevant materials must be provided to the designated Human Resources representative for each candidate.
- D. Qualified applicants are recruited and referred to departments with listed vacancies.
- E. Diversity reviews will be conducted for all job searches throughout the recruitment process.
- F. Vacancies are filled with those individuals who are best suited to perform the duties and responsibilities of the positions.
- G. The Citadel will comply with the provisions of all federal and state employment regulations including but not limited to:
  - 1. American with Disabilities Act,
  - 2. Age Discrimination in Employment Act,
  - 3. Equal Pay Act,
  - 4. Fair Labor Standards,
  - 5. Immigration Reform and Control Act,
  - 6. Pregnancy Discrimination Act of 1978, and
  - 7. Title VII and the Civil Rights Act.
  - 8. SC Statue 1-1-550: Veteran’s Preference
- H. Responsibility for Administration.
  - 1. Human Resources is responsible for developing and administering the policy on appointment, transfer, promotion and associated procedures. Human Resources is also responsible for the recruitment, advertising, testing as applicable and system screening of applicants for employment.
  - 2. Vacancies will be filled through open recruitment facilitated by Human Resources. External recruitment agencies may be contracted on an as-needed

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- basis for filling executive positions. In accordance with the South Carolina Code of Law, Section 8-11-120, classified positions should be advertised for at least five (5) work days.
3. The Hiring Official, in consultation with the department/administrative unit head, will be responsible for identifying a Search Chair/Team, if one is to be established. The search team will have the authority to select candidates for interviews and make hiring recommendations.
  4. In consultation with Human Resources, the administrative head of each department has the authority, responsibility and accountability for the selection of employees.
  5. The Hiring Manager is responsible for ensuring all new hire paperwork is completed prior to a selected candidate's first work day. Failure of the candidate/employee to complete the I-9 Form, Section One on or before the first day of work for pay may fines by federal and state compliance agencies.
  6. Candidates will be hired at salaries that commensurate with qualifications and aligned with The Citadel's compensation philosophy.
  7. Any person appointed to a classified or unclassified staff position at The Citadel must meet minimum training, education and experience requirements established in the position description and the state specifications for the class to which appointed, unless the employee is appointed in an emergency or trainee status or if the Division of State of Human Resources has approved an equivalency to the stated requirements for the class.
  8. Minimum Age Requirements. South Carolina labor laws cover a variety of prohibitions related to the minimum age of workers, depending upon the nature of the work, the degree of hazard and the requirements of special occupations. Persons under the age of 18 may be employed only upon the approval of the Chief Human Resources Officer.
- I. Hiring Policies for Academic Administrative Positions.
  - J. Selecting an Associate Provost of Academic Affairs and Dean of General Studies.
    1. An Associate Provost for Academic Affairs will be appointed by the Provost from a list of candidates provided by a Search Committee. The Search Committee shall have 5 members, shall consist of a Chair appointed by the Provost and four other members selected by the Chair subject to approval by the Provost. One member should be a member of Faculty Senate. The other two members of the Committee may be a Dean, a Department Head, tenured Faculty from across the College, a member of the President's senior staff, or

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an appointee from outside the College. These compositional roles on the Committee may overlap. For example, the Chair may be a Dean, or may be a Department Head.

2. The Provost prepares the charge for the Committee, determines whether it will be an internal or external search, and approves all position advertisements. The Committee defines its procedures for conducting the search and screening applicants, and submits the procedures for approval by the Provost. The candidates chosen by the Committee during the search are a recommendation only—the Provost makes the final selection.

K. Selecting an Assistant Provost for Research or Leadership (Faculty, normally internal)

1. An Assistant Provost for Research or Leadership will be appointed by the Provost from a list of candidates provided by a Search Committee. The Search Committee shall have 5 members, shall consist of a Chair appointed by the Provost and four other members selected by the Chair subject to approval by the Provost. One member should be a member of Faculty Senate. The other two members of the Committee may be a Dean, a Department Head, tenured Faculty from across the College, a member of the President's senior staff, or an appointee from the College. These compositional roles on the Committee may overlap. For example, the Chair may be a Dean, or may be a Department Head.
2. The Provost prepares the charge for the Committee, determines whether it will be an internal or external search, and approves all position advertisements. The Committee defines its procedures for conducting the search and screening applicants, and submits the procedures for approval by the Provost. The candidates chosen by the Committee during the search are a recommendation only—the Provost makes the final selection.

L. Selecting a Dean of a School

1. The Dean of a School will be appointed by the Provost from a list of candidates provided by a Search Committee. The Search Committee shall have a Chair appointed by the Provost. The Chair will normally select the other members of the Committee as follows, subject to the approval of the Provost: 1) Each department of the School shall have one Faculty member representative. 2) One such member should be a Department Head, and a majority of the others should be tenured. 3) One committee member should be a Dean of a School. The Provost may optionally appoint one other member, who may be a Dean, Department Head, or tenured Faculty from across the College, a member of the President's senior staff, or an appointee from outside the College to the

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Committee. These compositional roles on the Committee may overlap. For example, the Chair may be a Dean or may be a Department Head.

2. In the Schools without Departments, a sufficient number of representatives should be selected by the Chair to provide fair representation for the School.
3. The Provost prepares the charge for the Committee and approves all position advertisements. The Committee defines its procedures for conducting the search and screening applicants and submits the procedures for approval by the Provost. The candidates chosen by the Committee during the search are a recommendation only—the Provost makes the final selection.
4. The Dean serves at the pleasure of the Provost and normally for two five- year terms. The appointment of a Dean may be terminated at any time by the Provost if, in the opinion of the Provost, the Dean's performance is unsatisfactory. This opinion is based on an annual evaluation that the Provost conducts.

#### M. Selecting an Academic Department Head

1. Term of Appointment. Academic Department Heads are appointed by the Provost upon the recommendation of the Dean. Appointments shall normally be made with the concurrence of a majority of the Faculty of the Department. If a majority cannot be achieved, the Dean of the School will decide whether an interim Department Head should be appointed, or whether a recommendation for a Department Head will be made to the Provost. If the Dean recommends the appointment of a Department Head without the support of a majority of the Department Faculty, the Faculty opposing this action may present its views in writing to the Provost.
2. The Provost decides the length of the appointment of a Department Head. The term is normally one 5-year term. The Provost may terminate the appointment if, in the opinion of the Provost, the department head's performance is unsatisfactory. This opinion is based upon the annual written evaluation to be conducted by the Dean.
3. The Provost or the Dean may call for a formal evaluation of the Department Head's performance at any time during the Department Head's appointment. A complete review of a Department Head's performance may also be initiated by the Provost at the request either of the Department Head or of at least one-third of the department's Faculty members.
4. A Department Head may be appointed by the Provost to a second consecutive 5-year term, subject to the selection process below and at the discretion of the Provost. An incumbent Head will not normally be considered for a third

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consecutive term. A person who has previously served as Department Head may be considered again in the future after one 5-year period has passed since the last term of service.

5. Should an Interim Department Head be required, the Interim Head shall be appointed by the Provost from among the tenured and tenure-track Faculty of the Department for a term of up to one year. During that period, the Dean will conduct the search for a Department Head according to the selection process below. An Interim Head will not normally serve more than one year. The Provost may extend an interim appointment only after consulting with the Department's tenured and tenure-track Faculty.

#### N. Selection Process

- O. This section describes the normal process to follow for selecting a Department Head.
- P. All the tenured and tenure-track Faculty in the Department meet to conduct a review of the last 5-year period and answer the following two questions:
  1. What are the goals and direction for the department for the next 5 years?
  2. What leadership is appropriate for the next 5 years?
- Q. This meeting must take place during the fifth year of the incumbent's term. The meeting is chaired by the senior member of the Department. The senior member is the person, other than the Department Head, with highest academic rank and longest years-of-service at The Citadel. The review portion is conducted by the Dean and is an opportunity to assess the state of the Department and its programs.
- R. If the incumbent seeks reappointment, then step "a." should include a thorough review of the incumbent's current term, a confidential written evaluation of the incumbent by each tenured and tenure-track member of the Department, and a confidential vote on whether the incumbent should be reappointed. In their written evaluations and voting, department members should consider the items described in Section V,D. on reappointments. The senior member should give this information to the Dean along with the answers to the three questions above.
- S. If the Department and the Dean support reappointment, the Dean will make that recommendation to the Provost.
- T. If a search is required, the Dean will ask the senior member to provide the following recommendations to the Dean, after meeting with the Department:

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1. Three or more Department members to serve on the search committee, with one person designated as chair,
  2. One tenured Faculty member outside the Department to serve on the Search Committee,
  3. A decision by majority vote on whether the search should be internal or external, including the rationale. Each rationale should be signed by the Faculty member who supports it.
- U. The senior member gives the Department recommendations to the Dean. The Dean will select the Committee Chair, establish and formally charge the Search Committee. Normally, this will follow the Department recommendations.
- V. The Committee will carry out all responsibilities in accordance with Section IV.D above regarding faculty searches. The Department Search Committee shall make its report to the Dean.
- W. The Dean will negotiate with candidates and make a recommendation to the Provost.
- X. The Provost will make the final decision. The person chosen as Department Head will normally be selected from among the names submitted by the Department Search Committee.
- Y. If a department majority cannot be achieved on some point during this process, the Dean may decide whether to appoint an Interim Head or to make a recommendation to the Provost. If the Dean decides to recommend a Department Head without the support of a majority of the Department Faculty, the Faculty opposing this action may present its views in writing to the Provost.
- Z. Considerations for Reappointment
1. If the incumbent is being considered for a second five-year term, each department member is expected to present those matters on which the Department Head should concentrate in the second term. The Dean shall review the departmental assessment of the Department Head's work, including the votes and supporting statements, and make a recommendation to the Provost.
  2. If the incumbent is being considered for a third five-year term, each department member supporting a third term must provide clear and convincing evidence that this action is in the best interest of the Department and the School. The Dean shall review the departmental assessment of the Department Head's work, including the Faculty votes and the statements supporting a third term. If the Dean concurs that a clear and convincing case has been made that a third

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term is in the best interest of the Department and the School, he or she will so notify the department Faculty and make a recommendation to Provost. If the Dean does not believe that a clear and convincing case has been made for a third term, he or she will so inform the department Faculty and, if requested, will meet with the Department to hear their views on the matter. If the final decision of the Dean is not to reappoint the incumbent, this decision will be shared with the Provost, and the formal search for a new Department Head will be conducted as described in the section above.

AA. Duties and Responsibilities of Academic Department Heads

1. The Department Head continues to be a teacher-scholar, but one who has assumed a leadership role. As the Faculty member takes on this new role, he/she enters into a realm where tension is an intrinsic component because of competing responsibilities. On the one hand, the Department Head must serve as the advocate and the model of the School to the Department while, on the other hand, he/she is the advocate of the Department to the School. Still, the primary functions of the Department Head are to ensure the Department's full participation in the School's academic life and contribution to the School's academic vigor.
2. There are four general areas related specifically to the role of Department Head which will be of constant concern:
  - a. Faculty leadership and development,
  - b. Planning and program assessment,
  - c. Management of departmental operations,
  - d. Departmental relationships within and outside the College.
3. Academic Department Heads will be responsible for the professional reputation and administration of their Departments. In conjunction with Departmental Faculty and with advice from the appropriate Dean, academic Department Heads will develop goals and priorities within their Departments. Academic Department Heads will represent their Departments on Faculty Senate. In consultation with their Faculty, Department Heads are responsible for preparation of departmental budgets and for overseeing departmental expenditures. Academic Department Heads make recommendations for promotions, awards, tenure, and merit pay for Departmental Faculty members in accordance with College policy. With consideration of Faculty members' preferences, academic Department Heads are responsible for assigning Departmental Faculty members to teach courses within their fields, and advising and counseling departmental students, as well as appointing departmental committees and defining purposes and goals. Academic

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Department Heads are provided reduced teaching loads to enable them to carry out the administrative duties of their Department. Therefore, overloads for Department Heads are approved only in extreme cases and, when approved, are subject to the same restrictions on dual employment and additional pay earnings that apply for regular nine-month faculty. Department Heads are expected to be available during the summer as is necessary to meet the administrative and student advising responsibilities of their Departments, and will receive a stipend to compensate them for the additional time spent beyond the normal nine-month faculty contract.

**5. The following annex provides more information on each topic:**

[Annex A](#) – Staff Recruitment Procedures.

[Annex B](#) – Faculty Recruitment Procedures

[Annex C](#) – Temporary Staff Recruitment Procedures

[Annex D](#) – Adjunct Faculty Recruitment Procedures

**6. COMPLIANCE**

Failure to comply with this policy may result in disciplinary action up to and including termination.

**7. NOTES**

**A. Dates of official enactment and amendments:**

Approved by the Vice President for Finance and Business on 01 February 2022

**B. Responsible Department:**

Human Resources

**C. Responsible Official:**

Chief Human Resources Officer

**D. Cross References:**

[Appointments, Status, Transfers, Separations and Personnel Settlements Policy](#)

[Background Check and Employment Verification Policy](#)

**8. RESCISSION**

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Recruitment and Employment for Classified and Unclassified Employees Policy, dated 1 July 2009, is rescinded.

Faculty Recruitment and Selection Policy, dated 25 April 2007, is rescinded.

## **9. REVIEW**

Review this policy on a biennial basis.

OFFICIAL

CHARLES L. CANSLER  
Colonel, SCM  
Vice President for Finance and Business

Attachment

[Annex A](#), Staff Recruitment Procedures

[Annex B](#) – Faculty Recruitment Procedures

[Annex C](#) – Temporary Staff Recruitment Procedures

[Annex D](#) – Adjunct Faculty Recruitment Procedures

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## ANNEX A

### STAFF RECRUITMENT PROCEDURES

#### 1. Identify Vacancy and Evaluate Need

- A. Recruitments provide opportunities for departments to align staff skill sets to initiatives and goals, and for departmental and individual growth. Proper planning and evaluation of the need will lead to hiring the right person for the role and team.
- B. The Vacancy Committee, consisting of the Provost, Chief Financial Officer, Chief Human Resources Officer, and the Budget Director, will review all staff FTE vacancies whether it be a Replacement or a Newly Created Position. The Vacancy Committee will then make a determination and notify the hiring manager the outcome of the request. Departments are required to complete the [FTE \(Full Time Equivalent\) Position Justification Form](#) to initiate this process.

#### 2. Job Posting and Recruitment Plan

- A. Once the job analysis has been completed, and the Vacancy Committee has approved, the position can then be posted to The Citadel's career site via PageUp. Every effort should be made to ensure the accuracy of the job description and posting text. It may not be possible to change elements of a position once posted, because it may impact the applicant pool.
- B. The job requisition is submitted in PageUp ([Reference PageUp User Guide](#)) and hiring manager has worked with HR to develop and coordinate the job posting
  - 1. Paid advertisements outside of the already established recruitment sites must be approved by the VP/Provost
- C. Internal candidates will apply through the regular application process and will be included in the candidate pool along with external candidates

#### 3. Search Committee

- A. Applicants selected for interview and final consideration are to be evaluated by more than one individual to minimize the potential for bias. The hiring manager will identify members who will have direct and indirect interaction with the applicant in the course of their job. Hiring managers should make an effort to appoint a search committee that represents a diverse cross section of the staff.
- B. Search committee members must ensure no conflict of interest in relation to the applicants and must never be individuals who may have interest in the position.

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C. Human Resources will monitor the affirmative action aspects of the search committee.

4. Review Applicants and Develop Short List.

A. Once the position has been posted, candidates will apply via The Citadel's career site while the job is open. All applicants will be reviewed by Human Resources and those that meet the minimum qualifications will progress to the "search committee review."

B. Upon the search committee's evaluation of the applicants, the Chair will review all search committee comments and develop the short list that will be assessed by the Chief Diversity Officer to ensure the list represents a sufficiently diverse applicant pool. If the shortlist is not sufficiently diverse in light of the department's placement goals, a Human Resources representative contact the Search Committee Chair to discuss how the pool might be diversified.

5. Interview

A. Interview questions should be relevant to the position and seek information on specific skills and abilities to perform the job. The use of behavioral and/or competency based interview questions is strongly encouraged as, when properly crafted, they allow the interviewer to obtain more meaningful data to determine the applicant's ability to carry out the duties and responsibilities of the job, as well assess their ability to adhere to the College's core competencies. Refer to [HR Hiring Procedures](#) for a list of acceptable interview questions.

B. Virtual Interviews: A phone screen and/or virtual interview may be conducted to obtain information such as availability, salary requirements, special position requirements (e.g. ability to perform shift work), ascertain minimum requirements and other preliminary information to assist the search committee with their review. It is possible to screen out an applicant due to information obtained during this initial screening and therefore phone/virtual screens should be properly documented and attended by at least the majority of committee members or Human Resources.

C. Interview Expenses: For questions on interview expenses, please refer to the [Interview Expense Reimbursement](#) procedures page.

D. Any associated documentation must be compliant with federal and state regulations and demonstrate the selection process pertaining to the decision.

6. Background Check / Offer.

A. Once the final candidate has been determined, the Committee Chair will notify, via PageUp, their respective Provost/VP, Dean (if applicable), Human Resources, and

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the Budget Office of the finalist's name, proposed salary and start date for final approval.

- B. Human Resources will conduct the background check prior to offer being made (please note; background checks can take up to 72 hours or more).
- C. Reference Checks.
  - 1. The purpose of a reference check is to obtain information about a candidate's behavior and work performance from prior employers that could be critical to your decision. As past performance is the best predictor of future success, it is recommended references be obtained from current and previous supervisors who can speak to the candidates on the job performance. See: [Reference Check Questions](#)
  - 2. Social network tools such as Facebook, Twitter and LinkedIn should **not** be used to conduct reference or background checks.
- D. Human Resources will make all non-faculty job offers. After the offer has been accepted, Human Resources will work in conjunction with the appropriate Department Head to properly onboard the new hire. This will include ensuring that all essential personnel paperwork is completed accurately and timely.
- E. New hires will start on the 1<sup>st</sup> or 16<sup>th</sup> of each month unless there is an extenuating circumstance as determined by the Chief Human Resources Officer.
  - 1. Committee Chair will be provide the reason / status of those not selected for hire to Human Resource and will coordinate the notification that the position has been filled
  - 2. The HR Recruiter will close out the job requisition in PageUp.
  - 3. Note: A verbal offer of employment and the finalist's verbal acceptance creates a contractual relationship – therefore, ensure the offer has been approved in PageUp prior to verbally offering the position.

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## **ANNEX B**

### **FACULTY RECRUITMENT PROCEDURES**

1. Identify Vacancy and Evaluate Need
  - A. Requests to fill vacant full-time tenured or tenure-track faculty positions or to establish new faculty positions are presented by the Department Head to the respective Dean. Each request must include an outline of the department's needs, plans, and expectations for the requested position; how this position will enable the department to maintain or improve the quality of its academic programs; and a projected salary range. After the dean has reviewed, the request is submitted to the Provost via the Request to Retain form.
2. Provost reviews request and decides to proceed or not. If approved, proceed to next step. If not, process stops.
  - A. Provost's Accountant will work with HR on market rates and internal equity.
  - B. If approved, Provost and Provost's Accountant discuss hiring salary and possibility of start up funds.
  - C. Info above is entered on hiring plan.
3. If approved, department is notified to begin recruitment process.
4. Department enters a recruitment requisition in PageUp.
  - A. If additional advertising is requested, HR will discuss with Provost's Office.
  - B. A Human Resources representative will contact the Search Committee Chair via email and give the Affirmative Action goal and next steps in the recruitment process relating to Affirmative Action.
5. Applications are screened for minimum qualifications and sent to Search Committee Chair.
6. Interviews should not be conducted until the Search Committee has met with the Human Resources representative and all candidates for interview have cleared Diversity Review in PageUp.
  - A. Search Committee reviews applications to decide on top candidates to bring to campus.
7. Chair notifies Dean of candidates and Dean discusses candidate selection with Provost.

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- A. If Provost approves of candidates, Dean submits Interview Expense Authorization Request Form to Provost's Accountant.
  - B. Deans should review [Interview Expense Reimbursement Policy](#) with Committee Chair to ensure policy is followed.
8. Provost reviews requests for interview expenses. If approved, form with approval signature will be returned to Dean for final arrangements.
  9. On campus Interviews occur.
  10. Dean with input from the Search Committee decides on top choice and moves candidate to prepare offer in Page Up.
  11. Search Committee Chair will contact HR to conduct background check on top candidate.
  12. Provost Accountant will create offer letter contingent on a successful background check and the offer will be prepared in Page Up by the department so it can be routed through the proper channels for approval
  13. At the last approval in PageUp (by Provost Accountant), draft offer letter is sent to Dean in order for Dean to make a verbal offer.
  14. If candidate accepts offer as is then HR will send the candidate the HR Welcome Letter via PageUp and this will allow the candidate to complete the electronic on-boarding paperwork
  15. If revisions are needed, Dean must discuss with Provost. Offer letter will be revised and must go through approval process by Budget and HR again.
  16. Revised offer letter will be sent to the dean for another discussion with candidate.
  17. If candidate accepts, then Provost Accountant provides official offer to HR and final offer is made electronically to candidate.
  18. Once offer is accepted, HR works with Search Committee Chair on notifying non-selected candidates and updating PageUp with non-selection information.

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## **ANNEX C**

### **TEMPORARY STAFF RECRUITMENT PROCEDURES**

1. Identify Vacancy and Evaluate Need
  - A. Hiring managers should use this opportunity to align the staffing needs with initiatives and goals of the department. Once established, the request should be discussed through the respective chain of command to review / determine if there is a need for the position. This dialogue should happen prior to submitting this request through Page Up.
2. Job Posting
  - A. The job requisition is submitted in PageUp ([Reference PageUp User Guide](#)) and hiring manager has worked with HR to develop and coordinate the job posting
  - B. The requisition is created by the associated department and hiring manager and routed to the necessary approvers (Provost/VP, Budget, HR), and then routed to the HR Recruiter who will post the position
3. Review Applicants
  - A. Candidates will complete an electronic application for each position (resume and cover letter are optional). All applicants will be reviewed by Human Resources and those that meet the minimum qualifications will progress to Hiring Manager or Search Committee review.
4. Conduct Interview
  - A. The Interview. Interview questions should be relevant to the position and seek information on specific skills and abilities to perform the job. The use of behavioral and/or competency based interview questions is strongly encouraged as, when properly crafted, they allow the interviewer to obtain more meaningful data to determine the applicant's ability to carry out the duties and responsibilities of the job, as well as assess their ability to adhere to the College's core competencies. Refer to [HR Hiring Procedures](#) for a list of acceptable interview questions.
  - B. Virtual Interviews: A phone screen and/or virtual interview may be conducted to obtain information such as availability, salary requirements, special position requirements (e.g. ability to perform shift work), ascertain minimum requirements and other preliminary information to assist the hiring manager with their review. It is possible to screen out an applicant due to information obtained during this initial screening and therefore phone/virtual screens should be properly documented and attended by at least the majority of committee members or Human Resources.

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## **ANNEX D**

### **ADJUNCT FACULTY RECRUITMENT PROCEDURES**

1. Direct Hire (Adjuncts that have been solicited and not formally recruited)
  - A. Department completes Request to Hire Adjunct Form and sends to Provost Accountant
    1. Candidate should have an official transcript sent (via postal service or electronically) from his or her institution to the attention of the Provost's Accountant ASAP
  - B. Once transcript has been received, the Provost Accountant reviews form and sends to HR to process
  - C. Human Resources reviews form, contacts candidate for additional personal info (ssn, DOB), and requests background check
  - D. Human Resources notifies the Department that the background check is clear and what the candidate's CWID is upon entering information into HR system
  - E. Department completes ITS email account request and asking for access to any pertinent Banner tabs, etc.
  - F. Department will add new adjunct to Adjuncts to Hire spreadsheet when Provost's Accountant sends out for respective semester (See Adjunct Budget Process and Annual Adjunct Memorandum for more info about timing)
2. Recruited (Adjunct that have been recruited through PageUp)
  - A. Department completes job requisition in PageUp
  - B. Job requisition goes through approval process and is posted on Human Resources website
  - C. Department Head / Search Chair reviews applications, interviews and decides on candidate
    1. Candidate should have an official transcript sent (via postal service or electronically) from his or her institution to the attention of the Provost's Accountant ASAP
  - D. Department Head/Search Chair must move the chosen candidate into make offer status in PageUp ([Reference PageUp User Guide](#))

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- E. Human Resources contacts candidate for additional personal info (ssn, DOB), and requests background check
- F. Human Resources notifies the Department that the background check is clear and that the candidate is set up in Banner and what the candidate's CWID is
- G. Department completes ITS email account request and asking for access to any pertinent Banner tabs, etc.
- H. Department will add new adjunct to Adjuncts to Hire spreadsheet when Provost's Accountant sends out for respective semester (See Adjunct Budget Process and Annual Adjunct Memorandum for more info about timing)