



Search Committee Guidance: Faculty and Staff Hires

CLEMSON UNIVERSITY
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Introduction

So you've been asked to serve on a search committee. Now what?

This guide is designed to provide information, tools and resources to help facilitate a successful search process. It is targeted towards search committee members and chairs; however, it can be used by anyone wishing to have an overview of the search process at Clemson.

In addition to the guidance provided in this document, the departmental HR partner is available to assist search committee members throughout the process.

Search committees support the University's goal of attracting and retaining top talented faculty and staff by helping to identify and select such talent. At Clemson University, search committees are used during the recruitment phase to promote the selecting group's diversity of thought and improved decision-making, resulting in selection of the best candidate. Likewise, search committees benefit the candidate; when a candidate meets with a committee, the candidate is introduced to a cross-section of individuals and is better able to assess the University's culture. With the University's goal to retain top talent, this last point should not be taken lightly; this is as much a selection process for the candidate as it is for Clemson.

Definitions, Roles and Responsibilities

The list below provides definitions and, when applicable, the roles and responsibilities associated with the term. You will find this chart helpful when using this guide document.

Term	Definition	Roles and Responsibilities
Applicant	Any person submitting an application for consideration for a position.	
Candidate	An applicant who has been selected for initial rounds of interviews/evaluations.	
Finalist	A candidate who has been selected for a final interview.	
Committee Chair	A person appointed to lead the search committee and the employee search.	The committee chair provides leadership, recruiting guidance, tools, training and resources to lead a successful search. The search committee chair, with assistance from the HR partner, ensures that the search committee understands and follows the procedures outlined in this document.
Diversity Advocate	The diversity advocate is generally a member of the committee but may be someone from either the Office of Human Resources or the Chief Diversity Office who serves in an <i>ex officio</i> capacity.	The diversity advocate provides recruiting guidance, tools and resources to the search committee on leading practices for diversity and inclusion.
HR Partner	The HR partner is a member of the Office of Human Resources who is assigned to a specific University area.	The HR partner provides support and guidance to search committee chairs and committee members.
Hiring Manager	The hiring manager is the individual initiating and leading the search process. Generally, the position to which the selected candidate will report.	The hiring manager is responsible for chartering the search committee and ultimately responsible for the hiring decision.
Office of Access and Equity	The University's office responsible for coordinating the development of policy, procedures, programs, and services related to equality of opportunity in employment, business access, admissions, retention, academics, advancement, and general treatment for faculty, staff, students and visitors.	Access and Equity monitors the University's compliance with all federal, state and University policies related to equitable treatment and unlawful discrimination.

Clemson University – Office of Human Resources
Search Committee Guidance

Search Committee/ Faculty Search-and- Screening Committees	The search committee is the team of individuals selected to participate in the recruitment and selection process.	The role and authority of the search committee varies depending on the specific position being recruited. Refer to procedures communicated in the <i>Faculty Manual</i> (HERE) for information related to faculty search-and-screening committee composition, roles and responsibilities.
Office of Human Resources (OHR)	The University office that provides strategic support for the recruitment efforts conducted by all University divisions. The University's office responsible for managing employee benefits, leave, employee relations and classification and compensation.	OHR provides guidance and support to the search committee and hiring manager during the search process. OHR provides information and tools/templates and advises the search committee on policy and compliance requirements. A member of OHR may also serve on the search committee as an <i>ex officio</i> member. The Office of Human Resources is responsible for training search committee chairs. The search committee chair, in turn and with assistance from the HR partner, ensures that the search committee understands and follows the procedures outlined in this document. OHR is available to provide committee-specific training in the event that further training needs are recognized.
Charge	The charge is the search committee plan and expectations. The charge is developed by the hiring manager and communicated to the committee. The charge generally includes the responsibilities of the position, the skills and attributes of the successful candidate, the timeline for the search, the search budget and other factors.	

Confidentiality

Maintaining confidentiality protects the integrity of the search process, and search committee members are required to maintain the confidentiality of applicant/candidate names, committee discussions/deliberations and recommendations both during the search process and after the search process is complete. This protects the University as well as individuals under consideration who may not want their candidacy known to current employers. Further, potential candidates for future searches may be more inclined to apply if they believe prior searches have been handled in a confidential manner.

At the beginning of each search, all search committee members should sign the Clemson University Confidentiality Statement. This statement can be accessed in the **Forms and Other Resources** section.

The search committee chair is responsible for ensuring all confidential materials are collected from committee members and all relevant and required documentation is managed according to Clemson's Records Management Policy. (Refer to "Records" section of the policy.)

Policy

The search process is a part of the overall University recruitment process. As such, at Clemson University, the hiring process is governed by the following:

Faculty Searches: Clemson University *Faculty Manual* —Click [HERE](#)

Committee Role and Selection

Overview

What is a search committee, and why use one?

At Clemson, the term search committee is used generally to identify a team of individuals tasked with selecting candidates from a pool of applicants, using methods to evaluate candidates (including interviewing), and making a recommendation to the hiring manager and/or selecting which candidates should be offered employment at the University.

Search committees are not necessary when the position affects a narrow spectrum of stakeholders that is well understood by the hiring manager. Urgent hires and project-based positions also often do not warrant the use of a search committee. However, when a position affects a broad spectrum of stakeholders, the use of a search committee should be explored.

Inclusion of a search committee in the hiring process should be based on the following:

- Whether the use of a search committee is required for the position by either the Faculty Manual or departmental by-laws
- Whether the position would benefit from the diverse perspective of the broader department/division

At what point in the hiring process should the search committee be convened?

The first important decision in forming a search committee is when to convene the committee. A search committee might be convened very early in the hiring process, if the goal is to have the members assist the hiring manager with the tasks of the Request phase, including conducting a position analysis, determining the position needs and, in the case of staff searches, crafting the position description. In other cases, the committee may be convened after these decisions are made. In such cases, the charge of the committee is typically to evaluate, recommend and/or select a final candidate.

Should the hiring manager serve on the search committee?

Whether or not the hiring manager serves on the search committee truly depends on the scope of the search committee's charge once that charge is broken down into roles and responsibilities. If the key role of the committee is to make a hiring recommendation to the hiring manager, then it stands that the hiring manager should *not* sit on the committee. If, however, the search committee's charge has several roles, from conducting position analysis and defining needs to drafting a position description, the hiring manager can certainly benefit from sitting on the search committee.

The tables below show a breakdown of the types of committees and how the responsibilities differ across type.

Search Committee Type A (Typical Faculty Search Committee)

Responsibilities	Search Committee	Hiring Manager	Committee Chair
• Conduct position analysis		X	
• Define position needs / requirements	X	X	X
• Draft job posting	X	X	X
• Screen applicants	X		X
• Conduct interviews	X		X
• Evaluate portfolios/work samples	X		X
• Make hiring recommendation	X		X
• Manage search committee			X
• Make final candidate selection	X (In cases where delegated by the hiring manager)	X	X (In cases where delegated by the hiring manager)

Search Committee Type B (Typical Staff Search Committee)

Responsibilities	Search Committee	Hiring Manager	Committee Chair
• Conduct position analysis		X	
• Define position needs/ requirements		X	X
• Draft position description/job posting		X	X
• Screen applicants	X	X	X
• Conduct interviews	X	X	X
• Evaluate portfolios/work samples	X	X	X
• Make hiring recommendation	X	X	X
• Make final candidate selection		X	

STAFF HIRES ONLY: The initial screening of applicant's minimum requirements is conducted by OHR. At times, the hiring manager may also be the committee chair.

Executive Search Firms

External executive search firms are occasionally used to assist in senior-level and executive searches. However, we encourage you to learn more about 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. 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). Note that you should allow three to five weeks at a minimum in your schedule for this process.

Committee Selection and Composition

The search committee should comprise a representative cross-section of individuals to bring diverse perspectives to the team. The size, composition and scope of the committee will vary based on the specific position under recruitment. However, it is required that the search committee consist of at least three (3) members. For senior-level searches, the committee size may be larger, reflecting the number and diversity of stakeholders affected by the hire.

Faculty Search-and-Screening Committees

Please refer to procedures communicated in the *Faculty Manual* ([HERE](#)) for information related to faculty search-and-screening committee composition, roles and responsibilities.

Diversity of perspective should be a key objective when deciding who should serve on the committee.

...committees should broadly represent the college or university and provide a multi-dimensional perspective to the value, role and function of the position in question. Some call this process diagonal selection, wherein there are various representatives from across the organization and at different levels who can help you get a 360-degree view of the position and its requirements.¹

¹ Christopher D. Lee, *Search Committees: A Comprehensive Guide to Successful Faculty, Staff, and Administrative Searches*, 2nd ed. (Sterling, VA: Stylus Publishing, LLC, 2014), 28.

Diversity can be achieved in many ways:

- College/department/unit
- Experience/technical expertise
- Position and position-level
- Gender
- Age
- Ethnicity
- Nationality

Diversity Advocates

The committee is encouraged to select and designate one individual as a diversity advocate for the committee. Committee chairs are asked to consult the Office of Human Resources for advice on the diversity advocate role – which is generally filled by a member of the committee but may be a representative of the Chief Diversity Office or the Office of Human Resources, who serves in an *ex officio* capacity. The functions of the diversity advocate are 1) to support the diversity goals of the University and search committee, 2) to address underrepresentation when applicable, and 3) to bring expertise and perspective on diversity to the search. Whether or not a diversity advocate is appointed, promoting a diverse and inclusive search process committed to the University's diversity and inclusiveness goals and strategy should be the responsibility of all committee members.

Search Committee Responsibilities

The committee chair should clearly delineate the roles and responsibilities of each committee member and communicate all expectations. The chair is appointed by the hiring manager, and it is ideal if the chair is in a position senior to the position under recruitment. The chair is a crucial role, and it is important that the hiring manager consider whether the individual has the experience and available time to fulfill the responsibilities of the role. The chair is responsible for leading the committee, executing the committee charge and facilitating the overall search process. Typical responsibilities of the committee and chair are included in the table below.

Search Committee Chair	Search Committee Members
• Serve as liaison between the committee and the hiring manager • Call and facilitate meetings; ensure members understand the committee charge • Develop committee members' assignments and delegate tasks • Work with the Office of Human Resources to develop and make available tools, templates and materials for conducting the search • Ensure that records and meeting minutes of committee meetings are maintained • Ensure interview and other evaluation materials are documented	• Help to identify and contact potential applicants • Attend and participate fully in committee meetings • Review candidates' resumes and portfolios • Screen applicants according to the selected evaluation criteria and committee charge • Host candidates • Participate in the interview process • Check references • Maintain confidentiality about applicants, candidates and search committee proceedings • Perform other duties as assigned by the

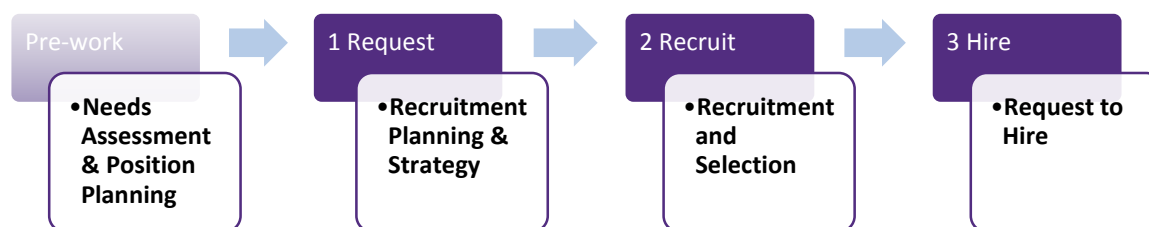
Search Committee Chair	Search Committee Members
• Correspond with semifinalists and finalists • Coordinate administrative and logistical support • Manage the search budget (if applicable) • Serve as lead host for candidates on campus • Coordinate the efforts of committee members • Perform the duties of a regular committee member • Perform other duties as requested by the hiring manager	chairperson

Training

The Office of Human Resources is responsible for training search committee chairs. The search committee chair, in turn and with assistance from the HR partner, ensures that the search committee understands and follows the procedures outlined in this document. OHR is available to provide committee-specific training in the event that further training needs are recognized.

Process

The key duties of the search committee occur in phases one through three of the hiring process.



Needs Assessment and Position Planning

A needs assessment conducted by the hiring manager should precede any consideration of hiring for a position. While the process of conducting a needs assessment for a faculty position differs from that of conducting a needs assessment for a staff hire, a thorough needs assessment identifies the department's and institution's immediate and future needs as they relate to the position. Generally, the needs assessment serves four important purposes:

1. Serves as the foundation of the business case to obtain approvals for the position
2. **For staff positions only**: 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 either an FTE position (addresses the routine, ongoing needs of a department) or a temporary position

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

Special 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 owner.

Questions to Include in the Needs Assessment:

The following needs assessment questions have been adapted from those suggested by author Christopher D. Lee in his book *Search Committees: A Comprehensive Guide to Successful Faculty, Staff, and Administrative Searches*²:

- *What are the critical institutional initiatives, goals or strategies that are affected or could be affected by this position?*
- *What would happen if the position was not filled? Are there other organizational changes that would meet the short-term or long-term needs?*
- *Could this be a half-time, part-time, seasonal, academic-year or temporary position?*
- *Should an interim or acting appointment be made before a regular search?*
- *What changes have occurred in the position's responsibilities / duties? Are there attributes that the previous incumbent brought to the role that are now essential or are not needed?*
- *Do any changes necessitate a change in position title, classification or compensation?*
- *Who are the institutional stakeholders that should have a voice in the position analysis?*
- *Should we consider waiting before filling the position to review and analyze whether the work can be reorganized, eliminated or reshaped?*
- *Are there internal candidates who can be promoted or trained for this opportunity?*

These questions are examples; the objective of providing a rigorous line of questioning in your needs assessment is to gain a 360° view of the needs of the University and department before designing the position.

Position Analysis

Overview

The position analysis is the product of the comprehensive work done to define and create the position. Working on a position analysis is generally a joint effort between the hiring manager and OHR, because OHR has the experience and expertise to help the hiring manager create a position that best fits the department's/University's needs.

2. Christopher D. Lee, *Search Committees: A Comprehensive Guide to Successful Faculty, Staff, and Administrative Searches*, 2nd ed. (Sterling, VA: Stylus Publishing, LLC, 2014), 18-19.

Responsibility: Office of Human Resources, Hiring Manager

**Position Description (Staff) /
Position Advertisement (Faculty)**

Determine the position requirements and develop a comprehensive position description. The position description includes the job elements, responsibilities and duties required for the role. For faculty positions, the position description is typically the posting advertisement for the position.

Position Classification

The appropriate position classification and FLSA status is based on the position responsibilities. The position classification helps to determine the title and pay and assists in the overall effort of attracting a sizeable pool of qualified applicants.

Recruitment Planning and Strategy

The recruitment planning and strategy phase includes the steps taken by the organization from the point of crafting the position description to the point of obtaining institutional approval to recruit for the position and builds on the foundation established during the preceding phase. The majority of the duties represented in the recruitment planning and strategy phase are completed by the Office of Human Resources and/or the hiring manager; however, search committee members and/or the chair may be involved depending on the committee type—see page 5.

Recruitment Strategy

The recruitment strategy encompasses all work conducted in the development of a proactive plan for identifying applicants.

Responsibility: Hiring Manager, Search Committee, Office of Human Resources

**1. Provide Labor Market
Analysis**

Labor market analysis is the process of 1) identifying the appropriate labor market from which to recruit and 2) identifying the availability of talent and how aggressively Clemson will need to compete with respect to salaries.

**2. Review Employment
Policies**

Conduct a thorough review of key employment policies prior to commencing the search. An *ex officio* member of the search committee can be responsible for ensuring that committee members are familiar with any necessary policies. Links to various employment policies can be found in the policies section at the end of this document.

**3. Consider Diversity and
Inclusion**

Diversity and inclusion considerations should be integrated throughout the search process. It should be determined up-front whether there are specific diversity/inclusion needs for the position, whether the position is underrepresented or whether a diversity advocate will be appointed to the committee.

4. Formulate a Recruitment Strategy

The objective of developing an effective recruitment strategy is to 1) identify and attract a large pool of qualified applicants and 2) identify and attract a smaller pool of qualified, highly-desired candidates. An effective recruitment strategy includes: where to recruit, the recruiting timeframe, who should be involved, position advertisement / marketing, and available resources and tools.

[Request to Hire, Approvals and Job Posting](#)

The final step in the recruitment planning and strategy phase includes obtaining institutional approvals for the hiring request and posting the job to the Clemson University Job Board and other applicable job posting sites. Now that that hard work of developing a strong foundation for recruitment has been completed, the request can officially be entered into Tiger Talent, the University's online request to hire system, so you can obtain institutional approvals for the hire. Tiger Talent is used to obtain and document at a minimum two levels of administrative approval and OHR approval (including approval of any exceptions to the hiring process).

Within Tiger Talent, the request to hire includes a copy of the position advertisement and a list of search committee members. This information enables OHR to post the position and begin recruitment. Links to additional information regarding approvals can be found in the **Forms & Other Resources** section.

[Recruitment and Selection](#)

Recruitment and selection are arguably the most crucial responsibilities of the search committee. It is highly recommended that the committee develop a systematic and standard approach to evaluating candidates, which allows for an objective and transparent process for the committee and a fair process for the applicants.

[Communication](#)

During the recruitment and selection phase, communication with applicants and candidates is extremely important. Applicants and candidates should be informed about their selection (or non-selection) and the status of their candidacy in a timely and professional manner. All applicants and candidates should leave the process with a positive impression of how their candidacy was handled by the University, irrespective of whether they were chosen for the position. Leaving a good impression may make strong candidates more inclined to pursue future opportunities with Clemson. Because of the potential for finalists to be brought on to the University in other capacities at a later date, it is recommended that finalists be treated with professionalism. Also, it is fair to say that the interview conducted with the successful candidate was the initial step in that candidate's onboarding experience with the University.

[Preliminary Screening of Staff Candidates for Staff Positions](#)

The CUBS-HR system automatically conducts a preliminary screening of applicants for 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 for further review. Applicants not meeting the minimum requirements will be notified by CUBS-HR that they were not selected. Once the hiring manager and search committee obtain the qualified applicant pool, they decide which applicants they want to evaluate further. If there aren't any appropriate applicants in the pool, the committee should extend the job posting and assess the advertising plan.

Preliminary Screening of Faculty Candidates for Faculty Positions

Applicant submissions for faculty positions will be received and reviewed by the assigned search committee. Following applicant review, the search committee selects preferred applicants to schedule interviews. If there aren't any appropriate applicants in the pool, the committee should assess the advertising plan.

It is recommended that all applicants be notified that their submission was received. Further, it is recommended that all candidates interviewed by the committee, but not selected, receive personal notification by phone call or email. (Investigate Interfolio's capabilities for communication to applicants.)

Selection Criteria

Selection criteria should be based on objective and observable/verifiable characteristics that allow each member of the committee to recognize a qualified candidate. The search committee should agree on and document these criteria prior to the start of the search.

The criteria for evaluation varies with the position and can be numerous. The important concepts regarding search criteria are as follows: 1) they are developed in advance, 2) they are applied in a standard and consistent manner to each applicant and candidate, 3) they are based on the position description, job posting and committee charge as articulated by the hiring manager, and 4) they are agreed upon by the committee prior to commencing the review process for any applicant.

First the committee should determine the methods it will use to evaluate the selected candidates. Typical evaluation methods are noted below:

Written Application Materials

Written application materials include: resume, curriculum vitae, reference letters, application profile from CUBS-HR, cover letter and any other materials requested in the initial job posting.

Interviews

Interviews are a preferred form of screening applicants and may be conducted in multiple ways: phone, video, or in-person. Further, the format of the interview may vary from one-on-one and panel to open-forums. Interviews are one of most important tools for thoroughly evaluating a candidate. A link to a more detailed guide to interviewing can be found in the **Forms & Other Resources** section.

Work Samples

Gaining work samples affords an additional level of screening that provides the committee with insight into how the candidate performs typical duties of the role. Representative work samples that may be requested include, but are not limited to: portfolios, publication examples, research philosophy, technical/standard tests, statement of work philosophy, live presentations or lectures.

Reference Checks

Reference checks are managed differently depending on whether the position is faculty or staff (see boxes below). Reference checks generally come later in the process when preferred and final candidates have been identified; they are used to obtain a third-party perspective on the general character, work experience and accomplishments of the candidate. Reference checks should be entered into Clemson's online service once candidates are selected for interview. The Office of Human Resources uses SkillSurvey, an online reference checking tool, to complete this process. A link to more information about SkillSurvey can be found in the **Forms & Other Resources** section.

Reference Checks During Staff Searches

Prior to making a recommendation for staff hires, reference checks must be completed. The Office of Human Resources utilizes SkillSurvey, an online reference check system for staff positions at the University.

Reference Checks During Faculty Searches

For faculty searches, it is the responsibility of the committee chair and committee members to ensure that a thorough reference check is conducted and results documented. SkillSurvey is available to provide reference checks for faculty when requested.

Interview Evaluation Form (Staff Only)

During interviews conducted for staff positions, an interview evaluation form is used to help document and score how each candidate measures against the pre-established criteria. Further, the matrix can help when comparing candidates to each other in the process of finalizing candidate recommendations for the purpose of presenting a list to the hiring manager. By listing and documenting the objective criteria on which the staff candidates are being evaluated, the committee will have a well-developed and articulated case for why it selected the proposed finalists for the recommendation. For staff interviews, the final interview evaluation needs to be documented and recorded in CUBS-HR by the hiring manager or HR partner.

Request to Hire

Now that the committee has completed the evaluation and has deliberated as a group, the committee is ready to make a recommendation as to which candidates should be given an offer of employment. The tools established early in the process (standard evaluation methods / criteria and the evaluation matrix) will be used to help the committee narrow the pool to a list of finalists. The manner in which the recommendation is presented to the hiring manager will depend on the instructions provided in the committee charge. A Candidate Recommendation Summary template is available in the Forms and Resources section of this document.

Selection and Recommendation

It is recommended that rather than selecting one finalist or ranking the finalists, the committee propose a list of preferred finalists with the strengths and weaknesses of each outlined. This approach has several benefits. First, it allows the hiring manager to make a more informed final decision. Second, if an employment offer is rejected, it allows the hiring manager to make an offer to other recommended candidates without the bias of a ranking (i.e., moving from first ranked to second ranked). And finally, this approach removes the bias of ranking, which may suggest that, if the highest ranked candidate was not selected, the University is not offering the position to the top talent candidate, in spite of the fact that all recommended candidates should be top talent candidates.

Employment Offer

Success! You have identified a final candidate to which an offer will be made. At this point, there are several steps remaining to ensure a successful search completion.

Confirm Staff Hiring Salary	During the Request Phase of the hiring process, a salary analysis was conducted by the Office of Human Resources to provide a competitive salary range. Now that your candidate has been chosen, the salary offer should be within this competitive range. Additionally, the salary amount should not exceed 20 percent of the candidate's current salary. An offer that exceeds either of these thresholds is considered an exception to the Clemson University Compensation Guidelines and requires additional approvals. The final salary amount is approved by OHR during the offer letter approval process outlined below.
Confirm Faculty Hiring Salary	When the Tiger Talent request to hire is being completed, a competitive market analysis is completed in the self-service features of Tiger Talent. Now that your candidate has been chosen, the salary offer should be within this competitive range. Additionally, the salary amount should not exceed 20 percent of the candidate's current salary. An offer that exceeds either of these thresholds is considered an exception to the Clemson University Compensation Guidelines and requires additional approvals.
Conduct Background Check - Common to Staff and Faculty Process	A background check must be conducted prior to any final offer of employment being made to the candidate. Offers of employment are contingent on successful background checks.
Submit Staff Offer Letter	The offer of employment should be communicated to the employee via a formal written offer letter utilizing a University-approved offer letter template. Offer letters should be approved, sent and accepted electronically via the CUBS-HR system. A link to offer letter templates is available in the Forms & Other Resources section.

Submit Faculty Offer Letter

The offer should be communicated to the employee via a formal written offer letter. A link to University-approved offer letter templates for faculty hires can be found [HERE](#).

Completion of Staff Search Committee Work

Now that the employment offer has been accepted by the successful candidate, the committee can close out its work. This part of the process includes informing unsuccessful candidates of their status and ensuring record-keeping requirements have been fulfilled. Candidates who were not interviewed for staff positions can be released from the search via system-generated email communication. The Office of Human Resources recommends that all candidates who were interviewed for staff positions be notified that they were not chosen by way of a phone call or email from the search committee chair.

The hiring manager might take this opportunity to thank each member of the committee for their service on the search.

Completion of Faculty Search Committee Work

Now that the employment offer has been accepted by the successful faculty candidate, the committee can close out its work. This part of the process includes informing unsuccessful candidates of their status and ensuring record-keeping requirements have been fulfilled. The candidate experience is very important to future searches. Therefore, it is recommended that candidates who were not interviewed and those interviewed but not selected receive professional email, letter or phone call to communicate, first, the status of the search and, finally, that a candidate was chosen.

The hiring manager might take this opportunity to thank each member of the committee for their service on the search.

Records

The search committee's ability to maintain accurate records is important for several reasons:

- Records provide supporting documentation for why one candidate was chosen over another.
- Good record keeping can be used to present an objective case to the hiring manager of how the committee arrived at the hiring recommendation. It also supports the case for why certain applicants were not selected.
- The proper maintenance of search records meets compliance requirements of federal, state and University policies and regulations, which can prove invaluable to the University in the event of a legal challenge. A summary of required records is provided below.

Search Process Phase	Area Responsible for Records Maintenance	
	Department	Office of Human Resources
Request Approvals	X	X
Advertisements		X
Application Materials	X	X
OFCCP Info	X	X
Reference Checks	X	X

Interview Evaluations (staff only)	X	X
Hire Approvals	X	X

X = all hires; X = Staff; X = faculty

The records maintenance requirements are governed by [Clemson University Records Management](#) which provides records maintenance requirements and schedules.

Also, the search committee chair must retain documentation and notes on the finalists of the search for five years. It is also the responsibility of the chair to collect and shred all other notes on candidates and the search from search committee members. During staff searches, the final interview evaluation should be entered into CUBS-HR by the hiring manager or HR partner.

Help

Contacts

Office of Human Resources, Talent Acquisition

Phone: 864-656-2000

[Ask-HR](#)

Policies

[Records Management – Recruitment and Employee Services](#)

[Compensation Policy](#)

[Compensation Guidelines](#)

[Background Check Policy](#)

Forms and Other Resources

[Confidentiality Form](#)

[Employee Search Firm Services](#)

The forms and resources listed below are categorized by search process phase.

Phase: Recruitment Planning & Strategy

[Position Description Template](#)

[Position Description Toolkit](#)

[Advertising packages](#)

[Tiger Talent](#)

Phase: Recruitment & Selection

[Interview Evaluation Form](#)

Clemson University – Office of Human Resources
Search Committee Guidance

[Interview Guide](#)

[Example Interview Questions](#)

[Interview Evaluation](#)

[Candidate Self-Identification Form](#)

[Applicant Information Tracking Sheet](#)

[Candidate Recommendation Summary](#)

Phase: Request to Hire

[Candidate Reimbursement and Relocation](#)

[Offer Letter Templates](#)