

5.5 Personnel appointment and evaluation

The institution publishes and implements policies regarding the appointment, employment, and regular evaluation of non-faculty personnel.

Compliance Judgment: In Compliance

Rationale

The University of South Carolina Board of Trustees has established system-wide policies and procedures for the appointment, employment, and regular evaluation of non-faculty personnel. A few policies and procedures have been developed specifically for the University of South Carolina Aiken but they adhere to spirit of and typically reference the corresponding system-wide policies. Specific campus policies can supplement but cannot supplant system-wide policies. The university system uses a standard policy format and a uniform review and approval process for university policies to improve communication, promote administrative consistency and efficiency, and ensure compliance with pertinent state and federal laws as well as state and regional accreditation requirements. All institutions and campuses of the USC system must follow the procedures outlined in the [Policy on Policies](#) ^[1] regarding the approval of new university policies and the revision or repeal of existing policies. All system-wide university policies with the exception of Board of Trustee policies must be approved by the president. University of South Carolina Aiken policies must be approved by the Chancellor of USC Aiken. Drafts of new policies, substantially revised policies, and policies recommended for repeal must be distributed to the university community for review and comment prior to final approval.

Policies for Staff Hiring and Appointment. There are numerous policies associated with staff hiring and appointments including, but not limited to:

- [USC Aiken Policy AHR 1.02 – Hiring procedures](#) ^[2];
- [USC System Policy HR 1.24 - Recruitment and appointment of classified,](#)

- [unclassified, research grant, and time limited employees](#) [3];
- [USC System Policy HR 1.25 - Appointments of non-US citizens](#) [4];
- [USC System Policy HR 1.27 – Nepotism](#) [5];
- [USC System Policy HR 1.90 - Background screenings and professional references](#) [6]; and
- [USC System Policy FINA 1.08 – Relocation and moving expenses](#). [7]

Equal Opportunity and Affirmative Action. In accordance with its [mission](#) [8], the University of South Carolina Aiken is committed to being a “diverse community of individuals engaged in educational experiences and service necessary for the pursuit of meaningful work in an enlightened, inclusive, and economically vibrant society.” The presence of a high quality and diverse community of faculty and staff is necessary to achieve excellence in teaching, research, service and outreach. To that end, the University has adopted hiring practices that seek out and welcome quality and diversity to its staff ranks through search processes that are conducted in a fair and open manner. The Director of Human Resources serves as the campus Affirmative Action Officer and ensures that all university hiring and recruitment practices are in compliance University system policy [EOP 1.00 – Equal opportunity and affirmative action](#) [9] and with state and federal laws that require adherence to equal opportunity and affirmative action provisions.

Policies for Staff Employment. A wide variety of policies exist that detail employment practices at the University of South Carolina including:

- [USC Aiken Policy AHR 1.00 – Working hours – classified](#) [10];
- [USC Aiken Policy AHR 1.01 – Worker’s compensation](#) [11];
- [USC System Policy HR 1.01 - Drug-free workplace](#) [12];
- [USC System Policy HR 1.02 – Ethics policy](#) [13];
- [USC System Policy HR 1.03 - Annual leave](#) [14];
- [USC System Policy HR 1.06 - Sick leave](#) [15];
- [USC System Policy HR 1.07 - Family and medical leave](#) [16];
- [USC System Policy HR 1.09 - Other leave with pay](#) [17];

- [USC System Policy HR 1.15 - Holiday leave](#) ^[18];
- [USC System Policy HR 1.18 - Hazardous weather and emergency leave](#) ^[19];
- [USC System Policy HR 1.22 – Telecommuting](#) ^[20];
- [USC System Policy HR 1.39 - Disciplinary action and termination for cause](#) ^[21]; and
- [USC System Policy HR 1.84 - Minimum wage, official workweek, and overtime compensation.](#) ^[22]

Policies for Staff Evaluation. Policies related to the regular evaluation of staff include, but are not limited to:

- [USC Aiken Policy AHR 1.03 – Performance appraisal for unclassified employees](#) ^[23];
- [USC System Policy HR 1.36 - Performance evaluation for classified and unclassified non-academic staff](#) ^[24];
- [USC System Policy HR 1.37 – Pay for performance](#) ^[25]; and
- [USC System Policy HR 1.65 - Employee recognition.](#) ^[26]

Publication and Dissemination of Policies. University-approved versions of policies for the system are disseminated through an [online Policies and Procedures Manual](#).^[27] Policies specific to USC Aiken are maintained by the office of the Chancellor and are available on the [USC Aiken Policy and Procedures website](#).^[28] Relevant employment policies and procedures are included in leadership workshops and in [Human Resources forums and training](#).^[29]

Assurance and Evidence of Implementation of Hiring and Appointment Policies. USC Aiken has developed a [Classified Staff Hiring Guide](#) ^[30] which has been distributed to all USC Aiken senior level administrators, and is available via the [USC Aiken Human Resources website](#).^[31] Hiring and appointment policies set forth a uniform system for filling vacant classified positions pursuant to regulations of the South Carolina Office of Human Resources. All open positions are posted through the [USC Jobs on-line system](#) ^[32] and on the [USC Aiken jobs website](#).^[33] Depending on the

nature of the position and the adequacy of the applicant pool, additional advertising locations may be utilized. Job posting for positions clearly stipulate required and preferred credentials and experience as stipulated in the position description.

An example of a recent non-faculty job posted at our Human Resources website illustrates the process and adherence to hiring policies for the position of the [Director of Network Systems](#).^[34] The Director of Network Systems position required at least a bachelor's degree in a relevant discipline; 6 years of experience in designing, implementing and maintaining desktop, virtual and network operating systems; 6 years of experience in network operations; experience with Active Directory, Windows, Windows Server, Office 365, Cisco, and TCP/IP; and two years of supervisory experience – all of which was included in the advertisement. An [e-mail exchange](#) ^[35] between the Vice-Chancellor for Information Technology and the Human Resources Director shows that a search committee was formed, that the Human Resources Director spoke to the search committee about the process, and that a member of the committee served as the diversity advocate/affirmative action representative. The [search report for the position](#) ^[36] shows there was diverse pool of eight applicants, all of whom were reviewed. Of this pool, four were selected for interviews. Following interviews, one candidate was selected, offered the position, and was hired. Reasons for the non-selection of interviewed candidates were reported to Human Resources.

Assurance and Evidence of Implementation of Employment Policies. The university employs an internet-based time and attendance management system (ITAMS) that is designed to simplify timekeeping tasks associated with many of the employment related policies. Hours that are worked along with various types of leave taken are entered by [non-exempt employees](#) ^[37] on a weekly basis. [Exempt employees](#) ^[38] only report on exception time (e.g., annual leave, sick leave) over a 2-week pay period. All employees have their time cards [approved by their supervisor](#).^[39] Illustrative examples of an employee's ITAMS submission of [work hours and holiday leave](#) ^[40] and [annual and sick leave](#) ^[41] are provided. Supervisors are notified of any [time cards awaiting approval](#) ^[42]

Assurance and Evidence of Implementation of Evaluation Policies. All staff members in classified positions are evaluated on May 1st of each year. The procedure for the performance appraisal for classified employees is specified in the [Performance Evaluation for Classified and Unclassified Non-academic Staff Policy](#) ^[24] and employs an [Employee Performance Management System \(EPMS\) form](#).^[43] The EPMS consists of two cyclic phases that occur annually -- a planning phase at which the employee and the supervisor meet to develop a plan of action that will guide the employee in his/her job performance over the coming year and an evaluation phase that occurs on the review date when the employee and supervisor meet to discuss the employee's actual performance. Four illustrative examples of the evaluation of classified staff are provided: the evaluation of the [administrative assistant of the Vice Chancellor of Student Affairs](#) ^[44], the [Director of Career Services](#) ^[45], the [administrative assistant of the Department of Psychology](#),^[46] and a [Data Coordinator](#).^[47] Details and additional illustrative examples of the evaluation of administrators are provided in the [narrative response to Standard 5.4 – Qualified administrative/academic officers](#).^[48]

Supporting Documentation

1. [USC System Policy UNIV 1.00 - Policy on policies](#)
2. [USC Aiken Policy AHR 1.02 - Hiring procedures](#)
3. [USC System Policy HR 1.24 - Recruitment and appointment of classified, unclassified, research grant, and time limited employees](#)
4. [USC System Policy HR 1.25 - Appointments of non-US citizens](#)
5. [USC System Policy HR 1.27 - Nepotism](#)
6. [USC System Policy HR 1.90 - Background screenings and professional references](#)
7. [USC System Policy FINA 1.08 - Relocation and moving expenses](#)
8. [USC Aiken Mission Statement](#)
9. [USC System Policy EOP 1.00 - Equal opportunity and affirmative action](#)
10. [USC Aiken Policy AHR 1.00 - Working hours – classified](#)
11. [USC Aiken Policy AHR 1.01 - Worker's compensation](#)

12. [USC System Policy HR 1.01 - Drug-free workplace](#)
 13. [USC System Policy HR 1.02 - Ethics policy](#)
 14. [USC System Policy HR 1.03 - Annual leave](#)
 15. [USC System Policy HR 1.06 - Sick leave](#)
 16. [USC System Policy HR 1.07 - Family and medical leave](#)
 17. [USC System Policy HR 1.09 - Other leave with pay](#)
 18. [USC System Policy HR 1.15 - Holiday leave](#)
 19. [USC System Policy HR 1.18 - Hazardous weather & emergency leave](#)
 20. [USC System Policy HR 1.22 - Telecommuting](#)
 21. [USC System Policy HR 1.39 - Disciplinary action and termination for cause](#)
 22. [USC System Policy HR 1.84 - Minimum wage, official workweek, & overtime compensation](#)
 23. [USC Aiken Policy AHR 1.03 - Performance appraisal for unclassified employees](#)
 24. [USC System Policy HR 1.36 - Performance evaluation for classified and unclassified non-academic staff](#)
 25. [USC System Policy HR 1.37 - Pay for performance](#)
 26. [USC System Policy HR 1.65 - Employee recognition](#)
 27. [USC System Online Policies and Procedures Manual](#)
 28. [USC Aiken Policy and Procedures website](#)
 29. [Human Resources forums and training](#)
 30. [Classified Staff Hiring Guide](#)
 31. [USC Aiken Human Resources website](#)
 32. [USC System jobs on-line website](#)
 33. [USC Aiken's Human Resources jobs listing](#)
 34. [Example of a USC Aiken job posting: Director of Network Systems](#)
 35. [E-mail exchange regarding search committee](#)
 36. [Example of a search report](#)
 37. [ITAMS manual for non-exempt employees](#)
 38. [ITAMS manual for exempt employees](#)
 39. [ITAMS manual for approvers](#)
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40. [Example of timecard: Work hours and holiday leave](#)
41. [Example of timecard: Annual and sick leave](#)
42. [Example of timecards awaiting manager approval](#)
43. [Employee Performance Management System \(EPMS\) form](#)
44. [Example 1 of a Performance Evaluation on classified staff](#)
45. [Example 2 of a Performance Evaluation on classified staff](#)
46. [Example 3 of a Performance Evaluation on classified staff](#)
47. [Example 4 of a Performance Evaluation on classified staff](#)
48. [Narrative response to Standard 5.4 - Qualified administrative/academic officers](#)