Source for CS 3.2.9

Human Resources Guidelines and Procedures for the Hiring of Faculty and Staff Positions

Updated: 9-22-06

Affirmative Action Procedures

I. Affirmative Action Sheets

The Affirmative Action process begins once a position is posted. The following are steps in the process:

A. There is a Word document, Instructions for Completing Affirmative Action Sheets, which should be printed so that you can use it as a checklist to be certain you have taken all of the necessary steps. You should check off these items as they are done.

B. There is a disk labeled Affirmative Action Sheets. It contains the following Word documents: AA Sheet for Chair; AA Sheet for One Faculty Position; AA Sheet for Two Faculty Positions; AA Sheet for Three Faculty Positions; AA Sheet for Staff Positions. You will save the appropriate Affirmative Action Sheet as a Word document in the proper position folder in the "Applicants" folder. You will type the needed information at the top of the Affirmative Action Sheet (the area above where Mrs. Joyce Durant would indicate underutilization and sign). Then, Dr. Charlene Wages will initial at the top in the memo section.

C. The Affirmative Action Sheet is then sent to Mrs. Joyce Durant so he can complete the underutilization portion and sign.

D. If there is underutilization in that category, send a memo to that department and to Mrs. Joyce Durant notifying them of the area of underutilization. The AA Sheet and a copy of the memo are kept in the hanging file for the position.

E. Once a position is filled and applicant coversheets are completed, key in all Affirmative Action information into the data base for that position (race, sex, met, interviewed, hired, Federal Code).

F. Copy the data to the Excel spreadsheet AAINFO for that position. Since AAINFO is a pivot table, you must go to Sheet 2 in the AAINFO spreadsheet and use the Pivot Table Wizard button to connect the information in Sheet 1 to the Pivot Table. Print the data in Sheet 1 and the Pivot Table in Sheet 2.

G. Using the information in AAINFO, the Affirmative Action Sheet for the particular position is completed. It is then given to Dr. Charlene Wages to sign.

H. A copy of the Affirmative Action Sheet along with a copy of the listings of where the position was advertised is sent to Mrs. Joyce Durant. If there were applicants in the area of underutilization, and the applicant hired was not in the area of underutilization, you will need to make an explanation sheet summarizing what the department indicated on these applicants' coversheets as the reason(s) they were not hired. Attach a copy of this to the AA sheet you send to Mrs. Joyce Durant and keep a copy in the AA records for this position in Human Resources.

I. Once the affirmative action paperwork for a position is finished, you will file it in the credenza at the Human Resources Assistant's desk. You will want to be sure you have the following before filing: (1) Instructions for Completing the Affirmative Action Sheet, (2) Checklist for New Job Announcements for Classified and Unclassified (full-time), (3) Request to Fill Vacant Position, (4) Summary of Places Position was Advertised, (5) Completed Affirmative Action Sheet, (6) Memo sent to department concerning underutilization (if appropriate), (7) All advertisements for the position.

J. The data for the position is then put in the Excel spreadsheet called EEO Table. This table contains data from all positions during that particular EEO period. Also, you must put hiring opportunities from within FMU and true promotions in the EEO Table. The definition of a true promotion is as follows: (1) Classified Employee – an individual goes from Level 1 to Level 2 (whether money involved or not), (2) Classified Employee – Lower band to higher band (whether money involved or not), (3) Unclassified Employee – When a faculty member is promoted to higher classification (Asst., Assoc., Prof.),
(4) Unclassified Employee – A Professor being reclassed into an administrative type position such as Professor or Dean. This information will come on a Profile of Information on Employees Form. This table is used to complete the yearly EEO reports sent by the State Human Affairs Commission.

II. SC Human Affairs Commission Reports

The South Carolina Human Affairs Commission sends two reports to FMU in September of each year: Applicant Information Report and EEO Progress Report. The reports are based on information for positions filled/promotions for October 1, _____ through September 30, _____. These reports need to be completed and returned by the date noted in the letter that comes with the reports. The date is usually around the middle of October. Information from these reports is used to evaluate FMU for the Report to the General Assembly on the status of state agencies equal opportunity progress. Sarah Crouch in FMU's contact person at the S.C. Human Affairs Commission (for questions or technical assistance on either report). Her telephone number is (803) 737-7810.

Completing the Applicant Information and EEO Progress Reports:

A. There are two printouts that should be run to have correct information for completing these reports:

1. The Actual Workforce/New Hires and Promotions printout, which is printed from emulation. Go to the emulation menu PERMNG and select #12 – Print Human Affairs Report.
2. The EEO Table for the year being reported. You can find this spreadsheet on the computer in the EEO Information folder in My Documents.

It is good to compare the information on your Actual Workforce/New Hires and Promotions printout to the EEO Table to determine any discrepancies. If errors are found on the Actual Workforce/New Hires and Promotions printout or in the EEO Table, use the corrected totals for reporting purposes.

B. Be sure that you have started a new EEO Report spreadsheet for the year being reported. To start a new file, take the EEO Report spreadsheet for the previous year (found in the EEO Information folder in My Documents) and save it as a new spreadsheet for the new reporting year. Erase all of the old data from the previous year after saving in the new file. Be sure to check the report format sent from State Human Affairs and make any necessary adjustments.

C. To begin preparing the Applicant Information Report, go to the EEO Report file for the year being reported and select the Applicant Info sheet. The data for this report will come from the pivot table in the EEO Table spreadsheet for the year being reported. Once you have entered the information, you will save the file then print the Applicant Info sheet.

D. To begin preparing the EEO Progress Report, go to the EEO Report file for the year being reported and select the Workforce Info sheet. The data for this report will come from the Actual Workforce/New Hires and Promotions printout. According to the State Human Affairs Office, you do not include the Agency Head (President) in the Actual Work Force for this report. There are three sections of the EEO Progress Report to be completed – 1, 2, and 5. Once you have entered the information, you will save the file then print the Workforce Info sheet.

E. Let Dr. Charlene Wages and **Mrs. Joyce Durant** review copies of these reports before mailing.

F. Once these two reports are thoroughly proofed, you can prepare them for mailing. You will want to print a cover letter, and the format can be found in the EEO Cover Letter document (found in the EEO Information folder in My Documents). Make a copy of the reports and letter before mailing. Mail the reports to the address indicated in the letter from State Human Affairs.

G. File the copies of the reports and letter in the credenza of the Human Resources Assistant – Employment.

After the State Human Affairs Office receives our reports, they will do calculations to determine our present EEO status. A letter of response will be sent back with a copy of the EEO Progress Report, which will show the results of their calculations. If there are any combined EEO categories in the "Percentage of Goals Met Based on Availability" in which we are less that 70% for any race/sex group, an explanation for not achieving the goals must be sent to Human Affairs. The explanation should include descriptions of efforts by the University to achieve these goals. The following steps should be taken to prepare this response:

A. Review the "Percentage of Goals Met Based on Availability" section of the EEO Progress Report sent from Human Affairs to determine which combined categories are showing less than 70% in any race/sex group.

B. Pull the Affirmative Action information on the positions in these particular EEO categories.

C. Be sure you start a new "Underutilization Response" letter for the year being reported. To start a new letter, take the "Underutilization Response" for the previous year (found in the EEO Information folder in My Documents) and save it in a file for the year being reported. Be sure to erase all old information from the previous year after saving into the new file. An example of the correct format for the responses follows:

<table>
<tr><td colspan="2">C6, C8, and C9 Categories: Underutilized in Black Males

There were 5 hiring opportunities in these categories combined, 1 of which was an internal promotion</td></tr>
<tr><td>Hiring Opportunity No.</td><td>Explanation</td></tr>
<tr><td>1</td><td>A white male was hired in the position of Instructor of Computer Science, and he was the only applicant. The position was not advertised because the vacancy came too late in the summer.</td></tr>
<tr><td>2</td><td>A white male was hired as Assistant Men's Basketball Coach, and he was the only applicant. The University chose not to advertise this position because posting athletic coach positions is exempt as provided in Section 8-11-120 of the South Carolina Code of Laws 1976, as amended.</td></tr>
<tr><td>3</td><td>One white male was hired from this applicant pool as Head Track Coach. There were no black male applicants. The University chose not to advertise this position because posting of athletic coach positions is exempt as provided in Section 8-11-120 of the South Carolina Code of Laws of 1976, as amended.</td></tr>
<tr><td>4</td><td>A white female was hired from this applicant pool as Assistant Women's Basketball Coach, and she was the only applicant. The University chose not to advertise this position because posting of athletic coach positions is exempt as provided in Section 8-11-120 of the South Carolina Code of Laws 1976, as amended.</td></tr>
<tr><td>5</td><td>Internal Promotion from Library Technical Assistant (E5) to Coordinator of Resource Area and Catalog Librarian (C8).</td></tr>
</table>

D. When the responses are complete, mail them to the address indicated in the cover letter from State Human Affairs.

APPLICATION PROCESSES

I. Procedures for Processing Applications for Classified Positions

A. When an applicant comes in inquiring about job vacancies, give the applicant the Job Vacancies book to review. If the person finds a job for which they wish to apply, go over the job duties with them and tell them the salary. Also, let them know what other information they need to submit with their application (listed in the ad). If a person comes in inquiring about jobs, but cannot find a job for which they want to apply, give the person your business card. Also, you can give the person our web site address, www.fmarion.edu. They would then select Administration, Human Resources, and Available Positions. Then they will be able to select jobs by title as well as get to our application and print it. It is also good to give people who call about available positions our web site address if there is not a job available for which they wish to apply.

B. An Affirmative Action Sheet needs to be done for the new job vacancy. (See Affirmative Action section of procedures)

C. You will need to set up a folder for a new position in the Applicants folder in My Documents. The name of the folder will be the position number (ex., 02-01).

D. You will need to get the "Applicant Master" disk in the box beside the printer and save the following files into the folder:

   1. AAINFO (Excel Spreadsheet)
   2. Closed Letter (Word Document) – This letter is used to let applicants with incomplete files know that the position is closed and their application was not filled in time.
   3. Coversheet-Staff
   4. Data (Word Document)
   5. Envelope (Word Document)
   6. Filled Letter (Word Document) – This letter is used to let applicants with completed files know that the position is filled. There is a special letter for Grounds and Custodial applicants.
   7. FMU Letter (Word Document) – This letter is sent to FMU employees who apply for a new position but were not hired into that new position.
   8. Interview Letter (Word Document) – This letter is sent to applicants who interviewed for a position but were not hired.
   9. Ratings (Excel Spreadsheet)

E. An applicant can only apply for one staff (classified) position at the time. However, applicants can apply for more than one faculty position.

F. FMU Applications for Employment are only given out if a person is applying for a current vacancy.

G. FMU Applications have four parts: (1) Four-page Application, (2) Reference Request Authorization Form, (3) Applicant Data Record, (4) Skills Inventory Form

H. FMU Applications need to be completed with a black or blue pen.

I. Be sure to explain to the applicant that the Employment Record section of the application should be completed as follows:

   1. Include all types of employment: full-time, part-time, self-employment, volunteer, military

   2. Begin in block one with your current or most recent employment, going back to the time of high school graduation. If there is not enough space on the application for the applicant to put his/her employment information, write the information on a sheet of paper and sign and date the page(s).

   3. Periods of unemployment should be recorded in the "Unemployment Record" section.

J. Be sure to tell the applicant that the Reference Request Authorization Form only needs to be signed and dated at the top. Copies of this form will be sent to previous employers for completion if needed.

K. FMU applications need to be reviewed after completion to ensure that the application has been completed. If there is a separation in service that is not accounted for on the application, clarify the break in service with the applicant. Be sure that the three additional forms are completed properly, the application is dated at the top (on front cover), the SS# is included, and that the applicant has signed in the appropriate places on the application.

L. Once an application is completed, enter the applicant's data in the Word document called DATA in that particular position folder. First, you click on the data entry button; then click on ADD NEW. Fill in as much information as you can. When you have finished, click on VIEW SOURCE and then save the document.

M. Merge data to prepare the Staff Coversheet. This is a Word document named COVERSHEET-STAFF. You will use the ad for the position to determine what requirements should be listed on the cover sheet. Indicate on the coversheet whether the items needed are received or not. File the application in the green folder designated for that particular position. The folder should be on the table behind the Human Resources Assistant – Employment's desk. File it as "Complete" if all needed items are received, or "Incomplete" if there are some items still needed.

N. If there is anything about a particular applicant that you feel should be noted in the application, type or write this information and put it with the application.

O. It is important to document correspondence with an applicant. To help in the effort, there is a Word document called Applicant Correspondence that can be printed and used as needed. This document is found in the Applicants folder in My Documents.

P. Once the Department feels they have a suitable applicant pool, the position is closed. At that point, all places where the position is posted must be notified that the position is closed. Use the Summary of Places Position was Advertised to determine the places to contact. Also, letters are sent to all applicants with incomplete applications to let them know that the position is closed and their application was not complete in time to be reviewed. A copy of this letter is put in the applicant file. It is a Word document named CLOSED.

Q. After the position is closed, the selected people in the department must complete rating sheets for each applicant that has a completed application.

R. References are checked on the applicants the department is interested in interviewing. The Reference Check Form is completed for each reference. Some will ask that you mail the Reference Request Authorization Form for completion. No interview should be set up until reference information has been obtained.

S. Once Human Resources and the Department are satisfied with the reference information, the applicant is contacted by Human Resources to set up an interview. Before calling, ask the department if there is a time that will not be convenient for the department to interview. Once the applicant has been contacted and a date and time is set, notify the department. Also, send an email to the Human Resources staff to inform them of the interview.

T. An Applicant Referral Card is then typed for the person. The first copy (White) is put in a box labeled Applicant Referral Cards, which is located in the cabinet portion of the credenza behind the front desk. This helps you keep track of which offices are holding applications. The second copy (Beige) is stapled to the application of the person being interviewed. You can either take the application to the department prior to the interview (no further ahead than one day), or you can take the application with you in a folder when you escort the candidate to the department.

U. Applicants are asked to come to Human Resources prior to an interview so someone in Human Resources can escort them to the department. The Human Resources employee introduces the candidate to the supervisor.

V. When a decision is made about who will be hired, the applications are returned to Human Resources with the Applicant Referral Cards completed by the supervisor. For the applicant that is the top choice for hire, the supervisor will check "Recommended for Hire" and sign the card. For those that are not top choice for hire, the supervisor will check either "Not Recommended for Hire", or "Other" and give the appropriate reasoning.

W. Beth or Myra will contact the person recommended for hire to offer the person the job. If the person accepts on the phone, an offer letter is sent to the person. The new hire letter is a Word document and can be found in the New Hire folder in My Documents. Along with the original letter, a copy of the letter for the person's records is sent along with a listing of documents that can be used for I-9 paperwork. They are informed during the call to make the offer and in the offer letter that they need to bring these documents along with beneficiary information when they come on their first day of employment. Place a copy of the letter with the new hire's application for reference until the signed letter is returned.

X. A hanging file is set up for the new hire and is put in pending. Be sure that you remove the following paperwork: (1) Reference Letters/Checks – These are filed in the drawer in the credenza behind the first desk in the reception area, (2) Applicant Data Record – These are filed by year in the Human Resources Assistant-Employment's desk, (3) Any other paperwork (emails, etc.) that would no longer be needed can be shredded.

Y. A letter is sent to all applicants with completed applications who were not hired to inform them that the position is filled. This is a Word document named Filled. Also, a letter is sent to any applicant who interviewed for the job. A copy of the letter is put in the person's application. There is a different version of this letter for applicants who interviewed for the position and applicants who are FMU employees.

II. Additional Procedures for Campus Police Applicants (Classified Position)

A. For Campus Police Officer positions, there are some additional documents needed to go along with the application.

1. Memo Regarding Possession of Firearms/Ammunition. (This document is in the My Documents folder "Campus Police Forms"). This form must be notarized. Beth and Becky can notarize documents.
2. Consumer Authorization Form. A credit report will be done for applicants that the Campus Police Department is considering for interview.
3. Summary of Rights and Responsibilities Under the Fair Credit Reporting Act. A copy of this form needs to be given to the applicant.
4. Original 10 Year Motor Vehicle Record from the SC Highway Department
5. Copy of certificate showing Class I Police Officer (Basic Law Enforcement Training) Certification. (If applicable)
6. Copy of Blood Borne Pathogen Training certificate (if applicable)
7. Copy of your SC Drivers License
8. Copy of SC Voter Registration Card
9. Copy of Social Security Card
10. Copy of High School Diploma
11. Copy of your DD214 form for discharge from military service (if applicable)

B. Campus Police applicants must be at least 21 years of age.

C. Credit Reports will need to be obtained for each applicant that Campus Police would like to interview. This is done after you have done reference checks on the applicants and get good results. The company used for credit checks is Androcles, Inc. You will fax the Consumer Authorization Form completed by the applicant, along with a memo to the credit bureau in order to request a credit check. The cost to get a credit check processed is a minimum of $25.00 for each month that a credit report is ordered. However, if you order more than two reports in a month, the cost is $10.00 per report. A purchase requisition must be done, and the requisition number is put on the memo faxed to Androcles, Inc. This expense is charged to the Campus Police – Other Contractual Services budget. The Chief of Campus Police will sign the requisition. The credit report is kept with the application. A copy of the Summary of Rights and Responsibilities that was signed by the applicant needs to be attached to the report.

D. When you request the credit report, you will need to send the applicant the appropriate memo notifying them that a report on their credit history is being requested. A copy of the Summary of Rights and Responsibilities that was signed by the applicant needs to be attached to the memo.

E. If you receive a credit history that reflects substantial credit problems, you will need to send that applicant a memo informing them that they cannot be considered for hire due to bad credit. A copy of the Summary of Rights and Responsibilities that was signed by the applicant needs to be attached to the memo.

III. Procedure for Processing Unclassified Positions Handled by Human Resources

A. Each position must be authorized by the Provost before the position is advertised and a search begins.

B. Once a search is authorized by the Provost, the position description and advertisement must be submitted to the Provost's Office for review and approval.

C. An Affirmative Action Sheet has to be completed (See Affirmative Action section)

D. Departments/Schools with authorized positions to fill should establish search committees to conduct their search.

E. The Department/School Dean should consult with the Provost regarding the approved salary range for each authorized position.

F. When applications are received in the mail, sort them by position. Make sure you write the position number and applicant number in the upper right corner of the letter of interest.

G. If a person applies for two positions, make a copy of the entire packet and write a note on the applicant cover sheets that the applicant has applied for both positions. This will prevent you from sending two letters of acknowledgement to the applicant.

H. You will initially set up a folder for that particular position in the Applicants folder in My Documents. The name of the folder will be the position number.

I. You will also need to get the "Applicant Master" disk in the box beside the printer and save the following files into the folder.

1. AAINFO (Excel Spreadsheet)
2. APPLIC (Word Document) – This is the Application Form for Faculty and Other Specified Positions.
3. Closed Letter (Word Document) – This letter is sent to applicants with incomplete files to inform them that the position is closed and their file was not complete when the position closed.
4. Coversheet-Faculty (Word Document)
5. Data (Word Document)
6. Envelope (Word Document)\
7. Filled Letter (Word Document)-This is a letter to let applicants with completed files know that the position is filled. There is a special letter for Grounds and Custodial Applicants.
8. Interview Letter (Word Document)-This is a letter to let applicants who interviewed know that the position is filled.
9. Label (Word Document) – This is used to print labels for the Affirmative Action Card and the Applicant Folder

10. Letter (Word Document) – This is a letter to acknowledge receipt of materials from an applicant and to inform them of any additional material that is needed.

J. Enter the applicant's vital information into the data file. To enter the data, go to the DATA file and add the applicant's information. First, you click on the data entry button; then click on ADD NEW. Fill in as much information as you can. When you have finished, click on VIEW SOURCE and then save the data. It is important to watch for the following: (1) Does the applicant have a doctorate? – if so address as Dr.; if not – with females use Ms. (2) If the resume states ABD (all but dissertation), you cannot address as Dr. (3) When you have an ABD applicant, write "PH.D. expected _______" on the cover sheet in the upper right hand corner. **Note: If the job requires a doctorate and the applicant has only a masters, indicate on the cover sheet "No Doctorate"**. (4) If you have a subtitle such as Jr., you have to enter this information in the subtitle field as follows: , Jr.).

K. Merge data to prepare the Application Form for Faculty and Other Specified Positions. This is a Word document named APPLIC.doc. To merge, you go into Tools, then Merge, and then select the applicant numbers you want to merge and print.

L. Merge data to prepare the Faculty Applicant Cover Sheet. This is a Word document named Coversheet-Faculty.

M. Merge data to prepare labels. This is a Word document named LABEL.doc. Prepare 2 sets of labels. One set is used to go on the applicant folder. The other set goes on the Affirmative Action Card.

N. Merge data to prepare envelope. This is a Word document named ENVELOPE.doc.

O. Merge data to prepare Letter. This is a Word document named LETTER.doc. This letter is sent as initial communication to an applicant to let him/her know that we have received his/her application information. It is also to let him know what still needs to be sent in order to complete the application process. After you have merged the letters, save them with the current date as the file name. By doing this, you do not have to rebuild the file if a letter has to be corrected, or if additional material comes in for the applicant before the letter is mailed.

P. Give letters to Dr. Charlene Wages for signature.

Q. Dr. Charlene Wages returns the signed documents to the originator. Copies of the letters are made to place in the folders. Be sure to mail the Application Form for Faculty and Other Specified Positions and the Affirmative Action Card with the Letter.

R. Applicant folders are kept separate, depending on whether they are complete or incomplete. The folders are kept in hanging files behind the desk of the Human Resources Assistant – Employment.

S. At the time specified in the approved position advertisement, the search committee commences its review of completed applications.

T. From the available applicants, the search committee selects a short list of the strongest candidates.

U. At this point, the search committee may wish to undertake telephone interviews with candidates on the short list. Notes should be taken of such interviews.

V. The search committee must check references for candidates on the short list. Notes should be kept of conversations with referees.

W. After deciding on its top candidate, the search committee makes a recommendation to the Department Chair/School Dean that the candidate be brought to campus for an interview.

X. If the Department Chair/School Dean approves the recommendations of the search committee, then the Department Chair/School Dean recommends to the Provost that the candidate be brought to campus for an interview.

Y. Once the Provost has approved bringing the candidate to campus, the search committee arranges for an on-campus interview. The candidate's transportation and lodging for the on-campus interview should be scheduled through the Human Resources Office. The itinerary of the on-campus interview should include, if possible, a presentation or presentations made by the candidate to students and faculty, as well as meetings with appropriate faculty and administrators.

Z. Following the interview, if the candidate is deemed acceptable by appropriate faculty in the Department/School and by the Department Chair/School Dean, then the Department Chair and/or School Dean makes a recommendation to the Provost that the candidate be offered a contract.

AA. If the candidate is deemed unacceptable by appropriate faculty in the Department/School and by the Department Chair/School Dean, then the search committee recommends to the Department Chair and/or School Dean that the next ranking candidate be brought to campus for an interview. This results in steps X through AA being followed as in the case of candidate number one.

BB. If the Provost approves the recommendation that the candidate be offered a contract, then the Department Chair/School Dean obtains authorization from the Provost to offer the position at a rank and salary that is also approved by the Provost. If the candidate accepts the oral offer, an official and formal tender of a contract will be issued by the University's Human Resources Office and the Provost's Office. If it proves impossible to reach agreement with a candidate within ten days, then steps W through BB will be repeated until a candidate is successfully appointed or the search is closed without result.

CC. At the end of the search process (i.e., either an appointment is made or the search ends without result), each applicant must receive from the Human Resources Office a letter indicating that the search has been concluded.

DD. School Deans and Chairs must recognize the importance of trying to hire qualified female and minority candidates for faculty positions.

EE. Once a position is filled, the Department Chair/Search Committee Chair needs to complete coversheets for all applicants. The Department Chair/Search Committee Chair must indicate whether the person did or did not meet the minimum training/experience requirements, indicate if they were interviewed, indicate if they were hired, and indicate the reason they were not interviewed/hired if this is the case.

FF. Once applicant coversheets are completed, the affirmative action process needs to be completed. (See Affirmative Action section)

IV. Procedure for Processing Unclassified Positions Handled by Departments

A. Each position must be authorized by the Provost before the position is advertised and a search begins.

B. Once a search is authorized by the Provost, the position description and advertisement must be submitted to the Provost's Office for review and approval.

C. You will need to set up a folder for that particular position in the Applicants folder in My Documents. The name of the folder will be the position number.

D. An Affirmative Action Sheet has to be completed (See Affirmative Action section).

E. Departments/Schools with authorized positions to fill should establish search committees to conduct their searches.

F. The Department Chair/School Dean should consult with the Provost regarding the approved salary range for each authorized position.

G. As applications begin to arrive, each letter of application must be acknowledged with a letter from the Department Chair/School Dean or from the Chair of the search committee.

H. The letter of acknowledgement must include the FMU affirmative action card and should include the standard FMU application form. Please remember that the University must report to external agencies regarding compliance with affirmative action goals and procedures. Such reporting to external agencies is facilitated by use of the affirmative action card.

I. At the time specified in the approved position advertisement, the search committee commences its review of completed applications.

J. From the available applicants, the search committee selects a short list of the strongest candidates.

K. At this point, the search committee may wish to undertake telephone interviews with candidates on the short list. Notes should be taken of such interviews.

L. The search committee must check references for candidates on the short list. Notes should be kept of conversations with referees.

M. After deciding on its top candidates, the search committee makes a recommendation to the Department Chair/School Dean that the candidate be brought to campus for an interview.

N. If the Department Chair/School Dean approves the recommendation of the search committee, then the Department Chair/School Dean recommends to the Provost that the candidate be brought to campus for an interview.

O. Once the Provost has approved bringing the candidate to campus, the search committee arranges for an on-campus interview. The candidate's transportation and lodging for the on-campus interview should be scheduled through the Human Resources Office. The itinerary of the on-campus interview should include, if possible, a presentation made by the candidate to students and faculty, as well as meetings with appropriate faculty and administrators.

P. Following the interview, if the candidate is deemed acceptable by appropriate faculty in the Department/School and by the Department Chair/School Dean, then the Department Chair and/or School Dean make a recommendation to the Provost that the candidate be offered a contract.

Q. If the candidate is deemed unacceptable by appropriate faculty in the Department/School and by Department Chair/School Dean, then the search committee recommends to the Department Chair and/or School Dean that the next ranking candidate be brought to campus for an interview. This results in steps N through Q being repeated as in the case of candidate number one.

R. If the Provost approves the recommendation that the candidate be offered a contract, then the Department Chair/School Dean obtains authorization from the Provost to offer the position at a rank and salary that is also approved by the Provost. If the candidate accepts the oral offer, an official and formal tender of contract will be issued by the University's Human Resources Office and the Provost Office. If it proves impossible to reach agreement with a candidate within ten days, then steps M through R will be repeated until a candidate is successfully appointed or the search is closed without result.

S. At the end of the search process (i.e., either an appointment is made or the search ends without result), each applicant must receive from the Department Chair/School Dean a letter indicating that the search has been concluded.

T. School Deans and Department Chairs must recognize the importance of trying to hire qualified female and minority candidates for faculty positions. Currently, Francis Marion University has too few white female and too few black female faculty members at the assistant and associate level.

U. Once a position is filled, the Department Chair/Search Committee Chair need to complete coversheets for all applicants. The Department Chair/Search Committee Chair must indicate whether the applicant did or did not meet the minimum training/experience requirements, indicate if they were interviewed, indicate if they were hired, and indicate the reason they were not interviewed/hired if this is the case.

V. Once the coversheets have been completed and signed, the department should bring the applicant folders to Human Resources.

W. You will get the "Applicant Master" disk in the box beside the printer and save the following files into the folder.

    1. AAINFO (Excel Spreadsheet
    2. Data (Word Document)

X. Enter the applicant's vital information into the data file. To enter the data, go to the DATA file and add the applicant's information. First, you click on the data entry button; then click on ADD NEW. Fill in as much information as you can. When you have finished, click on VIEW SOURCE and then save the document.

Y. Once the applicant data is entered, the Affirmative Action Sheet needs to be completed.

V. Application Procedures for Coaching Positions

A. The Athletic Director must be given permission by the President to fill a coaching position.

B. State regulations indicate that an institution is not required to advertise for coaching positions. Coaches usually acquire names of prospective applicants. The position can be advertised if they are unable to locate adequate prospects.

C. An Affirmative Action Sheet has to be completed (See Affirmative Action section)

D. You will need to set up a folder for that particular position in the Applicants folder in My Documents. The name of the folder will be the position number.

E. The applications may go to the Athletic Department or to Human Resources, depending on the decision of the Athletic Director.

F. If the applications go to the Athletic Department, you will need to set up the following documents in the position folder. You will get these documents from the "Applicant Master" disk in the box beside the printer and save the following files into the folder.

1. AAINFO (Excel Spreadsheet)
2. DATA (Word Document)

G. If the applications go to the Human Resources office, you will need to set up the following documents in the position folder. You will get these documents from the "Applicant Master" disk in the box beside the printer and save the following files into the folder.

1. AAINFO (Excel Spreadsheet)
2. APPLIC (Word Document) – This is the Application Form for Faculty and Other Specified Positions.
3. CLOSED LETTER (Word Document) – This letter is sent to applicants with incomplete files to inform them that the position is closed and their file was not complete when the position closed.
4. COVERSHEET-FACULTY (Word Document)
5. DATA (Word Document)
6. ENVELOPE (Word Document)
7. FILLED LETTER (Word Document) – This is a letter to let applicants with completed files know that the position is filled.
8. INETERVIEW LETTER (Word Document)- This is a letter to let applicants who interviewed know that the position is filled.

9. LABEL (Word Document) – This is used to print labels for the Affirmative Action Card and the Applicant Folder.
10. LETTER (Word Document) – This is a letter to acknowledge receipt of materials from an applicant and to inform them of any additional material that is needed.

H. Merge data to prepare the Application Form for Faculty and Other Specified Positions. This is a Word document named APPLIC.doc. To merge, you go into Tools, then Merge, and then select the applicant numbers you want to merge and print.

I. Merge data to prepare the Faculty Applicant Cover Sheet. This is a Word document named Coversheet-Faculty. Be sure that the items needed that are listed on the coversheet correspond with the items required in the advertisement.

J. Merge data to prepare labels. This is a Word document named LABEL.doc. Prepare two sets of labels. One set is used to go on the applicant folder. The other set goes on the Affirmative Action Card.

K. Merge data to prepare envelope. This is a Word document named ENVELOPE.doc.

L. Merge data to prepare letter. This is a Word document named LETTER.doc. This letter is sent as an initial communication to an applicant to let him/her know that we have received his/her application information. It is also to let him know what still needs to be sent in order to complete the application process. After you have merged the letters, save them with the current date as the file name. By doing this, you do not have to rebuild the file if a letter has to be corrected, or if additional material comes in for the applicant before the letter is mailed.

M. The letters are given to Dr. Charlene Wages for signature.

N. Dr. Charlene Wages returns the signed documents to the originator. Copies of the letters are made to place in the folders. Be sure to mail the Application for Faculty and Other Specified Positions and the Affirmative Action Card are mailed with the Letter.

O. Applicant folders are kept separate, depending on whether they are complete or incomplete. The folders are kept in hanging files behind the desk of the Human Resources Assistant – Employment.

P. At the time specified on the approved position advertisement, the search committee commences its review of completed applications.

Q. From the available applicants, the search committee selects a short list of the strongest candidates.

R. At this point, the search committee may wish to undertake telephone interviews with candidates on the short list. Notes should be taken of such interviews.

S. The search committee must check references for candidates on the short list. Notes should be kept of conversations with referees.

T. After deciding on its top candidates, the Athletic Director makes a recommendation to the President that the candidate be brought to campus for an interview

U. Once the President has approved bringing the candidate to campus, the Athletic Director arranges for an on-campus interview. The candidate's transportation and lodging for the on-campus interview should be scheduled through Human Resources.

V. Following the interview, if the candidate is deemed acceptable by the Athletic Department, then the Athletic Director makes a recommendation to the President that the candidate be offered a contract.

W. If the candidate is deemed unacceptable by the Athletic Department, then the Athletic Director recommends that the net ranking candidate be brought to campus for an interview. This results in steps S through V being followed in the case of candidate number one.

X. At the end of the search process (i.e., either the appointment is made or the search ends without result), each applicant must receive a letter from Human Resources indicating that the search has been concluded.

Y. Once a position is filled, the Athletic Director must complete coversheets for all applicants. The Athletic Director must indicate whether the person did nor did not meet the minimum training/experience requirements, indicate if they were interviewed/hired if this is the case.

Z. Once applicant coversheets are completed, the affirmative action process needs to be completed. (See Affirmative Action section)

REIMBURSEMENT FOR MOVING EXPENSES

The state regulations for moving expenses as stated in the Comptroller General's manual are as follows:

A state agency may pay the cost of moving the personal and household effects for newly employed personnel if all of the following conditions are met:

A. The new employee's place of residence is **outside** of the State of South Carolina at the time of employment by the agency.

B. The agency can demonstrate that paying these costs is necessary to fill the position.

C. The maximum payments in any instance to any new employee may not exceed ($5,000) five thousand dollars.

D. The payment is certified by the agency head (or the board or commission chairman if the new employee is the agency head) as the total paid by the agency toward the total moving cost incurred by the new employee. Dr. Carter has delegated this authority to the Provost.

E. The State Auditor, in the regular agency audit, shall determine the agency's compliance with the requirement of this section for payments for moving expenses.

Within these guidelines, the President has set forth the policy that any one who is hired and is **not a resident of South Carolina** can automatically be paid up to $250 upon request. The President has given the Provost authority to approve moving expenses. The Provost has signed a memo for the $250 approval. Also, the letter that the Provost sends the new employee after signing a contract may have an approved moving expense amount. Human Resources attaches a copy of the memo or the letter to the Disbursement Authorization Form along with the moving expense bill. If the employee is requesting more that $250 and the approval is not in the letter, the Provost must approve the Disbursement Authorization Form.

BUDGETS

I. Recruiting Budgets

Each year the University budget has an amount allocated for recruiting of job candidates. Recruitment is divided into four areas:

A. Instructional Recruiting (department 081): This covers recruiting for faculty and administrative positions in all academic areas.
B. Institutional Recruiting (department 575): This is for advertising for administrative positions in the following areas: President's Office, University Auditor, Institutional Research, Planning and Effectiveness, Provost, Community Relations, Mailroom, Office Services, Communication Services, Accounting, Finance, Administrative Computing, Payroll, Human Resources, Campus Police, Physical Plant, and Purchasing.
C. Academic Support (department 308): This covers recruiting for areas such as the Library and Media Center.
D. Student Services (department 484): This area covers recruiting for Admissions, Career Development, Financial Assistance, Registrar, University Center, and all Athletic Programs.

Each department may have expenses in the following areas:

A. State Employee Travel (E3100): The expenses under this expenditure account may be of two types: (1) Mileage reimbursement to an FMU employee who has taken a candidate to or from an airport other than the one in Florence. (2) Reimbursement of travel expenses to an employee of another state agency who is interviewing for a position at Francis Marion. In this case, a Dual Employment Form must be completed by the agency for which the applicant is currently working. Beth has the Dual Employment Forms.

B. Non-state Employee Travel (E3300): This is for travel expenses for candidates who are not state employees. This includes airfare, meal expenses just for the candidate, mileage, airport parking, and other necessary expenses that the candidate might have.
C. Advertising (E3401): This is for expenses incurred when advertising a position in newspapers and publications.

D. Other Contractual Services (E3800): This expense code is used mainly for hotel reservation, and the host portion of meals in the Ervin Dining Hall.

E. Supplies (E4100): This is for supplies purchased for recruiting purposes. This account is seldom used.

F. Moving Expenses (E5050): This expense code is used for paying moving expenses to candidates who are hired and are allowed moving expenses.

It is very important to record expenses promptly and make budget transfers when needed. You will record these expenses in the Excel spreadsheet Recruiting Budgets in the folder named Budget Information.

At the end of each month, you will get printouts for each account. These printouts must be reconciled to your spreadsheets. Be sure to put an asterisk by the expenses that have been paid.

Once everything is reconciled you will print your spreadsheets, hole punch them, and put them in the budget book on the credenza in the reception area. The month-end printouts are filed in the Human Resources Assistant – Employment's desk drawer.

There is also an Excel spreadsheet named Candidate Travel Expenses in the folder named Budget Information. In the spreadsheet, you will record recruiting expenses for faculty and unclassified administrative positions by position and candidate. You can record these expenses as you are doing the monthly balancing.

Vehicle Registration

I. Issuing Faculty/Staff Decals

All full-time FMU employees receive a Permanent Decal, in addition to MUSC, Ervin Dining Hall, and Patriot Bookstore employees who are not considered FMU employees. There is a file in the credenza of the Human Resources Assistant – Employment, which contains the decals, vehicle registration cards, and decal log. The employee should complete a blue vehicle registration card. The decal should be displayed on the left, rear bumper of the vehicle. There is no charge for a faculty/staff decal.

If an employee trades a vehicle, they should notify Human Resources in order that the decal can be removed from the records. Also, if an employee terminates, the decal needs to be removed from the employee's car and from the computer system. However, retirees retain their decal, and can get additional ones if needed after they retire.

There are a few people in Dining Services (Sodexho) and the Bookstore (Follet) who are not considered FMU employees, but they will need decals to park on campus. The same procedures are followed for giving these decals.

The completed vehicle registration cards are kept in boxes labeled "Vehicle Cards-Active" and "Vehicle Cards – Inactive." These boxes are located in the credenza behind the first desk in the reception area.

II. Issuing Temporary Parking Permits

A part-time employee or temporary employee receives a Temporary Parking Permit, usually for a semester at the time. Check with Beth before giving one to a part-time or temporary person to make sure they should get one and for what period of time. Also, full-time employees may be issued a Temporary Parking Permit if they have an emergency with a vehicle they already have registered. In this case, they are issued usually for no more than 10 days. It can be longer if deemed necessary. It is suggested that the Temporary Parking Permit hang on the rear view mirror, facing outward, OR be displayed on the dash of the driver's side so that Public Safety can easily see it. There is no charge for the Temporary Parking Permit.

III. Entering Vehicle Information for Faculty and Staff

A. Go into emulation
B. Select Menu: PERMN6
C. Select menu item 7 (Vehicle Registration)
D. Select menu item 1 (Vehicle Registration Update)
E. Put in social security number
F. Put in decal number
G. Hit Enter
H. Put in information requested on this screen (The codes you use can be found in the Faculty/Staff Vehicle Listing Book).
I. Hit Enter
J. After completing the transaction, you can select F5 to review the record

To enter vehicle information for retirees, you will have to ask Myra to remove the "Retiree" flag on the retiree's data screen. Once you have entered the vehicle information, let Myra know that she can put the flag back on the retiree's data screen.

Vehicle information for the Sodexho and Follet employees is not entered on the emulation system. Their vehicle information is in an Excel spreadsheet named Decals (Non-Employees) in the Vehicle Information folder of My Documents.

IV. Updating Make/Model/Color Tables

A. Go into emulation
B. Select Menu: PERMN6
C. Select Item 7 (Vehicle Registration)
D. Select Item 3 (Vehicle Registration Table Update)
E. Select whether you will be adding a Make, Model, or Color code
F. Select an available code number from the Faculty/Staff Vehicle Listing Book. Write the information in the book so you will have that information until an updated listing is run.
G. Enter the new code number
H. Enter the new Make, Model, or Color information

V. Vehicle Listings

Once a month, usually at the end of the month, print listings of vehicles (two listings by decal number and one listing in alphabetical order). One set of listings by decal is sent to the Chief of Public Safety for his records. The other listings are placed in the binder on the front desk entitled FACULTY/STAFF VEHICLE LISTINGS. To print these listings, you take the following steps:

A. Go into emulation
B. Select Menu: PERMN6
C. Select Menu Item 7 (Vehicle Registration)
D. Select Menu Item 13 (Print Vehicle Registration)
E. Select whether you want to print by Name or Decal Number
F. Select whether you want to print deletes (This is generally "No")

VI. Listings of Make/Model/Color Tables

A. Go into emulation
B. Select Menu Item 7 (Vehicle Registration)
C. Select Menu Item 15 (Print Vehicle Registration Tables)
D. You will get a message "Choose which table to print and sort." Select the number of the table that you would like to print.

VII. Vehicle Information Verification Letters

In October of each year, a letter is sent to all employees and those listed in the non-employee spreadsheet to verify the vehicle(s) they have registered. There are four different letters located in the Vehicle Information folder of My Documents. These letters are set up in Word as mail merge documents. Myra can download the vehicle information on a disk. You will then have to edit the information in the file to match the mail merge fields.