

**FINDING and SIGNING
THE RIGHT PLAYER
FOR YOUR TEAM**

BEGIN THE PROCESS

Review the Work

Before you consider filling **any** position, review the goal of the organization and the work the group is trying to accomplish. Evaluate whether

- any of the work can be eliminated or
- the work could be done more efficiently if the work were organized differently or
- the work could be done more efficiently if additional equipment rather than personnel were acquired?

Review the Job Description

If you determine that the work to be completed does require the considered position, create a job description, or review the existing description using the following parameters. You can acquire existing Job Descriptions from the Human Resources Department (HR).

- Basic function (a general description of the position)
- Characteristic duties and responsibilities (what the person will be doing and what authority they have)
- Supervision exercised (how much – minimal, moderate, etc., and who will they be supervising)
- Supervision received (how much—minimal, moderate, etc, and by whom)
- Education (what is minimally required, and what is preferred)
- Experience (what experience is required and what is preferred)
- Skills (what skills you want the person to have)

Forward the job description to Human Resources for review. A position description basic template is located on the intranet under the HR / Managers and Supervisors page.

ANNOUNCE THE POSITION

Posting

HR will create a posting (for internal and selected external use). They will send the draft to you for review, requesting feedback. Based upon the information received from you, HR will post the position electronically via e-mail and, in organizations where not every employee has an e-mail account, that organization's manager will physically post the position.

Using this posting, HR will post our position on the Franklin Pierce College web site plus other selected web sites.

Advertising

If you and HR agree that Franklin Pierce College needs to pay for advertising, you and HR will cooperatively determine where and when the advertisement will be submitted, and the format of the advertisement.

HR will draft an advertisement and forward it to the Committee Chair for approval/comments. After Committee Chair reviews and returns the draft of the advertisement to HR, HR will submit the advertisement to the appropriate advertising media.

SEARCH COMMITTEE PROCESS OUTLINE

(SCHEDULED INTERVIEWS)

- Determine position description and obtain approval
- Determine committee membership; receive approval from Dean
- Complete ad copy and forward to Dean for approval.
- First committee meeting with Dean & HR Manager
- Advertisement placed in the Chronicle. Determine other ad and publicity outlets
- All resumes received within guidelines set by the committee; any late resumes will be given serious consideration. All resumes/vitas must come to HR for “logging” purposes.
- Search Committee meets to determine process and roles, including:
 - Designation of a Search Chair
 - Development of criteria checklist for initial review of applicants
 - Determination of the role of student(s) in the search process
 - HR requests to be invited to the first meeting of the search committee to review hiring process
 - Preparation of standard question sets for phone interviews and on-campus interviews; review with Chair, Dean and HR Manager
 - Determine classes appropriate for candidate presentations
- All applications are sent to Human Resources for log-in, copying and forwarding to Academic Affairs office for use by search committees. HR sends a postcard to each applicant, acknowledging the receipt of their application or resume.
- Committee reviews the resumes (never write on a resume) and/or applications to narrow candidate pool to 6-10 for phone interviews. Dean approves pool.
- The Dean will forward to HR the list of chosen candidates for salary and interest screening;
- Committee (Administrative Assistant) arranges dates and time with candidates to conduct phone interviews. Committee conducts telephone interviews - obtains permission to contact referees.
- Committee recommends to Dean 2-3 finalists for on-campus interviews. The Dean approves candidates to progress to on-campus interview.
- Divisions arrange schedule in coordination with Academic Affairs and Human Resources for the on-campus interview.
 - If travel arrangements are required, contact HR.
 - For candidates who do not require travel arrangements, the Administrative Assistant will schedule the interview.
- Reference checks begin; coordinated with Dean.
- Committee makes recommendation to the Dean and Provost. Recommendations consist of a list of strengths and weaknesses of each finalist.
- Reference checks are completed.
- Provost extends offer to successful candidate according to the RFF Contract guidelines.

Expenses associated with a candidate’s interview (cost of travel, accommodations, lodging, etc.) should be discussed with HR prior to inviting the candidate to campus. Human Resources will be responsible for arranging the travel and accommodations for all candidates invited to the campus. Reimbursement for a committee meal with the candidate is up to \$90.00 per candidate. If a candidate’s expenses come in under the limit, the excess can not be added to another candidate’s

expenses. To ensure timely reimbursement, the detailed meal receipt must be forwarded to HR for sign-off. (Note: This is the receipt that shows a breakdown of the meals, beverages, etc. The credit card receipt that lists only meal total, tip and tax is not sufficient and will be returned.) Any alcohol on the bill will not be reimbursed.

After the on-campus interviews, HR will send letters to the individuals that you are no longer considering, expressing our thanks for the opportunity to meet with them, and notifying them that we have selected other candidates.

CHECK REFERENCES

Once you identify your “candidate of choice”, you should check the candidate’s references. The references should include previous employers as well as personal references.

References may be checked via telephone or written request. Some employers will only provide information if you request the information in writing and the candidate has signed the request giving the employer permission to release information.

Most employers will do no more than confirm employment of the candidate. They may confirm employment dates, title, or ending wage/pay. However, they will rarely provide any additional information.

Following are some generic questions that may be used when checking references. Obviously if you know the reference, you might wish to use other questions. Record your answers on a separate sheet of paper. (*See attached form.*) **DO NOT WRITE ON THE RESUME/APPLICATION.**

1. “What is your relationship to” the candidate?
2. “How long have you known” the candidate?
3. “What do you believe are” the candidate’s “strengths?”
4. “What would you say is” the candidate’s “greatest weakness?”
5. “How would you describe” the candidate’s “management style?” (If appropriate)
6. Describe Franklin Pierce College’s position. “If you were responsible for hiring someone for this position would you hire” the candidate?
7. 7) “Would you like to work for the candidate?”
8. “What do you know of” the candidate’s “technical abilities?”
9. “Is there anything else you would like to tell me about” the candidate?

If the references validate the candidate, it is time to offer the position to the candidate.

MAKE THE OFFER

Verbal offer

It is College policy that the Provost or his/her designee is the only person authorized make a job offer to a faculty candidate. This is to ensure that all verbal offers comply with College Policy and with Federal and State Laws.

HR is notified that an official offer was made via email and will follow up verbal offers to confirm pay rates, benefits, etc., determine a start date, clarify any questions, and inform the candidate that an official offer letter will be coming to them via U.S. mail. **Candidates must be made aware that all faculty and staff must attend a mandatory new-hire orientation PRIOR to working.**

Written offer for Full time Faculty (*CBA: Article 14.2.5*)

HR will initiate the offer letter within 10-days of notification. Return receipt acknowledging acceptance of the position will be 20-days of the offer of appointment or considered non-acceptance. The letter includes the following information.

- Candidate's name
- Candidate's address
- Title of position
- Supervisor of the position
- Hourly rate or monthly rate
- Number of months per year the individual will work
- Status: Full-time/part-time, exempt/non-exempt
- Days and hours the candidate will work (if non-exempt position)
- Location (if other than Rindge Campus)
- Special information
- First-day orientation
 - Campus tour (if appropriate)
 - Computer & telephone orientation
 - Benefits orientation

We ask the candidate to sign and return the letter to HR.

ORIENTATION

If possible, it is nice to conduct first-day orientation during the first hour the new employee is with Franklin Pierce College. Susan Casey, or your Division Administrative Assistant can arrange for this. If that is not possible, the session should be scheduled to occur within three days of the employee's commencing work. During this meeting, the employee completes several forms, receives information regarding time cards, payroll dates, and the Work Hours & Workweek Policy (if appropriate); receives and reviews various policies; views our recruitment video; and receives general benefit information. Following is a generic list of documents that a new employee may complete/read/review.

- Pierce Council Letter
- FPC History
- Statement of Vision
- Academic Calendar
- Campus Map
- FPC Viewbook
- FPC Crime Report
- Academic Catalog
- Mission Statement
- New Hire Information Sheets
- W-4 Form
- Out of State Tax Info (if applicable)
- I-9 Form
- Parking Policies
- Parking Application
- Payroll Policies, Non-Exempt
- Payroll Schedule (time due)
- Blank Timecard
- Sample Timecard
- Direct Deposit Form
- Photo ID Application
- College Code of Conduct
- Sexual Harassment Policy
- Drug Policy Memo
- Alcohol Policy
- Non-smoking Policy
- Emergency Closing Information
- Holiday Policy
- Holiday Calendar
- Floating Holiday Policy
- Workers Compensation Memo
- Fringe Benefits
- Meal Policy
- Credit Union Information
- Employee Assistance Program
- Northfield Information
- Bookstore Policy
- Enterprise Care Rental Information
- Library Policy
- Benefit Election Form
- Employee Cost Sharing Information
- Member Select Summary of Benefits
- POS Comparison of Benefits
- CIGNA Healthcare Package
- CIGNA Membership Application
- Delta Dental Explanation of Coverage
- Delta Dental Description
- Delta Dental Directory
- Delta Dental Application
- COBRA Letter
- TIAA Life Insurance Form
- Short-term Disability Policy
- TIAA Disability Form
- Retirement Plan Information
- Vacation Policy
- Paid-Sick/Health Time Policy
- FLEX information
- FPC Education Benefit
- Facilities Policy
- Salary or Wage Advances Policy
- Bereavement Policy
- Leave of Absence Policy
- Jury Leave Policy
- College Uniforms Policy