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BEGINNING THE HIRING PROCESS

This guide is intended to assist supervisors/search committee chairs who are responsible for filling vacant positions at the College. Questions about administrative and staff employment policies and procedures should be directed to the Office of Human Resources (HR). HR can provide insight and assistance to hiring supervisors and search committees in all areas of the search process, including screening applications, interviewing, salary ranges, and reference checking. The hiring process starts with decisions about qualifications the position requires then proceeds through forming the search committee, advertising the vacancy, screening applicants, interviewing, and finally making the job offer. The following information explains the steps necessary to initiate the process and items to consider. HR has created a webpage with information to guide the Manager through the hiring process:
https://hr.lafayette.edu/employment/managers-employment-guide/

Decision to Fill a Position

The hiring supervisor should consult with the Division Head to whom he/she reports to review the need for the vacancy to be filled, in the context of the continuing work requirements of the department and opportunities for improvement or greater efficiency.

The decision to fill a position may be due to a vacancy, the creation of a new position, delegation of duties, or an increase in departmental responsibilities. HR will assist the hiring supervisor/search committee chair submitting the “Personnel Action Form” which can be found at: https://hr.lafayette.edu/employment/managers-employment-guide/. This form initiates the process by requesting information about the position, and requires a division head signature. As a hiring manager, you would complete the Personnel Action Form in order to request additional staff, replacement staff, or changes such as FTE, re-classification, or promotion. Information you must provide for the request includes:

- Type of Request
- Position Title (current and proposed)
- FTE (current and proposed)
- Requested Hourly Rate or Salary
- Funding
- Budget Implications/Start Up Costs, including Office Space/Technology/Lab needs
- Job Description (or list of Duties/Requirement)
- Impact on College’s Strategic Direction
- Organization Chart (Current and Proposed if changed)
- Signature of Hiring Manager and Division Manager are required.
Once approved by your Division Head, HR will receive an electronic copy of your Personnel Action Form Request. HR will then attach an Authorization Form for information and approvals from the relevant departments, including HR, Finance and ultimately will be signed by the President for all non-faculty positions. As the requesting manager, you will receive copies of the signed document as it goes through the process. Your Division Manager will also receive a copy of the final completed authorization. You will then be notified by HR, and the Recruitment/Search process may begin.
Beginning the Search

The first step in starting the search is to complete the “Search Committee/Advertising for Staff Positions” form. The form should be completed and signed by the Dean of the Faculty (for all positions in the Academic Division) or Division Head and then submitted to HR. Composition of the search committee should be discussed with the Dean of the Faculty for Academic Division positions or the Division Head before the search committee is appointed.

### RECRUITMENT/SEARCH PROCESS

**Beginning the Search**

The first step in starting the search is to complete the “Search Committee/Advertising for Staff Positions” form. The form should be completed and signed by the Dean of the Faculty (for all positions in the Academic Division) or Division Head and then submitted to HR. Composition of the search committee should be discussed with the Dean of the Faculty for Academic Division positions or the Division Head before the search committee is appointed.

**Search Committee/Advertising for Staff Positions**

This form should be completed after receiving approval for the position and before starting the search.

1. Department ____________________________________________
2. Position Title __________________________________________

3. Attach Position Description as a Word or PDF Document and Human Resources will set up the position on Interfolio. HR will send the posting back to you, which will now include the Interfolio URL for applications if you choose to post the position on professional organization websites where you need membership to post or if you choose to post on LinkedIn, etc. or share the posting with professional contact, associations, etc.

4. Names of Search Committee Members (these should be discussed in advance with the Dean of the Faculty or the Division Head):

Recruitment efforts and planned advertising should seek to expand the applicant pool and solicit qualified diverse candidates and interest them in Lafayette College.

5. Planned advertisement of vacancy: list names of newspapers, journals, etc., and include proposed copy of ads and notices. Human Resources will place all advertisement except those that require membership in a professional organization to advertise. Please specify run dates and type of advertisement (display vs. in-column, print and/or internet). Human Resources will post positions on the following sites:

- HigherEdJobs
- Inside Higher Ed Jobs
- Latinos in Higher Ed

6. Other methods to be used for securing candidates (professional contacts, graduate schools, professional associations, etc.):

7. Describe efforts you will make to expand the applicant pool and solicit qualified diverse candidates and interest them in Lafayette College:

*Signature of Search Committee Chair and Dean of the Faculty or Division Head are required*
Recruitment Timelines

The recruitment timeline depends on the position to be filled and the response of the labor market. In preparing for the recruitment activities, it is recommended that key dates be identified that include the date application review begins, the anticipated selection and start date, and on-campus interviews.

The general timeframe to advertise administrative positions in the local market is approximately two (2) to four (4) weeks while national advertising may range from thirty (30) to forty-five (45) days. Media advertisement deadlines will affect the recruitment period and application review date.

Position Descriptions

Position descriptions should contain the following:

1. A description of all duties, responsibilities and requirements of the position.
2. The rank, title or classification of the position and the targeted starting salary range.
3. Educational preparation, credentials or other requirements for the position.
4. Experience desired, indicating when experience can be substituted for part of the educational preparation.
5. The full or part-time nature of the position.
6. The regular or temporary nature of the position.

**Job Posting**

The College will pursue a program of open recruitment to avoid any possible discriminatory effects caused by the limitations of informal job networks or word of mouth advertising. In furtherance of open recruitment, HR, in a weekly posting of job vacancies will publicize all non-faculty vacancies. Further, when it is necessary to attract outside candidates, paid advertising designed to encourage response from those persons who would enhance employee diversity at Lafayette will be placed in appropriate locations.

The Job Vacancy Listing and any announcements/advertisements should include:

- Job title
- Department/Division
- Reporting relationship
- Function or purpose of position
- Duties and responsibilities
- Minimum qualifications and preferred qualifications
- Minimum and required education
- Proposed application review date
- EEO language
- Application instructions (including the link to position created in interfolio)

**Compensation**

There will be no disparity tolerated in the rates of pay, benefits, and opportunities for overtime or other compensation received by any group of employees as compared to any other group of employees performing equal duties.

The College established a pay philosophy and benchmark for our salaried positions of 80% to 120% of the 60th percentile for the CUPA equivalent salary data for Baccalaureate institutions. HR also has access to other salary surveys for market salary data for various positions.

**Non-Discrimination/Equal Employment Opportunity Consideration**

The below statement must appear in all recruitment advertising:

Lafayette is deeply committed to creating a diverse community, one that is inclusive and responsive and is supportive of each and all of its faculty, students, and staff. All members of the College community share in the responsibility for creating, maintaining, and developing a learning environment in which difference is valued, equity is sought, and inclusiveness is practiced. All Lafayette operations reflect the College’s commitment to Diversity, Equity, Access, and Inclusion (DEAI) initiatives, and Lafayette welcomes applicants from diverse backgrounds.

The below statement will be in all acknowledgments.
Lafayette College does not discriminate on the basis of race, color, national or ethnic origin, disability, religion, age, military or veteran status, sex, sexual orientation, gender identity or expression, marital or familial status, pregnancy, genetic information, or any other characteristic protected by law in its educational programs and activities, admissions, or employment as required by Title IX of the Educational Amendments of 1972 (which requires that the College not discriminate on the basis of sex); the Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973 (which require that the College not discriminate on the basis of disability); Title VI of the Civil Rights Act of 1964 (which requires that the College not discriminate on the basis of race, color, or national origin); and Title VII of the Civil Rights Act of 1964 (which requires that the College not discriminate in employment on the basis of race, color, religion, sex, or national origin); and other applicable laws and College policies.

Diversity and Inclusiveness Statement

Lafayette College is committed to creating a diverse community: one that is inclusive and responsive, and is supportive of each and all of its faculty, students, and staff. The College seeks to promote diversity in its many manifestations. These include but are not limited to race, ethnicity, socioeconomic status, gender, gender identity, sexual orientation, religion, disability, and place of origin.

The College recognizes that we live in an increasingly interconnected, globalized world, and that students benefit from learning in educational and social contexts in which there are participants from all manner of backgrounds. The goal is to encourage students to consider diverse experiences and perspectives throughout their lives. All members of the College community share a responsibility for creating, maintaining, and developing a learning environment in which difference is valued, equity is sought, and inclusiveness is practiced.

It is a mission of the College to advance diversity as defined above. The College will continue to assess its progress in a timely manner in order to ensure that its diversity initiatives are effective.

Increasing Diversity

Diversity, Equity and Inclusion
Diversity = presence of difference
Equity = recognizing that advantages and barriers exist for different groups
Inclusion = feeling welcomed, valued and leveraged

Implicit Association Test
https://implicit.harvard.edu/implicit/education.html
https://implicit.harvard.edu/implicit/takeatest.html

Lafayette Resources
www.belong.lafayette.edu

Before commencing the first round of interviews (phone, virtual, and/or in-person), search chairs will submit to Lisa Rex at REXl@LAFAYETTE.EDU the proposed slate of the candidates chosen for interviews. HR will review the approaches taken to solicit a diverse applicant pool and also review the applicant pool. If the pool does not include diverse candidates, HR will work with you to consider whether additional approaches may be taken to solicit a diverse pool BEFORE interviews begin. We
believe this enhancement is an important step in our attempt to achieve a more diverse, equitable, and inclusive community.
EXPANDING THE APPLICANT POOL

To support Lafayette’s mission on diversity, positions will be advertised to the public. In concert with HR and established practices, the following strategies are just some of the recommended activities for the hiring supervisor and search committee to expand the applicant pool:

- Discuss the College's priority of diversity with the search committee.
- Include in each position announcement a Lafayette College’s Non-Discrimination and Equal Opportunity statement.
- Promote the informal word-of-mouth approach to identify candidates in addition to advertising. Make direct contact with academic departments, administrative units, professional organizations, and colleagues.
- Use social media such as LinkedIn, Facebook, Twitter, etc.
- Encourage faculty and administrators attending professional conferences or visiting other colleges or universities to promote employment vacancies.
- Solicit interest from potentially qualified individuals from protected groups for present and future positions.
- Keep national higher education associations informed of present and possible future positions.
- Maintain ongoing communication with local, regional, and national caucuses comprised of protected groups.
- Mail position announcements to local and regional women's organizations, agencies for persons with disabilities, and civic, social, and ethnic community action groups and organizations that will promote our efforts to attract qualified individuals and that will foster Lafayette's diversity goals and equal employment opportunities for underutilized groups. Local and regional colleges and universities may also be included on the list.
- Identify viable recruitment sources such as local and regional newspapers, journals, periodicals, conferences, regional associations, and electronic sources to advertise the position.
- Utilize minority and female national periodicals/websites as well as specialty periodicals/websites based upon the occupational area being advertised.
- Contact colleges and universities, professional colleagues, and other institutions that have a track record of producing qualified minority candidates.
- Actively seek to identify minority candidates and interest them in Lafayette College.

Sources for Recruiting a Diverse Candidate Pool

General Recruiting Resources

- **Diverse Issues in Higher Education:** A powerful magazine addressing diverse issues in higher education. *(Online and Magazine Job Listings-All Job Types)*
- **Higheredjobs.com**
- **Inside Higher Ed Jobs**
- **Diversity.com**
- **Hire Diversity:** An online service for diversity recruitment and career development. *(This leads to an unsecured site. There are other diversity recruitment websites you could include instead….ihirediversity.com is one).*
- **IMDiversity:** Career site dedicated to providing jobs for underrepresented minorities and women, and other diverse job seekers looking for employment opportunities.
**Insight into Diversity:** A magazine and website that provides the latest news on diversity and educates people about the many obstacles to equal opportunity in education, government, business, and culture. (*Online and Magazine Job Listings-All Job Types*)

**The National Employment Minority Network Inc. (NEMNET):** A national resource committed to helping schools and organizations address issues of staff diversity and providing employment and professional development.

**Racing Toward Diversity:** A diversity careers magazine featuring news, upcoming career events, and job openings for women and minorities involved in engineering, technology. (*Online and Magazine Job Listings-All Job Types*)

**Lesbian, Gay, Bisexual, Transgender, Queer + Recruitment Resources**

- **LGBT Center on Halsted:** Chicago-based center that is working hard to become the nation’s most innovative, comprehensive and preeminent LGBT community center.
- **LGBTCareerLink:** A program of the nation's pre-eminent not-for-profit organization dedicated to the LGBT community in the workplace. The website expands the scope of communication between prospective employees and employers.
- **Out Professionals:** A leading gay and lesbian professional networking organization.

**Veteran and Disabled Recruitment Resources**

- **Military.com:** One of the largest veteran job boards in the world.
- **VetJobs.org:** A searchable database for former service members seeking work. It aids employers in reaching highly qualified personnel with unique experiences.
- **HireVeterans.com:** A job board dedicated to helping US military veterans find civilian jobs.
- **AbilityLinks.org:** A web-based community where job seekers with disabilities, inclusive employers and service providers meet and gain access to valuable networking opportunities. AbilityLinks has a strong focus on Illinois.
- **ABILITYJobs.com:** One of the largest resume banks with tens of thousands of job seekers with disabilities, from entry level candidates to PhD's.
- **Over the Rainbow Association:** An Illinois not-for-profit association dedicated to providing independent living solutions and employment opportunities for individuals with physical disabilities. (*Online Job Listings and Employment Partnerships-All Job Types*)

**African American Recruitment Resources**

- **The Black Collegian:** The companion site of The Black Collegian Magazine, featuring free career development advice, industry profiles, job search and resume tools. (*Online and Magazine Job Listings-All Job Types*)
- **The Black EOE:** Provides information to African Americans about employment opportunities, career training programs, and higher education scholarships. (*Online and Journal Job Listings-All Job Types*)
- **HBCU (Historically Black Colleges & Universities) Connect:** An online destination for HBCU students, faculty, and alumni to connect, interact, and discuss the black college experience.
- **NAACP Job Finder:** Connects members with companies searching for professional and qualified employees.
• **National Black Graduate Student Association (NBGSA):** Recognized as the primary student organization addressing the needs of Black graduate students. NBGSA offers leadership training, professional development, mentoring opportunities, career placement services and more.

**Asian Recruitment Resources**

• **National Association of Asian American Professionals:** One of the largest and fastest growing Asian American professional organizations in the U.S. and Canada.
• **Organization of Chinese Americans:** An organization embracing the hopes and aspirations of Asian Pacific Americans.
• **The Filipino American Network of Chicago:** A social and networking hub that brings together young Filipino American adults to encourage and nurture their culture.
• **Vietnamese Association of Illinois:** An organization to strengthen and perpetuate the unity and solidarity of the Vietnamese residing in the state of Illinois.

**Hispanic and Latino Recruitment Resources**

• **Hispanic Alliance for Career Enhancement (HACE):** A resource for Latinos in the workplace and a source for expertise and insight for corporations seeking to access this growing community of professionals.
• **Hispanic Jobs:** A job board geared toward bilingual jobs for English/Spanish-speaking professionals.
• **Hispanic Network Magazine:** A Latino lifestyle, business and employment magazine. ([Online and Magazine Job Listings-All Job Types](#))
• **Hispanic Outlook Education:** Information news source that provides education news, innovations, networking, resources and the latest trends impacting students from kindergarten through graduate school all while maintaining a unique Hispanic perspective. ([Online and Magazine Job Listings-All Job Types](#))
• **iHispano.com:** A job and career site specializing in providing online corporate recruitment of bilingual professional talent in the Hispanic community.
• **Latino Perspectives in Higher Education:** A monthly magazine of the American Latino covering Latino business, politics, community, culture, arts and education. ([Online and Magazine Job Listings-All Job Types](#))
• **National Latino Education Institute:** A provider of quality employment training and placement services.

**Nepotism (Employment of Relatives)**

The employment of close relatives, such as spouses, siblings, parents, children, grandparents, grandchildren, uncles, aunts, nieces, and nephews, in the same or different departments shall not be prohibited except where a supervisor-subordinate relationship would exist or where one would act or participate as judge or advocate in situations involving the other.
**Administrative Staff Search Committees**

Steps in the search process:

1. The search committee will consider the position to be filled as a title, specialty, etc., and draw up a description of the qualifications on which the candidate will be evaluated.
2. The search committee chair will notify referral services, professional societies, placement offices and others, as appropriate, about the vacancy.
3. The search committee and the division head interview the candidates. If the applicant is a candidate for a senior position, an interview by the President may be held.
4. The committee will then recommend a candidate for employment to the Division Head.
5. Upon approval, the President will send a letter of appointment to the successful candidate. HR prepares the letter of appointment.

**Staff Searches**

Steps in the search process:

1. The hiring supervisor will consider the position to be filled and draw up a description of the qualifications on which the candidate will be evaluated.
2. The hiring supervisor will determine who will interview candidates.
3. The hiring supervisor will then recommend a candidate for employment to the Division Head.
4. Upon the Division Head’s approval, HR will prepare and send the letter of appointment.

**Considerations for Union Positions**

It is the College’s intention to fill job vacancies from within the College before hiring new employees, providing employees are available with the necessary qualifications. Internal Union candidates who make application within 3 working days following the posting, are considered first. Applications from candidates not currently employed by the College will only be considered if there is no qualified internal applicant.

Requests from Union employees for transfer at the same pay level are considered first when filling vacations. Requests for promotion to a higher pay level are considered second. Requests for demotions to a lower pay level are considered third. When considering applicants, if all factors (knowledge of the job, ability to do the job, experience, motivation, compatibility, work record, job performance, evaluations, and basic skills) are equal, then seniority shall prevail.

**Sample Initial Email to Applicants for Union Position**

Bcc supervisor

Dear NAME,

Thank you for your interest in the TITLE position in DEPARTMENT at Lafayette College. I would like to provide you with additional information regarding the hourly rate and benefits so that you may decide if you are still interested in the position. The position is a full-time Union (International Office and Professional Employees Union, Local #32) position. The hourly rate of pay is $RATE and the normal workweek is 36.25 hours. The hours for the position are 8:45 a.m. to 5:00 p.m. during the academic year and 8:15 a.m. to 4:30 p.m. in summer. Below is a link to information on the benefits available to full-time employees.
Below is my contact information. Please let me know if you are still interested in the position or if you are no longer wish to be considered for this opening.

If you are interested in the position, please let me know your availability for an interview on the following dates/times.

DATES/TIMES

Thank you.

Link to information on benefits:  https://hr.lafayette.edu/benefits/

Information about Lafayette College:  https://about.lafayette.edu/lafayette-at-a-glance/


Applicants with Disabilities

Lafayette College will provide reasonable accommodations to applicants with disabilities. Please request assistance in advance by contacting the Office of Human Resources at (610) 330-5060.

Lafayette College does not discriminate on the basis of race, color, national or ethnic origin, disability, religion, age, military or veteran status, sex, sexual orientation, gender identity or expression, marital or familial status, pregnancy, genetic information, or any other characteristic protected by law in its educational programs and activities, admissions, or employment as required by Title IX of the Educational Amendments of 1972 (which requires that the College not discriminate on the basis of sex); the Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973 (which requires that the College not discriminate on the basis of disability); Title VI of the Civil Rights Act of 1964 (which requires that the College not discriminate on the basis of race, color, or national origin); and Title VII of the Civil Rights Act of 1964 (which requires that the College not discriminate in employment on the basis of race, color, religion, sex, or national origin); and other applicable laws and College policies.

Email if Scheduling Interview for Union Position

Cc supervisor or and interviewers

Dear NAME,

Thank you for responding to my email. I would like to schedule you to meet with NAME (TITLE) DAY, DATE, at TIME. You should report to BUILDING AND ROOM NUMBER. You can park on the deck behind Markle Hall (also where the Admissions Department is located – you will see a sign as you enter campus). Below are links for directions and the campus map. BUILDING is # on the campus map.

The position is full-time (36.25 hours per week) and is part of the OPEIU (Office and Professional Employees International Union, Local #32). The hourly rate for the position is $RATE.
Directions:
http://www.lafayette.edu/visit/maps-directions/

Campus Map:
https://campusmap.lafayette.edu/

If you have any questions, please don’t hesitate to contact me either by phone or email.

Lisa

Lafayette College will provide reasonable accommodations to disabled applicants. Please request assistance in advance by contacting the Office of Human Resources at (610) 330-5060.
INTERFOLIO

Interfolio’s Evaluator’s Guide

Using Interfolio, evaluators can view applications, read and download documents, tag applications, filter the list of applicants (i.e., degree earned, shortlist, etc.), and rate applicants (individual and/or overall 5-star rating). Interfolio is accessed by going to interfolio.lafayette.edu and then entering your network credentials. Automated responses can be set up in Interfolio to provide applicants with an updated status of the position.

The position status options in interfolio are:
- Accepting internal applications
- Accepting applications
- Reviewing applications
- Interviewing
- Interviewing finalists
- Hired
- Position closed

Union Positions

It is the College’s intention to fill job vacancies from within the College before hiring new employees, providing employees are available with the necessary qualifications. Internal candidates who make application within 3 working days following the posting, will be considered first. **Applications from candidates not currently employed by the College will not be considered in the first 3 working days following the posting and will only be considered if there are no qualified internal applicants.**

The below statement is used to instruct internal applicants what document must be uploaded to apply.

Must provide your Lafayette College ID number (L#). If you do not know your Lafayette College L number, please call Human Resources at (610) 330-5060.

**Sample resume acknowledgement**

Thank you for your interest in the **TITLE** opening in the **NAME OF DEPARTMENT**. After review of resumes we will be scheduling interviews. If your qualifications most closely match our requirements, we will be in contact with you to schedule an interview.

Your interest in Lafayette College as a potential employer is appreciated. If you would like to continue to check for vacancies at the College, please call our Job Line at (610) 330-5600 or visit our website at [https://hr.lafayette.edu/category/job-opportunity/](https://hr.lafayette.edu/category/job-opportunity/).

Link to information on benefits: [https://hr.lafayette.edu/benefits/](https://hr.lafayette.edu/benefits/)

Information about Lafayette College: [https://about.lafayette.edu/lafayette-at-a-glance/](https://about.lafayette.edu/lafayette-at-a-glance/)

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Lafayette College is committed to creating a diverse community: one that is inclusive and responsive, and is supportive of each and all of its faculty, students, and staff. The College seeks to promote diversity in its many manifestations. These include but are not limited to race, ethnicity, socioeconomic status, gender, gender identity, sexual orientation, religion, disability, and place of origin.

The College recognizes that we live in an increasingly interconnected, globalized world, and that students benefit from learning in educational and social contexts in which there are participants from all manner of backgrounds. The goal is to encourage students to consider diverse experiences and perspectives throughout their lives. All members of the College community share a responsibility for creating, maintaining, and developing a learning environment in which difference is valued, equity is sought, and inclusiveness is practiced.

It is a mission of the College to advance diversity as defined above. The College will continue to assess its progress in a timely manner in order to ensure that its diversity initiatives are effective.

EEO Survey in Interfolio

Although the information that applicants provide does not at all affect their prospects for employment, and is in fact treated confidentially, it is nevertheless very important to us. For any statistical analysis to be meaningful, we must have information on as many applicants as possible. Such analyses are only possible if we know the EEO profile of our applicants, so we request that applicants complete a survey. We appreciate that some applicants will find they request intrusive questions and may decline to participate. Below are the questions asked on the EEO survey:

- Gender – To help us comply with federal and state equal employment opportunity recordkeeping and other legal requirements, we invite you to provide your gender below. All information will be considered confidential and kept separate from your applicant file.
  - Female
  - Male
  - I prefer not to disclose
  - Other
- Ethnicity - To help us comply with federal and state equal employment opportunity recordkeeping and other legal requirements, we invite you to provide your ethnicity below. All information will be considered confidential and kept separate from your applicant file.
3. Race – To help us comply with federal and state equal employment opportunity recordkeeping and other legal requirements, we invite you to provide your race below. All information will be considered confidential and kept separate from your applicant file.

- I am an American Indian or Alaskan Native – A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- I am an Asian – A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- I am a Black or African American – A person having origins in any of the Black racial groups of Africa.
- I am a Native Hawaiian or Other Pacific Islander – A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- I am a White/Caucasian – A person having origins in any of the original peoples of Europe, the Middle East or North Africa.
- I prefer not to disclose.

4. How did you learn of this vacancy?

5. If you reside in the United States, please indicate your state of Residence.

6. Your Name

7. Today’s Date

RESOURCES ON INTERVIEWING AND HIRING

https://its.lafayette.edu/workshops-and-training/
SCREENING CANDIDATES

The position description should be used as a guide in preliminary screening of applicants. A small number of the best-qualified applicants should be invited to be interviewed.

Consistency in the screening of all applications is essential. Selection of candidates to be interviewed must be based on the nature of the position and qualifications of applicants. Employees with excellent work performance who meet the qualifications of the open positions should be reviewed for promotional opportunities.

Checklist for Reviewing Resumes/Applications

- Review the job description for the position you are attempting to fill. Note minimum requirements needed and refer to them often as you review resumes/applications. This may be already set up in Interfolio.
- Disregard the applicant’s name, address, or personal information to limit subconscious biases.
- Attempt to overlook superficial issues such as style, typographical errors in favor of content, unless such issues are directly related to the position for which they are applying.
- Check work experience for applicability to the position for which they are applying, length of time in each position, promotions or awards received, reason for leaving each position.
- Note gaps in employment but do not assume they were caused by negative reasons.
- Check educational background for qualifications necessary for successful job performance.
- Note on Interfolio in comments any pertinent questions that arise when reviewing the resume/application and ask those during the interview.

Criterion for Rating Resumes:

1. Education requirements
2. Years of experience requirements
3. Most important job duties or responsibilities of the position
4. Most critical technical skills or competencies required for the position
5. Most critical interpersonal or interactive skills required for the position
6. Professional affiliations

Note any pertinent questions that arise when reviewing the resume/application and ask those during the interview.
Sample email for: Applicants for Union Positions

Dear NAME,

Thank you for your interest in the TITLE position in DEPARTMENT here at Lafayette College. I would like to provide you with additional information regarding the hourly rate and benefits so that you may decide if you are still interested in the position. The position is a full-time position in the Union (International Office and Professional Employees Union, Local #32). The hourly rate of pay is $RATE and the normal workweek is 36.25 hours. The hours for the position are 8:45 a.m. to 5:00 p.m. during the academic year and 8:15 a.m. to 4:30 p.m. in summer. Below is a link to information on the benefits available to full-time employees.

Below is my contact information. Please let me know if you are still interested in the position or if you are no longer wish to be considered for this opening.

If you are interested in the position, please let me know your availability for an interview on the following dates/times.

DATES/TIMES

Thank you.

Include links to the following:
- Benefits
- Lafayette-At-A-Glance
- Office of Public Safety Annual Report

Applicants with Disabilities
Lafayette College will provide reasonable accommodations to disabled applicants. Please request assistance in advance by contacting the Office of Human Resources at (610) 330-5060.

Include a copy of the posting in the email and the Non-Discrimination Statement.

Sample email for Applicants for Union Positions to Schedule Interviews

Dear NAME,

Thank you for responding to my email. I would like to schedule you to meet with NAME (TITLE) DAY, DATE, at TIME. You should report to BUILDING AND ROOM NUMBER. You can park on the deck behind Markle Hall (also where the Admissions Department is located – you will see a sign as you enter campus) Below are links for directions, the campus map, and information on benefits. BUILDING is # on the campus map.

The position is full-time (36.25 hours per week) and is part of the OPEIU (Office and Professional Employees International Union, Local #32). The hourly rate for the position is $RATE.

Provide links for
If you have any questions, please don’t hesitate to contact me either by phone or email.

Sample Email Templates

Sample email for: Thank you for applying

Subject: Thank you for applying to Lafayette College

Dear Applicant Name,

We really appreciate that you took the time to consider Lafayette College in your career search. We know there are a lot of organizations hiring out there, and recognize the effort it took to apply for a role at Lafayette College.

While we are reviewing candidate qualifications, we invite you to visit our job opportunities page to learn more about Lafayette College.

We are lucky to see a high volume of applicants for each of our openings, so we may not be able to reach out to you unless you are an ideal match for the role. However, we are committed to keeping you informed about your candidacy as often as possible, and notifying you as soon as we’ve made a hiring decision. Thank you for your patience.

Sincerely,

Lafayette College Hiring Team

Include links to the following:

- Benefits
- Lafayette-At-A-Glance
- Office of Public Safety Annual Report

Applicants with Disabilities

Lafayette College will provide reasonable accommodations to disabled applicants. Please request assistance in advance by contacting the Office of Human Resources at (610) 330-5060.

Sample email for: We need more information

Subject: Your application - need more information

Dear Applicant Name,

While in the process of reviewing your application, some additional questions have come up.

(You may want to choose one or more of the following):

Can you please clarify your answer for the following question?

Can you please upload a different version of your resume or cover letter? The formatting wasn’t compatible with our system so we are having trouble deciphering it.
Can you please clarify your availability or salary requirement or references or?

If you have any questions or concerns, please reach out and let me know at your earliest convenience.

Sincerely,

SEARCH COMMITTEE CHAIR NAME & CONTACT INFO

Sample email for: Your candidacy - Checking in

Subject: Your candidacy - Checking in

Dear Applicant Name,

I hope your week is going well. I wanted to touch base with you so that you wouldn’t think we had forgotten you. The Search Committee expects to make decisions about second interviews for the position “Position Name” next week. I'll be getting back to you as soon as I can after I hear back. In the meantime, please let me know of any questions you have for me or anything new on your end that the Search Committee should know about. Thanks again.

Sincerely,

SEARCH COMMITTEE CHAIR NAME & CONTACT INFO

Sample email for: Your Application - Update

Subject: Your Application - Update

Dear Applicant Name,

Just a quick note to say we have not forgotten about you. It is taking quite some time to review all of the applications for the position “Position Name”. Hang in there, we will provide an update as soon as possible.

Lafayette College – Search Committee

Sample email for: Your Candidacy - Under Consideration

Subject: Your Candidacy - Under Consideration

Dear Applicant Name,

We wanted to provide a quick update. Your application has been reviewed and is currently being considered among other qualified candidates. Keep an eye out for further updates.

Lafayette College – Search Committee

Sample email for: Scheduling Phone Interview

Subject: Your Candidacy - Scheduling Phone Interview

Dear Applicant Name,
The hiring committee has reviewed your qualifications and would like to move you forward in the process. The next step is a phone interview with the committee chair. S/he will have some detailed questions about your experience and go into the needs for the open position and the team.

Sincerely,

SEARCH COMMITTEE CHAIR NAME & CONTACT INFO

Sample email for: Video Interview Confirmation

Dear Applicant Name,

Thank you for your response/speaking with me. Per your email/our conversation, you are confirmed for your virtual interview for the POSITION TITLE position. You will be interviewing on DATE and TIME Eastern. You will be meeting with Interviewers NAME/POSITION.

Sample email for: Video Interview Confirmation

Below is Option for Google Meets (Preferred):

Dear Applicant Name,

Thank you for your response/speaking with me. Per your email/our conversation, you are confirmed for your virtual interview for the POSITION TITLE position. You will be interviewing on DATE and TIME Eastern. You will be meeting with Interviewers NAME/POSITION.

We'll be using an application called Google Meet to facilitate these online "cloud meetings." You can join with your Google account. Google Meet is also known as Google Hangouts Meet, and you can download the app from Google Play Store or Apple iOS App Store for your smartphone, or access the Meet platform from your computer. The Meet platform works best in Google Chrome. You need to allow Google Meet to access your phone or your computer’s camera and microphone when you join. If you use gmail, you will be sent a calendar invite for your scheduled video interview. You may be sent a direct link or code from the hiring manager so you can join the call. To join the meeting, you can access directly from the calendar invite you accepted, or pull up the Google Hangouts Meet app and click on "Use a meeting code" (it may say "Enter a meeting code" on mobile). Once your code is in, provided the session has started, you'll enter the call and can begin talking with the hiring committee.

If you would like to test using Google Meet, please let me know your availability for DATE and I will schedule a very brief test.

If you experience any difficulties, please call # to let us know and we will set up a conference call. Below is information you should use for a conference call.

Conference Call # for Your Department:
PIN:

Below is Option for Zoom:
We'll be using an application called ZOOM to facilitate these online "cloud meetings." You can join our cloud meeting on your iPhone, Android smartphone, or a Mac or PC (provided your computer has a microphone and, preferably, a webcam). All you need to do is download the free "ZOOM Cloud
Meetings" app for your device. You can do this any time, and having the app installed prior to our
meeting will make things much simpler on the day of the meeting.

- **To use ZOOM on your smartphone**, please go to the iPhone or Android app store and search for
  "ZOOM Cloud Meetings." Download and install the app.

- **To use ZOOM on your Mac or PC**, follow the link in your meeting invitation email, it will
  prompt you to download and install the ZOOM client (application) on your computer. Open
  the application from your Downloads and follow the prompts to finish installation.

All you'll need to do on the day of our meeting is open the ZOOM app, select "Join a Meeting," then
enter that meeting ID in the appropriate field. The meeting ID is #.

Join from PC, Mac, Linux, iOS or Android: LINK
Or iPhone one-tap (US Toll): +16465588656, 372315167# or +14086380968, #
Or Telephone:
  Dial: +1 646 558 8656 (US Toll) or +1 408 638 0968 (US Toll)
  Meeting ID: #
  International numbers available: LINK

If you would like to test using Zoom, please let me know your availability for DATE and I will schedule
a very brief test.

If you experience any difficulties, please call # to let us know and we will set up a conference
call. Below is information you should use for a conference call.

Conference Call # for Your Department:
PIN:

Please let me know if you have any questions.

Sincerely,
SEARCH COMMITTEE CHAIR NAME & CONTACT INFO

*Sample email for: In-person Interview (Address)*

Dear Applicant Name,

Thank you for your response/speaking with me. Per your email/our conversation, you are confirmed
for your interview for the POSITION TITLE position. You will be interviewing on DATE and TIME
Eastern. You will be meeting with Interviewers for Duration.

Your interview will be held at (ADDRESS). When you enter the building for your interview, PERSON
ESCORTING will meet you for the interview.

Directions to the campus can be found on our website (LINK), campus map (LINK), parking (LINK)
Please let me know if you have any questions or if you need clarification on the directions/parking.

Sincerely,
SEARCH COMMITTEE CHAIR NAME & CONTACT INFO
**Sample email for: In-person Interview Request**

Dear Applicant Name,

Thank you for your time and interest in the POSITION TITLE position. We would like to move you forward in the process and schedule you for an in-person interview. At your earliest convenience, please give me a call or reply to this email so we can discuss additional details regarding your availability.

I look forward to hearing from you!

Sincerely,

SEARCH COMMITTEE CHAIR NAME & CONTACT INFO
SEARCH EXPENSES

The College will reimburse on-campus interview candidates for economy class domestic transportation (plane, train, or bus). Candidates should be encouraged to make flight arrangements out of Lehigh Valley International Airport (ABE). If this is not reasonable given the candidate’s travel needs, the candidate may be reimbursed for the cost of a rental car to travel between the alternative airport and campus. Automobile transportation is reimbursed at the existing Federal rate plus tolls; car rentals are reimbursed only when such rental is the least expensive option. In addition, the College will reimburse such candidates for meal expenses while on campus.

The College will not accept invoices for the prepayment of on-campus interview candidates’ expenses but will reimburse candidates as soon as possible upon receipt of a travel expense report and all reimbursable receipts. Travel expense reports should be sent to Human Resources along with a completed W-9 Form. Candidate expenses not listed in this section are not reimbursable.

On campus expenses (ex. Coffee, Gilbert’s, Faculty/Staff Dining Room) are charged to the hiring department budget then handled through a Transfer of Charges to HR budget. Receipts including the name of attendees must be retained.

Meal expenses for the candidate when accompanied by a Lafayette representative should be paid for by a member of the department. These expenses will be reimbursed by HR. A travel expense form, together with the appropriate receipts and with the names of those attending, can be used for the reimbursement. It should be sent to HR with the search committee chair’s signature. It is expected that search committee chairs will keep these meal costs to a reasonable level and will be particularly sensitive to the need for discretion in the use of alcoholic beverages. Expenses for Lafayette College spouses are not reimbursable. It is expected that one meal during a campus visit will involve members of the Search Committee and will occur at a local restaurant. The expenses for this meal should be approximately $50 per person or less. If the Search Committee Chair chooses to include other College representatives at this meal, the costs for those additional meals must be covered by the department or program. Additional restaurant meals, if needed, should include only one or two College representatives and expenses should be approximately $30 per person or less.

On-campus interview candidates requiring overnight accommodations, normally one night, should be housed at the Lafayette Inn or The Eastonian.

Expenses for Search Committee meetings for purposes other than interviewing candidates are not reimbursable from the recruitment budget. Therefore, expenses for food and beverages at events such as a brown bag or afternoon presentation by a candidate must be covered by the department or program.
INTERVIEWING

The hiring supervisor/search committee chair is responsible for ensuring interviews are scheduled.

Telephone Screening Interview
Telephone screening interviews can be used to briefly describe the position, location, hours, salary range (if appropriate), and ask if the candidate is still interested in being considered.

The hiring supervisor/search committee chair may consider the use of telephone interviews to:

- Clarify information provided on the application or résumé.
- Discuss a candidate’s interest in the position and salary expectations. This is helpful when there is a large discrepancy between the candidate’s salary expectations and the anticipated salary of the position at the College.
- Gather additional information about a candidate before travel expenses are incurred.

During a phone/video interview
1. Explain the application process
2. Put the candidate at ease
3. Listen
4. Observe
5. Take notes

Information to use Google Meet/Zoom

To schedule a video meeting in advance,
1. Go to Google Calendar and create an event. Enter meeting name, Date and Time, Invite Guests, and click on Add Google Meet Video Conferencing or Make it a Zoom Meeting.
2. To start the video meeting, go to Calendar Event and click on “Join with Google Meet” or “Join Zoom Meeting”.

On Campus Interview

The hiring supervisor/search committee chair is responsible for ensuring candidates have the following:

- Directions to campus
- Instructions on parking
- A campus map and location of the interview.
- Information on who the candidate will meet with including names and titles.
- Provide the candidate with information on benefits
- Candidates should be instructed to contact HR with any questions regarding benefits

If an applicant inquires about a Visa, please refer them to HR. HR will work with the immigration attorney used by the College to discuss options. HR will need the job description for the position, the salary, and the candidate’s resume to provide to the attorney for advice on how to proceed.

Virtual Tour
https://www.youvisit.com/tour/lafayette
**Preparation for the Interview**

- Establish the objectives and scope of each interview. Determine the areas and specific questions to be covered.

- Recognize biases and stereotypes. Stereotyping involves forming generalized opinions of how people of a given gender, race, etc., appear, think, feel, and act.

- Standardize the types of questions asked. Avoid discrimination by asking the same questions of applicants.

**Parts of the Interview**

1. Opening – put interviewee at ease by starting the conversation in a relaxing way and explain that you will be taking notes during the interview.

2. Body – obtain information from the candidate.

3. Closing – let the candidate ask questions about the job opening and the College. Provide any information you feel the candidate needs to have about the job and working conditions. Let the candidate know when you expect to make a hiring decision and how you plan to let him/her know. End the interview briefly and courteously. As soon as possible after the interview is over, spend a few minutes thinking over everything that was said while it is still fresh in your mind and make notes. You may want to complete the “Candidate Evaluation Form.”

**Guidelines for Effective Interviewing**

- Establish and maintain rapport. Greet the applicant pleasantly, display sincere interest, listen carefully, be relaxed but business-like, and avoid telling the applicant about yourself – you are interested in knowing about the candidate.

- Be an active listener. Strive to understand, comprehend, and gain insight into what is only suggested or implied. Listen carefully. Listen patiently. Listen intently – be alert for leads and follow up.

- Pay attention to body language. An applicant’s facial expressions, gestures, body position, and movements often provide clues to that person’s attitudes and feelings. Interviewers should be aware of what they are communicating nonverbally.

- Provide information as freely and honestly as possible. Don’t interject your own personal values or feelings into the interviews.

- Use questions effectively. Questions should be phrased as objectively as possible and with no indication of a desired response. Ask job related question pertaining to: experience, education and training, skills and abilities, potential obstacles to work performance, employment likes and dislikes, reasons for leaving prior jobs, and why this job is of interest. Don’t probe sensitive areas too quickly; take time to establish rapport first. Ask non-leading questions.

- Separate facts from inferences.

- Avoid the influence of “beautyism” (appearance prejudice).
● Avoid the halo error. Judging an individual favorably or unfavorably on the basis of one strong point (or weak point) on which you place high value is the halo error.

● Control the course of the interview. Provide the applicant with ample opportunity to talk, but maintain control of the situation in order that the interview objectives may be reached.

**Questions**

Develop a list of questions that you will ask each candidate and who will ask the question. Questions should be related to specific job.

Ask questions to solicit information that is really necessary to judge the applicant’s qualifications, level of skills, and overall competence for the job.

Be aware of laws that affect the interview process:

Title VII of the Civil Rights Act of 1964
  ● Race
  ● Sex
  ● Color
  ● National origin
  ● Religion
Age Discrimination in Employment Act (ADEA)
American with Disabilities Act (ADA)
Immigration Reform and Control Act (IRCA)
  ● Citizenship
  ● National origin
National Labor Relations Act (NLRB) – union membership
Uniformed Services Employment and Reemployment Rights Act (USERRA)
Bankruptcy Act
Child Support Enforcement Amendments

Keep in mind that while there are no illegal questions there are illegal uses of information. Stay away from information that could be seen as being collected for an illegal use.

**Sample Questions**

Past behavior is the best predictor of future actions. Ask many of your questions in a format that allows the candidate to describe how they have handled situations similar to ones you expect them to face in this position.

● Why should you be chosen for this position?
● What in your background makes you the best candidate for this position?
● Describe the biggest challenge on the job where you succeeded and the biggest challenge where you failed.
● Describe the 3 most important events of your education and career.
● Tell me about the 3 most important people in your education and career.
● Describe your most satisfying work experience.
● Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
● Describe a time when you were faced with a stressful situation that demonstrated your coping skills.
● Give me a specific example of a time when you used good judgement and logic in solving a problem.
● Give me an example of a time when you set a goal and were able to achieve it.
● Tell me about a time when you had to use your presentation skills to influence someone’s opinion.
● Give me a specific example of a time when you had to conform to a policy with which you did not agree.
● What particular skills or experiences make you the best match for the position?
● Where does this position fall along your career path?
● What aspects of your previous position did you find most professionally challenging?
● What kinds of professional development would make you a more effective worker?

If answers seem to be thin on detail, the interviewer can ask follow-up questions.
● What exactly did you do?
● What was your specific role in this?
● What challenges did you come across?
● Why precisely did you do that?
● Why exactly did you make that decision?

What if a candidate volunteers information of a personal nature or not related to the position? Below are possible responses.
● “That is very interesting information but it is not what we consider in making our selection for this position. Let’s talk about ….”
● For example, a candidate tells you they are interested in the position because of the tuition benefits. A possible response might be, “I understand that the benefits package may be important to you, but we do not take that into consideration in making our selection for the position.”
<table>
<thead>
<tr>
<th>Topic</th>
<th>Acceptable</th>
<th>Unacceptable</th>
<th>If Unacceptable, What Is the Reason?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>If age is a legal requirement, can ask &quot;If hired, can you furnish proof of age?&quot; or a statement that hire is subject to age verification.</td>
<td>What is your date of birth?</td>
<td>Could be viewed as age discrimination</td>
</tr>
<tr>
<td>Attendance/reliability</td>
<td>What hours and days can you work?</td>
<td>How many children do you have?</td>
<td>Could be viewed as discriminatory toward females</td>
</tr>
<tr>
<td>Attendance/reliability</td>
<td>Are there specific times that you cannot work?</td>
<td>What religion are you?</td>
<td>Could be viewed as religious discrimination</td>
</tr>
<tr>
<td>Attendance/reliability</td>
<td>Do you have responsibilities other than work that will interfere with specific job requirements such as traveling?</td>
<td>What are your child care arrangements?</td>
<td>Could be viewed as discriminatory toward females</td>
</tr>
<tr>
<td>Attendance/reliability</td>
<td>Do you have a reliable method of getting to work?</td>
<td>Do you own a car?</td>
<td>Could be considered racial discrimination</td>
</tr>
<tr>
<td>Citizenship/national origin</td>
<td>Are you legally eligible for employment in the United States?</td>
<td>What is your national origin? Where are your parents from?</td>
<td>Could be considered national origin discrimination</td>
</tr>
</tbody>
</table>
### Acceptable and Unacceptable Inquiries for Interviews

<table>
<thead>
<tr>
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<th>Unacceptable</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Citizenship/ national origin</td>
<td>Have you ever worked under a different name?</td>
<td>What is your maiden name?</td>
<td>Could be considered national origin discrimination</td>
</tr>
<tr>
<td>National origin</td>
<td>None</td>
<td>What is your father’s surname? What are the names of your relatives?</td>
<td>Not only are these irrelevant, but they could be considered national origin discrimination</td>
</tr>
<tr>
<td>Arrest and conviction</td>
<td>Have you ever been convicted of a felony?</td>
<td>Have you ever been arrested?</td>
<td>Could be considered racial discrimination</td>
</tr>
<tr>
<td></td>
<td>* Please see note below for additional guidance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disabilities</td>
<td>Can you perform the duties of the job you are applying for?</td>
<td>Do you have any disabilities?</td>
<td>Could be considered discrimination against people with disabilities</td>
</tr>
<tr>
<td>Disabilities</td>
<td>None</td>
<td>Have you ever filed a workers’ compensation claim?</td>
<td>Could be considered discrimination against people with disabilities</td>
</tr>
<tr>
<td>Disabilities</td>
<td>None</td>
<td>Have you ever been injured on the job?</td>
<td>Could be considered discrimination against people with disabilities</td>
</tr>
</tbody>
</table>
# Acceptable and Unacceptable Inquiries for Interviews

<table>
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</thead>
<tbody>
<tr>
<td>Emergency contact information</td>
<td>What is the name and address of the person to be notified in case of an emergency? (Request only after the individual has been employed.)</td>
<td>What is the name and address of a relative to be notified in case of an emergency?</td>
<td>Could be considered national origin discrimination and could possibly violate state antidiscrimination laws relative to sexual orientation</td>
</tr>
<tr>
<td>Credit record</td>
<td>None</td>
<td>Do you own your own home?</td>
<td>Irrelevant and could be considered racial discrimination</td>
</tr>
<tr>
<td>Credit record</td>
<td>Credit references may be used if in compliance with the Fair Credit Reporting Act of 1970 and the Consumer Credit Reporting Reform Act of 1996</td>
<td>Have your wages ever been garnished?</td>
<td>Irrelevant and could be considered racial discrimination</td>
</tr>
<tr>
<td>Credit record</td>
<td>None</td>
<td>Have you ever declared bankruptcy?</td>
<td>Irrelevant and could be considered racial discrimination</td>
</tr>
<tr>
<td>Topic</td>
<td>Acceptable</td>
<td>Unacceptable</td>
<td>If Unacceptable, What Is the Reason?</td>
</tr>
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<td>------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------</td>
</tr>
<tr>
<td>Military record</td>
<td>What type of education, training and work experience relevant to the job you received while in the military?</td>
<td>What type of discharge did you receive?</td>
<td>Irrelevant and could be considered racial discrimination</td>
</tr>
<tr>
<td>Language</td>
<td>What languages do you speak and write fluently? (if the job requires additional languages)</td>
<td>What is your native language? How did you learn to read, write or speak a foreign language?</td>
<td>Could be considered national origin discrimination</td>
</tr>
<tr>
<td>Organizations</td>
<td>Inquiry into an applicant’s membership in organizations that the applicant considers relevant to his or her ability to perform the job</td>
<td>List all clubs, societies and lodges to which you belong.</td>
<td>Could be considered racial or national origin discrimination</td>
</tr>
<tr>
<td>Race or color</td>
<td>None</td>
<td>Complexion or color of skin.</td>
<td>Could be considered racial or national origin discrimination</td>
</tr>
<tr>
<td>Weight, height, eye color</td>
<td>Only if there is a bona fide occupational qualification</td>
<td></td>
<td>Could be considered racial or national origin discrimination</td>
</tr>
<tr>
<td>Topic</td>
<td>Acceptable</td>
<td>Unacceptable</td>
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</tr>
<tr>
<td>------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td>Religion</td>
<td>Only if there is a bona fide occupational qualification</td>
<td>What is your religious denomination, religious affiliations, church, parish, pastor? What religious holidays do you observe?</td>
<td>Could be considered religious discrimination</td>
</tr>
<tr>
<td>Gender and sexual orientation</td>
<td>What personal pronouns would you prefer us to use?</td>
<td>Do you wish to be addressed as Mr.? Mrs.? Miss? or Ms.?</td>
<td>Could be considered gender discrimination.</td>
</tr>
<tr>
<td>Previous and current addresses</td>
<td>What was your previous address? How long did you reside there? How long have you lived at your current address?</td>
<td>Do you own your own home?</td>
<td>Could be considered racial or national origin discrimination</td>
</tr>
<tr>
<td>Education</td>
<td>Do you have a high school diploma or equivalent? Do you have a university or college degree? (if relevant to job performance)</td>
<td>What year did you graduate from high school or college?</td>
<td>Could be considered age discrimination</td>
</tr>
</tbody>
</table>
**Note on arrest records:**
Using arrest or conviction records as an absolute bar to employment disproportionately excludes certain racial groups. Therefore, such records should not be used in this manner unless there is a business need for their use. Thus, an exclusion based on an arrest record is justified only if the conduct is job-related and relatively recent and also if the applicant or employee actually engaged in the conduct for which he or she was arrested. According to the EEOC, whether there is a business need to exclude persons with conviction records from particular jobs depends on the nature of the job, the nature and seriousness of the offense, and the length of time since the conviction or incarceration. In addition, some states bar the use of arrest records in employment decisions.

In November 2015 the President Obama announced executive action directing federal employers to delay asking questions about a job applicant's criminal history until later in the application process. Many states, cities and private employers have already taken steps to "ban the box," which refers to the checkbox on employment applications asking if the applicant has ever been convicted of a crime.

**Authorization to Work/Immigration Assistance**
In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification document form upon hire.

Asking applicants whether they now need or will ever need immigration sponsorship in the future may seem intrusive, but this is an important question we can ask. With this information, we can make an informed decision on the full costs and risks of considering this particular hire. There is no requirement that any employer sponsor a particular employee for temporary immigration status, such as an H-1B, or for green card status.

Candidates should be asked the following questions:
- Are you legally authorized to work for any employer in the United States?
- Do you now or will you ever require immigration sponsorship to maintain your legal work authorization?

Once a foreign national makes it through the initial application process and is in final consideration for a position, HR will work with the College’s outside immigration attorney to determine if the College can sponsor a work-related Visa for a candidate for the position for which you are recruiting.

HR will gather the below information:
- What is the applicant’s current immigration status?
- If the applicant has work authorization, what is the expiration date of that work authorization?
- What, if any opportunities exist to extend this work authorization without sponsorship?
- If on a time – limited status, such as H-1B, how much time does the applicant have available on that visa status?

HR will provide the immigration attorney with the candidate’s resume, the position job description, and salary range for the position. The immigration attorney will provide guidance as to whether the College is likely to be successful in sponsoring the candidate for a work-related Visa. If the College is unable to sponsor the candidate for a Visa, HR will notify the search panel chair and the candidate. If the College is able to sponsor the candidate for a Visa, HR will facilitate the application after an offer is extended and accepted by the candidate.
Candidate Evaluation Form

Interviewer:      Date:       
Candidate Name:   Position:   

Scoring

Candidate evaluation forms are to be completed by the interviewer to rank the candidate’s overall qualifications for the position to which they have applied. Under each heading the interviewer should give the candidate a numerical rating and write specific job related comments in the space provided. The numerical rating system is based on the following.

5 - Excellent    4 - Above Average    3 - Meets Job Requirements    2 - Satisfactory    1 - Unsatisfactory

1. Educational Background - Does the candidate have the appropriate educational qualifications or training for this position?

   Rating:

   Comments:

2. Prior Work Experience - Has the candidate acquired similar skills or qualifications through past work experiences?

   Rating:

   Comments:

3. Technical Qualifications/Experience - Does the candidate have the technical skills necessary for this position?

   Rating:

   Comments:
4. **Interpersonal Skills** - How were the candidate's communication skills during the interview (i.e. body language, answers to questions)?

Rating:

Comments:

5. **Candidate Enthusiasm/Motivation** - How much interest did the candidate show in the position and the College?

Rating:

Comments:

6. **Team-building/Interpersonal Skills** - Did the candidate demonstrate, through their answers, good team-building/interpersonal skills?

Rating:

Comments:

7. **Initiative** - Did the candidate demonstrate, through their answers, a high degree of initiative?

Rating:

Comments

8. **Time Management** - Did the candidate demonstrate, through their answers, good time management skills?

Rating:

Comments:
9. **Customer Service** - Did the candidate demonstrate, through their answers, a high level of customer service skills/abilities?

Rating:

Comments:

10. **Salary Expectations** - What were the candidate's salary expectations? Were they within the range for the position?

Rating:

Comments:

11. **Overall Impression and Recommendation** - Final comments and recommendations for proceeding with the candidate.

Rating:

Comments:

**Strengths:**

_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________

**Weaknesses:**

_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________
Sample Reference Check Questions

What is/was your relationship to the candidate? And what is your job title?

How long did you work with the candidate?

What was the candidate’s job title at your organization?

What were the candidate’s dates of employment? (Or ask to confirm the dates provided on the application or resume)

What were the main job duties or responsibilities of the candidate’s position with your company?

What was this candidate’s beginning and ending salary or hourly rate of pay?

Did the candidate supervise others? If yes: If I spoke to those employees, how do you think they would describe his/her management style?

What was the biggest project you are aware of that the candidate worked on for your organization?

What was his/her responsibility on this project? Was the project successfully completed?

Is this candidate more of an individualistic person or team oriented? Why do you think this?

How do you think coworkers would describe the candidate?

How did the candidate deal with conflict?

Was the candidate in a lot of high pressure or stressful work situations? If so how did they handle these?

What is/are this candidate’s strengths?

What is/are the area(s) this candidate can continue to improve?

Did the employee have any warnings or discipline regarding unexcused attendance issues (frequent absences, tardiness, etc.)?

What was the reason this candidate left your organization?

Is the candidate eligible for rehire at this time?

This individual has applied for a position as a ____________ with our company. Do you believe this candidate would be a good fit for this type of position? Why or why not?

Is there anything I haven’t asked about that someone considering this person for a job should be aware of?
Reference Checking Form

(Verify that the applicant has provided permission before conducting reference checks)

Candidate Name: ________________________________________________________________
Reference Name: _______________________________________________________________
Company/College/University Name: _____________________________________________
Dates of Employment: From: ____________________ To: ____________________
Position(s) Held: __________________________________________________________________
Reason for Leaving: __________________________________________________________________

Explain the reason for your call and verify the above information.

1. Please describe the type of work for which the candidate was responsible.

____________________________________________________________________________________

____________________________________________________________________________________

2. How would you describe the candidate’s relationships with coworkers, subordinates (if applicable), and with supervisors?

____________________________________________________________________________________

____________________________________________________________________________________

3. How would you describe the quantity and quality of output generated by the former employee?

____________________________________________________________________________________

____________________________________________________________________________________

4. What were his/her strengths on the job?

____________________________________________________________________________________

____________________________________________________________________________________

5. What were his/her weaknesses on the job?

____________________________________________________________________________________

____________________________________________________________________________________

6. What is your overall assessment of the candidate?

____________________________________________________________________________________

____________________________________________________________________________________

7. Would you recommend him/her for this position? Why or why not?

____________________________________________________________________________________

____________________________________________________________________________________

8. Would this individual be eligible for rehire? Why or why not?

____________________________________________________________________________________

____________________________________________________________________________________

Other comments?

____________________________________________________________________________________

____________________________________________________________________________________
CANDIDATE SELECTION

After on-campus interviews are conducted, the “Candidate Pool Information” should be completed and submitted to the Provost or Division Head and then submitted to HR.

Candidate Pool Information

This section should be completed after on-campus interviews.

1. Department _____________________________________________________

2. Position Title ___________________________________________________

Candidates Interviewed

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<tr>
<th>Name</th>
<th>Sex</th>
<th>White</th>
<th>Black</th>
<th>Hispanic</th>
<th>Asian</th>
<th>Native American</th>
<th>Other</th>
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Name of person recommended for employment (in order of choice if more than one.)

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<th>Sex</th>
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<th>Black</th>
<th>Hispanic</th>
<th>Asian</th>
<th>Native American</th>
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Name of person selected ___________________________________________________

Start date _______________________________________________________________

Salary __________________________________________________________________

____________________________________

Date  Signature of Search Committee Chair

____________________________________

Date  Signature of Provost or Division Head
Once a search committee selects a candidate to be recommended to the President or Division Head for appointment, the choice must be demonstrated to have been made from a broad applicant pool made complete by active attempts to attract qualified women and minority candidates. Once the President or Division Head is satisfied that a search has been conducted in conformance with the objectives of equal opportunity, then approval may be given to the committee’s recommendation. No commitment, oral or written, may be given to a proposed appointee until the approval of the President or the Division Head is received.

**Offering the Position**

After the preferred candidate has been identified the hiring supervisor ensures reference checks are performed before offering the position. The “Reference Check Questions” and the “Reference Checking Form” can be used to assist in the reference checking process.

HR, the hiring supervisor, and the senior officer collaborate to determine the salary to be offered. Consideration will be given to the competitive salary information available, the candidate’s job experience and the salary budget for the position. (Hourly rates for positions covered by a collective bargaining agreement are determined by the Union contract.)

Selection is to be based on the ability of the candidates to perform the job requirements as evidenced by the candidates’ credentials, interviews, references, and other job-related criteria. The search committee chair should document the reasons for selecting the recommended candidate. Include any criteria that distinguish the recommended candidate such as related experience, publications, honors, certificates, etc. This documentation should be retained with the search documents.

The following are some examples of reasons for selecting a candidate.

- Extensive educational background.
- Specific answers given in the interview that he/she works well with diverse/difficult groups and situations.
- Demonstrated ability to work in a team environment.
- Good applicable experience related to performing all aspects of the job.
- Ability to work independently.
- Strong communications skills.
- Demonstrates a thorough knowledge of the job.
- Extensive experience with supervising as well as familiar with most tasks associated with job.

**Relocation Assistance**

In an effort to attract top candidates during the recruitment effort, the College reserves the right to offer financial assistance to eligible new full-time faculty and administrative employees to help defray the costs associated with relocating from another area. Relocation assistance is provided as a one-time, flat, taxable supplemental payment.

The College recognizes that individuals have different needs and the amount of relocation assistance offered should consider the following: Position level/title; Distance of relocation; Transportation costs; Volume of items being moved; Storage needs; and, Type of move (self-move, moving company, etc.).

**Guidelines for relocation amounts**
• Moves on the East Coast* – up to $3,000
• Moves from the Mid-West** – up to $4,000
• Moves from the West Coast*** (or moves from outside of the continental U.S.) – up to $5,000

Funding for basic relocation assistance is within the respective budgets as follows:

• Human Resources covers basic relocation assistance for staff, except Athletics
• The Athletics Department covers basic relocation assistance for Athletics staff
• The Provost’s Office covers basic relocation assistance for Faculty

In certain rare cases, we may approve assistance over these amounts. This supplemental assistance will be the responsibility of the department.

The hiring manager will seek approval for relocation assistance for a new hire from HR, the Provost’s Office, or the Vice President for Campus Life for Athletics positions, prior to making any offer of relocation assistance.

The offer letter must contain the following statements, respective to relocation:

o “Depending on the terms of your employment, the College may be required to report the value of certain benefits provided to you as compensation, and as such, withholding appropriate income taxes on the value of the applicable benefits, if any.”

• “Additionally, you will receive a one-time payment of <$$$> as relocation assistance. This one-time payment is reported on your W-2 as taxable income and is subject to applicable income and employment taxes.”

Upon hire, the Office of Human Resources/Provost’s Office will generate a payroll authorization for Payroll. Payroll will process the payment as “wages”, minus all applicable taxes.
Lehigh Valley Inter-Regional Networking & Connecting Consortium’s (LINC)

- Enhance recruiting and retention for employers seeking diverse skilled talent in the Lehigh Valley by offering comprehensive services for newly recruited employees and their families, thus improving employee satisfaction, reducing employee turnover and thereby providing significant cost savings.
- Educate the Lehigh Valley region on diversity and inclusion and best practices for recruitment and retention to build an inclusive culture where diverse talent can flourish; thereby supporting full employment in the region to help relieve and reduce unemployment.
- Provide services and support for smaller organizations, companies and regional not-for profits that require assistance with recruitment and retention through a gifting program.
**Types of Services:**

Talent Attraction/Recruiting Services

Recruiting Agency Briefing (Benefits of LV) $400
Pre-Hire Area Information/Resources Only $125
Pre-Hire Tier 1 Information/Consult/Selling of LV $250
Pre-Hire Tier 2 Information/Consult/Selling of LV $500
Pre-Hire Tier 3 Information/Consult/Selling of LV $1,000
Custom Add-on Services/Extensions of Above $135/hour

**Transition and Retention Services**

Getting Started Package $250
Connections - Networking/Resources $650
Community Transition* - Social Integration $2,500
Relocation Assistance* - Pre, Transition, Post $2,000
International Relocation* - Pre, Transition, Post $3,500
Partner Career Support Level 1 (up to 3 months) $1,350
Partner Career Support Level 2 (up to 6 months) $2,500
Community Transition & Level 2 Partner Support* $3,750
Partner Support - 3-month extension (after 6 month) $1,000
Custom Add-on Services/Extensions of Above $135/hour

Additional information about the services is available through HR. Referrals are made through HR and the fees are paid by the department. The College is a member which entitles us to the member price on services.

HR will prepare the offer letter, in consultation with the hiring supervisor/search committee chair for all non-faculty positions. HR will need the new hire’s physical address to prepare the letter. The offer letter will confirm salary information, the tentative (or confirmed) start date, benefits information and, if appropriate, relocation assistance and/or the NCAA statement. Included in the appointment letter will be the following forms: W-4, I-9, Employee Data Sheet, Local Earned Income Tax Residency Certification Form, “Disclosure Statement and Authorization” to conduct a background check, “A Summary of Your Rights Under the Fair Credit Reporting.

The hiring supervisor/search committee chair contacts all interviewed candidates who were not selected, to notify them that the position was filled and to thank them for their interest in Lafayette College.

**Record Retention**

The following records should be retained by the department for three (3) years:
- Job description/posting
- List of advertising locations
- List of interviewed candidates (telephone, zoom, in-person, etc.)
- List of final candidates interviewed

The candidate application materials remain in interfolio.

**SAMPLE OFFER LETTER**

DATE

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PAGE 47
DR., MR., MS. NAME
ADDRESS

Dear DR., MR., MS. NAME:

I am pleased to offer you the position of TITLE in the DEPARTMENT OR DIVISION at Lafayette College with an effective date of DATE, 201_. You will serve at the pleasure of the President of the College.

If you accept our offer, the following additional conditions will pertain to your employment at Lafayette College:

Your salary for this full-time *IF PARTIAL FTE ADD NUMBER OF MONTHS AND FTE (. FTE) administrative position will be at the annual rate of $ through June 30, 201_, payable in monthly installments on the 25th of each month, subject to deductions as required by law and deductions for contributions to the College’s insurance and retirement savings plans. You will be eligible for salary adjustments in subsequent years under the terms of the College’s established salary procedures.

GENERAL COLLEGE ORIENTATION GENERALLY THE 1ST TUESDAY OF THE MONTH AT 2:00 PM

You are invited to attend a General College Orientation Session scheduled for Tuesday, DATE, 201_. If you are able to attend, kindly come to the Office of Human Resources on the _ND/ST/TH at 2:00 p.m. Plan to spend approximately 2 ½ hours at the session. General information about Lafayette, the organization of the College, general personnel policies and procedures, safety and security information, and other information, which may be valuable to you as a new employee, will be covered. If you are unable to attend the orientation, please notify the Office of Human Resources so that we may arrange another time or send you the information that will be covered.

At your orientation, you will be given additional information about the Salaried/Exempt Employee Handbook, which you may find helpful. It is understood that the Handbook is subject to periodic revision and does not constitute a contract with the College. The College expressly reserves the right to amend, at its discretion, the benefit plans offered. The Handbook and information about benefits is located on the Office of Human Resources website.

1ST YEAR ORIENTATION GENERALLY THE 3RD THURSDAY 11:45 AM TO 2 PM

In addition to the General College Orientation Session described above, the College also conducts an employee program, entitled the “First Year Orientation Program.” Throughout your first year of employment, you will be invited to attend a series of monthly meetings addressing various topics including the College’s history and governance, structure, admissions, student life, business policies, development, information technology services, employee resources and services, and College communications. The First Year Orientation Program is normally held on the third Thursday of the month from 11:45 a.m. until 2:00 p.m. The sessions are usually held in the Wilson Room in Pfenning Alumni Center.

A representative from the Office of Human Resources will also be contacting you to schedule a session to review your benefits. You are eligible for the benefits package afforded other employees who are classified as Administrators.
Depending on the terms of your employment, the College may be required to report the value of certain benefits provided to you as compensation, and as such, withhold appropriate income taxes on the value of the applicable benefits, if any.

Relocation Assistance
Up to $3000 east coast
Up to $4000 central
Up to $5000 west coast

Additionally, you will receive a one-time payment of <$$> as relocation assistance. This one-time payment is reported on your W-2 as taxable income and is subject to applicable income and employment taxes.

NCAA STATEMENT

As stated in the NCAA Manual, a coach found in violation of NCAA regulations shall be subjected to disciplinary or corrective action as set forth in the provisions of the NCAA enforcement procedures. A coach may be suspended for a period of time, without pay, or may be terminated if the coach is found to be involved in violation of NCAA regulations. Additionally, as required by NCAA regulations, you are required to report annually in writing all athletically related income and benefits from sources outside the college.

A requirement of the College is to have a criminal background check. Enclosed is the form for your completion. This offer is also contingent upon your ability to provide, within 3 business days from your first day of employment, documentation that verifies your identification and eligibility to work in the United States, as outlined by the Immigration Reform and Control Act. Acceptable documents are outlined in the I-9 Form, “Employment Eligibility Verification.” If you are unable to provide the acceptable documents, please contact the Office of Human Resources at (610) 330-5060 to discuss employment eligibility before you accept this employment offer. On your first day of employment, please report to the Office of Human Resources with the appropriate documents to complete the I-9 Form.

If the above conditions are acceptable to you, please sign the enclosed copy of this letter in the space provided and complete the enclosed forms. The signed letter and all forms should be returned to Lisa Youngkin Rex in the Office of Human Resources. If you have any questions, which need to be answered before you arrive on campus, please contact the Office of Human Resources. Again, welcome to the Lafayette community!

Sincerely,

Alison R. Byerly
President

Signature  Date
Enclosures (W-4/Employee Data Sheet/I-9/Disclosure Statement and Authorization/Summary of Rights Under the Fair Credit Reporting Act, Local Earned Income Tax Residency Certification, Moving Forms)

A physical exam may be part of the hiring process. The College covers the cost of the exam and we are informed if the person has passed the physical.

Another requirement of your position is to have a post-offer medical examination. This examination will be scheduled as part of your certification process for lethal weapons.

This offer is contingent upon the successful passing of the medical examination. This examination can be scheduled by calling (610) 861-8080 to schedule an appointment at one of the locations listed below:

COORDINATED HEALTH SYSTEMS LOCATIONS:

- **ALLENTOWN CAMPUS**
  1503 N Cedar Crest Blvd
  Allentown, PA 18104

- **BETHLEHEM HIGHLAND CAMPUS**
  2310 Highland Ave
  Bethlehem, PA 18020

- **WIND GAP CAMPUS**
  1411 Jacobsburg Rd
  Wind Gap, PA 18091

- **EAST STROUDSBURG CAMPUS**
  511 VNA Rd
  East Stroudsburg, PA 18301
CONCLUDING THE SEARCH

If the candidate does not accept the job offer or if no candidate meets the hiring expectations of the search committee or the hiring supervisor, the position must be reposted and/or re-advertised.

If the candidate accepts the job offer, the hiring supervisor contacts HR to schedule a time for the new employee to complete HR forms on the first day of his/her employment at Lafayette and to schedule a time for a benefits orientation and the General College Orientation.

Sample Email Templates

Sample email for: Unsuccessful Candidates

We appreciate your interest in Lafayette College and the position of **NAME OF POSITION** for which you applied. After reviewing the applications, yours was not selected for further consideration. The selection committee appreciates the time you invested in your application. We encourage you to apply for posted and advertised positions for which you qualify, in the future.

Your interest in Lafayette College as a potential employer is appreciated. If you would like to continue to check for vacancies here at the College, please call our Job Line at (610) 330-5600 or visit our website at https://hr.lafayette.edu/employment/job-opportunities/.

Sample email for: Candidacy Update / Reject

Dear Applicant Name,

Thank you for considering Lafayette College as an option in your career search. We have reviewed your resume and qualifications. The choice for this position has been a difficult one. We have been fortunate to have a large number of applicants with a wealth of knowledge and experience. Your credentials are very impressive, and we are sure you would contribute to our College. However, we feel that another candidate more closely meets our needs at this time, and so we regret to inform you that we are no longer considering you as a candidate. In no way should this be considered a negative reflection of your experience or qualifications.

We greatly appreciate your interest in this position and the time and effort that you have spent to supply us with information. We wish you well in your career endeavors, and again thank you for your interest.

Sincerely,

SEARCH COMMITTEE CHAIR NAME & CONTACT INFO

Sample email for: Your Candidacy at Lafayette College - Update/Reject

Dear Applicant Name,

Thank you for considering Lafayette College as an option in your career search. We have reviewed your resume and qualifications. The choice for this position has been a difficult one. We have been fortunate to have a large number of applicants with a wealth of knowledge and experience. Your credentials are very impressive, and we are sure you would contribute to our College. However, we feel that another candidate more closely meets our needs at this time, and so we regret to inform you
that we are no longer considering you as a candidate. In no way should this be considered a negative reflection of your experience or qualifications.

We greatly appreciate your interest in this position and the time and effort that you have spent supplying us with information. While we are moving forward with another candidate, we are eager to stay in touch as we do think you could be a good fit for future openings and will reach out again if we find a good match. In the meantime, we wish you well in your career endeavors, and again thank you for your interest.

Sincerely,

SEARCH COMMITTEE CHAIR NAME & CONTACT INFO

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Sample email for: Your Candidacy at Lafayette College - Rejected

Dear Applicant Name,

We really appreciate that you took the time to consider Lafayette College. We know there are a lot of organizations hiring out there, and realize the time and effort it must have taken to prepare and submit your application for consideration.

The team was really impressed with your ability to get things done even with limited experience such as when you [built out the entire ecommerce and payment solution at [previous company]]. Ultimately, we selected a candidate with more hands-on customer implementation experience.

We were truly impressed with your qualifications and experience and we know you would have added significant value to our team. We hope you don’t mind if we reach out to you in the future.

All the best in your career endeavors.

Sincerely,

SEARCH COMMITTEE CHAIR NAME & CONTACT INFO

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Sample email for: Decline - General

Dear Applicant Name,

On behalf of Lafayette College, we wanted to sincerely thank you for your interest with our POSITION TITLE position within our DIVISION.

As with all our faculty member roles, each represents a unique blend of both the science and the interests of each faculty member candidate. This becomes a complex recruitment in identifying the optimum fit within a specific period of time. For this current search, we do feel the match is not aligned enough to continue forward, but your research and accomplishments are highly respected and we will be looking to your work with our future faculty member searches.

If you have any questions or inquiries either now or in the future, please do not hesitate to reach out to us directly.

Sincerely,

SEARCH COMMITTEE CHAIR NAME & CONTACT INFO
**Sample email for: Decline - Onsite Interview**

Dear Applicant Name,

I would like to take this opportunity to thank you for taking the time recently to speak with us regarding our need for a POSITION TITLE. We enjoyed speaking with you and appreciated your patience throughout our search process.

While we were very impressed with your qualifications, we were faced with a difficult decision, and I regret to inform you that we finally selected another candidate who we believe more closely matches what we are looking for in the position.

However, we will be glad to keep your resume on file should we become aware of any other appropriate positions in the near future. I would also encourage you to visit our website as new positions become available.

Thank you again for your interest and good luck in all your future endeavors!

Best Regards,

SEARCH COMMITTEE CHAIR NAME & CONTACT INFO

The search committee chair will retain the resumes/applications and related employment materials including interview records/notes for applicants not hired for three (3) years.
PROCEDURE FOR REQUESTING A RECLASSIFICATION OR PROMOTION

To request that a position be reclassified or to request a promotion, a new job description must be submitted to HR using the Personnel Action Form. HR will research salary data using the College and University Personnel Association (CUPA) data for professional positions and local salary survey data for positions recruited on a local/regional basis. HR will make a recommendation regarding the title, grade and CUPA data to the Vice President for Human Resources and General Counsel who will make a final determination on the level of the position. The request must be supported by the Division Head and have budgetary approval of the Associate Vice President of Finance and Administration. The President has final approval on reclassifications and promotions for non-union, non-faculty employees.

A reclassification may be appropriate when the duties and responsibilities of a position change and become substantially more complex on a regular basis and the position requires the employee to utilize substantially greater skill, effort, and responsibility. If the change(s) is (are) so significant that the current title is no longer appropriate, a reclassification of the position is in order. The reclassification may be lateral, upward, or downward. Upward reclassification will result in the assignment of a new title and possible change in compensation. It is the position that is reclassified, not the employee. The new title will be reflective of the job content of the position.

A promotion is an appointment of an individual to a position requiring higher qualifications such as greater skill or longer experience and involving a higher level of responsibility, a higher rate of pay, and title change.

HR will prepare the promotion or reclassification letter. Generally, changes in compensation will be effective at the beginning of a new pay period.
PROCEDURE FOR HIRING TEMPORARIES

When the need for temporary help arises, HR should be contacted. HR will need information to secure the appropriate help. HR will need to know the approximate length of the assignment, the skills necessary for the assignment and the account number to bill the wages. Based on the type of work performed, HR will set the rate for the position. If the person is a new employee, they must report on their first day of work to HR to complete the paperwork necessary to process a paycheck (W-4, I-9, and Employee Data Sheet). HR will prepare the payroll authorization form and will forward the appropriate paperwork to Payroll for payment when the employee submits a time sheet.

The only time that a check voucher will be processed for payment to an individual for services rendered is when that individual can be considered an independent contractor. In general, independent contractors perform services that are not directly controlled by the employer and the employer does not dictate when and where the person does the work. The College issues independent contractors who earn more than $600 annually a 1099. The College requires that an independent contractor provide a certificate of insurance listing their insurance carrier and policy.
ORIENTATION

Orientation helps new hires get off to a good start. An employee orientation process is a means of introducing a new hire to the organization. Orientation is important because it lays a foundation for the new employee’s career with the College.

Orientation is important because it:

- Provides the new employee with concise and accurate information to make him/her more comfortable in the job;
- Encourages employee confidence and helps the new employee adapt faster to the job;
- Contributes to a more effective, productive workforce;
- Improves employee retention; and
- Promotes communication between the supervisor and the new employee.

Orientation programs help employees gain an understanding of what is expected of them. Each organization has its own set of rules and policies regarding areas such as dress, attendance and conduct, and the orientation should make it clear what is and is not acceptable. Employees should also get a sense of the organizational culture during this time so they have a better understanding of what they need to do to fit in more quickly.

Once an employment offer has been made and a start date determined, departments should prepare for the employee’s arrival. HR schedules several meetings with new employees including a meeting to review and select their benefits; assistance with using Banner Self-Service; and a General College Orientation session. When the employee returns their paperwork, they are given information on obtaining a College identification card. The offer letter informs the new employee of the General College Orientation and 1st Year Orientation programs.

On the first day of employment, the new employee should be brought to HR to hand in their paperwork and complete additional paperwork. The new employee will be given information on obtaining a College identification card.

During the General College Orientation the following topics are covered: https://hr.lafayette.edu/employment/new-employees/ (See General College Orientation)

1. College policies;
2. Information about Lafayette;
3. Holiday Schedule;
4. Reporting of injuries or illness;
5. Safety procedures;
6. Sustainability;
7. General information about computer security and training opportunities;
8. College’s website;
9. Organization chart;
10. Records, paychecks, holidays, overtime;
11. Job opportunities;
12. Title IX;
13. Benefits (Kirby Sports Center, Williams Center, etc.);
14. Dining options; and
15. Facilities

If the new employee will be supervising employees, HR will also schedule a meeting with the supervisor to review various employment topics.
Employees should be scheduled to meet with various departments for additional orientation/training on topics related to their position. For example:

- Controller’s Office (Banner Finance, check requests, policies, procedures)
- Purchasing (purchase orders, policies, procedures)
- Safety (depending on the position)
- ITS (securing data)

In addition, employees will be scheduled for on-going orientation opportunities (1st Year Orientation Program) throughout the year. Topics areas include:

- January – Development and College Relations Division
- February – Faculty and Libraries
- March – Kirby Sports Center (Athletics and Recreation Services)
- April – Campus Life and Title IX
- May – Information Technology Services
- June – Residence Life
- July – Facilities Operations, Sustainability, and Public Safety
- August – Dean of Advising & Co-Curricular Programs, Institutional Research, and Study Abroad
- September – Communications Division and the Arts
- October – Finance and Administration
- November – Chart, History of the College, Governance, the Board of Trustees, and Dyer Center
- December – Enrollment Management

DEPARTMENT ORIENTATION

Before the employee’s first day the supervisor should:
1. Provide the new employee with directions to the work area and parking;
2. Put together a plan to greet and spend time with the new employee;
3. Send an internal memo to coworkers announcing the new employee’s arrival date and duties;
4. Clean work site (if not clean, submit a request via FAMIS);
5. Arrange the appropriate office/desk/workstation setup;
6. Remove/add furniture (contact Facilities Operations);
7. General office supplies, keys, business cards (departmental office support);
8. Phone and voicemail (enter a helpdesk ticket advising of the new employee, name, date of hire, and provide the serial number on the back of the phone. If there is an extension that you would like to use, include that in the helpdesk ticket) https://help.lafayette.edu/unified-communications-quick-reference-guides/;
9. Request the new employee to complete the Employee Data Sheet https://hr.lafayette.edu/wp-content/uploads/sites/24/2020/02/Employee-Data-Sheet-FT1-r4.pdf and send it to HR. HR will then be able to generate an L# which is needed for the Account Workflow.
10. Provide information to the Office of Human Resources for computer/network access (HR will complete the Account Workflow that is submitted to ITS to set up email, network access, Banner access, etc.);
11. Computer equipment (contact Information Technology Services/User Services with name, position, start date, equipment requests, physical location and building)/request ITS to meet new employee on first day for set up and confirm meeting;
12. Update department web page;
13. Notify Post Office of new hire (name, position, start date, and physical location);
14. Set up mailbox in department;
15. Arrange for lunch for the first week;
16. Designate a person to whom the new employee should go for help; and
17. Schedule on-the-job training and any required training.

On the first day of employment the new employee should:
1. Stop by HR to hand in new hire paperwork.
2. Introductions:
   ● Co-workers
   ● Department management
   ● People in other departments with whom the employee will work
3. Tour of the department and show location of:
   ● Rest rooms
   ● Campus Tour
   ● Official bulletin boards
   ● Filing system
   ● Equipment and supplies available (how to obtain additional ones)
5. Review use of the telephone and voicemail.
6. Assist the employee in obtaining a Photo ID (HR will provide the employee with information when they complete their new hire paperwork).
7. Provide calendar sharing information.
8. Ensure the new employee registers their vehicle for a parking permit:
   https://publicsafety.lafayette.edu/parking/vehicle-registration/
9. Encourage the employee to sign up for Leopard Alerts:
   https://publicsafety.lafayette.edu/omnilert/

During the first week of employment the supervisor should cover with the employee the following:
1. Department responsibilities and how the employee’s job fits in;
2. Essential functions of the job;
3. Review the department’s goals for the year;
4. Review timesheets if appropriate, and recording time off;
5. Explain annual performance review system and goal setting process;
6. Explain any security or confidentiality issues related to the work area;
7. Explain department workflow/procedures;
8. Explain secretarial support;
9. Order business cards;
10. Inform the employee of meetings the employee is expected to attend;
11. Work schedule – cover starting and quitting time, lunch period, breaks, shifts, and any weekend work assignments; lunch and break schedules; suggest places available for breaks and lunches;
12. Provide login information for department specific programs;
13. Reporting time off for illness;
15. Review Banner Self Service https://hr.lafayette.edu/;
16. Equipment (phone, fax, email, copier);
18. Review Wireless Communication Policy;
19. Request credit card, if applicable; and
20. Show location of exits, fire extinguishers, restrooms, and evacuation procedures.
EXITING THE COLLEGE

When an employee informs his/her supervisor of his/her intention to leave the College, the supervisor should request the employee put their notice in writing and include an anticipated final day of work, then notify HR. HR and the supervisor will coordinate what he or she needs to do as part of the exit process (ex. collect keys, IDs, network access, arrangements for email, location of files, College property/equipment, vacation payout, etc.). HR will accept in writing the resignation and schedule an exit interview with the employee. HR will also send a letter to the employee regarding options available with regard to benefits.

Considerations for departments:
   1. Generate a Help Desk Ticket for email auto-reply message, telephone;
   2. Notify Post Office regarding re-directing mail;
   3. Review outstanding projects;
   4. Collect documents and save all documents to P: drive;

Supervisor should collect:
   ● Parking pass;
   ● Vacation record;
   ● ID/name tags;
   ● Update department web page.