

# **EMPLOYMENT GUIDE**

<https://hr.lafayette.edu/employment/managers-employment-guide/>

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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
- Position Description\* (or list of duties/requirements)
- Impact on College’s Strategic Direction
- Organization Chart (current and proposed if changed)
- Signature of Hiring Manager and Division Manager are required.

### Position Description\*

The position description 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.

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.

## **RECRUITMENT/SEARCH PROCESS**

The first step in starting the search is to complete the “Recruitment Search Process Form”. You can find the Recruitment Search Process Form on the manager’s employment guide page on the website under Manager’s Toolkit at: <https://hr.lafayette.edu/employment/managers-employment-guide/>

The next 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 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, on-campus interviews and the anticipated selection and start date.

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.

### **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)

### **Requirement for Employment**

Requirements for new employees of the College include having a criminal background check and being vaccinated against COVID-19. Exemptions to the vaccine requirement can be sought for medical or religious reasons using the College's reasonable accommodation process.

### **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.

### **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.

### **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>

Before commencing the first round of interviews (phone, virtual, and/or in-person), search chairs will submit to Lisa Rex at [rexl@lafayette.edu](mailto: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.

### **General Recruiting Resources**

*The following sites are sites HR will post all administrative and faculty positions:*

- **HigherEdJobs.com**
- **Inside Higher Ed Jobs**
- **Latinos in Higher Ed**
- **The Registry** – Faculty positions only
- **Indeed.com** – all positions, including staff will be posted to Indeed.
- **HR Website** – All administrative and staff positions (posted by HR)
- **Faculty website** – All Faculty positions (posted by Provost Office)

### **Sources for Recruiting a Diverse Candidate Pool**

- **Diversity Websites:** DiversityWebsites.com provides access to job boards for specific groups of qualified diverse professionals. Currently, micro-sites provided include:



- **Diverse Issues in Higher Education:** A powerful magazine addressing diverse issues in higher education. *(Online and Magazine Job Listings-All Job Types)*
- **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.
- **LGBTConnect.com:** 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.
- **Latinos in Higher Education:** LatinosinHigherEd.com is the first Latino professional employment web site designed specifically for the higher education community.
- **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, HR prepares the letter of appointment, which is signed by President and sent to the successful candidate for signature.

## **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 three (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 vacancies. 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.

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## **INTERFOLIO**

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 User Guides may be found <https://hr.lafayette.edu/employment/managers-employment-guide/>. Interfolio is accessed by going to [interfolio.lafayette.edu](https://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.

### 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.
  - I am Hispanic/Latino/a – A person having origins of Cuban, Mexican, Puerto Rican, Central or South American or other Spanish culture or origin, regardless of race.
  - I am not Hispanic/Latino/a
  - I prefer not to disclose
- 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.

- 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.
  - 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.
  - Black or African American – A person having origins in any of the Black racial groups of Africa.
  - Native Hawaiian or Other Pacific Islander – A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
  - 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

## **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 TEMPLATES: UNION POSITIONS**

### *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/>

Annual Public Safety Report: <https://publicsafety.lafayette.edu/>

### **Requirement for Employment**

Requirements for new employees of the College include having a criminal background check and being vaccinated against COVID-19. Exemptions to the vaccine requirement can be sought for medical or religious reasons using the College's reasonable accommodation process.

### **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.*

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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.

## **SAMPLE TEMPLATES: GENERAL STAFF**

### 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/>.

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

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

Annual Public Safety Report: <https://publicsafety.lafayette.edu/>

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**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.

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**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?

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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

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*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

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*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

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*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

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*Sample Email For: Scheduling Phone Interview*

Subject: Your Candidacy - Scheduling Phone Interview

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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

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*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.

[include virtual meeting details including platform, ID # and joining instructions if applicable.]

If you experience any difficulties, please call to let us know and we will set up a conference call.

Please let me know if you have any questions.

Sincerely,

SEARCH COMMITTEE CHAIR NAME & CONTACT INFO

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*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

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*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

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## 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. More detailed information can be found under Interviewing Guidelines on the Manager's Page.

<https://hr.lafayette.edu/employment/managers-employment-guide/>

### 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.

### 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.

### 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.
- Review the Guidelines for Effective Interviewing and Sample Questions provided in the accompanying Interviewing Guidelines document.

### **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?  
Or Do you now or will you ever need visa sponsorship?

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.

## **Manager's Forms for Interviewing and Candidate Evaluation**

The following forms are available on the Managers Employment Guide page

<https://hr.lafayette.edu/employment/managers-employment-guide/> to aide the committee in evaluating candidates, and completing reference checks:

**Candidate Evaluation Form** -The hiring manager and/or committee members may use the available Candidate Evaluation Form for ranking candidates qualifications. The Evaluation Form covers such areas as:

- Educational Background and Experience
- Interpersonal Skills/Teambuliding, Motivation
- Initiative, Time Management
- Salary Expectations
- Strengths/Weaknesses

### **Sample Reference Check Questions**

Sample Reference Check Questions are also available on the Managers Employment Guide Website. This should be downloaded and used to guide your questioning.

### **Reference Checking Form**

This form may be used to document the responses from the candidate’s references. Managers must verify that the applicant has provided permission before conducting reference checks.

### **Candidate Selection Form**

This form will guide your documentation for the Candidate Pool. 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.) In general, the salary/hourly rate must be in agreement with the Personnel Action Form approved authorization which established the rate with the Budget Office.

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

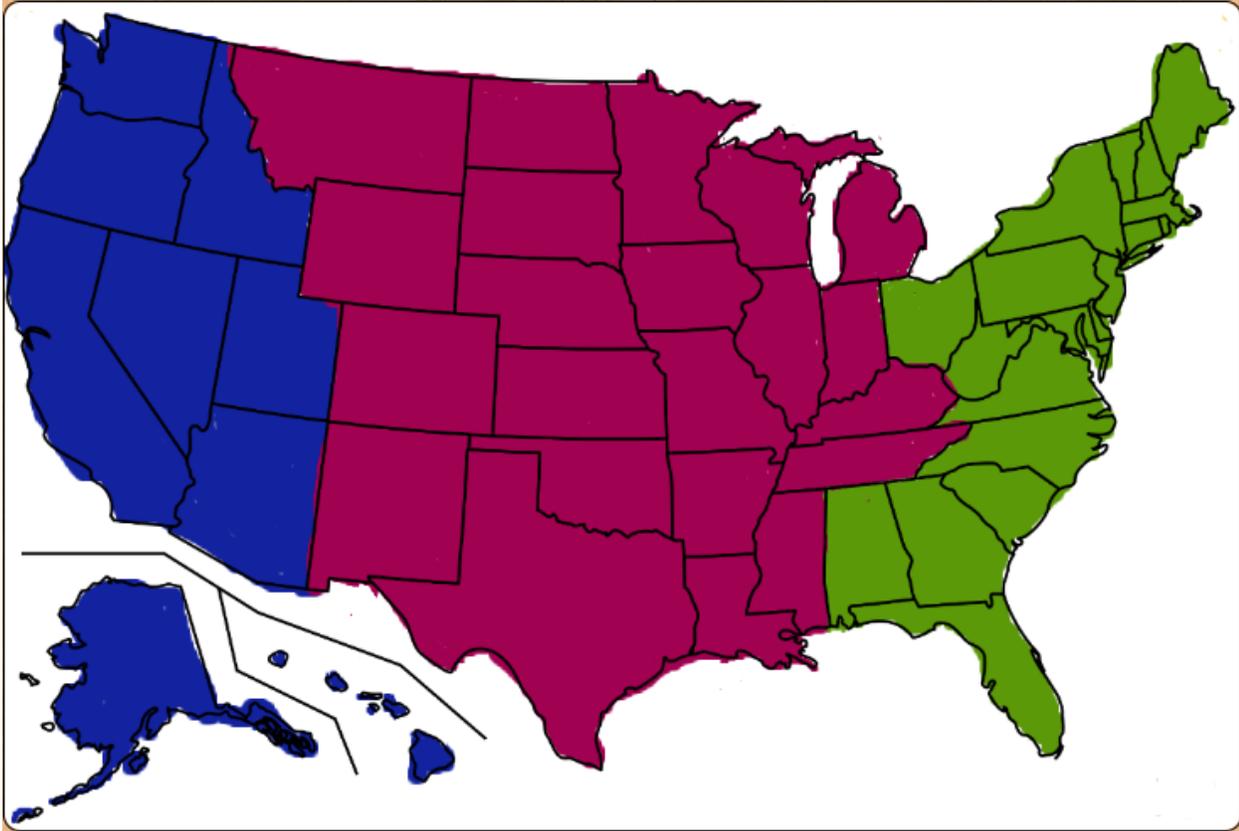
In certain rare cases, we may approve assistance over these amounts. This supplemental assistance will be the responsibility of the department.

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:**

- “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.”
- “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.



\* Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Pennsylvania, Delaware, Maryland, West Virginia, Virginia, Washington, D.C., North Carolina, South Carolina, Georgia, Florida, Alabama, Ohio

\*\* Michigan, Wisconsin, Minnesota, North Dakota, South Dakota, Montana, Wyoming, Colorado, New Mexico, Texas, Louisiana, Mississippi, Arkansas, Oklahoma, Kansas, Nebraska, Iowa, Missouri, Illinois, Indiana, Tennessee, Kentucky

\*\*\* Washington, Oregon, Idaho, Utah, Arizona, Nevada, California, Alaska, Hawaii

### **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.

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. A blind copy email may be sent to all non-selected candidates through Interfolio.

### **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.

## **OFFER LETTERS**

HR will prepare the offer letter, in consultation with the hiring supervisor/search committee chair for all non-faculty positions. Hiring Managers will provide to HR, the name of the selected candidate, start date, salary/hourly rates, title of position, and any relocation stipend. HR will send out offer letters to the selected applicant. Offer letters for non-exempt and union employees will be directed to Lisa Rex, Director of Human Resources/Employment for her signature prior to being routed to the new hire via Docusign. Offer letters for exempt employees will be directed to President Hurd for her signature prior to being routed to the new hire via Docusign. Offer letters include the following components:

- Title of position
- Full-Time, Part-Time (FTE)
- Salary or Hourly Rate

- Start Date
- Relocation Stipend (if appropriate)
- General Orientation meeting date and time
- First Year Orientation information
- Benefits Statement
- Statement regarding Criminal Background Check, I-9 employment verification and Covid Vaccination requirement.

For Athletic Department Only:

- NCAA Statement

For Custodians/Public Safety only:

- Physical Exam information

For Public Safety Only:

- Physical Exam information
- Statement regarding certification for lethal weapons

HR will also send a welcome email to the selected applicant regarding the offer letter, and instructions on starting their new hire forms. Most will be completed electronically

## 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. Each of the applicants not selected should receive an email as to why they were not selected. This may be set up as a template in Interfolio, and sent to selected applicants as a blind copy. For assistance in how to accomplish this, please contact HR.

## SAMPLE 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/>.

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### 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

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*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

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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

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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.

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**PROCEDURE FOR REQUESTING A RECLASSIFICATION OR PROMOTION**

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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. <https://hr.lafayette.edu/employment/managers-employment-guide/> 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. The form, which is described earlier, is submitted with the signature of the supervisor, and division VP. The form is reviewed for accuracy, and then forwarded on with an authorization template via DocuSign to the various divisions that will sign off on the recommendation. 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. In some cases, or if no existing temporaries are on staff to fill the position, the hiring manager may request a position be posted on the HR website. In most cases, the position does not go through Interfolio, but the job posting will direct applicants to the hiring manager, or a general email for that department.

If the person is a new employee, HR will be in contact with them regarding completing the new hire forms. In most cases the process is the same as with regular employees, utilizing the links on the HR website to access the forms. HR will arrange an appointment with the new employee to have their verification completed in person. Some departments may arrange with HR to collect the new hire forms and verify identification within the department.

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. Independent contractors do not come through HR for any paperwork, but the arrangement and any necessary forms are completed directly with the hiring manager.

## 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 1<sup>st</sup> 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 (1<sup>st</sup> 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 information to the Office of Human Resources for new hire information including start date, salary/hourly wage, end date (if appropriate), and job title.
2. HR will typically have contacted the new employee for new hire forms, preferably several weeks before their start date.
  - a. Links for forms can be found at: <https://hr.lafayette.edu/employment/new-employees-full-time/> for Full-time employees, or
  - b. <https://hr.lafayette.edu/employment/new-employees-part-time-temporary-and-student-employees/> for Part-Time or temporary employees,
3. HR will submit an Account Workflow Request which will assign a Lafayette email address.
  - a. Submit a help desk ticket for Computer equipment, phone, Banner and system access. <https://its.lafayette.edu/help-ticket/>
  - b. Request ITS to meet new employee on first day for set up and confirm meeting;
4. For Phone and voicemail (enter a helpdesk ticket advising of the new employee,
  - a. name, date of hire, and provide the serial number on the back of the phone. If
  - b. there is an extension that you would like to use, include that in the helpdesk
  - c. ticket) <https://help.lafayette.edu/unified-communications-quick-reference-guides/>;
5. Provide the new employee with directions to the work area and parking;
6. Employee can register their vehicle at <https://publicsafety.lafayette.edu/parking/vehicle-registration/>. This link is provided on HR website with new employee forms.

7. Employee must be provided with L# to register their vehicle.
8. Put together a plan to greet and spend time with the new employee;
  - a. Send an internal memo to coworkers announcing the new employee's arrival date and duties;
9. Clean work site (if not clean, submit a request via FAMIS);
  - a. [https://lafayette.famis.com/LB\\_Create\\_a\\_Request.asp](https://lafayette.famis.com/LB_Create_a_Request.asp)
10. Arrange the appropriate office/desk/workstation setup;
11. Remove/add furniture (contact Facilities Operations);
12. Order general office supplies, keys, business cards etc.
  - a. Keys can be ordered through FAMIS at [https://lafayette.famis.com/LB\\_Create\\_a\\_Request.asp](https://lafayette.famis.com/LB_Create_a_Request.asp)
  - b. Business cards should be ordered through department admin. support.
13. Update department web page staff listing and any other content to which the new employee's name should be added.
14. Notify the Post Office of new hire (name, position, start date, and physical location) at x5350 or [postoffice@lafayette.edu](mailto:postoffice@lafayette.edu).
15. Set up mailbox in department;
16. Request new employee access to budgets, if relevant.
17. Arrange for lunch partners for the first week.
18. Welcome sign and bag placed at the employee's workstation.
19. Add new employee to the division email group.
20. Designate a person to whom the new employee should go for help/questions.
21. Schedule training.

**On the first day of employment the new employee and supervisor should:**

1. Meet with HR for I-9 verification (appointment made ahead of time is required).
2. Introductions:
  - a. Co-workers
  - b. Department management
  - c. People in other departments with whom the employee will work
3. Tour of the department and show location of:
  - a. Rest rooms
  - b. Campus Tour
  - c. Official bulletin boards
  - d. Filing system
  - e. Equipment and supplies available.
    - i. Provide instruction on how to use copier, fax, etc.
    - ii. Shared Resources like refrigerator, microwave etc.
4. Explain department workflow/procedures:
  - a. Explain annual performance review system and goal setting process;
  - b. Explain any security or confidentiality issues related to the work area;
  - c. Explain secretarial support;
  - d. 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;
  - e. Explain office opening/closing protocols.

- f. Review timesheets if appropriate, and process for requesting and recording time off for vacation and/or illness.
- g. Inform the employee of meetings the employee is expected to attend;
- h. Provide calendar sharing information.
- 5. Review Equipment (phone, fax, email, copier); use of telephone and voicemail.
  - a. Show location of exits, fire extinguishers, restrooms, and evacuation procedures.
- 6. Explain Inclement Weather policy and procedures.
- 7. Show how to access online staff directory at  
<https://search.lafayette.edu/?type=directory&engine=directory>
- 8. Assist the employee in obtaining a Photo ID, which is completed via online submission:  
<https://finadmin.lafayette.edu/id-office/online-id-photo-submission/>
- 9. Ensure the new employee registers their vehicle for a parking permit if not completed before their first day: <https://publicsafety.lafayette.edu/parking/vehicle-registration/>
- 10. 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:
  - a. Division/Department Organization charts
  - b. Review the Division/ Department goals
  - c. Essential functions of the job;
  - d. How the employee's job fits in;
- 2. Review Banner Self Service: <https://bannersb.lafayette.edu/>;
  - a. Paystubs
  - b. Employee Information
- 3. Requesting time off (vacation record).
  - a. Vacation for Administrators and Exempt Support staff is completed at the end of the fiscal year via electronic form provided by finance. If you would like to track your vacation throughout the year, a spreadsheet is provided: <https://hr.lafayette.edu/forms/#vacation>
  - b. Hourly employee's leave time is tracked on Banner;
- 4. To Change Home/Campus Address:
  - a. <https://hr.lafayette.edu/forms/#address>
- 5. Order business cards;
- 6. Request P card, if applicable; and
- 7. Add new employee to staff listing on department website.
  - a. Inform HR of office location and extension for Lafayette website.
- 8. Provide login information for department specific programs;
- 9. Review Finance & Administration Policies and forms <https://finadmin.lafayette.edu/information-for-faculty-staff/policies/>
  - a. Cellphone Policy
  - b. Expense Reimbursements
  - c. Wireless Communications
- 10. Schedule Training as needed:
  - a. G-Suite System including calendar, email, drive, etc. <https://help.lafayette.edu/email/>
  - b. Zoom <https://help.lafayette.edu/web-conferencing/>
  - c. Slack
  - d. Qualtrics and Google Forms <https://help.lafayette.edu/surveys-and-forms/>
  - e. Department-specific training as needed.

## 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;
- Laptop, other College property;
- Update department web page.