



CURRY COLLEGE

Staff Recruitment and Posting Procedures

Office of Human Resources

MARCH 10, 2021

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Step 1: Personnel Request Form (PRF)

The hiring manager completes a [Personnel Request Form](#) to fill a vacant position.

1. Review position's job description and edit as necessary.
 - a. Please contact Human Resources (HR@curry.edu) to request the most recent copy of the Job Description.
2. Attach updated job description to Personnel Request Form and submit to Senior Staff member for review and approval.
3. Senior Staff Member approves electronically and submits to Mirlen Mal, Vice-President of Human Resources.

Step 2: Position Review Committee (PRC) Approval

During this phase of the position request process, the job description will be evaluated and classified by the Benefits and Compensation Administrator in Human Resources. Once the job description is finalized, a job packet containing the PRF, job description and market data on the position is provided to the hiring manager, senior staff member and the Position Review Committee (PRC).

The Vice-President of HR will notify the Senior Staff member of the PRC meeting date. The Senior Staff member and the hiring manager will attend and present their request to fill the vacant position. The PRC makes a recommendation to the Executive Team after consultation with the Senior Staff person.

The PRC meets weekly to review pending position vacancy requests. For more information on this process, please see [Appendix A: Position Request Process](#).

Step 3: Recruitment Plan

Upon the recommendation of the PRC to approve the position with the final approval by the executive team, the hiring manager will be notified by the Employment team of the approval and a meeting will be set to discuss the recruiting plan. Recruiting efforts will be handled internally by the employment team in the Office of Human Resources, unless otherwise

approved by the Vice-President of Human Resources and after discussions with the Senior Staff member for the hiring department.

Recruitment Plan:

- Human Resources and Hiring Manager meet to establish hiring timeline.
- Hiring Manager identifies individuals to be included in the search process and notifies employment team.
 - Establish individuals to be granted access to interview exchange:
 - Interview Team.
 - Administrative Support Individuals (if requested).
- Diversity: HR will consult with hiring manager and Search Committee about recommendations for increasing outreach to a diverse candidate pool, including advertising in a variety of professional publications.
- Advertising Resources: A comprehensive list is available in Human Resources.
- Hiring Manager Sets Core Requisite questions (minimum qualifications and experience) and weights each question to be asked of candidates while applying for the position, and notifies Employment Team.

Material available on social networking sites may contain information relating to protected class (such as Age, Race, Religious Affiliation, Disability, etc.). Using that information in a hiring decision could result in a violation of Federal or State law. It is potentially difficult to prove that an employment decision was not affected as a result of obtaining this information. Therefore, hiring managers and search committees are strongly advised to avoid searching and/or accessing information about applicants through the use of social networking sites during the selection and hiring process.

For search committees, HR will meet with the committee to review the recruitment process.

Step 4: Communication with Applicants

Communicating with applicants in a timely manner is an integral part of the recruitment process. It is important that we establish contact with applicants early in the process as this will keep applicants engaged in the search process if she/he is considering other positions. This step is extremely important since it is a direct reflection on the College and how we interact with our applicants during the recruitment process.

Hiring Managers need to communicate to applicants the status of their applications once moved into the folders.

Steps	Action	Timeframe
Initial review of candidate applications	Should begin no later than 2 weeks from job posting date and continue to be reviewed weekly until filled	2 Weeks
Notification to candidates that materials are under review	Within 1 week from receipt of each candidate's application materials	1 Week
Hiring managers should be reviewing and sorting all resumes into respective folders in Interview Exchange; check system at least every 3 days	Hiring managers should be checking the system and moving candidates into respective folders	Every 3 days
Hiring managers that place candidates in the "no" folder	Notification should be within 1 week from placing candidate's application materials in the "no" folder, utilizing a template thanking candidate(s) for their interest and that their candidacy is no longer being considered	1 Week
Hiring managers that place candidates in the "yes" or "maybe" folder	Notification should be immediate utilizing the template that their application materials are currently under review	Immediate
Notification to candidates in the "yes" or "maybe" folders once recommended candidate is selected for position	Hiring manager should notify all other candidates once the selected candidate accepts the position <u>and</u> HR has confirmed background check has cleared	Position is filled and background check is cleared by HR

Templates have been provided for managers to use in Interview Exchange to appropriately communicate their status. For more information on this process and procedure please see [Appendix B: Interview Exchange – Applicant Notification Instructions. \(More on Step 7\)](#)

Step 5: Job Posting

The Employment team creates a job posting draft and sends it to the hiring manager for review, edit and approval. Once the ad is approved, the Employment Team posts the job to Interview Exchange (Curry's applicant tracking system), InsideHigherEd.com, and HigherEdJobs.com.

Interview Exchange is updated to reflect the new positions and members of the search committee are given access to the job. Once access is granted, Interview Exchange system automatically notifies the committee members. For new users, please see [Appendix C: Interview Exchange Overview](#).

Step 6: Job Advertising

The job may also be posted to additional previously identified advertising sources as defined in the recruitment plan.

Step 7: Candidate Evaluation

During this process, managers review the applicant pool. The recommendation is for the hiring manager to review the applicant pool every three days and move the candidate(s) from the "Inbox" to the appropriate folder. This will allow us to identify and connect with the most qualified candidates sooner, reducing the time to fill the vacancy.

When reviewing the candidates, please click on the "All Applicants" tab. The "Qualified Applicants" tab only shows the candidates who have scored a 100% on the "COREquisites" questions as defined in Step 3: Recruitment Plan.

We strongly encourage managers to review all applicants regardless of the score on these pre-defined questions.

The following folders are available in Interview Exchange:

Inbox - Default folder	Interview	Offer Declined
Maybe	Finalist	Offer Made
No	Not Qualified	Hired
Yes	Phone Screen	Withdrawn

Step 8: Candidate Selection

Interview Step 8.1: Preparing for the Phone Screen

Hiring Manager/Search Committee or their designee will call qualified candidates which have been previously “moved” to the “Phone Screens” folder. As best practice, we recommend screening the top five to six candidates as first tier, then having three to four additional as reserve in the event that some of the first tier candidates are not viable after the screening.

Interview Step 8.2: Conducting Phone Interview

Hiring Manager/Search Committee calls candidates and pre-screens for minimum qualifications and salary requirements. If candidate is a match, move candidate to “Interview Folder” and schedule on-campus interview. The Employment Team is available to assist with the pre-screening process as needed.

Interview Step 8.3: On-Campus Interview

Target three to five viable candidates to invite for an on-campus interview. Structure interviews to be as consistent as possible for all candidates. Aside from candidate specific inquiries about his/her work history and follow up questions to elaborate on information presented during the interview, it is suggested that the committee use the same general questions, time allotment, and interviewers as reasonably possible.

If a presentation is required of the candidates, the topic and time allotted should be communicated in advance. Again, each candidate must be presented with the same topic and time allotment. As the Hiring manager, it is your responsibility to ensure the meeting location and any required equipment is available and in proper working condition(s) prior to the interview.

A predetermined patterned interview with each candidate allows the committee to make the best comparisons, to ensure that each candidate is treated fairly, and to minimize unconscious biases.

Behavioral interviewing techniques are based on the concept that past behavior and performance is the best predictor of future behavior and performance. Behavior-based questions focus on job-related experiences, behaviors, knowledge, skills, and abilities. Asking behavior-based questions can help separate those candidates who skillfully answer interview

questions from candidates who skillfully display their quality on the job. HR can assist in developing appropriate questions.

Interview Schedule Consists of:

1. Entire committee interviews (approx. 1 hour)
2. Meeting with HR (30 minutes)

Preparing for the Interview (HR can assist):

- Hiring Manager to review job description, hiring criteria and applicant materials.
- Hiring Manager/Hiring Committee to draft agreed upon interview questions.
- Hiring Manager/Hiring Committee agree on the format that will consistently apply to all interviews.
- An evaluation tool or rubrics to provide consistency in evaluation is suggested. Please see [Appendix D: Evaluation Tool](#).
- Determine if there will be a second round interview and who will be involved.
- For Administrative Assistant positions, determine if a technical skills test is required of finalists. College uses Total Testing as a tool to gauge the skill level MS Outlook, Word and Excel.

Steps of the Interview: The committee uses the entire interview process as an opportunity to gather as much pertinent information as possible:

- Introduce yourself and all of the interviewers (if applicable), provide an outline of the interview process and time allotted to the interview(s).
- Provide overview of job duties and responsibilities.
- Ask questions regarding related work experience using specific, open-ended, situational and behavioral questions.
- Take factual notes and document the interview.
- Let the candidate do most of the talking while being cognizant of time.
- Keep the interview on track (you may, if needed, interrupt and suggest to the candidate that you understand and would like to move on to the next question).
- Observe non-verbal behavior.
- Leave time for the candidate to ask questions.
- Ask for information recognizing key indicators of the candidate's ability to perform the job that can legally serve as a basis for the hiring decision.
- Provide an overview of the remainder of the search process and target time frames.

Step 9: Selecting finalist(s)

Hiring Manager/Search Committee meets to select the finalists. Once finalist(s) have been identified, references are checked by the hiring manager. [Please see Appendix E: Reference Check Form](#).

If an internal candidate is selected as a finalist, the hiring manager contacts the current manager for a reference. This is done before making the offer to the internal candidate. If an internal candidate is selected, the hiring manager calls the current manager and a release date is agreed upon.

Step 10: The Offer

The employment offer is extended to the candidate by Human Resources. Once a start date is agreed upon, HR generates an offer letter and mails that along with all new hire paperwork to the candidate. If we are promoting or transferring an internal candidate within a department, the department manager consults with Human Resources and the department manager makes the offer.

Internal Applicants

Internal applicants are to notify their Senior Staff member when interested in applying for Curry positions. The Senior Staff member will keep this information confidential from the employee's current manager.

HR notifies Senior Staff member when a member of their staff applies for a position, but this information is kept confidential. Should the candidate be selected for an in-person interview, HR will notify the direct supervisor of the employee's candidacy.

Due to the large volume of some of the applicant pools, internal candidates should personally convey their candidacy to HR to ensure prompt attention to their application.

All internal candidates meeting the minimum qualifications are interviewed. HR will conduct screening interview if requested.

Hiring Process: From Offer Letter to Date of Hire

Process for Staff, excluding Buildings and Grounds & Public Safety

1. Once the offer has been accepted, the employment team will communicate to the manager and build the personnel file.

2. Employment team will send request to the new hire for them to submit their information for the Background Check on line through the third-party vendor and send all required new hire forms. The offer letter and new hire forms are e-mailed to the newly-hired employee. A copy of the offer letter is placed in the personnel folder and a copy is emailed to the hiring manager and Senior Staff member.
3. Employment Team will request that the hiring manager complete the Employment Notice and return to HR. Please see [Appendix F: Employment Notice Form](#).
4. Once the offer letter and background check have been completed and returned, the Benefits team will send a Benefits packet via email with the required information to the new employee.
5. Employment team determines if driving record clearance is a required based on the job functions. Driving Record Authorization Form and Policy will be sent by employment team.
6. Once the Employment Team has notified the hiring manager that the background check has cleared for the new employee, the manager must close the loop with all other applicants. Those who visited campus should receive either a phone call or a letter. A form email to all other applicants can be distributed through Interview Exchange. The individuals that were called will also require a notification through Interview Exchange, utilizing the existing templates.
7. Once all applicants have been notified, manager must notify the Employment Team who will then close the job in Interview Exchange.
8. Employment team will close the job in external hiring sources.

Employment Team will send [Managers Onboarding Toolkit \(Appendix G\)](#). These documents are provided as tools to promote an effective new hire onboarding process.

Hiring Process for Buildings and Grounds & Public Safety

1. Once the offer has been accepted, the employment team will communicate to the manager and build the personnel file.
2. For Buildings and Grounds and Public Safety employees a pre-employment physical is required. The Employment Team will work with the new employee to arrange the physical examination.
3. Employment team will send request to the new hire for them to submit their information for the Background Check on line through the third-party vendor and send

all required new hire forms. The offer letter and new hire forms are e-mailed to the newly-hired employee. A copy of the offer letter is placed in the personnel folder and a copy is emailed to the hiring manager and Senior Staff member.

4. Employment Team will request that the hiring manager complete the Employment Notice and return to HR. Please see [Appendix F: Employment Notice Form](#).
5. Once the offer letter, background check and physical/drug screen has been completed and returned, the Benefits team will send a Benefits packet via email with the required information to the new employee.
6. Driving Record Authorization Form and Policy will be sent by employment team.
7. Once the Employment Team has notified the hiring manager that the background check has cleared for the new employee, the manager must close the loop with all other applicants. Those who visited campus should receive either a phone call or a letter. A form email to all other applicants can be distributed through Interview Exchange. The individuals that were called will also require a notification through Interview Exchange, utilizing the existing templates.
8. Once all applicants have been notified, manager must notify the Employment Team who will then close the job in Interview Exchange.
9. Employment team will close the job in external hiring sources.

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Appendix A: Position Request Process

1. Any positions requested by a department to fill a vacancy or new position created by departmental restructuring, assigning of additional responsibilities or proposed promotion will go through the Position Review Process/Committee. There is a 30-day period between the time a position becomes vacant and when the manager will meet with HR.
2. The process will have a bias towards not approving any new positions in the budget unless it is a result of a departmental restructuring that recognizes cost savings to make it cost neutral or cost savings are realized somewhere else in the budget. Requests to fill an existing position because of a vacancy will also be vetted to determine if restructuring within the department could result in elimination of the position.
3. Initial Meeting Between Department manager/ Executive Team member with VP of HR
 - **Department Manager/ Executive Team member provides:**
 - ♦ Existing Organizational Chart
 - ♦ Relevant existing job and proposed (if ready) job descriptions
 - ♦ Relevant budget information
 - ♦ Any relevant salary benchmarks from Professional Organizations
 - **HR will work with Executive Team member and Department manager to develop**
 - ♦ Potential internal comparators
 - ♦ Any potential reorganization scenarios
4. Meeting Between Department manager/Executive Team member with Position Review Committee
 - **Department Manager/Executive Team member provides:**
 - ♦ Personnel Request Form
 - ♦ Original and revised job description (if needed)
 - ♦ Original and revised organizational chart (if needed)
 - ♦ Position Recommendation Form
 - **VP of HR will provide:**
 - ♦ Relevant internal benchmark information
 - ♦ Relevant salary histories
 - ♦ Potential internal comparators
 - As a result of the meeting, **HR will make any necessary changes and share the following** with Department manager/Executive Team member for their review and questions
 - ♦ Updated Position Compensation Analysis Form with Recommendation

- ♦ Updated Job Descriptions
5. Meeting between manager/Division Head and Position Review Committee-
- **VP of HR will provide:**
 - ♦ Personnel Request Form
 - ♦ Original and revised job description (if needed)
 - ♦ Original and revised organizational chart (if needed)
 - ♦ Updated Position Recommendation Form
 - ♦ Updated Position Compensation Analysis Form with Recommendation
 - ♦ Relevant salary histories
 - **Discussion at the meeting will include**
 - ♦ How the position is integrated with the work of the entire department
 - ♦ How the work might be done through a restructuring of the area
 - **PRC will discuss request after the conclusion of the meeting and forward the PRC's recommendation to President, accompanied by the recommendation of the ET member.**
 - ♦ President will meet with Executive Team member and/or PRC if necessary
 - ♦ President will make final decision
6. An expedited process will occur for certain types of positions.
- a. These positions will meet certain criteria:
 - i. Reoccur each year or one-time, PT temporary for less than 6 months
 - ii. Meet a dollar threshold of under \$10,000
 - iii. Not subject to a bargaining unit
 - iv. Already vetted through the College budget process
 - b. These positions fall into the following Categories:
 - i. Seasonal/Intermittent (conference center, lifeguards, summer orientation leaders, B&G summer help, fitness center, student activities, student center, intramurals)
 - ii. Assistant Coaches
 - c. These requests will be submitted to the VP of HR who will make a recommendation to the PRC. The PRC will make the final recommendation to the President.

Appendix B: Interview Exchange – Applicant Notification Instructions

1) Click on the box next to the applicant name or you can also click on the “Check All” for all applicant names listed in that specific folder on left bottom side – you will see a drop down menu on the right side “Move Selected” (make sure to check the list of applicant names in both tab folders “Qualified Applicants” and “All Applicants”). Each folder will list 10 applicant names per page. The total number of pages is located at the bottom right side of the screen.

2) Click on “Send E-mail”

3) Click “Submit”

4) Click “Sample Mail Templates” (top middle of your screen) and a list of templates will come up for you to choose from

5) Click “Select” next to the template appropriate for your communication

6) Go to the “Subject” line (above the Template letter) and type in Curry College

7) Review the communication letter being sent to the applicant to be sure it is the one you wish to send

8) Under “Please select one option below”, select one of the radio buttons. Generally, you can select “This email does not require a response”.

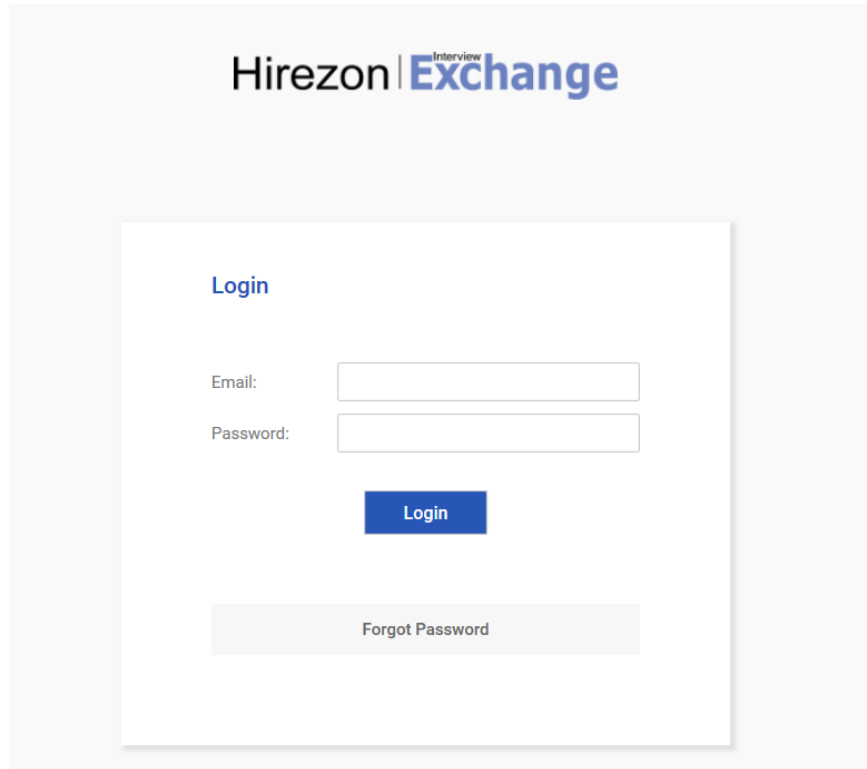
9) Click on the box beside the “Check this box when you are ready to send”

10) Click “Send Email”

This will complete the automatic notification to the applicant(s). You will now see an envelope next to each applicant name in the system, indicating the letter/notification has been sent.

Appendix C: Interview Exchange Overview

Step 1: HR sends emails with link to interview exchange and includes your individual user name and password for all search committee members:



The screenshot shows the 'Hirezon | Interview Exchange' login interface. It features a central white box with a blue 'Login' heading. Below the heading are two input fields: 'Email:' and 'Password:'. A blue 'Login' button is positioned below the password field, and a grey 'Forgot Password' button is at the bottom of the box.

Step 2: After logging in, you land on the Manage Jobs page, which is your Interview Exchange user console/dashboard. If you are using a Hiring Manager account, you may see an asterisk (*) next to a job Title. This indicates that the user account has been added for that specific posting and is part of the search process.

Bill King: Manage Jobs

Requisitions Job Search

Open Jobs Closed Jobs

Manage Open Jobs							
ID	Title	Department	Posted	Ends	Applies	Hits	% Applies
33081	 *Director of Human Resources	Demo IT	Jun 26, '12	Jan 24, '13	13	89	14.61%
<small>Posted by: HR Super Admin User (All Privileges)</small>							

From this screen, you can manage Open Jobs and Closed Jobs that are assigned to your account.

Tip: If you do not see a position title on the Open Jobs tab, click the Closed Jobs tab.

Step 3: Review application material from the Qualified folders or All Applicants folder by clicking the name of the Candidate.

Tip: Click on the All Applicants tab to review all candidates. This will ensure that you are able to view all candidates, not just the candidates who have scored 100% on the COREquisite questions.

Applicants for: Director of Human Resources (33081)

View Alerts COREquisites **Reviewers** Review Notes Requisitions Quick Report

E-Form Report

Qualified Applicants All Applicants

Qualified Applicants in Inbox 1 2 Next »

Select	Name : (F L)	Location	Phone	E-Mail	Score	Date
<input type="checkbox"/>	1. Somesh Chitturi	Westborough, MA	(123) 456-7890	someshchitturi@gmail.com	100.00 ✓	08/24/2012
<input type="checkbox"/>	2. John Adams	Boston, MA	(123) 123-1234	capecodcc456@interview...	100.00 ✓	08/16/2012
<input type="checkbox"/>	3. Lisa KING	NEWYORK, NY	(111) 222-4444	lisaking@interviewexch...	100.00 ✓	08/13/2012
<input type="checkbox"/>	4. John Davis	Newark, NJ	(123) 123-1234	kristietest123@intervi...	100.00 ✓	08/09/2012
<input type="checkbox"/>	5. John Smith	Albany, NY	(123) 123-1234	union321@interviewexch...	100.00 ✓	08/06/2012
<input type="checkbox"/>	6. Rondo Davis	Hartford, CT	(123) 123-1234	rando@interviewexcahg...	100.00 ✓	08/02/2012
<input type="checkbox"/>	7. Jack Daniel	Boston, MA	(123) 123-1234	webinar56789@interview...	100.00 ✓	07/25/2012
<input type="checkbox"/>	8. Jack Daniel	Seattle, WA	(123) 123-1234	spucupa@interviewexcha...	100.00 ✓	07/11/2012
<input type="checkbox"/>	9. John Washington	New york, NY	(212) 121-2100	js1@interviewexchange.com	100.00 ✓	07/09/2012
<input type="checkbox"/>	10. Jack Daniel	Seattle, WA	(123) 123-1234	mpcrt@interviewexchan...	100.00 ✓	07/06/2012

1 to 10 of 13 Qualified Applicants 1 2 Next »

Check All | Uncheck All | Reverse
Select All 13 Applicants

Submit Clear

Move Selected: - Select One -

✉ – Emails Sent ■ – Internal Candidate

Step 4: Review Applicant Documents.

- Review all application documents (e.g., resume/CV, cover letter, employment application, etc.) as per the job posting instructions.
- Ability to move the Candidate to the appropriate workflow process folders (Inbox, Yes, No, Maybe, Interview, Hired, Future Consideration) if it is appropriate.

Director of Human Resources (33081)

<<Prev 4 of 10 Next>>
Return to ShortList

Contact Information	Application Details
John Davis 23 Main Newark, NJ - 12345 Phone:(123) 123-1234 kristietest123@interviewexchange.com	Apply Date: Aug 9 2012, 11:15 AM Source: Other , I am a Former Employee Application #: 1287340 Current Folder: Inbox
<div>Move to:</div> <div> <div>- Select One -</div> <div> - Select One - Send E-mail Inbox Maybe No Yes 1. Phone Interview 2. Interview 3. 2nd/Final Interview 4. Offer Made 5. Hired AAO Approved AAO1 Approved-unclassified Background Check Future consideration Incomplete file Not to be considered Serial Applicants Withdrawn </div> </div>	<div>Submit</div>

Documents
Resume Submitted: Aug 9 2012, 11:15 AM Cover Letter Submitted: Aug 9 2012, 11:15 AM

Electronic Form	Status	Action
Interview Exchange Faculty Application	Complete	N/A

Step 5: View the Applicant's Responses to the COREquisites (minimum requirements) screening and Additional Questions.

COREquisites:		Score: 100.00%
*1)	Do you have BA/BS or equivalent degree?	✓
*2)	Do you have a minimum of 4 years of teaching experience?	✓
*3)	Do you have prior experience in training employees?	✓
*4)	Are you able to work flexible hours, including nights and weekends?	✓
*5)	Are you comfortable managing multiple projects at one time?	✓

Responses to Additional Questions:	
How did you hear about this job opportunity?	
I am a Former Employee	
Please enter additional details: (i.e. Dates, website, employee name, location, etc.)	

Step 6: View other reviewers' comments about the Candidate and add additional notes (Public or Private) or document attachments for the review team. Please remember that all notes in the system are considered discoverable and as such need to be directly related to the candidates experience and ability to perform the essential functions of the job.



Tip: Post Private notes only when it is necessary for a short period of time. Update these notes as Public to enable other team members to review your notes for making timely decisions.

Notes from Review Team

*Good candidate. Like to interview.*Jan 14 2010, 2:40 PM EST
-- Bill King

Add a Note:

Attach Document:

Note Type:  Public 

Public: Viewable to the Hiring team.
Private: Viewable only to yourself.

Step 7: Ability to contact Candidates through the Send Email option or via the Follow-up Questions section below and view a log of past responses.

Follow-up Questions

Employer Demo asked on Wed, Oct 10, 6:12 PM EST

We are pleased to inform you that you have been selected to interview for the position of IT Support Engineer-DEMO at Interview Exchange DEMO. Someone will contact you via telephone to schedule a mutually convenient time for you to come for an interview. You can modify your contact information at any time by logging into your Interview Exchange DEMO Careers account. We look forward to a pleasant and informative discussion with you. Sincerely, Employer Demo Interview Exchange DEMO Human Resources

No response received.

Ask this Candidate a Question

[Send Question](#)

Appendix D: Candidate Evaluation Tool

Office of Human Resources
CURRY COLLEGE
Candidate Interview Evaluation Form

Candidate Name:

Position Interviewed:

Interviewer Name:

Interviewer Title:

Please evaluate and provide comment on the candidate's interview; demonstrated qualifications, abilities, interest and overall presentation relative to the position criteria for which the candidate is being considered.

Return completed form to the Office of Human Resources.

	Exceeds Requirements	Meets Requirements	Needs Some Training	Does Not Meet Needs/ Requirements	Not Applicable
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional Presentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrated Interest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliability/Scheduling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education/Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical Skill/ Knowledge of Position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication Skills/ Written/Oral	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interpersonal Skills/ Teamwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer Service Skills/Student Centered Approach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interaction with Supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervising Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership Skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Judgment/Problem Solving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Motivation/Initiative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrative/ Organizational Skills/ Time Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Related Experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Institutional "Fit"/ Commitment to Program/College	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall Qualifications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please comment on the areas of concern regarding candidate's skills, qualifications and fit:

Please comment on the candidate's strengths relative to the position for which she/he is being considered:

Other objective comments supporting the recommendation outcome:

	Recommendation
Recommend for Hire	<input type="radio"/>
Candidate returning for additional interview	<input type="radio"/>
Candidate not recommended for hire	<input type="radio"/>
Hold recommendation, pending other candidates	<input type="radio"/>
Hold recommendation, pending appropriate position	<input type="radio"/>
Candidate not selected	<input type="radio"/>

Appendix E: Reference Check Form

Pre-Employment Reference Check

Candidate's Name: _____ Position Applied for: _____

Company Employed by: _____ Date: _____

Position Title Provided by Candidate: _____

Contact Name: _____ Title: _____

Phone: () _____

Location: _____

What was your working relationship with the candidate? _____

How long have you known him/her? _____

In brief, what were the key responsibilities at that time?

Describe what it's like working with the candidate:

How would you compare the applicant with others doing similar work? Strong Points?

Where did this candidate excel and what are the areas that need improvement; areas of challenge?

Any key contributions to the organization's goals made by the applicant?

How well does he/she handle stressful situations?

HR Rvsd: 8/2015

**On scale of excellent to unacceptable (1-5)
how would you rate the candidate's:**

Comment:

Overall quality of work	_____	_____
His/her own initiative	_____	_____
Overall judgment	_____	_____
Ability to accept responsibility	_____	_____
Productivity	_____	_____
Overall follow-through	_____	_____
Demonstrate creativity	_____	_____
Self-expressive; ability to	_____	_____
Customer service skills	_____	_____
Ability to work alone	_____	_____
Interaction w/Student	_____	_____
Interaction w/peers	_____	_____
Ability to follow directions	_____	_____
Accepts supervision	_____	_____
(suggestions & constructive criticism)	_____	_____
Attitude/outlook brought to	_____	_____
the workplace	_____	_____
Problem Solving skills	_____	_____
Communication skills	_____	_____
Attendance	_____	_____

What was the candidate's reason for leaving?

Would you hire this candidate given the opportunity?

☐ YES

☐ NO

Describe the position for which the candidate has applied. Any additional comments that you think would be important and useful to us in making our hiring decision?

Signature: _____ **Date:** _____

Appendix F: Employment Notice Form

Employment Notice - Office of Human Resources

HR Use Only:

Employee ID:

Hiring Manager:

Employee Name:

Date of Hire (MM/DD/YYYY)

Position Title:

Department:

Reports to:

Time Labor Supervisor:

Alternate Time Labor Supervisor:

Department Organization Code:

Account Code:

Employment Type:

Position Length:

Status:

Temporary Employee Start Date:

Temporary Employee End Date:

Total Scheduled Hours Per Week:

Scheduled Days:

☐ Mon. ☐ Tues. ☐ Wed. ☐ Thu. ☐ Fri. ☐ Sat. ☐ Sun.

Shift Start Time:

Shift End Time:

Hiring/Budget Manager Signature:

Date:

HR Use Only:

<input type="checkbox"/> Exempt	Annual Salary: <input type="text"/>	Biweekly Salary: <input type="text"/>
<input type="checkbox"/> Non-Exempt	Hourly Rate: <input type="text"/>	

Vacation Accrual	Pro-Rated <input type="checkbox"/>
Personal Days: <input type="radio"/> Yes	Sick Days: <input type="radio"/> Yes
<input type="radio"/> No	<input type="radio"/> No
Summer Days: <input type="radio"/> Yes	MA Sick Leave: <input type="radio"/> Yes
<input type="radio"/> No	<input type="radio"/> No

Coach Positions Only:

Sport: <input type="text"/>	Salary: <input type="text"/>
Begin Pay Date: <input type="text"/>	End Pay Date: <input type="text"/>

Payroll Use Only:

Curry e-mail Address: <input type="text"/>	Data Control: <input type="text"/>	
Home Department: <input type="text"/>	GTL: <input type="text"/>	Pay Class: <input type="text"/>

Appendix G: Managers Onboarding Toolkit



CURRY COLLEGE

1071 BLUE HILL AVENUE, MILTON, MASSACHUSETTS 02186

TELEPHONE (617) 333-0500

www.curry.edu

Manager's Onboarding Toolkit – Pre-arrival Checklist for New Employees

Employee Name: _____ DOH: _____ Hiring Manager: _____
Position: _____ Department: _____

- ☐ Call the new employee to welcome them to your department. Provide them with the information on when and where to report on their first day as well as to whom. Also, provide them with the information on where to park.
- ☐ Send informal announcement to your department to introduce the new hire.
- ☐ Send HR the Employment Notice (P.2) Form to initiate entry into HR/Payroll Systems and to initiate systems access.

As the Hiring Manager, within the first 30 days, you will need to prepare the performance goals for the new hire in the position that would need to be achieved within 90 days, 180 days and a year from date of hire. Prior to the employee's date of hire, you will receive an email from Human Resources with the applicable form and additional information to assist you with this process.

Work Environment:

Obtain Keys/codes for:

- ___ Building/office
- ___ Desk/File Cabinets/storage
- ___ Office equipment codes (copier)

Prepare desk space with Office Supplies:

- ___ Order Business Cards (if applicable)
- ___ Stapler/Remover
- ___ Paperclips/pens/pencils
- ___ Post-it Notes
- ___ Academic Year Calendar
- ___ Calculator
- ___ Tape/Ruler
- ___ Note Pads

Procedure Manuals:

- ___ Department Procedure Manual (if applicable)

Technology:

- ___ Telephone extensions are clearly marked; Voicemail directions provided for new hire to set up phone.
- ___ Submit Computer Hardware/software access request: Email; MS OFFICE Suite; Internet access; Shared Drives.
- ___ Telephone Directories are printed (Name Directory and Department Directory).
- ___ Print out instructions for Voicemail set-up and message retrieval.

Calendar Management:

- ___ Place regularly scheduled 1-1 meetings for you and your employee on their calendar.
- ___ Place System Trainings (Banner, etc.) on employee calendar for the first few weeks.
- ___ Place routine Department Staff Meetings on their calendar.
- ___ Place New Employee Orientation Date on their calendar.
- ___ Schedule introductory meetings with department members and key colleagues on their calendar during their first two weeks of employment.

Key Metrics: Please send the performance goal document to Human Resources for the employee's personnel file within the first 30 days of employment. You will need to assess the new employee after 90 days, 180 days, and within a year of employment by completing a Performance Appraisal for each of these time periods. Please schedule these 3 dates on your calendar before the employee starts to meet this deliverable. Please send the signed evaluations to the Office of Human Resources once completed.

Performance Goals	/ /
90-Days Evaluation Date:	/ /
180-Days Evaluation Date:	/ /
1 year Evaluation Date:	/ /



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Manager's Onboarding Toolkit – First Week Checklist with New Employees

Employee Name: _____ DOH: _____ Hiring Manager: _____
Position: _____ Department: _____

- ☐ Be early to greet your new hire, welcome them to their first day, and show them to their desk.
- ☐ Bring them around the department and introduce the new hire to the staff and Senior Staff Member.
- ☐ Show them around the Office and identify the break room and/or restroom locations; emergency exits.
- ☐ Schedule yourself or a designee to bring the new employee to lunch and demonstrate how the Student Center Café works (the green take out box, the stations, how to put Colonel Cash on their employee card).
- ☐ Ensure employee has completed all HR Paperwork, and if not please bring them to the Office of Human Resources to complete any paperwork necessary.
- ☐ Check in with the new hire at the end of each day the first week to see how things are going and if they need anything.

Day 1: Review

- ___ Job Description and functions for their role.
- ___ Organizational Chart for the Department and the Division.
- ___ Provide them with a general training plan.
- ___ Provide them with their voicemail and email login and passwords for the computer system(s).
- ___ Ensure the passwords/logins work properly. Trouble shoot if needed.

Departments Policies and Procedures for:

- | | |
|---|---|
| ___ Standard Office Hours and work schedule | ___ Attendance Policy |
| ___ Dress Code | ___ Lunch Schedule and coverage |
| ___ Personal Calls | ___ Departmental Mail Processes |
| ___ Vacation/Personal Day Policy | ___ Email Policy |
| ___ Time Sheets/ADP Process | ___ Weather Emergency Policy/Notification process |
| ___ Expense Reports/Purchase requests | ___ Emergency Evacuation Procedures |
| ___ Telephone Etiquette for Department | ___ How to obtain outside line for phone/Fax (7+1+ #) |
| ___ Parking Areas they can/cannot use | ___ Confidentiality of information/FERPA laws |

Week 1: Hiring Manager or Assigned Department Colleague to cover the following:

- ___ Demonstrate how to transfer calls/conduct a conference call, retrieve voice mail, forward calls.
- ___ Demonstrate how to use the Curry Portal to find and retrieve information.
- ___ Bring the new hire to the Public Safety Office to get a parking sticker and ID Badge. (They will need their driver's license and the car registration).
- ___ Bring the new hire on a campus tour to show them the main offices and colleagues in other departments.
- ___ Ensure Employee has completed or has scheduled time on their calendar to complete Unlawful Harassment Prevention training required for the Institution. This training must be completed within their first 30 days.
- ___ Meet with your employee at the end of their first week to check in on how they are feeling about their first week and to identify any concerns regarding equipment, supplies or challenges they may be encountering.



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Manager's Toolkit – Important Timelines for Managers with New Hire

Employee Name: _____ DOH: _____ Hiring Manager: _____

Position: _____ Department: _____

FIRST MONTH CHECKLIST

- ___ Create 90, 180 and 1-year performance goals for the employee, communicate these performance goals and any necessary training that will occur to get them to these goals. Return this document to Human Resources for the employee's personnel file.
- ___ Ensure New Hire has completed the Unlawful Harassment Prevention Training and notified HR.
- ___ Ensure New Hire has attended/is scheduled to attend New Employee Orientation.
- ___ Ensure Mandatory trainings for their role have been completed or are scheduled to occur.
- ___ Communicate to the employee that there will be a 90-Day Review where you will discuss successes and challenges to achieving the goals and identify resolutions to challenges to ensure their success. Encourage them to discuss these during the 1-1 meetings with you to keep progress on track. Inform the employee that there will also be a 180-Day Review and a 1-Year Review.

THREE MONTH CHECKLIST

- ___ Conduct a 90-Day Performance Appraisal with employee, providing detailed feedback on their achievements, identifying any development areas and support measures to assist employee with attaining the goals within the established timeframes.
- ___ Send the signed 90-Day Performance Appraisal to the Office of Human Resources.
- ___ Facilitate any additional trainings necessary for the employee to support success.
- ___ Schedule 180-Day Performance Evaluation and continue to discuss the goals for employee.
- ___ Encourage them to discuss these during the 1-1 meetings with you to keep progress on track.

Six Month Checklist

- ___ Conduct 180-Day Performance Appraisal with employee, providing detailed feedback on their achievements, identifying any development areas and support measures to assist employee with attaining the goals within the established timeframes.
- ___ Send the signed 180- Day Performance Appraisal to the Office of Human Resources.
- ___ Facilitate any additional trainings necessary for the employee to support success.
- ___ Schedule 1-year Performance Appraisal and continue to encourage them to discuss these during the 1-1 meetings with you to keep progress on track.

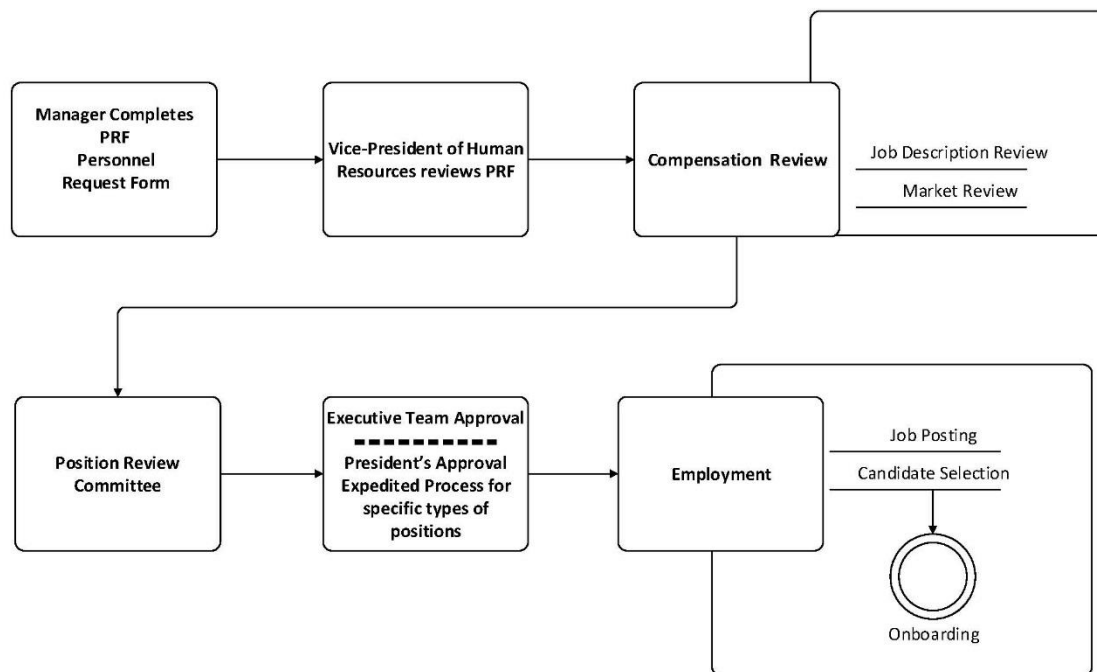
One Year Checklist

- ___ Conduct the 1-year Performance Appraisal with the employee, providing detailed feedback on their achievements, identifying any development areas and support measures to assist employee with attaining the goals within the established timeframes.
- ___ Send the signed 1-year Performance Appraisal to the Office of Human Resources.
- ___ Facilitate any additional trainings necessary for the employee to support success.

Supplemental Documents



New Hire Workflow



Process dated: 07/03/2017

What Not to Ask

Just as you cannot ask certain questions on an employment application form, you may not ask questions in the interview that would elicit that information. Your questions are best kept to those issues that are job related. This is a partial list of questions that may be considered discriminatory and should be avoided:

- Original name of an applicant
- Maiden Name
- How long have you lived at your current address?
- Do you own your home?
- Where were you born?
- Birthplace of parent's spouse
- Require both birth certificate, naturalization or baptismal records
- When were you born?
- How old are you?
- Date of high school graduation.
- Questions about religion, race, complexion of skin, or attitude about working with co-workers of different race
- Requirement of photograph
- Questions about physical characteristics (i.e. weight, height, color of hair, etc.)
- Marital status .
- Presence of children or intention of having children
- Gender
- Any medical information or questions about use of workers' compensation benefits
- Citizenship (may ask about legal right to work in the United States but this will be addressed on employment application)
- Lineage, ancestry or national origin
- Dates of military service or if receiving veteran disability pension
- Listing of clubs, societies or lodges where applicants have membership
- Do you belong to a labor union?
- Do you own a car?

While you may not ask questions about disabilities, you may ask applicants how they would perform the essential functions of the job.

Phrasing of Questions

The way in which questions are phrased is very important. The following are examples of acceptable and unacceptable interview questions. The first question is unacceptable and the second one is acceptable.

1. No: Are you a US citizen?
Yes: Are you lawfully employable in the United States either by virtue of citizenship or by having authorization from the INS and the Labor Department?
2. No: How old are you?
Yes: Are you over the age of eighteen?
3. No: Do you have children? What are your child care arrangements?
Questions about family status are not job related and should not be asked.
4. No: What clubs or organizations do you belong to?
Yes: What professional or trade groups do you belong to that you consider relevant to your ability to perform this job?
5. No: Have you ever filed a workers' compensation claim?
You may not ask this question or any related question during pre-offer stage.
6. No: What disabilities do you have?
Yes: Are you able to perform the essential functions of the job to which you are applying? (Be sure to tell the applicant what the essential functions are)
7. No: When did you graduate from high school?
Yes: What schools have you attended?
8. No: What is your maiden name?
Yes: Have you ever been known by another name? (Only ask this question if you need to contact a former employer, because a legal liability may exist if an applicant claims that you were trying to determine her ethnic background and consequently didn't hire her because of it.)
9. No: Do you smoke?
Yes: Our smoking policy is such.... Can you adhere to it? (Be aware of any state laws that relate to smoking. Some states prohibit an employer from excluding applicants for off the job smoking.)
10. No: Do you have any medical conditions that we should be aware of?
There is no acceptable way to inquire about any other medical condition.

Sample Interview Questions

1. Why are you applying for this position and how did you hear about the opening?
2. Why do you feel you are qualified for this position?
3. What do you consider your major strengths and weaknesses?
4. Generally, what do you feel should be expected of an employee?
5. What do you feel are important characteristics for a supervisor and how closely do you feel you should be supervised?
6. Describe any projects and/or special assignments you have worked on that your contributions were recognized by your supervisor.
7. Do you prefer working alone or in groups?
8. Where do you see yourself in five years? .
9. What are some of the reasons that are prompting you to consider leaving your present job?
10. What things frustrate you the most? How do you usually cope with them?
11. When you have been told, or discovered for yourself, a problem in your job performance, can you give me an example and how did you recover?
12. Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.
13. Tell me about a time when you were working with someone who wasn't pulling their weight, and they had a different value system than yours. How did you deal with this person?
14. Can you describe for me a difficult obstacle you have had to overcome or decision you had to make? How did you handle it? How do you feel this experience affected your personality or ability?
15. What is important to you in an organization? What things do you look for in an organization?