SEARCH COMMITTEE GUIDELINES

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Table of Contents

I. When do you need a committee? ................................................................. 3
II. Choosing the committee: ........................................................................ 4
III. Role of the committee ......................................................................... 5
IV. Advertising Guidelines ........................................................................ 6
V. Determine selection devices ................................................................. 8
VI. Planning the interview ........................................................................ 10
VII. Conducting the Interview ................................................................. 10
VIII. Documentation .................................................................................. 14
IX. Making the recommendation ............................................................. 14
X. Making the offer ................................................................................ 15
XI. Non-selected applicants .................................................................... 16
XII. Sample Forms ................................................................................ 17
Introduction

These guidelines are prepared for the benefit of committees involved in a very critical process: the recruitment and selection of faculty and administrative staff at Sweet Briar College. Even if you have served on search committees before, we encourage you to read through the guidelines before you begin your next selection process, to ensure that you are familiar with legal requirements, and that the hiring process proceeds as smoothly as possible.

The guidelines refer to a “hiring authority”. Generally, for academic departments the hiring authority is the Dean of the College and for administrative departments it is the department head. For the most part, these guidelines are intended to serve as guidance for full-time faculty and administrative positions at the level of department head or above. However, much of this information is pertinent to recruitment for any position.

I. When do you need a committee?

Positions are generally filled in one of two ways:

1) The hiring authority may hire the employee directly, with little or no external input
2) A search or selection committee may be involved in the selection process

Pro's and con's of using a search committee:

<table>
<thead>
<tr>
<th>Pro's</th>
<th>Con's</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allows for input from large number of</td>
<td>Takes considerably longer due to number</td>
</tr>
<tr>
<td>constituents</td>
<td>of people involved in process</td>
</tr>
<tr>
<td>Likely to be more thorough than a single</td>
<td>Can become political; factions may develop</td>
</tr>
<tr>
<td>person</td>
<td></td>
</tr>
<tr>
<td>Allows candidate to see a wider view of</td>
<td>May not come to consensus</td>
</tr>
<tr>
<td>the college</td>
<td></td>
</tr>
</tbody>
</table>

Usually a search committee is called for when the position will be responsible to a variety of constituents, when interdepartmental cooperation is essential, or when the expertise from peers or subject experts is required. Search committees are typically used for tenure-track faculty, dean, executive and senior staff positions reporting to the president, vice president, or dean, and for many department head positions. In some instances, a search committee may also be appropriate for highly specialized positions or those with a high level of public exposure.
A committee is usually not called for where the position is clearly responsible only to a single individual, or where most of the contacts are internal. Even when a search committee is not called for, the hiring authority may choose to have others involved in meeting with or interviewing applicants. For example, an applicant for a secretarial position may meet with other secretaries in the department; however, that is not considered a search committee. As we will use the term here, a search committee is specifically charged with some portion or portions of the selection process, including designing recruitment strategies, selecting applicants to interview, interviewing, contacting references, and making recommendations for hire.

(Please note that anyone who interviews an applicant, whether they are part of the search committee or not, should be provided with specific guidance regarding legal interviewing practices).

II. Choosing the committee:

The hiring authority should make the appointment of search committee members as soon as possible after a position vacancy is announced. In selecting the committee, you may want to include representatives from the following groups:

- Clients/users of services
- Peers and colleagues within the same department or discipline
- Important stakeholders
- Subject experts to assess knowledge, technical skills, etc.

In determining membership on the committee, the hiring authority may want to consider who will be significantly impacted by the position and include a representative member from that group. The committee chair should hold a position at the same or higher level than the vacant position. At least one member of the committee should be very familiar with the position (i.e., a committee of individuals who all work outside of the department may not be able to respond effectively to specific questions about the position). It is critical that the hiring authority clearly detail the time requirements for the committee and the duties of the committee members.

**Diversity:**
Wherever possible the committee should include a diversity of perspectives, backgrounds, and demographic make-up (age, race, gender, etc.)

**Size:**
Committees are most effective if they are limited to three to seven members. The size is determined based on the level of the position to be filled as well as number of diverse constituencies that should be included. An odd number simplifies voting procedures.

**Hiring authority:**
Opinions vary as to whether the hiring authority should serve on the committee. In some cases the answer is yes, because the person who will ultimately be responsible for the process will want to retain some level of involvement and control. However, in some cases due to time constraints or other commitments, it is not possible for the dean, president or other official to participate in every interview. There may also be concern that the hiring authority will dominate the committee. In such situations the role of the committee should be clearly defined, so that there is common understanding as to who makes which decisions.

**Human Resources representation:**
A representative from the Human Resources staff may be included on the committee, as either a voting or non-voting member.
III. Role of the committee

Once it is determined that a committee is needed, the hiring authority should develop a specific charge to the committee in order to clarify the exact role of the committee and other important considerations. The formal charge to the committee should include the following:

- The position to be filled
- The tasks and role of the committee in the search
- The scope of the search (e.g., internal, local, national)
- The deadline for receiving recommendations from the committee
- Guidelines for interview questions
- Confidentiality

In addition, the hiring authority will want to include a copy of the job description and position announcement, the essential and preferred criteria for selection, preferred number of finalist candidates to interview, a copy of these Search Committee Guidelines, and specific directions for ranking candidates.

Advertising:

If the committee will be responsible for advertising, they should be provided with a budget.

Authority:

In most cases the hiring authority will want to retain the ability to make the final decision, since he/she will need to be able to negotiate the hiring package, and will need flexibility should the top candidate not work out. Although it is nice if a committee can come to consensus, this is not always realistic, and establishing this expectation can create significant delays. Nevertheless, there are times when the preservation of internal harmony is more important than quickly filling a position.

Chair:

Usually this should be someone who is at least a peer of the vacant position, or who has considerable knowledge about the position. The chair will generally be responsible for maintaining the schedule, calling meetings, and keeping things on track, so strong organizational skills are needed. The chair should also have a good background in hiring practices, equal opportunity, and the College hiring process.

Deadline/timetable:

Any important dates should be noted. This includes not only the date by which the position must be filled, but also any interim dates or events that may interfere.
Duties:

Sample duties of the Committee Member and the Committee Chair are as follows:

Committee Chair Duties:
- Serve as liaison between the committee and the hiring authority
- Schedule and coordinate all meetings
- Ensure that proper records and meeting minutes are kept
- Correspond with semifinalists
- Coordinate administrative and logistical support
- Serve as lead host for candidates on campus
- Perform all duties of regular committee member and other duties as requested by hiring authority

Committee Member Duties:
- Help identify and contact potential applicants
- Attend all scheduled meetings and review materials prior to meetings
- Screen applicants
- Participate in the interview process
- Check references
- Other duties as assigned by chairperson, e.g., assist with hosting candidates while on campus

Job Descriptions/Salary Ranges:

The hiring authority should provide the committee with an updated job description, and if applicable, with the salary range and/or budget available for salary.

Travel:

If applicants may be coming from out of town, the committee should be informed of any budgetary constraints concerning travel expenses. In most cases applicants should be reimbursed for travel expenses; however, occasionally the candidate may offer to pay a portion of the expense, or the applicant may be given a maximum dollar amount for the reimbursement. The committee should be certain these arrangements are clear before the interview. Payment of reimbursable expenses is the responsibility of the hiring department. Local travel is usually not reimbursed.

IV. Advertising Guidelines

Administrative/Staff

All regular (non-temporary) positions should be posted internally within the Sweet Briar community for at least five days. To post a job, the department head or his/her designee should contact Human Resources and provide the following information:

- Title of position
- Closing date for receipt of applications
- Location and/or contact name for submission of resumes or applications
• Other information you would like contained in the posting (Typically this will include the qualifications stated in the job description, but may also include information such as work hours, specific skills desired, working conditions, etc.)

The Human Resources department will post a written copy of the opening on the bulletin board outside of the Human Resources office on the first floor of Fletcher and send out an e-mail notice to the college community. Human Resources will post all positions on the website http://sbc.edu/jobs. Please note that all job postings automatically drop off the web site after 99 days. If your search goes beyond this timeframe, please advise Human Resources in order to re-post the position. In addition to the above information, the internal posting for staff positions will include the salary grade level for the position, and whether the position is new, a replacement, or created through a reallocation of funds.

Please note that all staff positions must be approved through the requisition process before the posting may be authorized. Requisition forms are available from the Human Resources Department. Additionally, the staff replacement policy states that all jobs will be held vacant for four weeks after the department discontinues any payments to the employee, such as vacation pay. The “Authorized Hire Date” shown on the campus Position Announcement reflects this date.

Faculty

Faculty positions are not required to be posted internally. Faculty openings will be posted on the Job Postings website http://sbc.edu/jobs by the Dean’s Office. Please note that all job postings automatically drop off the web site after 99 days. If your search goes beyond this timeframe, please advise the Dean’s Office in order to re-post the position. The procedures for advertising full-time faculty positions are described in the Faculty Governance Manual (Section IV, Appointments – B. 1). The procedures for advertising part-time and adjunct faculty positions will vary depending on specific disciplinary practices and market conditions. Although national advertising is not required before filling a position, the position opening should be publicized in order to ensure equal opportunity. The Dean of the College must approve a specific advertising plan before initiating the hiring process.

Please note that if a deadline date is included in an advertisement or posting, the date should be honored throughout the process. Late applications should not be considered unless the position is reposted with a new date, so that every applicant is allowed equal consideration. Please refer to the full text of the Advertising Guidelines (available from Human Resources) for additional information regarding legal requirements of posting and advertising.

Newspaper Advertising

Newspapers generally offer two types of ads, column and display. Column ads are less expensive, and also less eye-catching, but are quicker and easier to place. Display ads can include the college logo, and will generally stand out more, but are more costly.

Human Resources will place ads on behalf of departments provided that sufficient notice is provided. Column ads should be received in Human Resources no later than Thursday afternoon prior to Sunday publication. Display ads typically have an earlier deadline.

Costs for advertising can vary according to the length of the ad, size of the newspaper, and days of publication. Individual departments are responsible for budgeting for and paying for employment advertisements. For hourly and clerical positions, advertising locally (Amherst, Nelson, and/or Lynchburg) is usually sufficient. If you are seeking to fill a position that requires previous experience in higher education, then it makes sense to look at higher education
locations: Charlottesville, Lynchburg, Richmond, Roanoke may be lucrative spots to advertise. You may want to consider advertising in the larger Virginia cities, as well as in professional periodicals or websites if it is likely that a candidate would relocate for the position. If additional information is required, please check with Human Resources for the entire Advertising Guidelines.

V. Determine selection devices

Initial Screening:

The initial screening process is one of the most important responsibilities of the search committee. It begins with the analysis of the resume, curriculum vitae, or publications to ensure that the applicants have all of the qualifications specified in the ad or announcement. Since each member of the search committee brings a different perspective and will notice different things in the resume or CV, it is advisable to have more than one committee member screen the applications. If applications are “weeded out” through this process, the committee should be prepared to identify what qualifications were absent, or why the application was rejected. Applications from individuals who do not meet all of the required qualifications may not be considered. (Applicants who are missing “preferred” qualifications may be considered). If the applicant pool is insufficient, the committee should decide whether to continue to advertise, or re-post the job with lesser qualifications.

The original resume or CV should not be written on, since it becomes a part of the employee’s permanent file (if hired) or the application file, and could be subject to legal review or subpoena.

Extreme care must be taken in evaluation of personal attributes. No bias on the basis of race, natural origin, citizenship, religion, gender, sexual orientation, disability, age, or other protected classification should be allowed to enter into this evaluation. While most search committee members will not be intentionally biased, it is easy to make assumptions or comments that might appear discriminatory or have an unintentional adverse impact. The easiest way to ensure objectivity is to have clear set of qualifications, and to apply them as consistently as possible.

Telephone Interviews:

During the initial screening process, the search committee may wish to conduct a telephone interview with a selected group of the candidates. It is important that this be scheduled in advance to allow the candidate to set aside time for the interview. It is inappropriate to call a candidate on the spur of the moment and request an interview. The committee chair may want to make the initial call to schedule the interview, so that he/she can confirm interest in the position, the applicant’s salary requirements, etc.

Some tips on telephone interviews include:

- Schedule a call of no more than one hour
- Review candidate's resume, etc.
- Prepare standard questions to ask all interviewees
- Determine the order in which the interviewers will ask questions
- Test speakerphone and teleconferencing equipment and procedures ahead of time
**Screening Matrix:**

A screening matrix can help the search committee quickly verify the required qualifications of each candidate. The checklist should reflect the qualifications specified in the classified ad or position announcement. The following is an example of a classified ad and a corresponding checklist:

**Career Center Director**

Position available for an experienced professional to manage the Career Center. Master's degree in higher education, student personnel administration, or business required. Doctorate preferred. A minimum of five years' experience in career development and employer relations is required. Budget and staff management experience required. Knowledge of business and industry employment issues desired.

**Screening Matrix:**

<table>
<thead>
<tr>
<th>Name</th>
<th>Requirements</th>
<th>Budget management experience</th>
<th>Staff management experience</th>
<th>Knowledge of business and industry employment issues (Desired)</th>
<th>Advance candidate to the next round of screening</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sam Smith</td>
<td>Master's degree or Ph.D. (Preferred) in relevant field</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Patti Jones</td>
<td>Ph.D. Psychology</td>
<td>Uncertain: confirm in phone interview</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Fred Johnson</td>
<td>M. Ed. Counseling</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No (no staff mgmt experience)</td>
</tr>
</tbody>
</table>
VI. Planning the Interview

Prior to the interview, the committee chair should ensure that arrangements are made for both the meetings themselves and for any additional arrangements. Some items to consider:

- Will the candidate be traveling from out of town? If so, confirm how expenses will be handled, provide directions if necessary.
- Make inn/hotel reservations, if necessary
- Does the candidate need transportation from a hotel or airport? If so, will someone pick him/her up, or will a rental car or taxi be used?
- Who needs to meet with the applicant? Will he/she meet with individuals or groups of people.
- Who will have meals with the candidate?
- Include time for a tour of the campus and facilities
- If the candidate may be relocating, consider including time for a tour of the area

The candidate’s visit to the College should be balanced so as to not have several back-to-back interviews. The applicant will need time to rest and regroup between meetings.

Once the general schedule has been determined, the committee should prepare a list of questions in advance so that each candidate is asked similar questions. This will help to ensure that the same type of information is gathered from each candidate on skill levels and capabilities, and will help to decrease the possibility of inequitable treatment.

It is also beneficial to prepare a Welcome Package, usually mailed to the candidate in advance. This will provide a consistent and professional message. A sample welcome package for candidates might include the itinerary, names and titles of individuals he/she will meet, benefits summary (available at http://www.hr.sbc.edu/forms/), Sweet Briar College and/or departmental brochure, a map of the campus, and information about the local community.

VII. Conducting the Interview

The Committee Chair should first introduce committee members. He/She should describe the format of the interview to help make the candidate comfortable. The interview should be a conversation, rather than an interrogation; however, in general each interview should follow a similar format.

The following are sample questions:

- What has brought you to this point in your career? What attracts you to Sweet Briar College?
- What are the most significant accomplishments in your career thus far?
- What is your teaching philosophy?
- What are the biggest failures you’ve had during your career? What have you done to make sure they won’t occur again?
- What aspects of your present position do you most enjoy? Least enjoy?
- What are your personal career goals?
- Describe the most difficult classroom situation you have encountered. How did you handle it?
• What kind of people do you most enjoy working with?
• What are your “hot buttons”? What types of things tend to frustrate or aggravate you?
• Explain how you manage your time and organize your work. What have been your greatest organizational challenges?
• Have you ever fired anyone? Why? How did you come to that decision?
• How do you motivate others?
• Describe a conflict you have encountered at work, and how you dealt with it?
• How would your coworkers, colleagues and/or supervisor describe you?
• What concerns you most about this position?
• What do you think most uniquely qualifies you for this position?

Remember to ask open-ended questions and let the applicant do most of the talking. Questions should be related to the specific qualifications for the job. Often the most effective type of question is a behavioral question; that is, one that asks the candidate to consider and describe his or her behavior in a particular situation. A behavioral question (such as “please tell us about a time when you made a mistake at work?”) is often a better predictor of the candidate’s future performance than is a theoretical question ( “what do you think you would do if you made a mistake?”).

There are questions that an employer or representative of an employer cannot ask during an interview. These questions generally relate to an applicant’s race, color, religion, age, sexual orientation, gender, national origin, or disability. Candidates may believe that whatever you ask in an interview or anything that you talk about in an interview must be both important and possibly a basis for decision-making on your part. For that reason, great care must be taken to assure that all communications with an applicant be friendly but strictly professional, and should not stray into any prohibited area.

Questions about the applicant’s family, childcare arrangements, or plans for future retirement may not be intended as discriminatory, but can provide information that implies bias or illegal discrimination. Similarly, in some cases certain characteristics related to appearance (such as excessive weight, or style of hair or dress) may be related to a protected category so should not be a factor in the decision, if the applicant is otherwise qualified. Any questions of this nature should be brought to the Director of Human Resources.

If an applicant is qualified to perform the essential functions of a job, but will need some type of accommodation in order to do so, they should be fully considered for the position. They may be excluded from consideration only if the accommodation would be so significant that it would not be reasonable. Any questions or concerns of this nature should be brought to the attention of the Director of Human Resources, before the applicant is rejected.

The following chart will assist you in determining what is an appropriate vs. an inappropriate question.
<table>
<thead>
<tr>
<th>Subject</th>
<th>You may ask:</th>
<th>You should not ask:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>If state child protective and safety laws apply, you may ask if the applicant is over that minimum age.</td>
<td>No other questions or inquires should be asked.</td>
</tr>
<tr>
<td>Birthplace</td>
<td></td>
<td>About applicant’s birthplace or the birthplace of spouse, parents, or other relatives.</td>
</tr>
<tr>
<td>Citizenship</td>
<td>Can you, after you are hired, verify your legal right to work in the United States?</td>
<td>Are you a U.S. citizen? In what country do you have citizenship? Are you a naturalized U.S. citizen? When did you become a citizen?</td>
</tr>
<tr>
<td>Criminal history</td>
<td>Were you ever convicted of a felony? (This question can be asked only if the inquiry is job related and there is a significant business necessity.)</td>
<td>Were you ever arrested? If so, when, where, and what was the disposition? How many traffic tickets have you received? Were you ever convicted of a non-felony?</td>
</tr>
<tr>
<td>Disability / handicap</td>
<td>Here are the job requirements of the position. Do you know of any reason why you cannot perform all the essential functions of the job with or without reasonable accommodations?</td>
<td>Do you have a disability? Have you ever been treated for the following diseases…? How many days were you out sick last year? What prescription drugs are you taking?</td>
</tr>
<tr>
<td>Education</td>
<td>About academic, vocational, or professional education or public or private schools attended.</td>
<td>Did your parents pay for your education? Did they help you pay for your education? Are your parents college graduates?</td>
</tr>
<tr>
<td>Experience</td>
<td>About applicant’s work history, experiences, strengths, and weaknesses, and about any relevant unpaid/volunteer experience.</td>
<td></td>
</tr>
<tr>
<td>Language</td>
<td>What foreign languages do you read fluently? Write fluently? Speak fluently? Do you speak and write English fluently? (Ask only if job related.)</td>
<td>How did you learn to speak (foreign language)? Do you speak (foreign language)? How did you acquire the ability to speak (foreign language)?</td>
</tr>
<tr>
<td>Marital status</td>
<td></td>
<td>About marital status, living arrangements, spouse’s occupation, children, or child care arrangements</td>
</tr>
<tr>
<td>Military experience</td>
<td>It is advisable to use military experience as work experience only.</td>
<td>General questions about the applicant’s military experiences. Did you receive anything other than an honorable discharge? Are you currently on reserve status?</td>
</tr>
<tr>
<td>Name</td>
<td>Have you changed your name? What is your maiden name? Have you worked under another name?</td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>National origin</td>
<td>About lineage, ancestry, national origin, descent, parentage, nationality, or nationality of parents or spouse.</td>
<td></td>
</tr>
<tr>
<td>Organizations</td>
<td>Are you a member of any professional organization that is relevant to the position for which you are applying About the clubs, societies, and organizations of which the applicant is a member.</td>
<td></td>
</tr>
<tr>
<td>Photograph</td>
<td>An applicant may not be asked to affix a photograph to an application or a resume at any time before actual employment.</td>
<td></td>
</tr>
<tr>
<td>Race or color</td>
<td>Anything, including about complexion or color of skin</td>
<td></td>
</tr>
<tr>
<td>Relatives</td>
<td>Do you have any relatives employed by this college? Names, addresses, ages, number, or other information on children or other relatives not employed by the college.</td>
<td></td>
</tr>
<tr>
<td>Religion or creed</td>
<td>Here are the time and work requirements of the position. Apart from religious observations, is there any reason that you cannot meet these requirements? About religious denomination, religious affiliation, church, synagogue, parish, pastor, rabbi, or religious holidays observed.</td>
<td></td>
</tr>
<tr>
<td>Sex</td>
<td>No questions or inquiries are permitted.</td>
<td></td>
</tr>
<tr>
<td>Children</td>
<td>Questions about plans to have children, childcare arrangements</td>
<td></td>
</tr>
</tbody>
</table>

**Common Interview Mistakes and Their Consequences:**

- Not remaining silent or listening long enough. Failing to let the applicant do most of the talking.
- Not allowing sufficient time to observe the applicant’s responses and behavior.
- Unawareness of or inability to deal directly with biases for or against certain types of applicants (stereotyping).
- Allowing one characteristic or trait of an applicant to be overly influential (either favorably or unfavorably).
- Making a decision on the basis of intuition or first impression instead of on the basis of qualifications.
- Comparing an applicant’s life with one’s own life.
- Failing to control or direct the interview.
- Asking questions easily answered by a simple “yes” or “no”.
- Making judgmental or leading statements.
Presentations:

The search committee may ask that the candidate make a presentation. However, all applicants at the same stage of consideration must be treated similarly. That is, it is not acceptable to ask one of two finalists to make a presentation, and not ask the other. The committee should also ensure that the circumstances surrounding the presentations are as similar as possible, to ensure that candidates are treated equitably.

The purpose of a presentation is to determine how well the candidate expresses himself or herself, interacts with the audience, and demonstrates mastery of a particular subject. When evaluating presentations, consider the following questions:

- Was the presenter professional and well prepared?
- Was the learning objective clear?
- How did the presenter attempt to establish rapport with the audience?
- How did the presenter demonstrate mastery of his/her subject?
- Was the subject matter presented in an effective manner? How?
- Were handouts or other learning aides useful? Were they used effectively?
- How were questions handled?
- How did the presenter engage the audience and hold its attention?
- Did the presentation start and end on time?
- What did you learn from the presentation that was worthwhile?

VIII. Documentation

During the interview, observe any nonverbal behavior. It is acceptable to take notes, but be careful to describe the specific behavior, and not just the impact it had or feeling it created. For example, rather than noting, “the candidate appeared nervous” a better note is “the candidate tapped her fingers on the table repeatedly and chewed on a pencil, which made her appear nervous”. An interview worksheet should be used to assist in the actual selection of a candidate. (See Sample Forms section.)

Ask the candidate if you can check references and ensure that the committee members have all pertinent information in order to check references. It is wise to confirm that the individuals listed are professional references, who can validate the candidate’s qualifications or past performance, and are not just personal friends or colleagues. (See Sample Forms section.)

IX. Making the recommendation

The final recommendation is made only after consideration of all internal applicants and completion of reference checks. The recommendation is made based on the initial direction provided by the hiring authority to the committee. It can recommend one candidate or rank all the semi-finalists. Under normal circumstances, the final decision is left to the hiring authority. No one outside of the hiring process should be notified of the recommendation.
If a candidate does not accept the offer of employment, the search committee may be asked to recommend another candidate. It also may be asked to extend or reopen a search if a satisfactory pool of applicants is not available. The committee may want to look at the position, the recruiting techniques, or selection methods if the search has to be extended or reopened. It is recommended that the committee chair discuss alternatives with the Director of Human Resources. If the job qualifications are adjusted, the position may need to be re-posted.

X. Making the offer

When making the job offer, it is the responsibility of the hiring authority to ensure that the salary offered is within the appropriate salary range. Every staff job is assigned a salary range, with a minimum, midpoint, and maximum. The hiring authority should ensure that the start date coincides with the authorized hire date as detailed on the job posting. If the offer is being extended to an internal candidate for a staff position, the salary offer should be confirmed with the Director of Human Resources, to ensure that it is not subject to the Lateral Transfer policy.

Initially, the hiring authority should make a verbal job offer. However, once accepted, a formal offer letter should be sent to the candidate. This letter is to be returned to the College with the candidate’s signature of acceptance. Additional information that may be disclosed at this point would be performance review schedules, a departmental orientation packet and College New Hire Orientation schedule. A copy of the offer letter and resume should be forwarded to the Benefits Coordinator in Human Resources to be placed in the employee’s permanent record. Once the offer has been accepted, it is the hiring authority’s responsibility to complete a Human Resources Payroll Data Form (see Sample Forms section). This document should be sent to The Benefits Coordinator as soon as possible once the position has been accepted. For staff positions, the original signed letter should also be returned to the Benefits Coordinator in Human Resources.

In most cases for salaried staff the beginning of employment should be the first of the month, in order to coincide with benefits and payroll cycles. New faculty will be paid their full annual salary divided either by 11 months or by 12, depending on when they complete new hire paperwork. Staff salaries are generally divided by twelve months, and are paid on a monthly basis. Salary for staff on less than a full 12-month basis should be discussed in detail with the Director of Human Resources prior to extending the offer.

Employment Authorization
If any type of work authorization or visa is necessary, it is the hiring authority’s responsibility to ensure that proper documentation is obtained prior to the employee’s official start date. Federal law requires that all employees provide documentation upon hire of their eligibility to work in the United States.

Relocation and Housing
If relocation is part of the offer made available by the hiring authority, it will be necessary to communicate the College’s Moving Policy to the candidate. It should be carefully reviewed by the hiring authority in conjunction with the department head to ensure that what is offered falls within the policy. The policy is outlined in the Benefits and Policies Manual.

If campus housing is a consideration, requests for or inquiries about housing should be addressed to the Physical Plant Department. Some unfurnished housing on campus is available for rent by faculty and staff. It is important to remember that on-campus housing is limited. The Housing Committee assigns all College-owned housing on the basis of need, rank, and length of service.
Contractual Issues

Virginia is an “employment-at-will” state. Consequently, an employer may generally terminate an employment relationship at any time and for any reason that is not discriminatory. While it is customary to send an offer letter to candidates and require an acceptance signature, for most positions the offer letter does not constitute a contract between the College and the employee: therefore, the term “contract” should not be used to refer to the offer. It simply provides a formal letter of acceptance of the position, start date, and salary. If the job offer does refer to a finite term, the college may have an obligation to employ the individual throughout the term, even in the event of gross misconduct or malfeasance. Therefore, extreme care should be taken to ensure that the hiring authority is not making a commitment that he/she is not prepared to uphold.

If the hiring authority does intend to create a contract, it is advisable to speak first to the Director of Human Resources, and to legal counsel.

XI. Non-selected applicants

After the position has been filled, it is the responsibility of the committee to follow-up with interviewed candidates in writing to inform them of the status of the search. See Sample Forms section.

Employment law requires that the College retain applications and all documentation for all candidates for at least one year after the completion of each search. These records can be maintained within hiring department, or in the Human Resources Department files.
Sample Offer Letter

Dear ___________________: 

I am pleased to formally offer you the position of ______________ with Sweet Briar College commencing ______________. Your salary will be $______ per year, with salary to be evaluated annually. This is a (full-time/part-time) (faculty/administrative staff) position. 

[If the position is for a specific period of time (usually faculty) include]: This position is for the period ______ through ______. Your employment is subject to the terms and conditions of the Faculty Governance manual and/or Benefits and Policies Manual as appropriate. _____ days will be provided by either party in the event of non-renewal or termination of this agreement, except for termination for cause. 

As is custom, please sign and return the attached copy of this letter to indicate your acceptance of this position. Upon your formal acceptance, please contact Ms. Pat James, Benefits Coordinator, at (434) 381-6323 to schedule a time to meet with her after your arrival. You will be required to complete an I-9 form and provide documentation of eligibility to work in the U.S. [if applicable] she will discuss fringe benefits and assist you in enrollment in the appropriate plans. A summary of the benefits for which you are eligible is enclosed. 

All of us at Sweet Briar are looking forward to working with you, and having you become part of our community. If you have any questions, please feel free to call me. 

Sincerely, 

_________________________________ 

_________________________    _____________  
Signature of Acceptance          Date 

---
Sample Rejection Letter

Dear ______________________:

Thank you for submitting your resume for the position of <Job Title> at Sweet Briar College. We have reviewed it, and given careful consideration to your qualifications and experience. [Optional, if interviewed: We enjoyed meeting you and discussing your interests and background.]

Unfortunately, I must inform you that we have selected another applicant for the position. If you are interested in other employment opportunities at the College, we encourage you to refer to our website at http://www.hr.sbc.edu/jobs.

Again, we appreciate your interest in Sweet Briar College, and wish you the best of luck.

Sincerely,
Sample Phone Interview Follow-Up

Dear ________________________:

Thank you for taking the time to speak with us last week about our current position opening for a <position title>. The purpose of this letter is to provide you with an update on our selection process.

As a result of our phone interviews, we have identified a number of candidates who meet the basic qualifications for the position, and have asked a couple who appear to have the most relevant skills and experience to meet with us. Although yours was not among this initial group, this does not mean that your application has been excluded from consideration. We are still interested in your candidacy, and appreciate your patience as we work through this process. We expect that we will be able to determine by mid-May whether we will interview additional applicants, and will notify you at that time. In the interim, if your availability or interest in the position changes, please let me know.

Sincerely,
Sample Reference Check Form

Applicant name__________________________________ Position applying for: ______________________

Name of person contacted __________________________ Phone: __________________

Conducted by: ____________________________________ Date: __________________

Provide the above information to the reference, (e.g. “Jane Doe is applying to us for the position of Director, and has given me your name as a reference. Is this a good time to talk?”) Be certain to introduce yourself as well.

1. Can you tell me how you know (the applicant)? What was his/her position?

2. What were his/her responsibilities there?

3. How would you describe the applicant’s strengths and weaknesses?

4. Describe the position at Sweet Briar, and ask the reference based on what you have told them, do you feel this would be a good fit for the candidate?

5. What concerns would they have about the applicant fitting into this position?

6. If applicable, how would you describe the applicant’s

   Managerial skills? _______________________________________________________________
   Teaching or presentation skills? ___________________________________________________
   Interpersonal skills? _____________________________________________________________
   Analytical skills? _______________________________________________________________
   Technical knowledge? __________________________________________________________
   Ability to work independently or as part of a team? ________________________________
   Initiative? ___________________________________________________________________
   Creativity? ___________________________________________________________________
   Other? ________________________________________________________________________

7. Can you tell me why he/she left that position? When did he/she leave?

8. If you were to suggest to (the applicant) one area that he/she should work on or develop, what would that be?

9. Other questions pertinent to the position or relevant to concerns expressed by interviewers:
INTERVIEW WORKSHEET

Applicant name: ___________________ Date: __________________

Position Interviewed For: ________________________________

Please list qualifications for this position (as indicated on job description) in left-hand column. In the right-hand column, please indicate how this applicant’s qualifications match those required for the position.

<table>
<thead>
<tr>
<th>Job Qualifications</th>
<th>Applicant’s Qualifications</th>
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Please comment on the applicant’s qualifications or behavior in general terms (e.g. responsiveness to questions, professionalism – including communication and appearance, eye contact and body language, interest in the position, career goals, etc). Include any pertinent remarks the candidate made in the interview that are relevant to the position.

___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

Key Strength: _____________________________________________________________

Concern or Weaknesses:
1. Applicant does not meet qualifications
2. Uncertain whether applicant meets qualifications.
3. Applicant meets required qualifications.
4. Applicant exceeds required qualifications.

Recommendations: ___________________________________________________________

___________________________________________________________________________

Signature of Interviewer:_______________________________________________________
SEARCH COMMITTEE TIMELINES/RESPONSIBILITY:

Position: Date:

Committee Chair:

Committee Members:

<table>
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<tr>
<th>Procedure</th>
<th>Responsibility</th>
<th>Date:</th>
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<tbody>
<tr>
<td>Post position</td>
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<tr>
<td>Advertise position</td>
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<tr>
<td>Search committee identified</td>
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<tr>
<td>Selection criteria developed</td>
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<tr>
<td>Application deadline</td>
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<tr>
<td>Begin review of applications</td>
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<tr>
<td>Determine semi-finalists</td>
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<tr>
<td>Schedule interviews</td>
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<tr>
<td>Conduct reference check</td>
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<tr>
<td>Submit recommendations to hiring authority</td>
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<td>Make offer</td>
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<td>Send offer letter</td>
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<td>Complete hiring paperwork</td>
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<td>Notify unsuccessful candidates</td>
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CONFIDENTIALITY AGREEMENT

I understand that as a member of the search and screening committee, I will receive information on applicants that is confidential. I hereby agree to keep such information private and not to disclose the name of applicants or any other information about an applicant, unless authorized to do so by the chair of the search committee when the applicant becomes a semi-finalist or finalist.

_______________________________________  _________________________
Search Committee Member     Date
SWEET BRIAR COLLEGE  
HUMAN RESOURCES / PAYROLL DATA RECORD

<table>
<thead>
<tr>
<th>NAME</th>
<th>SSN</th>
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<tr>
<th>JOB TITLE</th>
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<tr>
<th>EFFECTIVE DATE</th>
<th>END DATE (IF APPLICABLE)</th>
<th>DEPT</th>
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<tr>
<th>INDEX or ORG CODE</th>
<th>FULL TIME</th>
<th>PART TIME</th>
<th>TEMPORARY/on-call</th>
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Scheduled to work - ________ hours per week ________ weeks per month ________ months per year

- [ ] New Hire
- [ ] Transfer
- [ ] Termination
- [ ] Pay Change - Reason:  
  - salary increase/decrease
  - work hours/FTE
  - leave with pay
  - leave without pay

- Annual Salary $__________________
- Hourly Wage $__________________
- From $_________ to $_________ per _______
- Additional Pay $____________
  - Stipend
  - Honorarium
  - One-time pay
  - Grant
  - Art
  - Non-Grant Funding
  - Other:
- Comments:___________________________________________________________

- [ ] Place on paid FMLA Leave (employee using sick/vacation time)
- [ ] Place on unpaid FMLA Leave (leave balance exhausted)
- Return to work from FMLA Leave – Date __________________
- End date on FMLA (if known) ____________________________
- [ ] Place on paid Worker’s Comp (employee using sick time)
- [ ] Place on unpaid Worker’s Comp (sick leave exhausted)
- Return to work from Worker’s Comp Leave – Date __________________

Complete the following for terminating employees:

- Last day actually worked __________________
- Final payment to include:
  - Regular Pay through ________________(date)
  - Additional vacation hours to be paid ___________
  - Severance Pay (if any): __________________
  - Reason for Termination:  
    - regular termination
    - retirement
    - end of position
  - Mail last paycheck to:  ______________________________________________________________________
  - Mail W-2 form to:  _________________________________________________________________________

- Other changes: (address, status, etc) ______________________________________________________________
- Outstanding A/R Amount:  ________________________________________________________
- Department Head Signature:______________________________________________________________
  - Date ____________________________

HR USE ONLY:

- [ ] HR DIRECTOR
- [ ] BENEFITS COORDINATOR
- [ ] PAYROLL COORDINATOR
- [ ] HR COORDINATOR
- [ ] PRESIDENT
- [ ] NBAJOBS
- [ ] PPAIDEN
- [ ] PEAEMPL
- [ ] PDABDSU
- [ ] PEAREVW
- [ ] POSN # ____________
Instructions

The attached form must be utilized for the following Human Resources/Payroll functions:

- New hires
- Interdepartmental transfers
- Terminations
- Any salary changes (excluding the traditional July 1 changes)
- Any situations involving additional pay (stipends, honorariums, grants, etc.)
- FMLA Leave (with and without pay)
- Worker’s Comp (with and without pay)

Please complete the form as outlined below:

Section # 1:

(For new employees, complete all of Section # 1. For current employees, complete only name, SSN, effective date, and any other data that is changing – the required areas are shaded).

- Name
- Social Security Number (this is especially critical with the Banner system)
- Job Title (this must be an existing job title or the department head will need to submit a New Position/Position Change Request form to Human Resources)
- Effective Date
- Department
- Org Code – six digit number-- or departmental INDEX
- Full-Time / Part-Time / Temporary Part-Time – All employees are in one of these three categories. Full-time: at least 1000 hours per year and the position must be continuing. Part-time: less than 1000 hours per year but the position is continuing. Temporary part-time: less than 1000 hours, either short-term, seasonal, or on-call staff.
- Scheduled to work – this is primarily for part-time and temporary part-time positions. Not necessary for full-time positions.

Section # 2:

- Reason that the form is being submitted.
- Detailed salary/additional pay information. It will be necessary for you to identify the reasons for all additional pay. Please include any special instructions regarding number of pays, if applicable. (for example, is it to be paid in 2 or 3 monthly installments).
- FMLA and Worker’s Comp leave. It is important to show if the employee is on paid or unpaid leave. Remember, for FMLA, an employee must first use their sick/vacation time and then may continue on FMLA leave (without pay) for the remainder of the leave (up to 12 weeks). Please note the anticipated date of return, if known. Contact the Benefits Office regarding Worker’s Comp leave.

Section # 3:

- Complete this section for all terminated employees. Unused vacation to be paid should be listed separately, NOT included in the regular pay. In most cases the last day worked is the last date to be paid (exclusive of vacation).

Section # 4:

- General information such as address changes, name changes, etc.
- Authorized departmental signature.

Section # 5:

- Reserved for Human Resources use only.