Hiring Future Oles

A Recruitment Guidebook

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From Opening to Onboarding

Introduction

This guide is designed to assist supervisors in finding and hiring the best employee for their position vacancy. It provides information and processes associated with the full recruiting cycle, from the time an employee gives notice to onboarding a new hire. The recruitment process can be time consuming and laborious but hiring the right employee is well worth the effort and time spent. Hiring a less qualified candidate may lead to performance problems, a decline in department morale, and the potential need to reopen the search process costing time and money to recruit, select and train another new employee. Questions about employment policies and procedures should be directed to Human Resources (HR). The Hiring Manager's Checklist is designed to be used alongside this guide.

Job Opening

Employee notice

When an employee gives notice, their resignation letter should be forwarded to HR who will then send a resignation checklist to the outgoing employee with the supervisor on copy.

Assess the position

An employee resignation creates an opportunity to think about what is needed in the department/division and if structural changes need to happen. The hiring manager should consult with their supervisor to review the vacancy need and opportunities for improvement or greater efficiency.

Job Posting

Revise job description

If it is determined that the current vacancy will be filled, the hiring manager revises the job description and sends to HR.

Take the necessary time to accurately revise the job description. The impact of the job description goes beyond just the application process. The job description serves as a tool for hiring, orientation, managing performance, professional development, recognition, compensation, and workers compensation.

The details in a job description assist in attracting a diverse and broad range of qualified candidates. Requirements that are too rigid or narrowly defined may unnecessarily exclude some qualified candidates from serious consideration.

Refer to the Guide to Writing Job Descriptions for job description ideas and templates.

Approve job requisition

The hiring manager needs to speak with HR to discuss the position, job description changes (especially regarding FTE, work schedule, etc.), compensation, time frame, advertising, search committee, and processes.

HR revises the job description, adds the job to HireTouch (the applicant tracking system) and routes the job posting for approval.

Refer to Hire Touch Help for assistance with approving job descriptions.

Advertise the position

Job postings are advertised on the college's Employment Opportunities page on the HR webpage. St. Olaf College is an equal opportunity employer. External job openings must be posted on the St. Olaf employment webpage for a minimum of 14 days, while internal job openings must be posted for a minimum of 7 days.

Hiring managers and search committees are encouraged to use listservs and networks for job advertisements. Whenever possible, enlist the campus community in efforts to market the position. Encourage members of underrepresented groups who are familiar with the college to identify and nominate potential candidates. HR will post vacancies via internal communications, the college's website, and outside sources.

If the same job was posted within the last 60 days, the approved job requisition does not need to be advertised either internally or externally if viable candidates from the previous search pool are still available. HR will determine if the posting needs to be advertised.

Interview Preparation

Form search committee

The use of search committees is required for all positions. A typical search committee is comprised of 3-5 individuals for whom the position vacancy has impact. Generally, committee members will not include the outgoing employee or employees who will report to the position.

The committee should include individuals with different expertise and perspectives; all should have a commitment to diversity.

Inform HR of search committee member selection. HR will provide access to HireTouch to search committee members.

Train search committee members and additional interviewers

It is important that all search committee members and anyone else who may be interviewing candidates fully understands the magnitude of conducting legal, confidential, consistent, non-biased, and thorough interviews. Take the time to review interviewing information with all parties well in advance.

Bias

ALL search committee members and anyone else who may be interviewing candidates MUST review the 12 Cognitive Biases.

Human bias comes in a variety of forms. These biases may be implicit and lead to judging people according to unconscious stereotypes. During the hiring process, it is important to be aware of the following potential biases:

- *Sourcing bias*: If you rely exclusively on the same social networks, or on your same connections, you risk ruling out the best, most diverse talent, simply by not reaching it.
- *Qualification bias:* The most qualified candidate isn't always the most capable of doing the job. Prizing schooling, or even the prestige of previous employers, limits the diversity of your hires.
- *Interview bias:* Without a solid framework for guidance, it's easy to unwittingly discourage a candidate from accepting a position by asking culturally insensitive and potentially illegal questions that delve beyond their ability to do the job.
- *Assessment bias:* As with interview questions, it's crucial that any assessments you use during candidate selection target job-specific skills and don't unfairly impact one protected class over another.

Do NOT search candidates' social media profiles as this can be a source of bias.

Legal questions

Refer to Interview Questions to Avoid for the differences between illegal and permissible interview questions. All those involved in the hiring process should be familiar with the interview questions. Consistently asking each candidate the same set of predetermined of questions can help prevent allegations of discrimination as a result of an interview question.

Consistency

Consistency is important. Ask all candidates the same set of questions and take notes on their responses. This provides a good baseline for comparison among candidates and reduces legal risk if the hiring decision is challenged by a candidate alleging differential treatment.

If you desire further clarification regarding an answer that was provided, it is okay to delve deeper. Examples include:

- What did you do?
- What did you think about or want?
- When did this happen?
- Who was involved?
- What was your contribution?
- What was the result or outcome?

Confidentiality

We do not want to compromise a candidate's standing at their current place of employment and ask all employees privy to information about candidates to maintain this information in confidence. Observe the following confidentiality practices:

- Do not discuss or share candidate materials to anyone outside of the search process.
- Do not reach out to friends or colleagues to discuss any of the candidates.
- Do not state any of the candidates' names on social media.

Notetaking

It is important to take notes during the interview. Notes serve two purposes. They help capture the content of the interview versus relying on memory, and they reduce legal risk if the hiring decision is challenged by a candidate alleging differential treatment.

Notes should reflect what the candidate says, rather than how they said it. Record concrete observations. Do not record evaluations, like "sociable" or "difficult". Do not make notes during the interview regarding physical/mental characteristics of the applicant.

Candidates sometimes volunteer information that employers may not lawfully consider in evaluating someone for a position. Examples: "I have two children, and we're expecting another" or "My spouse is disabled." Do not follow up on this information even though the applicant brought it to your attention. Do not write this information down. Nod, or say something neutral, and move right on to your next prepared question.

All search-related materials (i.e. interview notes, rubrics, references, etc.) must be sent to HR for safekeeping. Application materials submitted through HireTouch will be retained electronically within the application software.

Interviews may NOT be recorded.

Security

- Job searches are handled through HireTouch, the applicant tracking system. Applicant material can be easily viewed in HireTouch and the option exists to download application materials as PDF or Excel documents. Caution must be taken when downloading data from the system, since the data is then saved onto your computer or tablet. Do not store the confidential data on your computer, tablet, thumb drive, etc.
- All communication, electronic or hard copy, is discoverable evidence and must be legal and appropriate.
- E-mail documentation can be scrutinized and easily misconstrued. Be careful regarding the mode of communication used to communicate about candidates. Do NOT create any electronic documents or send any emails comparing candidates. ALL communication comparing candidates should be conversations done in person or via phone.
- Do NOT leave voicemails comparing candidates as voicemails are transmitted electronically.
- Do NOT forward any information to an e-mail account outside of St. Olaf, including a personal e-mail account. This includes resumes, cover letters, and any other candidate information.

- Rule of thumb: if it is locatable, it is admissible in court. Be very cautious when taking notes.
- After the hire is complete, the hiring manager collects all documentation by all interviewers and sends to HR for safekeeping.

Using HireTouch

See [HireTouch Help]() document for directions on using the applicant tracking system.

Determine the interview format

Goal of the initial interview:
- Determine if a candidate has the necessary technical skills and confirm they meet the requirements.

Goal of the on-campus interview:
- Determine if a candidate has the necessary soft/employability skills and will be a good match for the position.

Interview format options:
- Initial video/phone interview (either with the hiring manager or the hiring manager and search committee members to narrow down the list of candidates for on-campus interviews)
- On-campus interview
- Group or panel interview
- Multi-interviewer approach, e.g., immediate supervisor interviews the candidate one-on-one followed by a 3-5 member panel interview of peers

Develop interview questions

- Ask effective and legal questions. A good question is job-related, focused on past behavior, and open ended.
- Prioritize the list of the most important job qualities and functions that are critical to the position.
- Prepare interview questions designed to assess the candidate's relevant experience, knowledge, skills, and abilities.

If only one interview will be held, be sure to ask both technical and behavioral questions. If two interviews will be held (video/phone and on-campus), the first interview should focus more on technical skills questions to determine if the person can do the job. The second interview should focus more on behavioral questions.

Past performance is one of the best predictors of future performance. The most effective questions to ask a candidate are behavioral based questions which require the candidate to describe specific situations, actions and outcomes from their past experiences. Your role as the interviewer is to "dig down" and ask probing questions, always with the goal of trying to get at *"what did you do?"*

College Required Interview Questions

See Interview Questions Guide for college required interview questions and more examples for job specific questions.

The following topics must be asked of every candidate:

- Why are they interested in the job and why are they considering leaving their current employer
- Previous work experience and reasons for leaving these jobs
- Minimum of 1 diversity question
- Technical skills, examples of what they've done using those skills, and the most advanced functions utilized

Legal questions

Refer to Interview Questions to Avoid for the differences between illegal and permissible interview questions. Consistently asking each candidate the same set of predetermined of questions can help prevent allegations of discrimination as a result of an interview question.

Send the finalized list of interview questions to HR for review a minimum of one week before interviews begin.

Develop rubric

Develop a list of selection criteria and a process for rating candidate applications before beginning the application review process.

Use the Video/Phone Interview Evaluation for the first round of interviews, and the Candidate Interview Evaluation form for on-campus interviews. If there will be only round of interviews, simply use the Candidate Interview Evaluation form.

Rating candidate applications can be as simple as using exceptional, above average, average, satisfactory, and unsatisfactory. Sample criteria for a rating scale can be found in the Candidate Interview Evaluation Rubric.

The selection criteria must be directly related to the job duties and knowledge, skills, and abilities (KSA) outlined in the job description. Modify accordingly. Additional criteria ideas for the Candidate Interview Evaluation form can be found in the Additional Candidate Interview Evaluation Topics form.

Screen Applicants

All persons interested in an open position must apply directly online via HireTouch. After a candidate successfully completes their application, they will receive an automatically generated email from HireTouch stating that their application has been submitted.

The hiring manager is responsible for reviewing all of the candidates and their application materials. Search committee members are granted access to HireTouch but can only read resumes and cover letters.

Consistency in the screening of all applicants is essential. Selection of candidates to be interviewed must be based on the nature of the position and qualifications of applicants.

When reviewing application materials, look for these “red flags”:

- Mistakes, discrepancies, and typos—application materials that have typos, grammatical errors, and poor formatting demonstrate a lack of attention to detail
- Vague language—ambiguous wording, such as “familiar with” or “participated in”, could imply the candidate didn’t actually work on the project and only assisted in some way
- Jobs with short tenure—frequent job hopping could indicate poor relationships and quick burn out; while it’s important not to discount a candidate for job-hopping, it’s also important to inquire about these moves during the interviews

St. Olaf does not have an affirmative action plan for staff hires, but we are committed to diversity.

A great employee is more than simply qualified; they also add to the college’s culture. The traditional mindset when hiring has been to look for someone to fit into the culture that already exists. A more inclusive mindset is thinking about who will add to the culture. Seek out candidates with a high level of cultural sensitivity, whatever their own background. Selecting candidates with a history of being culturally sensitive can help actively foster a more inclusive environment.

St. Olaf employees with excellent work performance who meet the qualifications of the open positions should be reviewed for promotional opportunities.

You may utilize the Pre-interview Candidate Assessment Tool for screening candidates.

Review applications

Determine which candidates will be interviewed. All must meet the minimum requirements of the job description. In the event that the applicant pool of qualified candidates is minimal, contact HR to determine if the job description should be revised.

Immigration status assistance policy

On the application, look at the question “Are you legally authorized to work in the United States?” If a candidate is not authorized to work in the US, we cannot consider them. If you believe they may have accidentally checked the wrong box, email the candidate and ask them.

Review the question "Will you now or in the future require sponsorship for employment visa status? (e.g. H1B visa status)." St. Olaf does NOT sponsor foreign nationals for H-1B visas for staff. If a candidate checked the "yes" box, we cannot consider them. If you believe they may have accidentally checked the wrong box, email the candidate and ask them.

Consensual relations policy

St. Olaf College's consensual relations policy in the [Staff Handbook] prohibits romantic or sexual relations between faculty or staff and any student enrolled at the college.

Look at the question regarding the college's consensual relations policy on the first page of the application to confirm that they have checked "I am not involved with a student and I understand the college policy." If they checked "I am involved with a student," then we cannot consider them. If you believe they may have accidentally checked the wrong box, email the candidate and ask them.

Additionally, this is a good policy to cover before extending an offer to a recent graduate.

Confirm salary and benefits

HR determines the pay grade for each position, which in turn determines the wage range. The hiring manager is responsible for confirming that the selected candidates are either within or agreeable to the wage range.

If the desired salary question of the application states negotiable, lists a wide wage range, or is higher than the college wage range, communicate electronically with the applicant to inform them of the anticipated wage range and to verify whether they are still interested in pursuing the opportunity.

Be honest about salary. If the position is not budgeted for as much money as a candidate desires, tell them up front. Do not insinuate that you can convince Finance and HR to increase the budget because of their superior skills. Pay equity is important across the college. The candidate should be comfortable with the range discussed, and should not be surprised when they receive their offer of employment.

See Applicant Communication Templates document for templates.

Internal candidates

- Staff who apply for internal positions are considered "applicants" rather than employees and are entitled to the same rights of privacy and confidentiality as other applicants. The search committee and HR will hold application information in confidence. Evaluate internal and external candidates consistently on the same criteria.
- An internal candidate is required to inform their current manager of their application before an interview takes place.
- Employees are eligible to apply for a posted position after 12 months of continuous employment with the college. A staff member whose most recent performance evaluation was poor, or who has a written warning or other disciplinary action on file in the prior six months, is not eligible to apply for a different position. This does not apply to an employee applying to change shifts for the same position.

- There is no guarantee of an interview for internal applicants; however, the hiring manager is advised to contact the internal applicant directly in the event they are not selected for an interview.
- Before offering the position to an internal candidate, the hiring manager must check an internal reference with the employee's current supervisor to verify performance, skills, attendance, and other factors related to the employee's employment.
- If an internal candidate is hired, the current and new managers will work out a transfer schedule that accommodates both departments' needs.

Notify applicants not selected for interview

If there is an applicant that will definitely not be interviewed, please release/inform them in a timely manner.

To send an auto-generated email through HireTouch to applicants not being interviewed:
- Find the correct job title in HireTouch and then view the applicant list.
- Check the box to the left of the candidate name(s).
- Go to the drop down menu in the bottom left corner titled "Bulk Actions."
- Under "Change Status", click on "Decline—No Interview/sends email."

See HireTouch Help for further clarification.

Schedule Interviews

Determine the interview schedule based upon search committee availability. Ensure enough time is allotted before and after the interviews for preparation, candidate rating, discussion, and/or to prevent candidate overlap.

Interviews should ideally be scheduled within days of each other (versus 1 week apart) to ensure each candidate is fresh in the minds of the search committee. Candidates should be given itineraries ahead of time.

The hiring manager is responsible for scheduling interviews.

Video/Phone interviews

Applicants selected for the video/phone interview will speak with the hiring manager and/or search committee members.

If the search committee and not just the hiring manger is conducting first round interviews, book a conference room, which has the required audio and video equipment. Verify that all equipment works and test for audio and video quality beforehand.

How to conduct Google Meet interviews:

The college uses Google Meet to conduct video interviews. Google provides a helpful guide for scheduling and starting a video meeting.

When creating the invite, select "advanced options" and click "make it a video call." The candidate and other interviewers' names can be added to the invite. On the day of the interview, go to the calendar link and click "join meeting." The candidate will click the link in their email to join the meeting.

On-campus interviews

Ordinarily, 2-3 finalists for each position should be brought to campus for an interview. Candidates selected for on-campus interviews will meet with the hiring manager, search committee members, other department staff members, and potentially the Vice President. It is ideal to coordinate schedules so that candidates only need to come to campus once for the interviews, though some positions may require two visits to campus. HR does not meet with candidates when they are on campus interviewing. HR will have a phone interview with the top candidate at a later time.

To be equitable, each candidate should have the same interview experience. If Candidates A and B spend 2 hours on campus and have a tour, then candidate C should have the same schedule. Templates found in the Applicant Communication Templates document may be used for scheduling phone/video interviews and inviting candidates to campus for interviews.

Travel reimbursement

Consult with HR before any travel expenses are incurred for non-local candidates. HR must have a conversation with non-local candidates BEFORE any travel arrangements are made in order to confirm interest, competing offers, salary, etc.

HR may reimburse recruitment expenses for job candidates in accordance with the Travel and Mean Expense Reimbursement Policy, which can be found in the Travel and Meal Expense Reimbursement Policy. This policy is subject to change.

Generally, travel expense reimbursement is available for up to 1 non-local candidate per open position, if they are the #1 or #2 candidate. For hard to fill positions, recruiting expense reimbursement may be available for 2 candidates per open position; however, the hiring department will need to pay for one of the candidates' expenses.

Interviews

All interviewers should arrive early and prepared. The hiring manager provides interviewers in advance with the resumes, cover letters, job description, Interview Questions Guide, Interview Questions to Avoid, Cognitive Biases, Candidate Interview Evaluation Rubric, Video/Phone Interview Evaluation, etc. in advance.

If technical issues arise before or during the video interview, call the candidate and transition to a phone interview. Contact IT for further technical assistance.

Set the tone

Set a relaxed atmosphere for the candidate. Start with an icebreaker about the weather, etc., or offer the candidate water/coffee. Have all interviewers introduce themselves and state their title and relationship to the open position.

Provide the candidate with an overview of the interview format. For instance, tell the candidate that a series of questions will be asked, time will be allowed at the end for the candidate to ask questions, and the interviewers will be taking notes.

Provide a brief description of the job and any special requirements (e.g., travel, weekend work, overtime, etc.).

Reasons for leaving and employment gaps

Ask about applicants' reasons for leaving current and past jobs. Look for this information on the application and discuss this during the initial interview.

If the reason for leaving is listed as "fired" or "will explain," dig deeper for details. It is important to understand why they are leaving their current job and why they left their past jobs. "New opportunity" is not a good reason. Probe and find out the real reason.

Ask about gaps in employment.

Interviewer must do's

Stick to the script of pre-approved interview questions. Probe for additional information and/or inquire with relevant follow-up questions about what a candidate said. However, do not ask additional non-relevant questions as all candidates must be asked the same questions.

Show respect for the candidate at all times. Remember the 80/20 rule – candidates should talk 80% of the time, and interviewers should talk no more than 20% of the time. Listen carefully to what the candidate says, respond when necessary, and always maintain control of the interview.

Allow silence so the applicant can gather their thoughts. If it appears that the candidate is challenged by a question, ask the question in a different way so that they better understand what is being asked.

Keep track of time. If you need to speed up an interview because the candidate is spending too much time answering questions:
- Let the candidate know that the interview is running behind and you're concerned about getting through all of the questions.
- Start a question with, "In 5 minutes or less, tell us about…"

The interview is as much for discerning attitude as it is aptitude.

Closing the interview

Give the candidate 15 minutes at the end of the on-campus interview to ask questions. If you are asked a question that you don't know how to answer, either refer the candidate to HR, or state that you are unsure and that you will need to get the answer and follow up with them.

Pay attention to the types of questions a candidate asks during the interview. Have they done their homework and visited our website prior to the interview? Complex questions versus simple questions which can be answered by visiting our website indicate initiative, resourcefulness, and an effort to learn about the college. A good question from a candidate may yield as much information as a good answer.

Sell St. Olaf as an employer of choice by sharing positive experiences. Interviewing is a two-way street. While we are interviewing candidates to determine if they will be a good match for our employment needs, candidates are looking at St. Olaf and trying to visualize themselves working at the college. We need to do everything we can to answer questions and address concerns.

Inform candidates of the next steps in the process and the expected timeframe.

Thank the candidate for coming to the on-campus interview, and if time permits, provide a quick tour of the office. Escort applicants out of the office (or to their next appointment) and confirm they know how to get back to where they parked.

No matter how interested you are in a candidate, do not offer them the job in the interview.

Immediately following each interview while the information is still fresh in mind, all interviewers should use the Video/Phone Interview Evaluation for phone/video interviews and the Candidate Interview Evaluation Form for on-campus interviews as a tool to fairly and objectively assess candidates. These forms work best if completed individually by each interviewer and then the results are discussed as a group.

All selection decisions should be based on facts and information, and not just a gut feeling about a candidate, as the friendliest person may not be most qualified for the job.

Determine top candidate

If others, outside of the search committee, were involved in the interview process, the hiring manager gathers feedback from those individuals.

The search committee discusses candidates and determines if they are qualified for the position and how they either fit in or add to the department/college culture.

If ratings vary greatly, interviewers should discuss their reasons, resolve any major differences and then use judgment for the final evaluation. The department manager and their supervisor are the ones who make the decision as to who will be offered the job.

If the final 2 candidates are very competitive, then references for both candidates should be checked. Obtain the reference information needed from the candidates. Ensure they have given permission to contact present or past immediate supervisors.

Decide if there is a suitable candidate and make a recommendation to the appropriate higher level management. Once their approval has been received, contact HR to discuss the top candidate.

If there are any questions or concerns throughout the process, discuss with HR.

Utilize the [Reference Check Form] when talking with a candidate's references.

Job Offer

HR discussion and interview

HR will have a phone interview with the top candidate to discuss their interest level, benefits, compensation, the job description, contingencies, etc.

HR determines the appropriate wage rate to offer, based on the applicant's qualifications and relevant experience. This determination is done after conducting a review of similar positions in the department and other employees in the same pay grade across the college. Consideration is given to the candidate's relevant work experience, internal equity, and the salary budget for the position.

Check references

To ensure that individuals who join St. Olaf are highly qualified and have a strong potential to be productive and successful, it is the policy of the college to check the employment references of all future hires. Reference checks can shed invaluable light on past—and likely future—behavior; therefore, it is important to do a complete and thorough check.

The hiring manager must always secure permission from the candidate before contacting their references. Candidates are required to provide the names, titles, and contact information for a minimum of 3 professional references, with at least 2 of them having supervised the candidate's work. The more supervisor references obtained the better.

Utilize the [Reference Check Form] when talking with a candidate's references.

Due diligence will be necessary in following up on any questionable areas references may indicate.

If you receive a less than satisfactory reference on a potential new hire, probe the reference for more information. Contact HR to discuss.

If the reference is unwilling to provide information, even as an off-the-record personal reference, this is a red flag. At times, the reference check can be as much about what wasn't said as what was said.

Offer process

Once the offer is approved and compensation is determined, HR gives the hiring manager the go ahead to extend a verbal offer. An offer may be extended while reference checks are still in progress. The hiring manager extends the verbal offer of employment and informs the candidate that the offer is contingent upon satisfactory results from background and reference checks, (and position specific, potentially a pre-employment physical or credit check).

Background screening

ALL positions require a background screening. HR will order the screening, and candidates will receive an email directly from OrangeTree, St. Olaf's background check vendor. The length of time the check takes to complete varies as it is dependent upon where the candidate has lived during the past 7 years. Some states/counties are slow to report results, and international countries take up to 4 weeks to finalize.

A motor vehicle report (MVR) is required for those who may potentially operate college vehicles or drive for their job.

In addition to the regular background check, finger printing and/or a Kari Koskinen check is required for anyone with a master key.

Once screening is complete, HR will inform the hiring manager.

Start date

Determine the start date. Candidate should NOT give notice until after all contingencies have been completed.

Offer letter

HR will send an offer letter via email to the prospective new hire, which will confirm salary information, start date, benefits orientation and new hire paperwork schedule, and, if appropriate, relocation reimbursement information. The hiring manager will receive an electronic copy.

The candidate will need to accept the position by replying–all to the official offer letter email in a timely fashion.

Notify candidates not selected

After the candidate has officially accepted the offer letter email and the background, references, and other contingencies have been successfully completed, the hiring manager needs to promptly notify the candidates who were not selected for the position.

Offer NO FEEDBACK to any candidate, including internal candidates. If asked by an applicant for feedback on their application or interview, please state the following:

Thank you for the time you invested in your application. Unfortunately, we are constrained by College policy from offering specific feedback on applications. We appreciate your interest in employment opportunities with St. Olaf College.

The hiring manager contacts all interviewed candidates who were not selected, to notify them that the position was filled and to thank them for their interest in St. Olaf. For strong candidates, current employees, and alum who have interviewed, it may be best to call them versus sending an email that another candidate was selected. See Applicant Communication Templates document for email templates.

Follow HireTouch Help for how to move candidates through the workflow in HireTouch. The hiring manager releases all candidates not interviewed via Hire Touch, and they will receive an auto generated email that the position was filled.

Relocation reimbursement

Candidates (grade G and higher, head coaches, and executives) may potentially be able to have a portion of their moving expenses reimbursed. For information on relocation reimbursement, please review St. Olaf College Moving Expense Reimbursement Policy. This policy is subject to change.

Onboarding

Managers should refer to both the New Employee Onboarding Checklist (Supervisor & New Hire versions) to ensure that all supervisor and employee tasks are complete.

Pre-boarding

All employees must visit the Human Resources office on or before their start date to complete an Employment Eligibility Verification form (I-9). Federal law requires that any person employed by the college must complete an I-9 within the first three days of employment. The employee must provide appropriate, original documentation for review and verification to HR. Failure to provide the proper documents may delay the start of employment or be cause for termination.

The offer letter will state the date and time that the new hire paperwork benefits orientation will be held. Add this information to both the new hire’s and supervisor’s calendar.

First day and beyond

Make the first day welcoming and meaningful.

Engage with the new hire by checking in with them on a regular basis. Ensure they complete the Onboarding Checklist and attend the benefits orientation listed in their offer letter.

Adjust the schedule for the first two weeks as needed.

Best practice suggests that new employees should be assigned a "department mentor" to help them navigate the complexities of a new position at a new organization.

Employee engagement

Employees who are engaged are emotionally committed to the college and its goals, meaning they genuinely care about their job and go above and beyond the call of duty. Engaged employees are happier and are more productive and innovative, while also being less likely to leave their job. Employee engagement involves helping your employees feel appreciated, see their work as valued, and feel connected to their team. Supervisors should lead by example in order to create a positive work environment and promote individual growth.

Effective ways to engage employees

- Communicate clearly. When there is a definite connection between an employee's work/purpose and the business strategy, a line of sight is created that gives them a reason to come to work and put in their best effort. Being open and acknowledging the dedication of your employees, makes their work more fulfilling.
- Coach rather than manage. Leadership is about building connections and inspiring people to want to follow you.
- Establish clear performance metrics and hold the employee accountable
- Check in regularly with employees about performance. Leverage Individual Development Plans and performance reviews to gain insights into employees' goals and aspirations.
- Create growth opportunities. If employees feel trusted and believe that their work is valued, they will naturally feel more inclined to do their job well. Help your employees develop and incorporate their personal growth into your overarching organization goals.
- Celebrate employees and recognize them for a job well done. Employees who receive recognition are 7 times more likely to stay with the college. Recognition can be as simple as writing an employee a message on their birthday or work anniversary, taking the time to say "thank you" for a job well done, or sending them a handwritten note.

If a manager doesn't regularly sit down and have conversations with employees, they miss the whole opportunity to find out if employees are getting what they need from the college.

Recognizing the warning signs that an employee might leave

While a certain amount of turnover is inevitable and may even be desirable, no manager wants to be blindsided by a valued employee's decision to leave. Minimize the surprise factor by learning to read and respond to the warning signs:

- Decreased work productivity
- Acting less like a team player
- Doing the minimum amount of work more frequently
- Less interested in pleasing their manager
- Negative change in attitude
- Less focused on job related matters
- Expressed dissatisfaction with their current job and/or supervisor more than usual
- Leaving early from work more frequently
- Lost enthusiasm for the mission of the organization
- Less interest in working with customers

Other Potential Hiring Situations

Temporary employees

Hiring an individual into a temporary position is subject to the same regulations and laws as hiring regular employees. However, often due to the time demands and the ad hoc nature of temporary assignments, the appointment of temporary persons without a search is permitted. Hiring managers should contact HR for assistance in hiring temporary employees. St. Olaf utilizes an outside staffing agency. Temporary employees are employees of the staffing agency, not employees of St. Olaf College.

Employing St. Olaf College retirees

Provisions of federal law govern the employment of persons who retire from an organization and then return to the same organization as an employee. Before making a hiring decision involving a St. Olaf College retiree, HR should be consulted. Retirees may work for the college as a temporary employee who is employed through the staffing agency.

Hiring employees into a second position at the college

Employees of the college may serve in more than one position with the approval of HR. This approval must occur prior to any agreements being made with the employee. The following considerations must be addressed:

- FTE and schedule
- Classification of both positions—an employee cannot be both exempt and non-exempt at the same time
- Effect on overtime and benefits
- Determination of which position is primary employment status

Employees are required to inform their current supervisor prior to beginning work in a second job at the college so issues regarding work schedules and overtime pay may be explored.

Employment of family members

The college has no prohibition against hiring relatives of existing employees but understands that employment of relatives in the same area of the college may impact departmental functioning. To minimize any potential issues with regard to relatives working together, family members are prohibited from having supervisory responsibilities for another family member including making recommendations or decisions affecting the appointment, retention, tenure, work assignments, promotion, demotion, or salary. Family is defined as spouse, domestic partner, civil union partner, grandparent, parent, sibling, child, step-child, niece, nephew, aunt, uncle, mother-in-law, father-in-law, step-parent, step-sibling, step-aunt, step-uncle, step-niece, and step-nephew.

HR will make the determination of whether good faith recruitment efforts have been exhausted before hiring same family members in the same department/division.

Financial policies specifically prohibit requests for reimbursement by one relative from being approved by another relative.