



SUPERVISORS GUIDE TO EMPLOYMENT POLICIES AND PROCEDURES

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NORTH CAROLINA WESLEYAN COLLEGE /April 2016



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Appointment/Hiring Procedures Policy

Originated: 11/01/2001

Revisions: 07/14/2011; 04/19/2016

For any new or replacement position at North Carolina Wesleyan College, the following procedures should be followed.

1. Contact the Director of Human Resources for coordination and guidance of the hiring procedures and process.
2. Create/ review/revise the staff position description (including appropriate job title, responsibilities, and qualifications). Send an electronic copy of the position description to the Director of Human Resources for review and approval.
3. Write a brief paragraph outlining a recruitment plan. Included in the plan will be when and where to advertise.
4. Draft a short advertisement to be reviewed by the Director of Human Resources. All job advertisements should be ended with “North Carolina Wesleyan College is equal opportunity employer”.
5. Determine what is believed to be the required hiring salary range for the position by consulting with Director of Human Resources. The Vice President of Finance and President will need to be consulted if salary range is to be increased from what has been budgeted.
6. Complete a Faculty or Staff Position Authorization Form and route through appropriate channels for approval. All required documents (position description, advertisement, and recruitment plan) must be attached to the form in order to be given consideration. This form may be initiated by anyone in a supervisory position.
7. Once the Authorization Form has been approved, the position will be advertised according to the recruitment plan. All staff openings should be posted internally and/or on the College’s website for at least one week unless the position was filled by an internal or reassigned employee.
8. Select a committee to review resumes and to interview applicants (recommended, but optional).
9. Check references of your top choices.
10. Advise the appropriate Vice President or President of your selection.
11. Provide the Director of Human Resources with the name and necessary information (date of birth, social security number) to conduct a criminal background check.
12. Extend a verbal offer to the chosen candidate.
13. Complete an Employee Change Notice (ECN) and route through channels for signatures.
14. Prepare an appointment letter to be mailed or signed in person. All appointment letters should be issued under signature of the appropriate Vice President or their designee.
15. All paperwork (authorization form, employee change notice, signed appointment letter) should be complete prior to the new employees first day of employment and sent to the Human Resources office.

Employee Exit Procedures

1. Notify Human Resources as soon as possible to provide a last day of employment.
2. Request a letter of resignation if employee is leaving on their own accord or has been given the option to resign.
3. Prepare an employee change notice to document the employees last day. A copy of the resignation letter should be attached.
4. The supervisor should have the employee update their used vacation and confirm with the Human Resources office if there are any unused vacation days that the employee should receive compensation.
5. Have the employee contact the Human Resources office to go over final pay and benefits, COBRA, change of address (if applicable), and the return any College property (keys, College credit card, laptop, cell phone, copier button, etc.) If the employee does not contact the Human Resources office prior to their last day of employment, the Human Resources office will make arrangements to schedule a meeting.
6. The Human Resources office will notify the Information Technology (IT) department by email of the departing employee and provide a final day of employment for computer access and email to be discontinued. Additionally, the finance office will receive the same email to collect or cancel any College credit card that may have been given to the employee.
7. The final pay for an employee will be issued on the pay period that falls on or after the employee's last day of employment. The final pay advice or check will be mailed to the individual.
8. Return of College property should be left with the immediate supervisor or their designee, or returned to the appropriate department from where it was originally received (IT, Finance, Maintenance, etc.). In the event items are left with Human Resources, those items will sent to the appropriate areas from whence they originated (keys – Maintenance; laptop or cell phone – IT; AmEx card – Finance).
9. Once the employee has received their final pay, they will be inactivated from the Jenzabar system.

Progressive Disciplinary Action

Dealing with unfavorable personnel actions, behavior, or performance is never an easy or pleasant task. Open communication is vital to working through problems and hopefully finding a solution that will result in a positive outcome. The following are some suggested tips and/or guidelines for following a pattern of progressive disciplinary action with the ultimate goal of restoring the employee behavior or performance to a satisfactory level. Every situation is unique and each case is different, so some discretion and flexibility is expected.

- I. Verbal Communication/Warning
 1. Arrange a one-on-one meeting with the employee to specifically address the areas that you have concerns.
 2. Be specific. Make sure the employee understands what your concerns are and why you have them.
 3. Offer support and suggestions on how to make improvements.
 4. Try to create an action plan that will possibly get the employee back on track.
 5. Follow up weekly, monthly, or within a reasonable amount of time to determine progress and provide feedback to be sure the employee is on track.
 6. Document for your records the date and context of your meeting(s) with your employee.

- II. Written Warning
 1. If unacceptable performance or behavior continues, and verbal warnings or communication is not producing any improvements or results, then the level of action should escalate to a formal written warning.
 2. The written warning should specifically address areas of behavior, performance, or attitude that is not acceptable or satisfactory.
 3. The letter should document what the expected change or corrective action should be.
 4. A time schedule should also be included to give the employee a time frame in which improvements are to be expected.
 5. The letter should also impress upon the employee that the unsatisfactory performance or behavior is jeopardizing their position with the College and failure to improve could result in loss of job.
 6. Document. A copy of the letter should be signed by both the supervisor and the employee. Copies should be made for the employee and Director of Human Resources (to be placed in the personnel file).

- III. Termination
 1. Termination of an employee should be the last alternative.
 2. If termination is the only course of action remaining to take, it should not come at a surprise to the employee.
 3. Notify the Director of Human Resources as soon as possible as to the decision to terminate the employee. A coordinated effort can be made to inform security, notify the IT, and for talking through the process.

4. In delivering the decision to the employee, the Vice President and/or immediate supervisor should arrange a time to meet privately with employee.
5. The message should be delivered as concisely, directly, and compassionately as possible, without going into a long list of reasons or details. Again, this should not be something unexpected if the above steps have been followed.
6. Depending on the circumstances, it may be advantageous to have a witness when delivering the news. Typically this will be the Vice President and the employee's immediate supervisor. In the absence of an appropriate second person, the Director of Human Resources may be asked to sit in.
7. The employee should be asked to return their keys and any College property immediately before departing the premises or to make arrangements to return the items in their possession at an agreed upon time.
8. The supervisor should return to the employees work space with the employee and allow the employee to retrieve any personal items before leaving.
9. Every effort should be made to be as discrete as possible and every effort should be made to not humiliate or degrade the terminated employee. Choosing a time when there are few or no co-workers around is an example.
10. The amount of severance pay (if any) is up to the Vice President's discretion. Typically an employee is given at least one extra pay period (approximately 2 weeks), but will vary depending on each case. Severance will include pay and benefits through the decided upon final day.
11. The Director of Human Resources will communicate to the various need-to-know departments to cut off computer access, email, credit cards, etc. and will also go over when pay and benefits will end and COBRA option with the former employee.
12. Once the employee is gone, the Vice President or immediate supervisor should arrange a meeting with the remaining staff to communicate that the individual is no longer employed by the College. This is typically done the following day after the termination has taken place. This is considered a personnel matter and specific details of what transpired should be kept confidential.

Form Definitions

1. Authorization to Initiate Staff Appointment: This form is used for the planning, approving, and communication of a new or replacement staff positions. The form will determine the job title and salary range for the open position. The form should be initiated by the immediate supervisor or Vice President, routed to the Vice President of Finance to insure the position is properly budgeted, finalized for approval by the President of the College and returned to the Director of Human Resources.
2. Authorization to Initiate Faculty Appointment: This form is used for the planning, approving, and communication of a new or replacement faculty positions. The form will determine the faculty rank and salary range for the open position. The form should be initiated by the division chair or Sr. Vice President of Academic Affairs, routed to the Vice President of Finance to insure the position is properly budgeted, finalized for approval by the President of the College and returned to the Director of Human Resources.
3. Employee Change Notice: This form is a multi-purpose personnel action form. It is used for the hiring of a new employee, change of title or salary of a current employee, and/or for documenting the termination or resignation of an employee. The form requires the signature of Vice President over the area initiating the change, the Vice President of Finance, and the President of the College. For a new hire all sections of the form should be completed and signed off on prior to the formal hire of the employee. For current or out-going employees, the form should be completed, signed for approval, and returned the Human Resources office as far in advance as possible to meet the payroll processing deadline associated with the effective date of change. If the change is for a current employee, the personal information (social security number, address, etc.) does not need to be filled in.

North Carolina Wesleyan College
Authorization to Initiate Staff Appointment

Department: _____ Job Title: _____

Proposed Start Date: _____

Position Status

1. _____ Academic year _____ Fiscal year _____ Other: _____
 (Specify)
2. _____ New _____ Reauthorized New _____ Replacement: _____
 (Incumbent)
3. _____ Full Time _____ Part time _____ Temporary*
- *Duration of appointment _____
 (Number of months or years)

Budget Information

1. Salary Range: \$ _____ to \$ _____
2. Funding Source(s): _____ College _____ Grant _____ Other _____
 (Specify)

Recruitment Information

1. Committee Membership:

2. Recruitment Area:
 _____ Internal _____ Local _____ Regional _____ National

Approvals

1. _____ Date
 Department Supervisor
2. _____ Date
 Vice President
3. _____ Date
 VP of Finance
4. _____ Date
 Director, Human Resources
5. _____ Date
 President

Required Attachments:

- _____ Full position description/announcement
- _____ Short advertisement
- _____ Recruitment Plan

North Carolina Wesleyan College Authorization to Initiate Faculty Appointment

Department: _____ Rank: _____

Proposed Start Date: _____

Position Status

1. _____ Academic year _____ Fiscal year _____ Other: _____
(Specify)
2. _____ New _____ Reauthorized New _____ Replacement: _____
(Incumbent)
3. _____ Regular _____ Temporary*
 _____ Tenure-track _____ Tenured
 *Number of years of appointment _____
(One year assumes terminal appointment)

Budget Information

2. Salary Range: \$_____ to \$_____
2. Funding Source(s): _____ College _____ Grant _____ Other _____
(Specify)

Recruitment Information

3. Committee Membership:

4. Recruitment Area:
 _____ Internal _____ Local _____ Regional _____ National

Approvals

- | | |
|--|---|
| 1. _____ Division Chair Date | 2. _____ Dean of the College Date |
| 3. _____ VP of Finance Date | 4. _____ Director, Human Resources Date |
| 5. _____ President Date | |

Required Attachments:

- _____ Full position description/announcement
- _____ Short advertisement
- _____ Recruitment Plan

North Carolina Wesleyan College
Employee Change Notice

Effective Date:

| | | | |
|-----------------------------------|-----------------------------------|--------------------------------------|--------------------------------|
| <input type="checkbox"/> NEW | <input type="checkbox"/> CHANGE | <input type="checkbox"/> RESIGNATION | <input type="checkbox"/> OTHER |
| <input type="checkbox"/> FULLTIME | <input type="checkbox"/> PARTTIME | <input type="checkbox"/> OVERLOAD | |

NAME:

SSN:

DATE OF BIRTH:

SEX:

MARITAL STATUS:

ADDRESS:

DATE HIRED:

JOB TITLE:

Mark One in Each Group:

| | | |
|----------------|------------|---------------|
| Salary Code: | Hourly | Salary |
| Salary Status: | Non-Exempt | Salary Exempt |

Salary/hourly Rate:

GL Account Charged:

Hrly Amount Budgeted:

Reason for change:

APPROVAL:

Department Head / Chair

Date

Vice President

Date

Vice President of Finance

Date

President

(Required only for amounts over \$1,000)

Date