Manager Training Program

HR Best Practices

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Overview

The purpose of the Manager Training Guide is to offer operational rules, policy information, guidelines and tools for PVARF supervisors and PI's.
While we hope this will be a helpful reference, if you have any specific questions you should direct them to PVARF Human Resources. We are here to help!

PVARF Human Resources is happy to provide assistance to principal investigators and our employees in the following areas:

- Recruitment and Hiring
- New Hire Onboarding
- Benefits Administration
- Compensation
- Diversity
- Performance Management
- Employee Communications
- Employee Relations
- Employee Leave
- Employee Separation

FAQs For Managers and Supervisors

What's the process for giving a PVARF employee a raise?
If you wish to give your employee a raise, please complete PVARF's **Status Change Form**, sign and date, then email or drop off the form to PVARF's HR. All raises MUST be approved by PVARF prior to notifying the employee. Please allow sufficient time to process your request.

What is the process for giving a PVARF employee a bonus?
If you wish to give your employee a bonus you must submit a detailed justification to the PVARF for approval. All PVARF employees who have been employed for more than 90 days are eligible to receive an award. Temporary or intermittent employees are not eligible for a bonus award. An employee may only receive one award per calendar year and may be issued up to 5% of Salary.

What is the separation process for employees who are terminating?
Please notify the PVARF Human Resources with the employee's final day of employment. A **Status Change** form should be completed with:

1. Employee Name
2. Last day of employment
3. Why the employee is terminated (e.g., project ended, employee quit, fired, etc.)
4. If the employee was fired, provide details for unemployment purposes
5. Employee's current address and home phone number

HR will provide the necessary clearance forms and instructions, and meet with the employee on or before their last day to review the status of employee benefits and conduct an exit interview.

I have a performance issue with a PVARF employee. Can HR help me?
Please contact the HR Manager to discuss any employee performance issue. Together we can work on the issue with the employee. Sometimes an employee has exterior stressors that affect performance on the job and it's usually temporary. It is very important to follow proper procedure and the HR Manager can help with that.

How do I find out how much sick or vacation leave an employee has?
PVARF HR can help you determine the sick and/or vacation leave balances for your employees. We can also provide a monthly balance sheet for you after each payroll. Contact PVARF HR for more information.

I am not familiar with FMLA leave or the other mandated leave laws. Can HR help?
Yes, PVARF HR can help with any leave questions you have either by email, phone or in person. We can help you figure out and plan for an extended employee absence. There are several leave laws that can affect your department, so if you are not sure, please contact us for clarification.

Employee time sheets – when to sign?
Each pay period employees complete their time sheet and their supervisor signs and dates it before turning it in to PVARF Human Resources. If time sheets are due and the supervisor is not available for signature, please have your employee(s) turn in their time sheet without your signature. Human Resources will have you sign and date upon your return. If there is a time discrepancy it will be documented, then corrected on the next payroll. Please be sure that both hourly and salaried employees complete a timesheet. If an employee completes a time sheet in error, payroll will require resubmission of a corrected form.

Recruiting and Hiring

Toolkit and Resources

Recruitment & Hiring Toolkit

Bringing a new employee on board at PVARF is not only critical in filling a necessary function on your team, but it is critical in setting your new team member up for success. PVARF Human Resources is here to partner with our hiring managers in making sure that we are bringing in the best and brightest candidates to PVARF as well as creating a great and engaging experience from the start.

Please contact PVARF HR to get this process started. We look forward to partnering with you in the recruitment and selection process as we grow our PVARF team!

Recruitment and Hiring Policy

PVARF's policy of equal employment is designed, and committed to, building and maintaining a diverse workforce with high standards and expectations for excellence. State and federal laws continue to require a commitment to equal employment opportunity and a workplace that is free from any form of unlawful discrimination. As an equal opportunity employer PVARF will strive to select the best qualified individuals based on job-related qualifications, regardless of such factors as race, sex, color, age, ancestry, citizenship, pregnancy, religion, national origin, marital status, parental status, sexual orientation, political affiliation, physical or mental disability or medical condition (as defined under state law), status as a disabled veteran or Vietnam-era veteran, when the individual is otherwise qualified or on any other basis prohibited by law.

This policy outlines PVARF's commitment to providing equal opportunity in all phases of employment including, but not limited to the following:
A. Recruiting and soliciting for employment
B. Hiring, placement, promotion, transfer and demotion
C. Employment training or selection for training
D. Rate of pay, compensation, and benefits
E. Termination of employment

PVARF will provide reasonable accommodation to otherwise qualified individuals with a known impairment as required by law.

This organizational commitment to equal access for employment opportunities makes it imperative that all PVARF Principal Investigators, managers and supervisors comply with both the spirit and intent of federal and state laws and government regulations that relate to discrimination in the workplace. It is the responsibility of all Principal Investigators, managers and supervisors to ensure a work environment free of discrimination.

Procedure: To assure that we adhere to our equal employment principles, all job openings will be publicized and statistics will be maintained on applicants and selections for appointment. As appropriate, PVARF will recruit both within and outside its work force to obtain qualified applicants. To support career progress of qualified internal candidates, internal recruitment may be utilized. Exceptions to recruiting may be made for employees whose responsibilities or titles have changed because of a reorganization or reassignment.

The following steps outline the process for recruiting and hiring employees through the PVARF:

1. Prior to initiating any recruitment for a PVARF position, the hiring manager/PI should complete PVARF's ***Request to Hire*** form and submit to the Human Resources Department for Executive Director approval.

2. Once it is determined that it is possible to hire through the Foundation, the hiring manager/PI should provide the Human Resources Department with a current job description/posting for the requested position, clearly stating the minimum qualifications for the position. The PVARF job description template will be provided.

3. HR and the Executive Director will review the requested personnel information and determine the specific account status prior to posting the position. Upon final approval, the requested position will be posted for a minimum of 3 days at the selected recruitment sites (possibly other sites if deemed appropriate). HR will notify the hiring manager/PI when the position is posted.

4. The hiring manager/PI will screen responses/résumés within our applicant database (**Applicant Pro**) and select those respondents that she/he wishes to interview. This should be limited to the top two or three candidates. The hiring manager/PI should schedule and conduct the interview(s).

5. Once an applicant is selected for employment, the hiring manager/PI will provide HR with the **candidate's contact information (email address and name), along with proposed salary and start date**. After determining all requirements have been met and that the salary is appropriate, HR will prepare an offer letter. No one may start work until she/he has received an offer letter from the PVARF Human Resources office.

6. HR will send the offer letter along with instructions for onboarding. The PI will be responsible for initiating the Without Compensation (WOC) appointment at the VA Portland Health Care System unless applicant already has a completed WOC appointment.

7. All PVARF employees are required to show proof of current eligibility to work in the United States within 3 business days of start date.

8. **All PVARF employees must pass the required background check.**

Recruitment and ApplicantPro

All positions will be posted via **ApplicantPro**, PVARF's applicant tracking system and hiring software. Hiring managers will be set up in the **Applicantpro** database with a user name and password to track and screen position applicants. Jobs are automatically advertised on pvarf.org and Indeed.com. Additional job boards are available as well as community college and university job sites and can be requested by the hiring manager. Please see the *Job Posting Guide*.

PVARF recommends that jobs be listed for no longer than 3-4 months (90-120 days).
Here are some things to consider:

- Traffic from job boards like Indeed will decline after the first 30 days, and will eventually yield little to no traffic as time goes on, especially once you reach the 4-5-month mark.
- Applicants cannot apply for the same job twice. So, if an applicant applies but the job is open for an extended period (like a year), the applicant cannot apply again or change his/her application. This can potentially be an issue as the applicant may gain additional experience or education during that time that makes the applicant better qualified than when s/he originally applied.
- Applicants do not like to apply for jobs that they see are open for an extended period. They feel skeptical that the company is hiring (or some variation of that), and don't apply because it's "too old".

Communication

Timely communication to all applicants to inform them of their status is highly recommended. Keeping applicants informed of their status results in a positive experience for even those who are not selected to interview. It demonstrates a true appreciation for the time these individuals take in demonstrating their interest in employment with your company. Communication can come in the form of a letter, email message or sent through **ApplicantPro** using available applicant response templates.

Applicant Notification and Applicant Pro Email Templates

All applicants will be sent an automatic "Thank you" email acknowledgment from **ApplicantPro** when their application is submitted:

Dear #first_name#,

Thank you for applying with Portland VA Research Foundation. Your application has been forwarded to our HR Department and they will contact you if they need further information, or to schedule an interview.

Sincerely,

Human Resources

There are additional email templates in **ApplicantPro** that hiring managers can easily send out to applicants to notify them of non-selection which include:

- Not Selected – Not Interviewed
- Not Selected – Phone Interview

Additional sample applicant rejection letters are included in this handbook. PVARF encourages managers to directly contact candidates who have not been selected for a position that they have taken the time to interview for.

Reviewing Applications/Resumes

The initial screening of applicants should simply indicate whether each applicant is minimally qualified and should be considered for further consideration. Within each posting specific questions that are directly associated with the open position can be set up on the application and will assist with scoring, ranking, and disqualifying applicants that fail to meet specific job qualifications.

A screening checklist is recommended and is the most objective way to complete the initial screening.

Pre-screen Interview

Before moving further into the selection process, PVARF suggests a screening interview of those applicants that appear qualified based on information submitted on their résumé and application. Screening interviews are usually conducted by telephone. The interviewer asks a few straightforward questions to determine the candidate's job qualifications and appropriateness for the open position. If it is determined that the applicant is not appropriate for the position the process ends there, saving both the candidate and the organization the time and expense of going further into the selection process. *Please see Pre-Screen Interview template

Interview Questions and Methods

The first step is to determine the interview process. Some action items to consider include:

- ✓ Determine availability for interviews
- ✓ Who will call the candidates and invite to interview?
- ✓ Will travel arrangements need to be made for the candidates; who will make these arrangements, how will the arrangements be paid for?
- ✓ Will a follow-up email or letter be sent to the candidates to confirm the appointment, informing them of who they will interview with, are there any additional tests/screening and provide directions to the interview location; who will send that email or letter?
- ✓ How will the interviews be managed; one large group interview, several smaller interviews?
- ✓ Will the candidates be introduced to prospective peers or other department heads, etc.?
- ✓ Will lunch plans need to be arranged for the search committee and the candidate?
- ✓ Who will schedule the meeting or conference rooms for the interviews?
- ✓ Will the candidates be provided a tour of the building(s); if so, ensure every candidate is provided the same tour.

The key to a good interview experience is appropriate and quality interview questions. Generally, the questions should be geared toward the actual duties and responsibilities of the position, but should also include workplace/culture competencies, decision making, interpersonal skills, work ethics and character. Basically, is the candidate willing, able and aligned? Has their career path shown growth, development, advancement or are there inconsistencies, stagnation or backsliding. Do they have the knowledge, skills and abilities to do superior work? How aligned with your company culture are they? Do they show an interest and understanding of your company? Are they likely to thrive in your work environment?

Including a mix of informational based questions (facts re: education and work experience), behavioral based interview questions (questions specifically geared to understand an applicant's past behaviors to predict future behaviors) as well as work specific situational questions (hypothetical or real life question to test the applicant's problem solving and analytical skill set) are essential to drawing out the best information from the interviewees.

The interview process is a great opportunity for the organization and the candidate to determine if this is the right fit for both. To ensure consistency and a comparable experience for each candidate, the interviews should follow a similar agenda:

- Introduce the hiring manager/committee members, name, department, relevancy to the search.
- Make an effort to create comfort; offer water, arrange seating in a non-threating arrangement, etc.
- Describe the format of the interviews.
- Encourage the interviewer to take their time to provide detailed answers.
- The hiring manager should keep the interview on track and on schedule.
- Take quality notes; they will become a part of the search records.
- Allow ample time for the candidate to ask questions at the end.
- Close the interview by explaining next steps and timeline.
- Thank them for their time and escort them to the lobby (or elevator).

After the interviews are all complete, the hiring manager & search committee members should all re-convene and evaluate the interview; this is as crucial a step as any because it determines who will move on to the next step in the process. This is also the time when the committee should collectively determine the reasons for non-selection.

Reference Checks

The Hiring Manager is encouraged to conduct the reference checks. This will allow them to speak directly to former supervisors, peers or subordinates. It is recommended to speak to no less than three professional references and at least two former employers. This allows for fair and balanced information. Keep in mind all information gathered will become a permanent part of the recruitment archives. Degrees, licenses and certifications should also be verified. Degrees can be verified at: www.studentclearinghouse.org

Please note: **ApplicantPro** has a Reference check feature for either phone or email verification.

Extend Offer

The Hiring Manager will make a verbal conditional job offer to the selected candidate. This step will be after a careful and final review of the candidate is made; do they meet all the job requirements, are reference checks complete? It is important during this step to offer only what is approved. It should be communicated to the applicant exactly what the conditions are for the next steps. **It should also be communicated that additional pre-employment screenings will be necessary for the WOC appointment (background check, physical and/or blood test, etc.). Adherence to the expected timeline for completion is crucial.**

The hiring manager will notify Human Resources once an offer has been made so that a formal offer letter can be prepared and sent. The offer letter must be signed and returned to the Human Resources office with 5 days of the date of the letter.

Sample Interview Questions

Choose the most important attributes that are required to be effective in the job for which you are interviewing. Gather questions from selected competencies to create your list of interview questions.

Note: It is important to use the same criteria for evaluating each candidate to be consistent and fair.

Within each competency, sample questions are organized by the following:

1. **Behavioral**: An interview technique that focuses on a candidate's past experiences, behaviors, knowledge, skills and abilities by asking the candidate to provide specific examples of when he or she has demonstrated certain behaviors or skills as a means of predicting future behavior and performance.

2. **Situational**: An interview technique that gives the interviewee a hypothetical scenario and focuses on a candidate's past experiences, behaviors, knowledge, skills and abilities by asking the candidate to provide specific examples of how the candidate would respond given the situation described.

3. General

Business Acumen - Time Management

Behavioral

- Have you worked under time constraints before? Give us an example.
- Was there a time when you struggled to meet a deadline? Tell us about it.
- Describe a time you identified a barrier to your (or to others') productivity and what you did about it.
- When you have a lot of work to do or multiple priorities, how do you get it all done? Give me an example.

Situational

- It's 4:30 on a Friday afternoon. Your supervisor gives you an assignment that needs to be finished by 8:00 Monday morning. You have already made plans to be away the entire weekend. What would you do?

- You work an eight-hour day. You have eight tasks of equal measure that are due that day. You have a company party for two hours that day. What do you do?

General

- Tell me about your productivity and time management skills.
- What do you do when someone else is late and preventing you from accomplishing your tasks?
- How do you determine what amount of time is reasonable for a task?
- How do you keep your team from feeling overwhelmed when various projects in process are equally important?
- What percentage of time did you spend on each functional area of your job?
- Describe the workload at your current position. How do you feel about it? What would you change about it, if you could?
- Define time management.

Thoroughness

Behavioral

- What means have you used to focus on detail and to keep from making mistakes?
- When there's a decision for a new critical process, what means do you use to communicate step-by-step processes to ensure other people understand and will complete the process correctly?
- Tell me the steps you take to monitor the quality of your work in your current job.
- How do you decide when something is "good enough" or when it needs to be as close as possible to perfection? When have you had to make this determination? Explain.

General

- De
- scribe “thoroughness”
- Tell me how the quality of your work affects others around you. Give me an example.

Problem-solving/Analysis

Behavioral

- Describe for me a decision you made that would normally have been made by your supervisor. What was the outcome?
- Describe a time when you needed to use the principles of logic to solve a problem.
- Have you ever solved a problem that others around you could not solve? Tell me about it.
- What was one of the toughest problems you ever solved? What process did you go through to solve it?
- Tell me about a time when you had a work problem and didn't know what to do.
- Tell me about a time when you solved one problem but created others.
- Tell me about a time when a work problem was more than it at first appeared to be.
- How have you approached solving a problem that initially seemed insurmountable?

- What have you done when faced with an obstacle to an important project? Give me an example.
- How do you analyze different options to determine which is the best alternative?
- Describe for me how your prior positions required you to be proficient in the analysis of technical reports.
- Give an example of when you used analytical techniques to design solutions to solve problems.

Situational

- Assume math is not your strength. You need to do some statistical analysis regarding your group's performance to present to other departments. What do you do?

General

- Do people ever come to you for help in solving problems? Why? Give me an example of when this happened.

Learning Orientation

Behavioral

- Describe a time when you took a new job that required a much different set of skills from what you had. How did you go about acquiring the needed skills?
- Have you had an occasion when a prior strength turned out to be a weakness in another setting? How did you cope?
- Throughout your career have you learned more about your profession through course work or through on-the-job experience? Explain.
- What area of your last job was most challenging for you? Why was this specific part of the position difficult? Is this still challenging? Why or why not?
- Tell me about a time when you volunteered for an assignment to expand your knowledge and skills.
- Tell of a time when you had to educate yourself about a topic to make a presentation.

Situational

- The company announces a reimbursement program for any course taken that will improve your performance in your current position. Do you take advantage of it? Why or why not?
- A new co-worker speaks another language. Do you try to learn small talk in that language or discourage the potential confusion caused by the use of different languages in the workplace?

General

- Tell me about the one person who has influenced you the most during your career. Was he or she a manager or mentor? What did you learn from him or her? Why do you think you learned so much from that person?
- What is more important to your profession—experience or continued education?
- How do you stay informed of current ideas on management and on the [industry/field]?
- Under what kinds of conditions do you learn best?
- In what areas would you like to develop further? What are your plans to do that?
- What are your career path interests?

- Should employees seek to improve their knowledge and skill base? Why? Why not?
- What was the best training program in which you have participated?
- What are your major professional reading sources?
- What sorts of things have you done to become better qualified for your career?
- Careers grow and develop just as people do. Where do you see your career now? Why? What are you doing to sustain it?
- What's the most valuable thing you've learned in the past year? Why?
- Do you feel you are knowledgeable about current industry-related legislation or trends? Why or why not?
- What was the last work-related educational seminar or class you attended? Why did you attend this course? How have you transferred the knowledge gained in the course to your work?
- Do you have aspirations to earn advanced degree(s)?

Collaboration and Interpersonal Skills
Behavioral

- Give me an example of a time when you had to deal with a difficult co-worker. How did you handle the situation?
- Describe a time when you were instrumental in creating or improving a good relationship with another department within your company.
- Recall an occasion when you had to work with people from different divisions to accomplish a single goal
- Recount an occasion when you were able to connect individuals from different backgrounds or cultures in a unified organizational effort.

Situational

- You are a committee member, and you disagree with a point or decision. How do you respond?
- If someone asked you for assistance with a matter that is outside the parameters of your job description, what would you do?
- If you had a problem with a team member's lack of contribution to a project, what would you do?
- There's a deadline to be met. The team members have an excellent grasp of their positions, but one member is absent from work, and no one can do her job well. What would you do?

General

- What would your last boss say about how you collaborate with others?
- Describe how you like to be managed.
- Describe the best relationship you've had with a previous boss.
- If I asked your previous or current co-workers about you, what would they say?
- Tell me what type of relationship exists and *should* exist between your current department and the department it works most closely with.
- Each boss is a little different. My management philosophy or style is _____. In what way(s) do you think that your work style would complement mine [or other relevant person's work style]?

- Describe what you foresee to be as challenges or adjustments for us in this new role.
- In terms of communication (face-to-face, phone, e-mail, instant messaging, texting), which is your preference for collaboration? Why?

Teamwork Orientation

Behavioral

- Tell me about a time when a team project failed.
- Tell me about a time when you needed to work as part of a team to satisfy a client or resolve an issue.
- Tell me about a time you worked on a cross-functional team. Were there different challenges compared to a departmental-task team?
- When groups work together, conflict often erupts. Tell me about a time that conflict occurred in one of your workgroups and what you did about it.
- Tell me about a time you pitched in to help a team member finish a project even though it "wasn't your job." What was the result?
- Tell me about a situation in which political power plays affected team dynamics. How did you or the team overcome this situation, and how could the situation have been avoided?
- Tell me about a time when you were a part of a great team. What was your part in making the team effective?
- Tell me the role you play within workgroups and why.
- Tell me about the most effective contribution you have made as part of a task group or special project team.
- Have you ever worked on a virtual team? If so, tell me about this experience. What were the team dynamics? Was the team successful? If not, what do you perceive to be the advantages and disadvantages of this type of team? What would you do differently? How would you suggest creating team cohesiveness in a virtual setting?

Situational

- The project is brought to a lull (or worse, a halt) due to a co-worker's lack of productivity. What are your next steps?
- You're in a group where individual performance is highly rewarded and regarded. One teammate is not as productive as the rest. You could help him and reduce your own productivity or not help, and the team suffers. How do you handle this?

General

- What do you think are the best and worst parts of working in a team environment? How do you handle it?
- If I asked several of your co-workers about your greatest strength as a team member, what would they tell me?
- What do you think makes a team of people work well together? What makes them not work well together?
- How would people you work with describe you?
- What is essential for a team to be successful?
- Who is the most valuable "player" on any team?

Decision-making

Behavioral

- What are some of the most important steps you've used in making work-related decisions?
- Give a specific example of a decision you made that was not effective. Why do you think it was not effective, and what did you do when this realization was made?
- Describe a time when you had to make a very important and difficult decision that affected everyone in your department.
- Recount a time when you were not the authority but had to make a decision about the team's next step(s).

Situational

- You have a critical decision to make for your department, and all alternatives will likely be unpopular with your staff. What input do you gather before deciding? What factors do you take into consideration?
- What would you do if your assistant needed a computer monitor immediately? His co-worker was on vacation for three weeks and had a compatible unused monitor at his desk, and the purchase order process would take the assistant's new monitor up to three weeks to be delivered.

General

- What methods do you use to make decisions? When do you find it most difficult to make a decision?
- Managers need good information to be able to make good decisions. Do you tend to gather information up to a deadline to make a better-informed decision or gather just enough information to make a good decision quickly?

Initiative

Behavioral

- Can you tell me about a time during your previous employment when, unsolicited, you suggested a better way to perform a process?
- Tell me about a career goal that you have accomplished and why that was important to you.
- Could you share with us a recent accomplishment you are most proud of?
- Describe a time when you performed a task outside your perceived responsibilities. What was the task? Why did you perceive it to be outside your responsibilities? What was the outcome?
- Describe a time when you kept from getting bored when dealing with routine tasks.
- What was the most creative thing you did in your last job?
- Give me an example of a time you were able to take the lead in changing a policy for your department and for the organization.

Situational

- When you complete a task early, what do you do with your "extra" time?
- You're given an assignment to create "two or three" proposals. Assuming you have more than enough time and resources, how many proposals do you actually create? Why?
- The company newsletter editor asks for input from any willing department, but employees think that contributors to the newsletter "talk too much." Do you contribute anyway?
- Company policy provides tuition assistance. Should HR employees take advantage of that benefit?

General

- When were you able to demonstrate initiative?

Leading Others
Behavioral

- Give me an example of a time when you needed to help other employees learn a new skill set. What did you do?
- Have you ever been in a position in which you had to lead a group of peers? How did you handle it? Tell me about problems you had and how you handled them.
- Have you ever managed a situation in which the people or units reporting to you were in different locations? Tell me how this worked.
- Tell me about your experience working with a board of directors. What approach and philosophy did you follow in working with boards?
- Tell me about a time when you organized, managed and motivated others on a complex task from beginning to end.
- Give me an example of how you have motivated your employees.

Situational
- A new policy is to be implemented organization wide. You do not agree with this new policy. How do you discuss this policy with your staff?
- A subordinate regularly questions your authority. What do you do?
- The board of directors elects not to reward bonuses this year and tasks you with communicating the board's decision to staff. How do you do this?

General
- Describe an ideal supervisor or manager.
- Tell us about your management style—people, teamwork and direction.
- What is the largest number of employees you have supervised, and what were their job functions?
- Tell me about your experience in leading and managing an organization similar to ours.
- Tell me about your experiences with staff development.
- What is your own philosophy of management?
- What do you do to develop employees you manage?
- Do you find it more natural to point out what's wrong so employees can accomplish tasks competently or to praise employees for their work and then later point out what may need correcting?

- What is the most significant contribution you have made to team cohesiveness?
- What is the most significant contribution you have made to unifying a department, division, plant or so forth?
- What do you think are the most valuable traits in a good leader?

Results Driven

Behavioral

- Tell me about your current or most recent position and how you helped the organization accomplish its goals and mission.
- How have you reacted when you found yourself stalled in an inefficient process?
- Tell me about a time when you inherited a process that wasn't working and you had limited time to fix it.

Situational

- The project is brought to a lull (or worse, a halt) due to a co-worker's lack of productivity. What are your next steps?

General

- Tell me about a position you have held in which part of your pay was based on your own performance or results.
- Which is more desirable to you: A business that is run in an efficient business-like manner or a business that is run in a personal and friendly way?
- Based on what you have read and heard, what ideas do you have about continuing and increasing the success of this company?
- How do you procure needed resources outside your direct control?
- When you design a process to get something done, how do you establish the steps?
- What are some of the most effective ways you use to keep tasks on track?
- How would you rate yourself as a closer when you're doing a sales presentation?
- Did you have assigned goals, objectives, quotas or targets? What were they, and did you meet them?
- How were your incentives structured in your last job?
- What were your responsibilities from the commencement to the end of the sales cycle?

<u>Do’s & Don’ts of Interviewing</u>

Topics To Avoid:

Race or color
Sex/gender
National origin
Religion
Citizenship

Maiden name
Military discharge
Arrest record
Age
Marital status

Sexual orientation
Disability
Workers’ Compensation history

Questions to Avoid:

Questions dealing with religious preference:

- What do you do on Sundays
- Is that a Jewish sounding name?
- Can you work on Sunday morning?
- Are you a member of any religious group?
- Are you "born again"?

Questions dealing with age:

- When were you born?
- When did you graduate from high school?

Questions dealing with marital status:

- Are you married?
- Do you have children?
- Are you a single parent?
- Spouse's occupation?

Questions dealing with ethnic origin:

- What's your nationality?
- Where do your parents come from?
- What languages do you speak?
- Are you bilingual?

Questions dealing with sexual preference:

- What is your sexual orientation?
- Are you a member of any gay or lesbian group?
- Are you straight?
- What do you think about gays in the workplace?
- Would you work with a gay person?

Questions dealing with ethnic origin:

- What's your nationality?
- Where do your parents come from?
- What languages do you speak?
- Are you bilingual?

Questions dealing with disabilities:

- What health problems do you have?
- Are you physically fit and strong?
- Is your hearing and sight good?
- Do you have any back problems?

Acceptable vs. Unacceptable

"To what professional or trade groups do you belong that you consider relevant to your ability to perform this job?" vs. "To what clubs and organizations do you belong?"

"Are you able to work the hours required for this Position?" vs. "What are your child care arrangements?"

"Tell me about your professional background?" vs. "What does your spouse do?" "Have you ever been known by another name?" vs. "What is your maiden name?
"This position may require working on the weekends between the hours of 8am & 5pm. Are you able to work this schedule?" vs. "Do you need Sundays off to attend church?"

"Are you over the age of eighteen?" vs. "How old are you?"

"What schools have you attended?" vs. "When did you graduate from high school?"

"Are you lawfully employable in the U.S. either by virtue of citizenship or by having authorization from the U.S. government?" vs. "Are you a U.S. Citizen?"

"Our smoking policy is such – Can you adhere to it?" (Note: Some states prohibit an employer from excluding applicants for off the job smoking.) vs. "Do you smoke?"

"Are you able to perform the essential functions of the job for which you are applying?" (Give the applicant a copy of the job description.) vs. "Are you physically fit and strong?"

"This position requires lifting up to 50 lbs. Are you able to perform the essential functions of the job?" (Give the applicant a copy of the job description that includes the physical demands and work environment.) vs. "I see you left your previous position due to a back injury. Do you have any current back problems that would prevent you from performing this job?"

"This position requires Spanish speaking skills. Can you describe your Spanish speaking and comprehension skills?" vs. "What languages do you speak?"

Handling Problem Interviewees

Potential Scenarios

Example: The candidate is too talkative, goes off on tangents and wastes too much time on unimportant or irrelevant subjects.

Interrupt the candidate using specific questions designed to get them back on track. "You know, that's very interesting but let's get back to…."

Example: The candidate is too glib; too well-prepared for the interview; seems to know the questions before you ask them.

Probe deeper to find out if the candidate is as good as they appear or has just been coached well. Ask questions to reveal job know-how or pin them down to specific accomplishments (What, when, why, how?)

Example: The candidate is constantly evading the question.

Be persistent. Keep narrowing your focus until the question cannot be evaded. Change the question and ask it another way. Do not be afraid to be blunt.

Example: The candidate tries to become the interviewer or is answering questions by asking them.

Redirect the candidate to the question asked of them. You do not have to answer the questions if they are asked in a way that seems to avoid answering your original question. Instead, ask the candidate to answer his/her own question.

Example: The candidate becomes nervous or frustrated.

Look him/her right in the eye and say, "it's okay, take some time to compose your thoughts." Sit in silence until he/she has time to regain composure. You may have to discontinue the interview.

Potential Red Flags

- The candidate was late for the interview
- The candidate seems unable to focus on the interview
- The candidate demands that you match an offer by his/her current employer
- You find non-truths or are unable to verify the candidate's references
- The candidate evades the questions or gives vague answers
- The candidate's appearance is inappropriate or unprofessional
- No follow up after the interview process

Interview biases

Without formal training interviewers may inadvertently make inappropriate selection choices by misinterpreting the information they receive from selection interviews. Interviewers must take precautions to ensure that their preconceptions don't overly color their judgment. Here are some common factors that may create problems in interviewing.

Stereotyping – Involves forming generalized options about how people of a given gender, religion, or race appear, think, act, feel, or respond. Example: presuming that a woman would prefer a desk job over working outdoors is stereotyping.
Inconsistency in questioning – Asking different questions of candidates. Example: Inconsistency in questioning might involve asking only Caucasian male candidates to describe their successes on previous jobs.

First-impression error – The interviewer makes snap judgements and lets his or her first impression (either positive or negative) cloud the interview. Example: Giving more credence to the fact that the candidate graduated from the interviewer's alma mater than to the applicant's knowledge, skills, or abilities is an example of the first-impression error.

Negative emphasis – Rejecting a candidate based on a small amount of negative information. Research indicates that interviewers give unfavorable information roughly twice the weight of favorable information. Negative emphasis often happens when subjective factors like dress or nonverbal communication taint the interviewer's judgement.

Halo/horn effect – The interviewer allows one strong point that he or she values highly to overshadow all other information. When this works in the candidate's favor, it is called the halo effect. When it works in the opposite direction, with the interviewer judging the potential employee unfavorably in all areas based on one trait, it is called the horn effect.

Cultural noise - The failure to recognize responses of a candidate that are socially acceptable rather than factual. Since the candidate wants the job, he or she will be reluctant to tell the interviewer unacceptable facts about himself or herself. The candidate may give responses that are "politically correct" but not very revealing. Example: An employer may comment, "I note that you are applying for a job that has a lot less authority than the job you currently hold. How do you feel about that?" The applicant might say that this is fine even though this is not the case.

Hiring Process

√	Step	Description	Assigned roles			
			Hiring Manager (HM)	Human Resources (HR)	IT	VA R&D
Phase 1: Recruiting						
	1	Makes request to PVARF HR for job posting; completes *Request to Hire* form and PVARF *Job Description Template*	X			
	2	Posts position in ApplicantPro recruitment software and confirms completion with HM		X		
	3	Sends ApplicantPro login and instructions to HM		X		
	4	Reviews candidates' resumes, responds within 2 weeks of receipt (either to confirm or solicit interest)	X			
	5	If applicable, schedules phone screen as soon as possible (within 1 week)	X			
	6	Conducts phone screens - updates ApplicantPro status for all applicants (ongoing)	X			

Notes:

Phase 2: Recruiting

	7	Schedules in-person or Skype interviews with preferred candidates	**X**			
	8	Invite appropriate parties to participate in interviews	**X**			
	9	Interviews candidates	**X**			
	10	Communicates to narrowed down candidates that hiring team is in final decision making process. If other hires are taking place and there is a delay, this is communicated as well.	**X**			
	11	Contacts references of final candidates within 1-2 weeks	**X**			
	12	Chooses candidate within 2 weeks	**X**			
	13	Contacts chosen candidate, sends personalized email to candidate(s) not chosen in final interview process	**X**			

	14	Makes verbal offer to candidate	**X**			
	15	If offer is accepted, notifies HR with candidate's name, start date and salary	**X**			
	16	Sends candidate the formal offer letter/employment agreement for signature		**X**		
	17	Notifies HM upon receipt of signed offer letter		**X**		
Phase 3: Onboarding – Prior to Start Date						
	17	Forwards PVARF welcome letter and onboarding information to New Hire		**X**		
	18	Schedules PVARF New Hire Orientation on start date		**X**		
	19	Contacts VA R&D to initiate WOC process	**X**			

	20	Sends WOC instructions email and checklist to new hire				**x**
	21	Assists with accounts and computer set up	**x**			
Phase 4: Onboarding – 1st Day						
	22	Reviews PVARF Handbook, policies, payroll and benefits with new employee at orientation meeting		**x**		
	23	Process I-9 verification		**x**		
	24	Reviews job description with employee, goes over questions		**x**		
	25	Creates Personnel files		**x**		
	26	Sends instructions for payroll and portal access to employee		**x**		
	27	Schedules 90-day review and forward date to HM/PI		**x**		

	28	New Hire check in with R&D regarding WOC process	**X**			
	41	Gives tour of lab/facility and introduction to team	**X**			
	46	Reviews job duties and expectations with employee, goes over questions	**X**			
	47	Schedules check in meetings for the following few weeks, provides overview of training programs, culture, teams, mission & values etc.	**X**			
	48	Shows new hire where to find supplies, etc.	**X**			
Phase 5: Onboarding – 1st Week						
	49	Helps new hire become acquainted with new role and access to information. Holds training sessions	**X**			
	50	Schedules opportunities for new hire to join activities or attend other meetings/trainings	**X**			
	51	Checks in with new employee daily	**X**			

Phase 6: Onboarding – Month 1+						
	53	Schedules weekly 1x1s with new hire	**X**			
	54	Tracks new hire progress and accuracy - any notes on performance are documented and communicated to HR for inclusion in employee file	**X**			
	55	Has benefit meeting with employee and gets them set up when they become eligible		**X**		
	56	90-Day Review	**X**			

Request to Hire Form

Instructions:

1. **This form is to be completed by the PI or delegated Designee.**
2. **Section A, B, C and D must be completed and submitted to the Executive Director prior to starting the recruiting process.**

PI/Designee Acknowledgement:

The submission of this form is done with the understanding that
1) there are sufficient funds in the account(s)below to request new personnel;
2) an accurate PVARF position description is attached with the Personnel Recruitment form;
3) the account(s) listed is/are appropriate to charge for this position and
4) a VA "Without Compensation" (WOC) appointment will be obtained for the personnel hired from this requisition.

Section A: Project Information: Research Study Title and PVARF Project # Required

Principal Investigator:	PI Email:	PI Phone/Extension:
Supervisor (if different than PI):	Supervisor Email:	Supervisor Phone/Extension:
Project Title(s):		Project Number(s) to charge :
If other non-PVARF support is needed to fund the position, list them here with the appropriate percentages of effort:		

Section B: Employment Information

☐ New position ☐Replacement for _____ (name of departing employee)

PVARF Job Title:	Standard # hours/week _____	Pay Rate Requested: _____ ☐per hour ☐salaried Refer to PVARF Salary Schedule	Requested Start Date:

Position is:
☐Full time (30 or more hours/week; eligible for paid leave, health benefits, and 401k benefits)
☐Part time (20 - <30 hours/week; eligible for paid leave and 401k benefits)
☐Intermittent (fewer than 15 hours/week; 401k benefits)
☐Seasonal (3 months or less; no benefits*) requires a Not to Exceed Date: _____ (date); hours per week _____
**After 3 months of employment temporary employee is eligible for benefit participation*

Section C: Recruitment Information

Required sites to post:
☒PVARF website,www.pvarf.org

Please indicate other posting options:
☐Craigslist ☐www.indeed.com ☐_____

Section D: Signature Authorization

This section is for Recruiting Authorization, and must be completed prior to the recruitment advertisement will be posted on our Career page.

Requested by: _____ _____
Hiring Manager/*Signature* Date

Authorized by: _____ _____
Shelley Cobb , Executive Director *Signature* Date

Human Resources: _____

Job Description

Job Title: Confirm
Department: Confirm
Reports To: Confirm
FLSA Status: Confirm
FTE: XX FTE;
Salary Range: XXXXX – XXXXX

Prepared By: Confirm
Prepared Date: Confirm
Approved By:
Approved Date:

SUMMARY

.

ESSENTIAL DUTIES AND RESPONSIBILITIES other duties as assigned…
Please confirm which of the job duties are most essential to the position. Typically 3-4 are recommended for ADA purposes.)

JOB DUTIES
Please list

SUPERVISORY RESPONSIBILITIES
This position has no supervisory responsibilities. Please confirm or list responsibilities

QUALIFICATIONS
Ability to perform essential job duties with or without reasonable accommodation and without posing a direct threat to safety or health of employee or others. To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION and/or EXPERIENCE
Please list

LANGUAGE SKILLS
Please list

MATHEMATICAL SKILLS
Please list

COMPUTER SKILLS
Please list

REASONING ABILITY
Please list

CERTIFICATES, LICENSES, REGISTRATIONS
Please list

PHYSICAL DEMANDS
The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

(Please complete questionnaire below)

Physical Demand	Amount of Time: None	Under 1/3	1/3 to 2/3	Over 2/3
Stand	☐	☐	☐	☐
Walk	☐	☐	☐	☐
Sit	☐	☐	☐	☐
Use hands to finger, handle or feel	☐	☐	☐	☐
Reach with hands or arms	☐	☐	☐	☐
Climb or balance	☐	☐	☐	☐
Stoop, kneel, crouch or crawl	☐	☐	☐	☐
Talk or hear	☐	☐	☐	☐
Taste or smell	☐	☐	☐	☐

Does this job require lifting weight or exerting force? If so, how much and how often? Check the appropriate boxes below.

Physical Demand	Amount of Time: None	Under 1/3	1/3 to 2/3	Over 2/3
Up to 10 pounds	☐	☐	☐	☐

Up to 25 pounds	☐	☐	☐	☐
Up to 50 pounds	☐	☐	☐	☐
Up to 100 pounds	☐	☐	☐	☐
More than 100 pounds	☐	☐	☐	☐

Does this job have any special vision requirements? Check all that apply.

☐ Close vision (clear vision at 20 inches or less)

☐ Distance vision (clear vision at 20 feet or more)

☐ Color vision (ability to identify and distinguish colors)

☐ Peripheral vision (ability to observe an area that can be seen up and down or to the left or right while eyes are fixed on a given point)

☐ Depth and perception (three-dimensional vision, ability to judge distance and spatial relationships)

☐ Ability to adjust focus (ability to adjust the eyes to bring an object into sharp focus)

☐ No special vision requirements

WORK ENVIRONMENT

(Please complete questionnaire below)

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

How much exposure to the following environmental conditions does this job require? Show the amount of time by checking the appropriate boxes below.

Physical Demand	Amount of Time: None	Under 1/3	1/3 to 2/3	Over 2/3
Wet or humid conditions (non-weather)	☐	☐	☐	☐
Work near moving mechanical parts	☐	☐	☐	☐
Work in high, precarious places	☐	☐	☐	☐
Fumes or airborne particles	☐	☐	☐	☐
Toxic or caustic chemicals	☐	☐	☐	☐

Outdoor weather conditions	☐	☐	☐	☐
Extreme cold (non-weather)	☐	☐	☐	☐
Extreme heat (non-weather)	☐	☐	☐	☐
Risk of electric shock	☐	☐	☐	☐
Work with explosives	☐	☐	☐	☐
Risk of radiation	☐	☐	☐	☐
Vibration	☐	☐	☐	☐

How much noise is typical for the work environment of this job? Check the appropriate level below.

☐ Very quiet (examples: forest trail, isolation booth for hearing test)

☐ Quiet (examples: library, private office)

☐ Moderate noise (examples: business office with computers and printers, light traffic)

☐ Loud (examples: metal can manufacturing department, large earth-moving equipment)

☐ Very loud (examples: jack hammer work, front row at rock concert)

Employee Signature: _____

Employer Representative:_____

Date: _____

APPLICATION FOR EMPLOYMENT

A. GENERAL INFORMATION			
Name:	Email Address:	Driver's License No. & State:	Date:
Previous Last Name Used:	Current Street Address:		
City:	State:	Zip:	Area Code & Home Phone Number: ( )
If not a resident at current address for 2 years, give previous address & phone number:		Lived There From:	To:
Are you a United States citizen or legally authorized to work in the United States? ☐ Yes ☐ No (Upon hiring, all persons must verify eligibility to be employed in the United States.)			
List states and counties of residence for the past 7 years:			
Do you have any relatives or friends working for this company? ☐ Yes ☐ No If yes, give name and department:			
Have you ever worked for this company before? ☐ Yes ☐ No If yes, when and in what department/location?			
In case of an emergency, who should we notify?	Name:	Address:	Phone Number: ( )

B. JOB INTEREST	
Position Applying For:	Referred By:
Type of employment desired (check one): ☐ Full-time ☐ Part-time ☐ Temporary ☐ Summer	
Shift Preference:	Salary Required:
Are you willing to work overtime? ☐ Yes ☐ No	Are you willing to work weekends? ☐ Yes ☐ No
Are you willing to travel? ☐ Yes ☐ No If yes, how often?	
Date available to begin work:	Are you 18 or over? ☐ Yes ☐ No

C. EDUCATION			
	Name & Address of School Attended	Did you graduate?	List Diploma or Degree
High School		☐ Yes ☐ No ☐ Attending	
College or University		☐ Yes ☐ No ☐ Attending	
Other		☐ Yes ☐ No ☐ Attending	

D. REFERENCES			
Please list two persons who know of your qualifications and work abilities (do not include relatives):			
Name:	Address:	Phone Number:	Occupation:
		( )	
		( )	

 6-15

YOUR EMPLOYMENT HISTORY

Please list below your Employment History beginning with your most recent employer. Account for all periods of time, including **part-time work, military service or unemployment.** May we contact your present employer for references? ☐ Yes ☐ No
If additional space is needed, please attach supplemental information.

E. EMPLOYER NAME & ADDRESS

From		To		Department:	Supervisor:	Phone Number: ( )
Month	Year	Month	Year	*Employer Use Only: Dates Verified* ☐	*Position Verified* ☐	

Job Title & Description of Your Duties:

Reason For Leaving:

F. EMPLOYER NAME & ADDRESS

From		To		Department:	Supervisor:	Phone Number: ( )
Month	Year	Month	Year	*Employer Use Only: Dates Verified* ☐	*Position Verified* ☐	

Job Title & Description of Your Duties:

Reason For Leaving:

G. EMPLOYER NAME & ADDRESS

From		To		Department:	Supervisor:	Phone Number: ( )
Month	Year	Month	Year	*Employer Use Only: Dates Verified* ☐	*Position Verified* ☐	

Job Title & Description of Your Duties:

Reason For Leaving:

H. EMPLOYER NAME & ADDRESS

From		To		Department:	Supervisor:	Phone Number: ( )
Month	Year	Month	Year	*Employer Use Only: Dates Verified* ☐	*Position Verified* ☐	

Job Title & Description of Your Duties:

Reason For Leaving:

I. SPECIAL SKILLS & QUALIFICATIONS

Please summarize special skills, qualifications, and civic, social or professional memberships:

RELEASE AND CONSENT

I understand and certify that all information supplied in this application, and any attached resume, is complete and correct. Any false, misleading or incomplete information furnished by me regarding this application may result in the rejection of this application or if employed, dismissal. I understand that in consideration of my employment, I agree to conform to the rules and regulations of the Employer, and further agree that my employment and compensation are at the will of the Employer and can be terminated, with or without cause, and with or without notice, at any time at the option of either the Employer or myself. I understand and agree that these terms can only be modified in writing and signed by the President. No supervisor, representative, agent, or other employee of the Employer has now or has had in the past the authority to enter into any agreement for employment, or to make any agreement which is contrary to or in modification of the above terms, nor can any policies or practices of the Employer either written or oral, modify the above terms.

I understand and agree to take any physical examination and pre-employment test, including drug screening test. All such tests will be administered in compliance with the Americans with Disabilities Act.

I understand and hereby authorize all persons, schools, companies, employers, and/or their representatives to furnish verification to the Employer, its representatives or agents, any and all information set forth in this application and/or attached resume. In addition, I hereby agree to hold harmless and to release from all liability all said persons, schools, companies, employers and/or their representatives from any and all claims that I may have, or which may arise, against any and/or all of them, including the Employer, as a result of them furnishing information to the Employer. I authorize the Employer, should they employ me, to release employment references if my employment becomes terminated for any reason. I also authorize the Employer to conduct credit, police, criminal and driving record inquiries, or any other employment related inquiries in compliance with the provisions of the Fair Credit Reporting Act, 15 U.S.C. Section 1681, et. seq. I understand that the decision to hire me and my continued employment will be subject to the results of these inquiries.

We consider applicants for all positions on the basis of qualifications and without regard to race, color, religion, gender (sex), national origin, age, marital status, veteran status, disability, sexual orientation, use of lawful products during non-work hours and any other legally protected status.

I understand this application will be active for employment consideration for 30 days. After 30 days, if I wish to be considered for employment, I must contact the Employer to determine if applications are being accepted.

I have read, understand and agree with this statement.

_____ _____

Applicant's Signature Date

BOLI doesn't require that we provide a form in the interview to ask about convictions

Recommended to get the applicant's response to the conviction question in writing if the employer asks about this starting at the initial job interview (or thereafter)

Suggested question language:

- *Have you ever been convicted of a criminal offense or pled guilty to or pled no contest to a criminal offense, including a felony, misdemeanor, DUI or other major traffic violation?* (Note: You need not report minor traffic or parking violations, and you should not report juvenile or adult criminal convictions if they have been expunged by a court.)

- A "Yes" answer is not an automatic bar to employment. The Company considers the nature and gravity of the offense, the length of time that has passed since the offense or completion of any sentence and rehabilitation, the nature of the job for which you have applied, and other factors. If you answered "Yes," please explain, including dates, places, charges, circumstances, courts, and details of disposition:_____.

Can an employer ask in a phone interview about convictions?

- Often, those telephone "interviews" are really just initial screening sessions that are pretty brief, and likely a prospective employee will challenge that kind of process and say it doesn't comply with the spirit of the law which is intended to allow applicants to get past the first hurdle to a real substantive job interview where they can make their case and not be automatically screened out because they've made a mistake in the past.

- Also, if the employer is asking the question on a phone interview (even if they can show it really constitutes the "initial job interview"), they don't have the opportunity to do it in writing and in a detailed and thorough way as suggested above and get the applicant's signature on the form to really pin them down.

And ALWAYS use the EEOC's guidance when reviewing convictions to avoid a Title VII violation:

- The nature or gravity of the offense or conduct;
- The time elapsed since the conviction and/or completion of the sentence; and
- The nature of the job sought or held.

Resume Screening Checklist

IMPORTANT NOTE: *Screening reasons for each applicant should be specific to that individual.*

SAMPLE

Screening Checklist

Position:	
Posting Number:	
Rated by:	
Date:	

	Job Requirements				
APPLICANT NAME	REQUIRED QUALIFICATION #1 _____	REQUIRED QUALIFICATION #2 _____	REQUIRED QUALIFICATION #3 _____	REQUIRED QUALIFICATION #4 _____	PREFERRED QUALIFICATION #5 _____
Sally Jones	*BA in Business*				
John Smith	*No degree*				

Reference Check Form

Position Applying For:
Applicant Name:

Employer Name:
Employer Contact Name:
Employer Phone:

Dates of Employment: **Dates Verified:** ☐ Yes ☐ No
Job Title/Position Held: **Position Verified:** ☐ Yes ☐ No

How do you know the candidate? In what capacity did you work with him/her?

What were their main job duties?

How would you describe their quality of work and productivity level?

If I describe the position we are hiring for to you, could you describe how good a fit you think he/she would be for the position?

How would you describe their interpersonal skills and their relationship with coworkers, superiors, and in teams?

Can you speak to his/her strong points?

Do you see any areas of growth for him/her?

What was his/her biggest accomplishment while working for your company?

Was there a problem with attendance? ☐ Yes ☐ No
If Yes, please describe the concern:

Do you consider them to be trustworthy? ☐ Yes ☐ No
Please explain:

Would you re-hire this person if the opportunity arose? ☐ Yes ☐ No
Please explain:

On a scale of 0-10, rate this person's overall job performance in relation to the expectations of the position?

Pre-Screen Interview Template

Thanks so much for taking the time to talk with me about the (insert job title) role. I would like to tell you a little about XCompanyX and then have a few questions to ask you as part of our hiring process.

We are (insert brief description of Company) company located in XAreaX. We (insert brief description about mission, values, beliefs). Our company behaviors that every employee must exhibit daily are: 1) (insert first competency) 2) (insert second competency) and 3) (insert third competency)

This position is a critical part of the company. (Insert summary of the role here).

Share Hiring Manager's role with company and bit about yourself.

1. Tell me a little about yourself.

2. What has attracted you to the XCompanyX? Why are you applying for this position?

3. What duties were you held accountable for?

4. What did you like the most about the position? Least?

5. (If currently working) Why are you looking to leave your position?

6. What sort of work environment and/or schedule brings out your best performance?

7. What are your long term goals? Where do you see yourself in 1 – 3 years?

8. What are your expectations with regards to compensation? (If candidate seems viable, explain starting range here)

9. What questions do you have about the role and/or XCompanyX?

**Reminder: Set expectations with candidate about follow up and next steps.
At this point, either:

- If this is a candidate you are interested in moving along in the process, ask if they are interested in an in-person interview.
- If they are, set up time & date for candidate to come on-site to interview.
- Thank the candidate for their time and be sure to follow up with each candidate who you phone screen once a hiring decision has been made using the "Not Hired Letter Template").

Email candidate confirmation of in-person interview with information about where we are located and whom they should ask for. (Using Interview Confirmation Email Template)

Interviewed Not Selected Letter/Email Template

Dear (Name);

Thank you for your interest in the position of XPositionX, at XCompanyX. We received applications from many qualified applicants for this position. On behalf of our committee, I wish to thank you for taking time to interview for this position. After careful consideration of each candidate's qualifications, we have selected another candidate for the position.

We wish you success in your job search.

Sincerely,

Hiring Manager
Title

Dear Applicant Name,

Thank you for the opportunity to meet you and discuss your qualifications for the position of Job Title.

While we were impressed with your background and experience, we have concluded that another candidate's qualifications more closely match our requirements. We sincerely regret that we cannot offer you employment with our organization at this time.

We appreciate your interest and the time you have invested in interviewing with XCompanyX, and we wish you the very best in your future career endeavors.

Sincerely,

Hiring Manager Name
Title

Sample "No Interview" Letter/Email Template

Dear (Name);

Thank you for your interest in the position of XPositionX at Portland VA Research Foundation, Inc. and for taking time to submit your application.

We received applications from many qualified individuals for this position. After reviewing these applications, we have determined the individuals who would receive further consideration in our search and those who would not. You were not among those selected for further consideration.

We sincerely appreciate the time and effort you dedicated to applying for this position and wish you success in your job search.

Sincerely,

Hiring Manager/Search Committee Chair

Performance Management

Toolkit and Resources

Performance Review Standard Operating Procedure

Effective date	
Subject	Annual Employee Performance Review Process
Approval	Shelley Cobb, Executive Director
Forms	Annual Self-Assessment – Employee completes Annual Review Form – Manager completes
Purpose	Ensure consistent, timely, meaningful evaluation and feedback of employee performance.

The following process describes the best practice and required procedure for conducting and documenting performance reviews. *Note: All Employee Performance documentation must be maintained in a confidential file.*

Annual Performance Review

Review Preparation

1. The manager completes the Annual Review Form. The review form includes the employee's duties and expectations, and an assessment of the employee's performance.
2. The manager schedules the annual review meeting and provides the employee with the job duties and expectations from the completed Annual Review form, Employee Self-Assessment form, and the current job description. The Employee Self-Assessment is to be completed and returned to the manager either prior to/or at the review meeting.

The Review Meeting

1. The manager discusses with the employee their responses to the Employee Self Assessment and obtains input from the employee regarding his/her performance.
2. The manager provides the employee with a copy of the completed Annual Review and presents his/her feedback, rating and evaluation. Together, the manager and employee review the current position description (update as needed), clarify the position objective(s) and develop performance goals and expectations to be tracked on an ongoing basis and formally reviewed at the employee's next Annual Performance Review.
3. The manager documents development recommendations focused on maximizing strengths and opportunities for growth and/or improvement.
4. At the conclusion of the performance review meeting and goal setting process, the manager obtains the employee's signature, includes date (month/year) for next scheduled review, and places the original copy along with the updated job description in the Human Resources inbox in a confidential envelope.

Following the Annual Review Period

- The HR & Payroll Administrator will document that the review has been completed and the next scheduled review date.
- The HR & Payroll Administrator ensures the completed and signed review form is filed in the employee's confidential personnel file.
- Manager will continue to check in and follow up on goals with the employee via 1x1 meetings/quarterly check ins (highly recommended)

90 DAY Evaluation

Date _____

Employee name _____ Hire date _____

Employee position _____ Evaluator _____

	Yes	No	Comments
Communication:			
Is employee communicating in a professional and credible manner?	☐	☐	
Does he/she convey thoughts effectively in writing, phone, email? (when applicable)	☐	☐	

	Yes	No	Comments
Job Knowledge:			
Does the employee know the job requirements?	☐	☐	
Does the employee understand company policies?	☐	☐	

	Yes	No	Comments
Quality of Work:			
Does the employee organize their schedule to accomplish daily tasks?	☐	☐	
Is follow-through satisfactory in all areas of responsibility?	☐	☐	

	Yes	No	Comments
Initiative:			
Is the employee a self-starter?	☐	☐	

	Yes	No	Comments
Professionalism:			
Are personal hygiene, appearance, habits and mannerisms acceptable?	☐	☐	

	Yes	No	Comments
Cooperation:			
Does the employee work as a team member?	☐	☐	

90 DAY Evaluation

	Yes	No	Comments
Attendance: Is the employee mindful of attendance, tardiness and dependability?	☐	☐	

	Yes	No	Comments
Attitude: Does the employee portray a positive attitude?	☐	☐	

	Yes	No	Comments
Problem Solving: Can employee solve problem situations with varying degrees of complexity? Is employee decisive when problems arise?	☐ ☐	☐ ☐	

	Yes	No	Comments
Safety: PPE use Equipment operation Adherence to safety rules	☐ ☐ ☐	☐ ☐ ☐	

How do you rate this employee overall in his/her job? Circle one

Unsatisfactory/Needs Improvement Substandard Average Above Average Outstanding

Additional comments:

_____
_____
_____
_____
_____
_____
_____

Areas that need improvement:

_____
_____
_____
_____
_____
_____
_____
_____
_____

Employee signature and date _____

Manager signature and date _____

PART 2. ***Employee completes***

Employee Self-assessment:

The following rating scale guide is being provided to assist the evaluator in assigning the most appropriate measurement of the employees' performance factors, behavioral traits and supervisory factors. For each expectation listed below, please rate yourself and/or comment on how you met this expectation in the last year.

1=Unacceptable-Consistently fails to meet job requirements; performance clearly below minimum requirements. Immediate improvement required to maintain employment.
2=Needs Improvement-Occasionally fails to meet job requirements; performance must improve to meet expectations of position.
3=Meets expectations-Able to perform 100% of job duties satisfactorily. Normal guidance and supervision are required.
4=Exceeds expectations-Frequently exceeds job requirements; all planned objectives were achieved above the established standards and accomplishments were made in unexpected areas as well.
5=Superior-Consistently exceeds job requirements; this is the highest level of performance that can be attained.

Expectation 1.

Unacceptable……Superior
1 2 3 4 5
Comments_____
_____

Expectation 2.

Unacceptable……Superior
1 2 3 4 5
Comments_____
_____

Expectation 3.

Unacceptable……Superior
1 2 3 4 5
Comments_____
_____

Expectation 4.

Unacceptable……Superior
1 2 3 4 5
Comments_____
_____

Expectation 5.

Unacceptable……Superior

1 2 3 4 5

Comments_____
_____

List accomplishments, if any, you achieved in the workplace that were outside the above expectations.
List any goals, opportunities or expectations you have for the coming year:

Performance Feedback Form

Employee Information:

Last Name	First Name

Position Title:	Hire Date:	Period covered by this Performance Appraisal:

PART 1. *Supervisor completes*

Job duties:

Position expectations:

Supervisor assessment:

The following rating scale guide is being provided to assist the evaluator in assigning the most appropriate measurement of the employees' performance factors, behavioral traits and supervisory factors. For each expectation listed below, please rate the employee and/or comment on how they met this expectation in the last year.

1=Unacceptable-Consistently fails to meet job requirements; performance clearly below minimum requirements. Immediate improvement required to maintain employment.
2=Needs Improvement-Occasionally fails to meet job requirements; performance must improve to meet expectations of position.

3=Meets expectations-Able to perform 100% of job duties satisfactorily. Normal guidance and supervision are required.
4=Exceeds expectations-Frequently exceeds job requirements; all planned objectives were achieved above the established standards and accomplishments were made in unexpected areas as well.
5=Superior-Consistently exceeds job requirements; this is the highest level of performance that can be attained.

Expectation 1.

Unacceptable……Superior
1 2 3 4 5
Comments_____
_____

Expectation 2.

Unacceptable……Superior
1 2 3 4 5
Comments_____
_____

Expectation 3.

Unacceptable……Superior
1 2 3 4 5
Comments_____
_____

Expectation 4.

Unacceptable……Superior
1 2 3 4 5
Comments_____
_____

Expectation 5.

Unacceptable……Superior
1 2 3 4 5
Comments_____
_____

Development Recommendations: *focused on maximizing strengths and opportunities for growth and/or improvement:*

Examples of wet lab job duties/expectation:

1. Successfully completes all experimental assays and techniques such that experimental data proves useful and interpretable, must be able to successfully perform required experiments that utilize techniques already established in the laboratory, and must comply with flexible work schedules which may be dictated by specific experimental protocols. Experiments are to be completed within the time frame specified by the Principal Investigator (PI).
2. Records experimental data and results of procedures employed during laboratory investigations, such that experimental assays can be successfully duplicated by other laboratory personnel and/or investigators. Provides accurately written, summarized results of experimental data to the PI within established time frames and well prepared oral presentations at lab meetings. This includes performing tabulations, calculations and analyses of this data as required by the PI.
3. Holds self accountable for measurable, high-quality, timely and scientifically sound experiments. Notifies supervisor within timelines established by supervisor regarding any shortcomings in experiments or any perceived violations of law or official wrongdoing including fraud, waste, or abuse of authority.
4. Determines objectives, sets priorities, accepts responsibility for mistakes and complies with established control systems and rules. Notifies supervisor within one business day of significant program error or other serious issues. Meets mandatory employee obligations such as required training by due dates; care and protection of government issued equipment, proper handling and protection of government issued equipment, proper handling and protection of confidential, sensitive and personally identifiable information.
5. Assists PI with preparing and editing manuscripts for publication; designing new study protocols and procedures; and conducting literature reviews as needed.
6. Oversees and trains new study personnel when necessary and appropriate. Facilitates the progress of research projects directed by the Pl and monitors and facilitates the experimental progress of junior study personnel.
7. Determines objectives, sets priorities, accepts responsibility for mistakes and complies with established control systems and rules.
8. Uses interpersonal communication skills when involved in telephone and personal contacts, written communications and personal interactions.
9. Committed to continuous improvement.
10. Completes VA/VAPORHCS directed recurring annual training through instructor-led and/or e-training modality.

Examples of Research Study Coordinator job duties/expectations

1. Initiates study and implements changes to study procedures only after final approval is received from all oversight committees.

2. Ensures all moderate and major protocol deviations (including serious adverse events, apparent serious or continuing non-compliance, and unanticipated problems involving risk) are reported to the Institutional Review Board (IRB) within the required timelines as outlined in the IRB policies and procedures.

3. Maintains all regulatory documents and research files in accordance with good clinical practice (GCP) guidelines. Regulatory documents and research files are kept in audit ready state. Cooperates with all outside regulatory agencies and auditors. Provides access to all hard copy and electronic study related documents.

4. Explains research procedures to research participants, assures understanding of the requirements regarding study participation, positions research participants for desired result, and ensures research participants are not harmed during research intervention.

5. Records experimental data and results of procedures employed. Provides accurately written, summarized results of experimental data to the PI within established time frames. This includes performing tabulations, calculations and analyses of this data as required by the PI.

6. Manages times to ensure research study interventions are completed by deadlines in accordance with research protocol and/or established by the PI to ensure successful completion of the research project.

7. Uses most recently approved informed consent form and HIPAA authorization to consent participants. Ensures participants sign, initial and date the form as applicable. Submits all forms to the Research Administration Office for scanning. Uses required research progress note to document the consent and ensures all required language is included in the progress note.

8. To ensure compliance, eligibility determinations will be based on research protocol inclusion and exclusion criteria.

9. Assists PI with preparing and editing manuscripts for publication; designing new study protocols and procedures; and conducting literature reviews as needed.

10. Oversees and trains new study personnel when necessary and appropriate. Facilitates the progress of research projects directed by the PI and monitors and facilitates the experimental progress of junior study personnel.

11. Determines objectives, sets priorities, accepts responsibility for mistakes and complies with established control systems and rules.

12. Uses interpersonal communication skills when involved in telephone and personal contacts, written communications and personal interactions.

13. Committed to continuous improvement.

14. Completes VA/VAPORHCS directed recurring annual training through instructor-led and/or e-training modality.

Harassment

Toolkit and Resources

Harassment Complaints

When a complaint is made, timing is everything. Portland VA reacts promptly to all complaints in order to avoid additional (and possibly worse) instances of harassment, avoid appearing deliberately indifferent or unresponsive, and to be able to demonstrate that sufficient remedial action was taken. We believe in a discrimination free environment. If there is an issue or situation you are experiencing or that your employee has come to you about, please act right away by notifying Human Resources to ensure we are taking swift and appropriate action. Retaliation is not permitted, and this must also be communicated effectively to any party participating in a harassment complaint or investigation.

3rd Party Harassment Policy:

"We do not tolerate inappropriate behavior from any person, whether that person be a Portland VA employee or a patient, visitor, or contractor. If you feel anyone is acting inappropriately in our workplace, you should direct that person to stop such behavior. If that direction does not resolve the problem, or you are not comfortable speaking to the person directly, immediately contact your supervisor to report the situation. Supervisors must then report the incident to Human Resources. We recognize that certain individuals may be more difficult than others, but we are committed to creating and maintaining a professional and positive work environment."

Receiving a Complaint from Employee and or 3rd Party

In all circumstances, be careful to avoid adverse impact on the complainant (i.e. when making decisions, putting people on administrative leave, etc.)

a. Manager reports incident to HR.
b. Human Resources will then conduct an investigation and take appropriate action.
c. Human Resources will follow-up with the manager on the outcome of the investigation.

Positive Discipline

Toolkit and Resources

Philosophy:
The discipline process should be ongoing, specific, and no review period or termination should come as a shock to an employee. The employee should be engaged and participatory in the coaching and discipline process. It is important to remember that while this process is in place to help with performance issues or behavior, it is just as critical to provide positive feedback where applicable.

Coaching:

1. One-on-one's should be scheduled monthly if possible. For new hires, schedule the 90-day check-in during their first week of employment.
    a. For regular one-on-ones, use the 1x1 Meeting Agenda Form. For the 90-day check-in, use the 90-Day Employee Check-in Form for both Employee and Supervisor.

2. During these One-on-One meetings, any issues should be brought up and discussed with the employee. Use specific examples to describe the employee's behavior so they have a concrete idea of how to improve going forward or of what to do differently.

3. If the issue warrants discipline, issue a Verbal Reminder timely, or as soon as is possible so that the employee understands the impact of their actions or behavior.

    - **Use Verbal Reminder Form, (be sure to add to employee file)**
        a. In the Verbal Reminder, specify the action(s) or behavior that was demonstrated or witnessed. Explain what impact the behavior placed on the lab or team, the foundation, and the values.
        b. Specify expectations moving forward.
        c. Discuss with employee, and confirm agreement from employee, a consensus for specific actions that can be taken to make improvement. Ask for the employee to sign the form. If they refuse to sign, you do not have to force them, the expectations still apply.

4. Check in frequently after the Verbal Reminder was given to monitor effort, progress, and other areas to expand on with the employee. If the employee is making progress, be sure to let them know you see are seeing improvement and appreciate the effort.

5. If it appears there is a lack of effort and/or the employee is simply not progressing, move towards issuing a Written Warning. Before issuing, obtain approval from Principal Investigator, if applicable.

    - **Once you have approval, complete the Written Warning Form and the Action Plan (be sure to add to employee file)**
        a. In the Written Warning, specify the action(s) or behavior that was demonstrated or witnessed, and document previous related issues from the Verbal Reminder. Explain the impact on the lab or team, the foundation, and the values.
        b. Be sure to take this opportunity to ask the employee how they feel about the issue. Do they need other tools to be successful? Do they still agree with the action plan from the Verbal Reminder?

   c. Specify expectations moving forward.
   d. Discuss with employee, and confirm agreement from employee, a consensus for specific actions that can be taken to make improvement. Ask for the employee to sign the form. If they refuse to sign, you do not have to force them, the expectations still apply.

6. Check in frequently after the written warning was given to monitor effort, progress, and other areas to expand on with the employee. If the employee is making progress, be sure to let them know you see are seeing improvement and appreciate the effort.

7. If it appears there is a lack of effort and/or the employee is simply not progressing, move towards issuing a Final Written Warning. Before issuing, obtain approval from Principal Investigator if applicable.

   - **Once you have approval, complete the Written Warning Form, indicating the severity of the corrective action, and the Action Plan.**
     a. Be sure to explicitly explain what is at risk – if improvement is not measurable or visible, termination of employment could be the end result.
     b. In the Final Written Warning, specify the action(s) or behavior that was demonstrated or witnessed, and document previous related issues from the Written Warning. Explain the impact on the team, the company, and the values.
     c. Be sure to take this opportunity to ask the employee how they feel about the issue. Do they need other tools to be successful? Do they still agree with the action plan from the Verbal Reminder?
     d. Specify expectations moving forward.
     e. Discuss with employee, and confirm agreement from employee, a consensus for specific actions that can be taken to make improvement. Ask for the employee to sign the form. If they refuse to sign, you do not have to force them, the expectations still apply.

8. Check in frequently after the final written warning was given to monitor effort, progress, and other areas to expand on with the employee. If the employee is making progress, be sure to let them know you see are seeing improvement and appreciate the effort, which must continue in order to avoid termination.

9. If it appears there is a lack of effort and/or the employee is simply not progressing, move towards termination, depending on the severity of the impact. Before issuing, obtain approval from HR and Principal Investigator

10. **If termination has been approved**
    a. Notify HR to prepare the final check for the employee and any other termination paperwork, including information about COBRA if they were enrolled in health insurance (sent to employees within 14 days of termination).
    b. Request an immediate meeting with the employee, with HR and/or next level manager present, to discuss the company's decision to terminate. Explain briefly the behaviors, actions, or reasons that have led to this decision. This should not come as a surprise to the employee.

c. If the employee has an emotional response, you are welcome to let them express their thoughts. However, the longer the meeting goes, the less productive and focused it may become. Explain that someone can go grab their belongings so they can leave in peace and someone will pack their things for them and send them by mail.
d. Be sure to collect any company items or property, walk them out the front entrance, and wish them well.

11. Be sure all forms and documentation relating to the employee's performance are filed with HR,(, and that HR has received a completed PVARF Clearance Form for the employee file. A completed and signed VA R&D WOC Employee Clearance form must also be submitted to the R&D office.

12. HR will terminate the employee in the payroll system and any benefit programs (health insurance, savings plans, etc.)

Positive Discipline Toolkit

Positive Discipline emphasizes the employee's responsibility for their own behavior. Positive Discipline focuses on communicating the expectation of improvement in a non-threatening way, while maintaining concern for the seriousness of the situation.

Positive Discipline is designed to correct performance problems and build commitment, not merely compliance. It is a reminder of expected performance, focusing on decision making and individual responsibilities.

Key aspects of Positive Discipline include:

- Helping employee correct performance problems through coaching.
- Building commitment to high work standards and safe work practices.
- Recognizing and encouraging good performance.
- Allowing employee to be supervised under fair and consistent guidelines.
- Producing trust and reliance in management.

Verbal Reminder

The verbal reminder is designed to coach the employee toward self-commitment.

Our ambition is to change behavior, never to pass judgment on the individual. Gaining the employee participation and commitment to resolve a problem illustrates the goal of employee self-management.

Procedure:

- Discuss the conduct, attendance, or work performance problem with the employee in a private meeting. Use facts and details and explain how it impacts the team/business/customer, etc. Be sure to avoid general terms.
- Remind the employee of the importance of their self-commitment to follow work guideline and company standards.
- Inform the employee that this is an important part of the discipline process and restate the need to live up to their commitment.
- Encourage the employee to share with you their thoughts and work with the employee to gain personal commitment to the standards of operation established by management.
- Explain future performance expectations to the employee.
- Document the discussion. Remember to include the date, time, place, and names of all participants and witnesses, and a chronological explanation of what happened or what was observed.
- Obtain signatures on the forms provided or use email to recap the meeting and any agreements made.
- Schedule a follow up meeting or conversation, or bring up in the next 1x1 meeting.

Written Reminders

Management should issue a "written reminder" to document formal conversations between themselves and employees when:

- An employee's commitment to improve has not been met since the verbal reminder, or
- An employee commits a serious offense, regardless of whether previous disciplinary action has occurred. Examples of offenses include poor treatment of customers, refusal to perform work assignments, reckless conduct, insubordination, repeated tardiness to work, negligent or careless use of company property.

Procedure:

- Discuss the conduct, attendance, or work performance problem the employee in a private meeting.
- Remind the employee of the importance of their self-commitment to follow work guidelines and company standards.
- Inform the employee that this is a vital part of the discipline process. Restate again the employee's need to live up to prior commitments.
- Reaffirm how employee's behavior and action have affected the company. Ask the employee for a solution.
- Explain future performance expectation to the employee. Gain commitment to improve. Clarify the ramification of non-compliance.
- Complete the Written Reminder form, summarizing the discussion and documenting the employee's commitment to improve performance. Request the employee to sign the form showing they have received a written reminder.
- Give the employee the Problem-Solving Action Plan form and explain to the employee that the action plan is an employee's written agreement to change inappropriate behavior or performance. Action plans should allow the employee to provide the following:
    - An explanation of the problem.
    - A description of the agreed change and your reasons for it
    - Answers to questions "How will I improve?" and "What will be my overall commitment?"

Management may assist in the construction of the plan; however, it is best if the plan is created by the employee.

- Obtain signatures

Problem Solving Action Plan

A Problem Solving Action plan is your written agreement to change inappropriate behavior and performance. With this in mind, please complete in writing your individual action. Include in your plan a short summary of the following:

- An explanation of the problem as you see it today.
- A description of the agreed change and your reasons for it.
- A specific outline on how you plan to improve, and what will be your overall commitment.

Decision Making Leave (DML)

A paid decision making leave (DML) consists of the employee taking a one day or longer paid leave in order to decide whether they are willing or capable of making the total and absolute commitment to improving performance, attendance, conduct or behavior on the job. By giving the employee a day off with pay to make this decision, management is illustrating a sincere desire for the employee to succeed. It also eliminates bad feelings that tend to occur due to lost wages.

Management may recommend a DML in cases where:

- An employee's commitment to improve is not met since an verbal or written reminder, or
- Management feels that the immediate situation – viewed alone or as part of the employee overall record – warrants a written reminder and a DML, despite the fact that a verbal reminder for the same problem has never been given.

Procedure:

- Discuss the conduct, attendance or work performance with the employee in a private meeting.
    - Ask the employee for a decision on whether they can successfully make a commitment to change the behavior in question and meet all company standards of operation. Tell the employee that this is a very serious course of action, and that employee may be discharged if any additional problems arises warranting disciplinary action.
- Give the employee a day off with pay to decide whether they can make the commitment required to continue working for your company.
- Inform the employee that upon reporting back to work their decision is to be given to management in writing on a Problem-Solving Action Plan.
- Complete a written reminder.
- Schedule a following up meeting.

Verbal Reminder Form

This document is to serve as a reminder of the discussion on date with Xemployee nameX and Xmanager nameX.

Description of the incident:

The plan for improvement is as follows:

If the items identified in the plan for improvement are not addressed to the Company's satisfaction, it may lead to additional disciplinary action, up to and including termination.

Written Reminder Form

Employee Name: _____ **Date:** _____/_____/_____

Manager/Supervisor Name: _____

Corrective Action:

- ☐ Written Reminder
- ☐ Decision-Making Leave
- ☐ Suspension Pending Investigation
- ☐ Termination

Previous Reminders:
Has the employee been previously counseled or disciplined for the same or similar reasons?
☐ NO ☐ YES If yes, date: _____

Facts or Events	
Improvement Required	*Briefly State What Employee Must Do To Improve:*
Failure to Improve	*State What Disciplinary Action Will Follow If There Is No Improvement:*

Written Reminder Form

A Problem Solving Action Plan is your written agreement to change inappropriate behavior performance with this in mind, complete in writing your individual action plan. Include in your plan a short summary of the following:

A. An explanation of the problem as you see it today.
B. A description of the agreed change and your reasons for it.
C. A specific outline on how you plan to improve, and what will be your overall commitment.

_____

_____

_____
Employee Name (print)

_____ _____/_____/_____
Employee Signature Date

Employee Leave Procedure

Toolkit and Resources

Employee Leaves

All leave types require employees to complete an ***Employee Leave Request*** *form*, see information below. More than one type of leave may apply to a situation and where allowed by federal or state law, such leaves will run concurrently.

- Approved leaves of absence are exempt from the attendance policy however employee must follow call-in procedure.
- All approved leaves of absences will be applied against leave entitlement and may retroactively be applied once appropriate documentation is received and approved.
- Documentation establishing the need for leave is required.
- PVARF reserves the right to ask for recertification of a medical condition.
- PVARF reserves the right to obtain a second medical opinion at the company's request and expense.
- Approval for a protected leave will be denied if the employee fails to deliver satisfactory documentation in the time required.

1. Employee: Before or at Beginning of Leave of Absence

   a. Inform your manager/supervisor of expected time away as soon as you know the need for leave of absence, i.e. wife is expecting and the anticipated delivery date

   b. Complete and submit the Employee Leave Request form as soon you know your need for a leave of absence and no later than 30 days prior to the expected start of your leave. If it is not possible to provide 30 days' notice, you must turn in the request form as soon as practical.

   c. If it is an emergency (e.g., an unanticipated serious health condition or a child unexpectedly requiring home care), you or someone on your behalf must make an oral request to your supervisor as soon as possible, but no later than 24 hours of the emergency. If you are not able to reach your supervisor, you will need to contact PVARF Human Resources.

   d. You will receive correspondence and forms related to your specific leave request. Follow the instructions as you have **15 calendar days** to submit all forms, including all documentation by your medical provider.

   e. Failure to return documentation within 15 calendar days may result in a denial of your requested leave of absence.

2. When Leave of Absence Has Been Approved or Denied

   a. You will receive confirmation of your approved or denied leave of absence. Follow the instructions of next steps.

   b. Notify both your manager/supervisor/HR immediately if there are any changes to your leave that may affect your expected return to work date (additional paperwork may be required).

3. Recording Time Away From Work
    - Time dedicated to the leave should be recorded by both the supervisor and employee.

4. Returning to Work

    a. Have your medical provider complete and submit Return to Work Certification form, certifying your ability to perform your job.

    b. Submit completed forms three (3) days in advance of you returning to work.

    c. If you require special accommodations to return to work, contact your manager/supervisor/HR as soon as possible before returning to work to discuss options.

5. Leave Extension

    a. If protected leave hours have not been exhausted, contact your manager and HR to create new *Medical Certification* and send for re-certification.
    b. If protected leave hours have been exhausted, contact your manager and HR to work on Personal Leave or for ADA accommodations. HR to notify manager to have personal leave approved.

6. Manager Responsibilities:
    a. Once Leave of Absense is requested, Manager directs employee or a designated representative to complete the ***Employee Leave Request*** *form.*
    b. Consider the circumstances of a personal leave request as it relates to the business needs of the department and use appropriate discretion to grant personal leaves. It is important to ensure consistency of approval criteria.
    c. If request is approved manager both manager and employee sign the ***Employee Leave Request*** form and submit to HR.
    d. Plan for the employee's return once leave has expired.

7. HR Responsibilities:
    a. Sends leave packet and leave notice to employee once received either as a result of request or has been notified of absence.
    b. Once request is received, determine eligibility for type of leave and if approved or not.
    c. Records length of leave in the Leave of Absence spreadsheet.
    d. Keep manager updated on expected return to work date and if employee is on track for their return.
    e. Review Return to Work Certification form.
    f. If not released at the end of their FMLA/OFLA/WFLA job protection period, then discuss with manager.

Leave Guide for Managers

Contact Human Resources if an employee needs ongoing time off (more than three days) due to their serious health condition, the health condition of their family member, domestic violence leave, military leave, personal leave, bereavement, pregnancy or bonding leave.

Manager provides employee Leave Request Form for completion.

Human Resources reviews the request for leave to determine eligibility.

Eligible

HR prepares and mails/emails FMLA/OFLA/Personal Leave paperwork to employee and supports with questions.

Employee takes medical certification form to doctor (for birth of child and serious health condition only) and provides it to HR when completed. Employee provides documentation to support other leaves i.e., personal, domestic violence leave, if applicable.

HR reviews medical documentation for determination.

Ineligible

HR support manager with consideration for personal leave under personal leave policy and drafts personal leave paperwork.

HR contacts employee when medical documentation has not been returned on time (within 15 days).

Approved?

HR notifies the employee and manager that the leave has been approved and of the anticipated return to work dates. Manager is responsible for entering leave in employee's time record.

Denied?

If based on medical certification, the employee does not qualify for FMLA/OFLA leave, HR consults with manager for consideration of personal leave. Based on decision, HR sends the employee appropriate notification.

Return to Work

Employee must provide HR or manager their Return to Work Authorization form from health care provider (prior to returning to work).

Employee is restored to work.

Expiration of Leave

HR notifies employee of leave expiration two weeks in advance, including communication on continued employment and health coverage (as applicable).

If employee has exhausted their available annual designated leave, HR notifies employee in writing regarding the exhaustion of family leave.

Employee contacts HR or manager when additional leave is needed beyond initial FMLA/OFLA/Personal Leave designation.

HR with the manager to facilitate communication and evaluation of request for extended leaves and/or ADAAA accommodations.

PVARF

Portland VA Research Foundation, Inc.

Improving Health Through Discovery

EMPLOYEE NAME : _____

TODAY'S DATE : _____

Have you worked for PVARF for at least six months? Yes No

I request one day or less : _____ date _____ hours

I request more than one day : _____ beginning date _____ return date

Total number of hours taken : _____

I request that my leave be charged to:

- ❑ Vacation
- ❑ Unpaid Leave
- ❑ Personal
- ❑ Sick
- ❑ Comp Time
- ❑ Other _____

FOR OFFICE USE ONLY:

LEAVE DESIGNATION

❑ OFLA ❑ FMLA ❑ BOTH

PROVISIONAL LEAVE DESIGNATION (PENDING ADDITIONAL INFORMATION OR MEDICAL CERTIFICATION.)

❑ OFLA ❑ FMLA ❑ BOTH

DATE EMPLOYEE NOTIFIED

_____

IF OFLA/FMLA LEAVE, PLEASE COMPLETE THIS SECTION.
OTHERWISE, YOU MAY PROCEED TO SIGNATURE LINE AT BOTTOM OF PAGE.

Please check one of the following:

- ❑ Your serious health condition DO NOT IDENTIFY THE CONDITION / Certification may be required /OFLA/FMLA/ See other side
- ❑ Family members with serious health condition DO NOT IDENTIFY THE CONDITION / Certification may be required/ OFLA/FMLA
- ❑ Child requiring home care (OFLA)
- ❑ Pregnancy (includes prenatal care, childbirth, and recovery) (OFLA/FMLA)
- ❑ Care for a newborn child (OFLA/FMLA)
- ❑ Placement/adoption of child or adult dependent (OFLA/FMLA)
- ❑ Parent-in-law with condition that poses imminent danger of death, is terminal or requires constant care (OFLA)

NOTE: In some instances it may be necessary for your employer to ask for additional information to determine whether the leave is OFLA/FMLA qualifying.

Do you have a spouse who works for the Portland VA Research Foundatio who is requesting time off for the same purpose?
❑ Yes ❑ No (Restrictions may apply. OAR 839-009-0240. Contact Human Resources.)

If you are requesting an altered or reduced work schedule for medical reasons, either for yourself or family members, please indicate your scheduling needs:

_____

(Attach a separate sheet if necessary.)

EMPLOYEE SIGNATURE: _____

Confidentiality: Any medical information will be kept in a confidential file and will be used only to determine eligibility for OFLA/FMLA and to track leave.

❑ Leave Approved ❑ Not Approved Supervisor's Signature: _____

FEDERAL FMLA LEAVE INFORMATION *

What is covered as a serious health condition?

Threshold Requirement: Unable to perform at least one essential function of job.
CFR 825.115 (see also ADA).
Covered Conditions:

In-patient care & recovery
Pregnancy, prenatal care
Terminal illness
Continuing Treatment (includes diagnosis)

a) Incapacity (inability to work) of more than 3 consecutive calendar days that <u>also</u> involves:
   - Two or more treatments by health care provider <u>or</u>
   - One treatment and continuing supervision (includes prescription medications and equipment)

b) Chronic Serious Health Conditions
   - Periodic treatment by health care provider <u>and</u>
   - Continues over extended period of time <u>and</u>
   - May be episodic rather than continuing, such as:
     Asthma, diabetes, epilepsy.

c) Permanent or long term period of incapacity
   - Requires treatment or supervision by health care provider.
   - Includes Alzheimers, Stroke

d) Multiple treatments for
   - Restorative surgery for accident or other injury
   - Condition which would likely result in incapacity of more than 3 days in absence of treatment, such as:
     Cancer - chemotherapy or radiation
     Arthritis - physical therapy
     Kidney dialysis

Explicitly not covered under FMLA rules, absent complications:

Colds	Minor Ulcers
Flu	Headache (except migraine)
Earaches	Routine eye, dental treatment
Upset Stomach	

Is leave time paid?

Accrued sick and/or vacation leave may be used for FMLA/OFLA leave.
If leave is unforeseeable, employees must give notice as soon as practicable (usually one or two workdays from beginning of leave).

FMLA Cite: 29 CFR 825

***** PVARF employees are covered by both FMLA and OFLA. For "serious health condition" leave, follow the FMLA rules.

Termination with Humanity

Toolkit and Resources

Introduction

Whether working for a large corporation or smaller firm, it is inevitable that employees as well as employers will witness some uncomfortable and perhaps poorly administered terminations.

The most critical lesson to be learned in conducting a termination is that how it is conducted is just as important as why. Creating a termination process that is well planned, comprehensive, and focuses on treating the separating employee with respect will have a tremendous impact on how the employee reacts post-separation. When terminating employees do not understand the reasons behind their discharge or feel they were treated poorly it can result in the employer gaining a poor reputation or the employee taking legal action against their former employer. According to a 2013 survey by Fulbright & Jaworski, LLP, six out of ten employers were sued by an employee. The majority of cases, about 67%, were ruled in the plaintiff's favor when taken to litigation. According to Workforce.com, in 2013, defending a case through discovery and a ruling for summary judgment cost an employer between $75,000 and $125,000. If an employer lost summary judgment, the employer could potentially spend a total of $175,000 to $250,000 when taking a case to a jury verdict at trial.

Below is a table reflecting EEOC charges filed in Oregon in 2014 by type:

Age	24%
Disability	40%
National Origin	8%
Race	19%
Religion	5%
Sex	35%

In "Termination with Humanity", you will learn how to effectively plan for and implement an employee separation process. We will cover what should and should not be said and done as a manager engaging in the termination process. In addition, you will learn how to respond to emotional employee reactions (including anger and resentment), how to leave the employee with his/her dignity intact, and how to communicate to and manage the reaction of remaining employees.

Before the Termination

From time to time employers will find themselves faced with a business decision to terminate an employee. While the prospect should never be cause for uncorking the champagne bottle, it is important to realize that it need not always be viewed negatively. The truth is that many organizations find themselves with a healthier and happier atmosphere as a result of a warranted termination. Not every employee is intellectually or emotionally equipped to do the job his/her employer desires. Even with the greatest of intentions, some employees simply can't, or won't perform their job duties to the satisfaction of management.

Although a termination can be an emotional time for both management and employees of a business, studies show that it is possible for both the employer and the terminated employee to benefit. Once the hidden truth surfaces that an employment arrangement isn't working, the terminated employee has the opportunity to make a change… a positive change to something which he/she will be better suited.

As we review the impact of involuntary terminations, be certain that your decision to terminate is the best and only remedy to the situation, you owe it to the employee and the organization. Answering the questions in the following checklist will help you to ascertain whether this is, in fact, the right business decision.

A. <u>Pre-Termination Checklist</u>

1) <u>Is the reason for termination valid?</u>

Is your reason a valid one? Have you satisfactorily evaluated all factors, and ruled out the possibility that the decision may be based on emotion, personality, temper, or just plain stubbornness. The decision should be the result of analytical thinking, including review of company policies, procedures and past practice as well as adhering to due process. To confirm whether your choice is correct, try having it reviewed by someone other than a management individual who is recommending discharge.

2) <u>Was a fair process of discipline administered?</u>

Was the employee informed in advance of inadequacies in his/her job performance? Was he/she given the opportunity to correct or improve the inappropriate behavior or substandard performance? The following steps are essential to the positive discipline method. While they are intended as a guide to administering discipline prior to a decision to terminate, it is prudent practice from an equitable as well as discipline/termination process.

i. *Pinpoint the problem*. Is there one incident or area of concern, or have many factors led to the decision to terminate? The terminated employee will want to know … and, looking at it from a humanistic standpoint, it's really his/her right to know.
ii. *Investigate/Research the problem*. Be certain that you acquire all of the facts and are not reacting entirely on hearsay.

iii. *Exchange* – A popular form of exchange used for decades by employers – "I talk, you listen" – is at long last on the decline. And, both employers and employees will be the better for it. Not only did it breed low employee morale and disrespect for the employer, but it was rarely viewed favorably by either a judge or jury. Encourage the employee to discuss any challenges they are experiencing as well as any training they may need. Refrain from dominating the discussion and make it a mutual exchange.

iv. *Document* – If it wasn't written down, it did not happen. Thorough documentation will be your best defense if faced with a discharge lawsuit. Keep it simple, but document all of the facts.

If the employee has previously received a "verbal reminder" for the same or similar behavior, management should remind the employee of his/her previous agreement to correct the problem and then focus on the more serious situation created by the employee's failure to live up to that agreement. After the discussion, management should provide a "written reminder" stating that the behavior violated company standards and that another incident will result in further disciplinary action or termination.

A "written reminder" is necessary to document formal conversations between employers and employees when an employee's commitment to improve has not been met since the verbal reminder, or the employee commits a serious offense, regardless of whether previous disciplinary action has occurred. Examples of such offenses may include poor treatment of customers, refusal to perform work assignments, reckless conduct, insubordination, repeated tardiness to work, or negligent use of company property. Employees should be asked to sign the written document and a copy of the signed document should be kept in the employee's HR file.

v. *Follow Through* – Follow through is one of the most important steps in the positive discipline process, and also the most easily overlooked. Make it a point to inform the employee that you will follow up with them at a later date to inform them whether he/she has corrected or improved previously discussed inappropriate behavior. The Follow Through step may lead to a termination.

3) <u>Was every effort made to resolve the problem?</u>

If all attempts to correct the substandard behavior/performance have failed, ask yourself whether consideration has been given to placing the employee in another position? The employee may have untapped skills that will benefit the company. Many employers fail to realize that employees could be happier in other positions, if given the opportunity. This is not always the right approach but if the employee is a good fit for the organization and just not for their current position, it may be one to consider.

4) What documentation exists in the employee's file?

Employers may want to terminate, but they are putting themselves at risk of lawsuit if there is nothing in the employee's file to warrant such an action. Past written evaluations, preferably signed by the employee, should reflect performance and behavioral problems. Termination should be preceded by documented due process on the part of the company to correct inappropriate behavior or substandard performance.

5) Is there any legal vulnerability?

Is the employee a member of one or more of the protected classes under Title VII of the Civil Rights laws or state law? Protected classes under federal and/or state law may include race, color, religion, gender (sex), national origin, age, veteran status, sexual orientation, gender identity, marital status, disability and genetic information.

Employers must consider applicable federal and state legislation whenever a decision is made to terminate an employee, particularly when such employee falls within a class protected by law. This section will review the case law affecting employee's rights and responsibilities in the termination process.

I. Tort Law

Outrageous conduct or intentional infliction of emotional distress

Slander and Libel- an unprivileged publication to a third person regarding a false defamatory matter about or concerning plaintiff, which damages plaintiff's reputation

II. Fraudulent Misrepresentation

Elements:
1. Employer knew representation was false
2. Representation made to induce employee to acts
3. Employee relied upon representation
4. Employee suffered loss as a result of reliance

III. Invasion of Privacy

Elements:
1. Intentional intrusion
2. Upon the private affairs of others
3. Highly offensive to a reasonable person

IV. Interference with Contractual Relations

Basic contract between two parties:

a) A party to the agreement may breach the agreement

b) A third party may interfere with the contractual relations of the parties

V. Wrongful Discharge- Public Policy Violations

a) Acting on behalf of the public

b) Acting pursuant to a statue or a constitutional provision

VI. Limitations on the Right to Discharge

Imposed by contract- just cause for discharge

When you are thinking of terminating an employee, think of not only doing it humanely but also for "just cause". Just cause as defined by Moseley includes almost every conceivable business-related reason an employer may have for terminating an employee, including:

- Poor performance
- Violation of reasonable rules of job conduct
- Behavior outside the workplace which affects the ability of the company to compete or coworkers to perform their jobs
- Failure or inability to report to work (outside of protected leave laws)

It is also wise to consider the employee's length of service. Studies indicate that a long-term employee builds a certain amount of underlying credibility in the eyes of a judge and jury. Although not yet recognized by the courts as a valid legal theory, without proof of substantial cause for termination a jury will likely consider length of service in reaching judgement.

Termination is obviously the most drastic and severe form of discipline. When considering the legal vulnerabilities of your company, try recalling the Gilbert and Sullivan phrase "Let the punishment fit the crime". Will the eyes of the law see "termination" as the equitable solution to your problem?

"Legal Implications" of the termination process are discussed further in the Chapter IV of this program.

Once the above areas have been reviewed and you feel comfortable with each, move ahead and consider the following.

6) <u>What will be the time and location of the separation meeting?</u>

Providing a sense of structure to the separation meeting will help create a controlled atmosphere that will assist the manager throughout the process. Conduct the meeting in a location that provides some privacy depending upon the anticipated reaction of the employee you are terminating. A best practice recommendation is to have an additional member of management, preferably HR, present during the meeting.

Refrain from scheduling a separation meeting last thing on a Friday afternoon. Although a common practice for many companies, terminating on a Friday afternoon is strongly discouraged by most outplacement specialists. The weekend following a termination is critical in that it is considered a "non-supportive" period for the terminated employee. Waking up on a Saturday with few or no resources through which to actively pursue new employment, the employee is faced with many hours in which to contemplate Friday's termination.

Conduct the termination as early in the week as possible. The terminated employee is then able to move forward immediately in a new direction, with support services and employment resources readily available.

7) <u>What will be said to the employee?</u>

Terminations are uncomfortable for any manager. Consequently, there will be a tendency to react defensively if faced with a hostile or accusatory employee. Keep your focus on the facts of the termination and don't engage if the employee tries to steer the meeting in a different direction. Also, remember a termination should never come as a surprise to the employee. For example, if the employer has had prior performance related meetings with the employee, they should not be shocked when told about the Company's decision to terminate their employment.

8) <u>How is the employee likely to react?</u>

Think about everything you know regarding the employee. How has he/she responded to criticism and/or sudden crisis in the past? Does he/she have any personal problems that may add to the reaction, i.e. financial or family problems?

9) <u>Will the employee receive benefits upon separation?</u>

Will the employee be given severance pay, continued coverage of medical/dental benefits, and/or pay for accrued vacation and/or sick leave? Make decisions regarding benefits before entering into the separation meeting.

10) <u>Is transportation from the workplace available?</u>

Should arrangements be made for the employee to be transported home? If his/her usual method of transportation will not be available for hours, you may want to consider providing transportation.

11) How will the remaining employees be notified of the termination?

Many companies find it sufficient to send an email announcing the termination, or "resignation", of an employee. Others announce a termination by meeting with groups or departments. It is best left to management to determine how remaining employees should be informed of a termination. When making the announcement, do not provide the specific reasons for the termination. As a general rule, the less said is better for all involved. You should focus on informing the other employees of the change, explain the plan for covering the terminated employee's work and discuss your plans for filling the role.

12) Who will be called should a problem arise?

Will you opt to have a witness present during the separation meeting? Xenium always recommends a witness be present during a separation meeting. It can be someone from their internal HR department or a senior manager within your organization.

B. Documentation

1) Employer's Checklist

To ensure all final details are reviewed with the terminated employee (i.e. COBRA, final paycheck laws, employee retirement plans), the manager should utilize the Employer's Checklist for Employee Terminations. Following this review, place the completed form in the employee's HR file.

2) Separation Summary

Separation Summary is the final step that must be completed in the termination process. It is important to indicate whether the termination was voluntary or involuntary. It is also imperative that the reason for termination is reviewed with the employee so that he or she has a clear understanding of their employment is being terminated.

The payroll section should also be completed for the employee's review.

During the Separation Meeting

Once the decision has been made to terminate an employee, the terminating manager should deliberately set aside time to prepare himself/herself for the separation meeting.

A. Criteria For A Successful Separation Meeting

1) Message is heard and understood
Leave no room for confusion in the employee's mind that this is, in fact, a termination. You won't be doing the employee or company any favors by letting the discussion appear to be *seaming*, with the *possibility* of termination. It will be very uncomfortable for all concerned if the employee returns to work the next morning.

2) Get to the point
Bypass any attempt toward rapport-building conversation and get right to the point, for example "Jim, I asked you to my office because there is something I want to discuss with you…" Opening the discussion with anything less direct will immediately place the terminating manager at a disadvantage. Not only will it be difficult for the manager to reroute the direction of the discussion from the latest weather forecast to its intended destination, but the suggestion of such lighthearted topics downplay the seriousness of the event that is to follow - something the employee is likely to resent later.

3) Stick to the facts
Communicate your message by discussing job related issues only, and be completely accurate as to facts and events leading up to the termination. Keep emotion from appearing to be the cause for the termination by eliminating words from your vocabulary that either express emotion or attack the personality/character traits of the employee, for example "sensitive", "defensive", "disappointed" and "frustrated" etc.

4) Do not react to the reaction of the employee
Although it may be difficult, it is important not to become defensive and/or argumentative in response to the reaction of the employee. Listening is your most effective tool.

It is important, if not critical, that very close attention be given to everything the employee says during the separation meeting. An employee may reveal facts or circumstances related to his/her employment situation that were unknown to the employer, such as pending legal action, harassment from supervisors, or allegations of discriminatory treatment based on a protected class.

5) Avoid platitudes and promises
Never downplay the termination by making lighthearted statements in response to the employee's reaction, for example, "Now, this isn't the end of the world - things could be

worse." For the employee, it may very well seem like the end of the world. Also, avoiding offering false hope, such as, "I'll bet you'll get as good, if not better, position with another company".

Hope and encouragement is good, but place greater focus on the individual's particular skills and strengths. These types of comments will go much further toward lifting the employee's confidence and self-esteem.

6) Leave the employee with dignity and self-esteem intact
Most employee lawsuits are initiated out of anger. Enabling a terminated employee to the leave the meeting with self-esteem and dignity intact is not only a humane approach to the termination process, but it will benefit the terminating manager and the company in the long run.

7) Communicate a plan to the employee
Providing structure and a sense of purpose to the terminated employee will help to alleviate his/her feelings of being overwhelmed and without control. It will give the employee a sense of direction and idea of what to do and where to go next.

One component of such a plan may be instruction on company benefits. It is recommended that all information on benefits and compensation be put in writing so that it may be reviewed by the employee at a later time if needed.

After the Meeting

Termination doesn't always mark the end of an employer's concerns with a former employee. It is suggested that time be spent during the days immediately following a termination reviewing the termination process, assuring yourself and other management staff that all the measure of precaution was taken, and a termination was fairly administered.

1) Re-check the HR file
   Presumably, the HR file was carefully reviewed before the termination. Nevertheless, it should be reviewed again. Insure that the file contains written information on which the company can base its decision to terminate.

2) Listen to what is said following the termination
   Be careful of what is said about the terminated employee by management and fellow employees. Remember, there may be at least one present employee conversing with the terminated employee. Be certain all statements are consistent with company policy, truthful, and can be supported.

3) Steps in reference giving
   There's a golden rule to reference giving that is frustrating to the inquirer, but a strongly recommended process for the employer. Provide three pieces of information only:

   - Dates of employment
   - Job title
   - Rate of pay - optional

Resignations/Terminations

When an employee terminates his/her employment with the PVARF, the investigator must immediately inform the PVARF administrative office, so that a final paycheck can be issued in a timely manner. The State of Oregon has set up the following guidelines that must be met:

1. When an employee resigns without prior notice: The final paycheck must be given to the employee within five working days unless a regular payday occurs within the five-day period. Then the employee must receive their final paycheck on that regular payday.
2. When an employee resigns or is laid off with advance notice: When at least 48 hours of notice is given, the final paycheck is due on the employee's last day worked.
3. **When an employee is terminated without advance notice: The final paycheck must be paid not later than the end of the first business day after the termination.**

The state can assess large penalties for final paychecks that are late. To avoid penalties, the PI must inform the PVARF administrative office with a "**Payroll Status Change**" form as soon as they know that an employee is leaving. The form should contain the following information:

1. Employee name
2. Department
3. Last day of employment
4. Reason for termination

The employee will need to set up a time to meet with the PVARF Human Resources office for the checkout procedure which includes:

1. Completion of the PVARF **Employee Clearance** form
2. Review of insurance continuation (**COBRA**) for employees with healthcare coverage
3. Exit interview

The employee must also clear with the **VA R&D Research Office**. PVARF will notify R&D of the employee's termination. R&D will contact the employee with their required paperwork.

Unused annual leave will be paid as a lump sum on the employee's final paycheck. However, unused sick leave will not be paid.

Termination checklist

Name:_____ Term date:_____

___ Termination SOP to Manager

___ Notify VA Research

___ Receive final timecard

___ Fill out PVARF Clearance Form

___ VA Account Termination

___ Terminate from Fidelity

___ Terminate from Kaiser

_____Terminate from MetLife

___ Issue final check

___ Terminate out of Paycom and update forwarding address if applicable

___ Send COBRA paperwork

___ Exit Interview

SEPARATION SUMMARY

Employee Name:_____

Employee Address:_____
Street City Zip Code

Job Title:_____ Hire Date:_____ Rate of Pay:_____
[ ] Full-Time [ ] Part-Time [ ] Temporary

Effective Date of Separation:_____ Last Day Worked:_____

Separation Reason: [ ] Voluntary [ ]Involuntary

If effective date of separation is different than last day worked, please explain:_____
_____

Voluntary Separations

For voluntary separations, I hereby submit my resignation of employment for the following reason(s):
_____
_____

Involuntary Separations

- ❑ Release of employee during introductory period
- ❑ Failure to comply with company policies/rules
- ❑ Job performance has become sub-standard
- ❑ Falsification of employment information
- ❑ Excessive absence/tardiness
- ❑ Release of temporary employee
- ❑ Other:_____

Please explain reason in detail :
_____
_____
_____

This data is confidential and for the sole use of the this organization

Benefit plan terminations information:
_____
_____

Final Paycheck Date:
Vacation Pay: Eligible:_____ Hrs. = $_____ From:_____ To:_____
Holiday Pay (if applicable)Eligible:_____ Hrs. = $_____ From:_____ To:_____
Other Compensation = $_____

[ ] Right to continue group healthcare (if applicable)

This form has been handed or mailed to employee on this date: _____

_____ _____ _____
Employee Signature Manager Signature HR Manager Signature

Exit Interview

Employee Name:

Job Title:

Date of Hire:

Date of Separation:

1. **Disposition:** ☐ **Resignation** ☐ **Layoff** ☐ **Discharge** ☐ **Other**

2. **Does employee have another job?** ☐ **Yes** ☐ **No**

   If yes, where? **New Title:**

3. **Did employee get along well with supervisor?** ☐ **Yes** ☐ **No**

   If no, please explain:

4. **How well did supervisor handle any complaints or grievances employee may have had?**

5. **How did employee feel about his/her salary?**

6. **How did employee feel about his/her progress with the company?**

7. **What did employee like best about his/her job?**

8. **What did employee dislike about his/her job?**

9. **Did the employee feel that they had a clear understanding of the company's vision, mission, and values?**

10. **Does employee feel their job responsibilities were described accurately during the interview process and orientation?**

11. **Did employee have clear goals and know what was expected of them in their job?**

12. **Specifically, why is employee leaving?**

13. **Would employee stay if a more satisfactory arrangement could be worked out?**

    ☐ **Yes** ☐ **No** **If yes, please explain:**

14. **What recommendations does the employee have for making his/her department and the company a better place to work?**

Interviewer's comments on reason for employee's termination:

Interviewer: **Date:**

Additional Resources

Employee Status Change

EMPLOYEE PROFILE

Employee Name: _____ Effective Date: _____

Date: _____ _____

EMPLOYMENT CHANGES

Rehire:	☐	Job Title:	_____	Department:	_____
Temporary:	☐	Start Date:	End Date	Department:	_____
Termination:		Effective date:	_____ _____	Department:	_____

CLASSIFICATION CHANGES

Change		Old Information		New Information	
Address:	☐	Old Address	_____	New Address:	_____
Promotion:	☐	Title/Dept:	_____	Title/Dept:	_____
Project:	☐	Old Project:	_____	New Project:	_____
Project:	☐	Old Project:	_____	New Project:	_____
Salary:	☐	Old Rate:	_____	New Rate:	_____
Health Insurance	☐	Amount PP:	_____	Amount PP:	_____
Dental Insurance	☐	Amount PP:	_____	Amount PP:	_____
401k :	☐	Amount PP:	_____	Amount PP:	_____

Notice Of COBRA Rights? _____ Date Provided: _____

Election Of COBRA? _____ Date Started: _____

ADDITIONAL COMPENSATION/BENEFITS/CHANGES INFORMATION

Please List Any Additional Changes in Compensation, Benefits or Changes Not Listed Above:

VERIFICATION OF CHANGES

Approved By:

Signature _____ Date _____

HR USE:
Completed By:_____ **Date:** _____

Portland VA Research Foundation, Inc.

Employee Clearance Form

Employee's Name	Job Title
Last Date of Employment	**Principal Investigator**
Forwarding Home Address / E-mail Address	
Reason for leaving PVARF	
Instructions	
Thank you for your service to the the Portland VA Research Foundation. Before you leave please visit offices listed below and obtain their approval. We appreciate your service with us and with you luck in your future.	

Office	Signature	Unreturned articles (if any)
PVARF Office, ext. 53236 Bldg. 104, Room G220C ** Exit interview* ** Update information* ** Review COBRA*		
*Final paycheck rec'd_ YES/NO *Agree to direct deposit of final paycheck at next pay period YES/NO		

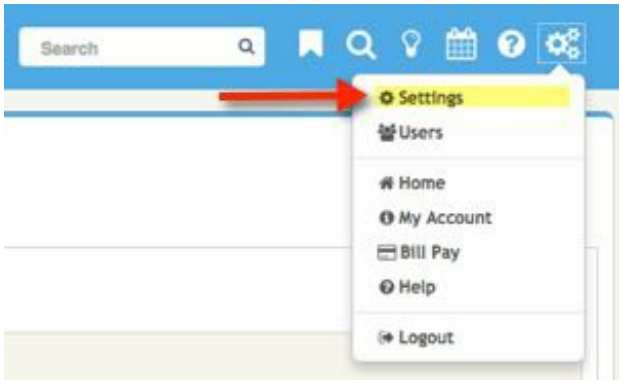
EE SIGNATURE: _____

DATE: _____

Reference Check Feature

Step One:

Click on the 3 gears icon at the top of your screen and select **Settings.**

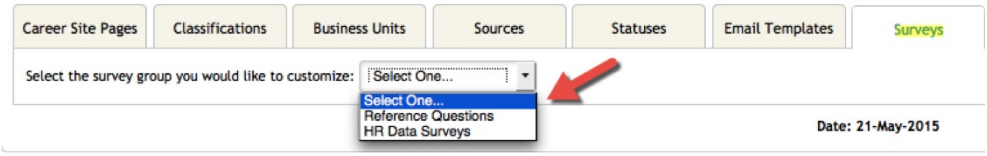


Step Two:

Click on the **Surveys** tab.

Step Three:

To add a **new survey** click the **drop menu** to select a **survey type.** Once you have selected a survey group you can **edit** or **archive** any question group by clicking on the **Action** button next to the group title. You can always show the archived groups by clicking **Show Archived** at the bottom of the page. Follow the same process for **editing, archiving,** and **showing archived** questions within a group.



Note

This tab only appears if the survey feature is enabled on your account.

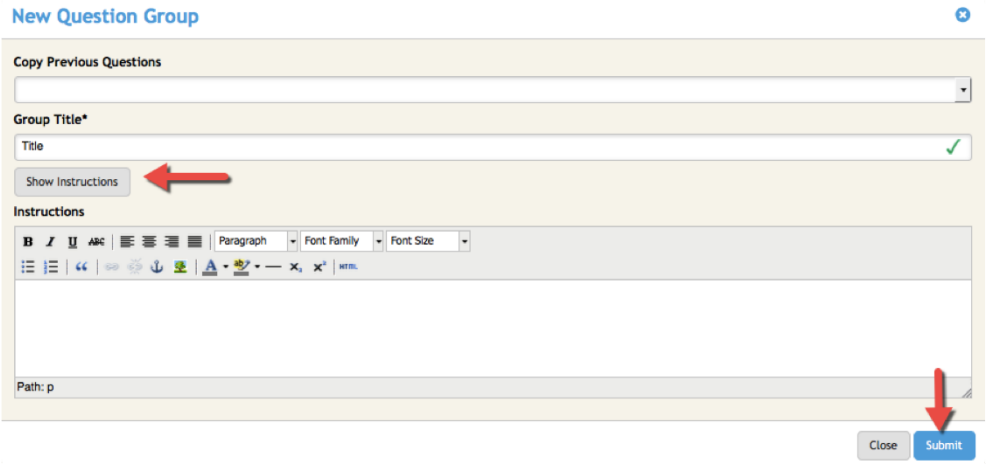
Step Four:

Click on **Reference Questions** and create a survey group. Click on the **New Survey Group** to add a question group.

Step Five:

Input the question group title. You can also copy from a previously created question group. Instructions are optional. They will be displayed to the person filling out the survey, but they are not questions to be answered.

When finished click **Submit.**

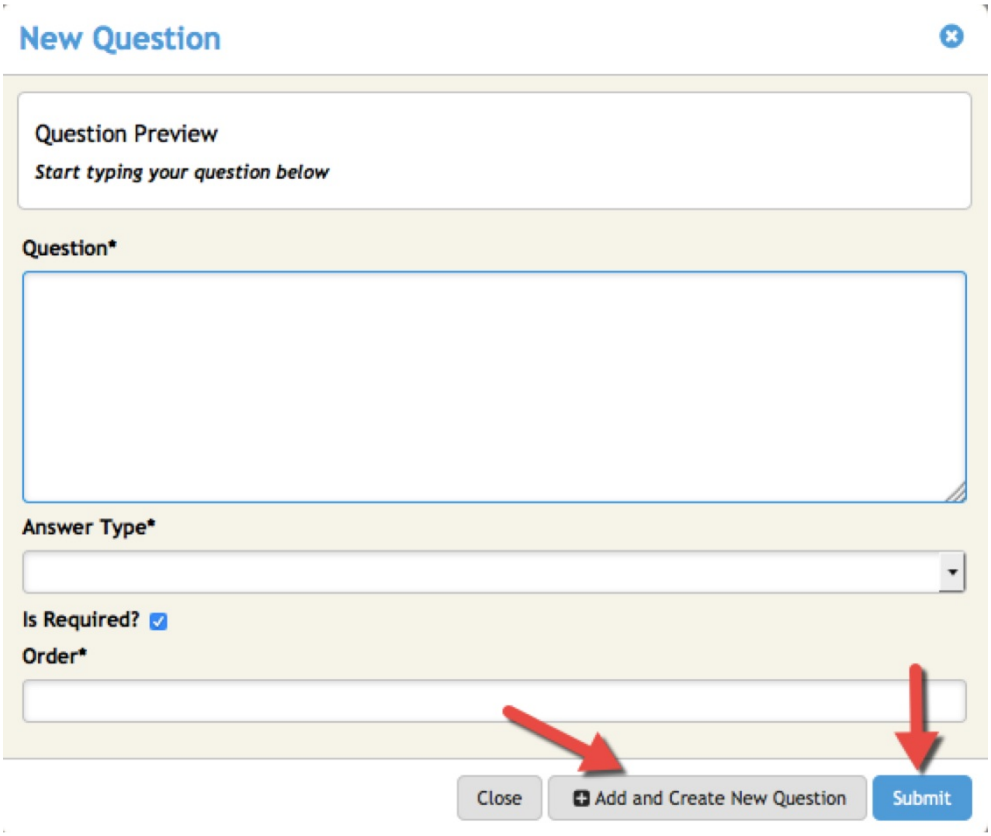


Step Six:

A new window will pop up to create questions under that group. **Questions** are completely customizable. You can see how the question will appear in the question preview. **Answer types** include: large and short text, drop down menu, checklist, and option button. The questions have the same options to **score** and **flag** as the job questions do. Set the **order** and if the question is required on this

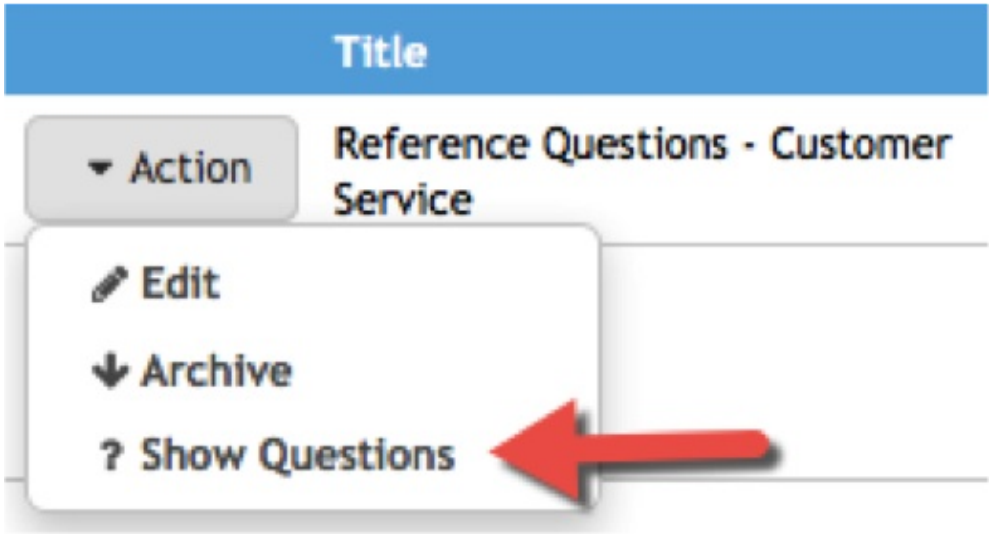
page as well. To add the question and start a new one click **Add and Create New Question.**

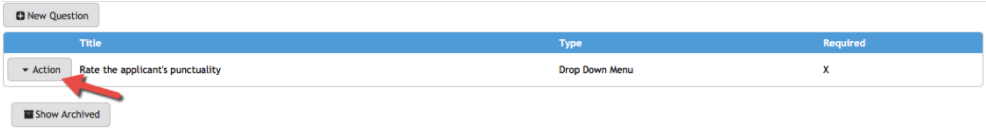
When finished click **Submit.**



Step Seven:

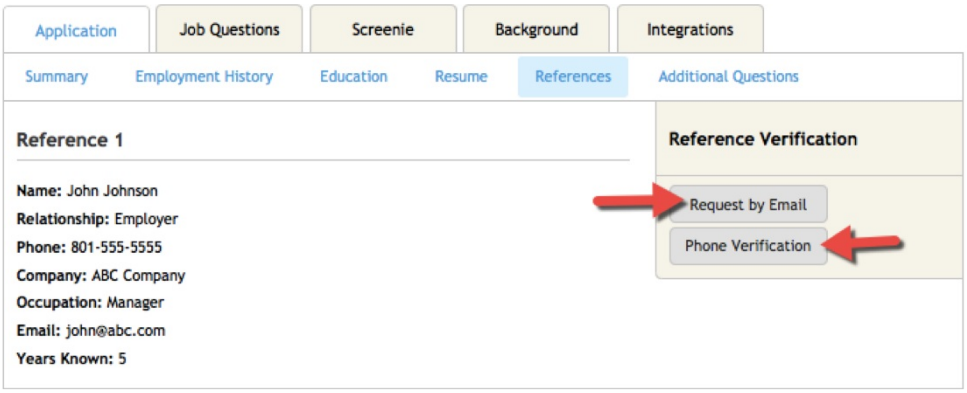
You can **edit** a question at any time. Please be aware changes are retroactive and may cause changes on previously submitted surveys. Click on the **actions** button next to a question group to show questions.





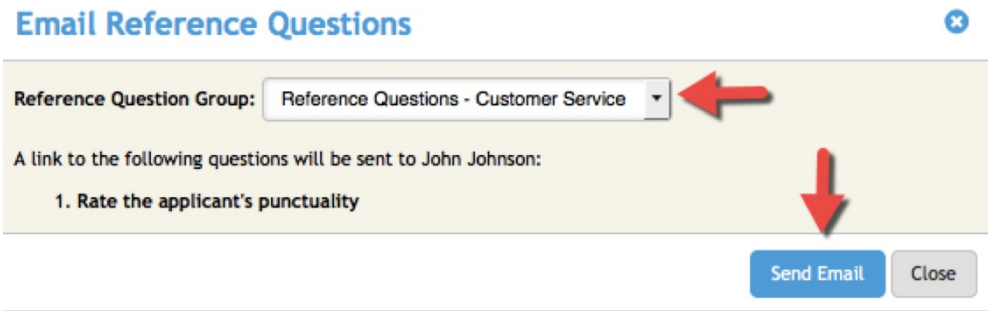
Step Eight:

To request a reference to fill out a survey go to the **reference section** on an individual's application. Reference checks are designed to save you time in reaching out to applicants' references.



Step Nine:

You can use the email option or the phone verification. If you choose email, you select the question group and then click **Send Email.** You can see which questions will be sent before sending the email.



Step Ten:

The reference will then receive an email with a link to fill out the survey.

Dear Kinzi Manning,

Thank you for taking the time to read and respond to this email. Trent Robinson provided you as a reference on a recent job application for the job, Accountant, that was applied for at bayleydemo. We would appreciate it if you could take a few minutes to answer some questions about Trent Robinson.

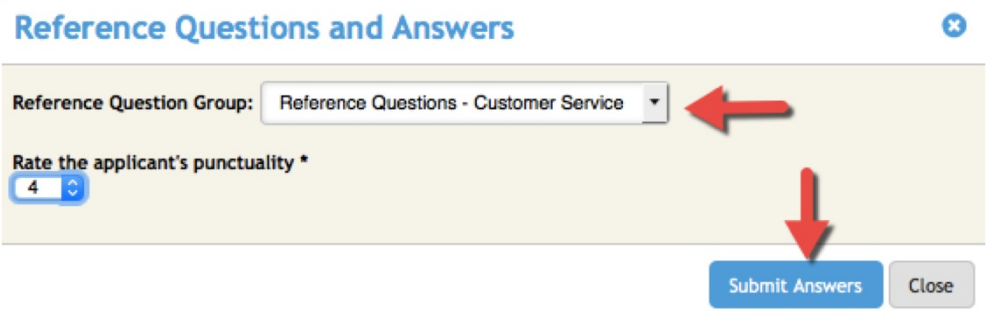
Simply click on the link below, and enter in the unique password to begin.

http://bayleydemo.applicantpro.com/reference/?ref_id=1354853&group_id=7

Password: pLYg7CrQN

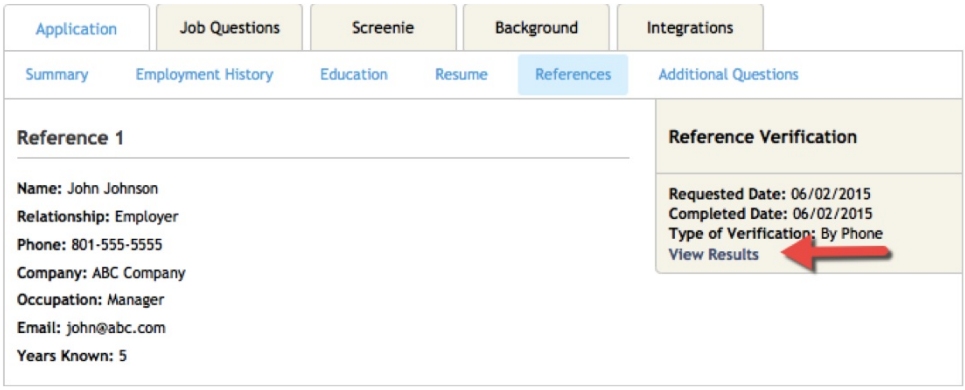
Step Eleven:

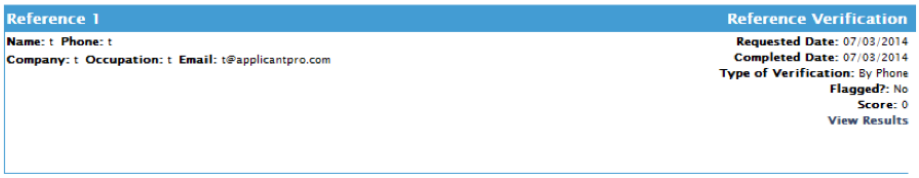
You can also use the **phone verification** option. This will allow you to fill out the questions while on the phone with the reference. Once you choose either email or phone verification there is no reset option. You cannot do both and you cannot edit a submitted survey.



Step Twelve:

The **results** are available in the reference section to view. You will see the **request date, completed date, verification type,** and a **link** to pull up the **survey results.**





The system will show either **Completed** or **Not Completed** depending on if the email has been received and the questions have been answered. If **Completed** you will be able to view **results, score,** etc.

See below for an example of the email that the reference contact will receive.

```
Dear Kinzi Manning,

Thank you for taking the time to read and respond to this email. Trent Robinson provided you as a
reference on a recent job application for the job, Accountant, that was applied for at bayleydemo.
We would appreciate it if you could take a few minutes to answer some questions about Trent
Robinson.

Simply click on the link below, and enter in the unique password to begin.

http://bayleydemo.applicantpro.com/reference/?ref_id=1354853&group_id=7

Password: pLYg7CrQN
```

Common Questions:

The reference said they already filled out the questions, but the results are not displaying. What can I do to get the results?

If the survey results are still showing waiting on the reference, the only thing that can be done is the reference must go back to the email and start over to submit the answers.

If I already sent the questions by email, can I change it to answer the questions by phone?

No. Once you have chosen either the email option or filled out a survey by phone, you cannot change this, reset it, or make any changes.

Can I edit a reference survey results?

No. Once it has been submitted the results can only be viewed. You cannot edit or reset the questions.

I sent one group of questions to a reference listed, but I need to change the question group they received. How do I do this?

This is not available to change. Once you send the questions it is final, you cannot redo it in any way.

Date: 03-May-2017

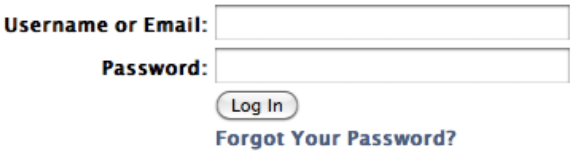
Non-Posting Manager Process

Step One:

Login to ApplicantPro:

https://admin.applicantpro.com/

Enter **Username** and **Password**

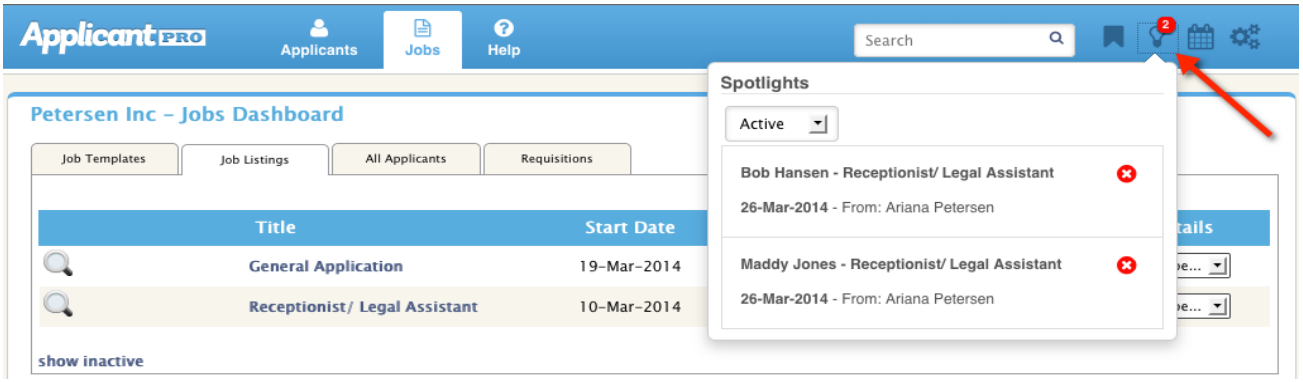


Step Two:

You will be taken directly to your homepage. Select the different icons to navigate through the ApplicantPro system.

My Spotlights:

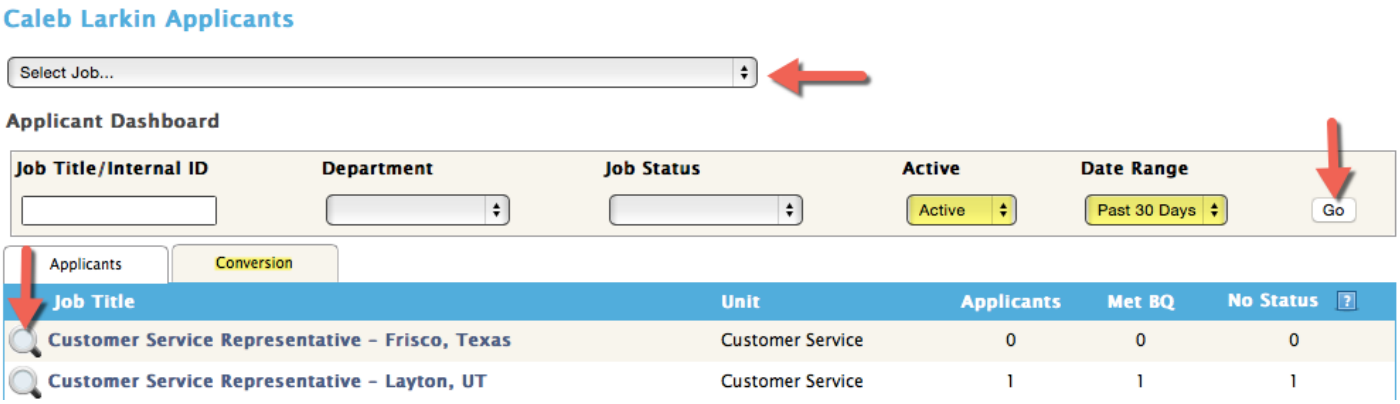
Clicking the Light Bulb icon will show any applicants that have been "spotlighted" for you by other users in your organization. You can view active and/or inactive spotlights by choosing from the dropdown menu. Click on the applicant's name to view the applicant's profile.



Applicants:

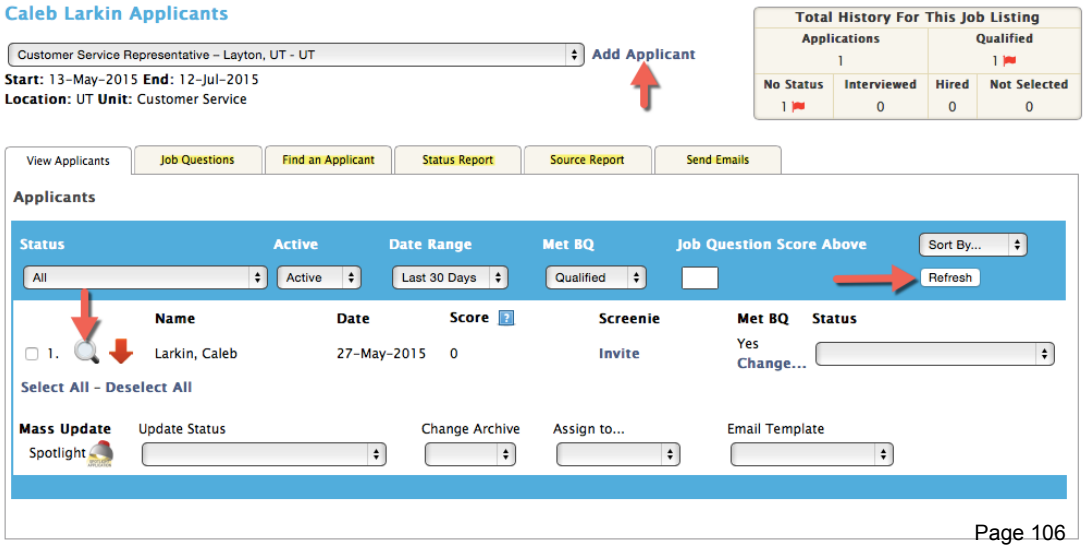
In this section you are able to view, manually add, edit and add notes to applications for jobs in your assigned department(s).

1. Use the drop down menu to select the job for which you would like to view applicants. You can also click on the **Magnifying Glass** next to the position to open up the Applicant List page. Listed jobs are based on filters. You can change any filter criteria and click **Go** to update the results. Default filters are highlighted. The **Conversion** tab shows conversion percentages for each job.

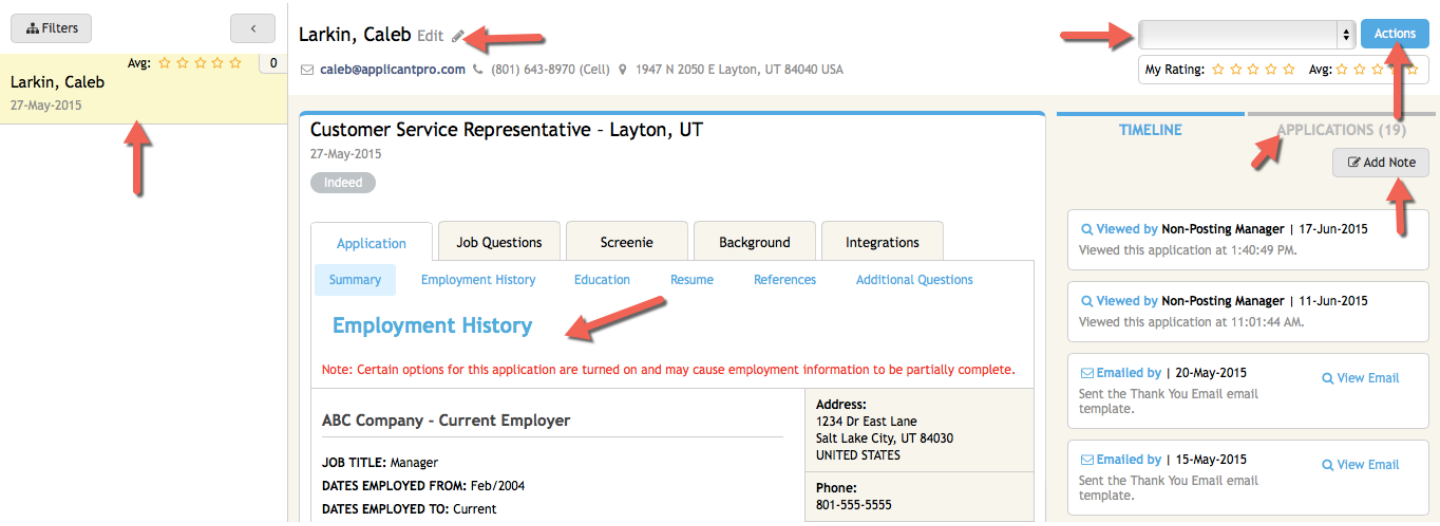


2. If you open a job you will then see a screen with a list of applicants for the position selected. Use the tabs to search for applicants, view source and status reports, or to send emails to applicants. Use the dropdowns to filter which applicants you view or to determine how applicants are sorted.

Use the **Add Applicant** option to manually add an applicant to the job. You can also find mass update options at the bottom of the page. Click the **Magnifying Glass** to open up an individual's application.



3. When viewing the application, you can find all action items in the **Action** button in the top right hand corner of the screen. You will see the left side panel to navigate from applicant to applicant, the applicant's contact information at the top, the completed sections of the application, and the **Timeline** area which will record all actions and notes left on the application. You will also find the **Other Applications** area which will display other applications this candidate has submitted.



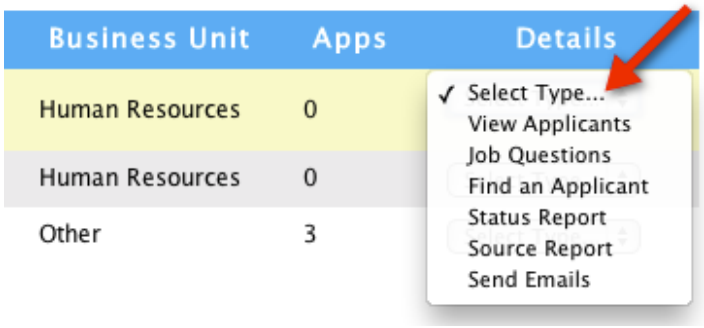
Jobs:

In this section you are able to view the job listings in your assigned department(s). Clicking on the icon will open the job description that applicants see when applying for jobs.

Title	Start Date	End Date	Business Unit	Apps	Details
Customer Support Rep – 09-Jul-2013	06-Sep-2013	05-Nov-2013	Human Resources	0	Select Type...
Test	11-Sep-2013	10-Nov-2013	Human Resources	0	Select Type...
Test 1	05-Sep-2013	04-Nov-2013	Other	3	Select Type...

show inactive

1. Use the drop down on the right hand side of the screen to jump to different parts of the Applicants section in ApplicantPro.

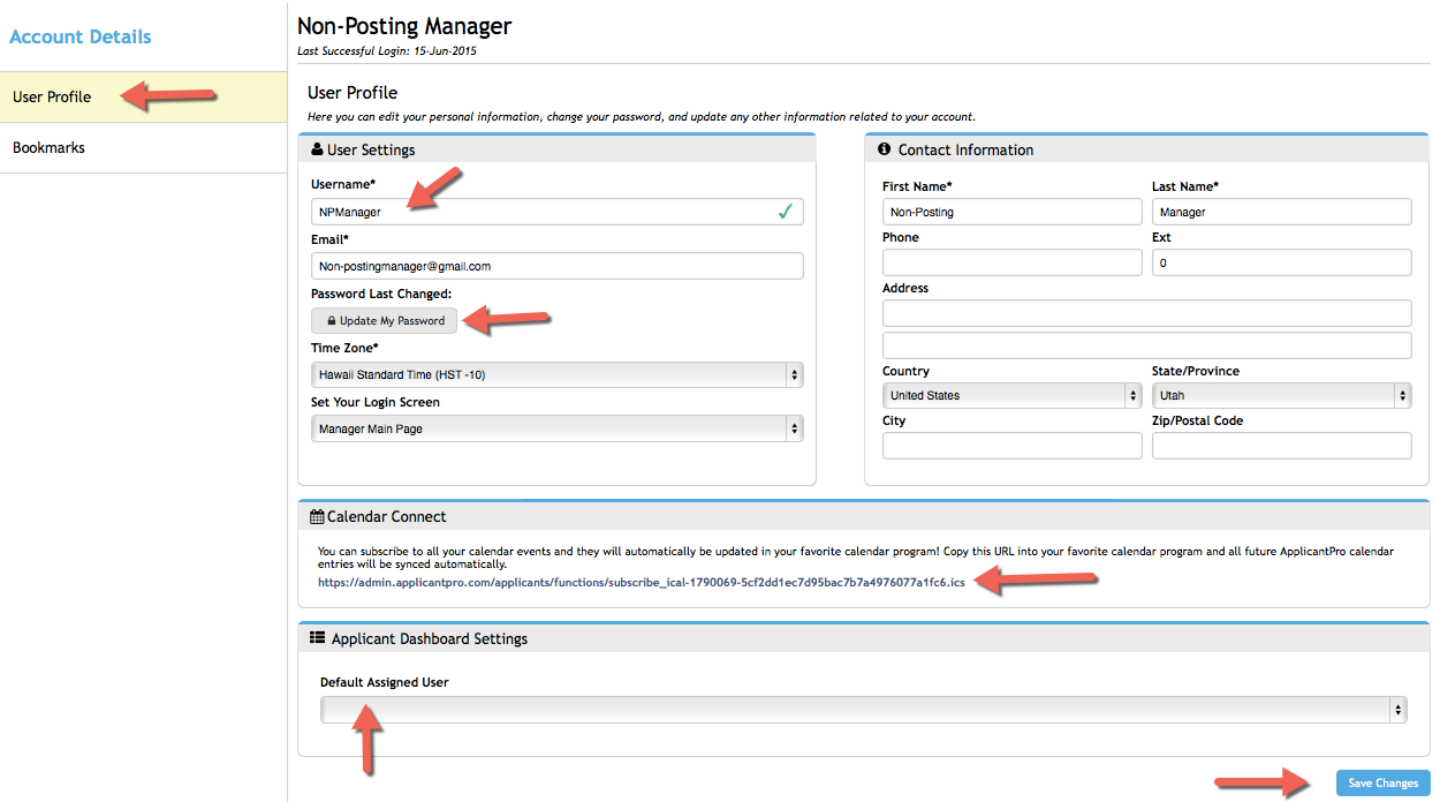


2. Click on the **All Applicants** tab to view a list of all applicants for all of the job postings in your assigned department(s). Use the dropdowns to filter which applicants you can view, click the refresh button to view these applicants.

Account:

In this section you are able to view and edit your account information. If you would like to update/ change your username and/or password for the ApplicantPro system you can type in the new username/ password in the directed field(s) and then click on **Save Changes**.

You can also set a default assigned user in this area.



***If you have any additional questions please contact your Account Manager or the Support Team.**

Common Questions:

Why would I make a user a non-posting manager?

Non-posting managers are the most common user type. They are often hiring managers who make input on hiring decisions, but do not post jobs or have access to do so. Managers have access to applications according to departments.

Can I restrict a manager to access to jobs instead of departments?

Yes. Simply check the box that says “This manager is assigned specific job listings.”

What is the difference between a Non-posting manager and an assigned user?

Both non-posting managers and assigned users, as well as admins and posting mangers, essentially have the same access to applications. Once they pull up an application you will see similar options in Actions, Timeline, and application information. A manager’s access is different based on how many applications they have access to, as they are restricted based on department. An assigned user only gets access to applications they are specifically assigned.

Job Posting Guide

HIGH VOLUME- NATIONWIDE/INTERNATIONAL SEARCHES

- **Indeed** (http://www.indeed.com/) Indeed is one of the only websites offering companies 'pay per click' or 'pay for performance' payment options and was featured on Forbes.com in an article titled '10 best websites for your career', coming in at Number Two. This offers clients the opportunity to pay as much or as little as they want per posting. Applicants resumes will be forwarded along to the given email address, as well as collected within Indeed itself. Postings on Indeed can stay active as long as needed and can be closed at any time. We typically advise starting the budget at **$25.00-$50.00** and monitoring the progress as time goes by.

- **Beyond** (http://www.beyond.com/employers/products/job-postings) Thousands of niche sites distributed with one posting. Includes posting to live feed pages, mobile apps like Facebook and Twitter among 100's of their internal channels. **One posting is $299 for 30 days**. All jobs are automatically distributed throughout The Career Network giving the site very high visibility. *Some of these networks are listed in the sections below as 'A community of Beyond.com'. Posting to Beyond will distribute the job to the appropriate industry specific sites for you.*

- **Craigslist** (http://portland.craigslist.org/) Craigslist is a fairly common and utilized site. With pages for most major cities in the U.S, it casts quite a large net. We typically recommend Craigslist for entry-level positions only, as Executives will not be looking for positions there. **$25.00 per posting category**. For jobs with multiple categories, there will be an additional $25.00 charge.

- **Monster** (http://hiring.monster.com/recruitment/Standard-Postings.aspx) National and International postings available. Get instant access to all the right people for the right job. With Monster's vast network of properties and partners, you can draw from small niche sites and big social networks alike. Monster was featured on Forbes.com in an article titled '10 best websites for your career', coming in at Number Four. **National 30 day posting is $375. International varies by country.**

- **SimplyHired** (http://www.simplyhired.com/) SimplyHired is a Google-like search engine for jobs (Similar to Indeed) and a quick way to survey a massive number of job listings. SimplyHired was featured on Forbes.com in an article titled '10 best websites for your career', coming in at Number Three. The site aggregates information from job boards, news sites and company listings. **$99 per posting.**

- **GlassDoor** (http://www.glassdoor.com/) Glassdoor gives job seekers an inside look at how things really work at your company. Best practice is to check out your company's reputation on the site before posting. GlassDoor was featured on Forbes.com in an article titled '10 best websites for your career', coming in at Number Five. **One 60 day posting is $199.**

- **LinkedIn** (https://www.linkedin.com/job/) Client must have a LinkedIn account set up and active to use**.** LinkedIn was featured on Forbes.com in an article titled '10 best websites for your career', coming in at Number One. **$295 for a 30 day posting.**

NON-PROFIT

- **Mac's List** http://www.macslist.org/) Portland specific listing. Jobs are also sent out in their newsletter which has 15,000 subscribers giving it very high visibility. **Small non-profit job is $49.00 for a 30 day listing. A for profit job is $125.00 for a 30 day listing.**

- **Idealist** (http://www.idealist.org/) Idealist is focused specifically on non-profits and caters to the small non-profit groups. Idealist was featured on Forbes.com in an article titled '10 best websites for your career', coming in at Number Six. Idealist requires a community page for the non-profit to be set up. If the client has a page that has already been created, they must add the Support member as an 'Administrator' to their account. **One job posting is $80.00**, the site typically has very high visibility.

MARKETING/ADVERTISING/MEDIA/SALES

- **Adrants** (http://jobs.adrants.com/) Adrants, published by Adrants Publishing LLC, provides marketing and advertising news. It provides insightful, informed, experiential, no holds barred commentary on the state of the advertising and media industries. **One posting is $89 for 15 days. $159 for 30 days.**

- **MediaBistro** (http://www.mediabistro.com/joblistings/?nav=mmj) Mediabistro is the leading provider of jobs, news, education, events, and research for the media industry. Hosts the #1 job board for the media industry. Audience include: social media, gaming, mobile, information technology, publishing, journalism, TV, radio, PR, graphic design, and advertising professionals. **One posting is $279 for 30 days.**

- **SalesGravy** (http://www.salesgravy.com/JobBoard/) SalesGravy is the world's largest sales talent community, with more than 4 million visitors, great destination website for passive and active sales professionals and sales leaders. Wide variety of industries. **One posting will be $199 a month, includes Resume search.**

- **SalesHeads** (http://www.salesheads.com/employers/) [A community of Beyond.com] *See Beyond.com listing description on page one.*

- **TalentZoo** (http://www.talentzoo.com/index.php?action=post_a_job) Jobs are easily spotted on the main site, giving it higher visibility. TalentZoo monitors the board for spam, duplicate postings and offers 100% money back guarantee. Only jobs in the communications industry are accepted. **One posting is $249 for 30 days.**

- **Mashable** (http://findjobs.mashable.com/mediakit.php) The Mashable Job Board is your gateway to Mashable's community of leading digital talent. Jobs will be promoted to 25 million monthly unique visitors and 11 million social followers. **Single posting for 30 days is $249.**

- **VentureBeat** (http://venturebeat.com/jobs/) The VentureBeat Job Board is great for finding people in IT, tech marketing and advertising, product management, and business development. **One posting is $100 for 30 days.**

TECHNOLOGY/IT

- **CrunchBoard** (http://www.crunchboard.com/jobs/) The CrunchBoard gives you access to the millions of technology and business savvy readers of TechCrunch, MobileCrunch, CrunchGear, TechCrunch IT and is one of the most popular job boards for internet and tech jobs. **One posting is $200 for 30 days.**

- **Dice** (http://www.dice.com/common/content/postJobs/index3.jsp) Dice sources millions of technology professionals from one single site**.** Dice's next-generation service goes beyond the resume to the open web. Get unmatched visibility with replaceable job postings on Dice.com and within 3,000+ other sites in our cross-posting network. **One posting for 30 days is $395.**

- **GitHub** (https://jobs.github.com/positions) Very well established in the Tech community for its software and products. **One postings runs $450.**

- **iCruchData** (http://www.icrunchdata.com/employers/#Overview) Includes jobs in Big Data, Analytics and Tech. Used by companies such as BMW, Geico, Macy's and Nordstrom. **One posting credit is $375 and is active for 30 days.**

- **TechCareers** (http://www.techcareers.com/) [A community of Beyond.com*] See Beyond.com listing description on page one.*

- **IT Job Pro** (http://itjobpro.com/en/postjob.aspx) 5 star ratings in ease of posting, candidate reach and IT relevance. **A 30 day posting is $120.**

- **Epicodus** (http://www.epicodus.com/) Epicodus is a four month, forty hour per week, in-person class on web programming. Students learn full-stack development from the database up to the client side, and work as interns for the last month of class. Great place for tech companies to find interns and talent in the PDX market.

MANAGERIAL/EXECUTIVE/FINANCE

- **Doostang** (http://www.doostang.com/hiring) Reach active job seekers through the most exclusive and trusted career destination for top talent. It's quick and free to post your jobs. Access a community of over 900,000 elite professionals. Sign-up now and find out why 1 in 4 recent graduates from the Top 30 US Universities is on Doostang. FREE to post.

- **eFinancialCareers** (http://recruiters.efinancialcareers.com/us/) eFinancial careers has over 1.3 million finance professional viewing its site, and covers 24 sites online. Over 45 online partners including NASDAQ, Wall Street Journal and Deloitte posting jobs. Call for pricing. 1-866-333-4095

- **Financial Job Bank** (http://www.financialjobbank.com/) [A community of Beyond.com]. See Beyond*.com listing description on page one.*

HOURLY/ENTRY LEVEL/TELECOMMUTING

- **Snagajob** (http://www.snagajob.com/employers/post-a-job/?ref=sih) Snagajob helps hourly workers find jobs they love--and help hourly employers find the best people for their jobs**. $89 a month for one job.**

- **Experience** (http://www.experience.com/entry-level-jobs/employers/) Post a job opening to one or more colleges and universities in our network. Narrow down the candidate pool by geography or school type – Business, Engineering, Science, etc. Your job posting will be fed to students and graduates through their school's career center. **One posting is $95.00.**

- **FlexJobs** (https://www.flexjobs.com/Members/Employers/Register.aspx) Lets job seekers find jobs with some kind of flexibility - a telecommuting, part-time, freelance, or flextime job. With over 50 career categories and jobs ranging from entry-level to executive, freelance to full-time. **First posting is free.**

INTERNSHIPS

- **InternMatch** (https://www.internmatch.com/) Used by companies to source paid and unpaid Interns. InternMatch is entirely free for students; offers unique entry-level jobs across the country, ranging from Fortune 500s to local non-profits. Used by companies such as Facebook, Sirius XM and American Red Cross. **First five postings are free.**

- **YouTern** (http://www.youtern.com/cm/clients/employers) YouTern matches the best employers on the planet with 40,000 visitors per month to mutually-beneficial, outside-the-classroom learning opportunities. **$39.00 per posting, 30 visible days.**

- **Internships.com** (http://www.internships.com/employer/whyjoin) Search through growing database of qualified students looking for internship opportunities.. Internships was featured on Forbes.com in an article titled '10 best websites for your career', coming in at Number Seven. Free to post.

- **College Recruiter** (http://www.collegerecruiter.com/advertising/) CollegeRecruiter.com is the leading job board for college students who are searching for internships and recent graduates who are hunting for entry-level jobs and other career opportunities. **One 30 day posting is $95**

HEALTHCARE

- **MiracleWorkers** (http://employer.miracleworkers.com) MiracleWorkers is the most visited healthcare job site and is designed to match qualified job seekers with open positions in the healthcare and medical industries. Fields range from nursing and social work to counseling and pharmacy. **Single posting $419.**

- **HealthCareJobSite** (http://www.healthcarejobsite.com/) [A community of Beyond.com] *See Beyond.com listing description on page one.*

- **MedReps** (https://www.medreps.com/member/employerregistrationconfigure.aspx?ctid=2) Companies like Johnson & Johnson have been using this site for over 13 years to find qualified medical sales representatives among other similar professional positions. 83% of members have previous industry experience. **One posting for employers is $345.**

FOOD/BEVERAGE/HOSPITALITY

- **iHobnob** (http://www.ihobnob.com/Employment/Employers.aspx) Exclusively for mid to senior level food and beverage professionals and employers with industry and category pick lists specific to food and beverage jobs. All job postings are posted to Indeed and Simply Hired job boards in addition. **$59.00 for a single posting.**

- **Culintro** (http://culintro.com/) Culinary trade organization with the ability to post jobs for front of house, back of house and back office staff. **$20 for a 14 day posting. $30 for a 30 day posting.**

- **HCareers** (http://www.hcareers.com/employer/) Automatically post on Hcareers, Indeed and other local job boards. Requisition approval & advertising all happen behind the scenes - the store manager points, clicks, and receives pre-screened resumes. **$469 for one posting, free 30 day trial.**

- **Poached** (http://poachedjobs.com/choose/ Poached is the easy to manage, staffing solution for owners and hiring managers. Jobs posted vary from positions in the bar, floor, kitchen or management. Can be specific to Portland, Seattle, Los Angeles and beyond. **Single posting is $25.00**

LOGISTICS/OPERATIONS

- **JobsInLogistics** (http://www.jobsinlogistics.com/) Target qualified candidates for jobs in Logistics, Supply Chain, Transportation, Freight Forwarding, 3PL, Distribution, Purchasing & Manufacturing. **One job posting is $335 and includes a resume search**.

- **JobsInMotion** (http://www.jobsinmotion.com/) JobsInMotion is a niche site that targets job seekers in the transportation and logistics industries. Good resource for finding open positions in the air, automotive and rail transportation, warehousing, logistics and packaging industries. **Posted by Career Builder at $419 for one posting.**

- **APICS** (http://jobs.apics.org/jobs) APICS is the leading professional association for supply chain and operations management. **A 30 day job posting and resume search is $320 for non-members, $220 for current members.**

LOCAL UNIVERSITIES/COMMUNITY COLLEGES/SPECIALTY SCHOOLS

- **University of Oregon** (https://www.myinterfase.com/uoregon/employer/) Search for your organization or click 'Can't Find Your Organization' if client is not listed and post your job. **Free to post.**

- **Portland State University** (https://www.myinterfase.com/pdx/employer/) **Free to post.**

- **Oregon State University** (www.myinterfase.com/oregonstate/employer) Same process as outlined for University of Oregon. **Free to post.**

- **University of Portland** (http://www.collegecentral.com/CCNEngine/SELogin.CFM?UnivCode=UPD) **Free to post.**

- **Portland Community College** (https://www.myinterfase.com/pcc/employer/) Be sure to edit the employer information before posting a job, as the site only recognizes one employer/client at a time. However, this can be changed as frequently as needed. **Free to post.**

- **Clackamas Community College** (http://collegecentral.com/clackamas/Employer.cfm) Be sure to edit the employer information before posting the job, as the site only recognizes one employer/client at a time. However, this can be changed as frequently as needed. **Free to post.**

- **Chemeketa Community College (**http://www.chemeketa.edu/contactus/email.html?who=careercenter) Email the posting or sign up for an account directly. **Free to post.**

- **Lane Community College** (https://lanecc.studentemployment.ngwebsolutions.com/Cmx_Content.aspx?cpId=3) Create an account under 'Off Campus Jobs' section. **Free to post.**
- Reed College (http://www.reed.edu/beyond-reed/employers/index.html) Create an account.

OTHER/MISCELLANEOUS/SPECIALTY INDUSTRY

- **IEDC** *(International Economic Development Council)* (http://www.iedconline.org/web-pages/professional-development/advertise-your-job-opening/) by advertising a job opening through IEDC, your search for a candidate is sure to reach thousands of professionals who have dedicated their lives to economic development. You can advertise your job opening in one simple step, while combining three effective means of distribution: Online, Economic Development Now and IEDC News. **One posting with less than 100 words- $425 nonmembers, $375 member.**

- **ShowYourStripes** (http://www.showyourstripes.org/businesses/find.html) IHeartRadio's Show Your Stripes is a community initiative launched by Clear Channel, the media and entertainment company in America with the largest reach, to generate awareness around the issue of veteran unemployment, encourage businesses to hire skilled veterans and help those transitioning out of the military find jobs. **One posting for 14 days is $48, 30 days is $40.**

PVARF

Portland VA Research Foundation

Receipt of Manager Training Guide

I acknowledge that I have received the following Manager Training Guide:

Manager Training Guide
HR Best Practices

I understand that it is my responsibility to read and comply with this guide. I further understand that I should consult my supervisors regarding any questions raised by this guide.

Employee's Name (printed): _____

Employee's Signature: _____

Date: _____