

How to Fill Vacant and New Positions

Frequently Asked Questions (FAQ)	
✓ How do I know how many positions are available in my office?	✓ Review your current budget; all positions that are budgeted for each unit filled and unfilled are listed. If you don't have access to your current budget, ask your VP or the comptroller.
✓ How long does my committee have after the interview to submit our recommendation?	✓ Your ad hoc committee has two weeks (including weekends) after the last interview conducted to submit your findings and recommendation to the Human Resources Office.
✓ When should I advertise my vacant position?	✓ As soon as a position becomes vacant, or upon the president's approval of a resignation, you should advertise the vacant position.
✓ How do I go about advertising my position?	✓ Fill out the PPR Form and send it to your VP for endorsement.
✓ How long is the period of announcement?	✓ First time advertisement is for 30 days while re-advertisement begins at 15 days.
✓ How do I know if there are candidates who responded to my advertised position?	✓ HR will inform you when your position is closed. Likewise, you will be informed if no one applies.
✓ How many people should serve on the ad hoc committee?	✓ A minimum of five members should staff the ad hoc committee, and the supervisor should chair the committee unless there is a conflict of interest (for example, an immediate family member of the supervisor of the position for which the candidate applies or of a member of the search committee).
✓ How are ad hoc committees appointed?	✓ The office head will make a recommendation to the director of human resources, and the two will finalize the five-member committee.
✓ Where should I send my committee's hire recommendation?	✓ The committee's recommendation is to be provided to the Human Resources Office with the entire packet for a closed position.
✓ How do I know if my committee's hire recommendation is approved?	✓ If you are an office head, director of human resources informs you and your vice president when a recommendation for hire has been approved.
✓ Who will make the job offer?	✓ The director of human resources is the only staff member authorized to make job offers.
✓ How do I know when my new employee will begin work?	✓ The director of human resources notifies office head and respective vice president for the starting date of new hires in their office and department.

How to Prepare a Job Announcement

The Human Resources Office prepares job announcements and posts them in relevant media locally and beyond (college website, local radio station, local television, local newspaper, HigherEdJobs.com, *Chronicle of Higher Education Newsletter*). HR staff types up the vacancy announcement based on the completed Personnel Position Requisition Form and in consultation with HR established standards for vacancy announcements. For each job announcement, office heads and HR staff will follow the steps below to ensure proper and consistent review and input into the final announcement. *A sample of a position announcement appears on the following pages.*

Table 1.5. Example of COM-FSM Employment Advertisement

Employment Opportunity	
EO No: 2017-012	
College of Micronesia–FSM Human Resources Office P.O. Box 159 Kolonia, Pohnpei, FSM 96941 Phone: 691-320-2480 Fax: 691-320-2479	
Opening Date: November 22, 2016	Closing Date: December 21, 2016
Position and Salary:	Director of Cooperative Research and Extension N/16/D \$27,334.00 PA
“Position is eligible for housing and transportation benefit” Location:	National Campus/CRE P.O. Box 159 Kolonia, Pohnpei FM 96941
Mission Statement The College of Micronesia-FSM is a learner-centered institution of higher education that is committed to the success of the Federated States of Micronesia by providing academic, career and technical educational programs characterized by continuous improvement and best practices.	
Values	

College of Micronesia-FSM core values and principles of best practices

We value the higher education community in which we work and those diverse island communities we serve. As members of these communities, we strive to embody these core values and to demonstrate them through the following best practices

<p style="text-align: center;">Excellence</p> <ul style="list-style-type: none"> • Complete all duties and assignments. • Hold yourself accountable to high performance standards • Aim to meet or exceed standards of best practices. • Set goals and endeavor to exceed them. • Be positive and encouraging. 	<p style="text-align: center;">Learner-Centeredness</p> <ul style="list-style-type: none"> • Dedicate time for learning. • Use every assignment as a learning opportunity. • Explore your curiosity. • Continuously assess your knowledge, skills, and abilities. • Collaboratively share information and skills. • Be transformative, think outside the box. • Learn from failures to continuously improve. 	<p style="text-align: center;">Commitment</p> <ul style="list-style-type: none"> • Be dependable by being present and on time. • Dedicate your time, energy, and enthusiasm. • Contribute your best and inspire others to do the same. • Give back when you can. • Connect, participate, and be involved. • Work to make a difference. • Anticipate what is needed and do that work without being asked.
<p style="text-align: center;">Professionalism</p> <ul style="list-style-type: none"> • Be honest and transparent. • Accept responsibility for your actions. • Maintain confidentiality. • Do no harm, be ethical. • Develop logical plans and foresee consequences. • Act in the best interest of the college and the communities you serve. 	<p style="text-align: center;">Teamwork</p> <ul style="list-style-type: none"> • Respect yourself and others. • Engage and contribute wholly to all team activities. • Offer your assistance and guidance when necessary. • Actively listen. • Pursue an understanding of diverse points of view and ideas. • Respond respectfully when others disagree with your views. • Recognize the needs of others. • Actively build working and learning relationships. • Appreciate your colleagues. • Share and use resources responsibly. 	

*Adapted from Dartmouth's Core Values Model <http://www.dartmouth.edu/~rpd/corevalues/list.html>

Area of Responsibility and Reporting Authority: The director of cooperative research and extension (CRE) is responsible for directing the planning of one major division and serves as an advisor to the Vice President for Instructional Affairs on matters relating to cooperative research and extension. The Director will report directly to the VPIA and the Executive Director of COM Land Grant Program. The Director will share oversight of CRE staff with each campus dean/director. The Director will directly supervise the staff in the CRE National Campus Office and co-supervise the CRE Coordinators at the state campuses.

Duties: The Director is responsible for the development, implementation, direction and evaluation of the land grant program and cooperative extension programs, including the agricultural experiment station, resident instruction programs, and various land grant programs. Other responsibilities include:

- Provide leadership and direction in the development of cooperative research and extension responsibilities of the college;
- Coordinate, develop and represent the college in land grant issues both at the national and state campuses;
- Assist the vice president in formulating and administering college policies and in developing long- and short-range goals and objectives;
- Supervise and coordinate the activities of the college relating to development, modification, expansion and implementation of the cooperative extension services, agricultural experiment station, and resident instruction programs to meet the current and projected needs of the college;
- Review analysis of activities, costs, operations and forecast data to determine college progress toward stated goals and objectives;
- Work with other administrators in analyzing and discussing required changes in goals and objectives to meet land grant and extension program identified needs;
- Participate in the selection of subordinate staff; supervise and evaluate the work performance of subordinates including the CRE Coordinators;
- Be responsible for administrative activities such as maintaining accountability program funds, developing AES and CES work plans in collaboration with sites, annual reports and program updates with input from the community, land grant personnel and college faculty and administrators;
- Formulate policies and procedures for the development of programs assigned, putting in place a system of evaluating program accomplishments and impacts compared with targets, and proposing amendments and/or improvements therein to meet changing needs;
- Represent the college with community, national government, students and other officials. Additional administrative management duties could include some teaching and/or research responsibilities.
- Serve on committees as needed.

Minimum Qualifications: Master's degree from a US accredited college in education, agriculture, home economics, or related field and demonstrated successful responsibilities in progressively more responsible educational management positions at an institution of higher learning; preferably at the community college, or equivalent combination of training and work experience in management, administrative or related professional work which indicate possession of knowledge and skills required to be successful in the position. Propose, submit and implement projects relating to his/her expertise. **Knowledge of:** management and organizational principles and practices; standards and practices of the Accreditation Commission for Community and Junior Colleges, WASC; principles and practices of academic and organization planning; issues, trends and practices of institutions of higher education; performance appraisal principles, practices and techniques including development of improvement plans; budgeting and management planning; Micronesian people and cultures; adult and community college students' interests and problems; and program planning/development principles and practices. **Ability to:** communicate effectively in English both orally and in writing; establish and maintain effective working relationships with faculty, staff, administrators, community members, and governmental officials; exercise mature and sound judgement and discretion; work with individuals to develop group consensus and collaborative problem solving; establish and identify problems and priorities in order to motivate staff or accomplish goals and objectives; supervise, direct and evaluate the work of others; work with public, students and others in a positive, professional, courteous and tactful manner in resolving complex or difficult problems. PhD degree preferred.

Foreign credentials must be equated to meet US standards in the field of assignment using **World Education Services** at <http://www.wes.org>.

Contact: Applications are available at the College of Micronesia–FSM Human Resources Office, state campus sites or at the college's website at www.comfsm.fm.

Application Procedure

Interested candidates **must** submit the following documents:

1. A letter of interest addressing how the candidate's professional qualification and experience match the minimum essential requirements of the position (not to exceed 3 pages);
2. COM-FSM application form (<http://www.comfsm.fm/jobs/HRdocs/employment08.pdf>);
3. A current resume which includes personal email address and cellular phone number;
4. Copies of college transcripts for all degrees earned;
5. A minimum of three professional reference letters;
6. Police clearance.

Documents are to be submitted electronically to hro@comfsm.fm (preferably as PDF attachments) or mailed to:

Human Resources Office
 College of Micronesia-FSM
 P. O. Box 159
 Pohnpei FM 96941

(U.S Postal Service domestic rates apply in the Federated States of Micronesia.)

Applications will be accepted until **December 21, 2016** followed by screening by the committee. Official and hard copies of college transcripts are required to be mailed directly from schools to HRO when a candidate is being considered.

The College reserves the right to request or require from any applicant additional documentation or certification in addition to the minimum requirements stated in this advertisement in order to be considered for this position. All persons applying must meet or exceed any additional qualifications required in the COM-FSM Personnel Policy and Procedure Manual.

The College of Micronesia FSM is an equal opportunity employer.
 FSM Citizens are encouraged to apply.



Figure 1.4. Process for Filling New and Vacant Positions

Follow these five steps for filling new and vacant positions.

Step 1. Return Certified PPR Form to Human Resources Office

Comptroller certifies the PPR Form and returns it to Human Resources Office. This form initiates the preparation of the vacancy announcement.

Step 2. HRO Types and Formats Vacancy Announcement

HRO staff takes the information on the PPR Form and formats it to follow the normal vacancy announcements.

HRO maintains a listing of vacancy announcements each fiscal year. The first Employment Opportunity Announcement will be assigned a number starting with the fiscal year and then chronologically.

Example: EO No. 2016-01
EO No. 2016-02

HRO staff will add an open date and closing date on each announcement. All open dates will be limited to only working days. All initial announcements will be advertised for a minimum of thirty (30) days while re-advertisements are opened for at least fifteen (15) days.

Step 3. HRO Sends Vacancy Announcement to Office Head for Review

HRO staff will email the draft job announcement to the office head for review within three (3) working days.

Step 4. Office Head Returns Vacancy Announcement to HRO for Advertisement

The office head will email the final draft of the vacancy announcement to HRO for posting. If there will be changes, the office head will indicate such by color coding and the use of “track changes” to enable HR staff to understand and identify where changes are made.

HRO staff will send an email or telephone follow up when the review period is about to expire and a response has not been received. If HRO does not receive any feedback after the three-day review ends, and after the email and telephone follow up, the vacancy announcement will be posted regardless. HRO staff will post the final announcement in relevant media (college website, local radio station, local television, local new paper, HigherEdJobs.com, *Chronicle of Higher Education Newsletter*) while copies will be given to following:

- Office Head
- HR Representatives at all campuses
- Information Technology Office (ITO)
- File

Once the advertisement is posted, the next task is to form the screening committee.

Step 5. Forming the Screening Committee

HRO staff will contact the office head to coordinate the formation of a screening committee at a requirement of at least five (5) current full time employees who are familiar with the function of the

position and the unit office. Normally, the office head will chair the committee unless there is a reasonable conflict with applicants of the position (for example, an immediate family of the supervisor of the position of which the candidate applies or of a member of the search committee). In this case, the office head must recommend a senior staff member from the same office, a member who is as familiar with the essential duties of the position and screening procedures to chair the committee. the director of human resources will endorse all committee member appointments.

If you are related to any candidate in the pool of applicants who is listed in Board Policy No. 6024 Nepotism, you need to inform the chair of the committee or the HRO director right away. In this instance, you may be excused from serving in the screening committee.

At the National Campus...

A transmittal memorandum is addressed to the ad hoc committee from the HR director and through the relevant the vice president. The individual committee member is to sign off on the memorandum next to his/her name to indicate completion of the review of the packet before giving the it to the next name on the memo.

At the State Campuses ...

A transmittal memorandum is addressed to the campus dean or director with attention to the office head and through the relevant vice president. The campus dean/director with endorsement from HR director will appoint an ad hoc committee. The individual committee member is to sign off on the memorandum next to his/her name to indicate completion of the review of the packet before giving the it to the next name on the memo.

The role of the ad hoc committee is to screen applications for employment eligibility, interview qualified candidates, and identify the best qualified and suitable candidates to the president. Evaluations of candidates must be job-related and designed to demonstrate the ability of the candidate to successfully perform the duties of the position and fit into the organization.

In the actual transmittal memorandum, HRO will indicate open and closing date, title of the position and names of all candidates that applied by the time the transmittal was prepared. These forms and documents will also enclose with the memorandum for the committee to use in the screening process.

- ✓ Copy of the vacancy announcement
- ✓ Copy of Board Policy No. 6007 Employment
- ✓ Copy of Administrative Procedures No. 6007 Employment
- ✓ Guiding memorandum from HR director to the ad hoc committee
- ✓ List of Do's and Don'ts
- ✓ Sample recommendation letter
- ✓ Sample rubric
- ✓ Sample questions
- ✓ All applications and copies of email communications with applicants

The packet will be provided to the relevant vice president for signature. When the signature is obtained, the packet will be provided first to the chair of the committee.

Confidentiality

The entire screening process is confidential, beginning with the appointment of the committee and ending with the decision by the president. Search committee members will not share documents and findings with others outside of this committee during and after the process is completed. Individuals who violate this policy may be subjected to discipline.

Nepotism

The hiring of a family member in a supervisor/subordinate relationship is prohibited. If you are a supervisor in a vacant position being screened for hire, and you are made aware of a family member who is applying or is being considered in the vacant position, you must disclose that information in writing (email or memorandum) to the director of human resources and your immediate supervisor right away.

Limitation

Regular full-time employees may apply for vacancies after completing their initial probationary period in their current positions. Only the president may waive the probationary period requirement if such action is deemed necessary to accomplish the mission of the college.

HRO will maintain application documents for unsuccessful candidates for one (1) calendar year, after which the application documents will be destroyed, except for official transcripts.

Interview Process

The chair of the ad hoc committee will inform HRO and its representatives at the state campuses when the committee is ready to interview qualified candidates. The chair will return the packet to the HRO or its representative with a list of candidates to be invited for an interview.

HRO staff will review the packet to make sure contents are not missing and contact the candidates for an interview. HRO staff will inform the committee chair of date, venue, time and order of candidates for the interview through email and/in writing.

HRO staff will sit in the interview session to assist the committee and ensure confidentiality of the process. Interviews will be conducted face-to-face for candidates on island and through telephone, and Skype, or Face Time with off-island candidates. If members of the committee are not able to join the interview, HR staff or committee and/chair may record the interview after informing the candidates and securing their agreement to the recording. The recording will be listened to in the HR Office or a secure location chosen by an HR staff member. The recording will be disposed of by the HR staff immediately after the committee member listened to it.

The actual interview *must* follow these guidelines.

- Committee members (majority) must be present and arrive at the venue before the candidates.
- Questions must be organized and given to all committee members prior the interview.

- Committee chair or HR representative will welcome the candidate and explain the process and expectations.
- Questions may be asked by the chair or divided among committee members.
- Follow up questions to clarify a response are allowed.
- Email to HRO any questions for which the committee did not receive answers during the interview.
- When all questions have been covered, the chair/HR representative will thank the candidate and indicate to him/her the estimated time line to hear from the college after the interview. The committee should work as necessary to adhere to that time line.

Recommendation Process

The ad hoc committee will meet after the interview process is completed to discuss its findings and recommendation. A recommendation is to be given to Human Resources Office within one (1) week of completion of the interview process. The ad hoc committee will accomplish this task consistent with established requirements of the job as advertised and any established goals for the office or/of job in subsequent years.

The ad hoc committee chair will write up the findings of the committee on college letterhead addressed to the president through the director of human resources and the relevant vice president. The letter must detail the screening process leading up the final recommendation, including these:

- ✓ Names of all candidates who applied
- ✓ Names and reasons for candidates who interviewed
- ✓ Names and reasons for candidates who were not interviewed
- ✓ Clearly stated recommendation
- ✓ Rationale for the recommendation

Job Offer

The director of human resources will make job offers for successful candidates approved by president. The director will carry out this task based on the approved packet by the president, the director of human resources, or a designated staff member will email job offers to the successful candidate initially. The director of human resources or designee will draft the official job offer letter for the president's signature. A formal offer letter will be issued later bearing the signature of the president. HRO maintains a copy of the offer letter and all communications following the job offer in the file of the successful candidate.

If a candidate **accepts** the job offer, HRO will prepare the internal paperwork. relevant

If a candidate **declines** the job offer, HRO will notify office head and the vice president, deans or directors and will follow other options or instructions approved also by the president.

Notices to Other Candidates and Office Heads

HRO staff will email the office head and relevant vice presidents and deans or directors the outcome of the president's review and approval.