



**BRIGHAM AND
WOMEN'S HOSPITAL**
A Teaching Affiliate of Harvard Medical School

HUMAN RESOURCES

**SUMMER AND STUDENT HIRING
PROCEDURES**

HR STANDARD OPERATING PROCEDURE



Objective/Purpose

The objective and purpose of this Standard Operating Procedure (SOP) is to provide the protocol for the on-boarding of all summer and student new hires. This process will ensure that all departments follow these uniform steps in drafting/posting requisitions, interviewing candidates, presenting offers and on-boarding summer and student hires.

Scope

This document applies to the preferred timelines, needed forms and required clearances that all departments must adhere to in hiring new summer and student employees.

The breath of this procedure covers the following groups: the requesting department, Occupational Health Services and the Recruitment Services division of Human Resources.

Definitions

Employee: As a general rule, any person who is providing services of direct benefit to the institution would be defined as an employee. Employees must be paid fair wages in compensation for their services. Most people working at BWH are considered employees unless they meet the specific criteria for any of the other roles (ie. intern/trainee, volunteer, contractor, etc.). Non-exempt employees must be paid an hourly wage plus overtime for any time above 40 hours/week. Only those employees who are in an "exempt" status job code are exempt from overtime pay requirements. Most students working in temporary positions (i.e. summer positions or Co-op positions) are considered employees unless they meet the specific criteria for any of the other roles (for example: intern/trainee, sponsored staff, etc.). On-boarding for employees is facilitated by Recruitment Services.

Sponsored Staff: Sponsored Employees meet the same definition as "Employee" (see above), but all or part of their BWH salary is paid directly to them from sources outside of BWH. The alternate source, amount and method of compensation must be documented prior to the start of work. Compensation must meet minimum monetary thresholds to qualify. Personal funds (e.g., money from personal bank accounts) may not be used and cited as a source of salary support.

Unpaid/Research Trainees: Unpaid trainees must be enrolled in a BWH Departmental research training program (typically for no more than a year) and be participating exclusively in a closely supervised lab-based training curriculum. Trainees are at BWH to gain experience and develop relevant skills in a research laboratory. They are not actively engaged in providing services to BWH, but, rather, are participating in the lab purely for instruction. People participating in such programs are not considered employees and therefore are not paid a wage. Trainees do not yet have the requisite skills to function as a BWH employee. Unpaid interns may not be paid any money that may be considered a wage (remuneration in recognition of hours worked or services provided). They may be paid an expense stipend to cover "reasonable expenses" directly associated with their involvement at BWH. Expense stipends should generally not exceed \$40/day.

Volunteers: Volunteers serve in many capacities throughout the hospital, participating in activities that primarily serve charitable or humanitarian purposes. Occasionally, volunteers may work in a research laboratory. Typically, volunteers participate on a sporadic, part-time basis (generally <10 hours/week) based on a schedule that is convenient for the volunteer. Volunteers generally participate in activities ancillary to the daily work of the lab, providing support in the lab for functions not ordinarily provided by regular lab employees. Activities in a research lab are not typically appropriate for a volunteer. If you are planning on having a volunteer in your lab, please contact the Office for Sponsored Staff and Volunteer Services to discuss appropriate roles.. Volunteers are not paid a wage, but the department may choose to pay a nominal stipend (usually up to \$12/day) and/or documented expenses directly associated with their volunteer activities (ie. transportation, food, etc.). Nominal expense stipends greater than \$12/day should be approved by the Office for Sponsored Staff and Volunteer Services.

On-boarding for Unpaid Trainees/Sponsored Staff/Volunteers is facilitated by the Office for Sponsored Staff and Volunteer Services.

http://www.brighamandwomens.org/about_bwh/volunteer

Summer Hire Process

1. Needs Assessment

To foster the best hiring process and ensure the experience for the summer student is optimal, hiring departments should establish their summer hiring needs several months prior to the anticipated start date of the intern. Notification of the intent to hire a summer intern should be provided to Human Resources by February.

2. Communication to Human Resources

A requesting department must complete a:

- Personnel Requisition
http://www.brighamandwomens.org/About_BWH/HumanResources/Forms/Requisition%20Form.xls
- and a job description
http://www.brighamandwomens.org/about_bwh/humanresources/Forms/job_descrp_template.doc

Completed forms are then submitted to the “BWH HR Requisition” in-box no later than the end of February. Departments may also send the completed forms directly to the Recruiter for their area.

3. Posting/Marketing

- a) Each position is assigned a requisition number and posted on the Brigham and Women’s Hospital career page. In compliance with our Affirmative Action Plan (AAP). Postings must remain for a minimal period of five (5) calendar days before an offer can be made.
- b) The department may also request that the position be posted on an external site. These sites include college employment boards, national job boards and specialty occupation boards.

- c) Departments may request that additional marketing measures be taken by Recruitment Services in advertising a position. These requests commonly target local classifieds, radio commercials and/or journal postings.
- d) Postings outside of the Brigham and Women's Hospital career page may carry a cost which may be the responsibility of the requesting department (please consult with your recruiter).

4. Resume Routing/Candidate Dispositioning

- a) The recruiter assigned to the requisition will pre-screen and route resumes to the hiring manager.
- b) The hiring managers must disposition and communicate the status of each routed candidate back to the Recruiter with 72 hours. The communication should include any missing skill sets, educational and/or employment requirements.

5. Interviewing

- a) Each department must schedule interviews for open positions between the months of March and April. These interviews may be managed by either the department or by the recruiter; however, all interviews must be communicated to the recruiter so that he/she may update the disposition status of the candidate.

6. Offers/References

- a) Offers and start dates must be submitted to the recruiter for review prior to communication with the candidate. Recruiters can assist with offer formulation by analyzing equity and salary ranges.
- b) Summer hires must present the recruiter two (2) original Letters of Recommendation by an employer, teacher or faculty member prior to receiving a verbal offer.
- c) Alternatively, recruiters can all check references via Skill Survey, BWH's e-reference tool.
- d) The recruiter must present the candidate with the verbal offer.
- e) In the event that an offer is declined, departments must submit alternative candidates/offers to the recruiter by the end of the first week of May in order to allow for timely processing and on boarding.
- f) If the verbal offer has been accepted, the recruiter will begin the background screening compliance process.

7. CORI/Hire Right

- a) Once the offer has been verbally accepted, the recruiter will meet with the candidate to complete the Massachusetts CORI (checks background in MA) and Hire Right (checks background in parts of MA and nationally) forms.
- b) CORI/Hire Right must be completed and approved by MGH Police and Security before the new hire can start.
- c) If student is under 18, his/her parent must complete the CORI consent form:
http://www.brighamandwomens.org/About_BWH/HumanResources/Forms/CORI%20Parental%20Consent.PDF

8. Employment Permit Application/Required Forms for Minors

- a) A student must be at least 16 years of age to obtain employment at BWH.
- b) If a hire is under 18 years of age, an Employment Permit Application:
http://www.mass.gov/Elwd/docs/dos/youth_employment/youth_application.pdf
- c) The recruiter completes section 2 after the offer has been accepted and subsequently sends to the Student for final approval by their school. The new hire must bring the signed employment permit back to the employer who must keep the form until the employee leaves the job.
- d) If a student is under 18 years of age and is working in a research laboratory, the parent/legal guardian and the faculty member must complete the “Minors in BWH Research Laboratories” form:
http://www.brighamandwomens.org/about_bwh/volunteer/OSSVS%20Forms/Minors%20in%20Lab%20Consent%20Form.doc

9. Occupational Health Screening

- a) Medical clearance must be obtained through Occupational Health Services (OHS) prior to the new hire start date.
- b) Recruiters will schedule an appointment for the summer hire with OHS at least one (1) week prior to their start date.
- c) New hires must receive a full clearance prior to their agreed to start date. OHS will present each cleared hire with confirmation forms which must be brought to the badge office and to their hiring manager.
- d) Minors (under age 18) employed by BWH must complete the “Minor Employee/Volunteer Consent Form” and bring the form to their OHS screening.
http://www.brighamandwomens.org/about_bwh/volunteer/OSSVS%20Forms/Minor%20Consent%20Form.doc

10. New Employee Orientation (NEO)

- a) New hires are required to go to NEO prior to their start date. Per compliance, no exception to this requirement can be granted.
- b) NEO is facilitated by Human resources.
- c) NEO for summer hires is in an abridged format. The abridged orientation is offered each week (May-August) as a supplemental session to the regular NEO. If a summer hire is unable to attend the assigned NEO, he/she must wait until the next session and cannot start within the department until orientation has been completed.
- d) *Start Dates:* The summer hire’s start date is the date on which he/she attends NEO.

11. Summer Training Programs

- d) Some Departments may have existing summer training/outreach programs. The on-boarding for these programs differs slightly from the typical summer hire.
- e) A personnel requisition and a job description must still be submitted to HR. If the program calls for multiple trainees with the same qualifications, only one personnel requisition needs to be submitted with the number of openings listed.
- f) The position does not need to be posted on the BWH site or any other job board.
- g) The offers and start dates must still be submitted to the recruiter.

- h) Letters of recommendation must also still be submitted to the recruiter
- i) The new hire must still attend an occupational health screening as well as an NEO session.
- j) Connect with your recruiter if you have further questions about said programs and their hiring process.

Student Hire Process

1. Needs Assessment

To foster the best hiring process and ensure the experience for the student is optimal, hiring departments should establish their hiring needs on a rolling basis throughout the year. The department must be cognizant of the time needed to post/advertise the position, interview perspective candidates and on-board the student. Notification of the intent to hire a student must be provided to Human Resources at one (1) month prior to desired start date.

2. Communication to Human Resources

A requesting department must complete a “Personnel Requisition,” (Attachment #1) and a job description (Attachment #2) for each position requested to be posted. Completed forms are then submitted to the HR Requisition In-Box as soon as the need is established. Departments may also send the completed forms directly to the recruiter for their area.

3. Posting/Marketing

- a) Each position is assigned a requisition number and posted on the Brigham and Women’s Hospital career page. In compliance with our Affirmative Action Plan (AAP), postings must remain for a minimal period of five (5) calendar days before an offer can be made.
- b) The department may also request that the position be posted on an external site. These sites target college employment boards, national job boards and specialty occupation boards.
- c) Departments may request that additional marketing measures be taken by Recruitment Services in advertising a position. These requests commonly target local classifieds, radio commercials and journal postings.
- d) Postings outside of the Brigham and Women’s Hospital career page may carry a cost which is typically the responsibility of the requesting department.

4. Resume Routing/Candidate Dispositioning

- a) The recruiter assigned to the requisition will pre-screen and route resumes to the hiring manager.
- b) The hiring managers must disposition and communicate the status of each routed candidate back to the recruiter with 72 hours. The communication should include any missing skill set, educational and/or employment requirements.

5. Interviewing

Each department must schedule interviews for open positions as candidates are identified. These interviews may be managed by either the department or by the recruiter; however, all interviews must be communicated to the Recruiter so that he/she may update the disposition status of the candidate.

6. Offers/References

- a) Offers and start dates must be submitted to the recruiter for review prior to communicating with the candidate.
- b) Departments must submit their offers to the recruiter as soon as the hiring decision is made; at least two (2) weeks prior to start date.
- c) Prior to receiving their verbal offer, each student must complete the SkillSurvey e-reference tool. The recruiter will instruct the student in detail as to the purpose and scope of SkillSurvey. Once two (2) references are received from managers and/or professors, the recruiter or the manager may make the verbal offer. Alternatively, students may present two (2) original Letters of Recommendation by an employer, teacher or faculty member.
- d) Once the verbal offer has been accepted, the recruiter will generate an official offer letter. **NOTE:** Official offers must come from Human Resources and not from the hiring department. The letter will contain title, manager, pay and start date. The offer letter is also accompanied by information on New Employee Orientation (NEO). This complement includes start times, location, duration and required forms.

7. CORI/Hire Right

- a) Once the offer has been verbally accepted, the recruiter will meet with the candidate to complete the Massachusetts CORI (checks background in MA) and Hire Right (checks background in parts of MA and nationally) forms.
- b) CORI/Hire Right must be completed and approved by MGH Police and Security before the new hire can start.
- c) If student is under 18, his/her parent must complete the CORI consent form: http://www.brighamandwomens.org/About_BWH/HumanResources/Forms/CORI%20Parental%20Consent.PDF

8. Employment Permit Application

- a) A student must be at least 16 years of age to obtain employment at BWH.
- b) If a hire is under 18 years of age, an "Employment Permit Application" (attachment #3) must be completed by the Employer once a verbal offer has been accepted. The Employer completes Section 2.
- c) The new hire completes the appropriate portion of the form and presents the completed form to the Superintendent of Schools or his/her designee at the school authorized to issue the permit.
- d) The new hire must bring the signed employment permit back to the employer who must keep the form until the employee leaves the job.

- e) The “Employment Permit Application” can be also be found at:
http://www.mass.gov/Elwd/docs/dos/youth_employment/youth_application.pdf

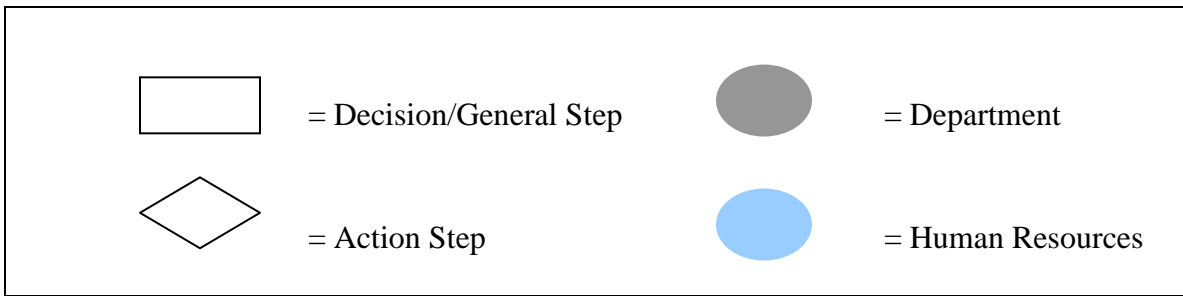
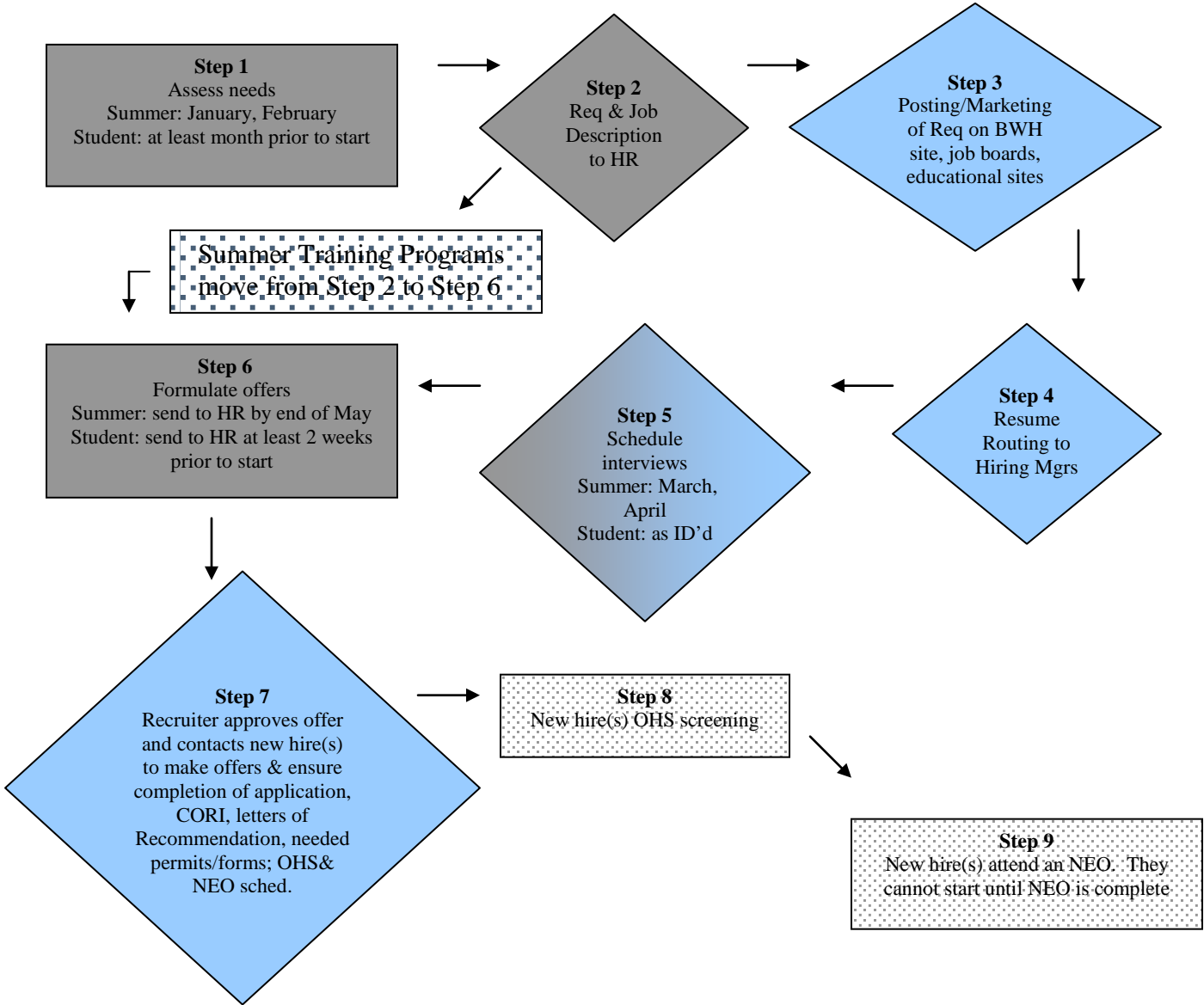
9. Occupational Health Screening

- a) Medical clearance must be obtained through Occupational Health Services (OHS) prior to the new hire start date.
- b) Recruiters will schedule an appointment for the summer hire with OHS at least one (1) week prior to their start date.
- c) New hires must receive a full clearance prior to their agreed to start date. OHS will present each cleared hire with confirmation forms which must be brought to the badge office and to their hiring manager.
- d) Minors (under age 18) employed by BWH must complete the “Minor Employee/Volunteer Consent Form” and bring the form to their OHS screening.
http://www.brighamandwomens.org/about_bwh/volunteer/OSSVS%20Forms/Minor%20Consent%20Form.doc

10. New Employee Orientation

- a) New hires are required to go to NEO prior to their start date. . Because of the Joint Commission, no exception to this requirement can be granted.
- b) NEO is facilitated by Human resources.
- c) The student may attend a full Monday NEO session. An abridged version of NEO is offered quarterly on a Friday afternoon for 2 hours at Crosstown.
- d) *Start Dates:* The student’s start date is the date on which he/she attends NEO.

Summer/Student Hire Flowchart



Summer and Student Hiring FAQ

Q. Which job codes should I use?

A. All students working in Research will be coded as “*Temporary Job Research*” which is job code **01993R**. All coop’s working in Research will be coded as “*COOP, Research*” which is job code **199RES**.

Q. Who is a Summer Hire?

A. A summer hire can be any student who begins work within the Hospital during the months of May through August.

Q. Who is a Student Hire?

A. A student hire can be any student (high school or college) working within the Hospital at any given time throughout the year.

Q. Who is a Co-Op student?

A. A Coop student is a student enrolled in an academic program working for a fair wage while also receiving college credit.

Q. What are the compensation rates for students/coops?

A. Compensation rates for students and coops varies depending on the student’s status in high school or college.

Q. Is a “Job Requisition” required for all summer / student hire?

A. A Job Requisition must be completed for each student vacancy.

Q. Once I have completed the requisition, where should I send the form?

A. Requisition forms must be submitted to the HR Requisition mailbox, or you can send completed forms directly to your designated Recruiter.

Q. Will I be notified once my position has been posted?

A. Yes, you will receive an email notification from the Sr. HR Assistant that has posted your job requisition. Your recruiter will also be included in that email.

Q. How long must I wait before an offer can be extended?

A. The position must post for at least five (5) calendar days before an offer can be made.

Q. Who is responsible for setting up the Occupational Health appointment?

A. Your assigned Recruiter will be responsible for setting up the new hire’s appointment with Occupational Health.

Q. Can I have someone start working before he/she attends New Hire Orientation?

A. No. All hires are required to attend New Hire Orientation before starting to work within their department. Also, new hires must be medically cleared by Occupational Health before they can attend New Hire Orientation.