

SERVICE LEADERSHIP FELLOWS PROGRAM

Interview and Job Offer Guidelines

Timeline

Organization decisions We encourage you to make a job offer as soon as you know your decision, but want you to be aware of the following two deadlines:

By February 8, 2005: Email draft of offer letter to Margot Dushin (mdushin@hbs.edu) for review at least 48 hours before sending to the student, to ensure that all elements are consistent with SLFP guidelines.

By February 10, 2005: Deadline for organizations to make offers to students.

Student decisions We ask students to notify employers as soon as possible of their decision, since their acceptance has implications for your organization, but students have until **March 3, 2005** to reply to employers who make offers by February 10.

Note that if your first offer is declined, you will have the opportunity to make a second offer. Please keep this in mind if you are planning second interviews and in communicating with students. Margot Dushin is also available to advise you during this process.

Guidelines:

- SLFP is designed to encourage students with backgrounds from any sector to experience nonprofit and public-sector management. Organizations are encouraged to consider all candidates and the full experience they bring.
- Organizations should enter the SLFP process to access a large pool of applicants, and should not view SLFP as a way to hire a specific individual with whom they have a pre-existing relationship. If the SLFP Steering Committee learns that such collaboration has occurred with an SLFP candidate, both the student and organization will be disqualified. If you have an existing relationship with a student you know will be applying for SLFP, please contact the SLFP committee to discuss in greater detail.
- No verbal offers should be made during the interview process. Experience has shown that even suggestions of offers can create misunderstandings between the student and employer. Instead, we ask that you send a formal offer letter, which includes details of the employment agreement. See attached sample offer letter.
- Organizations should be willing to consider the candidate for continued employment based on success of the fellowship year. During the SLFP process, students are likely to ask about continued employment, so you may be more successful in hiring if you are able to address this question.
- We want to make sure that candidates meet your criteria and needs, so you are under no obligation to hire a student you have interviewed through SLFP if you do not find an appropriate candidate for your position.
- We consider renegeing on a job acceptance by a student a serious issue. If a student is concerned about his or her employment decision, please let us know. We may be able to help the student think through the issues.
- Withdrawing job offers, whether verbal or written, violates professional standards and HBS recruiting policy. If your organization is considering retracting an offer for any reason, please call our office immediately to discuss the situation.
- If you would also like to recruit through other means at HBS we would be happy to help you in the regular recruiting process. Because of the parameters of the Service Leadership Fellows Program, candidates hired by organizations through the regular HBS recruiting process will not be eligible for support through SLFP.

If you have any questions or problems during the interview and job offer process, please contact Margot Dushin, 617-495-6633, mdushin@hbs.edu

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Sample Offer Letter

Email a draft of your offer letter **no later than February 8, 2005** to Margot Dushin (mdushin@hbs.edu) for review at least 48 hours before sending to the student, to ensure that all elements are consistent with SLFP guidelines.

Areas in red to be filled in by the organization.

Dear ,

I am very pleased to offer you the position of **POSITION TITLE** at **ORGANIZATION NAME** in conjunction with the Harvard Business School Service Leadership Fellows Program.

FILL IN ORGANIZATION'S OWN PARAGRAPH ON SKILLS FELLOW, GOAL OF ORGANIZATION. (For example, we are excited about the skills and background you would bring as we seek to develop new programs at the organization...)

The duration of the Service Leadership Fellowship will be one year, from **MONTH (no later than September) 2005 to MONTH (no later than September) 2006**, with exact dates to be determined by the Fellow and **ORGANIZATION NAME** by March 31, 2005.

Salary: **FILL IN SALARY (this should be the salary commitment from the organization, and should not mention the SLFP grant, which will be communicated separately to students, with a copy to the hiring organization).** We understand that as part of the Service Leadership Fellows Program, you will also be receiving support from Harvard Business School. You will receive details in a separate letter from HBS.

Benefits: **FILL IN HERE**

Status: Full-time employee at will **FILL IN ANY OTHER DETAILS**

Any additional hiring requirements: for example, please note that you must be authorized to work in the U.S. to hold this position, and you will be responsible for securing an appropriate Visa if necessary.

This offer will remain open until March 3, 2005. If you know your decision before that time, we would appreciate hearing from you so we can expedite our planning or consider other candidates if necessary. Please indicate your acceptance of this offer by countersigning and returning a copy of this letter.

We believe you will make a wonderful addition to **ORGANIZATION NAME**, and hope you will join us as **POSITION TITLE**.

Sincerely,
FILL IN HERE

Accepted by: _____ Date: _____

Cc: Margot Dushin, Director of Programs, Social Enterprise Initiative
Harvard Business School
Loeb 35, Soldiers Field
Boston, MA 02163

ANY ADDITIONAL CC:S WITHIN ORGANIZATION