



STAR ISLAND CORPORATION

Pelican Selection Criteria and Staffing Process

The objective of the hiring process is to assemble a strong, cohesive, talented and diverse staff, capable of delivering the best possible services to conferees while operating, maintaining and improving the island's physical plant and natural environment. Within this context and consistent with the Corporation's mission as a religious and educational not for profit organization, and because we live in an intimate and close-knit community, we seek individuals who will contribute to and enhance the overall health and vitality of the island staff community. We also seek to balance the benefits of staff longevity, for both Pels and the island, while insuring sufficient openings each year to permit the hiring of a substantial number of first-year Pelicans. Pels with specific technical skills or Pels in key supervisory positions may be hired for additional seasons to insure continuity of operational and technical skills need to run the conference center and island.

Selection Criteria

Criteria are established in advance of the hiring season, and are rigorously adhered to throughout the selection procedure, in order to keep to the process objective. While some criteria are more important than others, decisions are based on a holistic assessment of all the criteria as they apply to each individual.

The following criteria are considered in assessing first-year applicants:

Of Primary Importance: (not in rank order)

- Job related skills and experiences.
- Quality of references: Applications are not considered complete until we receive two references from non-family members.
- Available dates and ability to fulfill all or most of the conference season.
- Independent living experience: Having lived away from home and having gained experience with independent living is a plus in the hiring process. Generally, we do not hire applicants under 18 because of legal limitations on the use of certain kinds of equipment.
- Applicant's job preferences.
- We also consider: (not in rank order)
 - Potential to enrich, diversify, and contribute to the Star Island community.
 - Previous Star Island connection.
 - Timely receipt of application and supporting materials: While late applications are considered, preference is generally given to applications which have been received by the due date.

For Pelicans applying for a return season, we consider all of the above with the exception that we do not require references. In addition, the following unranked criteria are considered in assessing applications from experienced Pelicans.

- Past Pelican job performance.
- Available dates and ability to fulfill all or most of the conference season.
- Adherence to previous contracted leaving dates.
- Contributions to the Star Island community.
- Demonstrated responsible behavior on and off the job.

Selection Process – Regular Season and End of Season

The following is an outline of the key steps in the selection process.

1. October – Department Heads and Portsmouth office staff review the performance of previous summer staff while information about the season is still fresh. All evaluation forms, both self-evaluations and supervisory evaluations are compiled in a resource book to serve as a reference throughout the process.
2. November – Hiring process and documents reviewed and updated if necessary.
3. December and January – As applications are received, information is entered into a database to enable us to sort applications by crew preferences, arrival dates, etc.
4. January – Supervisor applications and letters of interest are reviewed and supervisors are selected based on the applicant's skills and past performance, as well as their crew preference.
5. February -
 - a. Returning Pelicans with strong records are assigned to crews based on the applicant's preference and according to skills. This results in significant overstaffing of crews.
 - b. Prospective (first-year) Pelicans are ranked according to our selection criteria and the most promising applicants are assigned to crews according to skills and preferences.
 - c. A long and difficult process then follows in which the number of Pelicans on each crew is reduced to the number of positions on the crew. An unassigned list, wait list, and no hire list are generated.
6. March
 - a. The draft crew rosters and lists are sent to supervisors who are then invited to a meeting in Portsmouth, along with Department Heads and the Portsmouth office staff. Supervisors who cannot attend in person attend via conference call. Assignments are adjusted based on the input of the supervisors. All lists, with the exception of the final roster of appointed Pelicans, remain strictly confidential both during and after the process.
 - b. Contracts are mailed. If contracts are declined, Pels on the unassigned list are assigned to jobs and when all unassigned Pels have accepted positions, further openings are filled from the wait list.

Selection Process – Open Up

Generally, our Open Up crew is comprised of experienced Pels who have been hired for the regular season. Open Up jobs are both technical, for which strong technical experience is a pre-requisite, and non-technical. In either case, a strong work ethic, the ability to work with minimal supervision and demonstrated responsible behavior are essential to a productive and safe Open Up. All of the rest of the relevant criteria used during the regular season hiring process are also used in the Open Up selection process.

Selection Process – September and Close Up

Employment in September is available to those Pels who have an outstanding record during the regular season, or for applicants who meet the criteria referenced above. Close Up constitutes a new contract and there is no presumption that having been hired for the regular season or for September guarantees employment during Close Up. The selection criteria for Close Up are the same as for Open Up. With many more applicants for Close Up than there are positions, contracts are awarded to those Pels who have the strongest technical skills, who have had very strong performance records during the summer and who meet the rest of the criteria used during the regular season hiring process.