



**H A M P S H I R E C O L L E G E**

**R E C R U I T M E N T A N D H I R I N G  
P R O C E D U R E S**

*Prepared by  
Office of Human Resources  
September 2005*

## **Hampshire College Affirmative Action/Equal Opportunity Employer**

Hampshire College is committed to a policy of equal employment opportunity in all its employment practices and thus reaffirms that there shall be no unlawful discrimination against any employee or applicant for employment on the basis of race, color, religion, sex, national origin, age, handicap or sexual preference.

This policy extends to recruiting, hiring, college-sponsored training, compensation, benefits, assignment, working conditions, promotions, transfers, termination, re-employment, education, tuition assistance, social and recreational programs, employee treatment and all other terms, conditions and privileges of employment.

All employment decisions are made on a nondiscriminatory basis so as to further the principle of equal employment opportunity. All college personnel are expected to comply with the letter and spirit of this policy.

This commitment stems from the recognition that the resulting diversity is essential for the continued growth and development of the College as an educational institution of the highest quality. The Affirmative Action Officer will be responsible for administering and/or monitoring the College's Affirmative Action plan and Equal Employment Opportunities policies and for assuring the President and Trustees that the procedures followed demonstrate the College's adherence and commitment to the tenets and policy of equal employment opportunity.

## **Recruitment and Hiring Procedure**

The following outlines the College's procedure pertaining to the recruitment, selection and hiring process for regular staff whether funded institutionally or through grants:

### **STAFFING NEED IDENTIFIED**

Occurs when a person leaves a position. This can also occur when a job is created (e.g., written into a grant).

### **JOB EVALUATION**

If a new job is created, then a job evaluation is conducted by the Human Resources Office to determine the appropriate grade. The Compensation Committee reviews requests for new positions and results of the job evaluation process. For a grant-funded position, ideally this should occur before the grant is submitted so that the appropriate salary amount can be included in the proposal. (See the Classification section for more detail on this process.)

### **REQUEST AND APPROVAL TO FILL VACANCY**

The Budget Manager completes a "Request to Fill Vacancy" form. The Budget Manager and Budget Supervisor sign the form and forward to the Human Resources Office. Further approvals are required by the Human Resources Office and Executive Committee.

### **SEARCH PARAMETERS**

Upon approval to fill vacancy, search parameters and advertising copy are established through discussions that include the Budget Manager and/or Search Committee Chairperson, the Human Resources Staff coordinating searches, and the Affirmative Action Officer (AAO). The Affirmative Action Officer provides advice on advertising, networking and outreach strategies to generate the broadest pool of qualified applicants.

### **SEARCH**

The search is conducted: internal job posting, advertising, resume review, interviews, reference checking, etc. The Human Resources Office receives all resumes for non-faculty and sends a letter to applicants acknowledging receipt of all resumes/employment applications. The Budget Manager/Search Chairperson ensures that others participating in the interview or selection process are aware of the College's fair employment practices and interview process as there are some inquiries, which are illegal and must be avoided. Please refer to enclosed **Interviewing Do's and Don'ts**.

1. On-Campus notice of job vacancy is posted via the Intranet until position is filled or finalists selected.

Internal Posting is used to inform current employees of promotional and/or transfer opportunities. The posting applies to continuing full and part-time vacancies. Each internal posting include the following:

- Position Title and Grade
- Department
- Entry Level Salary
- Instructions for Applying

In order to submit an application for an internal posting, an employee must have completed one year of employment in their current position. (Please refer to the Policy Manual for exceptions).

Hampshire employees should submit a completed **Internal Employee Application for On-Campus Vacancy** (available on the website) and a resume to the Human Resources Office.

2. Off-Campus advertisement as requested by department. Positions may be simultaneously posted and advertised off-campus. Ads are place in the *Daily Hampshire Gazette* and *Springfield Sunday Republican*. Depending on the level of the position, other publications are used if needed such as: *Chronicle of Higher Education* and *specialized professional journals and websites*. The Budget Manager/ Search Committee Chairperson is responsible for providing ad copy and to contact Human Resources concerning publication deadlines.

To ensure ad placement and internal processing publication deadlines are as follows:

- Weekend Newspapers – ad copy by mid-week.
- National Publications – ad copy at least a week in advance.
- Specialty Publications – deadlines vary; Ad copy should be supplied a week in advance of deadline.

The Human Resources Office budget provides for placement of ads in local papers and national publications up to \$1500 limit. Departments are responsible for the cost of ads in other publications or advertising that exceeds the budget allowance.

3. Any applications and/or resumes received directly by the Budget Manager/Search Committee Chairperson must be sent to the Human Resources Office to ensure accurate recordkeeping prior to interviewing those applicants.
4. Resumes are available for review and consideration by the Search Committee the Friday following advertising.
5. The Budget Manager/Search Committee Chairperson must notify Human Resources of all applicants selected for interviews to ensure accurate recordkeeping for future reference, as well as the names of individuals selected for the search committee.
6. Applicants are interviewed (Please refer to the **Interviewing Process/Questions and Interview Questions Do's and Don'ts**).
7. Reference checks are conducted by the Budget Manager/ Search Committee Chairperson using the **Reference Check Form** (see attached).

### **POSITION FINALIST**

The selection of the final candidate (and possibly several alternates) is made by the Budget Manager and/or Search Committee and in some cases after consultation with Human Resources Office and/or Affirmative Action Officer.

### **EMPLOYMENT OFFER**

Before an offer of employment is extended to the finalist the Human Resources Office must be consulted about salary recommendations and appropriate start date. An employment offer may be made to the selected candidate by the Budget Manager and/or Search Chair.

### **NEW FINALIST**

If the steps outlined above fail to result in a job acceptance, then the process repeats itself with an alternative candidate, or some part of the search process is re-opened.

### **NOTIFICATION OF SEARCH CLOSURE TO CANDIDATES**

The Budget Manager or Search Chair should notify interviewed candidates that the position has been filled (see sample of “**Regret**” Letter). All resumes should be sent to the Human Resources Office at the conclusion of the search. Based on legal requirements, search records are maintained for three years.

### **HR FORM – NFAC**

Upon acceptance of the offer of employment the Budget Manager completes a “**Non-Faculty Form**” and sends it, along with the finalist's resume or employment application to the Human Resources Office.

## **CONFIRMATION LETTER**

After the Human Resources Office has received the “**Non-Faculty Form**” and the finalist’s resume or employment application they will send a letter confirming the offer of employment to the new staff member. This package includes employment verification documentation, new employee checklist, a letter documenting annualized salary, paygrade, start date and benefit information.

## **FIRST DAY**

All new employees are required to report to the Human Resources Office on the first day of employment (defined as the beginning of the work week, normally Monday morning) to complete required paperwork. Regular staff members attend an orientation program that will familiarize them with the history, benefits and layout of the college.

Periodically, the Human Resources Office coordinates a lengthier orientation program required of all new staff members where staff is informed about the College’s current status and future direction. Topics include additional information about the College’s governance, benefits, employee assistance program, etc.

In addition, the immediate supervisor or department manager will conduct a department orientation for the new employee. At this session, the new employee will be introduced to co-workers, given a tour of the office/department and will be issued any keys, equipment, etc. The supervisor or department manager reviews duties, responsibilities, facilities, work schedules and policies of the office with the new employee. Please refer to the “**New Employee Checklist**”.

*We have included samples of various forms and reference material. For your convenience the forms are also available on the Human Resources Website, both internet and The HUB.*

**FORMS**

**&**

**REFERENCE MATERIAL**

- Request to Fill Vacancy
- Checklist for Reviewing Resumes or Applications
- Interview Process
  - Interviewing Questions
    - “ Good Interview Questions ”*
    - Interview Questions - Do's and Don'ts*
- Reference Checking Form
- Human Resources NFAC Form
- Sample “Interview Regret” Letter
- New Employee Checklist

## Checklist for Reviewing Resumes or Employment Applications

- ✓ Sort applicants by job for which they are applying. Save miscellaneous ones for last.
- ✓ Review the job description(s) for the position(s) you are attempting to fill. Note minimum requirements needed and refer to them often as you review resumes/applications.
- ✓ Ignore the applicant's name, address or personal information to limit subconscious biases.
- ✓ Attempt to ignore superficial issues such as style, typographical areas in favor of content, unless such issues are directly related to the position for which they are applying.
- ✓ Check work experience for applicability to the position for which they are applying, length of time in each position, promotions or awards received, reason for leaving each position.
- ✓ Note gaps in employment **but do not** assume they were caused by negative reasons.
- ✓ Check educational background for qualifications necessary to successful job performance.
- ✓ Note special skills (i.e. computer software, office equipment).
- ✓ Note on a separate piece of paper any pertinent questions that arise when reviewing the resume/application and ask those during the interview or a telephone screen.
- ✓ Divide resumes into 3 groups - one for those that closely match job requirements and for which an interview and/or telephone screen is appropriate, one for those who meet some requirements and may be considered secondarily and one for those who do not meet the requirements at all.
- ✓ If necessary, screen the top group again to further narrow down the candidates.
- ✓ If you want to conduct a telephone screening briefly describe the position, location, hours and salary range (if appropriate) and ask if the candidate is still interested in being considered. If so, ask for brief clarification on any important questions raised during your initial review.

# Interview Process

There are a number of federal and state laws that govern the type of questions that may be asked during an interview, on an application form or during a reference check. These legal considerations apply to both oral and written questions.

The goal of interviewing is to gain as much job-related information as possible in order to make a wise selection.

- Once the list of job-related interview questions are created, use it consistently for all applicants for the same position.

## **The Interview Environment:**

- Schedule sufficient time; create a pleasant, professional environment, free of interruptions.
- Establish rapport with candidate. Try to first put the applicant at ease with introductory and welcoming remarks.
- Explain format and purpose of interview.
- Describe job and work environment.

## **Interviewing:**

*Listen* - be receptive and responsive

*Comment* - make conversation, keep questions open-ended

*Inquire* - probe: *what? how? why?*

*Notice* - responsiveness - self-expression - questions-curiosity

- Ask open-ended questions which focus on behavioral descriptions rather than simply "yes or no" questions (i.e., have them describe a work situation in which they handled stress well rather than just asking if they can "handle stress well").
- Stay away from questions that have more to do with personal lifestyles than job experience - phrase the question so that the answer will describe on-the-job qualities instead of personal qualities - if the question is not related to performance on the job, it should not be asked.

# Good Interview Questions <sup>1</sup>

1. Tell us a little more about your professional experiences, particularly those not mentioned on your resume.
2. Why are you interested in leaving your current assignment and why do you feel that this assignment would be better for you?
3. Do you feel this position is a promotion, a lateral move, a broadening of your professional experience, or just a change? Why do you think so?
4. How does this position fit into your overall career goals?
5. Describe the duties of your current job.
6. What do you dislike most about your current job?
7. What is your favorite part of your current job and why is it your favorite part?
8. What are the three college courses that best prepared you for your current job?
9. What is the best method of creating a \_\_\_\_\_ (a relevant product)
10. What qualities or experiences make you the best candidate for this position?
11. Describe two or three major trends in your profession today.
12. On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?
13. Describe a situation in which you did “all the right things” and were still unsuccessful. What do you learn from the experience?
14. Discuss the committees on which you have served and the impact of these committees on the organization where you currently work.
15. Why did you choose this profession/field?
16. What new skills have you learned over the past year?
17. Think about an instance when you were given an assignment that you thought you would not be able to complete. How did you accomplish the assignment?
18. Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do?
19. Describe the best boss and the worse boss you have ever had.

20. Describe your ideal job.
21. What would your coworkers or your supervisor say about you?
22. Can you describe how you go about solving problems? Please give us some examples.
23. What is the biggest conflict you have ever been involved in at work? How did you handle that situation?
24. What new programs or services would you start if offered the position?
25. Please share with us your philosophy about customer service in an academic environment and give us some examples of service that would illustrate your views.
26. Tell us how you would learn your new job in the absence of a formal training program.
27. How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar?
28. Think about a co-worker from the present or past whom you admire. Why?
29. What are the characteristics that you prize most in an employee? What behaviors or characteristics do you find intolerable?
30. Can you share with us your idea about professional development?
31. Describe some basic steps that you would take in implementing a new program?
32. What are one or two of your proudest professional accomplishments?
33. Do you have any knowledge of the unique role of a \_\_\_\_\_? (two-year college/liberal arts college research/university)
34. How do you feel about diversity in the workplace? Give us some examples of your efforts to promote diversity.
35. Tell us how you go about organizing your work. Also, describe any experience you have had with computers or other tools as they relate to organization.
36. Please tell us what you think are the most important elements of a good \_\_\_\_\_ (service, activity, product, class, etc.)
37. Describe your volunteer experiences in community-based organizations.
38. What professional associations do you belong to and how involved in them are you.

39. Tell us about your preferred work environment.
40. What experiences or skills will help you manage projects?
41. Tell us how you would use technology in your day-to-day job.
42. In what professional development activities have you been involved over the past few years?
43. What volunteer or social activities have helped you develop professional skills?
44. What things have you done on your own initiative to help you prepare for your next job?
45. Do you have any concerns that would make you have reservations about accepting this position if it is offered to you?
46. What do you think most uniquely qualifies you for this position?
47. Do you have any additional information that you would like to share?
48. Do you have any questions for us?

---

<sup>1</sup> Lee, C.D. 2000. *Search Committees: A Tool Kit for Human Resource Professionals, Administrators, and Committee Members*. Washington, DC: College and University Professional Association for Human Resources.

## Interview Questions Do's and Don'ts

<i>Category</i>	May Ask	May Discriminate by Asking
Sex and Family Arrangements	<ul style="list-style-type: none"> <li>If Applicant has relatives already employed by organization.</li> </ul>	<ul style="list-style-type: none"> <li>Sex of Applicant</li> <li>Number of Children</li> <li>Marital Status</li> <li>Spouse's occupation</li> <li>Child care arrangements</li> <li>Health care coverage through spouse</li> </ul>
Race		<ul style="list-style-type: none"> <li>Applicant's race or color of skin</li> <li>Photo to be affixed to application form.</li> </ul>
National origin or ancestry	<ul style="list-style-type: none"> <li>Whether Applicant has a legal right to be employed in the U.S.</li> <li>Ability to speak/write English fluently (if job-related)</li> <li>Other languages spoken (if job-related)</li> </ul>	<ul style="list-style-type: none"> <li>Ethnic association of surname</li> <li>Birthplace of applicant or applicant's parents</li> <li>Nationality, lineage, national origin</li> <li>Nationality of Applicant's spouse</li> <li>Whether Applicant is citizen of another country</li> <li>Applicant's native tongue/English proficiency</li> <li>Maiden name (of married woman)</li> </ul>
Religion		<ul style="list-style-type: none"> <li>Religious affiliation/Availability for weekend work</li> <li>Religious holidays observed</li> </ul>
Age	<ul style="list-style-type: none"> <li>If Applicant is over age 18</li> <li>If Applicant is over age 21 if job-related</li> </ul>	<ul style="list-style-type: none"> <li>Date of birth</li> <li>Date of high school graduation</li> <li>Age</li> </ul>
Disability	<ul style="list-style-type: none"> <li>Whether Applicant can perform the essential job-related functions</li> </ul>	<ul style="list-style-type: none"> <li>If Applicant has a disability</li> <li>Nature or severity of a disability</li> <li>Whether Applicant has ever filed a workers' compensation claim</li> <li>Recent or past surgeries and dates</li> <li>Past medical problems.</li> </ul>
Other	<ul style="list-style-type: none"> <li>Convictions if job-related</li> <li>Academic vocational, or professional schooling</li> <li>Training received in the military</li> <li>Member in any trade or professional association</li> <li>Job References</li> </ul>	<ul style="list-style-type: none"> <li>Number and kinds of arrests</li> <li>Height and weight except if a bona fide occupational qualification</li> <li>Veteran status, discharge status, branch of service</li> <li>Contact in case of an emergency (at application or interview stage)</li> </ul>



# Hampshire College

## Pre-Employment Telephone/Written Reference Request

Applicant: \_\_\_\_\_ Job Applied For: \_\_\_\_\_

### Previous Employment

Name/Title of Contact: \_\_\_\_\_ Phone Number \_\_\_\_\_

Firm/Organization: \_\_\_\_\_ Reference Checked by: \_\_\_\_\_ Date \_\_\_\_\_

### Reference Check Questions

**(Applicant)** is being considered for employment at Hampshire College as a **(Position Title)**. You were listed as a former employer/or has given your name as a reference.

*May I ask you to verify the following information?*

The applicant was an employee of your company.  Yes  No Dates of Employment: \_\_\_\_\_

*If there is a difference in the dates, indicate here:* \_\_\_\_\_

The applicant's position was \_\_\_\_\_ Reason for resignation/termination was \_\_\_\_\_

---

How would you describe the applicant's relationships with coworkers, subordinates (if applicable) and with superiors?

Did the candidate have a positive or negative work attitude? Please elaborate.

How would you describe the quantity and quality of output generated by the former employee?

What were his/her strengths on the job?

What were his/her weaknesses on the job?

What is your overall assessment of the candidate?

Would you recommend him/her for this position, why or why not?

Would this individual be eligible for rehire? Why or why not?

Other comments

*"Thank you for taking the time to speak with me. Is there anything else that you think I might find helpful in making a hiring decision?"*

# Hampshire College Payroll/Human Resources Form (NFAC) Non-Faculty

## Employee Data (NAE/NFAC)

Name: \_\_\_\_\_  
Last First Middle

Address: \_\_\_\_\_  
Street City State Zip

Home Telephone Number: \_\_\_\_\_

Start Date or Effective Date (for changes) \_\_\_\_\_ End Date (if other than regular status) \_\_\_\_\_

## Position/Status/Work Schedule Data

Position Title: \_\_\_\_\_

Classification:  Administrator - 61101  Staff - 61201  Intern - 61303  Temporary - \_\_\_\_\_

Casual - 61401—All casual positions require completed/approved Casual Request Form prior to hire.

Appointment Reason: (please check appropriate box)  Additional Appointment - AA (ADAP)  Demotion - DE (CPPI)  New Hire - NH (NFAC)

Promotion - PR (CPPI)  Re-Appointment - RA(WAGS/PWAG)  Re-Hire - RH (ADD)  Transfer - TR (CPPI)  Change in Salary (WAGS/PWAGS)

Other \_\_\_\_\_ (please indicate other change i.e., general ledger change, etc.)

FTE: (please check appropriate box if applicable) if changing used **POSS** screen

1.0 - Full Time  .50 - Half Time  .88 Full Time/10.5 months  .83 - Full Time/10 months  .75 - Full Time/9 months  .57 - 20 hours week

Other \_\_\_\_\_

Grade: \_\_\_\_\_ Hourly Rate: \_\_\_\_\_ Annual Salary: \_\_\_\_\_ Standard Department Work Week:  35  40  
(bi-weekly employee) (monthly employee)

Employee's Scheduled Hours:  35  40 Employee's Daily Scheduled Hours: \_\_\_\_\_  
SUN MON TUES WED THURS FRI SAT

Position Type: (if applicable)  12 month  10.5 month  10 month  9.5 month  9 month

Employment Cycle: (if position type is less than 12 months, indicate employment period) \_\_\_\_\_ to \_\_\_\_\_

Funding Source: General Ledger Account Number:  80  90 0 \_\_\_\_\_  
Fund/Grant Name

## Office Information (OFFI)

## Time Card Authorization: (as designated by Business Office)

Building: \_\_\_\_\_ Office: \_\_\_\_\_ Supervisor: \_\_\_\_\_

Ext: \_\_\_\_\_ Campus Mail Box: \_\_\_\_\_ Alternate Supervisor: \_\_\_\_\_

## Authorization

Previous Incumbent's Name \_\_\_\_\_

Please note: If no previous incumbent, please indicate justification for hire (i.e., new position, grant, etc.)

Authorized Signature: \_\_\_\_\_ Extension: \_\_\_\_\_ Date: \_\_\_\_\_

## Human Resources Processing

Position ID# \_\_\_\_\_  EP  MP  
Department Abbreviation Object Code(3 digit) Title Abbreviation Pay Class Pay Cycle

LEVS:  VAC  PER  SIC XHRS: Medical FTE \_\_\_\_\_ Benefit Start Date \_\_\_\_\_ HR PROCESS DATE/INITIAL: \_\_\_\_\_

Instructions: Supervisor - Please complete all data for new/rehired individuals or the appropriate sections for changes in status of current employee and forward to the Human Resources Office. Original resume or employment application required on all New Hires. **MISSING DATA WILL DELAY PROCESSING!**

This document is confidential and should be treated accordingly.

Distribution by HR: Payroll HR/Benefits HR/Personnel File TR Supervisor

## Interview Reject Letter

Date

Name  
Address  
City, State Zip

Dear Name,

Thank you for taking the time to interview for the position of "JOB TITLE" in the "DEPARTMENT".

Interviews for this position have been completed, and the qualifications of each applicant have been carefully reviewed. At this time the position has been offered to another candidate. This does not reflect any specific weakness on your part, but is indicative of the highly competitive nature of this search.

We wish to convey our appreciation for your interest and thank you for your patience during the search process. Good luck in your current job search.

Sincerely,

'SEARCH COMMITTEE NAME'  
"DEPARTMENT"

## Checklist for New Employee



# Hampshire College

## Human Resources

We encourage you to find out about your job and the campus during your first few weeks.  
Please ask your supervisor about the items below.

### First Day on the Job:

- \_\_\_\_\_ Submit all new hire paperwork, including Conflict of Interest Policy to Human Resources office.
- \_\_\_\_\_ Tour of your assigned work space, building, immediate area and introduction to other staff members
- \_\_\_\_\_ Location of restrooms, refreshments and break areas
- \_\_\_\_\_ Review of the department's organizational structure, mission of your department and relation to the college
- \_\_\_\_\_ Obtain a description of your job
- \_\_\_\_\_ Review of department's policies/procedures including:
  - Working Hours
  - Telephone, e-mail and Internet use
  - Office organization (keys, files, supplies, etc.)
  - Office resources (directories, staff listings, computer program manuals, etc.)
  - Staff meetings
- \_\_\_\_\_ Apply for a vehicle registration sticker on the Public Safety website:  
**<https://intranet.hampshire.edu/forms/viewForm.php?id=81>**

### During the First Week:

- \_\_\_\_\_ Review work area to ensure needed equipment is in place
- \_\_\_\_\_ Provide information on call-in procedures in case of tardiness or absence, use of vacation, personal and sick leave, completing time sheets, pay schedule, and work rules in department. Review of personnel policies and procedures.
- \_\_\_\_\_ Orientation to safety; defensive driving course, credentialed driver policy, emergency procedures, evacuation procedures, location of fire extinguishers, work hazards and procedures for reporting injuries on the job.
- \_\_\_\_\_ General review of accounting, account numbers and journal vouchers (if appropriate)
- \_\_\_\_\_ Review computer competency
  - Overview of policies/procedures, including confidentiality
  - Knowledge and comfort with department's hardware/software
  - **Hardware:** *turning on, backing up, printing, shutting down, etc*
  - **Software:** *Word, Excel, Eudora or other programs needed to perform job*
  - Arrange for further training and support as needed
  - Contact Data Services/Purchasing for training on college's integrated database system
- \_\_\_\_\_ Review communication within department; how to find out information about the College. Appropriate formats and avenues of communication, where to get questions answered.

### Within First Month of Employment:

- \_\_\_\_\_ Review of probationary period, what is expected; performance evaluations during probation and beyond. Department's training plan during probationary period.

*As a new employee, you attended a welcome session on your first day to familiarize you with the history, employee benefits and layout of the college. In addition, the Human Resource Office will invite you to a semi-annual orientation program designed to explain in more depth the College's educational philosophy and program.*