

STAFF RECRUITING AND HIRING GUIDE

Hampshire College 2017

I. EQUAL-OPPORTUNITY EMPLOYER

Hampshire College seeks to provide an environment that fosters the recruitment and success of a diverse faculty and staff community.

It is the policy of the College to provide equal employment opportunities without regard to race, color, religion, sex, national origin, ancestry, age, sexual orientation, gender identity, disability, genetic information, veteran, or special disabled status. This policy relates to all phases of employment, such as recruiting, placement, promotion, demotion or transfer, reduction of workforce and termination, rates of pay and other forms of compensation, professional development and training, the use of facilities, and participation in all College-sponsored employee activities.

II. HIRING PROCESS: AN OVERVIEW

The following outlines the College's policies and procedures pertaining to the recruitment, selection, and hiring of regular staff whether funded institutionally or through a grant. *It is important to note that before initiating any paperwork for a search, the department seeking to fill a vacancy must ensure that funds are available for the position and that if the position is a regular benefited one, the Budget Manager/Supervisor, Division Head, the Director of Strategic Budgeting and Analysis, and the Controller have approved the Request to Fill a Vacancy form.*

1. Identification of Staffing Need

This occurs when a person leaves a position or when a job is created (written into a grant, for example).

2. Job Description

The Office of Human Resources will conduct a job analysis to determine the assignment of a pay grade and salary range for a newly created position, as well as for a request for reevaluation of a position.

Important note: The duties and responsibilities of a position, not the available funds, determine the salary. The actual starting salary (within the assigned pay grade) will be determined based on the results of the evaluation (position responsibilities, requirements, knowledge, independent action, accountability).

3. Request to Fill a Vacancy

The Budget Manager/Supervisor completes a Request to Fill a Vacancy form. The Budget Manager, the Division Head, the Chief Diversity Officer, the Director of Strategic Budgeting and Analysis, and the Controller must sign the form and forward it to the Human Resources Office for approval. When applicable a Termination form relating to the person who held the position or the incumbent must be received by Human Resources before the office can proceed with the request.

4. Advertising

On approval to fill a vacancy, search parameters and advertising copy are established through discussions among the Supervisor/Manager and/or Search Committee Chairperson, Human Resources Director, and the Chief Diversity Officer. At this stage, the Chief Diversity Officer and HR Director provides advice on advertising, networking, and outreach strategies to generate the broadest pool of qualified candidates.

5. Types of Searches

The length of a search varies according to circumstances.

A. *Internal Search*

The vacancy is posted on the College's Applicant Tracking System (ATS) until the position is filled.

Once the Human Resources approves and receives a signed Request to Fill a Vacancy form and a current job description, HR will initiate advertising. HR will work with the Chair of the Search Committee to develop and finalize the advertisement for the posting based on the job description.

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

B. *External Search*

Prior to advertising, the Committee Chair should discuss effective outreach methods and venues with the Chief Diversity Office and HR Director. Once Human Resources approves and receives a signed request to fill a vacancy and a current job description, HR will initiate advertising. HR will work with the Chair of the Search Committee to develop and finalize the advertisement for the posting based on the job description.

Advertisement language should reflect a summary of the job description, duties and minimum qualifications (necessary skills, education, experience, for example), preferred and/or required education, and the need for a commitment to working in a diverse environment.

The Human Resources Office budget provides for placement of ads in local, regional, and national websites up to \$1,000 in total. A department is responsible for the cost of ads in excess of this budget allowance.

6. The Search Committee

Once the Search Committee is formed, the Chair will enter its members into the ATS. The ATS must be utilized by the Chair and by the other members of the committee.

During the search process, confidentiality is crucial - and an obligation of all members of the Search Committee. At the beginning of the search, each person on the committee must sign a confidentiality statement through the ATS.

Before the process begins, the Search Committee Chair obtains the hiring range from the Director of Human Resources. Typically, only the beginning of the salary range should be initially shared with the candidates.

The Chair will review with the committee the expectations for members. It is important to emphasize that they may ask of candidates only job-related questions.

Before screening the applicants, the Search Committee will meet with the Chief Diversity Officer and the Director of Human Resources to review procedures, discuss implicit bias, and develop rubrics for assessing each candidate.

7. Screening Candidates

To review resumes, conduct interviews (by phone and on campus), and check references, follow the instructions in the ATS. The ATS will acknowledge receipt of complete applications. The Supervisor/Manager/Search Chair, in consultation with the Human Resource's Director, ensures that everyone participating in the interview and/or selection process is aware of the College's fair-employment practices, interview procedures, and inquiries that are illegal and therefore must be avoided. Please refer to appendix B.

Use the ATS throughout the process. Each candidate is evaluated and then ranked accordingly. The committee identifies who will receive first-round interviews; after those interviews, the committee selects

those who will move on to second-round discussions. *Keeping current with the ATS will help when closing out the search on the ATS. Once the search is closed, these rankings disappear.*

Applications are available to review in the ATS by the Search Committee. As set out in the ATS, members must rank and select applicants for initial interviews. The committee should consult the Human Resources Director and Chief Diversity Officer in making its determinations.

Initial screening. It is recommended that the committee first screen candidates through a phone interview. This will enable the committee to review the position duties with each applicant and ask questions. This step can also help narrow the pool before moving to on-campus interviews.

The Director of Human Resources and the Chief Diversity Officer will serve as resources on all staff searches by being on the Search Committee or by meeting with the finalists(s) separately. When meeting with a finalist, HR and the Chief Diversity Officer will each need a minimum of 30 minutes to talk with each candidate.

8. Position Finalist(s)

The selection of the final candidate(s) is generally made by the Search Committee, at times in consultation with other stakeholders. The Director of Human Resources or a designee and the Chief Diversity Officer must have the opportunity to interview finalists.

The Supervisor/Manager/Search Committee Chair conducts reference checks. All references should be checked and documented. For one of the references, it is important to speak with the most recent supervisor.

Once a candidate is selected for the position, the Chair will contact Human Resources to request educational verification and to discuss salary. Both must be accomplished before an offer can be made by the Search Committee Chair/Supervisor.

9. Employment Offer

Before an offer of employment is extended, the Director of Human Resources must be consulted about salary recommendations and an appropriate start date. No one may initiate any inquiry into a candidate's prior salary prior to an offer (though the candidate is free to mention it). An employment offer may be made to the selected candidate by the Supervisor/Manager and/or the Chair of the Search Committee.

Note: Salaries for hires, casuals, and existing staff must be reviewed by Human Resources before an offer is made. Human Resources is responsible for ensuring pay equity.

If the steps outlined above fail to result in a job acceptance, the process repeats itself with an alternative candidate or the search is reopened.

10. Notification of Search Closure to Candidates

Once the position has been accepted, the Chair of the Search Committee identifies the new hire on the ATS and begins closing the search. When the Chair updates the ATS, it will automatically generate an email to applicants stating that the search is closed. The Search Chair should personally notify finalist(s) who were not selected. If warranted, the Chair may alter emails to be more specific.

Based on legal requirements, search records are maintained for three years.

11. HR FORM NFAC, for Nonfaculty

On acceptance of the offer of employment, the Supervisor/Manager completes a New Hire Form for Non-Faculty Position and, once it has been signed, sends it to the Office of Human Resources. Please make sure all hiring information is correct; it will be used for the Offer Letter of Employment.

12. Confirmation Letter

After the Office of Human Resources has received the Hire Form for Nonfaculty and downloaded the finalist's material from the ATS, a letter will be sent confirming the offer of employment. With the letter will be employment-verification documentation; the new-employee checklist; a letter documenting annualized salary, pay grade, and start date; and an outline of benefits.

13. First Day

A new employee is required to report to the Human Resources Office on the first day of employment (defined as the beginning of the work week, normally a Monday morning) to complete the necessary paperwork. All new regular staff members will be required to attend a monthly orientation program that will familiarize them with benefits and the layout of the College.

For a new employee, the immediate Supervisor or Manager will conduct a department orientation. At this session, the individual will meet coworkers and take a tour of the office/department, and will be issued any keys, equipment, and so on, as appropriate. The Supervisor or Manager will also review duties, responsibilities, facilities, work schedules, and policies of the office. Please refer to the New-Employee Checklist