



Hampshire College

Hiring Guide

For Staff and Administration

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The Office of Human Resources
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Purpose

This document outlines Hampshire College's procedures pertaining to the hiring of staff and administration and has been developed to assist departments in their efforts to attract and hire diverse and talented employees. It is expected that the hiring supervisor/manager and search committee members will engage in this process with integrity, consistency, confidentiality, and in accordance with the overall mission and goals of Hampshire College.

Philosophy

Searching for Excellence

Hampshire College is committed to hiring staff who will bring complementary areas of expertise and experience to their departments and the organization. We seek staff who are experts in their subject areas and who will best serve their department ensuring work effectiveness and commitment towards the overall mission of Hampshire College.

Diversity and Inclusion

Our diverse individual and community identities, backgrounds, cultural, political, social, and economic perspectives together form Hampshire College, and transform us into an active and passionately engaged community of active learners that values freedom with respect; a community that embodies social responsibility; and a community that values voice and agency.

We consider recruitment, retention, and support of a diverse community one of our fundamental responsibilities.

At Hampshire, diversity encompasses multiple and intersecting identities including but not limited to race, class, ethnicity, gender, gender expression, sexual orientation, religious expression, physical and mental abilities, military and veteran status, and political expression.

We aspire to foster an inclusive community of individuals who share a commitment to all forms of anti-racism, social justice, respectful discourse, and engagement.

This guide provides direction to staff and administrative search committees on following search procedures and supporting our commitment to diversity, inclusion, equity, access, and anti-oppression. While Hampshire College is not a federally identified affirmative action institution, we are committed to search practices that affirmatively recruit candidates from historically underrepresented communities.

Equal Opportunity

It is the policy of Hampshire 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 status, or special disabled status. This policy relates to all phases of employment, such as recruiting, hiring, placement, promotion, demotion, transfer, reduction of workforce, termination, rates of pay and other forms of compensation, professional development and training, the use of facilities, and participation in all Hampshire College-sponsored employee activities.

Summary: Phases of Hiring

There are five phases of the hiring process at Hampshire College; Identification, Recruitment, Screening, Selection, and Onboarding.



Phase 1: Identification

1. Vacancy/ Staffing Need

This occurs when a person leaves a position or when a new job is created.

2. Job Description

The supervisor of said vacancy must review/ edit/ create the job description using the College Job Description Template and referencing the Job Description Completion Guidelines for Supervisors. Job descriptions must be submitted to Human Resources for final review and approval.

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 re-evaluation of a position.

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

Before the hiring process begins, the Supervisor/Search Chair obtains the hiring range from the Senior Director of Human Resources. This range is advertised in the job posting, but the Supervisor/Search Chair should still reiterate the salary range during the initial screening. Where a candidate may be placed on the salary scale should not be discussed with members of the search committee, as the final salary offer is confidential information. The Supervisor/Search Chair must ensure they do not make promises or give false expectations in regards to what the candidate's final salary determination will be.

3. Request to Fill a Vacancy

The Supervisor/Search Chair completes a Request to Fill a Vacancy form (appendix A). The President, Budget Manager, Division Head, a Co-Dean of Diversity and Inclusion, and Senior Director of Budgets and Planning must sign the form and forward it to the Office of Human Resources. Requests to fill vacancies will only be approved if the position is necessary to pursue essential strategic objectives of the College, support the success of students, or maintain critical functions. A Termination form with the employee resignation letter must be received by Human Resources in order to proceed with the request.

In some cases, it may be appropriate to directly appoint a candidate to a position rather than posting the position. This may occur when there is already a qualified candidate identified who is either already working the position temporarily or is currently working in another position at Hampshire College. Supervisors who wish to consider a direct appointment must first consult with the Senior Director of Human Resources. If approved, a change form must be completed and submitted to Human Resources with all necessary signatures expressing approval.

4. Identify the Need for a Search Committee

In general, search committees are suggested for any position with broad oversight and authority such as Directors, Vice Presidents, Associate Vice Presidents, and Chief Officers. Essentially, positions that lead departments, areas, and divisions may require a search committee for the recruiting, screening, and selection phases. The VP/Division Head and the Senior Director of Human Resources will determine whether a search committee is required for the position.

When selecting who should serve on the search committee, consideration should be given to its composition and what it will implicitly suggest about the College. Beyond knowledge in a given department, the committee should be diverse and include members who are committed to and have experience with enhancing staff diversity. While diversity and appropriate stakeholder representation is vital, committees are most effective and timely when they do not have a high number of members. The number of appropriate representatives and committee members may differ depending on the position to be filled. Supervisors/Search Chairs must consult with the

Senior Director of Human Resources and/or the Division head when determining committee need, size, and representation.

For some positions, it may be appropriate to have student representatives serve on a search committee. These are most applicable to Student Affairs positions or positions that have both heavy interaction with students and a direct impact on student's experience on campus.

If a conflict of interest arises with one of the committee members, the committee member should excuse themselves from the search.

5. The Role of a Search Committee

A search committee is meant to serve as an advisory committee to the hiring supervisor. Final selection and approval of a candidate is at the discretion of the hiring supervisor with approval from the Division Head and President.

Phase 2: Recruitment

1. Advertising Process and Language

Once Human Resources receives a signed Request to Fill a Vacancy form and a current job description, the Human Resources Coordinator will initiate advertising. The Coordinator will work with the Supervisor/Search Chair to develop and finalize the advertisement for the posting using the College Job Posting Template.

Advertisements should define positions accurately and describe the desired job knowledge, experience, and educational background. Descriptions should reflect the mission and culture at Hampshire and, where appropriate, highlight activities that are part of the fabric of the College and that allow candidates to better understand the institution and the position. The description should speak to the criteria for excellence and characteristics of successful candidates.

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.

Be clear about what is really "required" and what is "preferred." When appropriate, use "preferred" rather than "required," "should" instead of "must," etc. when describing qualifications and criteria for successful candidates. Narrowly defined searches may limit search's capacity to be open to non-traditional career and educational paths and should be avoided.

The Office of Human Resources budget provides for placement of ads in local, regional, and national websites. The Supervisor/Search Chair will work with Human Resources staff to budget for any ad postings.

2. Advertising for Diversity and Inclusion

Women and candidates from underrepresented groups are generally drawn to staff and administrative positions for many of the same reasons as other candidates. There may be other distinguishing factors that might enhance the attractiveness of positions for women and candidates from underrepresented groups. Factors that may play a role are:

- Presence of staff from underrepresented groups
- Diversity of the department
- Staff development opportunities
- Likelihood of promotion
- Infusion of diversity and multiple cultural perspectives
- Access to collaboration with underrepresented communities
- Social support networks on campus and in the community
- Community resources include diversity in churches, stores, restaurants, etc.
- Access to metropolitan areas within driving distance from the campus.

Some of these may not be appropriate to establish in the position advertisement, but could be addressed in various ways throughout the search process.

The position advertisement is significant as it initiates how the College communicates what it values to prospective candidates. All advertisements must communicate the College's commitment to diversity: "Hampshire College is an equal opportunity employer and deeply committed to a community of excellence, equity, diversity, and inclusion. We're particularly committed to revealing and combating the social and institutional structures that support racism and white supremacy in all phases of employment and college life. We believe that the educational and employment environment is enhanced when diverse groups of people with diverse ideas come together to work and grow. We welcome applications from women, underrepresented minorities, persons with disabilities, sexual minority groups, veterans, and other candidates who will contribute to the diversification and enrichment of ideas and perspectives. Hampshire College is committed to removing barriers to employment faced by equity-seeking groups and encourages (but does not require) members of these groups to self-identify in their application materials. Applicants whose work incorporates a global perspective and a demonstrated commitment to issues of diversity in the work environment are particularly encouraged to apply." However, search committees can do much more within a position advertisement to manifest commitment. For instance, consider including a sentence about Hampshire's commitment to community engaged learning and multiple cultural perspectives.

Wide distribution of position advertisements is essential to search for diversity and excellence. In order to build a diverse candidate pool, it is necessary for the search committee to be intentional about reaching out to women and people of color.

Some administrative positions, particularly those at the Senior Team level, may require national searches. National search ads may be placed on-line in the Chronicle of Higher Education, professional journals, and publications that further Hampshire's goals to advance diversity and

inclusive excellence. Recruitment efforts should include placement of the position advertisement in the major publications and communication venues (listserv, newsletter, Facebook page) for associations focusing on particular ethnic group, race or other social identification group.

The diversity of a candidate pool is enhanced when committee members send the advertisement to colleagues who would be interested in Hampshire's commitment to diversity and inclusive excellence. Ask specifically if they can recommend candidates from historically underrepresented communities. It is advisable to contact potential candidates directly to encourage them to apply.

Developing the candidate pool is essential for a successful search and requires the commitment to outreach from all members. The search committee should discuss the proposed outreach and responsibilities.

Above all, remember that in this phase of the hiring process, the goal is to EXPAND the pool of potential candidates. Sifting and winnowing will occur later in the process. The Co-Deans of Institutional Diversity and Inclusion, division heads, and the President will require the search committee to further develop the applicant pool prior to conducting interviews or suspend the search altogether should the efforts to attract women and candidates from underrepresented groups be unsuccessful.

3. Collecting Applications

Candidates must apply for positions via the Applicant Tracking System (ATS). Applicants who send their resume, cover letter or other documents directly to the Supervisor/Search Chair or other search committees must be asked to apply for the position via the ATS. Only applications submitted through the ATS will be considered for selection.

Phase 3: Screening

The following guidance for Phase 3 applies to both individual supervisors screening on their own and search committees screening as a group.

1. Search Committee Orientation

Search committees should meet early to prepare for the hiring process by discussing responsibilities, protocols, and the ways that implicit bias influences search processes. The Institutional Diversity and Inclusion (IDI) Office and the Office of Human Resources can provide resources and support to ensure the committee is utilizing anti-racist screening and interviewing practices.

The Search Chair will enter the committee members into the ATS. The ATS must be utilized by the Chair and members of the committee. 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 Search Chair, in consultation with the Co-Deans of Institutional Diversity and Inclusion and the Senior Director of Human Resources, 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.

Confidentiality during the search process is crucial and an obligation of all members of the Search Committee. The search chair and committee members will be required to sign a confidentiality statement in order to have access to the resumes.

2. Individual Supervisor Orientation

In most cases, a search committee may not be necessary and the supervisor may serve as the sole hiring authority. Though a search committee will not be used, the supervisor must have a second individual sit in during the formal interviews. The second individual is to serve primarily as a witness, but they may also provide feedback and advise the supervisor following the interviews. The initial screening does not require a second individual.

The supervisor should prepare for the hiring process by reviewing responsibilities, protocols, and the ways that implicit bias influences search processes. The Institutional Diversity and Inclusion (IDI) office and the Office of Human Resources can provide resources and support to ensure the supervisor is utilizing anti-racist screening and interviewing practices.

The ATS must be utilized by the supervisor throughout the recruitment, screening, and selection process. 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, in consultation with the Co-Deans of Institutional Diversity and Inclusion and the Senior Director of Human Resources, 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.

Confidentiality during the search process is crucial and an obligation of individuals involved in a search. The supervisor will be required to sign a confidentiality statement in order to have access to the resumes.

3. Initial Screening

Before reviewing applications, the hiring Supervisor/Search Committee shall establish selection criteria to facilitate its initial screening of the resumes and ultimately determine which candidates will be interviewed. The selection criteria should focus on job-related criteria which will typically be drawn from the components of the job description. Selection criteria will be unique for each position but may include focus areas such as leadership skills, communication skills, technical skills, and higher education experience. All searches should include selection criteria for the skills related to diversity, equity, inclusion, and anti-racism as outlined in the job description. The hiring Supervisor or Search Committee should create a criteria rubric to consistently evaluate candidates. A sample criteria rubric can be found at the end of this document.

If there is a Search Committee, members will review and rank applicant files individually and then select a potential candidate list. If there is no Search Committee, the Supervisor will rank and select candidates on their own. The selection criteria must be applied consistently to all finalists. The Supervisor/Search Committee should allocate the time necessary (e.g. 15-20 minutes each) to review the material of each candidate with equal consideration. It's important that the Supervisor/Search Committee members give the same focus and attention to each application; avoiding reviewing applications when tired or rushed. Do not lose sight of the "Equal Opportunity" half of the EOE assurance. All candidates deserve an equal opportunity to be considered and may emerge as the candidate of choice in a search process.

Use the ATS throughout the process. Each candidate is evaluated and ranked accordingly. Initially, search committee members should rank the applicants individually and refrain from discussing candidates until all search committee members have had an opportunity to evaluate and rank candidates. The committee then meets, discusses individual rankings, and identifies who will be on the short list and receive first-round interviews. After, the search committee will meet again and select those who will move on to second-round discussions once first interviews are complete. Keeping current with the ATS will help when closing out the search once a new hire has accepted. All rankings disappear once the search has been closed.

Option to apply to all candidates below:

Sort applicants by:

★ internal/alumni applicant

Applicant	Grant First Interview?						
[Redacted]	<input type="text"/>	?	👍	👍	👍	?	👍
[Redacted] ★	<input type="text"/>	?	?	👍	👍	?	👍
[Redacted]	<input type="text"/>	?	👍	👍	👎	?	👍
[Redacted]	<input type="text"/>	?	👎	👍	👍	?	👎
[Redacted]	<input type="text"/>	?	👎	👎	👍	?	👎
[Redacted]	<input type="text"/>	?	👎	👎	👎	?	👍
[Redacted]	<input type="text"/>	?	👎	👎	?	?	👎
[Redacted]	<input type="text"/>	?	👎	👎	?	?	👎
[Redacted]	<input type="text"/>	?	👎	👎	👎	?	👎
[Redacted]	<input type="text"/>	?	?	?	?	?	?

The Supervisor/Search Chair should reach out to the Office of Human Resources and request the job posting's EEO report. This report will provide the Supervisor/Search Committee with voluntarily disclosed demographic information of the candidate pool. With the information, the Supervisor/Search Committees should have a sense of the diversity of the applicant pool and ensure that the short list of candidates to be interviewed align with the diversity of the larger applicant pool.

If the applicant pool is diverse but the short list does not include women and candidates of color, the Supervisor/Search Committee should consider if its selection criteria served to exclude these groups in some way. It is strongly encouraged that the Supervisor/Search Committee return to the applicant pool after reviewing the search criteria to determine if women and candidates of color demonstrated the qualifications outlined in the advertisement but were not included on the short list. Additionally, the intent is to have a diverse pool of finalists. As such, the short list should have multiple applicants from underrepresented groups as some candidates will decline an invitation and withdraw.

As noted earlier in this document, relatively broad criteria not tied to a specific experience or narrow specialty will generally lead to a more diverse and larger potential candidate list. A candidate may bring valuable strengths and attributes to the College other than those originally sought. If such cases appear, it is advisable that the Supervisor/Search Committee reflect on the review criteria and possibly modify the criteria. Evaluation criteria must be applied consistently for all candidates.

Evaluation of candidates is a key area where implicit bias operates. Prior to evaluation of candidate materials, the Supervisor/Search Committee should receive training and engage in a conversation about how implicit bias may influence the evaluation of candidates in the search process.

The Supervisor/Search Committee should be careful to avoid favoring candidates because of a notion that they would "fit in" at Hampshire. Rather determine whether a candidate's materials meet criteria established by the Supervisor/Search Committee. In the evaluation of candidates, the Supervisor/Search Committee should avoid irrelevant or insensitive comments in notes, emails, or discussion. This includes presuming the extent to which a candidate really wants to be at Hampshire (e.g. it seems that she is more interested in a larger institution) or if they would come if offered the position (e.g. His previous positions have been in cities, so he likely won't want to move to a rural area). If a candidate applied for the position and the advertisement was clear and accurate, the Supervisor/Search Committee must proceed with the expectation that any applicant would like and accept the position if offered.

4. Internal Candidates

The Supervisor/Search Committee must identify and address internal candidates should they apply. Hampshire College is committed to providing opportunities for growth and advancement to all employees, thus the Supervisor/Search Committee should give serious consideration to internal applicants. If the internal candidate is clearly qualified for the role and has expressed interest, then

they should be considered for the short list of candidates for further screening. Internal candidates are not guaranteed selection, however, and the Supervisor/Search Committee should strive to choose the candidate who best meets the criteria for hiring as outlined earlier. Internal candidates are evaluated for selection along with the other candidates based on the established selection criteria developed by the Supervisor/Search Committee. Selection is not based on seniority, though seniority and years of service at Hampshire may be considered when evaluating the candidate.

During the initial telephone screening with an internal candidate, the Supervisor/Search Chair should remind the internal candidate that Hampshire does not promote based on seniority and that internal candidates must follow the same application and screening process as external candidates. Internal candidates should come into the interview with the assumption that the interviewer(s) do not know them, their skills, experience, education, etc. and be prepared to be specific with the interviewer(s) as if they were applying for a position with another employer. Internal candidates should come to the interview putting their best foot forward with the intention of selling themselves.

5. Alumni Applicants

The ATS identifies alumni applicants with a star next to their name. The Supervisor/Chair/Committee is not obligated to interview alumni applicants, but they should be attentive and sensitive when corresponding with them as they are still considered valued members of the Hampshire College community. The Supervisor/Chair/Committee should communicate in a personalized manner.

6. Phone Screening

At the beginning of the Screening phase, the Supervisor/Chair will discuss the approved hourly or salary range with the Senior Director of Human Resources. When scheduling a first interview, the Supervisor/ Search Chair should confirm the wage/salary range with the candidate to ensure they want to move forward with the interview process. Once the candidate acknowledges they want to move forward with the interview process, the Supervisor/Chair should inform the candidate that they will send them the job description prior to the interview. A sample initial telephone script is available on the HR website.

7. Interviews

Further screening is accomplished by conducting candidate interviews (increasingly via video conferencing, or by phone) by asking them to address a list of questions. The Supervisor/Search Committee should create a structured interview process which includes a script and predetermined questions. All candidates must be treated similarly during each phase of the screening process. That is, if the committee wants to interview some applicants on the short list, they should interview all. All questions addressed and information provided to each candidate should be the same and should have similar opportunities to furnish more information or elaboration. This is particularly relevant when the search pool includes an internal candidate. The

internal candidate's qualifications may be well known to the committee so it is important that the committee request evidence of performance/ effectiveness from external candidates.

The majority of questions should be developed based on the selection criteria outlined earlier. Other questions such as behavioral and situational questions may also be used, however all questions should be job-related. Avoid personal questions and questions about social identities.

All candidates being interviewed should be asked the following question in an initial interview, "After reading the job description, do you feel you are able to fulfill the duties and responsibilities of the position with reasonable accommodation?"

A sample interview script with questions is available on the HR website.

a. Video Conferencing/ Phone Interviews

Video conferencing/phone interviews are encouraged to shorten your interview list. Rooms in the Library Learning Commons or the Center for Teaching and Learning Conference room, for example, can be used as locations for video conferencing/phone interviews. When using video conferencing for interviews, mention to the candidate at the beginning of the interview that, if you get disconnected for any reason, you would call them on the phone (and get a number where they can be reached).

The Supervisor/ Chair should identify the time that will be allocated to each interview and prepare a list of questions that will be asked of each candidate. Make sure you leave time for the candidate to ask some questions. It is good practice to have any committee members introduce themselves and let the candidate know how long the interview will last and how many questions they will be asked. This information will help the candidate plan accordingly and increase the possibility that the committee will be able to ask all questions.

Avoid any discussion of a candidate's physical attributes and the environment that is visible during the video conferencing interview.

b. On Campus Interviews

After or instead of the video conferencing/phone interview, select the candidates to bring to campus. In most cases the number of candidates to be brought to campus for interviews should be limited to three.

The campus visit is an important opportunity to convey crucial messages to the candidate about the culture of Hampshire. What these messages are and how they are communicated can make a significant difference in the recruitment of staff from underrepresented groups. The committee shall take action to communicate:

- A serious interest in how the candidate's experience or educational credentials respond to or incorporate diversity and inclusive excellence.

- Hampshire is a good place to be because it is intellectually vibrant, committed to diversity, equity, and inclusion, as well as engagement with local and global communities.
- Hampshire is invested in making sure that its staff members have access to professional development, mentorship, and overall job satisfaction at the College.

The candidates should be given a schedule in advance and informed about the expectations for their visit. Most candidates want to get a sense of who they will be meeting while on campus. The schedules for each candidate should be consistent (this avoids any discussion of preferential treatment). During the scheduled visit, candidates must meet with the full search committee if there is one.

Take actions to ensure that all candidates who come to campus are fully informed about the process, have a common understanding of the institution and the search procedures, so they may present themselves effectively and appropriately. Explain any unique aspects of the visit. This information is extremely helpful to candidates who may be familiar with more traditional settings and may be expecting a different type of interview process.

If appropriate for the position, ensure that diverse types of meetings are scheduled to allow the committee to familiarize themselves fully with the candidate, and for the candidate to get to know the community. Committee members should decide on the information that each committee member agrees to convey to all candidates (e.g. hours, daily/weekly/yearly work flow, physical work area, etc.).

When candidates are invited to campus, the Supervisor/Chair/Committee should ensure that candidates' experiences are positive. Every applicant should leave the campus with a positive impression of the institution and confident that they were given a fair and impartial opportunity to present their candidacy. Campus visits should be thoughtfully planned to avoid bias, any favoring of internal candidates, and for consistency across experiences. All staff, faculty, and administrators should make every effort to meet their responsibilities and participate as appropriate.

c. Interviews with Subgroups

For senior level positions such as Directors, Vice Presidents, Associate Vice Presidents, and Chief Officers, it may be appropriate for other subgroups of employees and/or students to meet and/or interview the candidates when on campus. The decision to organize interviews with subgroups should be made by the search committee. Concurrently, the search committee should consider the value of each interview with a subgroup. We recognize that an employee's time is valuable and limited. We also want to make sure that the candidates get a positive perspective of efficiency balanced with inclusivity. Any subgroup interviews should only be decided if there is considerable value to be gained from multiple interviews.

The Supervisor/Chair/Committee shall ensure a consistent structure for candidates' evaluations by other interviewers. Committees should provide interviewers with information about a candidate's

previous experience and they may also include criteria for the position. At the conclusion of interviews, interviewers should forward their evaluations to the search committee chairperson or designated representative. Every effort should be made to include underrepresented community members as interviewers.

Interviewers should be advised that it is unlawful to ask questions pertaining to race, national origin, marital status, religion, sex and age.

The committee will assertively seek feedback from all participants/interviews in the search process. This is best facilitated when the committee develops a feedback form that asks community members to respond to the criteria determined by the committee. Online feedback forms for all candidates are permissible. Collected data and subsequent reports can be created without identifying the author by using a form generator or preferably Qualtrics.

8. Skill Evaluations & Tests

For some positions, it may be appropriate to have the candidates complete a skill evaluation. For example, you may wish for a leadership candidate to draft a memo regarding a major policy change, an electrician candidate to wire a mock outlet box, or an instructor candidate to hold a mock lesson for a group of students. Skill evaluations can be a helpful tool in not only assessing a candidate's particular skill level, but also their general time management and stress management skills. Supervisors/Chairs considering a skill evaluation or test as part of the screening process must coordinate with the Senior Director of Human Resources beforehand as skill evaluations may not be appropriate or necessary for all positions. If a skill evaluation or test will be conducted, applicants should be provided with ample time and notice.

9. Reference Checks

Reference checks are an important part of the screening process. The Supervisor/Chair should complete the reference checks of the finalist prior to making a firm decision to hire. The Supervisor/Chair/Committee may also decide to perform reference checks for the final two or three finalists to help in their decision-making. Reference checks should include three professional references with at least two being former supervisors. The Supervisor/Chair should verify the references with the finalist(s) and notify them that reference checks will be contacted. Supervisors/Chairs conducting reference checks must utilize the Hampshire College Employee Reference Check Form.

Phase 4: Selection

1. Decision-Making

The selection of the final candidate(s) is generally made by the Supervisor, at times in consultation with other stakeholders. Final selection also requires approval from the applicable Division Head and the President.

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

2. Employment Offer

The Senior Director of Human Resources must be consulted about salary recommendations and an appropriate start date before an offer of employment is extended. Any inquiry into a candidate's prior salary before an offer is prohibited (though the candidate is free to mention it). An employment offer may be made to the selected candidate by the Supervisor/Chair. Candidates should be informed that the offer is contingent upon successful completion of education checks, and criminal background checks and pre-employment physicals if required for the position. Candidates generally have one week to accept an offer of employment.

If the steps outlined above fail to result in a job acceptance, the process repeats itself with an alternative candidate or the search is revisited. The search should not be closed until there is an accepted offer.

3. Offer Acceptance

Once a candidate verbally accepts the offer, the Supervisor must complete a New Hire Form collecting all necessary signatures and submit to HR. Once the New Hire Form is received in HR, an offer letter with information on start date and salary will be sent to the candidate along with new employee forms and benefit information. Because of this process, new hires typically cannot start within two week's notice. Human Resources will need time to process background checks, education checks, draft an offer letter, and enter the new employee into our systems. As such, it's critical that Human Resources be contacted beforehand if the intent is to hire an employee within two weeks.

4. Education Checks

HR will conduct education checks to verify diploma, degree, certification requirements. Incomplete education checks or failure to provide the appropriate credentials required of the position may result in rescinding the original employment offer.

5. CORI/ SORI/ Criminal Background Checks

Some positions at the College require a criminal background check. HR will work with Five Colleges Risk Management (agency who process criminal background checks for Hampshire College) to process applicable criminal background checks. Incomplete criminal background checks or backgrounds not approved after screening will result in rescinding the original employment offer.

6. Pre-employment Physicals

Some positions at the College require a pre-employment physical. HR will schedule a pre-employment physical for the finalist once a verbal offer has been extended and accepted. The finalist must complete and pass the physical prior to their first day of work.

Phase 5: Onboarding

1. Pre-Orientation Activities

a. Search Closure

Once the position has been accepted, the Supervisor/Chair identifies the new hire on the ATS and begins closing the search. When the Supervisor/Chair updates the ATS, it will automatically generate an email to applicants stating that the search is closed. The Supervisor/Chair should personally notify finalist(s) who were not selected.

The Office of Human Resources shall maintain the search files (request to fill form, the ad copy, and any correspondence with search committee regarding posting of the position) for a minimum of three years from the date of hire as required by the U.S. Equal Employment Opportunity Commission. The Office of Human Resources shall maintain other applicable documentation (application, resume, cover letter, education verification documents, offer letter, etc.) for a minimum of seven years from the date of termination as required by law. The Supervisor/Search Committee members should destroy any notes or non-required documentation to include interview notes, interview feedback notes, reference check notes, etc. If a member is unsure of whether a document should be saved or destroyed, they should contact Human Resources.

b. Drafting Orientation Plan

The first few days of an employee's start in a new job can have a lasting effect for both the individual and for an organization. Supervisors should think carefully about the employee's first days on the job ensuring the employee enters a welcoming inclusive environment. Supervisors are encouraged to develop an orientation plan and schedule for the new employee's first days and month.

c. Space and Equipment Needs

The Supervisor must plan accordingly in advance of the new employee's first day and anticipate the workspace and equipment needs of the position. Will the employee require an office? If so, take inventory to ensure they have the furniture and supplies they need to perform the tasks and responsibilities required of them. If the employee will be more mobile, such as a facilities position, campus safety, and/or farm center, ensure they have the tools, safety equipment, and other materials they need to perform the tasks and responsibilities of their position. Keep in mind that a mobile position may still need access to a shared workstation to check their email, access theHUB and accomplish other work.

d. Technology Needs

The Supervisor must also prepare for any technology needs the new employee may have. These needs (which could include issuing email and user accounts, drive and folder access, equipment assignment, and applicable training) differ for positions. The supervisor should complete and submit a New Employee Computing Request Form and the New Employee IT Checklist.

e. Training Needs

The supervisor should consider any formal training the new employee may need unique to their role, whether in regards to a Hampshire/department system or in regards to specialized content area knowledge. If training is necessary, the supervisor should make arrangements to plan the training to include scheduling, registering, etc.

2. Orientation Activities

a. 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.

The Supervisor will conduct a department orientation where the new employee will meet co-workers, tour the office/department, and will be issued any keys, equipment, and other necessary property, as appropriate. The Supervisor will also review duties, responsibilities, facilities, work schedules, and policies of the office. This should also include an overview of all upcoming training pertinent to the employee's position. Please refer to the Hiring Checklist for more specifics for onboarding new employees .

3. Post Orientation Activities

a. Probation Period and Evaluation

All new employees will be on probation for the first 90 days of employment. The purpose of this period is to assess an employee's performance, progress, attendance, behavior, and general attitude. During the 90 days, staff must orient themselves to procedures, policies, and requirements of their position. Their performance will be evaluated twice in writing by their supervisor; once at the midway point of their probationary period and again prior to the completion of 90 days of employment. If an employee's work performance does not meet the required standards of the College and/or department or if the position does not meet the employee's expectations, employment may be terminated by either party. The probation period may be extended when it is in the best interest of the department and on the recommendation of the supervisor or the department or division head.

b. Mentorship

Supervisors should consider connecting and pairing new employees with peers in equivalent areas to serve as a mentor and to assist the employee with adapting to the culture and community. While there is no structured mentor program currently at Hampshire, connecting new employees with veteran employees even in a casual and informal way is a great way to help orient and support new hires.

Some positions may be highly specialized and the new employee may be the only such position at Hampshire. Supervisors should consider connecting the new employee with similar peer level positions at peer institutions. Additionally, supervisors may want to consider providing the new employee with membership to applicable industry specific associations for opportunities to grow and network.