WELLESLEY

Working @ Wellesley

Office of Human Resources
& Equal Employment Opportunity

Hiring Manual
for Administrative Staff

Revised June 2015

Administrative Staff Hiring Manual

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An Important Message for All Wellesley College Hiring Managers

Dear Wellesley College Hiring Managers:

One of the most important responsibilities and greatest opportunities you have as a manager at Wellesley College is hiring and supervising your staff. The hiring process at Wellesley College reflects our collective goal to recruit and retain a skilled workforce to support the College's educational mission. Our common goal of diversifying our work force should be reflected in every search you undertake.

In seeking to identify and recruit staff members of the highest caliber, we need to draw upon the broadest possible pool of talent. We must also ensure that our workplace welcomes people from a wide variety of backgrounds and encourages each of us to make the most of our skills. To achieve these goals requires commitment and support from all of us.

Please use this Hiring Manual as a guide for recruiting, interviewing and communicating with Human Resources throughout the process. We are partners with you and encourage you to come to us for advice and support.

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Our Search and Selection Philosophy

The process of recruiting and hiring an appropriate workforce is of great importance to an organization's effectiveness. Laws and regulations also impact the way recruiting and hiring is conducted. Wellesley College has made an institutional commitment to structure our community with attention to diversity and inclusion. This commitment mandates vigorous efforts to attract diverse applicants and to give their applications careful consideration. It also mandates a close and collaborative partnership between departments of the College to ensure, to the greatest extent possible, broad and inclusive outreach.

The procedures which are described here must be used when filling all full- and part-time exempt and non-exempt benefits-eligible administrative positions. It is advisable to meet with a member of the Employment Staff in Human Resources before starting a search and to maintain communication throughout the process. Employment Staff are available to assist you at any time (e.g., identifying possible members of the Search Committee, considering new outreach sources for candidates).

Equal Employment Opportunity Compliance

The Equal Employment Office is an important function of Human Resources and operates as the College's chief compliance office for matters related to hiring and retention practices and procedures. Human Resources monitors and reviews all searches, ensuring institutional compliance with federal and state laws, and our own internal protocols. As the College's EEO Office, Human Resources also compiles data on our hiring, retention, and promotion practices, as mandated by the federal government, and reports instances of underutilization and non-compliance.

Limited Search Procedures

Limited searches are exceptions to our normal hiring procedures. As a result, approval of a limited search **must** be obtained before a job may be posted and will be granted only under extraordinary circumstances. Limited search requests are reviewed and approved by Human Resources and must be approved by the AVP of Human Resources. In determining whether or not to grant a limited search, the following factors will be considered:

- Information concerning the available job pool for the position in question.
- Whether the department/division has had limited searches in the past, or a history of noncompliant searches and
- Specific and concrete information about why an exception should be made in this instance.

The Department Head or Hiring Manager should submit a copy of the candidate's resume and a written request for a limited search to address the above-mentioned considerations to Human Resources who will review them with the Department Head. Human Resources will decide whether or not the limited search is approved, or if there are any recommended or required changes to the process.

If a limited search is approved, the position will be posted internally for two weeks, stating that an external or internal candidate has been identified. At the conclusion of the internal posting period, if no additional candidates apply, the Hiring Manager is free to contact Human Resources to discuss a formal offer.

If additional candidates do apply who meet the minimum position requirements, careful consideration should be given to their candidacy. Hiring Managers should be aware that it is unlikely that a limited search will be approved if there is a departmental history of exceptions and/or noncompliance.

If a Hiring Manager is interested in hiring a current employee from within their same department or division, this would be considered a promotion or transfer that would not require following the full or limited search process. In this case, the Hiring Manager should contact Human Resources to discuss any salary implications for the promotion/transfer.

Key Roles in the Hiring Process

The Hiring Manager, Search Committee and Human Resources are all critical in the search and selection process. The Hiring Manager serves as the Chair of the Search Committee and performs an essential role by keeping the Search Committee on track and coordinating with Human Resources throughout the process.

It is especially important for any search to be completed in a timely manner to attract and maintain the interest of the highest quality candidates.

Role Resources. See the Appendix for the following documents:

- Hiring Manager Checklist
- Role of the Search Committee
- Role of Human Resources

The Search and Selection Process

The Hiring Manager, Search Committee, and Human Resources work together during the 4-step search and selection process:

Step I: Preparation for the Search
Step II: Candidate Assessment
Step III: Finalist Selection
Step IV: Conclusion of the Search

This section describes each step in the search process.

Step I: Preparation for the Search

The Hiring Manager should create a Search Committee for every search:

- The Search Committee should reflect the diversity of the institution. It may be composed of staff from the hiring department as well as staff, faculty or students from other areas of the College who have knowledge of the needs of the department.

- The committee should include at least 3-5 members. (For a non-exempt search, the committee usually has fewer members.)

- Committee members should possess the following qualities: be open to change, have vision, see participation on the committee as a learning opportunity, exercise good judgment, and be comfortable with the time commitment.

We use an online application system, PeopleAdmin (or PA) throughout the search and selection process. The Hiring Manager should ask Human Resources for training on PeopleAdmin (if needed) as early as possible in the process to complete the following tasks:

- Meet with Human Resources to review the hiring procedures – even if you are familiar with our search process

- E-mail an *updated* role document to the Assistant Director of Employment. (A copy of the current role document is on file in Human Resources.) Human Resources will review the role document and establish a salary range, based on market and internal equity.

- Sign in to PeopleAdmin and complete the **Posting Details Summary,** giving thoughtful attention to the diversity of the Search Committee and possible outreach.

- Work with Human Resources (and Search Committee members if appropriate) to determine the appropriate media for advertising the position.

- Electronically submit the Posting Details Summary to Human Resources for review. Human Resources will forward the posting to the Division Head and Budget for electronic approval.

Once the posting is approved, Human Resources will place the advertisements (including language regarding background checks).

While resumes are being received, the Hiring Manager should:

- Schedule a pre-meeting of the Search Committee.

- Prepare the agenda for the pre-meeting agenda.

- Conduct the pre-meeting, including reviewing the role of the committee.

Search Preparation Resources. See the Appendix for the following documents:

- Suggested Outreach
- Department-Specific Outreach Resources
- Sample Pre-Meeting Agenda
- Role of the Search Committee (in the Role Resources section)

You should also review the PeopleAdmin manual so that you understand the online tasks you will need to complete during the process.

Step II: Candidate Assessment

The Hiring Manager and Search Committee are responsible for reviewing the resumes, conducting an initial screening of the applicants, coordinating travel arrangements with Human Resources, interviewing and assessing each candidate:

Review the resumes. The Search Committee or sub-committee should review all candidate resumes.

Screen the pool of candidates. The Search Committee should review the pool of candidates according to these screening procedures:

- **First Screening. E**liminate all candidates who do not meet the minimum requirements specified in the ad. Candidates who do not meet the advertised minimum requirements should not be interviewed or hired. The Hiring Manager should change the status of the candidate in PeopleAdmin to **Not Qualified** or **Qualified, Not Considered**. This will generate an e-mail to the candidate thanking them for applying for the position and indicating that he/she is not moving forward in the interview process.

- **Second Screening.** Review each candidate's specific skills and experience and get an initial sense of the candidate's ability to perform the job.

- **Telephone Salary Screen.** Conduct a brief telephone screening to determine the candidate's potential interest in the open position and expected salary range. (This is important because there is no point in wasting time with someone who is unaffordable.) Note that Human Resources can assist with this initial telephone salary screen.

Schedule the first round of interviews. Telephone or on-campus interviews can be conducted. The Hiring Manager will need to change the status of the candidate in PeopleAdmin to **Phone Interview** or **Onsite Interview.** Consider the following as you set up the interviews:

- Telephone interviews are useful when deciding whether or not to bring the candidate to campus for a second round or for the Hiring Manager to determine if there is a good match:
  o Decide on a common set of questions that the interviewer(s) will ask candidates. The interviewer(s) can consist of the entire Search Committee, a sub-committee or the Hiring Manager.
  o Contact LTS for information on conducting a conference call or Skype interview.
  o Call the candidate ahead of time and set up a specific time for the call. Schedule a call for no more than one hour.
  o Following the call, thank the candidate and indicate the next steps in the process and an approximate timeframe for the selection process.

- When on-campus interviews will involve meeting with many people, the Search Committee should send the candidate a schedule including the names of the individuals responsible for escorting the candidate to and from meetings.

If applicable, travel arrangements and accommodations should be coordinated with Human Resources. Reimbursement for travel expenses is handled on a case by case basis.

Interview the candidates. Allow about an hour for each interview.

Evaluate each candidate. Allow about 15 minutes after each interview for completing a candidate assessment (online or using the **Candidate Assessment Form**).

Candidate Assessment Resources. See the Appendix for the following documents:

- Sample On-campus Interview Candidate Schedule
- Guidelines for Reviewing Resumes
- Guidelines for Interviewing
- Sample Interview Questions
- Guidelines on Legal Issues
- Candidate Assessment Form
- Sample Notification Letters (not interviewed, not selected)

Step III: Finalist Selection

In this step, the Search Committee identifies the finalists and schedules a second round of interviews with the Search Committee or other members of the College community. The Step II processes can be used again to set up these interviews. Candidates should be given the appropriate Benefits-at-a-Glance guide as part of interview. (Go to www.wellesley.edu/hr/benefits/benefitsoverview for the guide(s) or request one from Human Resources.)

After the interview(s):

- The Search Committee reconvenes to make a *recommendation* for the final candidates. *(**Note:** Candidate selection is normally the responsibility of the Hiring Manager or Department Head.)*

- The Hiring Manager or Human Resources checks the candidate's references (using the **Reference Checking Form)**.

- The Hiring Manager conveys the final decision to the Search Committee members.

- The Hiring Manager contacts the Employment Staff in Human Resources to discuss the formal offer and changes the finalist's status in PeopleAdmin to **Recommend for Hire**. The status of other candidates is changed to **Interviewed, Not Hired** or **Finalist, Not Hired** and Human Resources sends out the appropriate notification letters.

- The Hiring Manager or Human Resources makes a formal (verbal) offer to the candidate.

- Human Resources produces and sends the offer letter, contingent on successful background check results.

Finalist Selection Resources. See the Appendix for the **Reference Checking Form**.

Step IV: Concluding the Search

- The Hiring Manager meets with Human Resources at the conclusion of the search process to assess the search process as a whole and to bring any potential candidates (for other College positions) to the attention of Human Resources.

- The Hiring Manager works with Human Resources to prepare for the onboarding of the new employee.

Appendix

- Role Resources
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    - Role of the Search Committee
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- Search Preparation Resources
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- Candidate Assessment Resources
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    - Candidate Assessment Form
    - Sample Notification Letters (not interviewed, not selected)

- Finalist Selection Resources
    - Reference Checking Form

Hiring Manager Checklist

Use this checklist as a tool throughout the search and selection process.

- ❑ Meet with Human Resources to review hiring procedures and to receive training on PeopleAdmin.

- ❑ Send the current role document to the Assistant Director of Employment for review.

- ❑ In conjunction with Human Resources, complete the Posting Details Summary in PeopleAdmin for Division Head and Budget approval.

- ❑ Work with Human Resources to determine where and how to advertise the position.

- ❑ Create a Search Committee for the position.

- ❑ Conduct a pre-meeting with the Search Committee to share information about the position, review roles, train on reviewing resumes through PeopleAdmin and determine the process moving forward.

- ❑ Review resumes as they are received.

- ❑ Coordinate the initial screening of resumes to eliminate candidates who do not meet the minimum requirements.

- ❑ Coordinate a second screening focusing on the specific skills, experience and overall sense of the candidate's ability to do the job.

- ❑ Schedule the first round of interviews (generally telephone).

- ❑ Complete the second and third round interviews (as appropriate).

- ❑ Coordinate the final round interviews, including a meeting with Human Resources. (Note that a copy of the Benefits-at-a-Glance guide should be given to final candidates. This guide is available from Human Resources.)

- ❑ Work with Human Resources to check references.

- ❑ Change/update the status of all candidates in PeopleAdmin throughout the process.

- ❑ Make the formal offer (or have Human Resources do this).

- ❑ Meet with Human Resources to evaluate the search process and to bring to the attention of Human Resources any potential candidates to be considered for future opportunities.

Role of the Search Committee

Membership on a Search Committee is an important responsibility and provides an essential service to the College community. Each member of the Search Committee should:

- Understand the tasks and role of the Search Committee.

- Be comfortable with the time commitment.

- See participation on the Search Committee as a learning opportunity.

- Understand the role that is being recruited for and the challenges and priorities of the position for the department and the College community.

- Develop a network of contacts with colleagues and field-related associations to ensure a diverse pool of applicants.

- Work with other committee members to identify key questions for the search.

- Participate in the interviewing process.

- Assess each candidate's strengths and concerns following each interview.

- Present recommendations to the Hiring Manager.

- If appropriate, be a resource for the new employee when he/she arrives.

Role of Human Resources

The Employment Staff in Human Resources is prepared to support the search process whenever needed and can assist as follows:

- Review hiring procedures with the Hiring Manager.

- With the hiring department, ensure that the role documentation is up-to-date and properly leveled.

- Develop a salary range for the position.

- Help identify potential members of the Search Committee.

- Serve on the Search Committee.

- Provide PeopleAdmin training to the Hiring Manager (e.g., outlining how to complete the posting detail summary, review resumes and change candidate status).

- Work with the Hiring Manager/Search Committee to suggest appropriate media to advertise the position, identify minority professional associations and advise on the most advantageous timing of the placement of the notice.

- Be available to screen applicants for minimum qualifications and salary expectations.

- Assist with checking references and/or administering background checks.

- Send out appropriate notification letters (not interviewed, not selected).

- Meet with final candidates for an overview of the work environment and benefits program.

- Work with the Hiring Manager to determine an appropriate salary offer.

- In conjunction with the Hiring Manager, prepare for the new employee arrival (e.g., completing forms, using the portal, sharing information).

Note that Human Resources will also track the diversity of the applicant pool and provide aggregate diversity data to the Hiring Manager.

Suggested Outreach

Consider the following resources as you consider where to advertise a position. Also see the **Department-Specific Outreach Resources** for associations and organizations that may be helpful.

Websites, Publications and Online Opportunities

❑ Local, regional and national websites
❑ Online newspapers and journals of associations serving professionals in the targeted field
❑ Minority publications read by professionals in the targeted field
❑ Online sources targeting higher education
❑ Social media opportunities

Posting of Position Announcements

❑ E-mail schools with programs in the targeted field
❑ E-mail HR or Career Placement Offices of similar schools
❑ Post at conferences of professionals in the targeted field
❑ Post at career fairs
❑ E-mail targeted populations (e.g. alums)

Other

❑ Share with personal contacts
❑ Network with existing staff for possible contacts

Department-Specific Outreach Resources

General Administrative Outreach	
Bostonworks.com (Boston Globe online recruitment section)	http://www.bostonworks.com
Jobfind.com (Boston Herald online recruitment section)	www.bostonherald.com/classifieds/jobfind
Higheredjobs.com (exclusive college and university online recruitment tool)	http://www.higheredjobs.com/
Craigslist (local classified and forums for the Boston area)	http://boston.craigslist.org
Diversity Outreach	
Diversity careers.com	http://www.diversitycareers.com/
Other Resources	
Women in Development of Greater Boston	http://www.widgb.org/
Council for Advancement and Support of Education	http://www.case.org/
Association of Fundraising Professionals	http://www.afpnet.org/
Planned Giving Group of New England	http://www.pggne.org/
Diversity careers.com	http://www.diversitycareers.com/

By Department-Area

Administration and Planning/Auxiliary Services	
Women in Technology (WIT)	http://www.womenintechnology.org/
National Association of College Auxiliary Services	http://careers.nacas.org/post.cfm
Admission	
Education Week	http://www.edweek.org/ew/index.html
American Association of Collegiate Registrars and Admissions Officers	http://www.aacrao.org/
New England Association of Collegiate Registrars and Admissions Officers	http://www.neacrao.org/
Consortium on Financing Higher Education	http://web.mit.edu/cofhe/
Budget Office	
National Association of State Budget Officers	http://www.nasbo.org/
American Association for Budget and Program Analysis	http://www.aabpa.org/
Botanical Gardens/Greenhouses	
Botanical Society of America	http://www.botany.org/bsa/careers/
American Horticultural Society	http://www.ahs.org/
Massachusetts Horticultural Society	http://www.masshort.org/
American Society for Horticultural Science	http://www.ashs.org/
Campus Police	
International Association of Chiefs of Police	http://www.theiacp.org/
National Black Police Association	http://www.blackpolice.org/
Center for Work and Service	
Association of Career Professionals	http://www.acpinternational.org/
National Career Development Association	http://www.ncda.org/
Professional Association of Resume Writers & Career Coaches	http://www.parw.com/home.html
Child Study Center	
National Association for the Education of the Young	http://www.naeyc.org/
Association for Childhood Education International	http://acei.org/
College Club	
National Restaurant Association	http://www.restaurant.org/
Massachusetts Restaurant Association	http://www.marestaurantassoc.org/
National Association of Catering Executives	http://www.nace.net/
Alliance of Black Culinarians	http://www.allianceofblackculinarians.com/
National Society for Minorities in Hospitality	http://www.nsmh.org/
National Association of College and University Food Services	http://www.nacufs.org/
American Culinary Federation	http://www.acfchefs.org/
Club Managers Association of America	http://www.cmaa.org/
Association of College and University Clubs	http://www.acuclubs.org/
New England Club Managers Association	http://www.necma.org/
Multicultural Food Service and Hospitality Alliance	http://mfha.net/

Controller's Office	
American Accounting Association	http://aaahq.org/
American Payroll Association	http://www.americanpayroll.org/
American Association of Women Accountants	http://www.aswa.org/
Association of Latino Professionals in Finance and Accounting	http://www.alpfa.org/
National Association of Black Accountants	http://nabacareercenter.nabainc.org/jobseekers
Association for Accounting Administration	http://www.cpaadmin.org/
Counseling Services	
National Association of Social Workers	http://www.socialworkers.org/
National Institute of Mental Health	http://www.nimh.nih.gov/
Psychology Jobs	http://www.psychologyjobs.com/
Davis Museum	
New England Museum Association	http://www.nemanet.org/resources/career-center/nema-jobs/
Association of African American Museums	http://www.blackmuseums.org/
Distribution Center (Purchasing/Printing/Mail Services)	
American Purchasing Society	http://www.american-purchasing.com/
Institute for Supply Management	http://www.ism.ws/about/?navItemNumber=4884
National Association of College Auxiliary Services	www.nacas.org/about/jobs.aspx
Health Services	
American College Health Association	http://www.acha.org/
New England College Health Association	http://www.acha.org/NECHA/index.html
New England Regional Black Nurses Association	http://www.nerbna.org/
Minority Nurse	http://minoritynurse.com/
American Nurses Association	http://www.nursingworld.org/
National Black Nurses Association	http://www.nbna.org/
National Association of Hispanic Nurses	http://thehispanicnurses.org/
National Coalition of Ethnic Minority Nurse Associations	http://www.ncemna.org/
Human Resources	
National Human Resources Association	http://www.humanresources.org/
Society for Human Resource Management	http://www.shrm.org/
College and University Professional Association for Human Resources	http://www.cupahr.org/
Northeast Human Resources Association (NEHRA)	http://www.nehra.org/
Investment Office	
CFA Institute	http://www.cfainstitute.org/
Information Services	
Special Libraries Association	www.sla.org/career-center
American Library Association	http://www.ala.org/
Chinese American Librarians Association	http://www.cala-web.org/
Association of Research Libraries	www.arl.org/
Boston Library Consortium	http://www.blc.org/
Massachusetts Board of Library Commissioners	http://mblc.state.ma.us/jobs/find-jobs/index.php
Society of American Archivists	http://www.archivists.org/

Black Caucus of the American Library Association	http://www.bcala.org/
Reforma - The National Association to Promote Library and Information Services to Latinos and the Spanish-Speaking	http://www.reforma.org/
Asian/Pacific American Librarians Association	www.apalaweb.org/resources/job-postings
PERA (Physical Education, Recreation & Athletics)	
National Association of Collegiate Women Athletics Administrators	http://www.nacwaa.org/
American Alliance for Health, Physical Education, Recreation and Dance	http://www.aahperd.org/index.cfm
Human Kinetics	http://www.humankinetics.com/
National Athletic Trainers' Association	http://www.nata.org/
National Strength and Conditioning Association	http://www.nsca-lift.org/
National Collegiate Athletic Association	http://www.ncaa.org/wps/portal
New England Women's and Men's Athletic Conference	http://www.newmacsports.com/sports/wcrew/index
New England Small College Athletic Conference	http://www.nescac.com/about/employment
Physical Plant	
Massachusetts Arborists Association	http://www.massarbor.org/
Golf Course Superintendents Association of New England	http://www.gcsane.org/golf/
Golf Course Superintendents Association of America	www.gcsaa.org
American Society of Landscape Architects	http://www.asla.org/
Association of Professional Landscape Designers	http://www.apld.com/
Massachusetts Horticultural Society	http://www.masshort.org/
Society for College and University Planning	http://www.scup.org/
Public Information & Government Affairs	
American Communication Association	http://www.americancomm.org/
Association for Education in Journalism and Mass Communication	http://www.aejmc.org/
Association for Women in Communications	http://www.womcom.org/
Hispanic Marketing & Communications Association	http://www.hmca.org
National Black Public Relations Society	http://www.nbprs.org/
National Communications Association	http://www.natcom.org/
National Council for Marketing & Public Relations (Junior/Community Colleges)	http://www.ncmpr.org/
National Information Officers Association	http://www.nioa.org/
Public Relations Society of America	www.prsa.org
National Association of Black Journalists	http://www.nabj.org/
Registrar	
American Association of Collegiate Registrars and Admissions Officers	http://www.aacrao.org/
New England Association of Collegiate Registrars and Admissions Officers	http://www.neacrao.org/
Residence	
National Association for Student Personnel Administrators	http://www.naspa.org/
American College Personnel Association	http://www.myacpa.org/

Sample Pre-Meeting Agenda

This agenda can be used for the pre-meeting with the Search Committee.

Confirm the Role of the Search Committee

- Share the key responsibilities for Search Committee members. (Can distribute the Role of the Search Committee document, if desired.)

- Discuss the essential qualities and skills required for serving on the Search Committee.

- Discuss the challenges and priorities of the Search Committee and the expected time commitment.

- Confirm each member's ability and willingness to participate.

Review the Overall Process

- Share information on the position(s) in the search.

- Reinforce the emphasis on diversity for any search.

- Develop an overall timeline for the process

- Consider colleague networks and field-related associations that Search Committee members have – or that could be developed to recruit for the position.

Discuss the Interview Process

- Review the online process for accessing and reviewing resumes electronically.

- Determine whether Search Committee members will see all resumes or whether the Hiring Manager or a subcommittee will conduct a preliminary screening.

- Establish guidelines for interviewing candidates.

- Determine whether to interview a pool of semi-final candidates initially by subcommittee before bringing to the full Search Committee.

- Develop a list of key questions to ask all candidates (and document/share to maintain consistency throughout the interview process).

Sample On-campus Interview Schedule

(Note that yellow highlighting indicates areas where personalization will be needed, besides the actual timing.)

Candidate's Name
Position Title
Interview Schedule
Date

9:00 a.m. – 9:30 a.m.
Meet with Search Committee member, other host or Human Resources

9:30 a.m. – 10:30 a.m.
Meet with Hiring Manager

10:30 a.m. – 10:45 a.m.
Break

10:45 a.m. – 11:45 a.m.
Interview with Search Committee

11:45 a.m. – 12:45 p.m.
Lunch with Hiring Manager or peers

1:00 p.m. – 2:00 p.m.
Presentation

2:00 p.m. – 4:00 p.m.
Meetings with names and times

4:00 p.m. – 4:30 p.m.
Meeting with Human Resources or Hiring Manager

Guidelines for Reviewing Resumes

Use the information below to determine whether the applicant meets the minimum requirements as outlined on the position description and has provided the requisite information, including a cover letter. Identify gaps in the information and follow up on these areas during the interview process.

Review of the cover letter. The cover letter should:

- Always accompany a resume.
- Be free of errors.
- Personalize the candidate to you.
- Be neat in appearance.
- Express genuine interest in the position.
- Describe how past experience would be transferable to the position.

Review of the resume. Resumes may be:

- **Chronological.** This highlights positions and employers and focuses on job progression, stability and growth. However, it may **hide:** the applicant's range of skills, abilities and accomplishments.

- **Functional.** This highlights specific skills, capabilities and accomplishments rather than positions, but can **hide**: lack of career progress and continuity, job hopping, lengthy or frequent unemployment, lack of required experience or required education.

- **Combination.** In this case, both formats are combined to offer a better scope of abilities, skills, interests and accomplishments.

You should review the resume to determine how the strengths and weaknesses compare to the position's requirements.

Strengths	Weaknesses
- Specific skills and abilities - Scope of responsibilities, capabilities and accomplishments - Education, continued learning and special training - Direct, related and transferable experience - Care given to growth and progression - Continuity of employment and career - Writing skills - Job stability	- Lacking in related experience - Job hopping - Employment gaps - Lack of career progress - Lack of education and continued learning - Lack of specific accomplishments

Then, consider what information is not available from the resume in preparation for further questions during the interview process:

- Ability to think on feet - Need for direction - Verbal communication skills - Maturity level - Initiative	- Flexibility - Reason for looking for a new position - Attitude toward achievement, work and people - Basic work values - Career goals and ambitions

Guidelines for Interviewing

Preparing for the Interview

An interview should be as structured as possible, yet tailored to each particular applicant. As the interviewer, you should evaluate the same general criteria for each applicant. An interview that follows a general standard outline will produce more reliable and valid information for selection than an unstructured interview.

- Review the role document and specifications.
- Ensure you know the standard questions that will be asked of all candidates.
- Develop additional questions to help reveal other areas of knowledge, skills, and abilities (for the competencies specific to the position). See Sample Interview Questions for ideas.
- Review the resume and application ahead of time.
- Know what you want to learn and accomplish during your interview time.

During the interview, remember to:
- Ask the same general questions and require the same standards for all applicants.
- Treat all applicants with fairness, equality, and consistency.
- Follow a structured interview plan that will help achieve fairness in interviewing.
- Ask questions that are relevant to the job itself.

Conducting the Interview

Establish rapport. The interview setting should be conducive to good communication. Rapport between the interviewer and the applicant contributes substantially to the effectiveness of the interview.

Explain the purpose and set the agenda. This will help relax the applicant by letting him/her know what to expect.

Gather information. The keys to controlling the interview are careful listening combined with good use of questions. Here are some guidelines:
- **Try to talk no more than 25% of the time. Your job is to listen and evaluate.**
- Avoid asking questions that require only a "yes" or "no" answer. Instead, ask open-ended questions that encourage the applicant to express ideas and information.
- Avoid asking leading questions which tempt the applicant to slant the answers to suit you.
- Don't be overly apprehensive about silences. Sometimes applicants bridge silence with additional information that turns out to be quite significant.

Describe the role and our organization. Provide facts about the position, the department, etc. in a straightforward manner so that the applicant can make an intelligent decision on the acceptability of the position. Exercise caution in describing the position. Do not assure the applicant that he/she can count on a long career, that there are not layoffs, etc. The applicant may interpret this information as an implied employment contract.

Answer questions and allow the applicant to add information.

Conclude the interview. Thank the applicant for his or her time and outline what will happen next.

Sample Interview Questions

Good interview questions should cover four major areas:

- Knowledge and Experience
- Intellectual Ability
- Personality Strengths and Limitations
- Motivational Characteristics

These competencies are required for all administrative positions. As part of the Search Committee process, you may decide that certain questions will be required of all candidates. Otherwise, review and use any of the questions below to help you obtain the information you need to assess a candidate.

Expertise

- Describe your current position.
- What general skills and functional knowledge are required in your current position?
- What special or unusual skills have you developed in your position?
- What improvements have you suggested?
- What was your most significant achievement?

Innovation and Problem Solving, Critical Thinking

- Describe an environment where you do your best thinking.
- Describe how you go about solving problems.
- Describe your ideal work environment.
- What have been the challenges or hard parts of your job?
- Describe how you have used innovative and creative ideas and actions to improve work processes.
- How effective are you in managing technology? Have you demonstrated the ability to be innovative with technology?

Working with Others

- Give an example of how you work with people who have different organizational styles from your own.
- What degree of autonomy have you had in your current and previous positions?
- Describe a time when you worked as a team. How have you been able to bring people with different viewpoints together?

Communication

- What kind of writing and presentation experiences have you had? Tell me about a previous writing or presentation experience you particularly enjoyed.

Development of Self and Others

- How have you managed your own self-development and the coaching of others (if applicable)?

Motivational Characteristics

- What do you see in this job that makes it appealing to you that you do not have in your current job?
- What are some of the basic factors that motivate you?
- In what ways do you think that you have grown in the past few years?
- Describe a typical day for you.
- Tell me about an important goal you've set in the past and how successful you were in meeting it.

Diversity and Inclusion

(Use only a few; otherwise, the focus will be on diversity not the job itself.)

- How has your experience and background prepared you to be effective working in a diverse environment?
- What kinds of experiences have you had working with others with different backgrounds than your own?
- What do you see as the most challenging aspects of an increasing diverse academic community?
- What initiatives have you explored to meet this challenge?
- How do you conceptualize the relationship between diversity and excellence? What kinds of leadership efforts are needed to encourage a commitment to excellence through diversity?
- How has diversity played a role in shaping your work style?
- What are your initial impressions of diversity on the Wellesley College campus?
- What does it mean to have a commitment to diversity and how would you develop and apply your commitment at Wellesley College?
- What have you done to further your education about diversity? Have you done any research in the area of diversity? How have you demonstrated what you have learned?

Note: Questions related to sex, age, color, race, religion, sexual orientation, national origin, marital status, children or disability are inappropriate when interviewing candidates for positions. See also Guidelines on Legal Issues.

Guidelines on Legal Issues

The chart below outlines the legal issues that apply to candidate questions. Make sure you understand what you can and should not ask during an interview.

TOPIC	EMPLOYERS MAY ASK (LEGAL)	EMPLOYERS MAY NOT ASK (ILLEGAL)
Age	Generally, the only proper question is, "Are you under 18, yes or no?"	Inquiry into the date of birth or age of an applicant
Disability / Handicap	Can you perform any and all job functions with or without reasonable accommodation? Can you describe how you would perform (any or) all job functions? These are the attendance requirements, can you meet them? (Should ask all applicants.)	Inquiry into whether the applicant has a physical or mental disability/handicap or about the nature or severity of the disability/handicap
National Origin / Ancestry/ Citizenship	Are you legally authorized to work in the United States?	Inquiry into the birthplace of an applicant or the birthplace of his or her parents(s), spouse and/ or other close relatives Inquiry into the national origin, ancestry or ethnicity of an applicant Inquiry into whether an applicant for employment or an applicant's parent(s), and/or spouse are naturalized or native-born citizens of the U.S.
Medical Examinations	Once an offer of employment has been made, an employer may condition that offer on the results of a medical examination conducted solely for the purpose of determining whether the employee, with or without reasonable accommodation, is capable of performing the essential functions of the job.	Inquiry into whether an applicant has AIDS
Race/Color	No questions.	Inquiry into the race or color of an applicant
Photograph	No questions.	An employer cannot ask for a photograph to accompany an application
Religious Creed	No questions.	Inquiry into the religious denomination or practices of an applicant, his or her religious obligations, or what religious holidays s/he observes
Sex (Gender)	Generally, no questions.	Inquiry into an applicant's maiden name or any question that pertains to only one sex (for example inquiries into marital status only asked of women) Inquiries into whether applicant has children, plans to have children, or has child care arrangements

TOPIC	EMPLOYERS MAY ASK (LEGAL)	EMPLOYERS MAY NOT ASK (ILLEGAL)
Sexual Orientation	No questions.	Inquiry into applicant's sexuality (gay, bisexual, lesbian, heterosexual)
Criminal Record	Employers may ask the following: Have you ever been convicted of a felony? Yes or No? Have you been convicted of a misdemeanor within the past five years (other than a first conviction for any of the following misdemeanors: drunkenness, simple assault, speeding, minor traffic violations, affray or disturbance of the peace)? Yes or No? Have you completed a period of incarceration within the past five years for any misdemeanor (other than a first conviction for any of the following misdemeanors: drunkenness, simple assault, speeding, minor traffic violations, affray of disturbance of the peace)? Yes or No? If the answer to the question above is "yes," please state whether you were convicted more than five years ago for any offense (other than a first time conviction for any of the following misdemeanors: drunkenness, simple assault, speeding, minor traffic violations, affray or disturbance of the peace)? Yes or No?	It is unlawful for an employer to make any inquiry of an applicant or employee regarding: An arrest, detention or disposition regarding any violation of law in which no conviction resulted. First convictions for the misdemeanors of drunkenness, simple assault, speeding, minor traffic violations, affrays or disturbance of the peace. For the purposes of 804 CMR 3.02, minor traffic violations include any moving traffic violation other than reckless driving, driving to endanger and motor vehicle homicide. Any conviction of a misdemeanor where the date of the conviction or the completion of any period of incarceration resulting therefrom, whichever date is later, occurred five or more years prior to the date of such inquiry, unless such person has been convicted of any offense within five years immediately preceding the date of inquiry. No person shall be held under any provision of any law to be guilty of perjury or of otherwise giving a false statement by reason of his failure to recite or acknowledge such information as he has a right to withhold by 804 CMR 3.02.
Education/ Experience/ References/ Organization	Inquiry into the academic, vocational or professional education of an applicant for employment. Inquiry into the work experience shall also contain a statement that the applicant may include in such history any verified work performed on a volunteer basis. Inquiry into references.	Questions about education designed to determine how old the applicant is Inquiry into the organizations of which the applicant for employment is a member, the nature, name or character of which would likely disclose the applicant's protected class status
Lie Detector Test	No questions.	It is unlawful to require or administer a lie detector test as a condition of employment or continued employment

Candidate Assessment Form

The Hiring Manager is responsible for completing the candidate assessment through PeopleAdmin. However, this form may be used by the Search Committee or the interview team as a group exercise at the end of each candidate's interviews.

Candidate:

Date of Interview:

Strengths:

Concerns:

Numerical Assessment:

Candidate's Name:					
Not Suitable 1					
2					
Average 3					
4					
Outstanding 5					
Totals					

Average Score:_____

MEANING OF RANKINGS FOR INTERVIEWS

1. The applicant is inappropriate for this position.

2. The person and position are poorly matched. Although there may be some positive correlation, applicant would not fulfill position expectations.

3. The person and position match in an average way. There is some potential for success in the position, but the applicant may not fulfill job expectations.

4. The applicant has a good chance of success in the position and matches position expectations in an above average way.

5. The applicant would be outstanding in this particular role and would fulfill position expectations.

Sample Notification Letter

Not Interviewed Exempt/Non-exempt Letter

<Date>

<First Name> <Last Name>
<Street Address>
<City>, <State> <Zip>

Dear <First Name>:

Thank you for your application for the position of <Position> in the <Department>. As
you may realize, we received a large number of applications from extremely well-qualified
candidates.

After careful examination of all candidates' experience and credentials and the specific
requirements of the position, we could choose only a small number of candidates for further consideration.
We regret that you were not one of those selected but we sincerely appreciate your interest in
Wellesley College.

Please do not hesitate to apply for another position with us.

Sincerely,

Wellesley College Human Resources

Sample Notification Letter

Interviewed Exempt/Non-exempt Letter

<DATE>

«FirstName» «LastName»
«Address_1»
«City», «State» «zip»

Dear «First Name»,

We want to express our appreciation for the time and effort that you spent coming to Wellesley College for an interview and your interest in applying for the position of <POSITION> in the <DEPARTMENT>. As you know, we received a large number of applications from extremely well qualified candidates.

After careful examination of all the candidates' experience and credentials and the specific requirements of the position, we regret to inform you that you have not been selected for the position. This is not a reflection of your abilities, but rather a result of the strong applicant pool.

We thank you again for considering Wellesley College and wish you every success in your future endeavors.

Sincerely,

Wellesley College Human Resources

Reference Checking Form

APPLICANT: **POSITION:**

Name of Reference: Phone Number: Date of Contact:
Position: Organization:
_____

- What was the nature of your relationship with this candidate?

- Describe the position applied for and then ask: Can you address your experience with this individual in such an environment with these types of tasks?

- Overall Impression of the Candidate (intelligence, style, administrative skills):

- Can you speak to the quality of work?

- What do you see as his/her particular strength or skill area? What area of development could the candidate focus on?

- Describe her/his management/leadership style (where applicable):

- How effective is candidate in creating and managing change (where applicable):

- How would you describe the candidate's technology skills?

- Example of the candidate demonstrating initiative:

- Describe interpersonal skills with respect to customer service, problem solving, working with diverse individuals, dealing with difficult people:

- Reason for leaving current position?

- Eligibility for rehire (comment):
_____
Reference called by: Position and Department: