

The following recruitment guidelines have been developed to assist search committees and hiring managers with their searches. Our goal is to:

- provide applicants with a positive search experience,
- promote diversity,
- comply with local, state and federal regulations, and
- conduct quality searches for the top candidates.

The Role of the Search Committee Chair

The role of the search committee chair is to guide the search committee through the search process in the most efficient and effective manner. The search committee chair is responsible for the following:

- contacting the Director of Staff and Student Employment prior to the beginning of a search for guidance regarding any changes in the employment process,
- screening the applicant pool for viable candidates. The search committee does not have to review all candidates; it is the search committee's responsibility to review those candidates that:
 - meet the minimum qualifications,
 - have submitted all application materials as required and
 - are considered by the search committee chair to be the most viable candidates.)
- setting the timeframe for the search and scheduling all meetings (The most efficient way to conduct a search in a timely fashion is to schedule all meetings at the beginning of the search, i.e. schedule an initial meeting date, date(s) for review of candidates, interview dates and final recommendation meeting dates.),
- ensuring that reference checks are conducted,
- coordinating the offer of employment with the Director of Compensation and Performance Development, and
- informing the Director of Staff and Student Employment of the final decision of Hiring Manager. Please note that often the search committee chair and the hiring manager are the same individual.

The Role of the Search Committee

The search committee is charged with ensuring the integrity of the search process, selecting the best candidate for the position and making a recommendation to the hiring manager about selection. Ultimately, hiring decisions are determined by the hiring manager(s).

Confidentiality of the Search Process

It is imperative that all committee members are conscious of the confidentiality of all information made available to them during the recruitment process. The purpose of the recruitment process is to select the best applicant for the position. In accepting committee membership, each member assumes the responsibility not to mention any candidate's name or status, or the content of any committee conversation to any non-committee person within or outside the institution, as confidentiality of applicant information and reference checks must be maintained. The identity of people who have revealed themselves through their candidacy and the integrity and candor of member-to-member discussion must be protected.

Selection Criteria

Selection criteria are based on elements identified in the job description – actual knowledge, skills and abilities needed for the position. Criteria, which are not reflected on the job description and are not essential for satisfactory job performance, should not be used. Candidates should be allowed flexibility to demonstrate job knowledge, skill and abilities whether acquired through formal education, work experience or a variety of life experiences.

Equitable Treatment of Applicants

Committee members should be as open, consistent, and fair as possible and should treat all applicants in the same manner. This is especially important if the applicants are internal applicants or otherwise known to the committee. No committee member shall serve as a personal reference contact for an applicant.

Screening Applicants

It is not necessary for all committee members to participate at each stage of the screening. It is necessary; however, that the same committee members screen all applicants at each stage to ensure consistent application of screening criteria.

Any completed preliminary and intermediate screening forms should be maintained separately from the applicant materials to prevent bias of the subsequent committee members' reviews.

Employment Reference Checks

To ensure that individuals who join Bates College are well qualified and have a strong potential to be productive and successful, it is the policy of Bates College to check the employment references of all applicants. It is the hiring manager's responsibility to ensure that references are checked. This effort is often delegated to members of search committees, but it is ultimately the responsibility of the hiring manager.

When checking references, it is the practice of the College to require at least one reference from a former supervisor of the prospective employee in order to verify actual performance in past positions. Other references are appropriate and acceptable. Only past supervisors can provide certain qualitative information that is critical in reference checking. In situations where candidates desire to not have their current supervisor notified, an offer of employment can be tendered contingent upon a satisfactory reference check from the supervisor.

More extensive checks may be completed for appropriate positions and may include verification of credentials, work experiences, and other methods of background checks depending upon the nature of the position in question.

Social Media Policy and Employment

Hiring managers and members of a search committee should not examine or search private social media user profiles when evaluating candidates for employment or promotion. Human Resources staff, upon request, may conduct a social media search and provide business-related information to hiring managers.

Bringing Candidates to Campus

In consideration of the current economic climate, special effort should be taken to minimize the costs associated with bringing candidates to campus. The following cost-savings measures should be considered:

Travel: It is preferable that candidate transportation be arranged by Dube Travel and be direct billed to the college. Candidate travel can be charged to 0010.7104 (the HR recruitment budget). We can support cost effective travel by allowing sufficient time to secure auto rentals and/or bus, rail and airline tickets. For example, airline tickets are significantly less expensive if booked 14-21 days in advance. **If airline/bus/train tickets are booked within 7 days or less, the department is responsible for paying for the travel expenses. HR will not be responsible for these expenses.** Establishing a timeline at the beginning of the search and building in travel reservation time can assist with maintaining the timeliness and cost-effectiveness of a search.

Lodging: The preferred lodging for candidates is the Dunn Guest House. Arrangements to reserve the Dunn Guest House should be made through Michelle Lewis from the Dining, Conferences and Campus Events Office. The Dunn Guest House rate is typically \$50.00. If the Dunn Guest House is unavailable, efforts should be made to secure lodging one of the following locations:

- Hilton Garden Inn, Auburn
- Residence Inn, Auburn

These two hotels will direct bill Bates if you ask so that candidates do not have to pay for their accommodations.

Meals: It is preferred that meals be offered to candidates on campus. Dining Services Catering is an option; however, candidates should also be given the opportunity to experience dining in our facilities with students, staff and faculty members. As our Dining Services operation is renowned in the industry for its achievements, the dining experience is known to be a key part of “Bates experience” and should thus be experienced by candidates considering employment with us.

Extending an Offer of Employment

The base salary is established by the Director of Compensation and Performance Development prior to the start of each search. If the salary being offered is at the base of the established range, the hiring manager or search committee chair has the authority to extend an offer of employment. If the salary being offered is above the base of the established range, the search committee chair or hiring manager must contact Melanie McGuire, Director of Compensation and Performance Development (x8265) to have the offer approved. Justification must be provided for salary offers above the established base.

Compensation or benefits outside of the standard Bates benefits package may not be offered or implied. If such an issue should arise in discussion with a candidate, the hiring manager or search committee chair must consult with the Assistant Vice President of Human Resources, Mary Main. (Verbal promises to a candidate can legally be considered contractual obligations. We should be mindful of this fact when negotiating employment terms with a candidate.)

Retention of Search Materials

Documentation of the search process should be retained by the hiring manager for two years after the start date of the selected candidate. Search materials include notes, scoring materials, a record of interview questions, etc. Materials submitted by the candidate to human resources through the online recruitment system will be retained by the human resource office and do not need to be retained by the hiring manager. Retention of these materials is critical in the event that a hire is challenged or questioned, particularly if a complaint of discrimination is received.

Sample Interview Questions

Lead-in questions

- Please explain your understanding of the requirements of this position.
- Why Bates? Why now?

Questions which Reveal Work Experience and Job Knowledge

- This position deals with numerous projects and priorities. Describe your experience dealing with multiple priorities under fast paced conditions; stressful conditions and how you maintain your level of accuracy.
- Describe your experience dealing with difficult people. How do you handle difficult people and challenging situations (on the phone and in person)?
- Describe your supervisory experience.
- What experience have you had dealing with confidentiality issues? Please explain the types of issues you have dealt with.
- What are your career goals? How does this position fit into your goals?

Questions which Reveal Computer Program, Usage & Systems Knowledge

- Describe your experience in adjusting to new software programs. What is your approach to upgrading and improving your computer skills?
- What computer applications and database management experience do you have?
- What systems management experience have you had in a large complex computing environment? Please briefly describe your level of involvement.
- Describe your knowledge and experience of computer applications, (word processing, spreadsheet and query programs), noting the level of technical expertise that you possess.

Questions which Reveal Integrity/Honesty/Trustworthiness

- Discuss a time when your integrity was challenged. How did you handle it?
- What would you do if someone asked you to do something unethical?
- Have you ever experienced a loss for doing what is right?
- Have you ever asked for forgiveness for doing something wrong?
- In what business situations do you feel honesty would be inappropriate?
- If you saw a co-worker doing something dishonest, would you tell your boss? What would you do about it?
- Please describe your work ethic.

Questions to Reveal Temperament/Ability to Work with Others

- How would you describe your work style?
- What motivates you the most?
- If I call your references, what will they say about you?
- What kinds of people would you rather not work with?
- What are two or three examples of tasks that you do not particularly enjoy doing?
- Indicate how you remain motivated to complete these tasks.
- Have you ever had to resolve a conflict with a co-worker or client? How did you resolve it?
- Describe the appropriate relationship between a supervisor and subordinates.
- What sort of relationships do you have with your colleagues, both at the same level and above and below you?
- How have you worked as a member of teams in the past?
- Please describe your experience working with individuals from diverse backgrounds.
- What does diversity mean to you?
- Describe your ideal work environment.
- What is your management style? How do you think your subordinates perceive you?
- As a manager, have you ever had to fire anyone? If so, what were the circumstances, and how did you handle it?
- What is your history of working unsupervised?
- What aspects of this job do you think would be the most stressful to you? Why?

Questions to Reveal Past Mistakes

- Tell me about an objective in your last job that you failed to meet and why.
- When is the last time you were criticized? How did you deal with it?
- What have you learned from your mistakes?
- Tell me about a situation where you "blew it." How did you resolve or correct it to save face?
- Tell me about a situation where you abruptly had to change what you were doing.
- If you could change one (managerial) decision you made during the past two years, what would that be?
- Tell me of a time when you had to work on a project that didn't work out the way it should have. What did you do?
- If you had the opportunity to change anything in your career, what would you have done differently?

Questions to Reveal Creativity/Creative Thinking/Problem Solving

- When was the last time you "broke the rules" (thought outside the box) and how did you do it?
- What have you done that was innovative?
- What was the wildest idea you had in the past year? What did you do about it?
- Describe a situation in which you had a difficult (management) problem. How did you solve it?
- Were you ever in a situation in which you had to meet two different deadlines given to you by two different people and you couldn't do both? What did you do?
- What type of approach to solving work problems seems to work best for you? Give me an example of when you solved a tough problem.
- When taking on a new task, do you like to have a great deal of feedback and responsibility at the outset, or do you like to try your own approach?

Miscellaneous Good Questions:

- How do you measure your own success?
- What are your short-term or long-term career goals?
- Why should we hire you?
- What responsibilities do you want, and what kinds of results do you expect to achieve in your next job?
- If you had to rank in order the top five things you are looking for in a good job, what would they be?
- What is the best thing a previous employer did that you wish everyone would do?
- What are you most proud of?
- How would you rate your analytical, investigatory and problem solving skills? Why?
- What is important to you in a job?
- What do you expect to find in our organization that you don't have now?
- Is there anything you wanted to mention that we haven't discussed?
- Do you have any questions? If you are selected for this position, when would you be able to start?
- You are asked a question you feel unable to answer, what is your response?
- What would you list as your greatest strength and your greatest weakness as they relate to the essential functions of this position?
- Do you have any questions? If you were selected for this position, when would you be able to start?

Sample Reference Questions

It is helpful to lay the framework for a reference conversation by briefly describing the position that the candidate has applied for. Reference checks should include the most recent employer/supervisor.

- In what types of situations does this individual excel?
- What type of supervisor would be the best match for this employee?
- What specifically tells you that this individual is a good team player?
- What specifically tells you that this individual has good problem-solving skills?
- What types of work situations would motivate (demotivate) this employee?
- How does this person relate to his/her supervisor? What type of communication style? What type of interactions?
- How does this person relate to his/her peers? What type of communication style? What type of interactions?
- Did this individual demonstrate the ability to interact effectively with the public and other employees?
- Please give some examples of the type of work that this individual did for you.
- Did you feel comfortable giving this individual “special tasks” to complete? How would you classify the product outcome: adequate, acceptable, or exceptional?
- Can you identify situations where this individual initiated positive changes in customary processes?
- Was this individual a dependable employee? Give examples.
- All work settings at times can be overwhelming and irritate or anger even the best workers. Describe a situation where this occurred and how he/she dealt with the situation.
- Would you consider hiring this person again if the opportunity exists? If no, why not?
- Did this person work in a supervisory capacity for you? How would you describe his/her supervisory style and its effectiveness?