

Dartmouth

The Office of Human Resources

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RECRUITING GUIDE

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INTRODUCTION

The effective recruitment of qualified candidates is vital to furthering the mission and vision of the College as well as enhancing the creativity, diversity, and excellence of the Dartmouth community. The Office of Human Resources is pleased to provide this recruiting guide as a tool that is designed to assist hiring managers in achieving those goals.

Both first-time and experienced hiring managers and departments should find this guide to be invaluable during each step of the process, from the initial recruitment request to advertising, building a candidate pool, interviewing, and extending an offer.

This guide will be an evolving document—one that will continue to meet the dynamic needs of the College—and, as always, we welcome any suggestions that will make it more helpful to users. If at any time you need clarification on the material in this guide, please call your Employment Recruiter in the Office of Human Resources, who works closely with hiring officers to develop the recruitment action and advertising plan, to source and screen candidates as requested and to assist with the recruitment process.

We look forward to working with you on your recruiting journey!

RECRUITING CONTACT

Whether you're placing an advertisement, reviewing resumes, accessing talent pools, or interviewing, your Employment Recruiter is available to provide expertise and guidance throughout each step of the hiring process. Please contact Human Resources at (603) 646-3411 to reach your recruiter.

The Dartmouth College Recruitment Process

1. Determine the need (new, replacement, or review) and confirm local budgetary support. Contact your HR Consultant or the Recruiter for advice. Begin identifying search (required at Dean/VP level) or interview committee members.

2. Via DORR, complete and submit the recruitment request with the current position description and organizational chart.

3. The recruitment request is approved via the workflow sequence by subsequent supervisors/Dean/VP offices.

4. The Compensation department reviews the request and the job description and then classifies the position (if new or revised.) The hiring department or Executive Officer is notified of the final determination.

5. The Budget Committee reviews all requests. (Exceptions include the Professional schools and grant-funded positions.) After reviewing the request, the committee approves it in DORR, and the position is available in HR for posting or is closed if there is an identified hire.

6. The position is then posted on the HR Jobs Web site <<http://jobs.dartmouth.edu/>>. The position should remain open to internal candidates only. Waivers to hire externally require divisional and HR approval.

7. Discuss advertising with the Recruiter. Depending on status, the recruiter can determine whether the advertising will be local, regional, or national.

8. During the application and selection period, resumes for all positions will be submitted to the Jobs site through DORR. Managers will review applicants and designate them accordingly in DORR as to whether there will be continued consideration or whether they will be considered as a finalist for the position.

9. Salary setting requests are submitted and approved through DORR with the appropriate HR Consultant. The hiring manager will then make a verbal offer and confirm acceptance. After providing personal data to the HR Representative, confirmation letters, including orientation information, will be sent to new hires.

RECRUITMENT ACTION CHECKLIST

Before you start your recruiting action, be sure to do the following:

- ✓ **If you have questions, speak with your HR Consultant.** Think about any changes you would like to make, how the role fits into the workgroup, and whether there are new or different skills to look for in the candidate pool.
- ✓ **Make any necessary updates to the position** in DORR (Dartmouth Online Review and Recruit). The position may need to be reviewed, graded, and approved by Budget, which may mean additional discussions prior to posting.
- ✓ **Discuss E0/AA availability** with the recruiter, IDE, and the hiring manager.
- ✓ **Develop and begin recruitment actions:**
 - The recruiter will review the current candidate pool for possibilities (availability may increase as we build networks and relationships and prescreen candidates for future jobs).
 - Identify ways to reach a diverse candidate pool including women and minorities.
 - Write the advertisement and identify publications, Web sites, and other methods.
 - The position will be posted on the Dartmouth College Jobs Web site.
 - Talk to internal candidates who may be prepared now or in the future for the job. (This builds goodwill and also shows our commitment to growing an internal pool of qualified candidates.)
 - Proactively source candidates. Your recruiter can source candidates through organizations, Web sites, and databases.
 - The hiring officer and others make personal contacts.
- ✓ **Screen resumes and conduct phone interviews.** (The recruiter can assist with this and suggest questions.)
- ✓ **Conduct Interviews.** The recruiter can provide best practices on timing, format, materials, and community resources.
- ✓ **Check references.** Three professional references and a confirmation of education are recommended. We DO check references on internal candidates. The recruiter can advise on questions and facilitate internal conversations. Refer to the Due Diligence Process on pg. 16.
- ✓ **Provide an overview** of benefits, including the Dual Career Network, to applicants.
- ✓ **Samples of “no thanks” letters.** The recruiter can supply samples of acknowledgement and “no-thanks” letters to those candidates not selected.
- ✓ **Obtain a waiver from Divisional leadership** if you wish to hire an external candidate.
- ✓ **Submit the salary setting request** through DORR. Make the offer. Once the offer is accepted, close the position.

- ✓ **Ensure that all candidates are represented** in DORR, including those who did not apply online. The NEW HIRE must be in DORR to generate letters and trigger other notices and data tracking.
- ✓ **Finalize search material for filing.** We must keep records of applicant data for three years.
- ✓ **Identify strong candidates** from the search who may be redirected to other searches.
- ✓ **Review recruiting sources** that produced candidates and that should be recommended in the future.
- ✓ **Submit the Payroll Authorization form.** HR will send the new hire confirmation and orientation invitation. The employee then completes the I-9 form within the first 3 days of hire, attends orientation, and enrolls in benefits.

ROLES AND RESPONSIBILITIES

Your Employment Recruiter is available to provide the following services at your request:

- Assistance in writing and placing print ads;
- Centralized print and Web ad placement through one agency;
- Identifying national, regional, and local sources for candidates;
- Collecting race/ethnicity data through the DORR system;
- Posting jobs on Web sites;
- Using best practices to attract and interview candidates;
- Screening or organizing candidates, based on your needs;
- Developing prescreen, interview, and reference-check questions;
- Reviewing existing candidates or those in our applicant pool who meet the qualifications of your job;
- Information regarding legal compliance;
- Referrals to our Dual Career Network for spouses/partners of finalists and new hires; and
- Consultation on onboarding and our "Welcome" process.

The hiring department is responsible for:

- Scheduling interviews;
- Make travel and lodging arrangements;
- Making hiring decisions;
- Paying for the ads that we place on your behalf. (We will, however, get you the best rates and "bill" you for reimbursement.)
- Completion of all hiring forms; and
- Sending acknowledgement letters, thank you, and "No Thanks" letters to applicants.

BUILDING YOUR POOL

Your recruiter can assist in developing a targeted plan for reaching candidates. With the assistance of a variety of resources, including our Recruitment Advertising Agency, a plan will be developed to target:

- Affinity groups;
- Targeted areas of the country where we may find a cluster of individuals in particular job families (e.g., the large number of IT personnel in Silicon Valley);
- Specific Web sites;
- Trade journals;
- Specific institutions;
- Job Fairs; and
- Trade conferences.

These efforts will not only assist with your immediate recruiting effort, but with future positions as well.

ADVERTISING

We are currently using a variety of advertising media:

Print—This includes daily, weekly, and monthly periodicals and journals. Print advertising has become very costly and, therefore, is not used as much as in the past. Benefits of print advertising include targeting a specific audience and a better chance of reaching a passive audience.

Online—Advertising on line can be done through a number of vehicles, including broad job boards (such as Monster.com and Dice.com), diversity job boards (e.g., Latpro.com and DiversityInc.com), and industry-specific boards (e.g., NEHRA.org, ALPFA.com [Association of Latino Professionals in Finance and Accounting]). You will have the ability to reach a wider audience and target much of your advertising. Online advertising also costs a fraction of print. A negative of online is someone needs to be searching for a job or trade/affinity group information to find your posting.

Professional associations and conferences—This is an excellent source of networking for new candidates. Just speaking enthusiastically about Dartmouth College may be enough to entice a passive job seeker. Remember to have plenty of information both about the College and about your available position.

Sample ad text:

“Dartmouth College, a leader in higher education and part of the Ivy League, is seeking a principal in the field of Alumni Leadership. The Director manages the affairs of the Association of Alumni and the Alumni Council, including semi-annual and annual meetings in Hanover, NH. This position will also be responsible for managing communications by a variety of media and alumni trustee searches and nominations.”

—from a recent posting in the *Chronicle of Higher Education*

TIMELINES

In order to help you control your search process, it is important that you set a timeline. This helps you stay on top of the hiring process as well as keeping potential candidates engaged in the process. Keep timelines realistic to the position you're recruiting for; schedule enough time to get together search committees, if necessary. Ideally, we suggest investing one to two hours per week reviewing resumes and contacting candidates. Utilize the DORR system to help you organize your candidates. (If, after reviewing a candidate, you decide not to proceed with their candidacy, please change their status in DORR and send them a "No Thanks" letter.)

The following is a sample timeline:

January 1: Post the position on DORR and have your Employment Recruiter place all agreed-upon advertising. You can specify in your ad/posting that resumes will be reviewed until February 15.

During the intervening weeks: Review resumes, update the status of candidates in DORR, send acknowledgement letters, and send "No Thanks" letters (see Appendix A for Sample Letters) to applicants you're not interested in. Start the prescreening process.(see page 11, "Interview Format" for sample questions)

February 15: Close the posting in the DORR system. Review all candidates still in your applicant pool. Schedule search committee meetings, if necessary to your search. Finish prescreening the candidates. At this point you should begin scheduling in person interviews.

At the end of the process, if your search was not successful, please contact your recruiter to review your position.

NETWORKING

Networking is one of the most effective forms of recruiting. For those of you who don't network for recruiting purposes on a regular basis, here is a list of ideas to help you get you started:

1. Develop a list of colleagues (who by virtue of status, institutional affiliation, or specialty area) can be of assistance in identifying candidates.
2. Make contacts by telephone or email describing the job opening and seeking the following information: Who are the candidates you would recommend for this position and how might we contact them directly? Do you know of any women or minority candidates I can speak with?
3. Use this information to write personal letters, emails or make telephone calls followed by a letter, to those identified and invite them to apply for the position. Include information about the position, the department, the College, the Upper Valley, and anything else that may be pertinent. Be prepared to "sell" prospective candidates on different aspects of Dartmouth College.
4. Expand recruitment contacts to include professional organizations, well-known women and minorities in the field, specialized caucuses, and the editors of appropriate directories and specialty journals.

Experience has shown that one of the most effective methods of recruiting is by making personal contacts to identify and then to attract candidates. It is important

that each department/program develop a network of contacts to build a long-term, continuous base for recruitment.

Conferences and professional meetings provide an ideal opportunity for identifying potential candidates, introducing oneself, and sparking interest in Dartmouth. Any initial contact can be followed up by telephone or letter.

SOURCES FOR RECRUITING A DIVERSE CANDIDATE POOL

- Web Sites:
 - Latpro.com
 - NBMBA.com (National Black MBA Association)
 - NFBPA (Black Public Administrators)
 - Monster.com (diversity sites)
 - Diversity inc
 - NAAAP.org (National Association of Asian American Professionals)
 - Higher Ed Jobs
- Professional Associations:
 - American Association of Blacks in Higher Education
 - NSHMBA.org (National Society of Hispanic MBAs)
 - Boston Black MBA
 - Diverse Issues in Higher Ed
 - ALPFA (Association of Latino Professionals in Finance and Accounting)
 - NAAHR.org (National Association of African Americans in HR)
 - NEHRA.org (New England HR Association)
- Alumni relations:
 - Ads in alumni magazine, emails (used selectively)
 - Alumni groups

Identify areas of the country that might be experiencing high unemployment, where the geography is similar to the Upper Valley, or where our opportunities may exceed what is available there.

HIRING A TEMPORARY EMPLOYEE

For assistance in assessing your department's need for a temporary employee, contact your HR Consultant.

When hiring a temporary employee, you may identify your hire through online posting or referral, and the temporary employee will be paid through the College payroll system.

All staff temporary positions, both professional and non-professional, must be processed through DORR. Please refer to the Temporary Employment Hiring Manager's Guide for DORR located on the HR website.

- Once a temporary employee is hired through DORR, please complete a PA form to initiate their pay.

- Contact your HR Consultant or Recruiter to discuss the onboarding process once your hiring process is complete.
- Contact your HR Consultant or Recruiter if your needs for a temporary employee require the use of a temporary agency in lieu of the direct hire process.

Best practices when hiring a temporary employee:

- Process the temporary opportunity through DORR where Human Resources will work with you to determine the appropriate rate of pay.
- Check in with your Recruiter to see if this is an applicant that has previously worked on campus.
- Even with temporary employees, the due diligence process must be completed.

Once a temporary employee has completed their assignment with your department, you must submit a Payroll Authorization form to terminate the temporary employee from your payroll.

INTERNAL APPLICANTS

Through at least December 31, 2010, internal candidates will be given preference for hiring into open positions at Dartmouth. If you are contemplating hiring an external candidate, please be familiar with your Division's protocols for obtaining a waiver to hire externally, and please be certain you have obtained such a waiver before initiating salary-setting in DORR and before extending an offer to the candidate. Internal candidates should be treated respectfully and with honesty. You should meet internal candidates or at least have a conversation with them to express your appreciation and to give advice about how they might become more qualified in the future. It is absolutely OK, if not expected, to talk to internal candidates and to meet them prior to meeting other outside candidates.

Posting of all opportunities is encouraged for at least two weeks. If you have identified a strong internal candidate within your department, it is advisable to post the position first within your department to give notice to others who may want to come forward to discuss their current or future interest. This is a great way to learn who is interested in growing into other jobs.

WORK ELIGIBILITY/SPONSORSHIP OF INTERNATIONAL CANDIDATES

You may be in contact with candidates who ask about visa sponsorship or indicate they already hold a particular type of work visa. For example, they may have a visa that allows them to work for a few years while a spouse/partner is receiving a degree or working on a visa with a defined timeframe. They may or may not be informed of the time limitations or that continued employment beyond that time requires a new visa or work eligibility. Candidates may not have work eligibility but may ask for our sponsorship for an H1B temporary work visa or U.S. permanent residency (otherwise known as a "green card"). There are very specific requirements for most work visas, and for College sponsorship of an employee for U.S. permanent residency. Some visas have specific educational requirements for the job, require proof that there are no candidates with American citizenship, contain certain legal or government filing fees, and specify possible periods of time without eligibility to work.

The College cannot employ any individual, regardless of citizenship, without documented work eligibility. An individual hired by the College cannot work as a

volunteer without pay or receive "benefits only" until official documents proving work eligibility are received.

The Office of Visa and Immigration Services (OVIS) provides expertise and advice about appropriate visas available to any potential or current College hire, admitted student, or visitor and can offer information regarding College sponsorship for U.S. permanent residency. Please contact OVIS at Visa.and.Immigration.Services@dartmouth.edu or (603) 646-3474 if you wish to recruit individuals who may need work visa or permanent residency sponsorship, if you have a candidate who already holds a U.S. visa, or if the candidate indicates that they will need additional visa sponsorship upon the expiration of their current visa.

At the same time, we should not assume someone needs a visa just because he or she has foreign education or work credentials, or appears to be a foreign national. We consider all individuals for job opportunities without consideration of race, ethnicity or national origin. We can ask candidates and new hires if they will be eligible to work in the U.S. as of the required start date.

Each new employee is required by the Department of Homeland Security to complete an I-9 Form within the first three days of work as proof of work eligibility. Employees who cannot provide such proof may be suspended from work until documentation is received. Some documentation must be revalidated upon expiration dates as well.

The I-9 can be done at new employee orientation, in the Payroll or HR offices, and by selected trained individuals in divisions. Each new employee will be notified of this requirement in their new hire letter from Human Resources, at orientation, and with an automated email reminder during their first week of employment.

SEARCH COMMITTEES

As recommended in the Hiring and Retention administrative working group report, search committees are not *required* except for VP/Dean-level or higher roles. Whether or not you decide to form a search committee, you should still involve key people in the interview process. You should make every effort to invite women and minorities to participate in the interviews. Their perspectives are important to the candidates who value diversity, and those candidates are the ones we want to hire!

There may be times when you will identify a candidate and not want to consider other applicants. Your division leader should agree with you and should meet with the individual before you make an offer. This will help to ensure a positive hire for your organization and a rewarding work experience for the new employee.

When deciding whether to use a search committee, consider the following:

- _____ Are you well informed about the job, and do you have networking connections in the field?
- _____ Do you hire in this line of work often, or is it a specialized and key position?
- _____ Do you consider yourself to have a strong record for "good" hires—that is, people who meet your expectations, succeed, work well with your team, and add value? Have you been successful in recruiting, hiring, and retaining minorities and women?
- _____ How are your interviewing skills? Do you know how to ask both technical and behavioral questions? (See your HR Recruiter for sample behavioral interviewing questions.)

- _____ Are you knowledgeable of legal pitfalls?
- _____ Do you know the best practices for conducting a visit and interview?
- _____ Are you able to test your own biases, and do you have someone else with whom you can test your reactions to candidates?
- _____ Do you have the resources to get minorities and women into your pool? Are you willing to talk to and interview them even if they come late into the process or have different qualifications from other candidates?

If you and your division leader aren't confident about your competencies in these areas, you should utilize a search committee. Committees offer a great support system and should be used to ensure the best possible experience for the candidate, including an in-depth interview process.

If you already have a strong network of qualified, diverse candidates, or the position is one for which you hire on a regular basis and does not require as much cross-College participation, you and your division leader may agree that a search committee is not necessary.

Your recruiter, HR Consultant, and division leader are important contacts for making this decision and for developing a recruitment action plan.

Selling Dartmouth College

- Share your "Dartmouth Story": What were the attractions and motivations to come and stay?
- Describe your organization and its relationship to the overall success of the institution.
- Describe the critical duties and technical knowledge and skills required for roles you currently or frequently have available.
- Identify critical success factors such as how top performers in the department are rewarded.
- Describe how people are oriented and developed.
- Provide an outline of the benefits that the College offers.
- For candidates from outside higher education:
 - Find transferable attributes/features between private industry and higher education;
 - Describe to the candidate the "business" behind the students and faculty; and
 - Take the candidate for a walk around the campus—it is a great selling point!

Recruiting vs. Interviewing

- Create a positive image of our institution.
- Remember, we are looking for good people in a very competitive market.
- We are selling ourselves – the institution.
- Be a good ambassador for the College:
 - Conduct professional meetings;
 - Communicate honestly; and
 - Base feedback on an honest evaluation of capabilities and fit.

If your candidate is not the right fit for your department, but would be a positive hire for the College, please communicate this information with your Employment Recruiter. We have had many instances where we have been able to find a position for an excellent candidate in another area.

The recruiter is also encouraging applicants to speak with us about a variety of opportunities around the College. We are meeting with applicants to assist with resume writing, interview skills, and finding an appropriate position within the College. If you are aware of someone from outside the Dartmouth College community who is looking for a position, please refer them to your Employment Recruiter.

INTERVIEW FORMAT

Take time to write out the current and future conditions of the particular job and workplace. What pressures will the person face? What are the opportunities for innovation? What challenges will they need to take on in the short and long term? What are the characteristics, including performance, of the staff they will work with or supervise? What is the most difficult challenge? You want to find candidates who will be motivated by challenges, so be open and honest about your needs.

Develop your questions around these areas. Use behavioral and case study type questions to get a better understanding of how the candidate would approach a particular issue. You will learn about their style, thought process, ability to think on their feet, applicable experiences, etc. Technical questions about their training or expertise are obviously important, but ability to actually carry out the leadership competencies is even more important. Consider the varying styles that can be effective. You don't have to hire someone who acts just like the last person in the job! What skill set is missing from your team?

Your recruiter can assist in developing questions that will draw out the best information. The following are some of the many sample questions that we have available:

Icebreakers

- How were your travels to our location?
- Tell me about yourself?

Traditional Questions

- What are your career goals? What is your dream job?
- What are your greatest strengths?
- What is your experience with [competency, skill, function, etc]?

Culture-Fit Questions

- What gives/gave you the greatest feeling of achievement? Why was this so satisfying?
- What type of work do you prefer? Why did you choose this type of work?
- What motivates you to work hard? Give me some examples.

Behavioral Questions

- Tell me about a situation when you had to adjust quickly to a change in organizational, departmental or team priorities.

- What sources of information have you used to solve problems? Tell me about a time you used one of those sources.
- After you have completed a project, have you ever gathered feedback from the peers/team members/others involved? (Tell me about the situation)
- Tell me about one of the most demanding groups to whom you have made a presentation. What difficulties did you have?
- Give me an example of a new way you were able to apply existing knowledge to solve a problem.

Questions That Assist in Gaining Perspective Around the Candidate's Understanding of and Commitment to Diversity and Inclusion

After drawing attention to our core value of diversity and inclusion, ask questions such as those suggested below. Think about how you are committed to and handle diversity and inclusion and what you and the College expect of employees in this area. Practice answering the question for yourself to get a sense of how you would talk to a candidate on this core value.

- How has your background and experience prepared you to be effective in an environment that holds this value?
- Tell me about a time that you adapted your style in order to work effectively with those who were different from you.
- What kinds of experiences have you had in relating with people whose backgrounds are different from your own?
- Can you recall a time when you gave feedback to a colleague who was not accepting of others?
- Can you recall a time when a person's cultural background affected your approach to a work situation?
- Have you ever realized you had said or done something that may have been offensive to a colleague? How did you respond to that realization, and what was the outcome?
- Tell me about a time when you had to adapt to a wide variety of people by accepting/understanding their perspectives.
- In your experience, what are the challenges faced by members of historically underrepresented groups in the workplace? What strategies have you used to address these challenges, and how successful were those strategies?
- What does it mean for you to have a commitment to diversity? How have you demonstrated that commitment, and how would you see yourself demonstrating it here?
- Describe the climate for diversity at your present position. What impact have you had on that climate?
- What efforts have you made, or been involved with, to foster multicultural understanding and cultural competence?
- Have you encountered concerns about "chilly climate" raised by members of identity groups that have historically experienced discrimination? If so, how have you handled them?
- What measures have you taken to make someone feel comfortable when others seemed uncomfortable with his or her presence?
- What have you done to further your knowledge/understanding about diversity? How have you demonstrated your learning?

- Tell us how you work with people to create or foster diversity in the workplace.
- In what ways have you integrated multicultural issues as part of your professional development?
- What do you see as the most challenging aspects of an increasingly diverse academic community, and what steps have you taken to meet such challenges?
- Suppose that you encounter a pervasive belief that diversity and excellence are somehow in conflict. How do you conceptualize the relationship between diversity and excellence? What kinds of leadership efforts would you undertake to encourage a commitment to excellence through diversity?
- In what ways do you feel it is appropriate to incorporate topics related to diversity and (your discipline) into the workplace? How would you do this?
- Has diversity played a role in shaping your mentoring and advising styles? If so, how?
- What is your vision of diversity at an institution such as Dartmouth College?
- Describe a specific situation in which you worked with a diverse group of people over a period of time. Based on this experience, what did you learn?

Source: Oregon State University, 2007. Used with permission.

BEYOND THE INTERVIEW

Options, ideas, contacts

- Take the candidate to the gym;
- Tour the campus;
- Walk around Occom Pond;
- Go through the Hop and the Hood;
- Arrange a drive around the area;
- Have lunch or dinner in Lebanon on the square or in White River Junction;
- Visit the Housing Office;
- Speak with a realtor;
- Provide an overview of benefits;
- Tour the hospital;
- Attend an art exhibit, performance, or lecture.

Other special interests

- Children, teens
- Schools
- Skiway
- Dual career couples
- Sports and recreation

Interview ambassadors

- Who: HR, someone from the department
- How: Lunch or dinner
- What: Confidential off-the-record conversations

INTERVIEW PITFALLS

Examples of employment questions that should not be asked of candidates being interviewed:

NO - Race/Ethnicity/Nationality

What is your race/ethnicity? Have you ever accused an employer of racism? Do you speak English at home? Do you believe that people in America should speak English? Will you wear American clothes or your native dress to work? What is your opinion of _____ (for example, a political extremist of the same race/ethnicity/nationality as the candidate)?

NO - Sex

Are you single? Are you married? Are you pregnant? Do you intend to have children? What child care plans have you made? What does your husband/wife/partner do? Can you come to my conference hotel room for drinks to discuss the position this evening? What is your sexual preference? Are you flexible and open to experiencing life fully (sexual connotation)?

NO - Age

How old are you? Are you energetic? Can you work for a young department head? Will you be able to go with the gang to the cocktail hour after work on Fridays? Are you the type of person who would be willing to share your wisdom with staff members who need your help? Do you think you can fit in (or be collegial) with a young staff?

NO - Disability

Will you come to work on time? How often will you need to see your doctor? Are you on medication? Do you have your own personal liability coverage? Will your insurance company or veteran's benefits pay for any modifications to the building to accommodate you? Do you think you can fit in (or be collegial) with a fast-paced department?

NO - Religion

What is your religion? Do you intend to take time off from work for your religious holidays? Do you have some unusual religious practices that we should be aware of? Do you think you can fit in (or be collegial) with our mostly Protestant department?

USING A SEARCH FIRM

An executive or other specialty services search firm may be necessary when the pool is very limited or when the ability to attract candidates will require very focused and intensive resources. Now that we have recruiters on staff, you may find more of an opportunity to reach candidates, so please do consult with your recruiter first to ascertain the outlook of candidates in our database or via existing networks. There are a number of firms that specialize in certain professions, fields, or diverse candidates. Others, considered the "majority" firms, are the large national and global firms which have business lines in all these areas. Much of the success with a firm relates to the individual handling the search and their ability to understand the

opportunity, reach the candidates, and sell the job to them.

Dartmouth does not have any one firm that is preferred, but we do have experience with many of them. Please contact your recruiter for more information.

When negotiating, your recruiter can review the agreement to ensure that consistent terms are included and that we are not obligated beyond the particular position being filled. For example, in executive searches, the fee is typically 33% of the final salary paid in three payments—one upon signing the contract, one when the work begins and the third at the closing of the search.

Failed searched—Please contact your Employment Recruiter immediately if your search does not yield the results you expected or if your final candidate declines your offer. We will work with you and the search firm to resolve this situation.

Guarantees/replacements—These vary between search firms. Typically, your money will be refunded or a new search will begin (at no additional charge) if your new employee leaves within the first 30 days of employment. After 60 and 90 days, your refund would be reduced by a certain percentage.

Organizing search logistics—Communication with your search firm is vital for a successful search. The more information they have about your position the better match they can make for you. Feedback is also critical. If you are being sent candidates who do not have the right skills or attributes for your position you need to let the search firm know so they can better target their efforts.

Contingency vs. retained search—There are 2 types of Search Firms: contingent or retained search. In a retained search, you will pay a flat fee, negotiated by the search firm. With a contingent search firm, you do not pay a fee until a hire has been made. The fee is usually a percentage of the new hires salary.

Please contact your Employment Recruiter if you have questions about using a Search Firm. We also have a list of search firms the college has worked with in the past.

BACKGROUND VERIFICATION SUPPLEMENT

Dartmouth's largest investment is in human capital – its workforce. As with any significant investment, it is important to identify the information Dartmouth needs to make good decisions and to consider the most effective and efficient way to obtain accurate and reliable information.

Hiring the right person brings new skills, ideas, experience and excitement to Dartmouth. However, hiring the wrong person can hurt productivity and morale, and in the worst case scenario, cause real damage to our current employees and our organization.

Dartmouth's hiring managers have an obligation to avoid negligently hiring people especially those who might endanger employees or students. Because people sometimes falsify their credentials and background it is important to check references. Further, some candidates interview well but have a record of not actually performing as well as they have indicated in the interview. Therefore, it is important to check out any areas in which there are doubts or uncertainties. Often reference checks will dispel these doubts or give information that will help a hiring manager be a more effective supervisor of the new hire.

Thoroughness in the hiring process can ensure that hiring decisions are based on factual information, and helps hiring managers ensure that they are hiring the right person. Further, effectively engaging in non-discriminating due diligence is the way to obtain the information necessary to make the right hiring decisions.

A word of caution: although hiring managers want to have as much relevant information as possible about potential employees; this must be balanced against the privacy rights of individual applicants. There are a number of federal and state laws that regulate when and how Dartmouth may collect and use this information.

Due Diligence Process

Effective July 1, 2008, the background verification process must be complete before salary setting and an offer of employment is made to the final candidate.

The elements of the process are as follows:

Properly Completed Dartmouth's Online Application

Completion of the online application signifies Dartmouth's right to obtain pertinent information about the application. The applicant must complete an online application prior to interviews and reference checking. The online application includes a statement authorizing the College to verify background information. It is not sufficient for an applicant to simply refer hiring managers to his or her resume because information regarding previous employment and education will be subject to verification through the due diligence process. The online application is also the College's official record of application and is used as a basis for EEO reporting.

Successful Application and Resume Review

Hiring managers should confirm that the information on the resume matches the information on the application. If any criminal history is disclosed, hiring managers have the duty to examine the factors of noted convictions. Factors such as age and the time of the offense, seriousness and nature of violation, relationship to position and responsibilities and rehabilitation should be taken into account. Contact your HR consultant for assistance in evaluating noted convictions. Breaks in employment should be analyzed and explored during the interview process. Take into account that layoffs are not unusual in this economy.

Successful Phone and In-Person Interviews

Effectively conducting employment interviews and evaluating applicants takes more time than having an informal conversation. It requires training in the skills, techniques and requirements of success interviewing. HR professionals and classroom and print resources are available to assist in the enhancement of interviewing skills.

Hiring managers should decide on overall structure of the interview process and follow the process uniformly for all candidates, even those candidates who are internal or otherwise "known" to the interviewer(s). Interview questions (technical and behavioral) should be scripted ahead of time so that the same ground will be covered with each candidate. It is important that all candidates be asked uniform questions, although follow-up and probing questions may vary. All questions should be job-related and legal. Know the appropriate and inappropriate questions to ensure avoiding those questions that can be potentially discriminatory.

In-person interviews should be conducted prior to reference checking and verification of background information. Potential candidates should be advised that background information will be verified and should also be afforded the opportunity to contact their references in advance of a call from the hiring manager.

Verification of Employment History

Hiring managers should verify the last ten years of work history or last two to three employers, if available. When contacting a former employer verify:

- Starting and ending dates of employment
- Title of last position held with organization
- Reason for leaving the organization
- The job description/duties (confirmation of what is provided on application/resume)
- Eligibility for rehire
- Open ended – “anything else” question.

Verification of previous employment guidelines are available on the HR website at: <http://www.dartmouth.edu/~hrs/employment/recruitment/resources.html>

Satisfactory Reference Checks

If the selected candidate is a Dartmouth employee, contact your HR Consultant regarding performance history. Contact employee’s supervisor to verify work background, attendance, performance and credentials.

For external candidates, more detailed information is required and hiring managers need to call former supervisors and two additional people whose names the candidate has provided as a professional reference to establish their job duties, working relationships, performance, behaviors, credentials, dates of employment, etc.

When checking references, limit questions to information that is job-related; don’t ask for medical information, information about physical characteristics, and/or other personal information that is not related to the employee’s conduct on the job. Consider preparing a list of job-related behavioral-based questions that will be asked during the reference check process. This may help avoid claims of discrimination or claims that the prospective employer inquired about information that it was not legally entitled to have. Reference check guidelines and behavioral-based reference questions are available on the HR website.

Reference Information Checklist:

- Confirmation of information dates of employment, job title, reason for leaving, and salary.
- Summary description of position
 - o Obtain information and understanding of candidate’s job duties/ requirements
 - o Discuss how the candidate performed, especially in comparison with others
- Strengths and weaknesses
 - o Identify and discuss the ways in which the candidate used their strengths on the job and the ways in which s/he improved their weak points
- Performance evaluation
 - o Discuss performance history and how current performance compares with past and others; identify the candidate’s ratings within that organization
 - o Discuss how the candidate performed, especially in comparison with others
- Interpersonal skills
 - o Inquire about the candidate’s interaction with co-workers, leadership and public
- Attendance

- This should be quantified by specifics regarding attendance and tardiness.
- Corrective action
 - Any and all levels and reasons should be noted.
 - Improvements should be discussed.
- Rehire
 - Is the candidate eligible for rehire? If not, discuss the reasons why.
- Open summary
 - Is there any additional information that would be helpful for hire?

Previous employers or supervisors may be reluctant to provide detailed references for former employees for fear of legal repercussions.

Internet Checks

A search of the internet and local and national media for mention of applicant could be a valuable piece of information for hiring consideration as it relates to previous positions held and professional life. For most candidates a 3-5 minute search will be sufficient.

Recommended sites to check can most likely be found on a candidate's application or resume including, for instance, current or previous employer and professional association or networks. Non-third-party verified information such as blogs and social networking sites should be avoided. If something is discovered on recommended sites or national or local news media mention that causes concern, contact your HR Consultant and they will assist with the evaluation process.

More important, if an internet check reveals the mention of a candidate's private political views, life style choices, or religious affiliation beliefs or activities, these are the things that are not to be considered in hiring and should be ignored.

Verification of Education and Professional Credentials

Many of Dartmouth's positions require applicants to have a certain level of education in order to be considered for employment; these requirements range anywhere from a high school diploma or equivalent, to a 4-year degree, to some type of advanced training. Even more important, some positions require that an individual hold a current professional license. Therefore, it may not only be important, but necessary, for a hiring manager to verify an applicant's education or professional license information.

Hiring managers can delegate the process of verifying education and professional licensees to administrative support staff, if necessary. Hiring managers can also ask applicants for a copy of degrees awarded and in some cases licenses that enhance the qualification of the individual. A copy of the verification of licenses should be forwarded to HR for the applicant's/employee's official personnel file.

Contacting the college or university registrar's office listed on the candidate's application or resume is the most effective and efficient way to verify education. The Family Educational Rights and Privacy Act (FERPA) may prohibit an institution of higher education from releasing educational or other information without the written consent of the student/applicant. If this is the case, a signed release form should be completed by candidate. The form can be obtained on the HR website: http://www.dartmouth.edu/~hrs/employment/recruitment/authorization_background_verification.pdf. Third-party verification services are also available for a fee. Hiring departments are responsible for these costs. Suggested third-party verification resources are:

National Student Clearinghouse

To create an account, visit: <http://www.studentclearinghouse.org/dvev/default.htm> or call 703-742-4200.

HireRight

To create an account, visit: <http://www.hireright.com/services1a6.html> or contact Kyle Vail at kvail@hireright.com or 949-428-5921.

ADP

To create an account, visit: <http://www.resource.adp.com/employment-screening.html>.

Document Retention

Selection and hiring notes are an important part of Dartmouth's employment records. For selected candidates: On-site search (hiring manager's) files should include:

- Notes from phone and on-campus interviews
- Copies of application, resume and cover letter
- Notes from reference checks
- Notes from on-line search
- Notes from employment history verification
- Copies of education verification
- Copies of any documents submitted to central HR (personnel files)

HR should receive a copy of license verification for personnel files. All interview notes and selection notes from all candidates should be maintained by the hiring manager for three years from the start date of the selected candidate.

Confirming Verification in DORR

Completion of background verification questions (activated July 1, 2008) must be done prior to salary setting request.

Conclusion

Dartmouth invests considerable time and money in hiring and training new employees. As stewards of the endowment, hiring managers need pertinent information before committing to hire. Often, former employers and supervisors can provide the most helpful information about a candidate's work experience, ability to work with others, customer service skills and attendance. There are many resources available from the Office of Human Resources to hiring managers and their delegates. Human Resources Consultants and Recruiters will be able to assist with any portion of this process. On-line resources and tools are also available through the Office of Human Resources website:

<http://www.dartmouth.edu/~hrs/employment/recruitment/resources.html>

VERIFICATION OF PREVIOUS EMPLOYMENT GUIDELINES

Hiring managers should verify the last ten years of work history or last two to three employers, if available. When contacting former employer verify:

1. Starting and ending dates of employment

2. Starting and ending salary

3. Title of last position held with the organization
4. Reason for leaving the company
5. If I read the position description that [Name of Applicant] included on his resume, could you confirm whether the job title and description match your understanding of the position held when he/she worked at your organization?
6. Is [Name of Applicant] eligible for rehire with your organization?
7. Is there anything else you can tell me about [Name of Applicant]'s employment with your organization?

REFERENCE CHECK GUIDELINES

A reference check is an interview of an applicant's former employer or colleague. It is important to be prepared with questions before calling a reference and to listen carefully for what is and isn't said in response to specific questions. If the individual being interviewed provides a vague or ambiguous response, be flexible and explore the issue. Always start by telling the reference:

- Your name
- The name of the organization, the name of the applicant, and the job title of the position the applicant applied for
- The applicant authorized you to inquire about his/her previous employment and to call former supervisors, including this reference
- The conversation will probably take about 10 minutes (if now is not convenient, schedule a time to call back)
- The information will be kept confidential and not shared with the applicant

Questions

1. On his/her application, [Name of Applicant] indicated that he/she worked for your organization. Could you confirm starting and ending dates of employment?
2. What was your understanding of the reason [Name of Applicant] left the organization?
3. Could you confirm [Name of Applicant]'s starting and ending salary?
4. What was [Name of Applicant]'s position at the time he/she left the organization? Can you describe the job duties and responsibilities?

5. If I read the description of the position that [Name of Applicant] included on his/her resume, could you confirm whether the job title and description match your understanding of the position [Name of Applicant] held at [Name of Organization]?
6. What other titles did [Name of Applicant] have during the time he/she was employed by your organization? Was he/she ever promoted, transferred, demoted? If yes, what were the other positions?
7. Did [Name of Applicant] supervise other employees? If yes, how effective was he/she in this supervisory role? How would the employees he/she supervised describe [Name of Applicant]'s management style?
8. Did you evaluate [Name of Applicant]'s job performance? What would you say were his/her strong points and what were the areas that needed improvement?
9. What would you say was [Name of Applicant]'s biggest accomplishment during the time he/she worked for your organization?
10. Would you consider rehiring [Name of Applicant]? Why or why not?
11. How would you rate [Name of Applicant]'s attendance? Did he/she come to work late or miss work often? Did this affect his/her job performance?
12. Did [Name of Applicant] experience working as part of a team? Would you describe [Name of Applicant] as a team leader?
13. Did [Name of Applicant] get along well with managers, supervisors, and co-workers at all levels of the organization?
14. How did [Name of Applicant] handle multiple priorities? Did he/she perform well under pressure?
15. How would you describe [Name of Applicant]'s style in managing conflict at work?
16. If I describe the position we are considering [Name of Applicant] for, could you give me your impression on how good a fit you think he/she would be for the position?
17. Is there anything else that you would like to share with me about [Name of Applicant]?

Criminal Background Checks

Dartmouth College currently requires background checks on a small number of position types; these include those located at Safety & Security, the Dartmouth College Child Care Center and positions in computing services network security. We will also typically conduct checks on executive-level positions and for those positions granting routine access to fiscal data and related assets.

Routine regulatory checks include but are not limited to:

- Social Security trace
- Federal Criminal checks
- County Criminal checks
- Education level verification
- Motor vehicle record check
- Sexual offender registry check

Hiring managers should contact their HR Consultant to determine if their position requires a background check. If the position does require a background check, then the manager should ask their finalist(s) to complete a release form that gives the College permission to conduct the checks.

Certain departments handle their own background checks; contact your HR Consultant if you are unsure how this is done in your department. Otherwise, the process is initiated through HR (603-646-3411) and normally takes 7-10 working days. Basic checks include criminal checks only and cost about \$120 per person. The requesting department is responsible for payment of fees related to the checks.

LETTERS TO CANDIDATES

All candidates should have at least one contact from the hiring department/program during the recruiting process. Each candidate should receive an acknowledgement letter, as a thank you for applying to their position. This creates goodwill for the College and also lets the candidate know we are reviewing their credentials.

If you decide not to proceed with an applicant's candidacy, whether before or after an interview, please send a "No Thanks" letter. Candidates would rather have a decision than not know what their status is.

Sample "Acknowledgement" and "No Thanks" letters are on file in the Employment Recruiting office. Please see Appendix A for sample letters.

"WAIVERS" FOR EXTERNAL CANDIDATES

Through at least December 31, 2010, internal candidates will be given preference for hiring into open positions at Dartmouth. If you are contemplating hiring an external candidate, please be familiar with your Division's protocols for obtaining a waiver to hire externally, and please be certain that you have obtained such a waiver before initiating salary-setting in DORR and before extending an offer to the candidate.

MAKING AN OFFER

Please be sure to discuss your offer concerns with your HR Consultant before making or implying an offer. (If you haven't done this before at Dartmouth, please be sure to have a discussion with your consultant or your recruiter.)

Once your HR Consultant has suggested a salary range, you can make the offer. You may make the initial offer verbally, with a follow up in writing.

The following is an example of a verbal offer, including specifics that will be included in the confirmation letter:

"Hello, [name]—I'm calling to let you know that we've decided that we would like you to join our staff. I'd like to offer to you the position of [title]. You will be paid a monthly salary/ hourly rate of \$X, (\$XXXXX if annualized.) You will be eligible for Dartmouth College benefits, and you can view them on the HR Web site at www.dartmouth.edu/~hrs. The job is located at Y and your work hours will be (Monday through Friday) from (8:00 to 5:00.) You will be scheduled to attend our New Employee Orientation, at which you will have the opportunity to learn more about the culture, history, and mission of the College. Additionally, during orientation, a representative from our Benefits office will provide you with helpful benefits enrollment information.

I realize that this is an important decision, and I ask that you let me know by [date] whether you accept our offer. We look forward to having you as a member of our team.

Are there any other questions that I can answer for you at this time?"

If the candidate is being offered a salaried position, you may consider offering them reimbursement for moving expenses. You should discuss this in advance with the Procurement Office to determine a reasonable amount to offer, based upon the region of the country in which the candidate currently lives. If the individual is age 40 or over, they are also eligible to receive the 7% special benefit – you may explain to the candidate that they will receive that amount in their regular pay or that they may opt to contribute that amount to a Supplemental Retirement Account (SRA).

In some instances, you may get pushback concerning salary or special benefits. The salary range is provided to you from your consultant so that you have an option as to a starting point. You should determine in advance whether or not you want to begin at the low point in the range or offer more in hopes of securing the hire, especially for a unique or hard-to-fill position. Please discuss your thoughts with your HR Consultant prior to making an offer.

"WELCOME OFFICE"/ONBOARDING PROCEDURES

A receptive environment is vital to the job performance, career development, and ultimate success of any employee, particularly one who is new to Dartmouth and the Upper Valley area. In addition to overseeing the College's New Hire Orientation program, the Office of Human Resources supports efforts to improve employees' understanding of and ability to navigate campus culture and resources as they enter the organization.

CLOSING POSITIONS

Please close your position in the DORR system when you feel you have a sufficient applicant pool.

SALARY SETTING

Once you have completed your interview process and have checked at least two professional references for your top candidate (and have obtained a "waiver" to hire an external candidate), proceed with the salary setting process in the DORR system. Your HR Consultant will then review the resume of your candidate regarding the qualifications of your position and will put the salary range in DORR for your review.

You will then proceed with:

- Making the offer to the candidate;
- Letting your HR Consultant know when the offer has been accepted;
- Sending all applicants you have interviewed or have prescreened notification that you will not be moving forward with their candidacy;
- Responding to HR's inquiry about the successful applicant in order for a new hire letter to be generated; and
- Keeping for three years from the date of hire any paper resumes that you have received.

RECORD KEEPING

For each recruitment, we are required to keep track of each person who applied to or was considered for the position. In the event of an audit or discrimination complaint, the DOL, EEOC, or other agency looks for information that helps them understand whether or not discrimination occurred.

Note which candidates were rejected as a result of not meeting the minimum qualifications. If you disregarded any candidates for that reason, but advanced others without those qualifications, the situation becomes more risky.

WHO IS AN APPLICANT?

An applicant is anyone who applies to the position on line, on paper, or through e-mail; speaks with you about a particular job; or about whom you make a decision as to whether or not they will continue in the process. It is important to keep track of them regardless of whether or not you decide to move forward with their candidacy.

If you search professional or niche databases using queries, the U.S. Department of Labor requires us to keep records of that search, including the candidates that it has produced. Please consult your recruiter before beginning this effort.

Bear in mind that once you "just talk" to an individual about a particular job that is open and say that you might be considering them, the person is considered an applicant and must be counted in your pool.

CONCLUSION

Diverse, qualified, and talented individuals are central to the unique excellence that distinguishes Dartmouth College among its peers. It is important that departments make the best efforts in recruiting and retaining superior employees whose skills and personalities add to the vibrancy of the Dartmouth community.

Successful recruiting and hiring efforts result in the development of a work force that not only benefits employees, supervisors, and departments but also contributes to the lasting greatness of this exceptional institution. Your Employment Recruiter is available to assist you with each step of the process as you achieve your hiring goals.

APPENDIX A: SAMPLE LETTERS

Sample Thank You for Interviewing Letter:

(Date)

Dear (name),

Thank you for your interest in the (title of position) position, and for the opportunity to meet with you on (date of interview). We were most fortunate in developing a competitive applicant pool, and this made the selection process very challenging.

After carefully reviewing your application, we regret to inform you that we have decided not to move forward with your candidacy.

We appreciate the time and energy you put into the process and we hope you consider applying for other openings here at the College. An updated listing of openings can be found at: <http://jobs.dartmouth.edu>.

We wish you much success as you continue to pursue career opportunities.

Sincerely,

Name of Hiring Manager
Title
Department

Sample Thank You Letter:

(Date)

Dear (name) ,

Thank you for your interest in the position of (title), in the (name of department) at Dartmouth College. We were most fortunate in having a competitive applicant pool, and this made the selection process very challenging.

After carefully reviewing your application, however, we regret to inform you that we have decided not to move forward with your candidacy. We appreciate the time and energy you put into the process and we hope you will consider applying for other openings at Dartmouth College.

An updated listing of openings can be found at: <http://jobs.dartmouth.edu>.

We wish you much success as you continue to pursue career opportunities.

Sincerely,

Name of Hiring Manager
Title
Department

Sample Acknowledgement Letter:

(Date)

NAME
ADDRESS
CITY, ST ZIP

RE: (POSITION)

Dear (name),

Thank you for your interest in employment at Dartmouth College.

We have received your application for the position of <POSITION> and it is currently being reviewed. We will contact those we feel best match our requirements in order to schedule interviews with the hiring team.

Thank you again, and we wish you all the best.

Sincerely,

Name of Hiring Manager
Title
Department
