

# Manager's Recruitment Guide

## Staff Positions



**Office of Human Resources**  
**SMITH COLLEGE**

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# Introduction

A clear Recruiting plan is foundational to having a successful hire. Human resources provide recruitment and related services to attract, hire and retain the best qualified candidates. This Recruitment Guide is designed to assist Managers in the hiring steps of the recruiting process as you work in collaboration with the Talent Acquisition team.

From the moment a potential candidate expresses interest in working for Smith College, begins a reciprocal assessment of each other. While you are looking to fill a vacancy, the job seeker is searching for their next opportunity at a place that aligns with their interests, career goals and values.

As the recruiting process unfolds, it is important to show each candidate c.a.r.e. (cultivating a remarkable experience). In doing so, you are contributing to an inclusive interview process, and engaging a candidate who may become a Smith employee.

Throughout each section, ideas for you and the search committee to **cultivate a remarkable experience** have been highlighted with recommendations when you see the **care** symbol. We have also included other “Tips” that you may find helpful as you make your way through each phase in the recruiting process.

Before launching the recruiting plan, you should work with your HR Partner to update the job description.

The Recruiting Process Model, which you will see as you begin to dive into this guide, is a visual of all of the steps in the Recruiting process. The Onboarding process has been excluded from this guide and is in a separate document. For reference, onboarding begins the moment a candidate accepts the offer and should last through their first 18 months of employment. While the process is initiated in the Human Resources department, it should seamlessly transition back and forth between the hiring manager and department.

# Roles in the Hiring Process

Primary roles in the hiring process include:

- Hiring Manager
- Search Committee
- Recruiting Specialist

Understanding each role and the expectations of each will enable consistency and boundaries to keep the search moving forward.

Hiring Manager – typically the hiring manager is the decision maker.

- Commits to keep on pace with the recruitment process
- Works with Recruiting Specialist to manage candidate expectations on timeline and compensation range
- Informs search committee on key competencies to be evaluated on

Search Committee – typically the search committee role is to provide perspective.

- Agrees to be an engaged participant in the search
- Provides insights on candidate in an unbiased way that informs the decision of the hiring manager

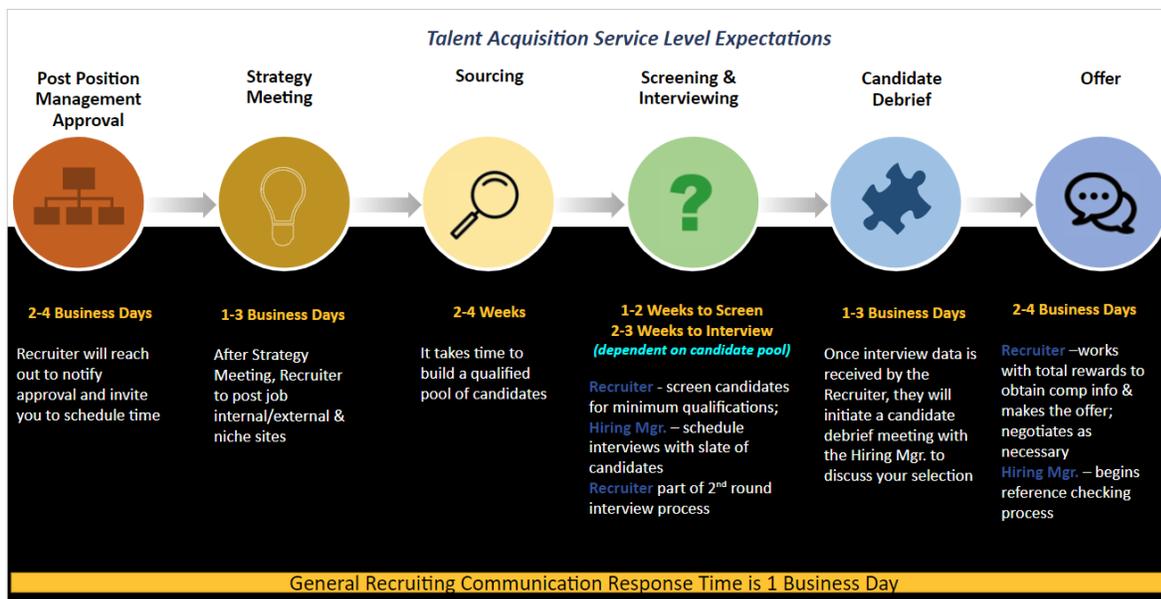
Recruiting Specialist – typically acts as a facilitator of the search process.

- Using the talent acquisition service level agreements, keeps the process moving through each stage
- Infuses inclusive hiring practices into each search
- Leverages expertise in sourcing, interviewing and candidate selection through the process

# Service Level Expectations

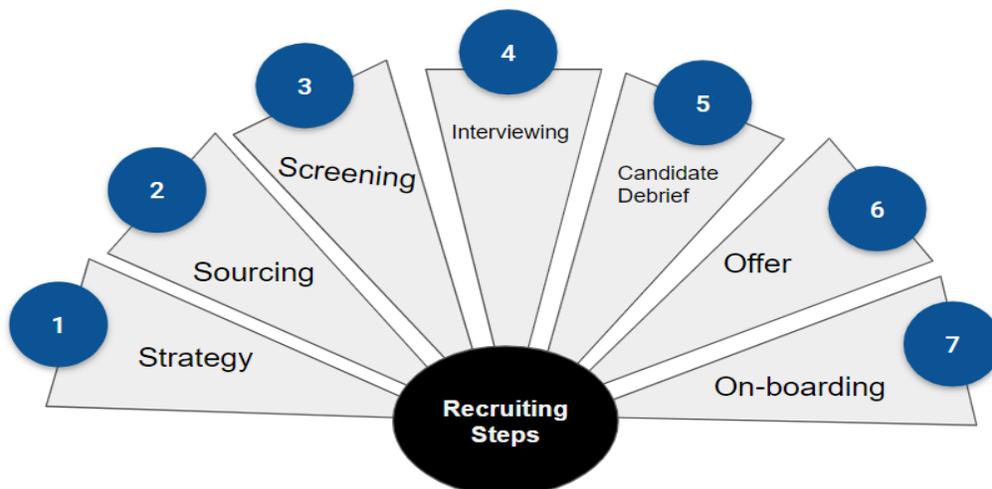
Recognizing that it takes time to build a qualified diverse pool of candidates, there is also an expectation to fill the position as soon as possible. Vacant positions are often covered by existing staff which causes additional pressures for the team. The Talent Acquisition team has created Service Level Expectations for phase of the recruiting process. Each aspect has a time frame associated with it, so you can rely on this to gauge how long each phase takes as the Recruiter continues to move the requisition through the process. Additionally, as a hiring manager it is expected that your pieces are adhered to as well. These windows are guidelines and at times unforeseen circumstances may occur. Your Recruiting Specialist will keep in contact with you to inform you of any concerns.

Click this link to obtain a copy of the [Talent Acquisition - Service Level Expectations](#)



# Recruiting Process Model

This figure illustrates the steps in a Recruiting process and each page to follow will provide an outline as well as some tips along the way.



# Pre-Recruitment

## Position Management Process

Position management begins when a current role becomes vacant or a new role is created. This is a good time to re-evaluate a role to determine if the business needs of the department have changed; repurposing or redefining a position. Connect with your HR partner to discuss the specifics of your workforce. Any changes to current staffing should go through the process that follows. All requests for additional staff need to go through the annual strategic initiatives process; these changes should be discussed with your HR Partner and Presidential Team Member.

### Steps to follow when you have a vacancy:

1. Review the position request with your respective President's Team member and secure their approval to proceed. [Refer to the HR website for applicable scenarios and processes for position requests.](#)
2. Ensure the job description is accurate and up-to-date  
It is important to keep current with the job description as this is the foundation for the Recruiting process. [Resource for writing job descriptions](#)  
Note: if this is a new position or if material changes are being made to an existing position that change the role by 25% or more, it must be reviewed by your HR Partner and then the Total Rewards team prior to submission. Please allow up to two weeks for this review.
3. Fill out the [Position Management Form](#) to submit your request for approval.  
The Position Management Committee generally meets during the first week of every month. The position management form should be submitted at least one week prior.
4. Generally, about 1-2 weeks after the Position Management meeting, your Recruiting Specialist will let you know if the position has been approved, and how to begin the recruitment process. They will confirm the specifics around the position including logistical information. For questions on the hiring process, please contact your Recruiting Specialist at [recruiting-u@smith.edu](mailto:recruiting-u@smith.edu).

# 1. Strategy Meeting

After your role is approved through Position Management, you will be contacted by your assigned Recruiter with an online scheduling link via Once hub to set up a 45-minute **Strategy Meeting**.

## Strategy Meetings cover:

- a. **Define mutual expectations:** Overall timeline of search and sourcing timeframe, frequency of communication and service level agreements at each stage. By the end of the meeting there should be a mutually agreed on Recruitment plan in place.
- b. **Sourcing strategies:** Discussion of job vacancy level and the steps taken to source a qualified pool of diverse candidates. Identify niche candidate networks to expand the pool through multiple sourcing channels.
- c. **Review of talent pipeline:**
  - i. Identify potential internal candidates
  - ii. Outline and re-engage previous “qualified” applicants & 2nd choice declinations
- d. **Search committee:** Identification of search committee and potential training needed. Recruiters can facilitate “Promoting Inclusive Excellence in the Hiring Process” training and share tools that can be used to help in candidate selection.

### TIPS: Preparing for a strategy meeting

- What would be a realistic timeline to fill this position?
- Are there any potential internal candidates who you know would be interested?
- What job board sites specific to this position could expand the candidate pool?



Be sure to talk about a realistic timeline with prospective candidates. As the hiring manager, if you are expecting delays or can't dedicate the time to a search, consider delaying the search. Once a candidate submits their resume, they expect employers to keep things moving. Attrition will start to happen and candidate pools will begin to shrink if there is no communication or movement. Inactive pools should not be left open for long periods of time.

## 2. Posting and Sourcing

If you have made changes to the job description, send the updated signed off version to the Recruiting specialist you are working with. To the extent possible, this should be sent prior to the strategy meeting to give your Recruiter time to review.

### Posting Guidelines:

1. Positions posted will use the approved Job Description language
2. As part of our Affirmative Action reporting, all positions must be visible for **5 business days** internally and **10 business days** externally. Please coordinate whether you will begin posting internally initially, or going externally with your recruiter.
3. Postings will be taken down when a qualified interview slate is determined.

**Sourcing:** Sourcing is the period after posting a role, where you and your recruiter will market the position. The goal for each job posting is to attract the most qualified diverse candidate pool for the vacancy. To cast the widest net possible, there are many different channels that can be explored. Take a look at the [Sourcing Model](#) to see where your position will be automatically posted. This is a place where you can help generate leads for the position. For example, you could share the job with your network, repost the job on LinkedIn or introduce the recruiters to organizations you belong to that can help us reach a wider, more diverse audience.

- Sourcing includes using:
  - Automatic External posting sites
  - Networking
  - Community based organizations
  - Job Fairs
  - Niche sites for functional areas
  - Past qualified candidate pools
- Recruiters may use passive resume databases as a way to expand the pool

### **TIPS: Sourcing**

- How can you help Recruiters get the word out about the open position?
- Are there any potential internal candidates who you know would be interested?
- What job board sites specific to this position could expand the candidate pool?



If a potential candidate reaches out to you directly, be sure to have them apply through the Smith website. While it is okay to talk to them about the process and timeline, avoid making any promises that they will get an interview. If a candidate who has applied reaches out about the timeline or anticipated salary range, direct them to your recruiter for follow up.

## **Search Waivers**

The college search process has been designed to support our commitment to affirmative action and encourage excellence through diversity. As a federal contractor, the college is obligated to recruit a diverse pool of qualified candidates with the aim to improve imbalances in areas where women and minorities are underrepresented. Only the Affirmative Action Officer or their designee may grant a search waiver. Each search waiver request will be considered individually on its own merits, and no waiver requests will be as a matter of routine.

The department chair or manager must present a reasonable justification for waiving the usual search process. Some examples include opportunities to hire a renowned scholar or researcher; a chance to hire an individual with unique or specialized expertise.

**The candidate you are waiving must meet all of the published requirements for the position.**

### **Criteria to request a search waiver:**

- **Exigent Circumstance:** There are certain circumstances where a position needs to be filled immediately due to unforeseen events; for example, leave of absence, voluntary resignation, involuntary termination. A waiver may be necessary to continue operations that could negatively impact student support services or institutional wide operations. This would be used to fill an immediate short-term need for 12 months or less. Should the term go beyond 12 months or a regularized position becomes open, a full search should be conducted.
- **Specialized Expertise:** (positions that require a unique or specialized skill set/specific expertise) - candidate specializes in a unique skill set, knowledge area and fills a particular void within a department where would not otherwise be available in a reasonable amount of time within a recruiting process. Additional explanation is required to understand how this candidate is uniquely qualified based upon their experience/background/research.
- **Previous search pool:** (within 6 months)-If a similar search has been conducted within a six-month period and the identified candidate has already been vetted through a search process, it is likely that a search waiver could be hired directly.
- **Trailing Spouse/Partner:** there are situations where a trailing spouse or partner may be hired into a position that has not gone through a full search. The candidate must meet all minimum qualifications of the job.
- **Other:** If a candidate is specifically named in a grant funded position in which the salary is paid for by the auxiliary funding source.

Process for Requesting a Search Waiver:

Once you have gathered the appropriate information and have justification from your Department Chair or Senior Manager fill out the [Request for Search Waiver form](#).

The form is broken down into several sections:

**Section 1: Context for a Search Waiver**

**Section 2: General Information on request**

**Section 3: Justification**

**Section 4: Signoff & next steps**

After you have signed off, the Affirmative Action Officer or designee will review the information carefully and notify you of the decision.

### 3. Screening

Successful inclusive searches depend upon search committee members. Each committee member adds value to the process, has the ability to disrupt bias and has an opportunity to model inclusive behavior.

Once the job has been posted and the candidate pool begins to be populated, the Recruiters role is to initially screen candidates against the job description. Candidates who don't meet the minimum qualifications will not move forward in the process.

The role of a search committee is to review qualified resumes, develop an interview slate from the qualified pool of applicants, provide feedback and input into the final selection of a candidate.

Before you begin screening applicants from the qualified pool, you will need to form a search committee and set up an initial meeting to calibrate the committee on the search expectations in front of them. This should happen prior to reviewing resumes. The chart below suggests composition and size based on the role you are hiring for.

<b>Level of Role</b>	<b>Suggested Size</b>	<b>Suggested Composition</b>
Casual	None	None
Admin/Support	1-2	Staff supporting role
Manager	2-4	Collaborating staff and one report
Director/Senior Staff	3-6	Leadership level, cross-departmental managers

## **TIPS: Search committee selection**

- Consider selecting search committee members that interact with the job you are filling
- Do each of these search committee members have time in their schedule to review resumes, attend meetings and interview prospective candidates in the timeline you have identified?
- Can this person be an open and engaged search committee member?

### **Search Committee Meeting Process**

Now that you have finalized the search committee, set up an initial meeting to calibrate the committee on the search expectations in front of them. This should happen prior to reviewing resumes.

- **First Meeting and Committee Calibration**
  - search committee meets for the first time and acquaints themselves with the role and each other
  - using the [Inclusive Framework Worksheet](#) in your initial kick off meeting can be helpful in several ways:
    - increases self-awareness of potential bias in the hiring process
    - aligns the committee on process
    - creates a robust dialogue on how to interrupt bias and model inclusive behaviors during the search
    - establishes space for collective reflection on assumptions of the job
- **Establishing Search Criteria and a Rubric**
  - search criteria are taken directly from the job description
  - additional competencies can be added to the interview process
  - the [candidate evaluation form](#) can be used in the screening and selection stages

Working with the committee, an interview slate of candidates should be created. Prior to coordinating first round interviews and initial screening can take place with the hiring manager to:

- confirm salary expectations this candidate has for the position applied (*MA law prohibits you from asking what their current salary is*)
- share the approved salary range of the position & understand alignment/misalignment of where the candidate may fall
- confirm interest in the position
- share the upcoming search process and timeline

- **Initial Screening**

- search criteria are taken directly from the job description
- additional relevant competencies can be added to the interview process

### **TIPS: Candidate Screening**

When it comes to salary, understanding a candidate's salary expectations of the job they have applied for is important. Be mindful not to mislead those at the high end or outside of the salary range. Be upfront and advise them this is unlikely and that they should consider another opportunity that more closely aligns with those expectations.



Be sure to consider transferable skills when looking at the criteria of the job. If someone has less demonstrated experience in one area and more experience in another, consider screening them into the process instead of automatically screening them out.

## 4. Interviewing

Besides being legally defensible, a consistent interview process is one way to demonstrate inclusivity. Each candidate answers the same series of questions. Probing questions may vary based upon responses from each candidate.

### Preparation

The search committee prepares interview questions in advance of the candidate interview. Questions should cover clearly defined relevant job competencies that were discussed in the initial kick-off meeting. Questions should enable each candidate to showcase their strengths, experiences and how their knowledge, skills and abilities align with the role.

- **DO NOT:** include questions related to the protected classes
- **DO:** Identify open-ended questions that yield more than a yes/no response – (tell me about a time when you....., give me an example of when you....what did you do in that situation...? what if scenarios?)
- **DO NOT:** Ask questions about personal information or preferences, you want to make sure that you focus on what is relevant to the job
- **DO:** Highlight the qualities that are important for someone in the position and design questions that can assess whether a candidate possesses them (e.g., How have you communicated a change in policy to a teammate? What did you learn from this experience?).



One way to demonstrate having an inclusive interview process is to craft inclusive, job relevant questions. In the resource below, there are 5 ways to do this.

<b>1</b> Identify Criteria	<ul style="list-style-type: none"><li>• Center questions around predetermined criteria</li><li>• Be direct and focus only on the behaviors and skills necessary to do the job</li></ul>
<b>2</b> Inclusivity	<ul style="list-style-type: none"><li>• Craft the questions AND what you're looking for in the desired answer</li><li>• Give candidate opportunity to showcase strengths and describe experience</li><li>• What do you feel is important for us to know?</li></ul>
<b>3</b> Avoid vagueness	<ul style="list-style-type: none"><li>• If you can't answer how the questions will affect your hiring criteria, don't ask it.</li><li>• Don't rely on "we'll know the answer when we hear it" (inspiring, enthusiastic, etc.)</li></ul>
<b>4</b> Don't overcomplicate it	<ul style="list-style-type: none"><li>• Questions should be direct and easy to understand</li><li>• Avoid multi-layered questions</li></ul>
<b>5</b> Ask everyone the same question	<ul style="list-style-type: none"><li>• Candidates should all have the same experience in the interview process to ensure they are all being treated fairly</li></ul>

Reference: HERC Asking the Right Questions

Check out these other ideas for crafting inclusive interview questions can be found [here](#).

### **Additional ways to be inclusive in this stage:**

1. Have someone designated to set the context, schedule and initiate introductions in each interview meeting
2. Building breaks into the interview schedule so the candidate has time to eat, use the restroom and collect their thoughts; especially in an all-day interview
3. Send a schedule in advance; be sure to include the names and titles of those the candidate will be meeting with. It gives the candidate a chance to understand who their audience is.
4. Designate someone to walk the candidate to and from their interview locations
5. Consider a small tour of the campus
6. Allow 3-5 minutes per question; if a typical interview is 60 minutes, don't try and pack in 20 questions

### **Second Interviews/Finalist Round**

The second / finalist round interview is a way to deepen understanding of the candidate's experience and how that aligns with the job and culture at Smith. It is also an opportunity to include additional stakeholders who may interact with this position across the campus community. Depending on the level of position, some candidates may be asked to prepare and deliver a presentation or engage in a job-relevant activity. In this case, each candidate should be given equal time to prepare and deliver. If a candidate is outside the local area, all travel costs will be scheduled and paid for by the hiring department.

Your HR Recruiter will meet with finalists to confirm salary expectations, assess overall interest in Smith and the job and discuss benefits and next steps in the recruiting process.

### **Conducting Interviews via ZOOM**

Typically, depending upon the position there are two rounds of interviews. The first round can be conducted via ZOOM. This can save time and costs especially if the candidates are coming from geographical areas not in proximity to the college.

### **TIPS: Interviewing via ZOOM**

Using ZOOM for first round interviews is effective, especially when candidates may be located all over the country.

Your background screen should be blurred or set to a Smith background; see college relations ZOOM pictures for each season.

When interviewing on ZOOM, placing the question in the chat gives the candidate the chance to see the question making it more accessible.



Consider listing your pronouns on your ZOOM profile. Asking a candidate their pronouns is **NOT** an acceptable question as it is a discriminatory question that is not appropriate in the hiring process. However, the moderator could chat with the candidate and ask them to introduce themselves before jumping right into the questions.

Additionally, interviews should **NOT** be recorded unless; the moderator has asked the candidate in *advance* if they could be recorded in the event a search committee member is sick or an emergency has come up. Recordings should not be shared outside of the search committee members who were absent. Recordings should be used as an exception not a general practice.

#### **Post Interview Process**

After each interview, feedback must be gathered from those who have spent time interviewing candidates. Human Resources will need to obtain candidate evaluations, a sample google form can be tailored to your specific search (see tools section). These notes will be used in the selection process and retained in Human Resources.

Hiring managers can use these notes as part of their follow up discussion with the search committee to inform the hiring decision.

## 5. Candidate Debrief

Hiring managers and their recruiter discuss interview feedback and their finalist decision at this time. Recruiters offer perspective, insight and next steps in the process.



The candidate debrief meeting should occur no more than 3 business days from the last finalist interview. Candidates who are actively in the interview process, particularly at this final stage, are going to expect timely follow-up. Delaying this important step in the decision-making process could cause candidates to move on to other opportunities.

## 6. Offer Stage

Once a decision has been made, the Recruiter will engage the Total Rewards team to develop an offer. Turnaround time is typically between 2-4 days. When constructing an offer, Total Rewards' analysis weighs multiple factors including available market data, internal equity and the candidate's qualifications relative to the role. Offers are made by the Recruiter and include information on pay and eligible benefits attached so the candidate has a holistic picture of the overall package offered.



Once a candidate accepts an offer, it is important to let any other finalists know immediately following that acceptance. They should receive direct communication from the hiring manager, whether via email or phone. If you are unsure what to communicate, reach out to your recruiter for guidance. The sooner finalists are notified, it may give them a chance to consider other open positions with Smith. If you haven't done so already, notify all first-round candidates that were not selected. It is recommended to do this as soon as you schedule finalist interviews.

### Reference Checks

Job applicants are informed that they would be subject to a thorough reference checking process, which will involve contacting prior employers for detailed discussions of the candidate's work experience and performance. Hiring managers typically conduct the reference checks using this [form to record accordingly](#).

### Background Checks

Background checks are conducted by a third party and are not initiated until an offer is accepted. Candidates being offered employment at levels of Director and above or those with public facing positions will be included in a social media screening.

## 7. Onboarding

Onboarding begins after the candidate accepts the offer and should last through their first 18 months of employment. While the process is initiated in the Human Resources department it should seamlessly transition back and forth between the hiring manager and department. See the additional companion document on Successful Onboarding Practices.

**Orientation for new hires:** Your new hire will be invited to a New Hire Orientation Program conducted by the Office of Human Resources. Information on the date, time and place will be included in the new hire offer letter. Managers are informed by email when the offer letter has been signed. This information will be helpful for managers to include as they build the new employee onboarding plan. An additional communication will be sent the week prior to your new hire being scheduled.

Some topics generally covered in orientation are:

- History of Smith and the importance of an all-women's college
- Connecting their role to Smith's mission
- Culture at Smith
- Ways to get involved in the Smith community
- Helpful Resources

# Summary of Tools

## **Preparation for Recruitment**

- [Position Management](#)
- [The Importance of the Job Description](#)
- [Inclusive Framework Template](#)
- [Evaluation Rubric Sample](#)

## **Screening→ Candidate Selection**

- [Sample Phone Screen Questions](#)
- [Sample Interview Questions](#)
- [Inclusive Criteria](#)
- [Sample Interview Schedule # 1](#)
- [Sample Interview Schedule # 2](#)
- [Reference Check Form](#)

## **Compliance Tools**

- [Protected Classes](#)
- [Sample Candidate Evaluation](#)
- [Candidate Data Collection](#)