HIRING MANUAL FOR SUPERVISORS

Recruiting and hiring the best possible candidates for positions at the Monterey Institute is a collaborative responsibility. Personnel costs account for over 75% of the Institute’s budget. This makes every hiring decision a critical one, and one that needs to be made in the context of strategic thinking about institutional effectiveness.

The hiring process is a partnership between departmental and institutional administrators who are responsible for defining the Institute’s personnel needs, and the Human Resources department, which is responsible both for helping administrators think creatively about staffing needs and recruitment strategies, and for ensuring that our hiring practices meet ethical standards and comply with all relevant provisions of federal and state law.

This manual is designed to provide supervisors with a roadmap through the hiring process, along with templates for some of the documentation required. It is a set of guidelines, not a contract, express or implied, between the Institute and its employees. It is subject to final interpretations, to be provided only by the president of the Institute.

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Non-Discrimination and Hiring the Best Qualified Candidate

The Monterey Institute is an equal opportunity employer and makes employment
decisions on the basis of merit in order to have the best available person in every job. The Institute complies with applicable provisions of state and federal law that prohibit discrimination in employment, or in admission or access to its educational or extracurricular programs, activities, or facilities, on the basis of race, color, ethnicity, national origin, ancestry, religion, sex, sexual orientation, gender identity and expression, age, marital status, service in the armed forces of the United States, disability, and any other consideration prohibited by federal, state, or local laws. Retaliation against any employee for in good faith filing or supporting a complaint of unlawful discrimination or harassment in violation of this policy is prohibited. Supervisory personnel are required, and other employees are encouraged, to report suspected violations of this policy to their supervisors and to Human Resources for prompt assessment.

The Institute prohibits discrimination in recruitment, hiring, training, and promotion, and in all personnel actions, including compensation, benefits, transfers, layoffs or terminations, returns from layoff, and social and recreational programs. This commitment applies to all persons involved in Institute operations and prohibits unlawful harassment and discrimination by and against, any employee of the Institute, including supervisors and coworkers, as well as by and against its contractors, volunteers and students.

Recruiting & Hiring Procedures

Defining a position

A recruitment process is initiated when a new position is created, or an existing position is vacated, and it is determined by the Staff Resources Committee1 (or in the case of faculty, by the appropriate dean and the Provost) that the responsibilities of that position cannot be covered by restructuring and should be filled.

When an employee departs from the Monterey Institute, the supervisor must first submit a resignation letter (if available) and a status change form to HR so that exit procedures can be followed. The supervisor's second step, in the case of a staff vacancy, is to initiate a discussion with his/her supervisor and the appropriate senior administrator(s) to consider whether or not the vacancy provides an opportunity to improve our organizational effectiveness by realigning the skills of remaining staff with the work to be done. Vacancies offer us an opportunity to address inefficiencies, and better utilize or advance remaining staff. It is generally advisable to include the appropriate HR manager in these discussions, as he or she may have information about staffing issues in other areas of the organization that might be relevant to the discussion.

1 The Staff Resources Committee consists of senior administrators responsible for academic programs, finance, planning, and advancement, and are appointed by the president to ensure that staffing decisions are made with overall interests and priorities of the Institute in mind. The provost serves as chair of the SRC.
Once this initial conversation takes place, the supervisor submits a proposal to the Staff Resources Committee (in care of the Provost) that describes the most cost effective way in which essential work can be accomplished. The actions proposed may range from filling the existing position, to restructuring or eliminating the position. The proposal itself should take the form of a memo that addresses the essential functions of the position, the range of options considered for ensuring that those functions continue to be performed, and the proposed course of action with thorough explanation of its rationale. Supervisors are encouraged to be as innovative as possible in their efforts to help the Institute contain personnel costs.

The Staff Resources Committee reviews each proposal, requests additional information as needed, and makes a recommendation to the President, who then approves a course of action. The Provost, as SRC chair, communicates this decision to the supervisor and to HR.

The SRC review requirement does NOT apply to:
- Faculty;
- Staff paid from external funds explicitly designated for such use, e.g., through grants and contracts;
- Temporary staff, hired within the parameters of the hiring department’s budget for periods not to exceed six months (generally for short-term programs, special projects, etc.) Such temporary appointments may not be extended without going through the SRC process.

If it is determined that the needs of the Institute can best be met by restructuring responsibilities among existing staff, these changes should be accomplished through the use of the existing Status Change process.

Once a decision to recruit a new employee is made, the following recruitment guidelines apply.

**Developing a Recruitment Plan**

The supervisor will meet with the HR manager to develop a recruitment plan. Topics covered in this meeting include:
- Drafting of a job description or review of the job description for completeness, clarity, and legal compliance. (See template, Appendix A.) HR may play an advisory role.
- Defining position status (temporary/regular; full-time/part-time; benefits eligibility)
- HR determination of exempt/non-exempt status, based on state and federal law.
- Determining an appropriate salary range.
- Determining the scope of the search (Local? State? National?).
- Determining the advertising strategy, based on HR resources and supplemental department funds available.
Determining a budget for the hiring process (including funds available from the hiring department for candidate travel\(^2\) and moving expenses\(^3\) available for the candidate selected).

- Defining a selection process and timeline.

**Filing the Personnel Requisition**

Upon approval from the SRC, The supervisor must complete a personnel requisition through our online hiring system, PeopleAdmin. (HR will set up accounts on the system and provide training as needed.)

To ensure that the approved position is entered and tracked appropriately in PeopleAdmin and Banner, the following individuals must sign off electronically before the position can be posted:

- Supervisor
- Budget administrator (if this is not the supervisor)
- Provost (to verify completion of SRC approval process)
- Executive Director of Finance, Business Services & Administration
- Middlebury AVP for Budget and Financial Planning (to verify position budget and account information)
- HR manager (to facilitate the hiring process)

The hiring software automatically emails the next person on the list of approvers, but the hiring supervisor should follow up regularly to make sure the requisition moves through the process as quickly as possible.

**Posting/Applications**

Once the required individuals have signed off on the requisition, HR will post the position on the Institute web site and advertise as appropriate.

- Advertising costs are generally the responsibility of the HR department but may be constrained by budgetary considerations, and may therefore be supplemented by departmental funds, as available.
- Recruiting in the local area is encouraged whenever possible.
- The use of external recruiting agencies may only be engaged by the HR Manager with the approval of the VP of Finance.
- Internal candidates are welcome to apply for positions for which they meet the posted requirements. Normally an employee must have been in his/her current position for a minimum of 3 months before being eligible to apply for positions in other departments.
- The position will normally appear on the Institute web site for a minimum of 5

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\(^2\) Candidate travel is the responsibility of the hiring department. Please see Appendix F for travel guidelines.

\(^3\) Relocation assistance is the responsibility of the hiring department and may only be offered with the approval of the department and the VP of Finance. Please see Appendix F for Guidelines.
business days.

- As stipulated by the Institute’s Affirmative Action Plan (AAP), HR will list all positions of three days or more in duration with the State Employment Development Department (EDD).
- There are rare occasions where posting of a position will not be required. Only the president can approve a waiver.

Applicants submit online applications. By submitting the application electronically, the candidate acknowledges the advisement, included on the form, that all employment offers are conditional on the candidate’s executing the Institute’s form of release to secure credit and criminal background information and on the Institute’s satisfaction with the results of that information check.

**Interviews and Selection**

The supervisor is responsible for the selection process including the choice of the final candidate. Depending on the position, h/she may choose to form a search committee to assist with the selection process.

The HR department will assist with selection in the following ways:

- Provide the supervisor with an application rating sheet (Appendix B)
- Review (or assist in developing) an interview structure based on areas of relevant inquiry, with a focus on:
  - Eliciting information relevant to qualifications, including successful experience in like, related, or analogous positions;
  - Defining general job skills that demonstrate success in positions where similar success criteria were needed. For example, in many positions in institutions of higher education, personal traits that show skill at human-human communications, collegiality, patience, ability to work with persons of diverse backgrounds, analytical focus, and other skills, are particularly important.
  - Defining specific job skills that are key to the performance of the essential functions of the position, as those functions are identified in the job description.
  - Promoting the Institute’s commitment to legal compliance by coaching to focus interview inquiries on job-related matters, avoiding inappropriate questions.
- Participate in interviews, if requested.
- Provide the supervisor with a template for an interview rating sheet (Appendix C) and maintain appropriate records of the interview process.

The supervisor has primary responsibility for contacting references provided by the candidate and may share this task with members of the search committee, and/or request assistance from HR. A reference check form is included below (Appendix E). Supervisors may find it necessary to vary the questions asked, depending on the
responsibilities of the position, but a completed form based on this template should be filed with HR for each reference check.

Once a final candidate is selected, the supervisor may undertake preliminary negotiations with the candidate as appropriate, within the approved hiring range. It should, however, be made clear to the candidate that the formal offer will come from HR. The supervisor should consult with HR if there are any special circumstances or aspects of the negotiation that were not considered in the original recruitment plan.

The supervisor will submit to HR a record of the interview process, including candidate ratings, and will request, in writing, that an offer letter be issued to the selected candidate, specifying the salary to be offered (within the approved range) and any other commitments or circumstances that should be mentioned in the offer letter. If the position was posted “pending funding,” the supervisor must secure the written endorsement of the Business Manager or Chief Financial Officer that the position can be filled, and submit this endorsement to HR with the request for an offer letter.

**Background Checks**

At this point, HR will request permission from the selected candidate to undertake a background check. The required release form is emailed to the candidate, who may fax or mail it back to HR.

HR uses a contracted service to conduct a background check on the selected candidate. The purpose and scope of this step is to discover any record of criminal activity and to verify credentials and places of employment. This is required for all final candidates. The background check is often complete within 1-2 business days, but may take longer for international candidates.

The scope of the background check will be broadened to include a credit check for:
- any position in the Business Office or Institutional Advancement Office, unless waived by the VP of Finance.
- any position that includes fiduciary responsibility, or affords significant access to financial information or resources.

Background and credit checks are only conducted on candidates who are about to receive an offer of employment, and only after receipt from said candidate of a signed acknowledgement of information regarding the check and the candidate’s signed release.

- If the candidate declines to give permission, s/he will not be eligible for employment.
- If information not pertinent to the background and credit checks is inadvertently received from the third party specialist organization, it will be destroyed and will not be used in any way by the Institute.
- If the HR Department determines there is an unacceptable report, it will be discussed with the supervisor.
Offer of Employment

All offers of employment for staff and full-time faculty are executed by the HR department in the form of a formal written offer (which should first be emailed and followed with a hard copy). The supervisor should receive a copy of this letter at the time it is sent. Any offer made outside of the approved range must receive approval from the Controller, the Provost and/or VP of Finance, and HR Manager.

Short term faculty offer letters (less than one year) may be executed by the hiring department, but a copy must be provided to HR.

Supervisors and managers may not offer a candidate any compensation, benefits or other terms of employment, other than those stated in the offer letter.

The offer letter will include at least the following items:

- Title
- Salary
- Exempt/non-exempt status
- Start date and instructions for reporting to work
- Benefits start date if applicable
- Name of supervisor
- A link to the Employee Handbook (and Faculty Handbook, if appropriate)
- Summary of benefits
- Other provisions, as applicable (such as exceptions to standard terms as outlined in the faculty/staff handbook, relocation expenses, vacation accrual rate)

Notification of Unsuccessful Applicants

Once the background check has been completed, HR will notify unsuccessful applicants by email that the search has been concluded, copying the supervisor.
Appendix A - Job Description Template

TITLE:

SUPERVISOR:

PURPOSE:

In one or two brief paragraphs, summarize the primary purpose and major areas of responsibility addressed by the position, and describe its organizational context.

ESSENTIAL FUNCTIONS:

List the responsibilities of the position for which the position exists, defining them in terms of the desired operational duties and the desired outcomes.

All descriptions should state that “good attendance at (specific work location) as scheduled by the supervisor,” is an essential function.

All descriptions should state that “uniform compliance with Institute policies and procedures” is an essential function.

REQUIREMENTS:

List the educational background, knowledge and experience required or recommended for the position.

PHYSICAL REQUIREMENTS AND ENVIRONMENT:

The Monterey Institute maintains a smoke-free/drug-free workplace. Job requires ability to… (describe physical requirements).
Appendix B – Sample Applicant Rating Sheet

Applicants for: Position Title

* Ratings:  

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<thead>
<tr>
<th>Rating</th>
<th>Description</th>
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<tbody>
<tr>
<td>0</td>
<td>Doesn't meet minimum requirements</td>
</tr>
<tr>
<td>1 - 3</td>
<td>Marginal</td>
</tr>
<tr>
<td>4 - 6</td>
<td>Average</td>
</tr>
<tr>
<td>7 - 8</td>
<td>Potential Interview</td>
</tr>
<tr>
<td>9 - 10</td>
<td>Recommend Interview</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LAST NAME</th>
<th>FIRST NAME</th>
<th>Rating of Candidate*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>0 1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
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<td></td>
<td></td>
<td>0 1 2 3 4 5 6 7 8 9 10</td>
</tr>
</tbody>
</table>

Rater’s Signature:  

Print Rater’s Name:  

Date:  
Appendix C – Sample Interview Rating Sheet

POSITION: __________________________________________________________

Based on each individual’s interview, how do you rate his or her ability to perform job requirements of the position for which he/she has applied?

Applicant Not Qualified Marginal Average Above Average Exceptional

Rater Name (please print): ____________________________________________
Rater Signature: ____________________________________________________
Date: __________________________

NOTES: 
Appendix D – Interview Dos and Don’ts

- Before you interview, identify the various areas of interview inquiry for the position, and be aware of the job- or business-related reasons you have for making such inquiries.
- Once the list of job-related interview questions is created, use it consistently for all applicants for the same position. Consistency does not mean to exclude additional follow up questions and discussions. These should always be expected and used, so as to give each candidate with his/her unique background, skills and personality, the opportunity to develop for you a presentation of his/her candidacy for the position and to meaningfully follow up on the unique responses that the candidate provides to prior queries and discussion points.
- Try to first put the applicant at ease with introductory and welcoming remarks.
- Ask open-ended questions which focus on behavioral descriptions rather than simply "yes or no" questions (i.e. have them describe a work situation in which they handled stress well rather than just asking if they can "handle stress well").
- Listen; don’t do all the talking.
- Stay away from questions that have more to do with personal lifestyles than job experience - phrase the question so that the answer will describe the ability to perform the job functions, rather than aspects of non-employment life.
- Note that applicants may request accommodations for a disability to participate effectively in the interview and selection process. Please contact HR immediately in those situations so that the Institute can properly provide reasonable accommodations.

In almost all instances, the following topics should be avoided in an interview:

**Age** - is irrelevant unless you are concerned about child labor violations under the Fair Labor Standards Act, in which case you can ask for proof that he/she is old enough to work.

**AIDS or HIV-Positive Status** - is irrelevant; federal and state laws protect employees from any discriminatory employment actions due to their having AIDS or being HIV-positive.

**Arrest record** - do not ask at all - you may ask about convictions, but even then it would have to be relevant to the position in order to lead to immediate rejection.

**Association with present employees** - this information is not relevant to an applicant's ability to perform successfully in a particular job, and the tendency to either encourage or prohibit the employment of friends or relatives of existing employees may create an adverse impact on members of protected classes.

**Bankruptcy and credit affairs** - never ask about bankruptcy since it is illegal to discriminate on this basis under the Federal Bankruptcy Law - all credit inquiries must comply with the Fair Credit Reporting Act.
**Citizenship** - unless required by law or regulation, you may not ask applicants if they are U.S. citizens since it is considered discriminatory under the Immigration Reform and Control Act. You may ask if candidates are authorized to work in the United States.

**Disability** - Unless the candidate discloses a health condition that s/he has, questions about an applicant's health condition should be avoided. However, it is proper to discuss with the candidate his/her physical, intellectual, mental or personality skills or ability to carry out the specific functions of the position.

**Domestic Partnership** - You may not ask questions about, base employment or employee benefit decisions on whether a person is participating in a domestic partnership.

**Driver's license** - avoid asking about it unless the job requires one.

**Emergency contact information** - unnecessary at the application stage.

**Gender or Sexual Orientation** - It is illegal to discriminate against an employee based on his/her actual or perceived gender or sexual orientation. Employees may dress according to self-identified gender, but they must meet reasonable workplace standards of dress and grooming.

**Harassment, Sexual and Otherwise** - you must take reasonable steps to prevent any form of harassment in the workplace. If you are aware that harassment is occurring, you can be held liable for failing to stop the harassment.

**Height and weight** - can be discriminatory against females, and races - it is important to focus on what the job requires, not the person's physical characteristics.

**Marital status/name changes/spouse/children** - any questions relating to these issues may be construed as discriminatory, especially against women - - none are job-related.

**Medical Condition or Genetic Characteristics** - You may not ask any question or base an employment decision on the employee's medical condition. However, you may ask candidates about their ability to maintain high-quality attendance, to meet the schedule of work needed in the position and to perform successfully the functions of the job. If the candidate is limited in the ability to do so due to a health related condition, the resulting limited ability to perform the job functions may be assessed in an objective manner, on the facts, not presumptions. Please call HR in these situations.

Furthermore, you may not require testing for the presence of any genetic characteristic.

**Organization or club membership** - this might reveal protected class information and it is irrelevant (i.e. Knights of Columbus, NAACP or Diabetes Association)

**Pregnancy** - You may not ask questions, base employment or employee benefit decisions on whether an employee is pregnant. Furthermore, you must make accommodations for employees who wish to express breast milk at work.
Race, color, or national origin - EEOC guidelines prohibit asking questions designed to reveal this information. Since the Institute does not make employment decisions based on race, color, ancestry or national origin, only inquiries based on the needs of the work should be asked.

Religion - You may not base interview questions, employment, or employee benefit decisions on an employee's religious creed or lack of one. If a candidate asks about an accommodation for his/her religion needs, consult with HR so that applicants are properly assured of their rights.

Union affiliation - could be considered an unfair labor practice under the National Labor Relations Act if the applicant claims he or she was not hired because of the union affiliation. Do not ask about union issues.

Veteran status/military records - general questions about a person's background in the military should only be asked if based on business necessity or job-related reasons. If requested, such information should include a statement that general or dishonorable discharge will not be an absolute bar to employment but that other factors will be taken into consideration.
Appendix E – Sample Reference Check Form

Applicant:

Date:

Verified by:

Reference Name:

Position:

Company:

Phone:

I would like to confidentially verify information given to us by _________________, who is applying for employment for the position of _________________ with the Monterey Institute of International Studies.

Please describe his/her job title and function while employed by your company:

Please describe his/her performance:

HOW WOULD YOU DESCRIBE HIS/HER:

Dependability on completing work assignments:

Supervisory skills (if position applied for is supervisory):

Attendance:

Ability to take responsibility:

Work Attitude:

Working relationship with subordinates/coworkers/superiors:

Is there any reason to question his/her honesty?

Has he/she ever demonstrated a tendency toward or been associated with workplace violence?
Customer Service Approach:

Advancement Potential:

What are his/her Greatest Strengths:

Areas in need of development:

Why did he/she leave your company (Voluntary/Involuntary:

Would you re-employ? Yes/No Why?

Is there anything else we should know about as we consider him/her for this position:

Additional Comments:
Appendix F – Guidelines for Interview and Relocation Costs

Arrangements for candidate travel are the responsibility of the hiring department. Interview and relocation costs are charged to the hiring department.

Interview Travel

- Mileage may be reimbursed, at the prevailing rate for college travel, for driving distances of **greater than 75 miles**.
- Airfare and ground transportation may be reimbursed for flying distances of **greater than 200 miles**.
- A phone interview is required before flying a candidate to Monterey for an interview.
- One night of lodging (two, in the case of international travel) may be reimbursed for candidates traveling greater than 200 miles.
- A per diem subsidy of $20 will be provided with each overnight stay.
- Appropriate documentation (receipts) must be submitted with all reimbursement requests.
- Care should be taken to plan ahead to avoid high priced airline tickets and hotel rooms, and to use any special Institute rates for lodging.

Moving Subsidies

Subsidies for relocation may be provided at the discretion, and at the expense of the hiring department for newly hired individuals who live more than 75 miles from Monterey.

The provision of a moving subsidy should be negotiated with the candidate as part of the employment offer and should be documented in the formal offer letter.

Moving subsidies allocated to reimburse documented expenses should not exceed the following limits without approval of the appropriate senior administrator (President, Provost, CFO, etc.).

<table>
<thead>
<tr>
<th>Candidates Relocation Distance Subsidy</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>75-250 miles</td>
<td>$1,200</td>
</tr>
<tr>
<td>251-1000 miles</td>
<td>$1,700</td>
</tr>
<tr>
<td>1001-2000 miles</td>
<td>$2,200</td>
</tr>
<tr>
<td>More than 2000 miles</td>
<td>$2,700</td>
</tr>
</tbody>
</table>

Note: A moving subsidy is not intended to cover all moving expenses. Some relocations
will exceed the subsidy. The subsidy is intended only to offset the financial realities associated with relocation.

**Expenses Covered by the Moving Subsidy**

The following types of expense may be submitted for reimbursement in connection with a Moving Subsidy.

- Mileage (at the prevailing rate) or gas and tolls (not both).
- Moderately priced meals en route for all immediate family members
- Moderately priced overnight accommodations en route for all immediate family members
- Mailing of packages and books, and boxes for mailing and packing
- Moving company bills
- Airline tickets and/or train tickets and ground transportation for immediate family members
- Costs associated with transporting household pet.
- Travel expenses for house-hunting trips, or for a trip by the candidates spouse or partner to seek employment in the area, or to make relocation arrangements.