

# MassArt Hiring Guide

*Academic Year 2019-2020*

# Mission & Core Values

Massachusetts College of Art and Design is a public, independent college of art and design. The college's academic and co-curricular programs prepare students from diverse backgrounds to participate in the creative economy as artists, designers, and educators, and to engage in the well-being of their society. As a national leader in visual art and design education, the college influences contemporary culture through the creative accomplishments of its students, alumni, faculty and staff.

## *We base our priorities on a set of shared values:*

- ❑ We believe in the inherent value of the arts as a life-enhancing force.
- ❑ We take pride in our unique heritage as the only publicly supported freestanding college of visual arts in the United States and embody the power of art and design in many spheres of public life.
- ❑ We are committed to being an accessible educational, cultural, and economic resource for the diverse range of Massachusetts citizens.
- ❑ We believe that diversity-in background, status, culture, and viewpoint-is essential to a vital and creative community.
- ❑ We respect the roles and views of all members of our college community and operate our institution in a spirit of collegiality and transparent communication.
- ❑ We believe that academic excellence is fundamental to professional education in the visual arts.
- ❑ We promote social justice, global responsibility, and environmental sustainability in all facets of our institution.
- ❑ We are committed to rich engagement with our communities

## *As artists, designers, and educators, we are committed to the following priorities:*

- ❑ We provide rigorous professional programs in the visual arts, grounded in the broader context of liberal learning and designed to encourage individual creativity.
- ❑ We challenge students to develop their talents to their highest potential, questioning the traditional boundaries of disciplines.
- ❑ We work to increase diversity and inclusiveness in our faculty, staff, and student body.
- ❑ We inform institutional decisions by employing current data and best practices.
- ❑ We foster community-building both inside and outside the college.
- ❑ We educate students to critically examine the form and content of art, both their own and others', to understand it in historical, social, and global contexts.
- ❑ We choose faculty who are practicing professionals in their disciplines and whose work reflects the level of excellence we promote for our students.
- ❑ We seek and support students with excellent potential, regardless of limitations in their opportunities for preparation or financial status.
- ❑ We nurture the development of students as artists and as individuals, through services which meet their academic, personal, and social needs.
- ❑ We embrace new technologies as opportunities to advance the creative potentials of our disciplines, and we promote innovative and responsible uses of technology in the realization of artistic concepts.
- ❑ We support life-long learning and are dedicated to serving that need

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# Letter From The President

MassArt is a community diverse in many ways and we celebrate and value that diversity. Our faculty, staff and students represent a variety of diverse backgrounds. It is our goal to foster and expand this diversity, especially in our faculty and staff recruitment efforts.

I am pleased to share with you the MassArt Staff Search Committee Guide. This guide contains important and useful information that will assist your committee in successfully navigating the search process, from initiating the search to recommending the final candidate and support the college in achieving its goals. It provides a roadmap for each step in the process and ensures that the search is conducted in compliance with current federal and state regulations, laws, policies, procedures, and applicable union contracts.

Successful recruitment leads to retaining talented employees who contribute to the community and values of MassArt.

If you need additional information or assistance, please do not hesitate to contact MassArt's Human Resources Office. Led by Executive Director Velda McRae-Yates, our Human Resources staff is dedicated to your success. I encourage you and your committee to engage them during the search process.

Best wishes with your search and thank you for taking on this important task.

*-David P. Nelson*

# General Overview and Search Committee Roles

The hiring process represents a critical activity of the college. Each member of the search committee should be aware of the importance of this task, the need to attend all meetings, and maintain confidentiality throughout the entire process. The search committee chair serves as the point person for the search. Human Resources office staff are available to assist the committee through the various stages of the search. The area Vice President or Hiring Manager should be kept informed throughout the process of any major issues.

## Department Chair/Hiring Manager Checklist

1. Email job description, using the job description template, to the Executive Director of Human Resources.
2. Hiring manager identifies the Search Committee chairperson and informs the Human Resources Coordinator. *See Search Process Map.*
3. Committee members that have not previously served on a search committee or have not completed a search orientation over the past academic year should schedule a search orientation training with the Human Resources Coordinator at ex.7876.
4. Advertisement – Identify web-based advertising venues specific to the position and provide information to the Office of Human Resources

## Search Committee Chair

The search committee chair will schedule an initial meeting with the Human Resources Coordinator to discuss the hiring procedures as outlined in this appointment booklet. The search committee chair is responsible for: ensuring that all committee members clearly understand the requirements of the position, campus equal opportunity goals, and the University's strategic plan; coordinating the search committee meetings and phone/campus interview dates and schedules with Human Resources; submitting consensus summaries to the Human Resources Coordinator, and submitting a list of recommended candidates to Human Resources as well as all search notes from the committee.

## Search Committee Members

All members of the search committee are charged with the responsibility of assisting in the filling of a position by performing tasks such as: paper/electronic screening, selecting candidates for interview, designing and implementing an interview schedule, and recommending final candidates to the hiring manager. The search committee (approved by Human Resources) is formed by the hiring manager and should reflect the diversity of the University. All search committee members must review, screen, and interview all applicants.

## Hiring Manager

A hiring manager is the department head, which is often a department chair within Academic Affairs and a Director of an administrative office.

### Search Advisor

The Search Advisor will monitor the pool of applicants. The Search Advisor is responsible for bringing the EEO report to shortlist meeting and sends to area Vice President to inform them of the demographics of the search. The advisor will also Determines if pool must be expanded to support MassArt's strategic values and practices and if the pool has diverse representation, provides additional recruitment suggestions and provides guidance to the committee as needed.

# Talent Search, Selection, and Appointment Procedure

Hiring new personnel is one of the most significant activities of the college. The following pages contain the guidelines and procedures that govern the process. Each member of the search committee should be aware of the importance of this task, the need to attend all meetings, and maintain confidentiality throughout the entire process. The search committee chair serves as the point person for the search. Human Resources office staff are available to assist the committee through the various stages of the search process. The area Vice President or Hiring Manager should be kept informed throughout the process of any major issues.

We frequently think of the hiring process solely as an opportunity for us to judge applicants, however we should remember that, in addition, it gives applicants an opportunity to judge us – and when we conduct a search carefully and professionally, all candidates emerge with a positive impression of the campus and our community.

## 1. Job Description and Requisition

The Director of Human Resources identifies the relevant job title, vacancy, proposed salary range and works with the hiring manager to develop the job description. Once finalized, the hiring manager submits a requisition in the NeoGov Online Hiring Center (OHC), which follows an approval queue; Human Resources, area Vice President or Provost, Vice President of Finance and Administration, and President. Upon complete approval, the position is authorized to be posted.

## 2. Appointment of Search Committee

Upon posting/placement of an advertisement for a vacant position, the Chair/Director/hiring manager, with the approval of the area Vice President or Dean, will appoint a search committee. The following guidelines will govern committee formation:

- (a) For faculty position searches, the MSCA contract procedure for search committee selection, including department chair's role, will be observed.
- (b) For administrative position searches for Vice President, the committee will be formed of no less than nine members; for Deans, Directors, and Executive Directors of no less than seven members; for Staff Associate or Staff Assistant levels of no less than five members.
- (c) For classified position searches, the committee must have at least 1 AFSCME member and consist of no less than three members.
- (d) Immediate supervisors/hiring managers will not be appointed to any search committee for which the position will report to him/her.
- (e) Committees appointed for Dean or Executive Director positions must be approved by the president. Committees for Vice President positions will be appointed by the president.
- (f) Chairs of search committees shall be recommended by the hiring manager forming the committee, and approved by the area Vice President.
- (g) Committees should include cross-institutional representation and should always reflect the diversity of the campus. Upon formation of a search committee, the chair/director forming the committee will notify the

HR Coordinator in writing of the names of the committee chair and committee members. To help ensure an efficient search, the Human Resources may reduce or increase the number of search committee members, or otherwise alter its composition.

### **3. Job Posting Process**

The following procedures will govern the on-campus posting of position vacancies:

(a) For AFSCME unit (classified) positions, position announcements will be posted on designated bulletin boards for at least 10 calendar days. Human Resources will ensure that AFSCME members are given preference under Article 19 of the AFSCME collective bargaining agreement.

(b) For MSCA, APA, and exempt positions, posting and advertising will be simultaneous.

For purposes of this policy, internal candidates are those who are permanent employees of the University at the time of application.

### **4. Application Process**

All applications for posted/advertised positions must be received by the Human Resources Office via NeoGov OHC. Human Resources will acknowledge receipt of applications.

The Human Resources Office, via NeoGov, accumulates all applicant files and documents. Search committee members will be provided access to NeoGov OHC after successfully completing a search orientation. The Search Advisor will review the voluntary equal opportunity data provided by the candidates, and will identify individuals who are members of a protected group, select those who meet the minimum qualifications of the position, and request that the chair of the search committee add them to the list of candidates who will be interviewed by telephone or video conference (i.e. pre-screen). This process will also be followed for candidates selected to be invited to the campus for an interview.

After the pre-screen interviews are completed, the chair of the search committee will send the Human Resource Coordinator the names of those to be invited for a campus interview. If at this point, the Human Resource Coordinator believes that there are insufficient qualified applicants from protected classes in the applicant pool, s/he may issue such an advisory opinion to the committee chair, Chair/Director, area Vice President, and Executive Director of Human Resources, with recommended action such as an extension of the search deadline and re-advertisement.

If such an advisory is issued, the area Vice President/Dean and Executive Director of Human Resources will determine what action is appropriate given the particular circumstances.

### **5. Search Procedure**

Prior to calling the first meeting, the search committee is required to meet with the Human Resource Coordinator to review and discuss search guidelines and procedures.

The chair of the search committee coordinates with the HR Coordinator in convening the launch meeting of the committee, which will consist of: (1) a briefing from the Department Chair/Director/hiring manager and area Vice President or Dean about the position, to include job responsibilities, required and preferred qualifications; (2) guidelines for conducting interviews; (3) a briefing from the committee chair regarding timeline and deadlines, and (4) the development of a future meeting schedule.

The chair of the search committee is responsible for ensuring that the screening and interview process is conducted in accordance with all applicable procedures, requirements, college policies, and strategic priorities. The search committee chair is also responsible for submitting all search-related materials from the committee to Human Resources at the conclusion of the search. Further, the department Chair/Director and area Vice President or Dean are responsible for ensuring that the committee as a whole has been sensitive and diligent in working towards achieving the diversity goals and strategic plan of the University, and that fair and equitable treatment has been afforded all candidates.

#### 6. Screening/Short Listing Applicants

The search committee will conduct a screening of applicants, reducing the applicant pool to no more than ten semi-final candidates.

Search committee must refrain from using Google, social media, or any internet searches unless the candidate provides information as a reference in their application. Any such unauthorized activity will cause the search to fail.

Once the first round candidate pool is selected, the search committee chair will notify the Human Resources Coordinator to ask that applicants not included on the short list be advised of the committee's action and thanked for their interest in the position.

With the selection of a pool of first round candidates, Human Resources will directly contact all first round candidates to confirm their continued interest in the position. This also provides an opportunity to discuss the hiring range, confirm interview dates and times, and other pertinent information.

#### **The interview process should go as follows:**

- **First Round - Pre-Screen Interview** - (either via phone or video conference/zoom)  
Committee should then discuss and determine which candidates should move forward to the second round of interviews. The Search Chair will work with the Search Advisor to complete the first part of the Recruitment Strategy Form and submit the form to area VP and a copy to HR.
- **Second Round - On-Campus Interview** - this round will consist of finalists, usually no more than 4. The candidate will meet with the committee as well as the hiring manager and whatever constituents that were determined at the launch meeting.
  - Committee will discuss finalists and write a memo to the hiring manager and area VP with their recommendation and feedback from the interview. The Search Chair will collect all materials from committee and complete the second part of the Recruitment Strategy Form. The Search Chair will submit the form to the area VP and a copy to HR.

- **Recommendation**

Committee has submitted their recommendation with a finalist and any alternate candidates. Hiring Manager will decide who they are interested in getting reference checks for and either the Hiring Manager or Human Resource Coordinator can contact the references for the finalists. Should the Hiring Manager choose to contact references, HR will send a form to fill out and send back so the offer can be made.

***If the committee wishes to waiver the two round process please submit the request to HR prior to the short list meeting.***

## A. Preparing for Pre-Screening Interviews

In some situations, when the search committee has 6 or more potential candidates for the short list, a phone or skype interview should be done. It may be helpful to conduct short phone screens to find out additional information about candidates prior to inviting them to campus for an in-person interview. Phone/video conference interviews should be consistent for each candidate with the purpose of narrowing the candidate pool for on-campus interviews.

- Screening interviews should be a maximum of 30 minutes, including candidate questions.
- Plan and schedule interviews that are the same in format for each candidate to ensure an equitable basis for evaluation.
- Each member of the search committee should come up with 1-2 questions and the committee can work together to create a list of questions to ask each candidate. This list should be identical in format for each candidate.
- Applicants not selected for pre-screening will be notified by HR of their status.

Submit **all** interview questions (pre-screen & on-campus, including hiring managers, department chairs, vice presidents) to the Human Resources Coordinator no later than **one week prior** to the interview. Interview questions should be established in advance and should be consistent and job-related.

## B. Preparing for On-Campus Interviews

As a result of this initial interview, the committee will develop a list of three finalists to come to campus to meet directly with the committee and other pertinent groups and individuals. The HR Coordinator is again provided with a list of candidates for approval.

For faculty positions, in addition to the Department Chair who must meet with each candidate, this might include students and/or faculty not serving on the search committee. Faculty candidates must also meet with the Provost.

For administrative positions of Director and above, this will include students (if appropriate), the immediate supervisor and the area Vice President. For administrative positions of Staff Assistant or Staff Associate levels, this will include the immediate supervisor, Director, and area Vice President/Dean.

For all other staff positions, search the interview schedule should consist of the search committee, immediate supervisor, and hiring manager.

The search committee establishes an interview schedule for all candidates, which may include; lunch, a tour of campus, and meetings with other pertinent groups. The Search Chair will work with Human Resources making all arrangements for candidate travel and lodging except for faculty searches which will be coordinated with Academic Affairs.

Arrangements for candidate travel reimbursement will follow the University's policy for reimbursement for such expenses, which will be made available to tenure-track faculty as well as administrative candidates at the rank of director/dean and above.

Interviews should be scheduled according to agreed upon dates discussed in the launch meeting.

Plan and schedule interviews that are the same in format for each candidate to ensure an equitable basis for evaluation. HR will send candidates a copy of the schedule for the day prior to interview. This list should be identical in format for each candidate.

For interviews that include a presentation, inform candidates in advance of the topic and audience. Ask candidates if they need multi-media equipment for their presentation.

HR schedules the interviews and a copy of the interview schedule should be sent to Human Resources and the area Vice President. *The Search Chair is responsible for contacting HR to set up any additional equipment needed for the interview. This requires 3 days advance to notify IT*

The interview format should include:

- Welcome and Introductions - Each member of the search committee should introduce themselves and include their job title and their department.
- Overview of the department - Search Chair or designee should provide the candidate with a little more information about the department and about MassArt in general, emphasizing the institution's commitment to supporting diversity and inclusion.
- Interview questions should be the same and asked of all candidates. **You do NOT need to announce this to the candidates.** Follow up questions may be asked, but only as they relate directly to the candidate's response to the original question, their resume or to an earlier question.

## **7. Selection and Appointment Process**

### **A. Selection**

Upon completion of the interview process, search committee members will review all the finalists through our applicant tracking system NeoGov OHC. The committee will then meet to discuss the candidates competencies.

After discussing the candidates, vote to determine the finalist and two alternates for each position if applicable. The search committee should agree on three candidates that they would be comfortable hiring, or next steps if others are eliminated.

Please consider the qualifications, both required and preferred, that are listed on the job description when making final hiring decisions. In addition, MassArt's strategic and diversity priorities must be considered.

***Remember that the Search Advisor is a voting member.***

If the search committee cannot reach consensus, the Search Chair must let the hiring manager and HR know.

The Human Resources Coordinator will refer the finalists to the hiring manager through NeoGov OHC. The hiring manager then considers the recommendations of the committee and makes the final decision from the pool of recommended candidates.

The Human Resources Coordinator submits finalists through the NeoGov approval process and must be approved by the Executive Director of Human Resources, Executive Vice President, and the President. An offer cannot be made until electronic approval is obtained. Once the President has approved the hire, HR will inform the Search Chair.

In accordance with Massachusetts Public Records Laws, search committee chairs shall submit committee notes to Human Resources at the conclusion of each search process.

## B. Reference Checks

Human Resources will generally check references for all finalists. Questions must relate to the duties of the specific position. Please be sure to review the Chart Regarding Permissible Inquiries in case the Search Chair or hiring manager decides to do the reference checks rather than having Human Resources do them. **References will not be distributed to/or shared with the search committee** due to privacy regulations.

The Search Chair should provide any areas of clarification or concerns needed to HR so that these areas may be addressed during the reference check,

We should not request any information about the job applicant from:

- Family members of the applicant
- Anyone other than a professional reference that was provided
- From colleagues you may know at other campuses

If relying on written recommendations, assess them for applicability to the position that you are hiring for and timeliness. A written recommendation that is not dated, is 5 or more years old, or doesn't address the type of work the candidate will be asked to perform in your department simply has no value.

If concerns come up during reference checks, please consult with HR before speaking with anyone.

Search committee must refrain from using Google, social media, or any internet searches unless the candidate provides information as a reference in their application. Any such unauthorized activity will cause the search to fail.

A written summary of the reference must be sent to HR if the Hiring Manager or Search Chair conducts their references.

## C. Appointment

For faculty positions, the area Dean will make the offer of employment to the successful finalist following salary discussions with the Provost/Vice President of Academic Affairs. For staff positions, the Director of Human Resources will make the offer of employment, then inform the department once the candidate has confirmed.

The on-boarding process will begin once the signed letter of appointment is received in the Human

Resources Office. The Human Resources Office will be responsible for follow-up to the appointment letter, ensuring that the University receives formal confirmation of acceptance, that all personnel records are complete, and the new employee is entered on the payroll.

## HR Search Responsibilities (Faculty)

1. Search Committee informs the Human Resources Coordinator of candidates whom they would like to interview on the first round. Interview questions must be submitted to HR no later than one week prior to the first interview.
2. HR will contact the candidates and secure date, time, and phone number for the call.
3. Once the first round of interviews is complete, Human Resources will again contact the candidates and schedule their on-campus interviews. All travel and hotel arrangements will be made by Academic Affairs.
4. On-campus interviews will generally be one day in length. We prefer not to have more than one candidate for any one position on campus at the same time. *\*The Search Chair is responsible for developing this schedule.* The schedule for the day should include the following:
  - A. Search Committee 45 minutes
  - B. Department Chair 30 - 45 minutes
  - C. Lunch 60 minutes
  - D. Area Dean 45 minutes
  - E. Teaching Demonstration 30 to 50 minutes
  - F. Campus Tour 30 to 50 minutes

Committees should consider arranging for the teaching demonstration before students from the department as well as inviting other faculty members to attend. Demonstration topics should be identified along with any technology needs prior to notifying on-campus candidates. Lunch might also include a cross section of students and faculty or might be combined with the time with the chair. Food will also be included in the search expenses. ***Remember that only the committee, chairs/hiring managers/vice presidents are conducting interviews. All other sessions (presentations, lectures, and meals) are not interviews.***

### NOTES:

If the candidates spend the night either before or after the interview, it might also be appropriate for someone from the department to have dinner with them.

If anyone incurs expenses, such as for dinner, receipts must be given to Human Resources immediately in order to ensure timely reimbursement (ex: The day after you have paid for the dinner). Receipts should be labeled and follow University policies (ex: no tax or alcohol).

All search files must stay in the Office of Human Resources. Candidacies are confidential and we receive addendums to files on a daily basis. It would be impossible for us to match incoming paperwork such as recommendations and transcripts if the files were allowed to wander. We have numerous conference rooms available for search committee members to use as they review applications.

Remember, the candidates are interviewing us at the same time that we are interviewing them. If you have any questions or concerns about this process please do not hesitate to contact the Human Resources

Department.

**HR Search Responsibilities (Staff)**

1. Search Committee informs the Human Resources Coordinator of candidates whom they would like to interview on the first round. Interview questions must be submitted to HR no later than one week prior to the first interview.
2. HR will contact the candidates and secure date, time, and phone number for the call.
3. Once the first round of interviews is complete, Human Resources will again contact the candidates and schedule their on-campus interviews. All travel and hotel reimbursements and arrangements will be coordinated by Human Resources when necessary.
4. On campus interviews will generally require 2-3 hours. HR prefers not to have overlapping on-campus interview schedules. *\*The Search Chair is responsible for developing this schedule.* The schedule for the day should include the following:
  - A. Search Committee 45 minutes
  - B. Hiring Manager 30 - 45 minutes
  - C. Campus Tour (if applicable) 30 to 50 minutes

NOTES:

If the candidates spend the night either before or after the interview, it might also be appropriate for someone from the department to have dinner with them.

If anyone incurs expenses, such as for dinner, receipts must be given to Human Resources immediately in order to ensure timely reimbursement (ex: The day after you have paid for the dinner). Receipts should be labeled and follow University policies (ex: no tax or alcohol).

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# Appendices

## Appendix A: Sample Interview Questions

### **I. General Past Work Experience**

1. Please describe your present responsibilities and duties.
2. How do you spend an average day?
3. How has your current position changed from the day you started until now?
4. Describe the most complex problem you had to solve in your last/current position.
5. Discuss some of the problems you have encountered in past positions.
6. What do you consider to be your most important accomplishments in the last three positions you have held?
7. What were some of the setbacks or disappointments you experienced in the last three positions you have held?
8. Why did you leave your last employer/why would you consider leaving your current employer?
9. What would you want in your next job that you are not getting now?
10. Describe your involvement with committees, your role on the committees, and what you learned from each experience.
11. In previous positions, how much of your work was accomplished alone and how much was part of a team effort?
12. What was the most radical idea you ever introduced to an employer, and what was the result?
13. Give me an example of a time when you questioned a policy or procedure when it might have been better or easier to go along with it.
14. What kinds of policies and procedures have you created and to whom did you take them for approval?
15. Describe the most difficult interpersonal challenge you have been faced with and what you did about it.
16. Have you had public speaking experience? If so, who was the audience, and what was the purpose: selling, informing?
17. Give an example of a potentially volatile situation or individual that you successfully calmed down and how you went about it.
18. Describe a time when you went “beyond the call of duty” to accomplish a task.
19. Describe the most difficult person you ever worked with and how you handled him or her.
20. Describe a situation in which it was necessary for you to mediate or negotiate a solution or compromise.
21. What kinds of work pressures do you find the most difficult to deal with?
22. Describe what you mean by “on-the-job stress”.
23. Describe a time when you felt you “lost your cool” on the job and the result.
24. Describe the best boss you ever had.
25. Describe the worst boss you ever had.
26. Tell me about a failure in your working life and why it occurred.
27. What could your last employer have done to keep you?

### **II. Relevant Education, Training, and Skills**

1. Why did you choose the particular college you attended?
2. What are your current research interests?

3. How do you think college contributed to your overall development?
4. In what way do you believe your education and training has prepared you for this position?
5. What special training do you have that is relevant to this position?
6. Have you involved students in your research?
7. How do you feel your teaching style can serve our student population?
8. Describe your teaching philosophy.
9. What licenses or certifications do you have that are relevant to this position?
10. What professional affiliations do you have that are relevant to this position?

### **III. Cross-Cultural Competence**

1. Please describe how you would work toward creating a campus environment that is welcoming, inclusive, and increasingly diverse.
2. Describe how you, as a faculty member, function and communicate effectively and respectfully within the context of varying beliefs, behaviors, and backgrounds.
3. When interacting with a person from a different culture than your own, how do you ensure that communication is effective?
4. How do you define social justice?
5. Please describe how you communicate effectively and respectfully within the context of varying beliefs, behaviors, and backgrounds.
6. How do you adapt the learning environment to better meet the needs of underrepresented and historically marginalized students?
7. What ideas do you have for educating students about diversity?
8. How has diversity played a role in shaping the way you work in higher education?
9. Tell us about a time when you changed your style to work more effectively with a person from a different background.
10. Describe a time when you needed to work cooperatively with someone that did not share the same ideas as you.
11. Please provide an example of a time when you had to make an adjustment to your personal style in order to successfully work with a coworker.
12. Give an example of a time when you had to expend social capital to champion social justice.
13. What do you see as the most challenging aspects of an increasingly diverse academic community?
14. How would you work with people under your supervision to foster a climate receptive to diversity in the department, the curriculum, staff meetings, printed materials, initiatives, etc.?
15. Please talk about a time that you successfully adapted to a culturally different environment.
16. Talk about how you responded to a co-worker who made an insensitive remark.
17. What have you learned from working with diverse populations?
18. What are some specific things you are going to do within the next two years to further your development in cultural competency?
19. How does your own identity impact your work with a diverse staff and student body?
20. When interacting with a person from a different culture than your own, how do you ensure that communication is effective?

### **IV. The Vacant Position**

1. In what way does this position meet your career goals and objectives?
2. If you were hired for this job, in what areas could you contribute immediately, and in what areas would you need additional training?

3. What changes and developments do you anticipate in your particular field that might be relevant to this position?
4. What are your salary expectations if offered this position?
5. Can you perform all the essential functions of this job with or without reasonable accommodation?

#### V. Attendance and Punctuality

1. How many days of work did you miss, other than for medical reasons, in the last year you worked?
2. How many times were you tardy for work in the last year you worked?
3. What do you consider to be good attendance?
4. What do you consider to be legitimate reason for missing work?
5. Do you know of any reason why you would not be able to get to work on time on a regular basis?
6. Are you able to work overtime?

#### VI. Clerical / Secretarial Work

1. What word processing systems have you worked with, and what are the advantages and disadvantages of each?
2. Describe the kinds of telephone and receptionist duties you have had, being specific about the number of calls and walk-ins you received in a typical day.
3. Describe your past experiences with scheduling of appointments.
4. Give me an example of a task you performed that required attention to detail, and what you did to ensure accuracy.
5. What are some of the more unusual assignments you have been given?
6. What kinds of filing systems have you used and/or created?
7. Which decisions could you make on your own, and which did you refer to your boss?
8. What kinds of reports did you develop, create, or produce?
9. What volume of mail did you typically process in a day?
10. What kinds of correspondence have you written on your own initiative?

#### VII. Supervision

1. Describe the positions in which you have had supervisory responsibility. How many people have you supervised and in what kinds of positions? Did you have hiring/firing authority?
2. Give an example of a time when you were disappointed by an employee's lack of accomplishment and what you did about it.
3. What are the generally accepted steps in progressive discipline?
4. In your experience, what kinds of things motivate an employee?
5. Describe what is meant by "problem employee".
6. Describe a sticky situation with an employee and what you did about it.
7. Describe an innovative way you handled a conflict involving two or more of your subordinates.
8. What kinds of things can a supervisor do to create a positive working environment?
9. What training and experience do you have in listening skills?
10. Approximately how many people have you personally hired in your career?
11. Describe an effective performance planning and review process.
12. What methods of communicating with subordinates have you found most successful?
13. What recognition and reward systems for subordinates have you found most effective?
14. What is the role of a supervisor, in your opinion?
15. What are the major responsibilities of a supervisor, in your opinion?
16. What is an effective training and orientation an employee brought to your attention and what you did about it.
17. Describe the most serious complaint an employee brought to your attention and what you did about

it.

18. Give an example of the most novel idea an employee presented to you and what you did about it.
19. What is meant by the term “protected class” under civil rights laws?
20. Under federal wage and hour laws, describe “exempt” and “nonexempt” employees.
21. How do you assess the training needs of your staff?

### **VIII. Management**

1. What was the level of your decision-making authority in past positions?
2. Describe a decision you made that had an unhappy result?
3. Give me an example of a decision you made that backfired and what you did about it.
4. Give an example of a decision you made that turned out better than you believed possible.
5. Describe a time when you made a decision in the absence of a clear policy regarding the issue.
6. Have you experienced political pressure that interfered with your getting the job done?
7. Describe your experience with setting goals and objectives.
8. Describe your experience in developing and monitoring budgets.
9. What fiscal authority have you had in past positions?
10. Give an example of a situation in which a budget overrun was necessary to accomplish a goal.
11. What is the most effective method for setting priorities, in your opinion?
12. What would your current/past employer tell us about your ability to organize your work?
13. Describe a time when your goals conflicted with the goals of the organization and what you did about it.
14. What is your most innovative accomplishment?
15. What is your most creative idea that was turned down?
16. What experience do you have with writing?
17. What have you done in the past five years to improve your writing skills?
18. What have others said about your writing ability?
19. What experience have you had with public presentations? What was their purpose, and what visual aids and kinds of notes did you use?

## Appendix B: Questions Not To Ask

All questions should be job-related. There should be no questions which pertain to age, marital status, race, gender, sexual orientation, childcare, religion, disability, or any inappropriate area of inquiry.

1. What kind of child-care arrangements do you have?
  2. Does your spouse expect you to be home to cook dinner?
  3. What will you do if your children get sick?
  4. How do you get to work?
  5. How many children do you have?
  6. Does your spouse live with you or contribute to your support?
  7. Do you own a home?
  8. Do you own a car?
  9. Do you have any debts?
  10. Do you have any loans?
  11. Do you plan to get married?
  12. Do you plan to have children?
  13. Are you likely to quit if you get married or have children?
  14. Is your spouse likely to be transferred?
  15. Is your spouse from this area?
  16. How do you feel about having to work with members of a different race?
  17. Do you get along well with other women (or men)?
  18. What language does your mother/father speak?
  19. Were you born in this country?
  20. Do you have people in the "old country"?
  21. That's an unusual name – what nationality are you?
  22. Can you provide a photograph of yourself?
  23. How old are you?
- Where do you live?

## Appendix C: Job Posting Sites/Resources

Human Resources will always post to the following sites:

[www.colleges-fenway.org](http://www.colleges-fenway.org) - Colleges of the Fenway

[www.higheredjobs.com](http://www.higheredjobs.com) - Higher Ed Jobs

[www.hireculture.com](http://www.hireculture.com) - Hire Culture (Massachusetts Cultural Council website)

[www.newenglandherc.com](http://www.newenglandherc.com) - New England Higher Education Recruitment Consortium (NE-HERC)

[www.mass.gov](http://www.mass.gov) - Commonwealth of Massachusetts

Please inform Human Resources if you are interested in posting to additional sites that target a specific discipline/area, including:

### ADVISING:

[www.nacada.ksu.edu](http://www.nacada.ksu.edu) - National Academic Advising Association

### DEVELOPMENT/FUNDRAISING:

[www.afpnet.org](http://www.afpnet.org) - Association of Fundraising Professionals

[www.afpmass.org](http://www.afpmass.org) - Association of Fundraising Professionals, Boston chapter

[www.nedra.org](http://www.nedra.org) - New England Development Research Association

[www.philanthropy.com](http://www.philanthropy.com) - Chronicle of Philanthropy

[www.supportingadvancement.com](http://www.supportingadvancement.com) - Supporting Advancement

[www.widgb.org](http://www.widgb.org) - Women in Development of Greater Boston

[www.aado.org](http://www.aado.org) - African American Development Officers

### FINANCIAL AID:

[www.masfaa.org](http://www.masfaa.org) - Massachusetts Association of Student Financial Aid Administrators

[www.nasfaa.org](http://www.nasfaa.org) - National Association of Financial Aid Administrators

### INTERNATIONAL PROGRAMS:

[www.nafsa.org](http://www.nafsa.org) - Association of International Educators

[www.nacada.ksu.edu](http://www.nacada.ksu.edu) - National Academic Advising Association

LIBRARY:

[www.arlisna.org](http://www.arlisna.org) – Art Libraries Society of North America

[www.vraweb.org](http://www.vraweb.org) – Visual Resources Association

OTHER:

[www.academickeys.com](http://www.academickeys.com) – Academic Keys

[www.alpfa.org](http://www.alpfa.org) – Association of Latino Professionals in Finance and Accounting

[www.boston.com/jobs](http://www.boston.com/jobs) - Monster through boston.com

[www.collegeart.org](http://www.collegeart.org) – College Art Association

[www.chronicle.com](http://www.chronicle.com) – Chronicle of Higher Education

<http://hbcuconnect.com/jobs> – Historically Black Colleges and Universities

<http://www.idealists.org/> – Idealist (focus on non-profits)

[www.insidehighered.com](http://www.insidehighered.com) – Inside Higher Education

[www.opportunityknocks.org](http://www.opportunityknocks.org) – Opportunity Knocks

[www.studentaffairs.com](http://www.studentaffairs.com) – Student Affairs

[www.pdn.com](http://www.pdn.com) – Professional Diversity Network

<http://www.diversityemployers.com> - Diversity Employers

[www.diversityinc.com](http://www.diversityinc.com) - Diversity Inc. Careers

[www.diversityjobs.com](http://www.diversityjobs.com) - Diversity Jobs

<https://www.diversity.com/> - Hire Diversity

[www.imdiversity.com](http://www.imdiversity.com) - IMDiversity

[www.latpro.com](http://www.latpro.com) - Latpro (Latino Professionals)

[www.minorityprofessionalnetwork.com](http://www.minorityprofessionalnetwork.com) - Minority Professional Network

<http://www.sreb.org/doctoral-scholars-program> - Doctoral Scholars Program through the Southern Regional Education Board

Appendix D: Recruitment Strategy Form

**SEARCH COMMITTEE RECRUITMENT STRATEGY**

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**\*\*\*Submit page 1 to: Provost or Vice President for review before scheduling pre-screens.**

Equity in hiring begins with a recruitment strategy that is inclusive and guided by principles that affirm the value added by a diversified workforce. As Search Committee Chairs, your responsibilities are twofold: 1) Put forward recruitment practices that attract a wide variety of qualified candidates; and 2) Exercise good faith efforts to address workforce underrepresentation as indicated in our Affirmative Action and Diversity Plans. As we continue to implement best practices in diversity and inclusion, we will simultaneously engage in on-going self-study and analysis of our selection process. Therefore, this report must be submitted with each search conducted to be included in the recruitment position file. In this way, each Search Committee demonstrates proactive support of and accountability for increasing diversity in the MassArt workforce.

Search Committee Chair: \_\_\_\_\_

Search Committee Members: \_\_\_\_\_

Position: \_\_\_\_\_

Department: \_\_\_\_\_

Candidate(s) Selected: \_\_\_\_\_

**PHASE ONE: RECRUITMENT STRATEGY**

1. Describe your hiring process including committee selection, timeline, assessment of finalists, and other pertinent information. (Please attach additional pages as needed.)
  
2. What specific steps have you taken to ensure a diverse candidate pool?
  
3. What was the total cost of advertising? \$ \_\_\_\_\_
  
4. Were your questions submitted, and approved by the Human Resources?

Search Chair: \_\_\_\_\_

Date: \_\_\_\_\_

Search Advisor: \_\_\_\_\_

Date: \_\_\_\_\_

