

**Bowdoin**

# BEST PRACTICES FOR RECRUITING & ONBOARDING

November 2021

# Our Commitment

Workforce diversity, cultural inclusiveness, and employment equity are deeply rooted principles held at Bowdoin. Just as we are committed to a diverse educational environment for our students, we are also committed to a diverse and inclusive working community. As a community, we endeavor to be a mixture of cultural backgrounds, life experiences, and individual perspectives that add variety and vitality to the workplace. Bowdoin believes that we can learn from each other's differences and break down the barriers that separate us. We strive at Bowdoin to be a place where everyone can be their best selves, together, and it starts with exceptional recruiting and hiring practices.



# RECRUITING

## Before the Search:

- Put together a diverse search committee/hiring team; who are the stakeholders in the organization that would have a unique perspective?
  - Outline expectations for the search, including the commitment to building a diverse applicant pool
- Create a compelling job summary/ad that helps answer the questions: “why this position, why Bowdoin, why now?”
- Using the job description, create a rubric or matrix with objective evaluation criteria that includes aspects of diversity; soon all job descriptions will include an essential function that outlines the role each of us play in maintaining an inclusive workplace.
- Consider setting goals to attract candidates from underrepresented backgrounds. Make sure that people are working toward them together.

- ❑ Create an active, rigorous, and multi-faceted recruitment plan that includes:
  - Research and advertise in [publications and websites](#) that are targeted to underrepresented groups
  - Compile a list of contacts from meetings, conferences, professional networks, and associations and solicit their help to recruit applicants
    - Ask specifically for recommendations of diverse applicants
  - Identify colleagues or alumni with diverse backgrounds and experiences who can help recruit applicants
  - Call or email potential applicants directly and follow up
  - Keep record of talented individuals for future openings and stay connected
- ❑ Review the applicant pool early and often with Human Resources- don't wait long to reevaluate the recruitment plan and implement additional strategies to broaden the applicant pool.

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## Interview Process:

- ❑ Keep detailed notes on decisions at every step of the review process; the reasons should be based on evidence in the applicant's resume, cover letter, and performance and on the criteria established for the position.
- ❑ Use the initial screening process as a tool to include *more* candidates rather than excluding more candidates.
  - Include candidates in your initial pool that may not meet 100% of your needs, but still meet the requirements of the role. Think outside of the box, include candidates outside of higher education. Generating a large pool of candidates with a range of backgrounds will diversify your initial pool.
- ❑ Prior to selecting final candidates, review the list with Human Resources and/or your CSDI partner
  - If the list does not include a diverse group of candidates, consider additional recruitment efforts and/or re-assessing the full pool of candidates to ensure no other qualified candidates were overlooked.
- ❑ Develop and use be
- ❑ Behavior-based questions that focus on job-related experiences, behaviors, knowledge, skills and abilities to reduce bias or leading questions.
  - [Link to Interview Questions](#)
  - Consider taking a course on LinkedIn Learning to learn

## Interview Process cont'd:

interview best practice:


- [Hiring an Employee for Managers](#)

- ❑ Ensure all applicants have the same candidate experience and are evaluated using the same rubric or matrix that was created earlier in the search process. Be as consistent as possible while conducting interviews for all applicants. Utilize the same questions, amount of time, and interviewers to ensure that each applicant is treated fairly.
- ❑ Before finalizing the interview schedule, be sure to contact candidates and ask if there are any accommodations that they may require.
  - Ask candidates if there are any particular constituencies that they would like to meet with during the interview process.
- ❑ Provide interviewers with guidelines about what questions are not acceptable to ask. **See the attachment at the end of the document.**

## After the Interview:

- ❑ Ensure Search Committee doesn't share feedback or candidate reviews until everyone can come together and share feedback. We want to ensure that all voices are heard equally and no one voice sways the feedback of another.
- ❑ Allow time to discuss ratings and debrief immediately or as soon as possible following the interview. Discuss any differences in ratings and be sure to consider all perspectives equally.
- ❑ Discuss strengths first, then any potential skills gaps and challenges for each candidate. Reference the predetermined criteria when discussing ratings and candidates
- ❑ Select the candidate that is most qualified for the role. This doesn't necessarily mean they are the most educated or have the most years of experience. The most qualified is the candidate who is able demonstrate they meet or exceed the criteria for the role, align with Bowdoin values, and who may also bring a different cultural perspective or unique expertise to the position and department.



Inquiry	Inappropriate Question	Appropriate Question
 Age	<ul style="list-style-type: none"> <li>• Year of high school graduation</li> <li>• What is your birthdate?</li> </ul>	<ul style="list-style-type: none"> <li>• If age is a legal requirement, can ask "If hired, can you furnish proof of age?" or "Are you over 18 years of age?"</li> </ul>
 National Origin	<ul style="list-style-type: none"> <li>• Are you a US citizen?</li> <li>• Where were you born?</li> <li>• What is your native tongue?</li> </ul>	<ul style="list-style-type: none"> <li>• Are you authorized for employment in the United States?</li> </ul>
 Race/Color	<ul style="list-style-type: none"> <li>• All questions are illegal</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
 Marital/Family Status	<ul style="list-style-type: none"> <li>• Are you married?</li> <li>• Do you plan to have children?</li> </ul>	<ul style="list-style-type: none"> <li>• Would you be willing to relocate if necessary?</li> <li>• Would you be willing to work overtime if necessary?</li> </ul>
 Disabilities	<ul style="list-style-type: none"> <li>• Do you have any disabilities?</li> <li>• Please complete the following medical history.</li> <li>• Have you ever filed a Worker's Compensation claim?</li> <li>• Have you ever been injured on the job?</li> </ul>	<ul style="list-style-type: none"> <li>• Are you able to perform the essential functions of the job?</li> <li>• Can you demonstrate how you would perform the following job-related functions?</li> </ul>
 Arrest Record	<ul style="list-style-type: none"> <li>• Have you ever been arrested?</li> </ul>	<ul style="list-style-type: none"> <li>• Have you ever been convicted of a felony?</li> </ul>
 Attendance/Reliability	<ul style="list-style-type: none"> <li>• How many children do you have?</li> <li>• What religious holidays do you observe?</li> <li>• What are your childcare arrangements?</li> <li>• Do you own a car?</li> </ul>	<ul style="list-style-type: none"> <li>• What hours and days can you work?</li> <li>• Are you able to work the hours/dates the shift requires?</li> <li>• Are there specific times that you cannot work?</li> <li>• Do you have a reliable method of getting to work?</li> </ul>
 Salary History	<ul style="list-style-type: none"> <li>• What is your current salary?</li> <li>• What was your starting and ending salary in any prior roles?</li> </ul>	<ul style="list-style-type: none"> <li>• What are your salary expectations for this position?</li> </ul>

# ONBOARDING

Beginning a job in a new environment can be both exciting and stressful but with thoughtful onboarding the experience can be positive and one that builds trust. The process of welcoming and assimilating your new employee, to their role and the culture, begins before their arrival and continues throughout the first year, and hopefully for years to come. According to Intrepid Learning “17 percent of companies end onboarding after the first day” yet this is just the beginning of what we hope to be a mutually promising and productive experience.

As the supervisor, you have great influence on your new-hire’s success or failure! This guide is offered as a resource to help you facilitate an onboarding experience that sets the stage for the most positive initial experience possible. This, along with your ongoing support and provision of the requisite tools and training necessary to get the job done, will ensure the employees long term success.

The first day, week and month is a time to welcome the employee by connecting them with those they will work most closely with and providing basic information, answering a range of questions, as well as reviewing policies/procedures specific to your department. Remember, your new colleague will be absorbing an incredible amount of information during this time, so be sure to cover the basics within the first week and check-in regularly.

This checklist serves as a base line of information that should be discussed to aid in a successful transition and is not meant to limit the supervisor in the orientation of the new employee. Most likely, you already cover much of this material in some way, shape or form. You’ll find that some items may not be applicable to certain positions or to your department in general and, alternatively, there may be things specific to your department that should be added.

To compliment the departmental orientation, Human Resources will invite your new staff member to attend a New Employee Orientation within the first month of employment and a New Employee Meet and Greet that is offered quarterly. The New Employee Orientation provides information about campus communication, important policies, safety, security, and some of the perks associated with being a benefits eligible employee. Both sessions are designed to help new members of the Bowdoin community develop an appreciation for the College as a whole, meet others from across the College, and to start building a network of contacts and resources.

Thank you for your interest in helping your new employee excel at Bowdoin. Their success is our success! Please let me know if you have any questions or have feedback to share about this process.

Tama Spoerri  
*Vice President for Human Resources*

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“The talented employee may join a company because of its charismatic leaders, its generous benefits, ..., but how long that employee stays and how productive [they are] while [...] there is determined by [the] relationship with [the] immediate supervisor.”

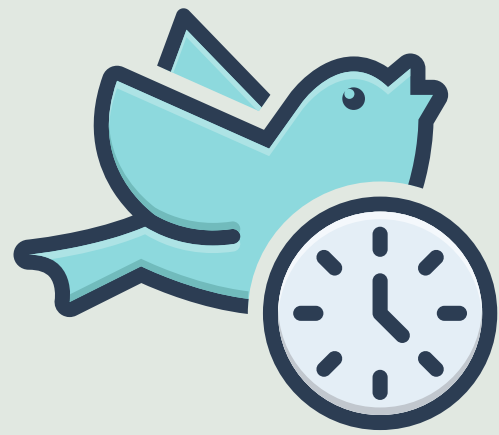
*Marcus Buckingham*

*First, Break All the Rules: What the World's Greatest Managers Do Differently*

# Good Onboarding Looks Like.....

## Start early

Prepare for the arrival ahead of time so you are not rushing their first day



## Create a welcoming environment

Make sure their individual space is ready for them



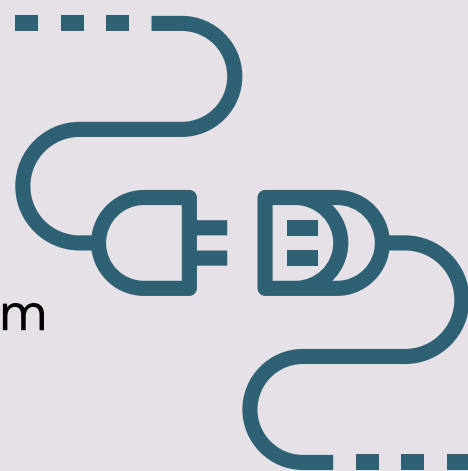
## Connect them to our mission

Help them understand how they are a part of our unique mission and the Common Good



## Help them feel a sense of belonging

Check-in early and often; help them create a network of peers and colleagues



## Involve your team

Include your team in planning for the arrival of your new team member. Consider assigning a mentor.



## Personalize

Each new hire is different; spend time understanding what works best for them early on and ask them what they need.



## Give and get feedback.

Always be willing to adjust your plan



## Pre-Hire:



- Check in with new hire during the pre-hire period by phone or email to see if there are any questions and to build the relationship.
  - Offer directions and employee parking info
  - Let them know who/where they should report to their first day. If for some reason their supervisor isn't available let them know who will greet them.
  - Will they be invited to lunch with colleagues their first day or should they plan to bring lunch?
  - Suggested attire and what, if anything, to bring with them on their first day
  - Ask them what immediate questions they might have
  - Does the new employee go by a name other than their legal name? What pronoun do they use?
- Ask your team to sign a welcome card and have that waiting on the new team member's desk; is there any Bowdoin swag you could add?
- Notify your team and be ready to highlight the new hire's skills and experience on day one.
- Select a mentor/buddy for the new hire and clarify their role and expectations prior to the new hire's arrival.
- Ensure appropriate systems access is granted prior to start date.
- Does HR have the employee's phone# and building location/office# as applicable? This information feeds into the directory via Workday. If included at the time of completing the online hiring proposal, then HR has what is needed otherwise, please contact Human Resources at x3076 to provide these details.
- Prepare the new hire's workspace:
  - Computer access/computer equipment
  - Parking Sticker
  - Email account
  - Voicemail account
  - Cube/office assignment
  - Locker
  - Order supplies, business cards, name plates.
  - What systems access is required (ie: Polaris, Blackboard, etc...)? Does their computer need to be re- imaged? (IT Service desk: x: 3030; help3030@bowdoin.edu)
  - Determine telephone extension/PIN access (Telecommunications Office x: 3966)
- Introduce your new team member to your department with their start date.
- Announce to the department and other employees across campus, as appropriate, the: new employee's name; arrival date; and overview of



responsibilities. Encourage support in welcoming the new hire. Discuss the new hire's role with department staff, answer any questions that arise and provide clarity as needed. Imbed into this discussion why it is valuable to include people with different perspectives and skills.

- Plan and arrange for any necessary training over the upcoming weeks with co-workers, others on campus, formal training, etc

## 1<sup>st</sup> Day Welcome



- Greet your new employee at the door!
- Introduce them to colleagues and staff members
- Arrange a tour of building and the work area pointing out conference rooms & restrooms (the latter should be done generally without assuming gender)
- Review the plan for the day/week
- Plan to take them to lunch, if not the 1<sup>st</sup> day then another day in their 1<sup>st</sup> week
- Schedule appointment with HR if Workday onboarding (e.g. I-9, W-4, direct deposit, etc...) has not been completed prior to their first day of employment
- Obtain ID card and check that access to required areas is set (One Card Office x: 4241)
- Issue required keys
- Share information on how to make internal and outgoing phone calls
- Common/break areas (where it's OK to smoke if a smoker or make personal phone calls if do not have an office)
- Campus mail
- Dress requirements reviewed (e.g. Safety & Security, Dining, and Facilities)
- Attendance/punctuality (e.g. review regular hours; expectations and who to call if have a last minute absence)
- [Safety & Security office](#), x3458: parking pass / personal & building safety / parking & shuttle info / registering bicycles on Campus
- Meal/break schedule and food/beverages at work area (as applicable)
- Show the new employee where to eat on Campus. Get the Bowdoin Dining APP for free on iTunes!
  - Options:
    - Moulton Union dining hall (MU) and MU Express lunch or dinner option
    - Thorne Dining Hall
    - Jack Magee's Pub and Fast Track option (a weekday express lunch operation); also check out Magee's re-usable container which, when used, gets you 25 cents off your order
    - The Café and the Bowdoin Express
    - [Dining web site](#)
- Discuss noise levels/radios/music in the workplace, especially if working in a cubicle or open area (it is sometimes appropriate for staff to use headphones, but depends on the nature of their work)
- Printer/copier/FAX/shredder
- Supply room and in general how to order supplies

- Fire extinguishers/emergency exits/green stripe phone/first aid supplies
- Point employee to online resources, a few listed here:
  - [New Employee Resources](#)
  - [Employee Handbook](#)
  - If supervising others - [Manager Resources](#)
  - Employee Assistance Plan (EAP)
- Order business cards, if applicable.
- Review employee's work schedule and expectations
- Arrange a meaningful assignment for the remainder of the day
- Any department specific items

## 1st Week

- Make important introductions with those whom your new hire will regularly interact with while doing their job. Purposeful introductions and sharing of information will help your new team member be successful and is the start of building relationships. Schedule time for this through a staff meeting, over lunch, or 1:1 meetings as appropriate.
- Provide an organizational overview: share org charts for the department / division / College.
- Discuss the department mission, goals, significant projects that are in process or upcoming.
- Review with the new employee their role and how this integrates with others in the department.
- Discuss job assignments/expectations and set initial goals and objectives in context of the six-month adaptation period and the review that will occur by the sixth month of employment.
- Review important department policies, guidelines, 'how to' (e.g. confidentiality, who to call if need to be out sick, how to schedule a conference room, cell phone use at work, etc...).
- All new employees are required to take the online [Workplace Harassment Prevention training](#), in accordance with Maine State law. This is available in [Blackboard](#) once access is set up which typically occurs within the first two weeks of employment. If not able to sign-in after this time frame contact Jennifer Snow, Educational Research Consultant, x: 3707 or if the College login password needs to be re-set contact the IT Help Desk, x: 3030
- Employees are responsible for familiarizing themselves with the employee handbook found [online](#), and the following policies, per Workday onboarding:
  - [Freedom from Discrimination, Harassment; Sexual Misconduct & Gender Based Violence](#)
  - [Code of Conduct; Professionalism; Attendance & Punctuality; Ergonomics](#) and [Workplace Safety](#)
  - [Computer Use & Network policy](#)
  - [Financial Policies](#)
- Request access to IT Security Awareness training video (~20 minutes) by e-mailing: [itsecurity@Bowdoin.edu](mailto:itsecurity@Bowdoin.edu)
- New employees attend the HR sponsored New Employee Orientation

session (½ day) within a month of their date of hire, scheduled by HR.

- Additional option: review of benefits & opportunity to ask questions if needed, contact Mary Cote, Asst. Dir. of Benefits and Absence Management, x: 3033
- ❑ If safety/OSHA training is required for this position contact Charly Wojtysiak, [cwojtysi@bowdoin.edu](mailto:cwojtysi@bowdoin.edu)
- ❑ Follow up as needed with IT re: computer needs, email address, phone, training, etc. Is their work area comfortable and do they have what they need?
- ❑ Explain how to use Workday to record hours worked (if hourly) and time off; or if a supervisor how to approve time and review the related College policies.
- ❑ Explain payroll schedules and overtime policy (for both supervisors of hourly staff and staff members).
- ❑ All employees should be aware of [College Emergency Planning](#), which includes: emergency procedures, Campus Emergency Management Plan (CEMP), and the video Run.Hide.Fight. Surviving an Active Shooter Event. The College annual security report includes all crimes reported to the Office of Safety and Security or to a campus security authority, as well as institutional policies concerning campus security.
- ❑ Tour campus with member of department and/or sign-up for Admissions Office Tour.
- ❑ If it is necessary to drive a Bowdoin vehicle for business related purposes (e.g. business trip; employee or student outing, etc...) see [driver certification requirements](#).
- ❑ Ways to connect on campus:
  - [The Digest](#) (daily e-mail with announcements, events on campus and in the community; need to subscribe)
  - College [events calendar](#)
  - Faculty Seminar Series (all Faculty and Staff are welcome to attend – this is updated each semester)

## Questions to ask after the First week

- 1 Which team members have you met this week? Have you met (X, Y or Z)?
- 2 What have our team members done to make you feel welcome?
- 3 If you had questions, was someone always available to answer them? Who has helped you the most?
- 4 What was the most challenging thing you had to deal with this week? How could we have made that challenge easier?
- 5 Is there anything we haven't explained fully at this time?

## Within the first month

*New employees have many questions so check in with them periodically, some may initially be more reticent than others to ask. Encourage them come to you with questions! Communicate your expectations, do you have an open-door policy, or do you prefer that they touch base with you at a certain time of day?*

*Check-in at end of first week and ask how the week is progressing. Do they have what they need?*

- Required training scheduled. Make new employee aware of the HR Learning page.
- Meet regularly to discuss progress. Review job description, goals, and expectations as needed. Solicit ongoing feedback using a strength-based approach. Ask questions and listen.
  - Related articles:
    - Strengths based leadership ~ Mindtools.com
    - Strengths based goal setting ~ Gallup.com Business Journal
    - What Great Managers Do ~ Harvard Business Review, Management Tip of the Day
- Strategies for success book recommendations, for the supervisor and employee, available through the College Library via link provided:
  - How Full Is Your Bucket? Positive Strategies for Work and Life by Marcus Buckingham
  - GO Put Your Strengths to Work by Marcus Buckingham
  - The first 90 days : critical success strategies for new leaders at all levels by Michael Watkins
- Talk with your new employee about the six-month adaptation review. This will come quickly! Should you have any concerns be sure to discuss early on with the employee and contact HR sooner than later.
- Human Resource Information Systems (HRIS) and Supervisors:

## Within 3 months

- Those new to supervising (external hire or internal promotion) will be given access to the applicable HR systems on or close to the effective date of their start in the role. Beyond this they should be introduced to the processes and policies related to hiring, performance management, payroll, and leave management, within the first month. This responsibility falls primarily to their manager and appropriate department colleagues. In addition, time can be scheduled with the applicable human resource representative, especially in situations where performance reviews are coming due or a position needs to be filled.
- [department specific]
- [department specific]

### Questions to ask after the first 30, 60 & 90 days

- 1 Has the role met your expectations? How or why not?
- 2 Do you have the tools you need to complete the job?
- 3 What sources are you using to learn about your new role? What help can I provide?
- 4 Tell me about some of your successes and your frustrations so far.
- 5 What else do you need? If you could change one aspect of your role, what would you change?

## 6-month evaluation

- Regular meetings and/or check-ins continue.
- Ask the employee where they feel they are exceling and where they need assistance.
- Discuss performance evaluation goals and progress toward goals.
- Consider matching newcomers with seasoned mentors. When new hires have an experienced person to turn to it helps them acclimate to the team more quickly and better understand the workflow.
- Schedule appointment for adaptation review before the 6-month anniversary date (e.g. in the 5th month).
- Attend a New Employee Meet & Greet session sponsored by Human Resources (typically offered three times a year, October, February, May/June. Dates may vary based on new hire volume).
- Voluntary attendance at Safe Zone training sponsored by the Resource Center for Sexual and Gender Diversity (offered each semester). This training covers a basic understanding of sexual orientation and gender identity/expression. Upon completion of this program staff and faculty receive a Safe Zone decal which can be displayed in their work area as a visible show of support of students and community members of all gender identities and sexual orientations.
- Additional ways to connect on campus. Get to know the members of either the:
  - o [Support Staff Advocacy Committee](#) (SSAC) for hourly staff
  - o [Bowdoin Administrative Steering Committee](#) (BAS) – for administrative staff

## After the first year and beyond:

- A critical check-in point to discuss and document accomplishments, opportunities for improvement, additional training and future goals. The goals set here will be utilized in the annual review.
- Write goals with clarity and that are: specific, measurable, attainable, relevant and time-bound (S.M.A.R.T.). Use the Manager Resources page for resources to assist with accessing the Review system and writing performance reviews.
- Now is a good time to discuss the upcoming annual review process and associated goals/expectations.
- Continue to meet regularly to discuss progress in reaching goals, continued development of strengths, and opportunities for growth/development.
- [department specific]
- [department specific]
  
- The employee has now completed a full cycle in their job! Ongoing, two-way, communication should be the norm via regularly scheduled meetings, project updates, and on the fly.
- The focus shifts to retention and engagement. Research shows that the #1 thing employees want is development. Ask them what they need and provide growth opportunities through training, conferences, stretch assignments, mentoring opportunities, etc... Refer to the HR web site [Learning page](#) for resources.
- Consider conducting annual stay interviews, a structured conversation where the manager talks with their employee(s), 1:1, regarding what is working and what isn't working for them. This is a way to measure employee job satisfaction and is recommended at least once a year opposite the performance review. Resources:
  - o [Want Your Best Employees to Never Leave You? Ask Them 5 Simple Questions](#)
- Stay Interview Questions
- [department specific]
- [department specific]