

Administrative/Staff Recruitment Toolkit





November 2013

Dear Colleagues:

Messiah College's future success rests in our ability to attract and retain highly-qualified and committed employees. This collection of resources is designed to prepare hiring managers to conduct successful searches that include well-qualified, diverse candidates. We offer it to our hiring managers so that they can be proactive and engaged in a purposeful recruiting process.

In order to meet the expectations of our mission statement and strategic plan, offer the best possible education and prepare students to serve and lead as global citizens, Messiah College must offer an educational experience within the context of a diverse community. Because offering opportunities to experience the world from many perspectives is critical to who we are and what we do, we ask each hiring manager to carefully review this toolkit to enhance each search.

Sincerely,

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Introduction

Messiah College strives to recruit and retain excellent employees that support the mission of the College. This calls for an intentional process that attracts highly qualified applicants and, in the end, leads to successful hires. To better prepare our students to be global citizens and servant leaders, Messiah College's strategic plan calls for the creation of a diverse and inclusive workforce in order to deliver the promise of Messiah College's educational mission in the 21st century. An important step in this direction is the recruitment of an inclusive employee base that reflects all aspects of diversity (racial, gender, ethnic, socioeconomic, denominational, disability and experience). This recruitment toolkit is designed to help meet these goals through the recruitment of administrative and staff employees from under-represented populations and to guarantee that all hires can demonstrate intercultural competencies.

When hiring new administrative and staff employees, hiring managers must be aware of and comply with the College's priorities, goals, policies and guidelines and work very closely with the Office of Human Resources & Compliance. This toolkit is designed to guide the search process so that each search is conducted with an awareness of the importance of diversity and inclusion while recruiting employees of excellent talent.

The College defines a successful search as one that yields an excellent hire through an active and engaging process that attracts a diverse pool of strong, qualified candidates. This toolkit provides resources, guidelines and practical suggestions for delivering a successful search.

PeopleAdmin: Applicant-Tracking Software

The Office of Human Resources and Compliance has recently implemented a software called PeopleAdmin to streamline the position management, recruitment, and hiring processes across campus. This software benefits applicants, supervisors and hiring managers, search committees, and upper-level approvers in different ways. To learn more about PeopleAdmin or to begin the process of gaining approval for and recruiting for a position, please visit the Human Resources & Compliance website (<http://www.messiah.edu/hrc>). PeopleAdmin user guides can be accessed by visiting the "Supervisors" section of the website and then clicking on "Hiring Protocols" from the menu on the left. User guides can also be accessed via this direct link: http://www.messiah.edu/homepage/1362/hiring_protocols. If after reviewing these user guides you have further questions about the PeopleAdmin system or recruitment process, please contact the Office of Human Resources & Compliance at ext. 5300.

Recruitment Toolkit for Administrative & Staff Employees

Recruitment Process

Step 1 – Approval/authorization for a new hire

- A. All new hires – whether growth hires, full-time replacement hires, part-time replacement hires, or temporary hires – will go through a prioritization process.
- B. All positions must be routed through the PeopleAdmin system to obtain the proper approvals. To log in to PeopleAdmin, either select “Jobs.messiah.edu” from the Employee Quicklinks menu on McSquare or go directly to <https://jobs.messiah.edu/hr>. You will be presented with a log in page where you must select the link for SSO (single sign on) Authentication and enter your Messiah username and password. Based on your credentials, the system determines your level of access to data and permissions to perform work in the application. If you find that you require additional roles or specific access to data, please contact the Office of Human Resources who will review and may revise your user roles and permissions in the system.

Step 2 – Preparing for the Position Description with diversity hiring in mind

- A. The initiator or hiring manager for the position will prepare the Position Description and obtain all necessary approvals in the PeopleAdmin system prior to creating the job posting. For detailed instructions on how to prepare and route the Position Description, please see the Staff User Guide found on the Human Resources & Compliance website. This user guide (along with all other PeopleAdmin user guides) can be found here: http://www.messiah.edu/homepage/1362/hiring_protocols.

NOTE: This routing and approval of the Position Description replaces the previously required Position Request and Authorization form.

1. Position descriptions typically consist of several pieces of information you will be prompted to provide:
 - a. A summary of the position
 - b. Education required and preferred
 - c. Experience required and preferred
 - d. Skills and characteristics required
 - e. Primary and secondary duties
 - f. Responsibilities of the position
2. Include content in the position summary field that speaks to the following:
 - a. The department’s commitment to diversity
 - b. The value placed upon those who have differing points of view. For example, “Messiah College is committed to increasing the diversity of the College

- community. Candidates who can contribute to this goal are encouraged to apply and to identify their strengths or experiences in this area.”
- c. A requirement may be robust intercultural competency
3. Please see Step 4 for important information to help you to identify advertising sources to reach out to diverse candidates.

Step 3 – Preparing the Posting

- A. After the position description has been routed through the workflow and received all required approvals, the initiator or hiring manager will prepare the posting for the position in the PeopleAdmin system. For detailed instructions on how to prepare and route the posting, please see the Staff User Guide found on the Human Resources & Compliance website. This user guide (along with all other PeopleAdmin user guides) can be found here: http://www.messiah.edu/homepage/1362/hiring_protocols.
- B. The posting shall convey Messiah College’s commitments to excellence and diversity as well as any specific statement a department may have related to diversity and inclusion.
- C. Develop language in the posting that conveys an interest in the contributions that candidates can make and the impact their work can have on the overall training and goals of the department. Develop language that conveys an appreciation of how the candidate’s skills will contribute to the attainment of personal, departmental and institutional goals.

Step 4 – Advertising/Recruitment Strategies

- A. Once the posting has been approved, Human Resources will move forward with advertising via the advertising sources indicated in the posting. **All advertising will be completed by Human Resources.**
- B. Cultivating quality candidates may be accomplished through both advertising and networking. This includes making and leveraging contacts with alumni, individuals in other institutions, and professional organizations. This is ongoing (even when there are not openings) and involves activity that often pays off in the future as it relates to securing excellent candidates.
- C. **Incorporating Recruitment Strategies to Attract Candidates from Under-represented Groups**
 1. Work centered around developing a posting that conveys the value of diversity within a program is lost if similar attention is not given to where the position is advertised or announced to help increase or expand the pool of under-represented candidates applying. Traditional methods of posting job announcements are limited in their ability to attract under-represented candidates.
 2. When working to recruit a diverse pool of highly qualified candidates, recruitment strategies must be more aggressive than circulating an advertisement and waiting for candidates to submit their application materials.
 3. Working with the Office of Human Resources to develop a targeted posting strategy is an effective way to reach a broader audience [See **Resources**]. Examples would include the following:
 - a. Requesting placement of advertisements in diversity periodicals and communications.
 - b. Writing to ethnic minority caucus groups that may have a network of professionals within their organization.

- c. Contacting local and statewide field-specific associations to secure a list of ethnic minority members.
 - d. Contacting corporations as well as professional and social organizations that publish newsletters and or communications that include job announcements.
4. Human Resources will incorporate information on benefits and resources that make the position particularly attractive for potential hires.
- a. *Interactive accommodations may be provided through HR*
 - b. *Proximity and access to large metropolitan areas such as Philadelphia, Baltimore, Washington DC, New York City*
5. **Additional actions to include in the process:**
- a. Recruiting via personal contact and referral is one of the most effective ways to reach a diverse candidate pool.
 - b. Writing directly to colleagues or acquaintances to request nominations of under-represented candidates.
 - c. Contacting churches that might list job announcements in bulletins or announce them to the congregation.
 - d. Meeting with groups during national/regional conferences, i.e., business meetings, social hours and informal gatherings of memberships;
 - e. Under-represented individuals who have received grants and/or professional recognition can serve as excellent resource persons for referrals.
 - f. Contacting the appropriate consortiums for a position listing on the e-mail Network for example, <http://www.indigenouspeople.net/mclr/related.htm>
 - g. Becoming active on boards and committees outside of the College that represent diverse groups.
 - h. Volunteering – in order to gain more insight and strategic positioning, volunteer some time with a Community Based Organization (CBO).
 - i. Invite outside people from Vocational Rehabilitation to serve on the search committee.
 - j. Provide recruiting materials in accessible formats, make sure interviewing locations are accessible and make website accessible.

Step 5 – Establishing and Orienting a Search Committee

- A. Not all administrative or staff positions require a search committee; in fact, many do not. Consult with Human Resources if you wish to assemble a search committee. If there will be a search committee, the head of the department will designate three to four individuals and designate a chair to serve on the committee. In most cases, the head of the department or hiring manager will serve as Chair of the Search Committee. The names of the search committee members must be entered in <https://jobs.messiah.edu/hr> when you set up the posting.
- B. If a search committee is part of the process, inclusion of colleagues outside the department is strongly encouraged. When a colleague from outside the department is used, their supervisor must be contacted for approval.
- C. The Search Committee will typically meet with Human Resources at the outset of the search for an orientation to explain the functions and responsibilities of the Search Committee and search protocols. The Search Committee Chair/hiring manager will maintain contact with Human Resources throughout the search.

- D. If there is not a Search Committee, the hiring manager will maintain contact with Human Resources throughout the search.

Step 6 – Understanding and Defining the Hiring Criteria

- A. Through the careful consideration of the job description and the intentional development of hiring criteria, the hiring manager (and/or search committee), identifies the important and unique characteristics and qualifications of desired candidates.
- B. The *job description* and *posting* establish the institutional need to hire. The hiring manager must acknowledge and consider the relevant qualifications of the position that were established when the position was approved.
- C. The *hiring criteria* determine whom we hire to meet that need. The Search Committee/hiring manager must identify hiring criteria in three distinct areas.
1. First, the hiring manager/Search Committee Chair must recognize and identify those characteristics that all candidates, regardless of the department, must bring to the College:
 - a. Theological/mission fit – What is important to the department in terms of demonstrating a fit with the unique Christian mission and embracing identity of the College?
 - b. Potential for excellence in the field – What best practices does the department want to see in the candidate’s experience?
 - c. An interest and ability to bring intercultural competencies to their work – What sort of intercultural competencies are most critical to successfully moving the department forward?
 2. Second, the Search Committee must identify characteristics for the position that are specific to the department. At this point, compositional factors relating to ethnicity, gender, disability and theological perspective should be identified as well as other department-specific needs such as department or program leadership. When developing the hiring criteria, it is important for the hiring manager or members of the Search Committee to remember that there is often a tendency toward the comfort of homogeneity; however, considering candidates who are different involves more expanded and innovative ways of thinking about open positions and the required hiring criteria. As such, hiring managers/Search Committee members need to discuss how to avoid simply hiring for similarity. For example:
 - a. What diversity gaps exist within the department?
 - b. In what ways could the hire for this position address department weaknesses?
 - c. What candidate qualities would complement the current department?
 3. Third, the hiring manager/Search Committee must take into consideration characteristics for open positions that are specific to the Department and College as a whole and embedded in the Department’s and College’s vision and strategic planning. At this point, the Committee must identify and consider compositional factors relating to diversity. In accordance with the Diversity Plan diversity is understood as a broad and evolving concept defined as the presence and participation of people who differ by age, race, ethnicity, gender, national origin, religious tradition, socioeconomic background, disability status, and other expressions that reflect the human condition. The inclusion of a diverse employee base is a critical component of the College achieving our educational mission of preparing our students to be global citizens and strong leaders.

- D. The two main guidelines for further developing the hiring criteria are: (a) be clear and specific and (b) consider carefully how the criteria can be nuanced to allow for varied backgrounds and experiences. Hiring criteria that are unclear and/or markedly inflexible increase the risk that an excellent candidate and particularly an excellent under-represented candidate will be eliminated for various undefined reasons, such as that he/she was “not qualified.” On the other hand, identifying flexibility in the hiring criteria is part of understanding and valuing diversity and it creates the opportunity for attracting under-represented applicants who can make significant contributions (see **Attachment A**).
- E. The hiring manager develops or works with the Search Committee (if there is one) in developing the hiring criteria, gives final approval of the hiring criteria and reports the final hiring criteria to Human Resources.

Step 7 – Viewing Applicants and Selecting the Top Candidates

- A. After the posting is approved, applicants will apply for the position via the online applicant portal, Jobs.messiah.edu. These applications can be reviewed and evaluated by the hiring manager immediately and at any time via the PeopleAdmin system. The hiring manager should first identify all candidates who meet the minimum standards of the position description and posting, e.g., a Bachelor’s Degree in a specific field, a certain number of years of relevant experience, a specific skillset. **Additionally, any internal candidates who meet the minimum qualifications must be offered a preliminary interview through HR.** The hiring manager will identify the *top five candidates* and begin routing them through the workflow in the PeopleAdmin system. To evaluate applicants and to begin to move them through the workflow, please see the Staff User Guide found on the Human Resources & Compliance website. This user guide (along with all other PeopleAdmin user guides) can be found here: http://www.messiah.edu/homepage/1362/hiring_protocols. The first step of the interview process, the preliminary interviews, will be completed by Human Resources after the hiring manager routes candidates to this step in the PeopleAdmin system.
- B. The Initiator, hiring manager, and/or Search Committee will complete the hiring criteria (see **Attachment A**) for each candidate that is interviewed to maintain focus on departmental needs and the desirable qualifications of applicants. It is important to document the rationale for selection.
- C. The evaluative criteria function in the PeopleAdmin system can be used for the initial evaluation of all candidates by the Hiring Manager and/or Search Committee. To use the evaluative criteria function, please see the Staff User Guide found on the Human Resources & Compliance website. This user guide (along with all other PeopleAdmin user guides) can be found here: http://www.messiah.edu/homepage/1362/hiring_protocols.
- D. Candidates that meet the hiring criteria should then be identified, taking into account “pluses” such as those who come from strong collegiate programs, have robust and germane experience embracing diversity, and have inclusive Christian faith commitments. The contribution to the diversity goals of the College in these areas is to be taken into account when drawing up the final list of candidates.
- E. The hiring manager is charged with conducting a fair and equitable search using best practices identified in this toolkit. Failure of the hiring manager to recruit and fairly evaluate a diverse pool of candidates may jeopardize the search.

Step 8 – Preparing for On-Campus Interviews

- A. After Human Resources conducts the preliminary interviews, they will route the applicants to the “Preliminary Interview Completed” stage in the PeopleAdmin workflow and submit the notes from the preliminary interviews to the hiring manager/Search Committee Chair. The hiring manager/Search Committee Chair evaluates these notes and then selects the candidates to be interviewed on-campus and updates each applicant’s workflow status in the PeopleAdmin system.
- B. The hiring manager/Search Committee Chair is responsible for contacting candidates to be interviewed.
- C. In order to assure a productive interview process and that all questions are asked consistently, the hiring manager should refer to the Sample Targeted Interview Questions (see **Attachment B**). Please note the Interview Protocols (see **Attachment C**).

Step 9 – Conducting On-Campus Interviews [Meeting with the candidate personally during his/her visit to campus is the primary and most effective form of recruitment.]

- A. Preparing for the on-campus visit: In discussions with a candidate, it is important to learn the correct pronunciation of the candidate’s name and to similarly prepare those conducting the interview. Preparations also include, prompting/reminding those that will be interviewing to create a spirit of warm hospitality during the interview process and ensuring that each interviewer is aware of and anticipating the candidate’s needs during the interview (for example, providing bottled water and offering restroom breaks). It is paramount that everyone honor the interview schedule to avoid inadvertently conveying disrespect by arriving late or leaving early from the interview. Ensure that the candidate is made to feel as comfortable as possible during all phases of the interview. Make introductions, give directions, make time for questions and assist in transitioning the candidate to the next meeting point/person.

If the candidate is from “out of town” and has family or friends in the location of the institution, planners may arrange for the candidate to visit with them after the formal visit, as that might increase the attractiveness of the position.

For national searches, hiring managers must allow time for candidates to examine aspects of relocation during the recruitment visit.

Step 10 – Keeping Candidates Warm

The most successful hiring managers consider recruitment ongoing and do not engage in one-shot recruiting invitations to a campus. When seeking to hire strong candidates, and especially strong under-represented candidates, an ongoing approach may make the difference between a successful hire and a failed search. Therefore, hiring managers and committees should look for as many opportunities as possible to maintain contact with the candidates. Ongoing contacts help erode a potential candidate’s false assumptions of not being valued, allow for a natural flow of communication to develop and help to express the genuine interest Messiah College has for the candidate.

Also, consider communication from members of the College community, ranging from President to employees and students, who express enthusiasm for the candidate. If an under-represented individual has been identified as a potential applicant before the formal search process begins, continued contacts are important to maintain his/her interest in the position, as well as to maintain a strong department interest in the candidate.

Step 11 – Identifying the Final Candidate and Reference Checks

- A. If the position involves a Search Committee, they will meet to discuss the on-campus interview and review the evaluations of the finalists. After a discussion of the visit and a review of the evaluations, the Search Committee will identify the top candidate from the list of finalists. If the position does not involve a Search Committee, the hiring manager will identify the top candidate. The top candidate should be moved forward in the PeopleAdmin workflow by initiating a hiring proposal for that applicant. Any candidates not selected to move forward should be moved to the appropriate inactive state in the system.
- B. In keeping with the responsibility of hiring the most qualified individual for your open position, it is essential to check appropriate references (see **Attachments C and D**) before a recommendation is made to Human Resources. Letters of Reference included in the application materials are not sufficient. The content of reference calls must be documented. Questions that are illegal to ask in an interview are also illegal to ask of a reference (see **Attachment C**).

REMINDER: Note that many organizations maintain policies of providing only the date of employment and last position held. Do not ask for subjective information or information that could be considered discriminatory; if information of this type is offered, ignore it.

Step 12 – Final Recommendation and Approval for the hire

- A. Once the reference checks are complete, the Search Committee or hiring manager will make a hiring recommendation to Human Resources. This is done through the “Start Hiring Proposal” function in PeopleAdmin. Please see the Staff User Guide found on the Human Resources & Compliance website to learn the steps for starting a hiring proposal (see the introductory page of the Toolkit for instructions on how to access all user guides.)

Step 13 – Credential and Background Check and Preparing an Offer Letter

- A. Human Resources will review the hiring proposal and if it is approved, contact the candidate by telephone and offer the position.
- B. If the offer is accepted, Human Resources will complete the additional items on the hiring proposal and moved the status to “Hired” and the position’s status to “Filled” in the PeopleAdmin system. When a position is marked as “Filled,” “no thank you” letters are automatically sent to all candidates who applied for the position, but were not selected.
- C. Human Resources will send a post-process letter (see **Attachment G**) to the hiring manager with instructions for on-boarding the new hire.

Step 14 – Follow-up Responsibilities

- A. *Human Resources*
 1. Relocation Policy for full time administrative employees (see Messiah College *Policy and Procedure Manual* Section 3.21.02). New employees should work directly with the Assistant Director of Human Resources.
 2. Human Resources will send notifications to various departments around campus, notifying them of the new hire.
- B. *Supervisor*

1. New employees must meet with the Human Resources Staff on their first day of employment to complete initial paperwork. Please call (ext. 5300) to schedule this appointment in advance of the new employee's first day. New employees must bring identification and verification of eligibility for employment with them to Human Resources. The types of information that are acceptable can be accessed by clicking on <http://www.messiah.edu/documents/hr/forms/I-9.pdf>
2. Order Office Keys
3. First Day/Week on the Job
 - Welcome
 - Tour employee's assigned work place and building, introduce to other Department members
 - Point out restrooms, refreshment and break areas
 - Distribute keys
 - Have lunch with new employee
 - Orientation to the Department by reviewing the organizational chart and explain its relationship to the College
 - Review Department-specific policies and procedures with respect to:
 - Telephone, e-mail use
 - Office organization (files, supplies, etc.)
 - Office resources (directories, manuals, staff listing, Material Safety Data Sheets)
 - ID
 - Parking Permit
 - Purchasing
 - Travel
 - Department meetings
 - Office supplies
 - Job assistance for employee's spouse

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Portions of this Toolkit are compiled, excerpted or adapted from external sources to reflect recommended standards and practices at Messiah College. These resources include:

University of Wisconsin-Madison, Search Handbook, 1998,

<http://wiseli.engr.wisc.edu/docs/SearchBook.pdf>

University of Washington-Seattle, Presidential Summit Faculty Recruitment Toolkit,

2001, <http://www.ucop.edu/pressummit/toolkit.pdf>

University of Michigan, Faculty Recruitment Handbook, 2009-10,

<http://www.umich.edu/~advproj/handbook.pdf>

Virginia Commonwealth University

Strategies for Successfully Recruiting a Diverse Faculty

<http://www.vcu.edu/eeoaa/pdfs/recruitstrat.pdf>

Other resources include:

CUPA Interview Guide for Supervisors 5th Edition, Revised and updated by Mary Ann Wersch

Personnel/HR Assistant Seminar from Council on Education in Management,

1999 Institute for International Research

Graystone Advertising Group

Resources

Discipline-based Organizations

Many disciplines have professional organizations associated with them. Some have subcommittees or associated groups for women and/or persons from underrepresented groups. In addition, most have both national and regional meetings, newsletters, e-mail lists and Web sites. These organizational resources can serve key roles in recruiting efforts. Poll others in your area to determine which organizations are relevant to your search. Distribute job announcements to regional contacts or Committee Chairs. Follow-up with sourcing phone calls to discuss the department's needs and how best to identify promising individuals in the field. Examples of discipline-based organizations include:

ACCOUNTING/FINANCE

National Association of Black Accountants, Inc. (NABA) – <http://www.nabainc.org/>, <http://nabainc.jobcontrolcenter.com/>

NABA represents the interests of over 100,000 African-American professionals in the fields of accounting and auditing, finance, consulting and management information systems, as well as a host of other career tracks relating to finance functions.

National Association of Black Actuaries - <http://careers.blackactuaries.org>

Association of Latino Professionals in Finance & Accounting – <http://alpfa.org>

With 37 chapters and 9,000 members, ALPFA is one of the leading professional organizations for Latinos in accounting and finance related professions. The organization's website had a career center where employers can post positions

ATHLETICS

Black Coaches Association (BCA) - www.bcasports.org

BUSINESS

National Black MBA Association - <http://www.nbmbaa.org>

NBMBAA's Employment Network links corporations with NBMBAA members, diverse MBA holders and job seeking candidates through the National Black MBA Association's on-line job board.

Organizations can post positions and search one of the largest professional resume databases in the country.

National Society of Hispanic MBAs - <http://www.nshmba.org/>

NSHMBA serves 32 chapters and 8,000 members. The organization works to prepare Hispanics for leadership positions throughout the U.S., so that they can provide the cultural awareness and sensitivity vital in the management of the nation's diverse workforce. Organizations can post position advertisements and search the resume database for potential candidates.

EDUCATION

American Educational Research Associations – <http://www.aera.net>

Special Interest Groups

- 1) Research on Women and Education
- 2) Research on Black Americans
- 3) Research on the Education of Asian and Pacific Americans
- 4) Hispanic Research Issues
- 5) Critical Examinations of Race, Ethnicity, Class and Gender in Education

HEALTH SCIENCES/NURSING

Academic Physician & Scientist - <https://www.aamc.org/services/careerconnect/>

Link to National Nurses Association & Conferences -

<http://www.nursingworld.org/careercenter/>

Minority Nurse - http://www.minoritynurse.com/job_postings/index.html

National Black Nurses Association (NBNA) - <http://www.nbna.org/>

PublicHealthJobs.net - <http://www.publichealthjobs.net/>

Filipino Association for Health Careers - <http://www.davisfahc.org/>

Empowers college students, specifically Filipino undergraduates, to become health professionals by educating members about all the opportunities, resources and different career paths available in the health sciences.

JOURNALISM

Asian American Journalist Association - <http://www.aaja.org>

To encourage Asian Americans and Pacific Islanders to enter the ranks of journalism; work for fair and accurate coverage of Asian Americans and Pacific Islanders; increase the number of Asian American and Pacific Islander journalists and news managers in the industry.

National Association of Black Journalists –

<http://www.nabj.org> or <http://nabj.jobcontrolcenter.com/>

National Association of Hispanic Journalists –

<http://www.nahj.org>

<http://nahj.ihispano.com/>

Dedicated to the recognition and professional advancement of Hispanics in the news industry.

Native American Journalists Association –

<http://www.naja.com>

<http://www.naja.com/joblistings/>

MUSIC

The Society for Ethnomusicology - <http://www.ethnomusicology.org/>

PSYCHOLOGY

American Psychological Association (APA) - <http://jobs.psyccareers.com/search.cfm>

Association of Black Psychologists – <http://www.abpsi.org>
<http://psychdiscourse.net>

Association for Psychological Science (APS) - <http://www.psychologicalscience.org/jobs/>

Psychwatch.com – <http://www.psyccscienceinst.com/Psychwatch.htm>

Society for Industrial and Organization Psychology -
https://www.siop.org/tab_default/jobs_default.aspx

THEATRE

National Black Theatre Association - <http://www.nationalblacktheatre.org/>

Population-Based Resources

ASIAN-AMERICAN PROFESSIONAL RESOURCES

Asian American Economic Development Enterprises, Inc. - <http://www.aede.org/>
To create business and personal growth for Asian Americans and others through education, employment and enterprise

Asian Avenue - <http://www.asianave.com/jobs/>

National Asian Pacific American Bar Association - <http://www.napaba.org>
National voice for the Asian Pacific American legal profession; promote justice, equity and opportunity for Asian Pacific Americans; foster professional development, legal scholarship, advocacy and community involvement.

National Association of Asian Professionals - <http://www.naaap.org>
Asian American professionals across the country, can work together to enhance Asian American leadership in our careers and the communities that we live and serve in; continue to provide its members with the tools and resources to further career advancements and to empower Asian Americans to become great leaders as well as reliable employees.

HISPANIC/LATINO PROFESSIONAL RESOURCES

Association of Latino Professionals - <http://www.latpro.com/>
Primarily to recruit for Business, Accounting, Finance, Education, Engineering and Science positions; worldwide leader in online employment for Hispanic and bilingual professionals.

Hispanic Association of Colleges and Universities (HACU) – www.hacu.net

HACU represents 300 higher education schools with 2/3 of Hispanic students attending them. Useful for creating outreach and contacts links with institutions that educate a higher percentage of minority students.

Hispanic Magazine & Hispanic Online.com – <http://www.hispaniconline.com>

Hispanic community worldwide. National circulation of 250,000

Hispanic Outlook in Higher Education - www.hispanicoutlook.com

News source and the sole Hispanic educational magazine for the higher education community and those involved in running our institutions of higher learning.

Ihispano.com - www.ihispano.com

Recognized by Hispanic professionals as the premier hub for Hispanic recruiting.

Latinos in Higher Ed - <http://www.latinosinhighered.com/>

Helps employers connect with the largest pool of Latino professionals in higher education in the United States, Puerto Rico and internationally by disseminating employment opportunities to registered candidates and a national network of Latino based organizations and list-servs.

Saludos Hispanos - www.saludos.com

Specializes in joining the Hispanic bilingual professional with companies looking for DIVERSITY in the workplace.

National Society of Hispanic Professionals - <http://network.nshp.org/>

With over 10,000 members this organization is one of the primary resources to reach Hispanic professionals. Their website allows employers to post jobs and search a resume database for candidates.

League of United Latin American Citizens - <http://www.lulac.org>

Advances the economic condition, educational attainment, political influence, health and civil rights of Hispanic Americans through community-based programs and involves and serves all Hispanic nationality groups.

BLACK/AFRICAN AMERICAN PROFESSIONAL RESOURCES

BET - www.bet.com

A huge portal to African-American life, including information on families, lifestyles, music, technology and careers. It was founded in 1999 by several major companies, including Microsoft, and it is "tailored to the preferences and needs of the African-American and urban communities." Job listings here are provided in partnership with Monster.com.

Black Collegian Online - <http://www.black-collegian.com/>

Provides cutting-edge information on career resources for Black collegians. Job search strategies, graduate school opportunities, career and industry reports are abundantly explored. Focuses on underrepresented minority groups. Over 350 members. Links with over 800 college/ university campus career centers and over 500 minority organizations.

Diverse Issues in Higher Education (formerly Black Issues in Higher Education) – www.diverseeducation.com

Journal of Blacks in Higher Education – <http://www.jbhe.com>

National Alliance of Black School Educators (NABSE) - www.nabse.org

National Urban League, Inc. - www.nul.org

The National Urban League is committed to diversity and is dedicated to increasing opportunities for African Americans and other people of color. As part of the nationwide Urban League Employment Network, the National Urban League career center is your gateway for maximum exposure on the National Urban League and local affiliate career centers across the country.

The Black Scholar - www.theblackscholar.org

Firmly established as the premier journal of Afro-American critical scholarship, we have a circulation of 10,000 and a readership of 60,000 of which 70-80% are black, either college or college-oriented, with an average age of 35 years. We thus feel that we are more than adequately able to give you the concentrated black and minority market that you are seeking. Our journal is widely read by teachers, professionals and intellectuals and is also required reading for many courses with Afro-American and Ethnic Studies.

National Association for the Advancement of Colored People - <http://www.naacp.org>

NATIVE AMERICAN PROFESSIONAL RESOURCES

The Tribal Employment Newsletter - www.nativejobs.com

Used by employers nationally to increase the effectiveness of their diversity recruitment effort. Widely known as a focused and highly effective recruitment tool, nearly 2000 individuals interested in Indian employment accessed the announcements posted in The Tribal Employment Newsletter last month.

Tribal College Journal of Higher Education - <http://www.tribalcollegejournal.org/jobs/index.htm>

Has subscribers in countries such as Russia, New Zealand, England, Belgium, Israel and Japan, in addition to its circulation at tribal institutions. AIHEC represents 31 colleges in the United States and one Canadian institution. Readership target: Native American Tribal Colleges as well as general institutions of higher education.

American Indian College Fund - <http://www.collegefund.org/>

The American Indian College Fund provides scholarships and other support for the nation's [tribal colleges](#) and universities.

American Indian Graduate Center – <http://www.aigcs.org>

Hosts a professional organization, fellowship and postdoctoral listings and a magazine in which job postings can be advertised.

American Indian Higher Education Consortium - <http://www.aihec.org/>

American Indian Higher Education Consortium (AIHEC) was founded in 1972 by the presidents of the nation's first six Tribal Colleges, as an informal collaboration among member colleges.

American Indian Science & Engineering Society - <http://www.aises.org>

The AISES mission is to increase substantially the representation of American Indian and Alaskan Natives in engineering, science and other related technology disciplines.

National Indian Education Association: <http://www.niea.org/>

NIEA is focused on improving educational equity and access for American Indian, Alaska Native and Native Hawaiian populations. It is the largest and oldest Indian educational organization.

Native American Journalists Association - <http://www.naja.com/>

The Native American Journalists Association serves and empowers Native journalists through programs and actions designed to enrich journalism and promote Native cultures.

Native American Public Telecommunications - <http://www.nativetelecom.org>

Native American Public Telecommunications (NAPT) supports the creation, promotion and distribution of Native public media.

WOMEN'S PROFESSIONAL RESOURCES

American Association of University Women:

AAUW advances equity for women and girls through advocacy, education and research. The organization has over 1,000 branches and 500 college/university partners across the U.S. Their online career center reaches 100,000 members.

Women in Higher Education (WIHE) - www.wihe.com

Women's College Coalition – <http://www.womenscollege.org>

This website lists women's colleges and universities but doesn't have a link to post employment opportunities. This could be a good resource for outreach letters.

American Business Women's Association - <http://www.abwa.org/>

Brings together businesswomen of diverse occupations and provides opportunities for them to help themselves and others grow personally and professionally through leadership, education, networking support and national recognition.

American Society for Women Accountants - <http://www.aswa.org>

Formed in 1938 to increase the opportunities for women in all fields of accounting and finance.

Association for Women in Science - <http://www.awis.org>

AWIS is a national advocacy organization championing the interests of women in science, technology, engineering and mathematics across all disciplines and employment sectors. By

breaking down barriers and creating opportunities, AWIS strives to ensure that women in these fields can achieve their full potential.

Financial Women's Association - <http://www.fwa.org/>

The Financial Women's Association brings together high achieving professionals from every sector of the financial world. We are dedicated to developing future leaders, enhancing the role of women in finance and investing in the community.

National Women's Studies Association - <http://www.nwsa.org/>

NWSA is a professional organization dedicated to leading the field of women's studies, as well as its teaching, learning, research and service wherever they be found.

Society of Women Engineers - <http://societyofwomenengineers.swe.org/>

SWE exists to stimulate women to achieve full potential in careers as engineers and leaders, expand the image of the engineering profession as a positive force in improving the quality of life, and demonstrate the value of diversity.

DISABLED PROFESSIONAL RESOURCES

National Council for Support of Disability Issues - <http://www.ncsd.org/>

The National Council for Support of Disability Issues shall help advance public attitudes, awareness, respect, consideration and advance the success of people with all types of disabilities.

Workforce Recruitment Program

President's Committee on Employment of People with Disabilities

Job Accommodation Network (JAN)

(800) 232-9675 (V/TDD)

Through JAN, employers may request a data base of prescreened college students with disabilities to fill summer or permanent hiring needs. These candidates, from more than 140 colleges and universities, represent all academic majors and range from college freshmen to students in graduate school or law school.

SOCIAL SECURITY ADMINISTRATION

Project ABLE

(757) 441-3362 (V), (757) 441-3374 (Fax)

<http://projectableonline.com/>

Project ABLE is a national resume bank which offers employers an accessible applicant pool of qualified individuals with disabilities who are receiving Social Security or Supplemental Social Security disability benefits. The resume bank operates through the joint efforts of state vocational rehabilitation agencies, Rehabilitation Services Administration, Office of Personnel Management, Social Security Administration and Department of Veterans Affairs.

STATE GOVERNORS' COMMITTEES ON EMPLOYMENT OF PEOPLE WITH DISABILITIES

<https://www.disability.gov/viewResource?id=2057677>

The governors' committees serve as state liaisons to the President's Committee on Employment of People with Disabilities. The committees provide employment information and referral service. Governors' Committees are listed under state government agencies in the telephone directory.

CAREER AND EMPLOYMENT INSTITUTE (CEI)

National Center for Disability Services
(516) 465-3737 (V),

<http://www.abilitiesonline.org/>

CEI offers education, training and job placement services.

The Workforce Recruitment Program

www.wrp.gov

The Workforce Recruitment Program is recruitment and referral program under the Office of Disability Employment Policy, U.S. Department of Labor, connects employers and postsecondary students with disabilities for internship opportunities and recent graduates with disabilities for permanent employment. EARN assists in matching these pre-screened, highly qualified students with private and public sector jobs. If you have summer internship opportunities or entry-level positions available, please have your hiring manager complete and submit the form at WRP Internships. EARN will provide you with resumes of qualified candidates within 3-4 business days.

Post to Online Job Boards

These online job boards are geared toward job seekers with disabilities and are great places to advertise your job announcements. Please note there may be fees associated with job posting.

- disABLED Person <http://www.disabledperson.com>
- GettingHired <http://www.gettinghired.com>
- Hire Disability Solutions <http://www.hireds.com>
- National Business Disability Council http://www.nbdc.com/resume_database.aspx . The database is a powerful and easy-to-use tool for recruiters in search of workers with disabilities.
- Ability Jobs <http://www.jobaccess.org> Cost is \$175. "ABILITYJobs is the largest resume bank with tens of thousands of job seekers with disabilities, from entry level candidates to PhD's - if your company is looking for talent you've come to the right place."
- Disaboom Jobs <http://www.disaboomjobs.com/employerservices> . Cost is \$90.00 for one job post.
- One More Way <http://www.onemoreway.org/index.htm> Free. "Our million member strong, self-serve model is available for your independent use as a job seeker with a disability, an agency providing services, or a hiring manager looking to hire Americans with disabilities."

Publications/Websites

Academic Careers - <http://www.academiccareers.com/>

Academic job site for teaching jobs, education jobs, research jobs and professional jobs in education and academia including faculty, teacher, research, post doc, adjunct, library, administrative and senior management positions at (community) colleges, universities, research institutes and schools around the world.

Academic Diversity Search - www.academicdiversitysearch.com/

National employment resource service online specializing in women and minority candidates. The site offers package services and individual posting services.

Academic Keys - www.academickeys.com

A venue to efficiently recruit for higher-level faculty and administrative positions by enabling clients to target their recruiting efforts to the most qualified applicants.

Affirmative Action Register for Effective Equal Opportunity Recruitment –

www.aar-eeo.com

National EEO recruitment publication directed to females, minorities, veterans and disabled persons as well as to all employment candidates.

Chronicle of Higher Education – <http://chronicle.com/jobs>

For 40 years, The Chronicle of Higher Education has been the No. 1 professional news source for the administrators and faculty members who run America's colleges and universities. Published weekly and updated daily online, The Chronicle covers news and trends in every area of the operation and management of college campuses. In addition, The Chronicle's Careers section is the largest job marketplace in higher education, with more than 30,000 jobs posted each year.

Diversity Search - www.diversitysearch.com

Privately held e-recruiting network of premier niche sites that has been helping Fortune 1000 employers find top quality Women, Diversity and MBA candidates.

Diversity Web - <http://www.diversityweb.org/>

An online publication of the AAC&U that includes a list of open positions “with an explicit focus on diversity, multiculturalism, area studies, global education, etc.” (FREE)

Diversity Inc. – <http://www.diversityinc.com>

Leading publication on diversity and business; web-based publication and monthly print magazine; largest dedicated career center for diverse professionals and a core part of our business is benchmarking companies against our Diversity Inc. Top 50 Companies for Diversity data.

Equal Opportunity Publications (EOP) - <http://www.eop.com/>

Provides advertising in several national recruitment magazines (Equal Opportunity, Woman Engineer, Minority Engineer, CAREERS & the disABLED, Workforce Diversity for Engineering and IT Professionals, Hispanic Career World and African-American Career World) as well as website advertising.

Equal Opportunity Employment Journal (no website)

This journal's primary concern is to include all ethnic backgrounds and full diversity in our efforts to support the equality and advancement of all people. Distributed every month to colleges,

universities, technical schools, professional recruiting agencies, members of congress and other institutions. 3135 S. 48th St., Suite 104, Tempe, AZ 85282, 800-396-3373, Fax 800-293-3408

National Conference on Race & Ethnicity in American Higher Education –

http://www.ncore.ou.edu/jobs_find.html

Publicize and Promote the Employment Opportunities at your institution on the N CORE web site. Now, you can conduct your recruitment search nationally on the N CORE web site, a widely-visited web site that will sustain an important connection with the higher education market. If you have an announcement for Faculty, Administrative, Executive, or Professional Staff positions at your institution, this web site is available to all interested visitors. The site provides important and detailed information about the conference and is visited by more than 700 individuals daily.

nemnet - <http://www.nemnet.com>

NEMNET is a national minority recruitment firm committed to helping schools and organizations in the identification and recruitment of minority candidates. Since 1994, it has worked with more than 200 schools, colleges and universities and organizations. It posts academic jobs on its Web site and gathers vitas from students and professionals of color.

Campus Women Lead - http://www.aacu.org/ocww/volume34_4/national.cfm

A moderated listserv organized by the Association of American Colleges and Universities.

IMDiversity.com - <http://www.imdiversity.com>

Formerly known as the Minorities' Job Bank, IMDiversity.com was established by the Black Collegian Magazine. The site is dedicated to providing career and self-development information to all women and minorities, specifically African Americans, Asian Americans, Hispanic Americans and Native Americans. It maintains a large database of available jobs, candidate resumes and information on workplace diversity.

disABLEDperson:

A public charity organization focused on increasing employment opportunities for individuals with disabilities. The organization hosts a job fair for people with disabilities and provides a resume databank for employers to identify candidates. For a small fee, employers can post job advertisements.

University Job Bank - www.ujobbank.com

Website devoted to connecting career resources and opportunities with those looking for employment. Positions may be posted for a one-time fee, or a yearly fee. There are several categories to post under, faculty, staff/administrative, executive, postdoctoral and others.

United States Department of Education – Lists of Postsecondary Minority Institutions –

<http://www2.ed.gov/about/offices/list/ocr/edlite-minorityinst.html>

This list of minority institutions was compiled based on the definition of “minority institution” in the Higher Education Act (HEA) and on Fall 2005 enrollment data from the Integrated Postsecondary Education Data System (IPEDS) collected by the National Center for Education Statistics (NCES). NCES has determined that each of the colleges and universities on this list reported an enrollment of a single minority group, or combination of those minority groups, that exceeded 50 percent of its

total enrollment. For the purposes of this list, “minority” is defined as American Indian, Alaska Native, Black (not of Hispanic origin) and Hispanic.

Attachments



**SAMPLE Candidate Evaluation Form
Administrative Assistant**

Candidate: _____

Interviewer: _____

Interview Date: _____

Rating

-1 = Negative Evidence 0 = No Evidence 1 = Some Evidence 2 = Strong Evidence

Rate each hiring criteria using the scale above and then total the score for the candidate.

Hiring Criteria	Score & Comments
<p>GENERAL OFFICE SKILLS</p> <p>The candidate has experience in a busy office setting and has experience and the ability to anticipate and prioritize supervisors' needs.</p> <p>The candidate is professionally dressed, is detail-oriented, self-confident and not easily flustered.</p>	
<p>WRITING, EDITING AND COMPUTER EXPERTISE</p> <p>The candidate has appropriate experience and proven skills & knowledge related to writing and editing. The candidate has experience crafting correspondence.</p> <p>The candidate is PC proficient and has experience with broad-based, industry-standard computer applications including word processing, spreadsheet, and presentation software.</p> <p>Candidate has ability to quickly develop proficiency with Banner. Candidate has the ability to manage a website and web data effectively.</p>	
<p>COMMUNICATION SKILLS/COLLABORATION & INTERPERSONAL SKILLS</p> <p>The candidate demonstrates highly effective proofreading, writing and verbal communication skills and has an excellent phone manner.</p> <p>The candidate has experience taking minutes and is effective in doing so.</p> <p>The candidate has experience using communication to build effective relationships with internal and external constituents.</p> <p>Candidate demonstrates good listening skills and is able to implement feedback.</p>	
<p>RESEARCH AND DATA PRESENTATION SKILLS</p> <p>The candidate has the ability to execute precise research and present data in coherent reports. Candidate has the potential ability to proficiently gather data from Banner and create customized reports.</p> <p>The candidate has the ability to anticipate web content needs and envision new content ideas.</p> <p>The candidate has proven forward thinking skills.</p>	



Attachment (Hiring Criteria) A-2

The candidate is self-motivated.	
INTER-CULTURAL COMPETENCE The candidate articulates an understanding of the importance of a diverse & inclusive community in higher education	
FAITH COMMITMENT The candidate demonstrates an understanding of our expected faith commitment and incorporates similar expectations in how he/she approaches his/her work and working relationships.	

Total Score:



**Prospect Research Officer
Candidate Evaluation Form**

Candidate: _____

Interviewer: _____

Interview Date: _____

Rating

-1 = Negative Evidence 0 = No Evidence 1 = Some Evidence 2 = Strong Evidence

Rate each hiring criteria using the scale above and then total the score for the candidate.

Hiring Criteria	Score & Comments
<p>RESEARCH EXPERTISE</p> <p>The candidate has appropriate experience and relevant skills & knowledge related to prospect research including robust skills with identification, analysis, management and recommendations.</p>	
<p>TECHNICAL EXPERTISE</p> <p>The candidate has expert level experience with subscription based online search engines including lexis/nexis, hoovers, sec, pacer and d & b. The candidate has strong computer proficiency including microsoft office & other database software. Expert in excel – formulas and pivot tables.</p>	
<p>EXPERT COMMUNICATION SKILLS</p> <p>The candidate demonstrates strong and effective verbal and written communication skills. The candidate has proven experience in using communication to build and maintain strategic and effective relationships. Demonstrates good listening skills. Has the ability to present potential donor data to development officers in a clear and concise manor.</p>	
<p>PLANNING AND TIME MANAGEMENT EXPERTISE</p> <p>The candidate has successful experience in setting priorities and managing their workload effectively. The candidate makes thoughtful and timely decisions in order to provide development officers appropriate data and is able to move priorities forward. The candidate has experience in scheduling and planning multiple tasks with organization and flexibility.</p>	
<p>RELATIONSHIP SKILLS</p> <p>The candidate has experience with and the ability to effectively work with a wide range of personalities and relationships and exercises good judgment. The candidate is able to manage difficult situations with tact and determines appropriate courses of action based on varying situations. Effectively applies past experience so as to defuse problems as they arise.</p>	



<p>MOTIVATION AND UNDERSTANDING OF POSITION The candidate demonstrates experience and understanding of the Prospect Research Officer role and its importance to the College.</p>	
<p>INTER-CULTURAL COMPETENCE The candidate articulates an understanding of the importance of a diverse & inclusive community in higher education</p>	
<p>FAITH COMMITMENT The candidate demonstrates an understanding of our expected faith commitment and incorporates similar expectations in how he/she approaches his/her work and working relationships. The candidate is able to effectively articulate their own faith commitment and has a good understanding and ability to communicate Messiah's faith commitment.</p>	

Total Score:



Attachment (Targeted Interviewing Questions) B-1

Administrative Assistant

Targeted Question Examples

General Support:

- Describe a typical day at your present (or most recent) job.
- How often is your planning and scheduling offset by unforeseen circumstances? Give me a recent example and describe how you handled it.
- What flusters you? Tell me about a recent situation at work when you became flustered.
- Tell me about the feedback you have received in regard to your ability to focus on details.
- What do you think are the most important qualities that an executive assistant should have?
- Tell me about your experience with scheduling and making travel arrangements. Tell me about how you deal with last minute changes to an executive's calendar.
- Tell me about your experience taking meeting minutes.
- How would you see yourself getting up and running in this position at Messiah?
- Based on the position description for this position, how do you think your current job is similar to this one? How is it different?
- Tell me what your understanding is of this position.
- What skills do you rely on most in your everyday work?
- What skills can you bring us and how can you put them to work?
- What motivates you to put forth your greatest effort?
- Tell me about the last time you felt unmotivated in your current position

Writing, Proofreading and Computer Expertise:

- Tell me about your writing and proofreading experience and the scope of your current responsibilities pertaining to writing and proofing.
- Tell me about your most recent experience with a writing project.
 - What was the response of the client?
 - What challenges did you encounter?
- What is some of the most important content you have written? What kinds of problems did you have writing this? What kind of reception did it receive?
- What do you think is most important to keep in mind when writing?
- What would you say your strength is in writing and proofreading? What is an area of weakness you have?
- Tell me about the types of documents you have recently created with Word, Excel, PowerPoint and Prezi.
- Have you generated reports from a software program? What program and were the reports accurate?
- Tell me about your experience managing website and web data effectively.
- Is there a website that you currently manage that I could review?
- How do you anticipate web content needs?
- What future training do you plan in connection with your writing and your technical skills?
- Tell me about your skills with social media.

Communication Skills, Collaboration and Interpersonal Skills:

- Tell me about your communication strategy as it relates to internal and external customers.

Attachment (Targeted Interviewing Questions) B-2

- Describe a situation in which you had to persist with a recommendation (or recommended course of action) despite obstacles. What were the obstacles? How did the situation end up?
- Tell me about a situation in which you shared bad news. What was your follow up to that situation?
- What are some of the ways you communicate changes to clients?
- Recall a time when you participated as a part of a work team. Tell me an important lesson you learned that is useful to you today.
- Give a specific example that best illustrates your ability to deal with an uncooperative person.
- Give me some examples of relationships/bridges that were important for you to establish. How did you do it?
- Tell me about the most challenging client relationship you currently have.
- How do you handle tension?
- When you analyze yourself in professional relationships, what areas do you find that need improvement?
- Describe the type of people that annoy you most.
- Do you find that the feedback that you receive from people in regard to your manner is accurate?
- Tell me about a relationship that you did not manage as well as you might have. What happened? How did you address the situation.

Research and Data Presentation Skills:

- Tell me about your most recent research project
 - How did you obtain your information
- Tell me about how you presented your research. In what format?
- How have your research and data presentation skills been described?
- What do you do to rejuvenate yourself in order to generate some fresh ideas?
- How do you anticipate web content needs?

Intercultural Competence

- Tell me about your experience working with people who are racially and/or ethnically different than yourself.
- Tell me why it is important to have a diverse workforce?
- Tell me about your experience working with students who are culturally different than yourself.

Faith Commitment

- Briefly, in your own words, tell me your understanding of Messiah's faith commitments.
- Tell me about how you see your faith interfacing with the Administrative Assistant position.
- How do you think your faith might be challenged in this position?

Project Management Expertise:

- Describe a typical workweek? How did you plan the week's activities? How well did the schedule work?

Attachment (Targeted Interviewing Questions) B-3

- Do you make extra efforts to meet deadlines? Describe what you have done to complete a project on time.
- Tell me about a time when you failed to meet a deadline. What things did you fail to do? What were the repercussions? What did you learn?
- How do you determine which activities have top priorities on your time?
- Describe the system you use for keeping track of multiple projects. How do you track your progress so that you can meet deadlines? How do you stay focused?
- Tell me about a time where you had to drop everything to respond to an emergency situation. How did you re-prioritize?



Prospect Research Officer

Targeted Question Examples

Prospect Research Expertise

- Tell me about your experience with prospect research including the size and scope of your experience.
- Tell me about how you go about analyzing data and qualifying donors.
- Tell me about prospect research you conducted that yielded a robust gift.
- What are two or three skills you would like to learn in this field?

Technical Expertise:

- What technical skills do you have that make you a “stand out” for this role?
- What professional development courses or conferences have you recently attended/completed?
- What future training do you plan in connection with your career in prospect research?

Expert Communication Skills:

- Describe a situation in which you had to persist with a recommendation (or recommended course of action) despite obstacles. What were the obstacles? How did the situation end up?
- Tell me about your communication strategy as it relates to donors.
- Show me/role play as to how you might present completed research to the development team.
- Tell me about a situation in which you shared bad news. What was your follow up to that situation?
- What are some of the ways you communicate changes.
- Tell me about a time when you offended someone in a business setting. How did you rectify the situation.
- Tell me about a time when you navigated/managed a tense business situation.
- Why should we hire you?

Planning and Time Management Expertise:

- What have you done in the past to gain an understanding of the organization that you are doing research for?
- How would you see yourself getting up and running as the Prospect Research Officer at Messiah?
- Describe a typical workweek? How did you plan the week’s activities? How well did the schedule work?
- How far in advance would you foresee providing the development team with data for their appointments?
- How do you determine which activities have top priorities on your time?

Relationship Skills:

- Give me some examples of relationships/bridges that were important for you to establish. How did you do it?
- Tell me about the most challenging work relationship you currently have.
- How do you handle tension?

Attachment (Targeted Interviewing Questions) B-5

- When you analyze yourself in professional relationships, what areas do you find that need improvement?
- Describe the type of people that annoy you most.
- Do you find that the feedback that you receive from people in regard to your manner is accurate?
- Tell me about a relationship that you did not manage as well as you might have. What happened? How did you address the situation?

Motivation and Understanding of the Prospect Research Officer position:

- What motivates you to put forth your greatest effort?
- Tell me about the last time you felt unmotivated in a professional position.
- Tell me what your understanding is of this position.
- What skills do you rely on most in your everyday work?
- What skills can you bring us and how can you put them to work?
- What do you do to rejuvenate yourself?

Intercultural Competence

- Tell me about your experience working with people who are racially and/or ethnically different than yourself.
 - How does that influence the way you work with them?

Faith Commitment

- Briefly, in your own words, tell me your understanding of Messiah's faith commitments.
- Tell me about how you see your faith interfacing with the Prospect Research Officer position.
- How do you think your faith might be challenged in a position such as the PRO position?

INTERVIEW PROTOCOLS

The following protocol should be followed:

- Identify interview/résumé data to be verified, e.g. job title, dates of employment. Target new information to be sought which is typically not determined in a résumé, such as applicant's level of performance, perceived strengths, or eligibility for rehire.
- Reference calls will be made to three professional references.
- Conduct the same number and type of reference checks for all candidates for a given position. The search committee should prepare for the reference interview by design specific questions that will verify information. Questions should be thought out in advance and written, preferably on the Reference Check Form. In addition, design fact-oriented questions to elicit new information. Reference checking questions generally fall into these categories:
 - Basic facts
 - Job content
 - Supervision
 - Performance Level
 - Major skill areas
 - Personal traits and abilities affecting the job
 - Collegiality

Reference Call

- Identify yourself and Messiah College and explain the purpose of the call. [A typical opening might be: "My name is John Smith, from Messiah College; we have interviewed Jane Doe for a _____ position and are very interested in her. I'd like to verify some information with you. Is this a good time to talk, or is there a more convenient time when I can call you back?"] This kind of introduction is informative and to the point. Notice the words "reference check" are not used. People are less likely to refer the call to Human Resources when the words "reference check" are avoided.
- In another version of an opening the interviewer might state that Messiah College is interested in the candidate and wants to be sure that the candidate would be interested in and is suited for the job.
- Ask a series of prepared questions. Begin with questions that are neutral in nature, simply verifying factual information, such as job title, dates of employment and basic job duties, promotions, demotions, attendance, salary, reason for termination and other information for which the responder may have documentation. Beginning this way helps to ease both parties into the conversation and tends to lessen any defensive feeling the reference giver might have. Since they have been written in advance, taking coherent notes of the discussion is much easier.
- Thank the reference for his or her time.

QUESTIONS THAT GET THE RIGHT INFO

Category	Examples of Lawful Questions
Specific past work experience	Tell me about the most complex or demanding situation you've encountered in your work with XXXX.
Follow up	What sort of feedback did you get as a result of managing this situation?
Application of Skill & Knowledge	One of the situations we're facing here at Messiah College is XXXX. What are your thoughts on tackling this issue?
Management Skill	Tell me about some of the team management challenges you've faced and how you've handled them?
Follow Up	Why did you choose to do XXX – how well did that work?
Relationship Building Skill	Describe for me how your current department connects with other departments.
Follow Up	How do you communicate this to your team members? Across campus?
Communication Style	So when XX happened, what did you say to him(her)?
Readiness	Tell me about your experience with XX that particularly prepares you for this job?
Follow Up	How will this experience help you succeed?
Adaptability/Judgment	Tell me about a time when you were faced with unexpected and conflicting priorities being requested of your dept? How did you handle it?
Follow Up	What happened next? What was the final result?

QUESTIONS YOU CANNOT ASK

Interview questions, even casual conversation with a candidate should focus on the job and the work place. A general rule to follow is:

If a question cannot genuinely be posed to every candidate and if the question does not have direct bearing on or connection to the job, it is not an appropriate question.

Category	Examples of Unlawful Questions
Age	How old are you? When did you graduate? When's your birthday?
Birthplace/Residence	Where did you grow up? Are you from around here? Are you local? Where would you be commuting from?
Citizenship	Of what country are you a citizen?
Race	What's your heritage? What languages do you speak? What is your race?
Gender	All questions related to gender are ill-advised.
Marital Status	Are you married? Do you have children? What are your plans for childcare? Do you plan to have kids soon?
National Origin	Where were you born? Are your parents from around here? Do you have family in the area?
Relatives/Associates	What does your spouse do for a living? How many brothers and sisters do you have? Do you belong to the West Shore Country Club?
Disability	Have you ever received Workers Compensation? Are you disabled in any way?

Any questions you ask, notes you take and discussions you have regarding the candidate must be based solely on job related information and requirements.



Reference Check Form

<i>Candidate Name</i>	<i>Position</i>
<i>Reference Name</i>	<i>Relationship to Applicant</i>
<i>Position Held</i>	<i>Verification of Employment Dates</i>

Nature of Responsibilities:

Reason for Leaving:

Would this individual be eligible for rehire? Yes No

Why or why not?:

Sample Questions

1. Please describe his/her experience and competence.
2. Can you give me some examples of his/her successful projects or work?
3. How would you describe the applicant's relationships with co-workers, students, and superiors?
4. How would you describe the candidate's ability to communicate?
5. Can you tell me in measurable terms the biggest impact this person made as an employee?
6. Tell me about the applicant's ability to be inclusive as it relates to diversity in the workplace.
7. What is your overall assessment of the candidate?
8. Would you recommend him/her for this position? Why or why not?
9. Is there any other information you can provide us with that would assist us in the decision making process?



OFFICE OF HUMAN RESOURCES AND COMPLIANCE

Attachment (Offer Letter – Administrative) – F-2

Conducted
by:

Print Name

Signature

Date

Below is a sample itinerary for administrative candidates.

***Sample* Itinerary for
Residence Director Candidate***

Monday, April 22 2013

8:32 p.m. Airport Pickup – Grantham/Smith RD and Naugle RD (MDT)

Tuesday, April 23, 2013

8:10 a.m. Pick up in Climenhaga Lobby – Bittner RD (Climenhaga)

8:15 a.m. Meet with RD Search Committee – Director of Residence Life, Bittner RD and Coordinator of the First Year Experience, Director of International Student Programs, and Professor of American History (Falcon)

9:45 a.m. Chapel with Sollenberger/Mellinger RD and Grantham/Smith RD (Brubaker Auditorium)

10:45 a.m. Meet with Mountain View RD, Miller/Fry RD, Hess/Kelly RD Sollenberger/Mellinger RD, and Director of Special Interest Housing (LSU 237)

12:00 p.m. Meet with Witmer RD, Naugle RD, and Bittner RD (LSU/Falcon/Lottie)

1:45 p.m. Meet with Director of Benefits (Old Main 203)

2:30 p.m. Meet with Vice Provost and Dean of Students and Associate Dean of Students (ECC 202)

3:30 p.m. Campus Tour with Director of Special Interest Housing and Director of Housing

4:00 p.m. Meet with Director of Student Involvement and Leadership Programs, Director of Multicultural Programs, and Director of Housing (LSU)

4:45 p.m. Meet with Director of Residence Life (ECC 204)

5:15 p.m. Leave campus for dinner with Director of Residence Life, Mountain View RD, and Bittner RD

7:30 p.m. Meet with Students – Miller/Fry RD facilitating (Kline 108)

Wednesday, April 24, 2013

8:30 a.m. Airport Drop Off – Hess/Kelly RD and Witmer RD (MDT)

***Names have been removed from this itinerary to maintain confidentiality.**



Date

Name
Address

Dear

I am pleased to take this opportunity to confirm your acceptance of an offer of employment at Messiah College as:

Position

This is a full-time XX month, Band X position with an annual salary of \$XX,000. Your appointment will begin DATE ; As with all administrative positions, your position begins on DATE with a 90 day introductory period. The purpose of this introductory period is to allow both you and your supervisor to assess the fit between you and the position. You are eligible for an increase on DATE.

Likewise, please note that by signing this letter, you are indicating that you affirm the Apostle's Creed; support the identity and Mission Statement, Foundational Values, Confession of Faith, and College-Wide Educational Objectives of Messiah College; you agree to perform the duties as assigned and adhere to stated policies and procedures of the College; and agree to abide by the Community Covenant.

The policies and benefits describing administrative appointments are specified in the Messiah College Policy and Procedure Manual, which is available on-line through the Human Resources webpage at: <http://www.messiah.edu/info/200723/policies> . As further orientation to Messiah you will be expected to participate in new employee orientation; we will inform you of the date when you visit the human resource office to fill out your hiring paperwork.

Your position entitles you to full college benefits beginning on DATE. A full explanation of benefits can be found on-line through the Human Resources webpage at: <http://www.messiah.edu/info/200722/benefits> .

When you arrive in DATE, there will be a couple of items to address within the first week:

1. Your department will schedule an appointment for you with our Human Resources team to complete your hiring paperwork. At this time, you must provide documentation establishing your identity and eligibility to work in the United States. I have enclosed the Immigration and Naturalization Service (INS) list of acceptable documents for your information.
2. Please plan to go in person to the Falcon Services/One Card Office located on the second floor of Eisenhower Campus Center to obtain your photo ID card. Your card entitles you to the use of the Messiah library and use of other College facilities and services.



Attachment (Offer Letter – Administrative) – F-3

- 3. You will be advised to complete all employee on-line forms within one week. Instructions will be given regarding this process at your human resource appointment.

Please note, this letter constitutes an offer of employment by Messiah College and serves to confirm the terms of your employment in which you are employed at will. This letter is not intended to create a contract nor constitute a promise or guarantee of continuing employment. Either you or the College may end the employment relationship at any time with or without cause. Likewise, this letter should not be interpreted as containing an exhaustive enumeration of the employment policies of the College or the specific expectations of the position. Rather, it is intended as a statement of the essential terms of the employment being offered.

Please confirm your acceptance of this employment offer below in the space provided with your signature and the date signed. Please return the signed copy to Human Resources & Compliance and retain the other copy for your own records.

Required formalities aside, I want to tell you how pleased we are to welcome you to Messiah College. Please do not hesitate to contact our office if I can be of assistance as you transition to this new role.

Sincerely,

Amanda A. Coffey
 Vice President of Human Resources & Compliance

I accept this offer of employment under the terms described above and subject to all policies and procedures contained in the Messiah College Policy and Procedure Manual. I understand that Messiah College may modify these policies and procedures at any time without notice.

Date: _____

Signature: _____



Date

Name
Address

Dear

I am pleased to take this opportunity to confirm your acceptance of an offer of employment at Messiah College as:

Position

This is a full-time XX month, Band X position with an annual salary of \$XX,000. Your appointment will begin DATE; As with all staff positions, your position begins on DATE with a 90 day introductory period. The purpose of this introductory period is to allow both you and your supervisor to assess the fit between you and the position. You are eligible for an increase on DATE.

Likewise, please note that by signing this letter, you are indicating that you affirm the Apostle's Creed; support the identity and Mission Statement, Foundational Values, Confession of Faith, and College-Wide Educational Objectives of Messiah College; you agree to perform the duties as assigned and adhere to stated policies and procedures of the College; and agree to abide by the Community Covenant.

The policies and benefits describing staff appointments are specified in the Messiah College Policy and Procedure Manual, which is available on-line through the Human Resources webpage at: <http://www.messiah.edu/info/200723/policies> . As further orientation to Messiah you will be expected to participate in new employee orientation; we will inform you of the date when you visit the human resource office to fill out your hiring paperwork.

Your position entitles you to full college benefits beginning on DATE. A full explanation of benefits can be found on-line through the Human Resources webpage at: <http://www.messiah.edu/info/200722/benefits> .

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1. Your department will schedule an appointment for you with our Human Resources team to complete your hiring paperwork. At this time, you must provide documentation establishing your identity and eligibility to work in the United States. I have enclosed the Immigration and Naturalization Service (INS) list of acceptable documents for your information.
2. Please plan to go in person to the Falcon Services/One Card Office located on the second floor of Eisenhower Campus Center to obtain your photo ID card. Your card entitles you to the use of the Messiah library and use of other College facilities and services.



OFFICE OF HUMAN RESOURCES AND COMPLIANCE

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Sincerely,

Amanda A. Coffey
Vice President of Human Resources & Compliance

I accept this offer of employment under the terms described above and subject to all policies and procedures contained in the Messiah College Policy and Procedure Manual. I understand that Messiah College may modify these policies and procedures at any time without notice.

Date: _____

Signature: _____



February 7, 2014

Dear

XXX has accepted the position of XXX. The terms of employment are full time, X months, X hours . XXX will begin her role on XXX at an hourly/annual salary of \$XXX. This position is a band XX. **For the purposes of completing the NEIF or PCF, XXX's ID # is XXXXXXXX.**

To officially on-board our new employee, please complete one of the following forms:

- For new hires, complete the **NEW EMPLOYEE INFORMATION** form found at: http://www.messiah.edu/documents/hr/forms/New_Employee_Info_Form.doc
- For current employees transferring to your department, complete the **PAYROLL CHANGE FORM** found at: http://www.messiah.edu/documents/hr/forms/Payroll_Change_Form.doc

Please forward this completed form along with the documents listed below to HR at least five days before the employee is due to start:

- Hiring manager's completed **REFERENCE CHECK FORM** found at: http://www.messiah.edu/documents/hr/forms/Reference_Check.doc

After all three forms are received; HR is able to generate an email that is distributed to IT, Key Services, the Post Office and Card Services. This email will include the new employee's ID#, job title and start date. **It is important that as follow up, you do the following:**

- Contact Key Services to finalize key issuance and delivery.
- Schedule a first day appointment with Sharon in HR (ext. 5300).
- Complete the **NEW EMPLOYEE AREA SAFETY ORIENTATION FORM** found at http://www.messiah.edu/mcsquare/safety_committee/Documents/NewEmployeeOrientationChecklist.docx. This should be reviewed with the new employee within the first week of employment and returned to HR at suite3015 for inclusion in the employee's file. Area specific forms may be used provided that they document the same information.

For your new employee's first day, please see the attached check-list and be prepared to welcome them warmly.

Certainly feel free to contact me with any questions.

Sincerely,

Inger Blount

Inger Blount
Assistant Director of Human Resources/Manager of Employment and Recruiting Services

Continue reading below for checklist:

FIRST DAY:

- Use first hour to welcome your new employee.
- Tour employee's assigned work place and building, introducing new employee to other staff members.
- Distribute keys.
- Visit ID office in order to obtain Messiah College employee ID card.
- Ensure that you or someone from your department personally escorts the employee to Human Resources for their appointment.
- Point out restrooms, refreshments and break areas.
- Join new employee for lunch on first day
- Review job description with new employee.
- Review department's organizational chart and explain its relationship to campus.

WITHIN FIRST WEEK

- Review department specific policies and procedures with respect to:
 - Working hours
 - Confidentiality
 - Discuss department customer service philosophy
 - Telephone, email use
 - Office organization (files, supplies, etc)
 - Office resources (directories, manuals, staff listing, MSDS)
 - Staff meetings
 - Discuss performance standards, establish goals and discuss expectations (See section on Probationary Employment Period for detailed information)
 - Time sheets (staff)
 - Vacation/Sick
 - Department policies
 - Introduce them to their IT support person

- Complete New Employee Area Safety Orientation Form and forward to HR

WITHIN FIRST THREE MONTHS:

- Schedule further computer training with ITS, if needed
- Human Resources will schedule the new employee for the next College New Employee Orientation (held bi-monthly). N/A
- A 45 day review will be conducted with supervisor and employee separately by phone