



Procedures for Filling New or Vacant Administrative Positions

Revised 9/2018

When seeking to fill either a new or existing non-faculty position, there are a number of important goals that the School must accomplish through its hiring process:

- Ensuring that the title, level, duties, compensation range/benefits, and qualifications for the position are properly established and communicated to applicants as part of the recruitment process.
- Ensuring that affirmative steps are taken to create a diverse pool of interested, qualified candidates.
- Ensuring that an adequate process is in place to select the most qualified of the candidates in the pool.

While not every search can or needs to be identical, it is essential to have a process and approach to hiring that promotes our goals in a consistent manner – but without causing undue delays in filling positions. More specifically, it means that information regarding job openings is made available to a broad range of potential applicants, that a reasonable pool of candidates who meet at least the minimum qualifications for the position is created, and that a sufficient number of qualified applicants are interviewed and considered for the position.

PROCESS

The following steps are required when new or existing positions need to be filled:

1. The manager or designee of the hiring unit must meet with the Director of Human Resources (or her designee in her absence) to review the existing Position Description that is on file; or, in the case of a newly created position, to review the proposed Position Description. Once the elements of the Position Description have been confirmed or established, Human Resources will:

- Post information regarding the available position in a designated location within the School. Internal posting must be in place for a minimum of five business days before an offer of employment can be extended to a candidate.
- Post the information on the Job Openings section of the School's Web site and other appropriate Websites, including professional organizations and relevant listservs.
- In consultation with the hiring unit, decide whether to advertise in external publications and other Websites, and if so which ones.
- In consultation with the hiring unit, list the position with college and university Career Services/Career Development Offices.

- In keeping with the school's commitment to equity, diversity, inclusion and belonging, locate and list with diversity and affinity groups that may lead to a broader candidate pool of individuals from under-represented backgrounds.

It is expected that the hiring unit will, in addition, disseminate information regarding the open position through colleagues working in the same field, professional associations, etc.

Résumés submitted through postings and advertisements will be processed through the Applicant Tracking System (ATS). All resumes are automatically acknowledged by the ATS.

2. The hiring manager or designee is responsible for determining which applicants to select for interviews, for arranging and managing the interview schedule and process, and for selecting the most qualified candidate. If the applicant is an internal candidate, an interview should be granted provided the applicant meets at least the minimum requirements. If it is clear that the Juilliard employee is not qualified, the Hiring Manager should meet with that individual and explain why s/he is not being considered. Prior to the beginning of the interview process, the Manager and the Director of Human Resources will collaboratively agree on/discuss the following:

- Which individual or members of a committee will interview the applicants chosen from the pool for serious consideration. Not every search requires a committee, although it is generally a good practice to have at least two interviewers and there can be as many as the Hiring Manager and the Director of Human Resources believe is practicable.
- The Hiring Manager or his/her designee will make sure that each candidate invited to interview completes an *Employment Application* and *Reference Release Form* (part of the employment application). The application can be sent to the candidate electronically or completed at the time of the interview.

Please note that when you are interviewing a job applicant, or in more informal discussions with candidates, you can only ask questions that relate to the individual's specific qualifications for the job. **Attached is a chart which offers additional guidance on permissible interview questions.**

- A *Candidate Evaluation Form* (optional) which the interviewers may use to record their impressions of candidates. A standard form is posted on the intranet. It can be tailored by the hiring unit as appropriate for the position in question. The results of the ratings are returned to the Hiring Manager for his or her consideration in making a decision.

PROMOTING FROM WITHIN

It is the policy of The Juilliard School to foster and encourage the professional advancement of its employees. The added benefits of possible promotion serve as

incentive for better work performance, enhanced morale, and a sense of individual achievement and recognition.

It is Juilliard's goal to ensure maximum opportunity for promotion from within, taking into account the organizational and fiscal implications of the promotion.

Supervisors should encourage staff members within their areas of responsibility to pursue career advancement opportunities within Juilliard, and Hiring Managers should seriously consider qualified internal candidates.

POSTING POLICY

In general, Juilliard policy requires that job openings be posted both internally and externally. A Hiring Manager may request a waiver of external posting if a staff member's current position has prepared her or him for a promotion to a higher position within the same department, and the staff member is clearly qualified for and has the skills and experience to assume the open position. A Hiring Manager may also request a waiver of internal and external posting when a candidate has been identified in advance for a specific position.

Requests for any waiver of posting must be first approved by the senior manager that oversees the department, and then made to the Director of Human Resources.

Please also note that all requests for information regarding benefits, time off, or interpretation of other personnel policies must be directed to the Department of Human Resources. Managers must not make commitments during the interview process that cannot be honored once the individual is hired.

3. Before extending a verbal offer of employment, references should be checked by the Hiring Manager. There is a ***Telephone Reference Checklist*** (included in the Information for Managers on the Intranet), which provides a suggested set of questions to ask when performing a reference check. If the Hiring Manager would like help with reference checks, please speak to the Director of Human Resources.

4. The Hiring Manager will discuss the results and the proposed terms of employment with the Director of Human Resources or her designee, and proceed to extend a verbal offer of employment to the selected candidate. If the selected candidate accepts the offer, Human Resources will contact the candidate, explain the background check process, and will also send an offer letter to the selected candidate which indicates that employment is contingent upon the satisfactory completion of a background check. If the background check is satisfactory, the Hiring Manager will be notified, Human Resources will confirm the appointment with the candidate, and the Hiring Manager will then complete a recap of the interview process using the ***Hiring Report***.

All documents and forms referenced above are available on the webiste.

APPENDIX: TOPICS DURING INTERVIEWS

When interviewing potential candidates, hiring managers must be careful not to ask questions about, or delve into topic areas, that may be discriminatory or that candidates may infer are intended to elicit information. The chart below outlines a number of such topic areas, with an indication as to permissible and impermissible question.

<u>SUBJECT</u>	<u>PERMISSIBLE</u>	<u>NOT PERMITTED</u>
Age	Are you 18 years of age or older? If not, state your age.	How old are you? What is your date of birth? What are the ages of your children, if any?
Arrest Record	None	Under New York City law, it is not permissible to ask candidates any questions about their criminal background until after a position is offered.
Disability/Medical/ Psychological History	Are you able to perform the specific job functions indicated in the job description?	Do you have a disability? Have you ever been treated for any of the following diseases...? Are you pregnant or planning to become pregnant? Do you have now, or have you ever had, a drug or alcohol problem?
Genetic Predisposition or Carrier Status	None	Do you have any genetic predisposition to disease? Do any diseases run in your family? Inquiries as to the health status of parents or other family members.
Marital/Family Status	Do you have a spouse or an immediate family member who is employed by Juilliard?	Do you wish to be addressed as Miss? Mrs.? Ms.? Are you married? Single? Divorced? Separated? Name or other information about spouse.
National Origin	None, other than is the individual authorized to work in the United States, for any employer, on a long term basis.	Inquiry into applicant's lineage, ancestry, national origin, descent, parentage or nationality. Nationality of applicant's parents or spouse.
Sexual Orientation	None	Inquiry into applicant's marital or relationship status.
Race or Color	None	Inquiry into complexion or color of applicant's skin, eyes, hair, and so forth.

<u>SUBJECT</u>	<u>PERMISSIBLE</u>	<u>NOT PERMITTED</u>
Religion	None	Inquiry into applicant's religious denomination; beliefs; affiliations; parish or church; religious holidays observed.
Sex	None	Inquiry as to gender.
Address or Duration of Residence	Inquiry into applicant's place of residence. How long a resident of this state or city?	How long have you lived in this country? In what country did you live before?
Birthday	None	Requirements that applicant submit birth certificate, naturalization or other record showing age. Requirement that applicant produce proof of age in form of birth certificate or other record.
Birthplace	None	Inquiry into applicant's place of birth.
Driver's License	Do you possess a valid NYS driver's license (if a driver's license is necessary for the position applicant is seeking)?	Requirement that applicant produce license prior to offer of employment.
Education	Inquiry into applicant's academic, vocational or professional education and the public and private schools attended.	Year(s) of attendance; Date(s) of graduation.
Experience/Language	Inquiry into work experience. If the duties of the position require fluency in a particular language, inquiry may be made into whether applicant speaks or writes that language fluently.	What is your native language? Inquiry into how applicant acquired ability to read, write or speak a foreign language.
Military Experience	Inquiry into applicant's military experience in the Armed Forces of the United States or State Militia. Inquiry into applicant's service in a particular branch of the United States Army, Navy, etc.	Inquiry into applicant's military experience other than in the Armed Forces of the United States or in a State Militia.

SUBJECT	PERMISSIBLE	NOT PERMITTED
Name	Have you ever worked for this company under a different name? Is additional information relative to change of name, use of an assumed name or nickname necessary to enable a check on your work records? If yes, please explain.	Inquiries as to original names of an applicant whose name has been changed by court order or otherwise. Inquiries as to the birth name of a married woman. If you have ever worked under another name, state name and dates.
Notice in Case of Emergency	None	Requirements that applicant provide name and address of relative to be notified in case of an accident or emergency.
Organizations	Inquiry into applicant's membership in organizations which the applicant considers relevant to his or her ability to perform the job.	Requirement that applicant list all clubs, societies, and lodges to which applicant belongs. Are you registered in a particular political party?
Photograph	None	Requirement or option that applicant affix a photograph to employment form at any time before hiring.

For more information contact:
Caryn Doktor
Director of Human Resources
cdoktor@juilliard.edu
(212) 799-5000 ext. 355