

## **2011-2012 HBS Student Recruiting Policies**

### **Missed Class**

Because the [HBS Learning Model](#) depends on the consistent and broad participation of all students, daily class attendance is expected and required of each and every MBA student.

*Recruiting-related activities* – Missing class for recruiting-related activities (including job interviews, recruiting events, or travel) is considered an unexcused absence. Organizations that ask students to interview during class or to travel for recruiting purposes on class days rather than on open days are violating HBS recruiting policies, and an alternative date should be arranged. For second-round interviews, organizations should offer at least one alternative date that does not conflict with class. Students often have more leverage than they realize, and are encouraged to work with the recruiter to come to a mutually agreeable solution.

If a recruiter is not willing to consider alternative dates, or if you are having difficulty with any recruiting situation causing a class conflict, please contact MBA Career & Professional Development (617-495-6232 or [mbacareers@hbs.edu](mailto:mbacareers@hbs.edu)); CPD will work with you to determine the best way to address the situation.

To view the full student attendance policy, please click [here](#).

### **Interview Cancellation**

Students are expected to honor all interview appointments, whether on- or off-campus. If you must cancel or reschedule an interview, you must do so by the interview schedule “freeze” date (typically two to three business days prior to the interview) so that other students have an opportunity to fill your time slot. Skipping interviews at the last minute is unprofessional and diminishes opportunities for other students.

**A cancellation that occurs after the freeze date will count as a missed interview.**

Students who have **accepted** an offer will be excused from their interview commitments, but are expected to notify both MBA CPD and the company of the situation immediately, and in advance of the interview date. Students who have **received** an offer are expected to attend all scheduled interviews. If, in the event of an emergency (flu, birth of a child, major accident), you are forced to cancel your interview after the freeze date, you must:

- alert MBA CPD immediately with an explanation of your situation; and
- Email the company to inform them of your extenuating circumstance. Copy MBA CPD ([mbacareers@hbs.edu](mailto:mbacareers@hbs.edu)) on any correspondence.

**More than one missed or cancelled interview may result in the suspension of on-campus recruiting privileges.**

After each interview day, recruiters are asked to provide MBA CPD with the names of any students who did not attend their on- or off-campus scheduled interviews. MBA CPD will contact those students directly to discuss the situation. As outlined in bullet two above, students are required to write a letter of apology to recruiters within 24 hours of the missed interview. Copy MBA CPD ([mbacareers@hbs.edu](mailto:mbacareers@hbs.edu)) on any correspondence.

**Upon accepting an offer, all interviewing should cease.**

## Recruiting Expense Reimbursement

There is no standard process for reimbursement, so please discuss an organization's policy before expenses are incurred. Do not assume that a company will reimburse you for travel expenses unless they explicitly agree to do so beforehand. If you plan to visit several potential employers during one trip, it is appropriate to prorate expenses among them, and the prorated arrangement should be understood by all parties. Reimbursement for visits at an employer's expense should be only for those expenses pertinent to the portion of the trip related to their visit.

## Evaluating and Accepting a Job Offer

The following offer and decision dates are in place:

**EC students** - Offers may be extended to second-year class of 2012 students **beginning August 1, 2011**. The offer must remain open in its entirety until **January 13, 2012, or two weeks after the written offer is received, whichever date is later**. Full-time offers to previous employees and or summer interns must be held open until at least November 15, 2011. It is permissible to offer incentives to students who accept a full-time position in advance of these dates. The base offer (including base salary, base signing bonus, performance bonuses and job function) must remain open until the decision date.

**RC students** - Offers may not be extended to first-year class of 2013 students **prior to the end of the first-year Dedicated Interview Period: January 26, 2012 at 4:00 p.m. ET**. RC students may not be required to accept offers before February 24, 2012 **or two weeks after the written offer is received, whichever date is later**. For previous employees, students and companies may determine a mutually agreeable decision date.

These dates are in place to ensure students have time to make a thoughtful decision. Students do not need to wait until these dates in order to make a decision. We encourage you to hold no more than three offers at one time. As soon as you make a decision, immediately notify all other potential employers that you are no longer a candidate for their positions.

## Reneging on Offers

Reneging means that you have accepted a job offer, either verbally or in writing, and then change your mind and reject the offer (for any reason). Reneging is an extremely serious recruiting violation and is inconsistent with HBS Community Values. It will do great damage to your personal reputation and the reputation of HBS. In addition, you place job opportunities for future students at risk. If you renege, there will be consequences. Depending on the professional integrity you display, the consequences may include some or all of the following:

- Permanent loss of CPD and Alumni privileges for your entire term as a student and as an alumnus. This includes use of your hbs.edu email, access to alumni resources and reunion attendance.
- Your case may be forwarded to the HBS Director of Community Values for investigation of the Community Values dimension of your violation.
- Your original employer may notify others in your field of your decision and conduct.
- Your final employer may be notified regarding your decision and your conduct.
- You may lose your offers from both organizations.

If you are seriously considering renegeing, it is imperative that you contact the CPD Director to discuss your situation – before you make your decision. How you handle your decision is critical. We cannot stress enough how seriously HBS considers the violation of renegeing. Your actions will impact you, your classmates, HBS alumni, and the HBS reputation.

## **Recruiter Standards**

As with students, recruiters are expected to follow set guidelines as they recruit at HBS. If you are concerned with recruiter actions, you may view the [Recruiter Policies](#) for further clarification or contact MBA Career & Professional Development for advice in handling the situation.

## **Equal Opportunity Statement**

In accordance with Harvard University policy, Harvard Business School does not discriminate against any person on the basis of race, color, sex, sexual orientation, gender identity, religion, age, national or ethnic origin, political beliefs, marital status, veteran status, or handicap in admission to, access to, treatment in, or employment in its programs and activities. Accordingly, the School makes its facilities available to recruiting organizations whose practices are consistent with this policy.

## **Consequences for Recruiting Policy Violations**

Consequences for violating these policies include, but are not limited to, the revocation of recruiting privileges, the suspension of alumni privileges for a period of time up to the 5th year reunion, a permanent notation in the student's record and/or appearance before the Conduct Review Board.