
Conducting Effective Faculty and Staff Searches



THE STATE UNIVERSITY OF NEW YORK

Potsdam

Prepared by:
Office of Human Resources
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The purpose of these guidelines is to assist campus employees in conducting effective faculty and staff searches. The Office of Human Resources has revised and updated the guidelines for interviewing and conducting a search. The procedures that follow are to be used for all searches.

The search for candidates to fill faculty and staff positions is one of the most important activities in which we as a College engage. Through such searches, we announce not only our philosophy of hiring but also, in effect, the quality and nature of our institution. Most importantly, searches constitute the principal means for creating the SUNY Potsdam of tomorrow, because the faculty and staff members hired as a result of the search process today will be the core of the institution in years to come. We must settle for nothing less than the very best in candidates and must act assertively to locate and attract them to our campus, even if doing so requires more than traditional methods of advertising positions and examining applications.

If you have any questions that arise during the search process, please do not hesitate to contact me.

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Equal Opportunity

Federal equal opportunity laws prohibit discrimination on the basis of race, gender, color, national origin, religion, disability, age, marital or veteran's status. In addition, New York State agencies are prohibited from discrimination on the basis of sexual orientation and gender identity. These laws and policies mean that neither the College or any of its representatives discriminate in any employment decisions, including recruitment, selection, promotion, compensation, training opportunities, job assignments, disciplinary actions, discharge or any other conditions of employment.

Affirmative Action

Federal affirmative action law requires employers to take positive measures to recruit and employ qualified women and minorities to correct the effects of past discrimination, to eliminate present discrimination and to prevent future discrimination. An affirmative action program is a set of specific and result-oriented procedures done in good faith to encourage the ideals of equal employment opportunity. Affirmative action is not a quota system and does not give hiring preference to those who are not qualified for positions.

Affirmative action measures are designed to cast the net as far and wide as possible to reach the greatest number of minority and women candidates. These measures require more than simply placing an ad. Extra efforts must be made to reach out specifically to minority and women candidates. A function of the Affirmative Action Office is to monitor and evaluate the college's implementation of Federal and State laws, and local and SUNY-wide policies regarding equal opportunity and affirmative action.

In order to support SUNY Potsdam's Affirmative Action policy, it will be our policy to:

1. Post all open positions on the SPOLR (SUNY Potsdam's Online Recruitment) website. The site address is <https://employment.potsdam.edu/hr>
2. Include the SPOLR web address in all national advertisements.
3. All positions will be advertised on higherjobs.com, Associated Colleges website, and InsideHigherEd.com to increase visibility of openings.

Americans with Disabilities Act

Under the regulations of ADA, employers are required to make "reasonable" accommodations for an individual's mental or physical limitations as long as these accommodations do not present an undue hardship on the employer. It is the employer's responsibility to clearly identify all essential duties necessary for the position versus those which could be easily accommodated. Basically under the ADA, Potsdam is required to hire individuals with disabilities, if, absent the disability, they are the best qualified for the position and can perform the essential duties with reasonable accommodation.

Introduction to the Search Process

The major goal of any search process is to identify and successfully attract the most qualified candidate. Evidence of teaching effectiveness, professional accomplishments, scholarly activity or promise, and possession of a terminal degree appropriate to the discipline are all factors that have traditionally been part of the evaluation process used in determining which candidate is "most qualified." In an effort to diversify both the makeup of its faculty and staff and the offerings available to its students, SUNY Potsdam has added another criterion to the list of standards by which the quality of candidates may be judged: diversity.

There are two ways a candidate is able to contribute to the diversity of the College. First, an individual who is a member of a group underrepresented at Potsdam makes that contribution because her or his experience as a member of an underrepresented group contributes to the diversity of ideas and assumptions with which we view the world. Second, a candidate, not a member of an underrepresented group, can make a contribution to the multicultural mission of the College because of her or his academic interest; e.g., a white male artist with a specialty in Oriental art.

All candidates must be qualified to be part of the faculty/staff. In developing a pool of qualified candidates, departments should ask how well each of those individuals could contribute to the multicultural mission of the College.

The purpose of this document is to facilitate SUNY Potsdam's hiring process. The document is not intended to be restrictive, but rather should serve to clarify the hiring process from the department/search committee chair's standpoint while ensuring fairness to candidates and adherence to the law.

Aspects of the search process and this document will be discussed at a meeting with department and search committees and/or Human Resources and the Affirmative Action Officer. This will be a group meeting early in the fall semester for searches beginning in the fall and individual meetings for searches not started in early fall.

Responsibility/Authority for Implementing the College's Equal Employment/Affirmative Action Plan

The College recognizes that equal employment opportunity is everyone's responsibility. It also recognizes, however, the necessity to affix responsibility and accountability for the direction, support, and implementation that is required to assure maximum effectiveness. The College has designated initial employment responsibilities as follows:

President

The President, as chief administrative officer of the College, has the ultimate responsibility and authority for the College's Equal Employment/Affirmative Action program. The President may take such actions as he/she may deem necessary to ensure the implementation of policies that will successfully carry out the affirmative action program.

Leadership Forum

Responsibility for implementation of the program has been delegated by the President to the top administrative personnel in each major area. Leadership Forum members have responsibility for the implementation of the equal employment opportunity/affirmative action program in their areas and may delegate authority for such implementation to their staff members. While responsibility for implementing the affirmative action program and the evaluation of progress toward goals remain with the President, the

Provost, the Vice Presidents, deans and directors are charged with the responsibility for seeing that Equal Employment Opportunity/Affirmative Action procedures are carried out in their own areas. In addition, Leadership Council members shall report to the Affirmative Action Officer any failure to comply with SUNY Potsdam's Equal Employment Opportunity/Affirmative Action policies and procedures. The President may take any appropriate action, including refusal to approve any recommendation which does not adhere to these policies and guidelines.

Affirmative Action Officer

Staff authority and responsibility for the implementation, monitoring and evaluation of the affirmative action program have been delegated by the President to the Affirmative Action Officer. The officer is responsible for coordinating the development, implementation, modification, monitoring and evaluation of the College's Affirmative Action plan.

College Personnel

All personnel involved in the recruitment, appointment and promotion processes have the responsibility to ensure that proper affirmative action procedures are followed in their departments or divisions. All appropriate personnel must guarantee that all recruitment, assignments, transfers, salary adjustments, promotions, and in-service training opportunities will be made available without regard to race, creed, color, religion, sex, national origin, disability, age, marital status, sexual orientation or veteran status.

Initiating the Search

In identifying vacant positions that will be advertised as term appointments, the vice president/dean/director will meet with the department chair/director to prioritize and define the proposed positions. **Positions that have been filled after having been advertised as temporary must be readvertised if the positions are converted to permanent or tenure-track, unless the candidate is a member of a protected class and a search waiver is granted.** It should not be assumed that all vacancies from retirements and resignations will be filled and that positions that have previously been "temporary" will be converted to tenure-track.

Conflict of Interest

Persons with a conflict of interest concerning applicants for positions should reclude themselves from searches. Individuals who currently occupy positions for which a search is being conducted should not be voting members of search committees, although committees may consult with them if they have special expertise relevant to the position being filled.

Recruitment Request

To formally initiate the search, a Recruitment Request must be initiated in SPOLR and electronically routed through all approval levels. Additionally, for all professional positions, a complete job description must be furnished in SPOLR. Upon email receipt of the approved request, Human Resources is authorized to begin the search. SPOLR recruitment requests should indicate journals, websites and email lists that will be used in recruiting for the position and the text of the ad should be electronically submitted to Human Resources.

Advertising

Rank, title, salary range, and application procedures will be determined by the Dean/Director/Provost. Advertising should be broad and open to attract the largest number of applicants. The position should describe the essential qualifications and responsibilities of the position. The final ad copy will be agreed upon as a result of consultation with the department. SPOLR will not allow acceptance of applications after the closing date. It is recommended that the wording in the ad be similar to the following: (i.e. “For full consideration, applications should be received by ____ “ or “Application review will begin on ___ and continue until the position is filled”).

In addition, departments should:

- Contact professional organizations to determine if there are minority or women's caucuses, committees, or employment registers.
- Make personal contacts with colleagues who might be interested in a move or might nominate others.
- Make telephone calls to colleagues and schools to seek out underrepresented applicants.

1. Faculty Searches

In order to advertise a position as tenure-track, the ad must be placed in the fall. (See section on the hiring of non-tenure track faculty.) Human Resources will place one master ad in the Chronicle of Higher Education, early in the fall semester after consultation and approval of the Provost. To the extent possible, all anticipated openings should be listed in this job announcement.

2. Professional & Management/Confidential Searches

The campus has established a policy in which these positions are advertised either internally first or simultaneously internally/externally. Depending upon the responsibilities of the position, it may be advertised locally, regionally or nationally. Since these openings occur through the year, no date has been established by which the position must be advertised.

Search Committee

The chair of the search committee may or may not be the department chair or director. In the case of a search for a department chair or director, at least one member of the search committee shall come from outside the affected department. Establishing a strong and credible search committee is essential for the success of the search process. Because decisions are made more effectively and efficiently by small groups, the committee should have a minimum of three members, and may be as large as deemed appropriate. Committee members are appointed in accordance with the bylaws of the department; or if no bylaws exist, are selected by the chair/dean/director to whom the committee reports. **In the spirit of the student-centered campus, serious consideration should be given to having one or more students serve as committee members. Even if students do not serve on the search committee, student involvement should be sought in the search process.**

The final composition of the search committee and selection of a chair, will be determined in consultation with the appropriate Dean/Director who may add committee members from outside the department.

The search committee should reflect the interests and characteristics of various constituencies, taking into consideration ethnicity, gender, age, and different areas of specialization within the department. Search committees should be balanced. If there is not sufficient diversity within a hiring department, serious consideration should be given to including a member from outside the department. In general, if search committees themselves are diverse, we may be more successful in attracting diverse candidates.

Other considerations:

- Are the interests of non-tenured faculty and staff included?

- Is someone with prior search committee experience on the committee?
- Are the search committee members aware of the time commitment their participation will involve?
- Should any members from outside the department be involved in the search? (This may be appropriate in the absence of women and/or minorities in the department.)
- Is there anyone with access to special networks of talent that the search committee might tap for nominees?

If the position to be searched for is a President, Vice President or Dean, the SUNY Guidelines and Faculty Senate By-Laws require a process different from the one identified above. This process is outlined in Appendix I of the Faculty Handbook.

Search Committee Charge

The Dean/Director/Provost/Vice President/President should specify the role of the committee. A search committee's responsibilities typically include recruitment of candidates, establishing selection criteria, arranging and conducting the interview process, and identifying and recommending qualified candidates. The search committee does not select and appoint the candidate.

Confidentiality

All matters relating to a search are strictly confidential. It is the intention of the College to maintain the integrity of the search process by protecting applicant confidentiality. To encourage applications from those reluctant to "go public", the names of applicants should only be released to the campus when a candidate becomes a finalist and has been invited to campus for an interview. However, the Dean/Vice President/President or Affirmative Action Officer may access the files at any time. Discussions within the committee are also confidential. Be sure at the first committee meeting to stress that confidentiality is required and expected.

Faculty members of a department should be afforded the opportunity to review the credentials of all applicants and share their opinions with the search committee. The department faculty should, at the minimum, be given the opportunity to review the credentials of candidates proposed for interviewing and review the list of interviewees.

Follow-up on Applications

Communication with the candidates is very important. We recommend that you communicate with the candidates at least once a month while the search is in process.

Special Consideration

Individuals who have been retrenched at one of the SUNY campuses, have the right to apply for any position which they deem themselves qualified for under special consideration. Special consideration is defined in Article 35 of the UUP Agreement. What it means is that:

- the candidate(s) is considered before all other candidates for the position.
- a decision is made on the candidate, and the candidate is notified. The candidate is either unqualified (based upon required qualifications) or qualified at which point the person may be offered the job. If applications are received under special consideration, contact the Dean and Human Resources.

Immigration

As part of our recruitment efforts, we receive applications from individuals who are not citizens or permanent residents of this country. You may only inquire as to whether the individual is authorized to work in the United States. If the candidate indicates that she/he is not authorized to work in the U.S., contact Human Resources for guidelines on how to proceed.

Separate processes, called the labor certification and labor condition application, are required when hiring aliens. The process involves proving that the candidate is more qualified than any United States citizen or permanent resident in the pool and additional paperwork must be completed. If you intend to hire an alien, please contact Human Resources for information on how to complete the required documents.

Develop Written Screening Tools

The committee should decide upon the criteria to be used for the preliminary and final screening stages. The preliminary screening should be limited to information contained in the advertisement. This information ~~is~~ must be loaded into SPOLR as posting specific questions. For example, if the ad specified a PhD required, all applicants without a doctorate will be rejected. If no minimum amount of experience was stated in the ad, candidates should not be eliminated on the basis of a lack of experience at this early stage.

The following *should* take place *prior* to inviting candidates to campus:

1. The Search Committee Chair sends information about SUNY Potsdam to the final candidates. This could include the catalog, recent class schedule, and any departmental documents that would help the candidate understand the nature of the vacant position and the College. Information on the town of Potsdam may also be sent to the candidate or the web address given to the candidate for his/her use.
2. Telephone Interview of Finalists: Before a campus interview is scheduled, a telephone interview of finalists should be conducted. Written interview questions should be prepared by the committee for use during the interviews and retained in the committee's files as part of the search record. Each candidate should be asked the same questions for purposes of comparison and fairness. However, additional questions and conversations may occur which are specific to an individual candidate to allow for a full explanation of the candidates qualifications and merit for the job. The section on interviewing contains extensive information on inappropriate and illegal questions. This is also an opportunity to discuss with the candidate the available salary range of the position. This eliminates from further consideration candidates who have an expectation of salary above what the College is able to offer.
3. Telephone Referencing: The search committee should discuss in advance the questions to be asked. These questions should be in writing to ensure that consistent questions are asked of each reference. **Contact only persons who have been listed as references by the candidate.** With the candidate's permission, you may contact references other than those listed by the candidate. Arrangements may be made for a conference call through Telcom. Conference calls also can be set up via a speaker phone from the Telcom office. Long-distance calls will be charged to the recruitment account. (See Appendix B for suggested questions for telephone reference checks.)

4. How many finalists should be brought to campus: The question of how many finalists to bring on campus is often perplexing to the committee. A good rule of thumb is the “rule of two”. This is an optimal number given the need to be able to compare perspective candidates and the expense and time involved in the on-campus interview. However, there may be times when only one candidate is brought to campus or when 3 or 4 candidates are brought to campus. The number of candidates to invite for campus interviews will be decided in consultation with the Dean/Director.
5. Request to Invite candidates to campus: The Request to Invite Candidate process must be completed in SPOLR for each candidate that is invited to campus for an interview. Candidates may not be invited until the request has been approved by the Provost/Vice President (or designee). At the time you contact the candidate for an interview, you must ask if he/she needs any type of accommodation during the interview process.

On-Campus Interview

In order to hire from the strongest possible pool, it is important to invite candidates to campus as soon as possible. For faculty searches, this may mean that candidates can be brought to campus during the fall semester.

Recruitment Guidelines and Expenses

Recruitment costs have risen significantly in recent years and **departments are expected to follow guidelines to help reduce recruitment-related expenses.**

1. The candidate will make all of his/her travel arrangements.
2. On-campus meals (breakfast and lunch) are intended to accommodate the candidate and one search committee member. Meals in excess will be returned to the department for payment.
3. Off campus dinners with candidates will be reimbursed at a maximum rate of \$50.00 (tax included) for the two meals (candidate and search committee member/s) combined. To request reimbursement, an *itemized* restaurant bill must be provided along with proof of payment (credit card receipt). Reimbursement for alcohol or New York State tax is not permitted. Tax exempt forms can be obtained from the Purchasing and Payables Office, 4th Floor of Raymond Hall, and presented at the restaurant so that no tax is charged. Employees will also need to complete and sign a purchase requisition form in the Human Resources Office. You must sign and provide your SSN to be reimbursed. A copy of the candidate’s itinerary while on campus must be attached to this requisition form.
4. Mileage to and from airports while transporting candidates – A state car should be used when available and can be charged to the Recruitment Account. If a state car is not available, personal mileage will be reimbursed at current state rate for any trips that exceed 35 miles one way. **Reimbursement to local airports such as Massena and Ogdensburg will not occur.** Claims for mileage need to be submitted on the Statement of Automobile Travel form, along with a Travel Voucher form.
5. Airport parking and tolls will be reimbursed via the Travel Voucher form, which should be completed by the employee. This process does require an original receipt. The form needs to be signed by the employee’s supervisor and then forwarded to Human Resources to be charged to the recruitment account.
6. Conference travel – The recruitment account will pay one third, up to \$400, for one person to attend a disciplinary conference in which candidates will be interviewed for jobs. Approval must be obtained prior to the travel by completing the travel requisition. The Dean and Vice President may also contribute to the conference travel costs.

7. During the benefit interview in the Human Resources Office, each candidate will be given a Standard Voucher (along with a Statement of Automobile Travel form if appropriate). The candidate will need to complete these form(s) and return to Human Resources for processing. Original receipts (copies are not permitted) will be required for reimbursement. Also, reimbursement is not allowed for “snacks or lunch”. Meals incurred while traveling will be reimbursed if the original receipt is presented up to the maximum set by the New York State Travel Rules.

In addition to appropriate department personnel and committees, all candidates invited to campus must be scheduled to meet with:

- a. the appropriate Dean/Director;
- b. the Benefits Administrator in the Office of Human Resources; contact the Secretary 1 in Human Resources or 267-4816 to set-up the appointment.
- c. students and others as determined by the department responsible for the position recruitment;
- d. Provost or Assistant Provost for faculty positions;
- e. President for tenure track faculty positions;
- f. The appropriate Vice President/Dean for Director-level positions.

Please check with the Dean/Director/Vice Presidents’ offices before inviting a candidate for specific days. This is to be sure that the administrative person is on campus during the interview. *A copy of the candidate's vita and interview schedule must be made available to each interviewer prior to the interview.* Those persons conducting interviews should also be given an evaluation form. (Sample forms are provided in Appendix C).

An interview schedule should be given to the candidate in advance of that person's arrival on campus. The schedule often makes a lasting impression on the candidate. Some suggested guidelines (which may appear all-too-obvious to most search committee chairs): 1) Schedules should be typed; 2) Schedules should be checked for accuracy in spelling, individual titles, etc.; 3) Proof schedules with an eye to how an outsider will view the professionalism of the hiring department; 4) Allow time for a break during the interview.

Be sure to have written questions prepared ahead of time. The department should have prepared a core set of questions to be asked of all candidates. Care should be taken to avoid asking inappropriate questions. (See Appendix A, "Questions You May Not Ask a Candidate," and Appendix B, "Legal and Illegal Questions")

As part of the interview process, all candidates interviewed for faculty positions on campus are expected to be placed in a 'teaching situation' involving faculty and students and appropriate to the discipline. Generally, candidates should teach a scheduled class (except for some library positions). This includes internal candidates, who should be asked to teach a class not in a course they are currently teaching. If this is not possible, consider scheduling a "teaching simulation." You can create a "class" of faculty and staff. Search committee and faculty members should attend, their schedules permitting. Interviews may give a few clues as to teaching effectiveness, but a good (or bad!) teacher frequently can be identified in a teaching simulation.

Keep summary records as the search proceeds. It is a good idea to keep minutes of search committee meetings. Above all, retain candidate evaluation forms and all written comments. This is particularly important when an internal candidate is a finalist for a tenure-track position.

Background Check

Background checks will be initiated on the successful candidate in SPOLR. The background investigation may include: identification and educational credential confirmation, employment and salary history, criminal conviction verification and sexual offender registry status. The customary turnaround time for a background check is three (3) business days, unless there are issues. The contract letter has been changed to include a statement that the employment offer is pending the satisfactory completion of the background check.

Human Resources will contact the Dean or Vice President only if the background investigation produces results which may affect the employability of the candidate. All results of the background investigation are confidential and will be used by HR and the appropriate Dean or Vice President when and if the check reveals information which may negatively affect the hiring decision.

Concluding the Search

- A. Search Committee Recommendations: Once the search committee has made its recommendation(s) to the Director/Dean/Chair, its responsibilities are officially over. In some cases, the President/Vice President/Dean or designee may request further information about the search process from the search committee before approving the candidate.
- B. Request to Hire Process: The Director/Chair/Dean is responsible for completing the on-line Request to Hire on SPOLR. Negotiations with the successful candidate will occur with the Dean/Vice President/President as appropriate. All electronic approvals must be complete before the President or designee approves the final hiring.

Search Records: Search related information should remain confidential among the committee members. Search related information or documentation **must not** under any circumstances be released to unauthorized individuals. Any request from an unauthorized individual must be made through the "Freedom of Information" act and forwarded to Human Resources. Each search committee chair should keep records and notes of evaluations of each candidate's credentials, reference checks, rating forms and interview results. **Upon the culmination of the search, all records and files should be completed and maintained for three years after the completion of the fiscal year in which the search was conducted.** These records will be used by the College in the event of a review by an outside agency (affirmative action, Department of Labor, etc.). Such records must be retained in the department.

- C. Every unsuccessful candidate who participated in an on-campus visit should be personally contacted by telephone, not just by letter. If the search committee chair does not do so, Deans/Directors/Vice Presidents should be informed so that they may make the call. Every unsuccessful candidate will receive an email via SPOLR informing them that the search is filled and thanking them for taking the time to apply for the position.
- C. Hiring: **Search committee chairs should not make offers of employment.** Assuming the department recommendation is accepted, the Director/Dean/Vice President/President or designee shall make the final offer.

COMPLETE SEARCH DOCUMENTS ARE TO BE MAINTAINED BY THE DEPARTMENT FOR THREE YEARS AFTER THE CLOSE OF THE FISCAL YEAR DURING WHICH THE SEARCH OCCURRED

Temporary and Adjunct Positions

Toward the end of each year and during the summer months, a number of part-time and full-time positions become available, due to last minute resignations, retirements, etc.

The following guidelines suggest procedures to be followed when a national search will not take place.

- A. Positions should be advertised in local papers, on HigherEdJobs.com, HERC, Associated Colleges Website, at the Department of Labor, and in the *Reporter* at minimum. The College will annually recruit in SPOLR and place an ad to create a pool of potential adjunct faculty in areas where there is frequently a need. Departments may interview applicants even when there is no immediate need to hire.
- B. Members of departments should devise procedures for the review of candidates and the development of lists from which adjuncts and other temporary people can be hired. Even when vacancies occur at the last minute, a departmental committee must review the qualifications of potential hires unless a review has already occurred.
- C. Search waivers should be used only when there is not enough lead time for a search to take place. The search waiver must be signed by the Affirmative Action Officer before it is forwarded to the Vice President/Provost.
- D. While there is no formal on campus interview process for temporary or adjunct candidates, (s) he will still be required to complete an online authorization allowing the campus to conduct a background check. The background investigation may include: identification and educational credential confirmation, employment and salary history, criminal conviction verification and sexual offender registry status. The customary turnaround time for a background check is three (3) business days. The contract letter will be revised to include a statement that the employment offer is pending the satisfactory completion of the background check.

Human Resources will contact the Dean or Vice President only if the background investigation produces results which may affect the employability of the candidate. All results of the background investigation are confidential and will be used by HR and the appropriate Dean or Vice President when and if the check reveals information which may affect the hiring decision.

- E. Persons with a baccalaureate degree as the highest earned degree may be hired for adjunct faculty positions only in exceptional cases and with special permission from the Dean or Provost.
- F. Preferred consideration may be given to qualified spouses and partners of SUNY Potsdam employees.

Search Waivers

Search waivers may be granted under the following circumstances:

1. An illness, death or late resignation makes it extremely difficult to complete a full search. The waiver will be granted for a defined period of time and a full search must be conducted.
2. A “unique” highly qualified individual is available for appointment.
3. Upward mobility of a qualified protected class individual (promotion).
4. Direct appointment of a qualified protected class candidate.
5. Temporary appointments lasting four months or less.
6. Adjunct teaching faculty in winterim, summer session and extension courses.

The Affirmative Action Officer or Assistant Vice President for Human Resources must sign off on the search waiver before the position can be offered.

Retaining Faculty and Staff

Upon official notification that the employment process has been completed, the chair of the department is expected to contact the new faculty/staff member to facilitate relocation to Potsdam and to provide whatever information will make the person feel like a welcomed member of the community. This may include such information as office assignment, a copy of the academic calendar, textbook order forms, a listing of realtors' addresses, websites and telephone numbers, and any other pertinent information.

APPENDIX A: QUESTIONS YOU MAY NOT ASK A CANDIDATE

1. You may not ask questions about race, creed, color, national origin, religion, sex, sexual orientation, disability, age, or veteran status.
2. You may not ask questions about marital status, pregnancy, plans for a family, or child care issues. You may inquire if the applicant has any commitments that would preclude him or her from satisfying job schedules. If such a question (about job schedules) is asked, it must be asked of both sexes.
3. You may not ask questions about one's state of health unless it is job-related.
4. You may not ask questions about disabilities unless this information is necessary to determine one's ability to perform a specific job without significant hazard.
5. You may not ask questions designed to discover one's age.
6. You may not ask questions concerning the candidate's place of birth or similar questions about the parents, grandparents, and spouse of the candidate.
7. You may not ask in a series of interviews for a given position questions of one sex and not of the other.
8. You may not ask what one's mother tongue is or how one's foreign language ability has been acquired. You may inquire into foreign language skills when the position requires such ability.
9. You may not ask about one's willingness to work on any particular religious holiday. You may ask about one's willingness to work a required work schedule.

APPENDIX B: LEGAL AND ILLEGAL QUESTIONS IN INTERVIEWS - DIRECTLY RELEVANT QUESTIONS

The Law expressly prohibits employers from asking certain questions either in an application form or in a personal interview before selecting an employee. The following are examples of different types of inquiries that have been ruled lawful or unlawful:

<u>SUBJECT</u>	<u>LAWFUL*</u>	<u>UNLAWFUL</u>
Race or Color	None	Complexion or color of applicant's skin, hair, eyes, and so forth.
Religion or Creed	None	Inquiry into applicant's religious denomination, religious affiliations, church, parish, pastor or religious holidays observed.
National Origin	None	Inquiry into applicant's lineage, ancestry, national origin, descent, parentage or nationality. Nationality of applicant's parents or spouse.

*Inquiries which would otherwise be deemed lawful may, in certain circumstances, be deemed as evidence of unlawful discrimination when the inquiry seeks to elicit information about a selection criterion which is not job-related and which has a disproportionately burdensome effect upon the members of a minority group and cannot be justified by business necessity.

<u>SUBJECT</u>	<u>LAWFUL*</u>	<u>UNLAWFUL</u>
Sex	None	Inquiry as to gender.
Marital Status	Is your spouse employed by this employer?	Are you married? Are you single? Divorced? Separated? Name or other information about spouse. Do you wish to be addressed as Miss, Mrs., or Ms.?
Birth Control	None	Inquiry as to capacity to reproduce, advocacy of form of birth control or family planning.

Age	Are you 18 years of age or older? If not, state your age.	How old are you? What is your birth date?
Disability	None	Do you have a disability? Have you ever been treated for any of the following diseases....? Do you have now, or have ever had, a drug or alcohol problem?
Arrest Record	Have you ever been convicted of a criminal offense? (Give details.)*	Have you ever been arrested?

*Effective January 1, 1977, an applicant may not be denied employment because of a conviction record unless there is a direct relationship between the offense and the job or unless hiring would be an unreasonable risk. An ex-offender denied employment is entitled to a statement of the reasons for such denial. (Correction Law, Article 23-A, S754.)

***LEGAL AND ILLEGAL QUESTIONS IN INTERVIEWS -
INDIRECTLY RELEVANT QUESTIONS***

It is unlawful to ask questions the answers to which will indirectly reveal information as to race, creed, religion, color, national origin, sex, marital status, disability, sexual orientation, age or arrest record in cases where such information may not be asked directly.

<u>SUBJECT</u>	<u>LAWFUL*</u>	<u>UNLAWFUL</u>
Name	Have you ever worked for this company under a different name? Is any additional information relative to change of name, use of an assumed name or nickname necessary to enable a check on your work record? If yes, explain.	Original name of applicant whose name has been changed by court order or otherwise. Maiden name of a married woman. If you have ever worked under another name, state name and dates.
Address or Duration of Residence	Applicant's place of residence. How long a resident of this state or city?	
Birthplace	None	Birthplace of applicant. Birthplace of applicant's parents, spouse or other close relatives.

*Inquiries which would otherwise be deemed lawful may, in certain circumstances, be deemed as evidence of unlawful discrimination when the inquiry seeks to elicit information about a selection criterion which is not job-related and which has a disproportionately burdensome effect upon the members of a minority group and cannot be justified by business necessity.

<u>SUBJECT</u>	<u>LAWFUL</u>	<u>UNLAWFUL</u>
Birthdate	None	Requirement that applicant submit birth certificate, naturalization or baptismal record. Requirement that applicant produce proof of age in the form of a birth certificate or baptismal record
Photograph	None	Requirement or option that applicant affix a photograph to employment form at any time before hiring.
Citizenship	Are you eligible for employment in the United States?	Of what country are you a citizen? Whether an applicant is naturalized or a native-born citizen; the date when the applicant acquired citizenship. Requirement that applicant produce naturalization papers or first papers. Whether applicant's parents or spouses are naturalized or native-born citizens of the United States; the date when such parents or spouse acquired citizenship.
Language	If the duties of the position applicant is seeking requires 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.
Education	Inquiry into applicant's academic, vocational or professional education and the public and private schools attended.	Years of attendance, date(s) of graduation.
Experience	Inquiry into work experience.	

Relatives	Names of applicant's relatives already employed by this company.	Names, addresses, ages, number or other information concerning applicant's spouse, children or other relatives not employed by the company.
Notice in Case of Emergency	None	Name and address of person to be notified in case of accident or emergency.
Military Experience	<p>Inquiry into applicant's military experience in the Armed Forces of the United States or in a State Militia.</p> <p>Did you receive a dishonorable discharge?</p> <p>Inquiry into applicant's service in particular branch of United States Army, Navy, etc.</p>	<p>Inquiry into applicant's military experience, other than in the Armed Forces of the United States, or in a State Militia.</p> <p>Did you receive a discharge from the military in other than honorable circumstances?</p>
Organizations	Inquiry into applicant's membership in organizations which the applicant considers relevant to his or her ability to perform the job.	List all clubs, societies and lodges to which you belong.
Driver's License	Do you possess a New York State Driver's License? If a driver's license is necessary for position applicant is seeking?	Requirement that applicant produce a driver's license.

APPENDIX C: CANDIDATE EVALUATION SHEET

Candidate's Name: _____

Please give us your reaction to the candidate listed above, keeping in mind the requirements of the position for which he/she is being considered. Use the reverse side for comments not covered by these items.

1. _____ I have personally met the candidate.

Basis for evaluation comments:

_____ open meeting _____ small group _____ other

2. Please list the apparent strengths of this candidate.

3. Please list the apparent weaknesses of this candidate.

4. Please describe your overall reaction to the candidate.

PLEASE RETURN THIS EVALUATION SHEET TO A MEMBER OF THE SEARCH COMMITTEE AS SOON AS POSSIBLE, BUT AT LEAST WITHIN THE WEEK FOLLOWING THE VISIT. (List committee member names and departments)



THE STATE UNIVERSITY OF NEW YORK

Potsdam

APPENDIX D: SEARCH COMMITTEE CHECKLIST - STEPS TO A SUCCESSFUL SEARCH

- _____ 1. Prepare a complete job description for the position.
- _____ 2. Receive approval for the search and contact Human Resources if you need assistance posting the position on SPOLR. Be sure to include the following information:
 - a. Post the job description on SPLOR.
 - b. Identify recruitment sources to be used.
 - d. Establish a search committee. Membership on the search committee can be any size and should include student representatives. The Dean/Vice President/President may appoint additional members to the committee as she/he deems appropriate.
- _____ 3. Set up a meeting with Affirmative Action Officer to review procedures to be followed during the search including reimbursement guidelines.
- _____ 4. Set up the first search committee meeting.
 - a. Develop the preliminary screening tool. This form should indicate only the qualifications listed in the advertisement.
 - b. Establish a timetable for completion of preliminary application review.
 - c. Establish a timetable for completion of the search.
 - d. Develop other screening documents to be used.
- _____ 5. Review applications using guest user ID and password on SPOLR.
- _____ 6. Conduct telephone interview of the semi-finalists.
 - a. Develop a standard set of questions which will be asked of each candidate.
 - b. Review resume/CV on SPOLR to determine specific questions for each semi-finalist.
- _____ 7. Conduct reference checks of the semi-finalists.
 - a. Develop a standard set of questions which will be asked of each reference.
 - b. Review resumes/CV on SPOLR to determine other questions to be asked.

- _____ 8. Select the two applicants to be invited to campus for an interview.
 - a. Complete the Request to Invite Candidates to Campus on-line process in SPOLR
 - b. Three/four candidates can be invited to campus if these additional candidates are local.

- _____ 9. Call candidate to set up dates for campus visit. The candidates make their own travel arrangements.

- _____ 10. Develop the campus interview schedule.
 - a. Be sure the candidate receives the schedule prior to campus visit.
 - b. Allow breaks during the campus visit.
 - c. Set up meetings with colleagues, students, the appropriate Dean/Vice Presidents and President.
 - d. Set up a time with HR Benefits Administrator by contacting the Human Resources Secretary at x4816.

- _____ 11. After itinerary is complete, send an email to the Secretary 1 in Human Resources who will then make hotel reservations and prepare meal cards for the **candidate and ONE** member of the search committee. Meal cards will be sent via campus mail.

- _____ 12. Interview the top two candidates – Remember that not only are you interviewing the candidate, the candidate is also interviewing you. Be prepared.

- _____ 13. Prepare the Request to Hire in SPOLR.
 - a. Notify by phone the unsuccessful candidate invited to campus for an interview.
 - b. Send letter to unsuccessful candidate invited to campus for an interview.
 - c. SPOLR will automatically send an email message to all of the unsuccessful candidates.