



# **SUNY Potsdam Campus Recruitment Guidelines**

Office of Human Resources  
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08/12

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## **Section I: INTRODUCTION TO THE HIRING PROCESS**

The purpose of this document is to facilitate The Research Foundation for SUNY at Potsdam's hiring process. The document is not intended to be restrictive, but rather should serve to clarify the hiring process from the grant's standpoint while ensuring fairness to candidates and adherence to the law.

### **A. AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYMENT POLICY STATEMENT**

Consistent with the policy of The Research Foundation for SUNY, The Research Foundation at Potsdam endeavors to provide equal employment opportunities for all qualified persons; to prohibit discrimination in employment; and to promote the full realization of equal employment opportunity through a continuous program of recruitment and outreach.

This policy of equal employment opportunity:

1. Applies to all persons without regard to race, color, religion, national origin, citizenship, age, disability, veteran status, marital status, sexual orientation or sex (except where sex is a bona fide occupational qualification).
2. Applies equally to all job classifications and titles under The Research Foundation for SUNY, whether full-time or part-time.
3. Governs all Research Foundation employment policies, practices and actions including, but not necessarily limited to: recruitment, employment, rate of pay or other compensation, advancement, upgrading, promotion, demotion, termination, transfer, layoff, leave, training, and employee benefits of whatever nature.
4. Expects each contractor, supplier, union, public agency or cooperative agency to support this policy by complying with all applicable State and Federal equal employment laws and regulations.

### **B. THE SEARCH**

There are three conditions affecting the search process:

- \* **AFFIRMATIVE ACTION REQUIRED** - Grant must complete all steps satisfying an affirmative search prior to appointment.
- \* **AFFIRMATIVE ACTION WAIVED** - Grant must complete only the following forms prior to appointment:
  1. REQUEST TO HIRE
  2. REQUEST FOR SEARCH WAIVER
- \* **AFFIRMATIVE ACTION NOT REQUIRED** - Grant need only complete appointment paperwork and submit to the Office of Human Resources.

#### **1. Conditions when affirmative action is required:**

All regular appointments exceeding three (3) months and greater than 25% effort.

#### **2. Conditions when affirmative action is WAIVED:**

Search waivers may be granted under the following circumstances:

- a. Emergency situations - When sudden death, illness or late resignation occurs, precluding the possibility of a full Affirmative Action search.
- b. A "unique" situation: (e.g. if Kurt Vonnegut stated that he was available to develop new research methods).

- c. Upward mobility of protected classes: When a particular project DOCUMENTS that it is underrepresented, INTERNAL promotions may be granted for protected classes.
- d. Temporary appointments expected to last three months or less, regardless of percent of effort.
- e. A position of less than 25% effort, regardless of length of time.

To waive an affirmative action search, the Request to Hire and the Request for Search Waiver are submitted to the Office of Human Resources and the Office of Research and Sponsored Programs for review and approval before the position can be offered.

3. Conditions when affirmative action is NOT required:

- \* Appointments of individuals who are specifically named in the grant.
- \* Appointment transfers within the grant when the re-appointment is within three (3) months.
- \* Appointment of individuals in student only titles, i.e. Research Aide.

(SUBMIT APPOINTMENT DOCUMENTS ONLY, NO OTHER PAPERWORK REQUIRED)

**Section II: INITIATING THE SEARCH**

A. RECRUITMENT REQUEST

To formally initiate the search, the Recruitment Request must be completed. This needs to include a complete job description and the advertisement. Approval must be obtained by securing the signatures of the Project Director and those indicated on the form. Upon receipt of the signed form, the Office of Human Resources is authorized to begin the search.

B. ADVERTISING

Grants will prepare the ad as they recommend it be sent. Title, salary range, job description and application procedures will be determined by the Project Director. This advertisement information is attached to the Recruitment Request as a hard copy and is also to be forwarded to Human Resources **via email**. Advertising should be broad and open to attract the largest number of applicants. Remember that an ad should NOT be a job description. The ad should describe the essential qualifications and duties and state **“Renewal of appointment is subject to The Research Foundation for SUNY policies and procedures, sponsor guidelines, and the availability of annual funding”**. It must include a statement that the **position is with The Research Foundation for SUNY, a private, not-for-profit corporation. The Research Foundation is an Affirmative Action/Equal Opportunity Employer.** The final ad copy will be agreed upon as a result of consultation with the Project Director, Office of Human Resources, and Office of Research and Sponsored Programs.

The Project Director should:

- ↳ Identify and provide the advertising copy for other publications, such as disciplinary publications, specialized journals, publications geared to women, minorities, veterans, or persons with disabilities.
- ↳ Contact professional organizations to determine if there are caucuses, committees, or employment registers for underrepresented groups.
- ↳ 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.
- ↳ Utilize employment services at conferences.

### C. COMPOSITION OF THE SEARCH COMMITTEE

The chair of the search committee may or may not be the Project Director. In the case of a search for a Project Director, at least one member of the search committee shall come from outside the grant. The committee should have a minimum of three members, and may be as large as deemed appropriate. The Project Director to whom the committee reports selects committee members. **In the spirit of a 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 search committee should reflect the interests and characteristics of various constituencies, taking into consideration ethnicity, gender, age, and different areas of specialization within the grant. Search committees should be balanced. If there is not sufficient diversity within a hiring grant, serious consideration should be given to including a member from outside the grant. In general, if search committees themselves are diverse, we may be more successful in attracting diverse candidates.

\*\* Conflict of interest: Where a spouse or partner of a member of the grant is expected to be a candidate for the advertised position, the employee should excuse him/herself from participation in the search and selection process.

### D. SEARCH COMMITTEE CHARGE

The Project Director should specify the role of the committee, i.e. to identify and recommend for appointment qualified candidates; not to make job offers or engage in discussions with candidates on term and conditions of employment.

## Section III: APPLICANT SCREENING

### A. CONFIDENTIALITY

Confidentiality is expected and required. Candidate files are considered confidential until such time as an individual is invited to campus for an interview, however, the Project Director, state supervisor, or Affirmative Action Officer may request to review the files at any time. Discussions within the committee are also confidential.

### B. FOLLOW-UP ON APPLICATIONS

A letter of acknowledgment and affirmative action card should be sent **immediately** upon receipt of an application. Applicants should be informed as to the timetable of decision-making. A sample letter is available on page 24.

The Affirmative Action Cards are used to gather data for use in preparing The Research Foundation's Affirmative Action Plan. Affirmative Action Cards will be prepared by Human Resources prior to their mailing to the search committee chair.

### C. DEVELOP WRITTEN CRITERIA FOR SCREENING

Prior to the receipt of applications, 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. For example, if the ad specified a Master's degree, all applicants without a Master's degree should 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. A sample preliminary screening tool is available on page 9.

The search committee identifies those applicants who do not meet the qualifications for the position and so informs them. A sample letter is available on page 25. Remaining applicants may be asked to send additional material by a specific date.

#### D. TELEPHONE SCREENING

If the search is national in scope, and candidates are at a great distance, telephone interviews of the finalists **MUST** be conducted prior to inviting them to campus. The search committee should discuss in advance the questions to be asked. These questions should be in writing for purposes of comparison and fairness. Telephone interviews are not required if the candidates are local.

#### E. TELEPHONE REFERENCING

The search committee should discuss in advance the questions to be asked. These questions should be in writing to ensure consistency 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. Sample questions are provided in Appendix C.

### Section IV: INTERVIEWING

The Request to Invite form must be completed before each candidate can be invited to campus for an interview. Two candidates may be invited for each position. Additional candidates will be considered if they are fully qualified, live locally and would have minimal expenses.

The "Recruitment Guidelines memorandum," Appendix F, deals with how to finance a search, what expenses can be paid, etc. Recruitment costs have risen significantly in recent years and grants are expected to follow guidelines to help reduce recruitment-related expenses.

#### A. PREPARING FOR THE INTERVIEW

↳ All candidates invited to campus must be scheduled to meet with:

1. appropriate project personnel/project committees;
2. the appropriate Dean/Director;
3. a member of the Office of Human Resources;
4. students and others as determined by the project;
5. the appropriate Vice President/Dean for Project Director-level positions

Allow each candidate the same amount of time.

↳ **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 resume 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 D).

↳ At the time you contact the candidate for an interview, please ask if they need a reasonable accommodation for any part of the interview process. This college provides reasonable accommodations to applicants with disabilities. The decision on granting reasonable accommodations will be made on a case-by-case basis. Please notify the Office of Human Resources for assistance in this matter.

↳ An interview schedule should be given to the candidate in advance of that person's arrival on campus. A sample letter confirming the details of the interview is available on page 26.

↳ Make a list of core interview questions in **advance**, and ask each candidate these questions. Care should be taken to avoid asking inappropriate questions. (See Appendix B, "Sample Questions for Candidate Interview," and Appendix E, "Legal and Illegal Questions".)

## B. CONDUCTING THE INTERVIEW

\*\*\***All interviewed candidates must complete a Research Foundation Application form.** These are sent to the Chair at the beginning of the search. (See the "Recruitment Guidelines memorandum," Appendix F)

↳ Remove any desk or physical barrier between you and the candidate. (Creating a more relaxed atmosphere will encourage the candidate to speak more freely.) This will maximize the information you gather for your decision.

↳ Establish rapport with the candidate. Begin the interview by:

### INTRODUCING YOURSELF --

- Who you are, what you do.

### DEFINING THE POSITION --

- Who the position reports to,
- What the main responsibilities are,
- When the position begins.

### DEFINING THE HIRING PROCESS --

- How long the interview will take,
- Who will be making the hiring decision,
- When a decision will be made,
- How many applicants you expect to interview,
- Who will explain salary and benefits?

### EXPLAINING THE ORGANIZATION --

- The organizational chart,
- The grant/project,
- The Research Foundation,
- The College.

↳ Ask open-ended questions.

↳ Ask the same general questions of each candidate. Vary only in regard to a candidates specific work experience. All work-related questions are acceptable.

## C. CLOSING THE INTERVIEW

↳ Allow the applicant to ask questions.

↳ Inform the applicant of the next steps in the interviewing process.

↳ Let the applicant know how long it will be before a decision is made and how he/she will be informed of the hiring decision (telephone or mail.)

## Section V: CONCLUDING THE SEARCH

### A. SEARCH COMMITTEE RECOMMENDATIONS

Once the search committee has made its recommendation(s) to the Project Director, its responsibilities are officially over. The Project Director is responsible for completing the Request to Hire. Negotiations with the successful candidate will occur with the Project Director as appropriate.

### B. REQUEST TO HIRE FORM

Once the decision has been made as to whom to hire, a Request to Hire form must be completed. The reverse side of this form contains the Affirmative Action Report. This information is obtained from the Affirmative Action Cards returned by the applicants and by the vita/resume submitted. The cards will be mailed from the candidates directly to Human Resources. Human Resources will forward the cards to the search committee chair at the time the Affirmative Action Report is being prepared.

The approval of those designated on the form must be obtained **before** an offer of employment can be made. In some cases, Human Resources or Research and Sponsored Programs may request further information about the search process from the search committee before approving this form. All the appropriate signatures **must** appear before the final hiring.

C. HIRING

**Search committee members should not discuss salaries with candidates or make offers of employment.** Assuming the Request to Hire is accepted, the Project Director shall make the final salary and employment offer.

D. SEARCH RECORDS

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 Research Foundation in the event of a review by an outside agency (affirmative action, Department of Labor, etc.). Such records must be retained in the grant office

E. FOLLOW-UP

**Every** unsuccessful candidate who participated in an on-campus visit should be personally contacted by telephone, not just by letter. Additionally, **every** other unsuccessful candidate should receive a letter indicating that they did not get the job and thanking them for their interest in the grant. A sample letter is available on page 26.

F. RETAINING EMPLOYEES

Upon official notification that the employment process has been completed, the Project Director of the grant is expected to contact the new staff member to provide whatever information will make the person feel like a welcomed member of the community. This may include such information as office assignment, orientation and any other pertinent information.



**APPENDIX A: SAMPLE PRELIMINARY SCREENING TOOL**  
(This form is developed using the qualifications in the ad)

Candidate Name: \_\_\_\_\_

Qualifications:

1. Highest educational level reached \_\_\_\_\_

2. Evidence of comprehensive knowledge in \_\_\_\_\_

\_\_\_\_\_

3. Ability to effectively work and communicate with students and staff \_\_\_\_\_

\_\_\_\_\_

3. Leadership skills \_\_\_\_\_

\_\_\_\_\_

4. Computer background \_\_\_\_\_

\_\_\_\_\_

5. Relevant experience \_\_\_\_\_

\_\_\_\_\_

Preliminary Evaluation Comments

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ Excellent Candidate    \_\_\_\_\_ Strong Candidate    \_\_\_\_\_ Minimum Qualifications    \_\_\_\_\_ Unsuitable

## APPENDIX B: SAMPLE INTERVIEW QUESTIONS

The following questions are taken from the article "Hiring Faculty..." by Sharon Coady [[cf. supra](#)], and other documents currently in use at SUNY Potsdam. The hiring grant should adapt questions as appropriate, or it may develop its own set of questions. To ensure legality, it is important that a core set of questions be asked of all candidates!

- ↳ How do you see your career in the next five years? What are your long-term goals?
  
- ↳ What achievements to date are you particularly proud of?
  
- ↳ What have been your most significant mistakes?
  
- ↳ Would you give us four adjectives that describe yourself?
  
- ↳ Can you give us a couple of specific examples of how you dealt with a student-related problem?
  
- ↳ What do you consider to be your greatest strengths? Weaknesses?
  
- ↳ What do you feel are your primary strengths as a professional? How would you characterize your personal style?
  
- ↳ What is particularly attractive about this position to warrant your application?
  
- ↳ What are your views on general education programs?
  
- ↳ What questions do you have of us?
  
- ↳ What committees have you served on?

## APPENDIX C: SAMPLE QUESTIONS - TELEPHONE REFERENCE CHECKS

(Read questions before making the calls and make appropriate adjustments according to position and location of reference.)

- ↳ How long and in what capacity have you known (candidate)?
  
- ↳ What kind of person is (candidate)? Can you describe his/her personality?
  
- ↳ What do you regard as (candidate's) most significant contribution or achievement in his/her current position? [If reference is not now employed at candidate's current institution, substitute "...during the period of your professional association with (candidate)?" for "...in his/her current position?"]
  
- ↳ We are aware of (candidate's) strengths. From your own perspective, what are his/her strengths? And, assuming (candidate) has some weaknesses, could you identify what you believe those weaknesses might be, or perhaps what any of his/her colleagues or students might regard as weaknesses?
  
- ↳ In what sort of professional environment or atmosphere would (candidate) be most comfortable or potentially productive?
  
- ↳ We are especially interested in (candidate's) interpersonal skills. What kind of relationship does he/she have with others?
  
- ↳ Can you cite any evidence of (candidate's) sensitivity to students' special needs or achievements in the area of student-oriented programs?
  
- ↳ What evidence can you provide of (candidate's) sensitivity to individuals of diverse backgrounds? Please give any examples you might have.
  
- ↳ In what capacity or regard will (candidate) be most missed should he/she decide to leave (institution)?
  
- ↳ Is there anything else you would care to tell us about (candidate)?

**APPENDIX D:           SAMPLE - CANDIDATE EVALUATION SHEET**  
(To be used post interview)

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      \_\_\_\_ one to one meeting      \_\_\_\_ 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 this 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. (Committee members should be listed by name and departments.)**

**APPENDIX E:**

**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		Complexion or color of skin.  Coloring
Religion or Creed		Inquiry into applicant's religious denomination, religious affiliations, and church, parish, pastor or religious holidays observed.  Applicant may not be told, "This is a Catholic, Protestant, or Jewish organization."
National Origin		Inquiry into applicant's lineage, ancestry, national origin, descent, parentage or nationality.  Nationality of applicant's parents or spouse.  What is your mother tongue?

\*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		Inquiry as to sex.  Do you wish to be addressed as Mr.? Mrs.? Miss? or Ms.?
Marital Status		Are you married? Are you single? Divorced? Separated?  Name or other information about spouse.  Where does your spouse work?  What are the ages of your children, if any?
Birth Control		Inquiry as to capacity to reproduce, advocacy of form of birth control or family planning.
Age		How old are you? What is your birth date?

<u>SUBJECT</u>	<u>LAWFUL*</u>	<u>UNLAWFUL</u>
Disability	Do you have any impairment, physical, mental, or medical which would interfere with your ability to perform the job for which you have applied?  If there are any positions or types of positions for which you should not be considered, or job duties you cannot perform because of a physical, mental or medical disability, please describe.	Do you have a disability?  Have you ever been treated for any of the following diseases....?
Arrest Record	Have you ever been convicted of a crime? (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		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		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		Requirement or option that applicant affix a photograph to employment form at any time before hiring.

<u>SUBJECT</u>	<u>LAWFUL</u>	<u>UNLAWFUL</u>
Citizenship		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	Inquiry into languages applicant speaks and writes 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.	
Experience	Inquiry into work experience.	
Relatives	Names of applicant's relatives, other than a spouse, 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		Name and address of person to be notified in case of accident or emergency.
Military Experience	Inquiry into applicant's military experience in the Armed Forces of the United States or in a State Militia.  Inquiry into applicant's service in particular branch of United States Army, Navy, etc.	Inquiry into applicant's general military experience.
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.

## APPENDIX F: RECRUITMENT GUIDELINES MEMORANDUM

### MEMORANDUM

TO: Project Director/Search Chair

FROM: Melissa E. Proulx  
Personnel Associate

SUBJECT: RECRUITMENT GUIDELINES

Your advertisement has been placed in the sources identified on the enclosed memorandum. Below is information to assist you in complying with guidelines of the search. Please share this information with members of your search committee.

#### A. FORMS/LETTERS

1. A letter of acknowledgment and Affirmative Action card (enclosed) should be sent to each candidate at the time the application is received.
2. A Request to Invite Candidate to Campus form (2 enclosed) is to be completed and signed as appropriate prior to a candidate's visit.
3. A letter confirming the date, time, and place of the interview should be sent to the candidate that is coming to campus. This should include a temporary parking permit and a campus map.
4. All individuals who interview **MUST** fill out a Research Foundation application form (2 enclosed).
5. When the search has been completed, fill out the Request to Hire (enclosed) before an offer is extended.

#### B. RECRUITMENT EXPENSES:

**\*\*Funds to pay for candidate travel come from individual Research Foundation grants.**

1. The candidate will make all of his/her travel arrangements by calling BTI Travel at 1-800-472-7447 (Sue Kells or Chris Bauder). Arrangements will be made for airline reservations, hotel, and car rental as needed.
2. If the candidate requires overnight accommodation **only**, contact Human Resources who will make the appropriate room reservations. Lodging costs are billed directly to the college. Charges made for personal telephone calls and other personal expenses will not be reimbursed.
3. On-campus meals (breakfast and lunch) are intended to accommodate the candidate and one or two search committee member. Off-campus meals can be reimbursed with an itemized bill, proof of payment, and a tax exempt form, available from the Research and Sponsored Programs Office.
4. Mileage to and from the interview can be reimbursed if it exceeds 35 miles one way. Claims for mileage and other expenses, such as tolls and meals, need to be submitted on the appropriate Travel form from the Research and Sponsored Programs Office.

#### C. COMPLETE SEARCH DOCUMENTS (RESUMES, REFERENCES, AFFIRMATIVE ACTION CARDS, ETC.) ARE TO BE MAINTAINED IN THE GRANT OFFICE FOR THREE YEARS AFTER THE CLOSE OF THE FISCAL YEAR DURING WHICH THE SEARCH OCCURRED.

If you have any questions about these guidelines, please do not hesitate to contact me.

Revised 08/12



## APPENDIX G:

### Search Committee Checklist Steps to a Successful Search

- \_\_\_\_\_ 1. Set up meeting with Personnel Associate to review the procedures for the search.
- \_\_\_\_\_ 2. Prepare a job description for the position which is being proposed to be searched.
- \_\_\_\_\_ 3. Receive approval for the search.
  - a. Complete the Recruitment Request form and get signatures through the administrative channels.
  - b. Attach the job description and the ad. Email ad to browndr.
  - c. 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.
- \_\_\_\_\_ 4. Set up the first search committee meeting.
  - a. Invite the Affirmative Action Officer to review affirmative action and equal employment opportunity policies.
  - b. Finalize the wording of the acknowledgement letter which goes to each candidate as the application is received.
  - c. Develop the preliminary screening tool. This form should indicate only the qualifications listed in the advertisement.
  - d. Establish a timetable for completion of the search.
  - e. Develop other screening documents to be used.
- \_\_\_\_\_ 5. Review applications using the preliminary screening tool.
  - a. Send letter of acknowledgement and Affirmative Action card as applications are received.
- \_\_\_\_\_ 6. Conduct telephone interviews of the semi-finalists if candidates are not local. You may proceed to #7 if the candidates are local.
  - a. Develop a standard set of questions which will be asked of each candidate.
  - b. Review resume 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 resume to determine specific questions for each semi-finalist.
- \_\_\_\_\_ 8. Select the applicants to be invited to campus for an interview.
  - a. Complete the Request to Invite form and get signatures through the administrative channels.
  - b. Call candidate to set up dates for campus visit.
  - c. Candidate makes own travel arrangements by contacting BTI Travel at 1-800-472-7447(Sue Kells or Chris Bauder).
- \_\_\_\_\_ 9. Develop the campus interview schedule.
  - a. Be sure the candidate receives schedule prior to campus visit.
  - b. Allow breaks during the campus visit.
  - c. Set up meetings with Deans/VPs/Students, as appropriate.
  - d. Set up a time with Human Resources.
  - e. Be sure Deans/VPs/Students/Human Resources receive a copy of the schedule, resume, and evaluation sheet.
- \_\_\_\_\_ 10. Interview the top candidates – Remember that not only are you interviewing the candidate, the candidate is also interviewing you. Be prepared.
- \_\_\_\_\_ 11. Prepare the Request to Hire form with the search committee recommendation. Once Request to Hire is approved, the Project Director or designee will make the offer. The search chair should:
  - a. Notify by phone unsuccessful candidates invited to campus for an interview.
  - b. Send letter to every candidate in the pool indicating that the search has been completed.
- \_\_\_\_\_ 12. Complete search documents (Resumes, References, Affirmative Action Cards, Etc.) are to be maintained in the grant office for three years after the close of the fiscal year during which the search occurred.



**RECRUITMENT REQUEST**

Grant/Project Title \_\_\_\_\_

Project \_\_\_\_\_ Award \_\_\_\_\_ Task \_\_\_\_\_

Position: Local Title \_\_\_\_\_

Research Foundation Title (if different) \_\_\_\_\_ Grade \_\_\_\_\_

Proposed Appointment Date \_\_\_\_\_ Proposed Salary \_\_\_\_\_

Appointment Type (check appropriate item):

\_\_\_\_\_ Full-Time    \_\_\_\_\_ Part-Time    \_\_\_\_\_ Temporary    If Part-Time, what percent \_\_\_\_\_

Responsibilities of Position:

\_\_\_\_\_  
\_\_\_\_\_

Qualifications (be as specific as possible):

Minimum Qualifications: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Additional Desirable Qualifications: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Comments: \_\_\_\_\_

\_\_\_\_\_

(SEE REVERSE)

**PLEASE ATTACH A HARD COPY OF THE AD AND SEND A COPY OF THE AD VIA E-MAIL TO:  
PIERCEKM@POTSDAM.EDU**

Recruitment Sources

A. Proposed Placement of Advertising

\_\_\_\_1) Internal: This includes the HR web page, the HR employment book, Associated Colleges web site, and the Reporter.

\_\_\_\_2) External: \*\*All ads are automatically placed with the Dept. of Labor. **Please specify whether the ad is to be advertised on-line (web), in print form, or both.**

\_\_\_\_ a. Chronicle of Higher Education - \_\_\_on-line/web \_\_\_print \_\_\_both

\_\_\_\_ b. Professional journals [specify names(s), addresses (es)] -  
\_\_\_\_on-line/web \_\_\_print \_\_\_both

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_ c. Local area newspapers (list, references) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_ d. Vacancy notice to U.S. colleges/universities academic departments

\_\_\_\_ e. Committees/associations to attract diverse candidates (please list)

\_\_\_\_\_

\_\_\_\_3) Contacts: Personal contacts/conference notices to be made to attract diverse candidates to position. Who will make contacts?

\_\_\_\_\_

B. Search Committee      Name                                      Department                                      Race                                      Gender

Chair \_\_\_\_\_

Members \_\_\_\_\_

\_\_\_\_\_

Authorization (sign and date as appropriate):

Project Director \_\_\_\_\_ Date \_\_\_\_\_

Fiscal Designee \_\_\_\_\_ Date \_\_\_\_\_

Human Resources \_\_\_\_\_ Date \_\_\_\_\_



**REQUEST TO INVITE CANDIDATE TO CAMPUS**

Name of Candidate \_\_\_\_\_

Home Address \_\_\_\_\_

\_\_\_\_\_ Phone \_\_\_\_\_

Business Address \_\_\_\_\_

\_\_\_\_\_ Phone \_\_\_\_\_

Position To Be Filled \_\_\_\_\_

Proposed Date(s) of Campus Interview \_\_\_\_\_

**NOTE: DRAFT INTERVIEW SCHEDULE AND RESUME MUST ACCOMPANY THIS FORM AND THE REQUIRED SIGNATURES OBTAINED PRIOR TO INVITING A CANDIDATE TO CAMPUS.**

Requested by \_\_\_\_\_ Date \_\_\_\_\_

Approved by \_\_\_\_\_ Date \_\_\_\_\_  
Director/ Project Director

\_\_\_\_\_ Date \_\_\_\_\_  
Human Resources

**FOR HUMAN RESOURCES USE ONLY**

- |  |       |   |                                   |
|--|-------|---|-----------------------------------|
| *                                      | _____ | * | _____ Received Interview Schedule |
| * <b><u>Confirmed Arrangements</u></b> |       | * |                                   |
| *                                      |       | * | _____ Received Resume             |
| * Accommodations                       |       | * |                                   |
| *           Where _____                |       | * |                                   |
| *           When _____                 |       | * |                                   |
| * Complimentary Dining Cards           |       | * |                                   |
| *           Dates _____                |       | * |                                   |
| * HR Interview With _____              |       | * |                                   |
| * HR Interview Date/Time _____         |       | * |                                   |
| * _____                                |       | * |                                   |



**REQUEST TO HIRE PERSONNEL**

Appointee Name \_\_\_\_\_

Home Address \_\_\_\_\_

Phone \_\_\_\_\_

Grant/Project \_\_\_\_\_

Project \_\_\_\_\_ Award \_\_\_\_\_ Task \_\_\_\_\_

Position: Local Title \_\_\_\_\_

Research Foundation Title (if different) \_\_\_\_\_

Grade \_\_\_\_\_ Salary \_\_\_\_\_ Appointment Date \_\_\_\_\_

Appointment Type (check appropriate item):

\_\_\_\_\_ Full-Time    \_\_\_\_\_ Part-Time    Temporary    If Part-Time, what percent \_\_\_\_\_

Remarks \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Signatures**

Project Director \_\_\_\_\_ Date \_\_\_\_\_

Human Resources \_\_\_\_\_ Date \_\_\_\_\_

Fiscal Designee \_\_\_\_\_ Date \_\_\_\_\_

[Please complete reverse side – Affirmative Action Report](#)

## **AFFIRMATIVE ACTION REPORT**

Applicant Pool: To be completed by Search Committee Chair on the basis of information given by the applicants' vita and credentials submitted and the returned Affirmative Action Cards.

1. How Many Applications (completed) Were Received?

	White	Black	Hispanic	Asian	Native American	Unknown	Veteran	Total Applicants	Total Minority
Male									
Female									
Unknown									
<b>Total</b>									

Percent female: \_\_\_\_\_ Percent minority: \_\_\_\_\_

2. How Many Applicants Were Invited For An Interview?

	White	Black	Hispanic	Asian	Native American	Unknown	Veteran	Total Applicants	Total Minority
Male									
Female									
Unknown									
<b>Total</b>									

Percent female: \_\_\_\_\_ Percent minority: \_\_\_\_\_

3. Were Written Criteria Developed and Consistently Applied in the Screening Process? \_\_\_\_\_  
(Attach a copy of the evaluation form.)

4. Were Written Questions Developed and Consistently Asked in the Screening Process? \_\_\_\_\_  
(Attach a copy of the questions.)

5. How did the top candidates hear about the position?

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6. If a minority, female, or veteran was interviewed, but not selected, please provide rationale for this based upon the requirements of the position and criteria developed.

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7. Candidate hired

Name	Gender	Race



**AFFIRMATIVE ACTION - REQUEST FOR SEARCH WAIVER**

Grant/Project Title \_\_\_\_\_

Position: Local Title \_\_\_\_\_

Research Foundation Title (if different) \_\_\_\_\_ Grade \_\_\_\_\_

Position Description \_\_\_\_\_

\_\_\_\_\_

Qualifications (be very specific) \_\_\_\_\_

\_\_\_\_\_

Reason(s) for the waiver request (see reasons on bottom) \_\_\_\_\_

\_\_\_\_\_

About the individual to be hired: (A resume/vita **must** accompany this form)

Ethnicity     White     Black        Hispanic        Asian/Pacific Islander        Native American

Gender                     Male                     Female

Will the search take place?    Yes                     No                     If yes, when \_\_\_\_\_

**Signatures**

Project Director \_\_\_\_\_ Date \_\_\_\_\_

Human Resources \_\_\_\_\_ Date \_\_\_\_\_

Fiscal Designee \_\_\_\_\_ Date \_\_\_\_\_

Waivers of Affirmative Action Search requirements may be requested in the following instances:

1. Emergency situations: When sudden death, illness or late resignation occurs, precluding the possibility of a full Affirmative Action search.
2. A “unique” situation: (e.g. if Kurt Vonnegut stated that he was available to develop new research methods).
3. Upward mobility of protected classes: When a particular project DOCUMENTS that it is underrepresented, INTERNAL promotions may be granted for protected classes.
4. Temporary appointments expected to last THREE MONTHS OR LESS, regardless of percent of effort.
5. A position of LESS THAN 25% EFFORT, regardless of length of time.

**Research Foundation Acknowledge  
of Receipt of Resume Sample Letter**

Dear

We appreciate very much your application for the \_\_\_\_\_ position at The Research Foundation for SUNY at Potsdam. The Search Committee will begin reviewing applications in \_\_\_\_\_, and hopes to conclude the search by \_\_\_\_\_. We will not call references until we have checked with you first, we will keep you informed as to our progress, and we will respond formally to your application as soon as possible.

We have enclosed some documents which will familiarize you with the grant. Additionally, our Internet web site contains some very exciting information on the grant as well. Our web address is: (insert web address).

If you would like additional information on the grant or the campus, please call or e-mail me at (insert email address).

Again, thank you for your interest in The Research Foundation for SUNY.

Sincerely,

Melissa E. Proulx  
Personnel Associate

MP:mep

Enclosures



**Research Foundation**  
**Does not meet minimum qualifications**  
**Sample Letter**

Dear

The Search Committee for the position of \_\_\_\_\_ has met a number of times to establish criteria for the position and to review resumes. We have been pleased that so many fine candidates were interested in the position.

It has been a difficult process to evaluate so many professionals and to select those who will receive further consideration. After a very careful review, the Search Committee has decided not to pursue your candidacy further.

We appreciate your interest in The Research Foundation for SUNY at Potsdam and wish you well in your future endeavors.

Sincerely,

Melissa E. Proulx  
Personnel Associate

MP:mep

**Research Foundation  
Confirmation of Interview  
Sample Letter**

Dear

This will confirm your appointment to interview for the position of \_\_\_\_\_ with The Research Foundation for SUNY at Potsdam.

The scheduled date and time for your appointment is noted below. A map of the campus and a temporary parking tag are enclosed to assist you.

Sincerely,

Melissa E. Proulx  
Personnel Associate

MP:mep

Enclosure

**Research Foundation  
Close-Out  
Sample Letter**

Dear

Thank you for your interest in the position of \_\_\_\_\_ and for taking the time to interview with us.

I am sorry to inform you that we have selected another candidate whose experience more closely fits the requirements of the position.

We appreciate your interest in The Research Foundation for SUNY at Potsdam and wish you well in your future endeavors.

Sincerely,

Melissa Proulx  
Personnel Associate

MP:mep