



The Research Foundation for SUNY Recruitment Guidelines

Office of Human Resources
Raymond Hall
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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 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. It is the obligation of each officer, manager, and supervisor to ensure all employment activities are conducted in an equal and equitable fashion, without regard to race, color, religion, sex, gender identity or expression, transgender status, national origin, citizenship, age, creed, disability, veteran status, marital status, familial status, military status, domestic violence victim status, sexual orientation, genetic characteristics/genetic information, pregnancy-related conditions, reproductive health decisions, prior arrest or conviction records, or any other trait protected by federal, state, or local law.
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, advertising, selection, hiring, advertising, recruitment, promotion, demotion or transfer, layoff or termination, rates of pay or other forms of compensation, and selection for training and development.
4. Expects each representative, vendors, contractors, student, interns (paid or unpaid), those with RF responsibilities, those who carry out business in the name of RF, and third-parties conducting business with or for the RF 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:

1. AFFIRMATIVE ACTION REQUIRED - Grant must complete the following forms prior to appointment:
 - a) [RECRUITMENT REQUEST](#)
 - b) [REQUEST TO INVITE TO CAMPUS](#)
 - c) [REQUEST TO HIRE](#)
 - a. Conditions when affirmative action is required:
 1. All regular appointments exceeding three (3) months and greater than 25% effort.
2. AFFIRMATIVE ACTION WAIVED - Grant must complete only the following forms prior to appointment:
 - a) [REQUEST TO HIRE](#)
 - b) [REQUEST FOR SEARCH WAIVER](#)

- a. Conditions when affirmative action is WAIVED:
 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.

To waive an affirmative action search, the [Request to Hire](#), the [Request for Search Waiver](#), application, and candidate resume are submitted to the Office of Human Resources, appropriate Vice President, and the Office of Research and Sponsored Programs for review and approval **before** the position can be offered.

3. AFFIRMATIVE ACTION NOT REQUIRED - Grant need only complete appointment paperwork and submit to the Office of Human Resources.
 - a. Conditions when affirmative action is NOT required:
 1. Appointments of individuals who are specifically named in the grant.
 2. Appointment of individuals in student only titles.

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 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 outline the application material requirements including the Research Foundation Employment Application and any other documents required by the Search Committee. It 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 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 be the Project Director or any other qualified individual. 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.**

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 themselves 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 terms 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, Human Resources, 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/email of acknowledgment should be sent **immediately** upon receipt of an application in which you notify applicants to the search timeline. You must remain consistent in your method of communication with all candidates for a particular search. A sample letter/email is available on page 18.

If a candidate did not submit the Research Foundation Employment Application as a part of their application portfolio, you will need to send a hard copy/link to the candidate with the acknowledgement letter/email. The search committee will only review completed applications. To be considered complete, the candidate must submit the following documents:

1. The Research Foundation for SUNY Employment Application
2. All other application documents required by the Search Committee
 - a. For example: Cover Letter, Resume, Reference Contact Information, Reference Letters

The Affirmative Action link should be emailed to the applicant upon receipt of the application. This data is used for preparing The Research Foundation's Affirmative Action Plan. The Affirmative Action link will be sent by the Search Committee.

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 in Appendix B 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 19. All 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 all 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. Sample questions are provided in Appendix D on page 13.

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 executed [Request to Invite](#) form should be filed with all search documents and maintained for four years and a copy should be sent to Human Resources.

Recruitment costs have risen significantly in recent years and grants are expected to follow guidelines to help reduce recruitment-related expenses. For guidance on funds available to finance your search, contact Michelle Moulton in the Research and Sponsored Programs Department.

A. PREPARING FOR THE INTERVIEW

1. All candidates invited to campus must be scheduled, allowing for the same amount of time, to meet with:
 - a. Appropriate project personnel/project committees
 - b. The appropriate Director
 - c. A member of the Office of Human Resources (if benefits eligible)
 - d. Students and others as determined by the project
 - e. The appropriate Vice President/Dean (for Project Director-level positions)
 - f. Other members of the Campus as determined by the Project
2. 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 E on page 14).
3. 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. The decision on granting reasonable accommodations will be made on a case-by-case basis. Please notify the Affirmative Action Officer for assistance in this matter.
4. 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 20.
5. Make a list of core interview questions in **advance** and ask each candidate the same questions. Human Resources maintains a list of behavioral questions based on core competencies that may be requested. (Care should be taken to avoid asking inappropriate questions.) (See Appendix C, "Sample Interview Questions," and Appendix F, "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.

- 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 candidate's specific work experience.

C. CLOSING THE INTERVIEW

- Allow the candidate to ask questions.
- Inform the candidate of the next steps in the interviewing process.
- Let the candidate know how long it will be before a decision is made

Section V: CONCLUDING THE SEARCH

A. SEARCH COMMITTEE RECOMMENDATIONS

Once the search committee has made its recommendation(s) to the Project Director, their 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 approval of those designated on the form must be obtained **before** an offer of employment can be made. In some cases, further information may be requested about the search process from the search committee before the form is completely approved. All the appropriate signatures **must** be obtained before the final hiring.

The reverse side of this form contains the [Affirmative Action Report](#). Part A requires the Project Director to complete only the total for applicants and interviews and provide the name of the applicant hired in the boxes highlighted in gray. The Project Director will complete Part B in its entirety. The remaining statistical information in Part A is obtained from the Affirmative Action Forms returned by the applicants directly to Human Resources.

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. BACKGROUND CHECK

Background checks are required for all new Research Foundation for SUNY employees. The background investigation may include but are not limited to: identification and educational credential confirmation, criminal conviction verification, and sexual offender registry status. The contract letter includes a statement that the employment offer is pending the satisfactory completion of the background check.

Human Resources will contact the appropriate Project Director 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 Human Resources, the Research Foundation Central Office, and the appropriate Project Director when and if the check reveal information which may negatively affect the hiring decision.

E. 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 four 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. Such records must be retained in the hiring grant office.

F. FOLLOW-UP

It is highly recommended that the Project Director personally call each unsuccessful candidate that was brought to campus for an interview. Additionally, **every** unsuccessful candidate (including those that interviewed) should receive a letter indicating that they were not selected for the job and thanking them for their interest in the grant. A sample letter is available on page 21.

G. NEW EMPLOYEES

New employees are encouraged to visit the Research Foundation New Employee website. Human Resources provides information to begin a successful career at the Research Foundation for SUNY at Potsdam.

Key Personnel Contacts:

Andrea Waters, Title IX Coordinator
watersal@potdam.edu
267-2224

Michelle Moulton, Staff Assistant, Research & Sponsored Programs
moultoml@potdam.edu
267-2132

Jack McGuire, Interim Director of Research & Sponsored Programs
m McGuirejp@potdam.edu
267-2130

Nicole Bacon-Ward, Personnel Associate, Human Resources
baconwns@potdam.edu
267-2090

Heather O'Hara, Program Aide, Human Resources
oharaha@potdam.edu
267-2080

Appendix A: **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 obtain all required signatures for approval
 - b. Attach the job description and the ad. Email a copy of the ad to Heather O'Hara
 - c. Identify recruitment sources to be used
 - d. Establish a search committee. Membership on the committee should be at least three people and is recommended to include a student representative if appropriate.
4. Set up the first search committee meeting
 - a. Review Affirmative Action and Equal Opportunity Policies
 - b. Finalize the process for the acknowledgement recognizing the process must remain consistent for all candidates
 - c. Update the preliminary screening tool. This form should indicate only the qualifications listed in the advertisement
 - d. Establish a timeline for the search
5. Review applications using the preliminary screening tool
 - a. Send acknowledgement as applications are received
 - b. Send Affirmative Action Data Link with acknowledgement of application.
6. Conduct telephone interviews of the semi-finalists if candidates are not local. You may proceed with #7 if all candidates are local.
 - a. Develop a standard set of questions which will be asked of each candidate
 - b. Review application materials to determine any work experience specific questions for each semi-finalist
7. Conduct reference checks of semi-finalists
 - a. Develop a standard set of questions which will be asked of each reference
 - b. Review application material to determine if a specific work related question is applicable
8. Select the applicants to be invited to campus for an interview
 - a. Complete the Request to Invite form and obtain all required signatures
 - b. Call candidates to set up dates for campus visit
9. Develop the campus interview schedule
 - a. Be sure the candidate receives schedule prior to campus visit
 - b. Set up meetings with Deans/VPs/students as appropriate
 - c. Set up meeting with Human Resources (if benefits eligible)
 - d. Be sure all involved individuals receive all of the proper information (schedule, resume, 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 after the search committee makes a recommendation. Once the Request to Hire is approved by obtaining all required signatures, the Project Director or designee will make the offer. The Search Chair should:
 - a. Send a letter to every candidate in the pool indicating that the search has been completed
12. Complete search documents (resumes, references, evaluation forms, etc.) are to be maintained in the grant office for four years after the close of the fiscal year during which the search occurred.

Appendix B: SAMPLE Preliminary Screening Tool

(This form must be developed using the qualifications in the posting)

Candidate Name:

Qualifications:

1. Highest education level reached

2. Evidence of comprehensive knowledge in

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

4. Leadership skills

5. Computer background

6. Relevant Experience

Preliminary Evaluation Comments:

Excellent Candidate _____ Strong Candidate _____ Minimum Qualifications _____ Unsuitable _____

APPENDIX C: SAMPLE INTERVIEW QUESTIONS

The hiring grant should adapt questions as appropriate or develop its own set of questions. To ensure legality, it is important that a core set of questions be asked of all candidates. Examples include:

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

**Human Resources maintains a list of behavioral questions based on core competencies that may be requested.*

APPENDIX D: SAMPLE QUESTIONS - TELEPHONE REFERENCE CHECKS

- ❖ Note: Make appropriate adjustments according to position and location of reference.
 - a. How long and in what capacity have you known (candidate)?
 - b. 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?"]
 - c. What are the (candidate's) strengths and weaknesses?
 - d. In what sort of professional environment or atmosphere would (candidate) be most comfortable or potentially productive?
 - e. We are especially interested in (candidate's) interpersonal skills. What kind of relationship does he/she have with others?
 - f. Can you cite any evidence of (candidate's) sensitivity to students' special needs or achievements in the area of student-oriented programs?
 - g. What evidence can you provide of (candidate's) sensitivity to individuals of diverse backgrounds? Please give any examples you might have.
 - h. In what capacity or regard will (candidate) be most missed should he/she decide to leave (institution)?
 - i. Is there anything else you would care to tell us about (candidate)?

Appendix E: SAMPLE CANDIDATE EVALUATION SHEET

(to be used post interview)

Candidate Name:

Please give us your reaction to the candidate listed above, keeping in mind the requirements of the position for which they are being considered.

1. _____ I have personally met the candidate.

Basis for evaluation comments:

_____ Open meeting _____ Small Group _____ One-on-One Meeting _____ Other

1. Please list the apparent strengths of this candidate:

2. Please list the apparent weaknesses of this candidate:

3. Please describe your overall reaction to this candidate:

4. Other:

Please return this evaluation as soon as possible, and no later than three days following the visit to:

APPENDIX F:

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 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?

<u>SUBJECT</u>	<u>LAWFUL*</u>	<u>UNLAWFUL</u>
Disability	None	Do you have a disability? Have you ever been treated for any of the following diseases....? Do you now, or have ever had, a drug or alcohol problem?
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	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.

<u>SUBJECT</u>	<u>LAWFUL</u>	<u>UNLAWFUL</u>
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 application 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	Inquiry into applicant's military experience in the Armed Forces of the United States or in a State Militia. Did you receive a dishonorable discharge? Inquiry into applicant's service in particular branch of United States Army, Navy, etc.	Inquiry into applicant's military experience, other than in the Armed Forces of the United States, or in a State Militia. Did you receive a discharge from the military in other than honorable circumstances?
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.

Research Foundation
Acknowledge of Receipt of Resume
Sample Letter

Dear (applicant):

Thank you for submitting your application for the position of (vacant position) at The Research Foundation for SUNY at Potsdam. We received your application materials and will contact you if more information is needed.

In order to be considered for the position of (vacant position) you must submit the Research Foundation for SUNY Employment Application. If you have not already done so, please submit the completed application to (contact).

The search committee has started reviewing application materials, and hope to conclude the search by (tentative date).

As an affirmative action employer, the Research Foundation has established outreach programs to provide employment opportunities to women, racial minorities, and individuals with disabilities, special disabled veterans, Vietnam Era veterans, recently separated veterans, Armed Force service medal veterans, and other protected veterans, consistent with federal law. If an individual believes he or she is eligible for any of the Research Foundation's affirmative action programs, they are invited to self-identify. This information is strictly voluntary and will be kept confidential. Please use this [link](#) to self-identify.

For more information on the Research Foundation, visit www.sunyrf.org or for specific program information, visit (grant website). As a part of our commitment to equal opportunity efforts, the Research Foundation conducts a voluntary survey of our job applicants, using this [link](#), please complete the confidential survey.

Thank you for your interest. We look forward to reviewing your application material.

Sincerely,

Project Director/Search Chair

**Research Foundation
Does Not Meet Minimum Qualifications
Sample Letter**

Dear (applicant):

With reference to the (position) at The Research Foundation for SUNY at Potsdam for which you applied, we regret to inform you that you do not meet the minimum qualifications. Your interest in the position at The Research Foundation for SUNY at Potsdam is genuinely appreciated.

Sincerely,

Project Director/Search Chair

**Research Foundation
Confirmation of Interview
Sample Letter**

Dear (applicant):

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 interview is noted below. A map of the campus and a temporary parking pass are enclosed to assist you.

Interview Scheduled for: (Date and Time)

Location:

Schedule:

Sincerely,

Project Director/Search Chair

Enclosure

Research Foundation Close-Out
Sample Letter

Dear (applicant):

After careful review and consideration of the applications received for the position of (position) at the Research Foundation for SUNY at Potsdam, the search committee selected candidates whose qualifications appear to most closely match the requirements of the position. We appreciate the time and effort you expended in the process, and we appreciate your interest in employment at The Research Foundation for SUNY at Potsdam.

We wish you future success in fulfilling your personal and professional goals and encourage you to watch for our future opportunities.

Sincerely,

Project Director/Search Chair