Search Process Manual

May 2009

Office of Affirmative Action
Human Resource Services
Executive Council
Summary of the Search Process

1. Need for the position is identified and approved by appropriate vice-president.
2. Search committee is assembled by department chair/unit supervisor/director and hiring authority (HA); composition of committee to be reviewed and approved by Affirmative Action Officer (AAO) and appropriate vice president (VP).
3. Preliminary Authorization to Recruit is entered into Online Recruitment System (ORS)—for internal review only, until Step 4.
4. Search Committee meets—all members should be present at initial meeting
   a. AAO meets w/ search committee to discuss affirmative action main beliefs and potentials, and to refine recruitment plan.
   b. Human Resource Services (HRS) meets w/ committee for orientation and review of procedures, including orientation to the ORS.
   c. Search committee, with department chair/unit supervisor/director and HA, refines position description and advertising copy.
   d. Search committee agrees upon criteria for evaluating candidates.
5. After initial search committee meeting, AAO approves ATR on ORS; ATR is then sent for approval to VP, President, Budget, and HRS.
6. Ads are placed through Human Resource Services, and Search Committee engages in active and affirmative recruitment efforts as outlined by recruitment plan.
   a. Search Committee engages in active and affirmative recruitment efforts as outlined by recruitment plan.
7. Applications are submitted on-line via ORS
   a. On-line application process requests gender/ethnicity information from applicants.
   b. AAO reviews size and ethnic/gender diversity of the pool.
8. Search Committee reviews files according to requirements and position description (files available on-line)
   a. Special considerations (see “Step by Step”)
   b. Search Committee reports on the candidate pool, clearly identifying three groups: candidates who do not meet the minimum qualifications; candidates to be interviewed by telephone; and candidates who are minimally qualified but will not be interviewed.
      i. Search chair prepares list of all candidates, indicating reasons for decisions and uploads document to ORS.
     ii. Search chair changes the status of individual candidates on ORS.
    iii. Search chair changes status of search on ORS, requesting review by AAO & HA.
   c. AAO compares above decisions (cuts) with gender/ethnicity information (not available to committee)
      i. AAO confers with HA.
     ii. AAO & HA give permission to proceed to conduct phone interviews via ORS.
   d. Phone Interviews are conducted
      i. References listed by candidate are verified by the search committee.
     ii. Any other references may be contacted.
    iii. Results of reference checks are uploaded to ORS for review by HA.
   e. Candidates are identified for on-campus interviews
      i. Search chair prepares list of phone-interviewed candidates, indicating reasons for decisions and uploads document to ORS.
     ii. Search chair changes the status of individual candidates on ORS.
    iii. Search chair changes status of search on ORS, requesting review by AAO & HA.
   f. AAO compares cuts with gender/ethnicity information (not available to committee)
      i. AAO contacts HA.
     ii. AAO & HA give permission to invite candidates to campus via ORS.
   g. On-campus interviews are conducted (see “Step by Step” below)
      i. Strengths & weaknesses of interviewees uploaded to ORS.
     ii. Search chair changes status of individual candidates and status of the search, requesting HA review.
9. After consulting with Department Chair/Unit Supervisor/Director and AAO, HA makes offer to selected candidate
   a. Candidate accepts.
   b. Candidate declines—See “Step by Step” below.
10. CP1 form is submitted along with Checklist for Search Committee Chairs; official hire is made.
11. Search Committee Chair and members complete “Search Process Evaluation Form”.
12. New Employee is Welcomed and assisted in adjusting to new job.

Name of Search Chair: ________________________  Hiring Authority: __________________________

I have reviewed the search process manual and understand that the search may be delayed and/or closed if the process is not followed.

__________________________________________  ____________           __________
Signature of Search Committee Chair          Date                   PJ #
# Checklist for Search Committee Chairs

Search PJ #: __________                          NOTE: Important details of processes included in “Step by Step”

<table>
<thead>
<tr>
<th>Target Date</th>
<th>Task</th>
<th>Completion Date/Initials</th>
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<tr>
<td></td>
<td>Search Committee meets with Human Resource Services (HRS) for orientation and review of procedures</td>
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<td></td>
<td>AAO meets with Search Committee, department chair/unit supervisor/director, and HA to discuss AA procedures and refine recruitment plan</td>
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<td></td>
<td>Ads are placed through Human Resource Services</td>
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<td></td>
<td>Search Committee engages in active and affirmative recruitment efforts as outlined by recruitment plan</td>
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<td>Search Committee reviews files according to requirements and position description and according to agreed upon criteria</td>
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<td>Candidates not meeting minimum qualifications are identified; candidates for phone interview are identified</td>
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<td>Search chair uploads document to Online Recruitment System specifying reasons for each candidate being included in phone interviews or not (including specific reasons for being declared not qualified, if appropriate)</td>
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<td></td>
<td>Search chair changes status of individual candidates and status of search on Online Recruitment System (ORS)</td>
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<td><strong>AAO &amp; HA consult and AAO changes the status of search on ORS, thus giving permission to conduct phone interviews</strong></td>
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<td>Phone Interviews are conducted after approval is given on line</td>
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<td></td>
<td>References (any and all) are verified by Search Committee; **Notify candidate this is happening. Documentation is provided to HA</td>
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<td></td>
<td>Candidates are identified for on-campus interviews; Search chair uploads document specifying reasons for including or not each candidate approved for phone interviews</td>
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<td></td>
<td>Search chair changes status of individual candidates and status of search on ORS</td>
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<td><strong>AAO &amp; HA consult and AAO changes the status of the search on ORS, thus giving permission to invite candidates to campus</strong></td>
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<tr>
<td></td>
<td>After approval from AAO &amp; HA, on-campus interviews are conducted (see “On-Campus Interview Protocol” page 11 for steps required)</td>
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<td>Strengths &amp; weakness of interviewees are uploaded to ORS; status of individual candidates and status of search is changed.</td>
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<td></td>
<td>After consulting with AAO &amp; Department Chair/Unit Supervisor/ Director, HA makes offer to selected candidate</td>
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<td>CP1 form is submitted to AAO with this (completed) checklist</td>
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<td>Hire date</td>
<td>Search Committee Chair completes “Search Process Evaluation Form”</td>
<td>Ongoing</td>
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<td></td>
<td>New employee is welcomed and assisted in moving to area and adjusting to job.</td>
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Signature of Search Committee Chair: _______________________________    Date:_________

(Return to AAO when completed)
**Step by Step**

Following these steps will help ensure a successful search. If these steps are not followed, there will be delays; the search may be shut down. Please read carefully!

1. **Need for the position is identified and approved by appropriate Vice-President (VP).**

Departments and units identify needs for replacements or new positions. That need is communicated to the dean or director, and then to the VPs. Decisions about academic positions to be filled are made at the Executive Council level for the campus each year. Decisions about professional positions are made as needed by VPs and President.

The VP will communicate to the dean or director that the position has been approved for hire.

*A vacancy approved for hire represents an opportunity for a department or unit to critically evaluate needs for the future and respond to changes.*

**Types of Searches:** (Note that recruitment plans may vary depending on position.)

- Full-time, tenure-track faculty (continuing appointment for academics or permanent appointment for professionals), and most management confidential (MC) positions:
  
  National searches are appropriate

- Full-time temporary academic (i.e., visiting assistant professors/lecturers) and professional employees:

  Regional searches (Plattsburgh, Burlington, Montreal, Albany, Buffalo) may be appropriate. Often, national searches are appropriate.

- Part-time temporary academic (adjunct) and professional employees:

  Local search or vita-bank search: Each academic unit conducts an annual vita-bank search by advertising locally to gather new qualified and available candidates.

  All affirmative action procedures in this manual apply to vita bank searches.

**Hiring Authority:** This is the incumbent of the organizational position in authority to make hiring decisions, approve expenditures, etc.

  For academic searches, this is the Dean.

  For professional searches, this is often the appropriate vice president, sometimes the Dean.

  The VP may designate someone in the chain of authority to act as HA for a particular search, after consultation with HRS and the AAO.

However, in all cases, the HA will consult with the department chair, the unit supervisor, or unit director in approving cuts and making the hire.

*The HA will not be on the search committee.*
2. **Search committee is assembled**

The search committee is assembled by department chair/unit supervisor/director and hiring authority (HA), then reviewed and approved by Affirmative Action Officer (AAO) and appropriate vice president (VP).

*The Search Committee and each of its members act on behalf of, and represent, SUNY Plattsburgh, first and foremost.*

Remember, nothing begins to happen until the VP has communicated that a position is approved for hire.

The search committee should include representative members of the department or unit: women and men, junior and senior employees, ethnic diversity, and students, if appropriate. (Student members are full, voting members of the committee.)

There must also be at least one member from outside the department/unit. This helps assure that new ideas are considered and selection rationales are fully explored. This proviso holds even for temporary positions—these incumbents often become permanent! (Which means, too, that we should not consider these “lesser” searches.)

Since the primary function of the search committee is to review candidates for appointment and document strengths and weaknesses to a hiring authority (HA), that decision-maker (the HA) should not be on the search committee.

Careful consideration should also be given to whether the immediate supervisor or immediate subordinate of the position being searched should be on the committee. On a larger campus, such individuals would NOT be involved in the search. It may be unavoidable on this small campus, but it is a good idea to try to steer clear of these situations.

*Strict confidentiality* of information, including applications, names of applicants, and committee discussions, is required. This permits the free-flow of opinions during deliberations. It is also required to protect candidates.

*Conflict of interest:* members of search committees should be free of conflicts of interest. Such conflicts may include friendships or family ties with applicants.

Preliminary Authorization to Recruit is entered into Online Recruitment System (ORS)-for internal review only, until Step 4 (See the Users Guide at http://www.plattsburgh.edu/offices/admin/hr/files/ohs_user_guide.pdf )

This is typically done at the department level.

The search chair or department initiating the search should coordinate the initial search meeting with AAO and HRS.

The search is not “live” or published to the outside until Step 4.
3. Search Committee Meets
—all members of the search committee should be present at initial meeting

It is important that all members have input into the job ad and the evaluation criteria, and that all members hear about the procedures.

The HA will usually attend this meeting to charge the Committee, as may the Department Chair/unit supervisor/director. (This is strongly recommended.)

At this stage, the Search Committee should discuss with the HA such budget-related issues as the number of candidates to be brought to campus (though that may change, depending on the pool), the funds spent on advertising, the number of committee members to attend meals with candidates, and so forth.

The Search Committee Chair will be responsible for seeing that each requirement is met in sequence.

AAO meets with search committee to discuss affirmative action principles and potentials, and to refine the recruitment plan.

With the assistance of the HRS Associate and the AAO, the Committee will develop a plan to advertise the position widely. This may well include placing ads in newspapers and professional journals, in The Chronicle of Higher Education, and other academic and trade publications. It may include ads placed in journals geared to minority and female professionals.

It is also important that Committee members take an active role in networking and otherwise publicizing the vacancy using the approved ad copy. Members have access to professional associations and circles, including attending meetings and posting on websites and discussion groups, that may be useful in attracting a wide variety of candidates, helping to ensure a deep pool.

The AAO will discuss ways to increase the diversity of the applicant pool and ways to develop an inclusive set of criteria with which to evaluate candidates. (See “Evaluating Candidate—Keeping an Open Mind”, pg. 21.)

Human Resource Services (HRS) meets with the committee for orientation and review of procedures, including orientation to the ORS.

Each search is assigned to a HRS Associate. That Associate serves as a resource for all recruitment questions. Call! They’re available & helpful.

The HRS Associate will instruct the committee in navigating the software used to facilitate searches (ORS). (See discussion below.)

Search committee, with department chair/unit supervisor/director and HA, refines position description and advertising copy.

For academic and some other positions, the general outline of the job will have been discussed by the
Executive Council. For some professional jobs, a job description will already exist. For all searches, the Search Committee will refine that outline into ad copy, including minimum requirements and desired qualifications. The description should be as general as possible to ensure a broad pool of applicants.

Remember, we are required to hire as we advertised! So it is important that the ad copy be accurate.

The ad copy will be reviewed by the HA, HRS, and the AAO for compliance with campus and other regulations. Suggestions may be made for alterations.

*Sufficient lead-time is required* to get ads placed before the review date—that includes ads placed on line. The review date given in the ad should be selected to give applicants sufficient time to prepare the application and solicit references, if required. (The review date is not a deadline for applications. It is the date on which decisions about candidate files begin to be made. Applications received after this date may be reviewed by the Committee, as long as all such applications are reviewed or not reviewed consistently.)

Search committee agrees upon criteria for evaluating candidates.

After the final ad copy is developed, the search committee needs to develop a protocol for reviewing the candidates. This protocol will be used by the Chair to update the AAO & HA about pool narrowings or cuts. See examples at the end of the manual.

After initial search committee meeting, AAO approves ATR on ORS; ATR is then sent for approval to VP, President, Budget, and HRS via ORS.

4. **Ads are placed through Human Resource Services**

   and Search Committee engages in active and affirmative recruitment efforts as outlined by recruitment plan.

   Sufficient lead time is required, as journals and even websites have deadlines. Often, an abbreviated ad will be placed in print, referring interested parties to our web site.

   It is critical that the Search Committee be involved actively in recruitment, according to the developed plan and using approved ad copy.

   The position advertised on our ORS will include the starting salary and include the rank, if appropriate (e.g., Assistant Professor).

   We will also describe, on the web site, our location, using standard descriptions of the proximity to Montreal, the Adirondacks, Lake Champlain, and so on.

   Applications are submitted on-line via the online recruitment system (ORS).
Applications and supporting materials will be available via the ORS to all committee members. A specific log-in will be assigned to each separate search committee. All rules of confidentiality apply to materials obtained from the ORS.

The on-line application process requests gender/ethnicity information from applicants.

Using these data (which are not seen by the Committee), the AAO will analyze the decisions made by the Committee at each stage. The AAO may request that the Committee look again at a particular applicant, or provide more detailed reasons for not recommending an applicant go forward into the next stage.

Search Committees should NOT try to analyze the gender or ethnic diversity of pools on the basis of names or the candidate’s prior experience. (Diversity of experience, though, is a good thing to examine. Just do not make assumptions about gender or ethnicity.)

AAO reviews the size and ethnic/gender diversity of the pool.

The AAO will compare the pool (size and number of candidates in protected classes) to national and regional availability data. (These data are broken down by job titles and by academic specialty.) If the pool is very different from those availability data, the AAO may recommend additional time and/or advertising to increase the pool. It is important that all available steps be taken to ensure a large and diverse pool. Pool sizes and depths will vary, of course, according to the position.

5. Search Committee reviews files

Completed application files are available via the ORS.

Review of files by individual members of the search committee may begin before the review date, but discussions of, and decisions about, files may not be made until that date.

Once discussions and review of the files begins, it is important to document the decisions made and the reasons for those decisions at each stage.

The committee will have developed criteria and a form in step above.

- Special Considerations.

There are two instances of such special considerations. The first is a requirement of the United University Professionals (UUP) contract. If an individual represented by UUP statewide has been or is about to be retrenched, that individual may apply for a position and must be considered before any other candidate. This consideration will be requested by the candidate in her/his application letter. Contact HRS for details on how to proceed.

The second is known as the Plan for Internal Professional Promotions for professional positions (not academic). Basically, current campus employees may apply for positions during
a ten calendar day period. These applicants will be reviewed before any applications received from outside are reviewed. Such applicants may be interviewed and offered the position before review of outside applications. Or, these applicants may be retained in the wider pool which includes outside applications. For more details, call HRS and see http://www.plattsburgh.edu/offices/admin/hr/internalprofessionalplan.php.

Any such recommendations made by the search committee need to be documented to the AAO and HA via ORS.

- **The Search Committee reports on the candidate pool,** clearly identifying three groups: candidates who do not meet the minimum qualifications; candidates to be interviewed by telephone; and candidates who are minimally qualified but will not be interviewed.

  - The designation “unqualified” must be made on job-related criteria. An incomplete file is NOT a reason to declare the candidate not qualified. Candidates with incomplete files may be contacted by the Search Committee Chair and requested to complete the file. Certainly, if a file remains incomplete, the candidate need not be considered for interviews.

  Further, there is no such thing as an “over qualified” candidate. The job ad will have been written carefully; the starting salary and rank (if appropriate) will be included. Therefore, we must assume that anyone applying for the position wants to take the job as it has been advertised.

  - **The search chair will document the reasons each candidate is placed in one or another group.** The format of this report should be a list of all candidates and the reasons for including them or excluding them at each stage. This can be done in a narrative format or a spreadsheet. (See examples beginning page 31.)

    That document will be uploaded to the Online Recruitment System for review by the AAO & HA. The search chair will change the status of each applicant on ORS AND change the status of the search itself. This latter change will trigger an alert to the AAO to review the search.

    - **Search chair changes the status of individual candidates on ORS**

    - **Search chair changes status of search on ORS, requesting review by AAO & HA**

- **AAO compares cuts with gender/ethnicity information (not available to committee).**

  The AAO will be looking at the reasons for excluding and including applicants, and will be looking for a diverse pool at each stage. As long as the criteria are sound and have been consistently applied, the decisions made by the committee will stand. The AAO may have questions about decisions that can be answered by the Search Committee Chair.
- The HA will confer with the AAO about the pool at each level. More questions may be asked of the committee about particular candidates. The intent is to ensure as diverse a pool at each stage as is possible, given the requirements of the position.
- AAO changes the status of the search, indicating approval to conduct phone interviews.

6. Phone interviews are conducted

A PBN specific to the search can be obtained from Telecommunications. This PBN can be used for the conference call interview, verifying references, and other search business. HRS can assist with the account number which is provided to Telecommunications in order to obtain the PBN.

The candidates should be called to arrange a convenient time for an interview, and then called again at that time for the actual interview.

Questions asked in these interviews should be standard and documented, with the same questions asked of each candidate. (See examples beginning on page 35.) (Also see inappropriate and illegal questions page 14.) Follow-up questions may vary from candidate to candidate, depending on the actual conversation.

As many Committee members as possible should be at each interview to make the interviews as consistent as possible. Notes should be taken on responses. With the candidate’s permission, the interview may be recorded.

References listed by candidate are verified by the Search Committee.

Any reference given by the candidate may be called at any time. It is considerate, though, to inform the candidate that this is happening. Some candidates may need, at that time, to inform their current employer that they are seeking other employment.

If the candidate asks that references not be called, honor that request within reason, and determine with the candidate when this may happen.

Questions that are illegal during the interview are illegal for references, too!

Because the on-line application is a formal application, authorizing SUNY Plattsburgh to conduct a thorough background check, anyone can be contacted for references.

The Search Committee is free to call anyone to ask for a reference on the candidate, even if the candidate did not list the person as a reference.

If there are any doubts or questions, contact HRS.
Documentation and results of reference checks are uploaded by Search Committee Chair to ORS for review by HA and AAO.

7. *Candidates are identified for on-campus interviews*

- **The search chair will document the reasons** each candidate approved for a telephone interview was recommended or not for a campus interview. The format of this report is the same as the unqualified/telephone interview list.

That document will be uploaded by **Search Committee Chair** to ORS for review by the AAO & HA.

- **The search chair will change the status of each applicant on ORS**

- **The search chair will change the status of the search itself.** This change will trigger an alert to the AAO to review the search.

**AAO compares cuts with gender/ethnicity information (not available to committee).**

The AAO will be looking at the reasons for excluding and including applicants, and will be looking for a diverse pool at each stage. As long as the criteria are sound and have been consistently applied, the decisions made by the committee will stand. The AAO may have questions about decisions that can be answered by the committee chair.

- **The HA will confer with the AAO about the pool at each level.** More questions may be asked of the committee about particular candidates. The intent is to ensure as diverse a pool at each stage as is possible, given the requirements of the position.

There is no set number of required or permitted on-campus interviews. The HA will make that determination based on budget, the pool of candidates, and other considerations. Often, searches will bring in three candidates—check with the HA.

- **AAO changes the status of the search, indicating approval to conduct phone interviews.**

The AAO will change the status of the search on Online Recruitment System to indicate approval for the campus interviews.

8. **On-Campus interviews are conducted**

Candidates are invited to campus—see “On-Campus Interview Protocol” 11.

Interviews should be conducted professionally and as consistently across candidates as possible. We
are also “selling” ourselves to the candidate, who may have other options. Hence, candidates should have every opportunity to see the campus, meet with key individuals and offices, and have their questions answered.

- **Strengths & weaknesses of interviewees are uploaded to Online Recruitment System by Search Committee Chair.**

  The list should NOT be ranked. The HA will make the decision based on a number of factors, including the committee recommendations and affirmative action. It would be unfair to the candidate hired to have been called “#2”, for example.

- **Search chair changes the status of individual applicants and the status of the search on Online Recruitment System, triggering a review by the HA.**

9. **HA makes offer to selected candidate**

Only the HA may make an offer to the candidate—the Search Committee may NOT! And only the HA can discuss or negotiate salary or service credit. The HA consults with the Department Chair/Unit Supervisor/Director and AAO prior to making offer to selected candidate.

The HA should notify the candidate to expect an e-mail to initiate the background verification, initiated by HRS and conducted by a neutral third party vendor.

**Candidate accepts!**

This offer and acceptance is contingent on employment eligibility (I-9), verification of credentials by HA and a background verification (by HRS).

HA completes Hiring Proposal on ORS. HRS prints CP-1 and forwards to HA for processing with the completed checklist.

**Candidate declines.**

The HA may then make offers to other on-campus interviewees, after notifying HRS & AAO.

If all offers are declined, the HA and AAO may authorize further campus interviews or further telephone interviews. All procedures continue to be followed (e.g., notifications, approvals, etc.)

The position may be re-advertised. The search may be closed. These decisions will be made by the HA, the AAO, and by the appropriate VP.

10. **CP-1 form is submitted with the Checklist**

Timely completion of these forms is critical! Without the CP-1, the candidate does not become an employee. The Search Committee Chair should ensure that this form is completed via the Hiring Proposal and that the candidate submits all required documentation (e.g., official transcripts, driver’s
license if applicable, etc.).

Note that the ORS will automatically generate letters via email to all unsuccessful candidates once the search is completed.

*It is the policy of the college that no reasons will be given to candidates regarding their success or failure in the search.* Please do not discuss the search process with any candidates, internal or external. That process is confidential.

**11. “Search Process Evaluation Form” is completed by Search Chair**

The AAO will send the form [by Angel]. The completion of these evaluation forms helps us improve the search process.

**12. New employee is welcomed**

The Search Committee can greatly assist a new employee, since its members are in the best position to help her/him understand the job requirements.

The person may need to move to the area and may need assistance with arranging living quarters and perhaps partner employment. The new employee may be provided with newspapers and websites for real estate and apartment listings, and help-wanted ads for her/his partner. (See listing page 25).

Partner employment is a difficult issue. In the interview, the candidate cannot be asked about her/his family or marital status. Hence, we may remain unaware of the need for partner employment. The candidate may make inquiries, though, particularly after the job is offered.

DO NOT PROMISE a partner job—see “Protocol for Partner Employment”. College officials will endeavor, where possible and appropriate, to consider the partner of a successful candidate in open positions. We cannot, however, act as an employment agency.

Moving costs are allowable; a candidate may negotiate this with the HA.
On-Campus Interview Protocol

During the on-campus interview, we are also being interviewed by the candidates and must present our best face to prospective colleagues. Send each candidate a package containing helpful materials: a campus map, professional development brochure (available from Sponsored Research), department/unit publications, etc. The Search Committee Chair is responsible for assembling and sending this packet.

Itinerary

Arrange the itinerary early and mail or e-mail it to the candidates before their visit. Let them know who will escort them from meeting to meeting. Try not to leave candidates to fend for themselves, except during “free” or “down” time. Build in breaks, meals, and walking/traveling time. The itineraries for all candidates should be as consistent as possible, including those for internal candidates. (Internal candidates should not participate in other candidates’ interviews, though.)

Schedule meetings with:

- Search Committee: Have a set of questions worked out and documented (see “Illegal Questions” below). Use the same questions for all candidates. During the discussions, it is permissible to ask additional, follow-up questions indicated by the candidates’ responses.
- Department chair/unit supervisor/director.
- Dean or other HA.
- Academic & professional colleagues, especially those who should have input in the hiring decision.
- Human Resource Services (schedule about 30 minutes): HRS will discuss benefits and other personnel concerns.
- Students (if appropriate): for academic positions or professional positions dealing with students, it is important for both the candidate and students to have an opportunity to meet.
- Campus tour: we have several highlights, including the Winkle Sculpture Garden, Rockwell Kent Gallery, Feinberg Library, and other sites of particular interest to the applicant, such as the computer classrooms or research labs.
- Public lecture, presentation, or class simulation (if applicable to position): Announce this public session widely, specifically inviting colleagues in other departments/units whose interests may be similar. This is particularly important for creating interdisciplinary opportunities.

Be sure the candidates know what exactly is expected in these presentations: time allowed, content, audience, etc. It is a good idea to formally solicit input from those attending the meetings. If you hand out a vita or resume at a public presentation, delete all personal information (phone number, home address, family, etc.).

- Tour of Plattsburgh, if candidate desires.

Meals

Candidates should not be asked to pay for their meals! Preferably, arrange with the restaurant to bill the College directly. (Several area restaurants allow this arrangement, as does the campus food service.) A limited number of members of the Search Committee may escort the candidate and the College will pay for their meals, also. (Check with the HA for how many and where.) However, meals should not be a continuation of the interview! Relax and help the candidate to enjoy.
Alcoholic beverages will not be paid for or reimbursed by New York State.

Appropriate tipping is limited to 18%. Note that New York State sales tax will not be reimbursed; therefore, a tax-exempt certificate must be presented at the time of the charge.

Travel Arrangements

Flights must be booked according to College and State policy to be reimbursed. It is usually easiest for the candidate to work directly travel details, coordinated with the hiring department. When possible, candidates’ tickets should be purchased directly by SUNY Plattsburgh using a purchase requisition and purchase order number. The office of the HA can assist in obtaining a PR #.

Please allow sufficient lead-time for scheduling campus visits to ensure reasonable airline ticket costs. All round-trip tickets costing $750 or more must be brought to the attention of the HA for approval before purchasing.

Arrange for a Search Committee member to meet the candidate at the airport or train station. If the candidate arrives at the Burlington airport, ferry tickets can be obtained ahead of time through the Purchasing Office via a purchase order. Costs incurred by search committee members (e.g., mileage, parking, etc.,) are reimbursable. Alternately, arrangements can be made with Airport Limousine to bring candidates to campus.

Candidates who drive their own vehicle to campus will be reimbursed for mileage at the standard allowable rate. Candidates who need to rent a car can do so, and they will be reimbursed for that expense. Arrange for a parking permit for the candidate with University Police before the candidate arrives.

Note that New York State sales tax will not be reimbursed; therefore, a tax-exempt certificate must be presented at the time of the charge.

Lodging

Arrange for lodging with a local hotel by obtaining a purchase order number (from the HA’s office) so that the College can be billed directly.

Candidates paying for their own lodging will be reimbursed at the standard rate. If a partner/spouse/family member comes with the candidate, make them feel welcome, also. However, we cannot reimburse expenses for them, only for the candidate.

Note that New York State sales tax will not be reimbursed; therefore, a tax-exempt certificate must be presented at the time of the charge.

Reimbursement

The reimbursement procedure for candidates is exactly the same as for employees. There is a single search account, administered by the Accounting Office; the expense does not come out of
departmental budgets. Have the candidate complete and sign a travel voucher while she/he is on-campus. The department/unit secretary can assist in this process.

Committee members who incur costs must also complete the travel forms, with receipts and documentation.

Note that New York State sales tax will not be reimbursed; therefore, a tax-exempt certificate must be presented at the time of the charge.
Legal & Illegal Questions
In general, you can ask only questions directly pertinent to the qualifications of the candidate for the position advertised.

You may ask:
- About degrees and licenses obtained (only if they are required to do the job);
- About experience in the field; keep in mind that gaps in work experience are not necessarily negative—parents (especially women) sometimes take time off for child rearing, for example;
- About how the candidate would handle a specific situation relevant to the position;
- About memberships in professional organizations, if it is relevant to doing the job (use caution, as some such memberships may reveal personal information about race or religion, for example);
- About language fluency if required for the position;
- For a demonstration of how candidate would do the job;
- Any other job-related question.

You may NOT ask:
- For a photograph;
- National origin;
- Race or color;
- Marital status;
- Religion or creed;
- Children or family plans;
- Whom to notify in case of emergency;
- Age (except to ascertain that the candidate is over 18—but leave that to HRS);
- Disability (leave that to HRS after hire);
- Citizenship (leave that to HRS after hire);
- Military Service (leave that to HRS after hire);
- Sexual Orientation;
- Arrest record;
- Native language or how languages were acquired.

As part of the on-line application process, the candidate will have indicated other information that HRS may need to evaluate, but that the Search Committee usually does not. This includes whether or not the candidate has been convicted of a crime, previously-used names, and citizenship. At the time of hire, HRS will evaluate necessary visa procedures for non-citizens, and evaluate necessary reasonable accommodations for disabilities. At this time, HRS will also require official transcripts or proof of necessary licenses. It is the responsibility, though, of the HA to obtain the official transcripts from the candidate and to review them.

If a candidate offers information in one of the areas listed above (for example asking about school districts) be circumspect to ensure their privacy and do not seek additional personal information. If someone on the Search Committee or in an audience asks an illegal question during any session, simply state that the question is inappropriate and move on. When in doubt, DON’T ASK! Consult HRS or the AAO.
FAQs

- What is affirmative action? Do we have to hire a woman or minority?

  Affirmative action is the process used to ensure that a wide variety of qualified candidates apply for the position and are fairly considered. It entails advertising widely and in places where people in protected classes are likely to see the ad. It requires, too, that we rethink the way we perceive others and perceive strengths and weaknesses.

  SUNY Plattsburgh does not have any “quotas” for hiring members of protected classes. We expect to hire the most qualified of candidates. When candidates are all well qualified, affirmative action principles may be used to make the final hiring decisions.

  Protected classes include women, people of color, Vietnam era veterans, and persons with disabilities.

  The regulations were designed to overcome unconscious and unintended biases in recruitment processes. The efforts have been important in increasing the diversity of job applicants and successful employees. And diversity among employees, particularly at a college campus, is simply good for the organization.

- When can we call references?

  References that are listed by the candidate on a vita or resume may be called at any time. It is courteous to inform the candidate that you are making those calls.

  Other contacts—perhaps the committee members know someone at the candidate’s college—may also be called upon receipt of the on-line application. That process asks for permission to do this, and by submitting it, the applicant is giving permission.

  If the candidate asks you not to check references yet, honor that request within reason. Discuss with the candidate when such references can be verified.

  References must be verified before a hire is made! It is the Search Committee that checks references. Documentation of these checks should be uploaded to ORS for review by the HA.

- Can I tell the candidate about salary?

  You can tell the candidate what the minimum salary is—this is on the Authorization to Recruit Form and will be in the ad. HRS will talk with the candidate about benefits and other issues.

  Only the HA can discuss specifics of money! This includes salary and moving expenses, which may be negotiated.
What should I do about an incomplete file?

Early in the process, it is a good idea to review the files for completeness and request that each candidate submit whatever is missing. If the candidate does not submit required material, or if the material submitted is not enough upon which to make a sound judgment of qualifications, the candidate may be “left behind” and not considered further as the search progresses. Once an application has been submitted to the online system, additional documents must be sent to hr.apply@plattsburgh.edu to be added to the applicant packet by HRS.

Remember that if reference letters are requested, the candidate has little control over when the referee submits it. Give candidates every chance to complete their files. There are several options for obtaining reference letters when establishing the ATR (position):

1. Select Letter of Reference 1, 2 and/or 3 at Optional Applicant Documents (note: it is not recommend using Required Applicant Documents as the candidate can not submit the application unless all required documents are provided).

2. Confidential References: If this feature is activated, the applicant provides names and e-mail addresses and the system generates e-mails to the reference providers asking them to upload the confidential reference letter. The candidate can see if the letter was received, but does not have access to view the letter. The search committee can view these references under the Confidential Reference tab. (See ORS manual for details.)

3. References letters can be provided to Human Resource Services at hr.apply@plattsburgh.edu to be added to the candidate’s application.

The AAO may ask the Search Committee to make additional efforts in getting a complete file for candidates.

An incomplete file is not reason for declaring the candidate “unqualified” (the first “cut”), but the candidate may not be advanced to later pools (e.g., interview pools) due to lack of needed documentation.

What if a candidate is not a US citizen?

*The Search Committee does not need to consider citizenship. Indeed, the Search Committee should not ask.*

At the time of hire, HRS will determine whether the candidate is legally permitted to work in the country and assist her/him with visa issues.

If the candidate indicates there are visa issues, HRS should be contacted. HRS will know where to find the answers. Please note that certain conditions of hire may be problematic for non-US citizens. For example:
Future immigration status may require that the person be deemed “most qualified” from a pool of candidates; hence a full search must have been conducted.

Immigration status may require that the candidate be appointed at the level advertised; thus, a higher rank should not be negotiated. (Note that this is true for all candidates.)

Human Resource Services is the best source to answer these questions. Do not try to consider this on your own. ASK! Refer the candidate to HRS.

- **What if someone asks an illegal question during an interview?**

  If that happens, the Search Committee Chair (or other member) should clearly state that the question is inappropriate and move on. For instance:

  “That’s not relevant to the job. The next question we have is …. .”

  “We don’t need to discuss your family. But what attracts you to SUNY Plattsburgh?”

  You should make note that the incident occurred. You may wish to report it to HRS and the AAO, depending on the severity or reaction by the candidate.

- **What about internal candidates?**

  Internal candidates should be treated in the same way as other candidates—take them to dinner if other candidates are; schedule the same series of meetings as for other candidates; ask them the same questions; arrange the same presentations.

  The internal candidate should not, however, participate in any way in external candidate interviews. The internal candidate should not, for example, attend any interview sessions, including any open sessions, or go to meals with other candidates.

  Rules of confidentiality apply to the applications of internal candidates—don’t discuss it! And don’t discuss the process of the search with any internal candidate unless external candidates are given the same information. This need for confidentiality applies after the search as well.

- **What’s the difference between a temporary and term position?**

  A temporary appointment is one that carries with it no expectations of a renewal, and is often (but not exclusively) applied when the duties of a position are of a short-term nature and/or will be accomplished on a part-time basis. A term appointment entitles the appointee to a notice of renewal/non-renewal, or date by which the appointee should be informed of their expected obligation beyond their current appointment.

  For more detail, see the *Policies of the Board of Trustees* of the State University of New York [http://www.suny.edu/Board_of_Trustees/index.cfm](http://www.suny.edu/Board_of_Trustees/index.cfm). Or call HRS
• **From whom do we need to get approvals?**

The Human Resource Associate can answer questions about the search procedure and assist in handling “snags”. The HRA may direct questions to the AAO or HA.

The HA and the VP are in charge of the search. If the request concerns spending money—such as how many candidates can come to campus—ask the HA. The HA’s approval is always required to move to the next stage.

The Affirmative Action Officer is charged with assuring compliance with College policies regarding AA. The HA and VP will consult with the AAO on cuts and the final hire before the HA or VP gives permission for searches to move to the next level. On cuts or narrowings, then, make sure you hear from both the HA and the AAO via ORS.

• **How should a Vita Bank Search be handled?**

Vita Banks are established in most academic departments and certain other offices/areas. Vitae are solicited regularly via a regional search, so that there is a “bank” of candidates indicating a willingness and ability to fill a position on a temporary and usually part-time basis. When a vacancy arises—this is usually an adjunct position, teaching a course or two—the collection of vitae must be examined.

The requirements of a “regular” search must be met:
- The vitae are examined according to the requirements of the vacant position;
- All candidates are considered and treated consistently;
- Reasons for not considering a candidate are job-related;
- All forms (CP-1 via the Hiring Proposal on ORS) are completed and approval signatures obtained;

• **How do the records of the search need to be stored?**

Records need to be kept for three years. The Search Committee Chair should collect all the created documents. Contact HRS for details on how and where to send to storage.
Roles and Responsibilities

Role of the Department Chair/Director/Unit Supervisor:

- Working with the members of the department/unit, discusses and plans for department/unit staffing needs;
- Assists the HA in recommending members of the search committee (to be reviewed by VP & AAO);
- Ensures search committee is making adequate progress in search process;
- Meets with HA and Search Committee Chair to discuss qualifications of finalists;
- Assures that appointment paperwork is completed;
- Takes active role in post-search transition of the candidate to SUNY Plattsburgh.

Role of the Hiring Authority:

- Works with the department/unit to identify needed positions and the initial job description;
- Works with Chair/Supervisor/Director to recommend search committee members;
- Works with AAO to assure that affirmative action procedures are followed;
- Approves expenditures for search (e.g., costly airline tickets, the number of candidates invited to campus, etc.);
- Meets individually with candidates brought to campus;
- After consulting with AAO and department chair/unit supervisor/director, makes final decision about hires;
- Makes the job offer to candidate and negotiates salary.

Role of the AAO:

- Meets with Search Committee to discuss affirmative action opportunities;
- Responsible for implementing campus’ affirmative action policies, in accordance with NY State and Federal regulations;
- Evaluates search plan and works with Search Committee to revise it if indicated;
- Evaluates size and composition of candidate pools at each stage: full pool, qualified pool, telephone interviews, on-campus interviews, and final hire;
- Recommends additional time or advertising if indicated; can request that search be halted and redone;
- May ask for more information on a decision about candidates or request that Search Committee look again at a candidate;
- Available for consultation with regard to AA and EEO requirements;
- Advises the HA and VP about the process of the search, and makes recommendation for hire (the hiring decision is the HA and VP’s);
- Signature or on-line approval is required on ATR (on-line) and CP1 forms (paper);
- Works with the Affirmative Action Advisory Committee to review search waiver applications.
Role of HRS:
- Meets with Search Committee to explain search procedure;
- Assists in devising search plan;
- Available for consultation with search process—ASK!;
- Places advertisements

Role of Search Committee Chair:
- Ensures that search is conducted according to College regulations and timetables (detailed in this manual);
- Compiles lists of candidates and dispositions at each “cut” (unqualified, phone interviews, campus interviews, final strengths & weaknesses) & uploads document to online recruitment system;
- Manages candidate lists and search status on Online Recruitment System;
- Acts as contact person for candidates, setting up phone interviews and campus visits;
- Arranges for all meetings needed for campus interviews;
- Acts as liaison with HRS & AAO;
- Completes Search Checklist and Search Process Evaluation Form.

Role of Search Committee Member:
- Maintains confidentiality of all search materials;
- Evaluates candidates based on agreed-upon criteria;
- Meets with HRS Associate and AAO at beginning of search;
- Meets as required with Search Committee, HA, etc.;
- Participates in phone interviews and on-campus interviews;
- Acts as representative of SUNY Plattsburgh.

Role of Affirmative Action Advisory Committee
- No role in an individual search process!;
- Monitors overall campus AA policy;
- Subcommittee reviews requests for search waivers.
Evaluating Candidates
—Keeping an Open Mind

Determining Selection Criteria & Job Requirements
The search committee should determine selection criteria and screening procedures. Candidate qualifications and judgment standards should be clearly understood, endorsed, and documented by committee members, and (for academic searches) must include all the SUNY Trustees' criteria: teaching, scholarship, and service. Judgments include, for example, the relative weight given to publications (given SUNY Plattsburgh’s strong emphasis on undergraduate teaching), specialization within the discipline, teaching, service, grant writing, community activities, and the ability to enhance cultural diversity and richness. These are to be discussed thoroughly at the start of the search process. Sample candidate assessment sheets are attached (beginning on page 32).

For academic searches, the committee will evaluate the candidate's ability to teach. This can be displayed by the candidate in a number of ways—syllabus development, student feedback, and/or peer evaluations, for example. If the hire is for an entry-level assistant professor, keep in mind that graduate students do not all have the same opportunity to teach classes on their own; some grad students do, some do not. Data show that such chances are often differentially distributed by gender and ethnicity. You may want to look for potential.

The committee must also decide how reference information will be collected (e.g., letters, telephone calls, or a combination of both) and how much weight will be assigned to each reference. Documentation given by references is uploaded to ORS for review by the HA.

It is not difficult for a committee to agree that it should hire the best candidate. However, determining the criteria for measuring "the best" and establishing who is "the best" is more difficult. The search committee should evaluate its selection criteria carefully in terms of their validity as predictors of future success. For example, is publication in graduate school a valid or logical predictor of one's performance as a faculty member? Are there other, more appropriate predictors of performance, especially in cases where the candidate's educational, social, and cultural background is significantly different from that of a traditional candidate? Keep an open mind!

Evaluating Candidates and Subconscious Bias
The Search Committee should evaluate candidates in broad and comprehensive terms, carefully examining all of an individual's accomplishments, potential growth, diversity of perspective, and the unique contribution that the candidate will make to the academic unit or department.

The committee should discuss the kinds of stereotypes that exist for women and minorities, and try to make explicit, ahead of time, the criteria the Committee uses in judging people, both casually and professionally.

The committee should discuss openly the implications of stereotypes and biases in evaluating candidates in past searches and this search, as well as ways to prevent biases from influencing their deliberations. The AAO can assist in this process if desired by the Search Committee.

SUNY Plattsburgh is committed to fairly and effectively evaluating a range of career paths, searching for candidates who are highly qualified to join our mission. Hence, the Committee should consider a
candidate's entire career when applying its criteria for selection. A woman, for instance, who has earned her degree and entered the academic profession after taking time out to raise a family will probably have fewer publications than a male of the same age whose career has been uninterrupted. However, if one evaluates her publication record in terms of the time period over which it was produced, she may well be the stronger candidate.

Other non-traditional career trajectories, such as having taken time off to earn enough money to attend graduate school, should not be devalued. Many non-traditional students take time to apply their skills to community needs in addition to publishing in academic journals.

Degrees from women's colleges or predominantly black universities must not be seen as inadequate; references from friends or colleagues of the Committee should not be given greater credence than those received from individuals not personally known to the Search Committee; scholarship on feminist or minority issues should be valued. In the same way, publications in innovative but scholarly, peer-reviewed journals should not be devalued because they are not "mainstream."

There are other typical interviewer tendencies that may lead to bias:

- **The Halo Effect:**
  Interviewers may use limited information about an applicant to bias their evaluation of that person's other characteristics.
  
  For Example, an applicant who attended the interviewer's alma mater or who agrees with the interviewer's theoretical position is given a subconscious advantage.

- **Personal Biases:**
  Interviewers may harbor prejudice for or against specific groups. Examples:
  "I prefer professors who are younger."
  "Some teaching styles are better for men and others for women."

It is vital to eliminate from the evaluation process any stereotyped ideas based on the candidate's race, color, religion, national origin, age, sexual orientation, disability, or gender.

The committee, either as a group or individually, should complete an evaluation form following the review of the candidates’ files. (Sample forms are attached.) Such evaluations must be based on the criteria agreed to by the Committee. As references are checked, whether in writing or orally, the committee should pay attention to these biases as well. The references should be documented and added to the applicant’s file.

**Recruiting Protected Class Individuals: Obstacles**

HAs and Search Committees should be mindful of historical, but innocent patterns and practices that create a disparate impact on applicant pools. Disparate impact is defined as a category of the government’s employment discrimination policies. Disparate impact discrimination may be found when an institution’s use of a neutral selection standard(s) (e.g., a test, an interview, or other requirements) disqualifies members of a particular race or gender group at a significantly higher rate than others and is not justified by an organizational necessity or job relatedness.
Intent to discriminate is not necessary for this type of employment discrimination. The disparate impact discrimination category may be used to analyze both objective and subjective selection standards.

**Over-Specialization (Academic Positions)**
Especially for academic searches, the area of specialization needed should be carefully evaluated. Departments that seek candidates to teach undergraduate courses should be wary of over-specialization. Advertising for a small sub-specialty will exclude many candidates who are qualified to teach the courses actually needed in the department. It is therefore important to fully explore the need and relevance for specific specialization and the extent to which a candidate has the potential to teach existing and future courses in the department. When a vacancy is identified, this is a good time for the department/unit to reevaluate the program and its needs. It is not always best simply to search for a clone of the last person to hold the position!

**Search Waivers**
Full searches are required.

In some instances, such as when there is a resignation shortly before the semester begins, a search may be waived for a temporary replacement. *These instances are rare.* There is almost always time to do at least a local search. Even when an academic announces a leave at the end of the spring semester, the summer is time enough to conduct a national search for a temporary replacement.

When the situation arises, the department chair/unit supervisor and/or the dean/director should consult with the Affirmative Action Officer immediately. (Note this first conversation is only a consultation; approval is gained only through the process outlined below.)

The search conducted in an emergency situation will be a temporary appointment, giving the department/unit time to conduct a more complete search for a permanent replacement. Such an appointment is not renewable. Any extension requires a completely new request.

If an employee has been hired in a temporary position, particularly if hired as the result of a search waiver, that position then must have a full, fair, and complete search before it is made permanent (tenure-track). That is, a temporary position will NOT become permanent (tenure-track) without a search. The temporary incumbent may apply for the permanent (tenure-track) job, but must go through the search procedure just like all other candidates for the position.

Waiver requests will NOT be granted for tenure-track academic (continuing appointment) or professional (permanent appointment) positions, or any M/C position at the level of dean or higher. Again, in rare emergencies, a temporary replacement may be hired without a search, but not the permanent/tenure-track replacement.

**Process:** A “Search Waiver Request Form” must be completed and approval signatures obtained before the job is offered to the intended person.

The waiver request package requires significant documentation of the situation:
• Justification of the request, including a history of the position (Who was in it? When did s/he leave? Why can’t a search be done?)
• Qualifications (vitae, resume) of the intended appointee.
• On-line Authorization to Recruit Form (indicating “Search Waiver”)

The request form is signed by the department chair/unit supervisor and the dean/director. Then it is reviewed by the Waiver Subcommittee of the Affirmative Action Advisory Committee and the Affirmative Action Officer. If there is (or should have been) opportunity for a search, the waiver request form will be denied. Lack of planning by the department/unit does not constitute an emergency; a search waiver requested for that reason will be denied.

After affirmative action review, the request must still be approved by the appropriate vice president, and sometimes by the President.
Partner Employment Resources

[This procedure is in the process of being revised.]

If a candidate tells you that her/his spouse/partner/family member needs a job in the area, you should give the candidate the websites locally useful for job searches.

- www.plattsburgh.edu/offices/admin/hr
- www.northcountryhelpwanted.com
- www.lakechamplain.com
- www.uvmjobs.com
- http://clintoncc.suny.edu/faculty/admin/jobs/html
- www.nccc.edu/employment/employment_opportunities.htm
- www.northcountrychamber.com/work/work.html

*Do not promise the partner a position!*

Alert the HA to the need for partner employment. The HA can convey the need to the appropriate VP. If the partner is qualified for an open or about-to-be-opened position, s/he will be considered with other qualified candidates.
Forms

ATR (on line) – see User’s Guide

CP 1 (generated by ORS)

Application Form (on line)

Waiver Request

See User’s Guide

http://www.plattsburgh.edu/offices/admin/hr/files/ohs_user_guide.pdf
SUNY COLLEGE AT PLATTSBURGH  
HUMAN RESOURCE SERVICES APPOINTMENT FORM

- [ ] Academic  
- [ ] Professional  
- [ ] M/C  
- [ ] Casual  
- [ ] Graduate Assistant

**Employee Information**

- First Name:  
- MI:  
- Last Name:  
- SUNY ID (if available):  
- Home Address:  
- Home Phone:  
- Date of Birth:  
- U.S. Citizen: Yes [ ] No [X]  
- Most Recent State Service:  
- Prior Professional Service Credit Granted: Yes [ ] No [X]  
- If yes, Years Granted:  

**Appointment Information**

- Dept. Name:  
- Line #:  
- Account #:  
- (%)  
- Supervisor's Name:  
- FTE:  
- Account #:  
- (%)  
- Budget Title/Grade:  
- Campus Title:  
- Compensation $ ___ per year [X] Semester [ ] Hour [ ] Other [ ]
- Appointment Type:  
- Temporary [ ] Term [ ] Continuing [ ] At the Pleasure of [ ] Full-time [X] Part-time If part-time non-academic, avg. # of hours/week: ___
- Appointment Effective ___ through ___
- Work Obligation:  
- Calendar [X] Academic [ ] Semester [ ] College Year, ___ through ___ [ ] Other, ___ through ___

**For a Part-time Academic Employee, Please Complete the Following:**

How many consecutive semesters has the part-time temporary academic employee worked, prior to this appointment? ___
After the 6th consecutive semester, a term appointment is required.

<table>
<thead>
<tr>
<th>#</th>
<th>Course No.</th>
<th>Course Title</th>
<th># of Credit Hours</th>
<th>Salary per Course</th>
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<tbody>
<tr>
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**Approvals/Signature Route**

Department Director/Dean:  
Affirmative Action Officer:  
Provost/Vice President:  
President (if applicable):  
Budget Control Officer:  
Human Resources Services:  

Comments:  

---

**BELOW FOR HRS USE ONLY**

- [ ] To Payroll:  
- Initials:  
- Date:  

Original to Payroll, cc: Personnel File, Dean/Director, VP/Provost, Budget

Form: CPI: 1258

27
# General Employment Application

## Applicant Information

**Plattsburgh State University of New York**

**General Employment Application**

<table>
<thead>
<tr>
<th>Search Number:</th>
<th>Campus Title:</th>
</tr>
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</table>

## Personal Information

<table>
<thead>
<tr>
<th>Title/Job</th>
<th>First Name:</th>
<th>Middle Name:</th>
<th>Last Name:</th>
<th>Other names used for employment purposes:</th>
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</table>

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<tr>
<th>Address:</th>
<th>City:</th>
<th>State:</th>
<th>Zip Code:</th>
<th>Country:</th>
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</table>

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<tr>
<th>Home Telephone Number:</th>
<th>Mobile Telephone #:</th>
<th>Email Address:</th>
<th>Are you a citizen of the US?:</th>
</tr>
</thead>
</table>

**If not, are you legally eligible for employment in the United States?**

Select One: Will you now or in the future require sponsorship for employment visa status (e.g., H-1B visa status?)

Select One: Have you ever been employed by any New York State Government agency, or State University of New York including SUNY Colleges at Plattsburgh?

## Background Information

**Except for minor traffic violations and adjudications as a youthful offender, juvenile minor, or juvenile delinquent, have you ever been convicted of a criminal offense?**

If yes, give specifics:

- No

**Have you ever been fired or asked to resign any position?**

If yes, please provide details:

- No

## Educational Institutions

**Name of School**: 

**City**: 

**State**: 

**Course or Major Subject**: 

<table>
<thead>
<tr>
<th>Date Degree Awarded (not required for high school)</th>
<th>Diploma/Degree:</th>
</tr>
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</table>

## Employment Experience

## References
Supplemental Questions

Are you currently employed by SUNY College at Plattsburgh?

How did you learn about this position?
Newspaper (please specify below)

Please specify source.

Agreement

I hereby certify that the facts set forth in this above application and any attached resume or CV are true and complete to the best of my knowledge. I understand that if employed, any misrepresentation or falsified statements or omission of facts on this application or supporting documents shall be considered sufficient cause for dismissal. I hereby authorize the college to investigate all aspects of my employment/educational history. The college does not solicit credit information.

By signing below, I certify that I have read and agree with these statements.

Karen Doodles Doodler

Applicant's Name         Applicant's Signature         Date
Search Waiver

SUNY Plattsburgh University of New York

REQUEST FOR SEARCH WAIVER

When to request a search waiver?

If you cannot conduct a national, local, internal, or vitae bank search to identify a pool of qualified candidates for a vacant or temporarily filled position, you must request a search waiver. **A response to a waiver request must be received before any action is communicated to the individual.**

Date Submitted: ___________________________

Department: ________________________________________________

Title of Position: ______________________________  Previous Incumbent: ____________________

Check One

[ ] Temporary

[ ] Term/Tenure Track

Anticipated appointment start date: _______________  through appointment end date: _______________

Individual to be appointed: ______________________________

Please explain in detail (on separate page) why a search waiver is being requested for this appointment. Include in your explanation a history of the position (e.g., was a search conducted for this position in the past?), the reason(s) why a search is not possible or desirable at this time, the qualifications of the individual to be appointed, and any other contextual information which will assist the Affirmative Action Officer and the Affirmative Action Advisory Committee in determining the disposition of the waiver request. (Please note: A thorough explanation is required.)

Approved:  Dept. Head/Chair ___________________________________________  Date:  __________

Dean/Director ______________________________________________  Date:  __________

Action taken by the Affirmative Action Advisory Committee, Waiver Subcommittee:

Approve/Disapprove ______________________________________  Date:  __________

(Chair)

Comments:

Approved by:  Affirmative Action Officer: ______________________________  Date:  __________

Appropriate vice president ______________________________  Date:  __________

President _______________________________________________  Date:  __________

Received by Human Resource Services: ______________________________  Date  ________
Examples
- Recruitment Plan
- 2 Criteria/candidate assessment form (narrative)
- Criteria/candidate assessment form (spread sheet)
- Phone interview form
- Reference verification form
- On-campus interview form
- 2 On-campus itinerary
- Report to AAO/HA: unqualified

EXAMPLE RECRUITMENT PLAN AND TIMELINE

Paid Advertising. In some cases a full-length ad may be too costly, and the strategy of directing applicants to our website may be employed.

<table>
<thead>
<tr>
<th>Sources</th>
<th>Contact information:</th>
<th>Costs</th>
<th>Deadline</th>
</tr>
</thead>
</table>

Letter Writing. Secretarial or work-study employees can create mail merge and handle mailings. Review available information and refer potential candidates to www.plattsburgh.edu/hr, make personal contact to invite an applicant to apply.

Personal Contacts. Please keep a record of any personal contact made.

Disciplinary graduate school departments. Information can be found in the library in Peterson’s Guide and other sources. Keep a list of institutions contacted.

Listservs. The Search committee will prepare versions of advertisements for listservs. Keep a record of listservs posted to and any responses.

Recruitment at Conferences. Recruitment must be arranged on an individual basis between the dean/director and the search committee.

EXAMPLE:

RECRUITMENT PLAN: COMMUNICATION DISORDERS AND SCIENCE

2. Job Vacancy Book at the ASHA Placement Center – National Convention in San Francisco in November. (Ad and payment by October 18th for best rates; $65.00.)
3. Other: Send letters to 53 Ph.D. programs, including Howard University, in US and 4 programs in Canada.
4. Advertise position with the National Black Association for Speech-Language and Hearing. (No charge.)
5. Letters to identified individuals from AASCU list and directories: National Minority Faculty Identification Program, Minority and Women Doctoral Directory, and Hispanic Caucus.
SAMPLE CANDIDATE ASSESSMENT SHEET: Narrative (Academic)

Name: __________________________________ File #: __________________

1. Minimum Qualifications:

   Highest Degree: _________ Year Awarded: _________

   Institution: ________________________________________________

   Area of Specialization:

2. Selection Criteria:

   a. Teaching experience. Evidence of effective teaching.


   c. Service contributions.

   d. Other

**Recommendation:**

   Negative; Reasons:

   Positive: Rank from 1-5 with 1 weakest, 5 the strongest.

   Reasons:
SAMPLE CANDIDATE ASSESSMENT SHEET: Narrative (Professional)

Name of Candidate: _________________________________________
Date: ______________________

1. Appropriate academic degree:
   __________________________________________________________

2. Record of professional accomplishments:
   __________________________________________________________

3. Record of leadership and advocacy:
   __________________________________________________________

4. Experience in academic planning and management:
   __________________________________________________________

5. Experience in faculty/staff development and evaluation:
   __________________________________________________________

6. Experience working with students and culturally diverse populations:
   __________________________________________________________

7. Appropriate educational and administrative philosophy:
   __________________________________________________________

8. Experience in budget preparation and management:
   __________________________________________________________

**Recommendation:**

   ____ Positive (forward file to full committee)

   ____ Negative (reject file)

Reason: _______________________________________________________
<table>
<thead>
<tr>
<th>Candidate</th>
<th>Required Education</th>
<th>Required Experience</th>
<th>Required Skills</th>
<th>Qualified?</th>
<th>Phone Interview?</th>
<th>Campus Interview?</th>
</tr>
</thead>
<tbody>
<tr>
<td>J. Smith</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>S. Gonzalez</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>L. Brown</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Sample #1:

Candidate: Date:

(It is a good idea to go around the table and introduce the members of the search committee that are present to the candidate.)

1. What attracted you to apply for this Assistant Professor position at SUNY Plattsburgh?
2. Tell us about a successful teaching experience you have had.
3. What would be your plans for establishing a research program here at Plattsburgh?
4. How do you feel about teaching classes for non-majors?
5. Do you have any questions for us?

Thank the candidate for their time, and tell them the general timeline for the rest of the search. You’ll be in touch with them in the next two weeks.

Sample #2 (from Chemistry)

Candidate: Date:

1. Why have you chosen to pursue a career in a four-year school like SUNY Plattsburgh?
2. With reference to your research plan, is this plan flexible enough to provide opportunities for several student of varying backgrounds and abilities?
3. Would you elaborate on your plans to carry out your research program so that it is a part of the educational mission of a school like SUNY Plattsburgh?
4. What equipment and resources are essential to starting your research program?
5. How long would you need for your research program to get on track?
6. How would you handle a student who questions your grading judgment?
7. How would you handle a question in class pertaining to material already covered that you think the students should have already grasped and understood?
8. What three courses would you most like to teach? What course of a basic chemistry curriculum would you not want to teach?
9. What is the most important concept that needs to be learned by students in a basic ________ (wherever their specialty lies) course?
SAMPLE REFERENCE VERIFICATION FORM

Identify yourself as a member of a search committee at SUNY Plattsburgh University. Describe the position, and that you are calling to get a reference for applicant X. Secure the permission of the reference to proceed.

Applicant’s Name: ___________________________   Position: _____________________________
Employer Contacted: _________________________  Telephone#: __________________________
Institution: _________________________________   Title: ________________________________
Dates of employment:_________________________   Position held: _________________________

1. How do you know the candidate: ________________________________

2. How well do you know the candidate: ________________________________

3. Reason why applicant left this job: ________________________________

4. Applicant’s strengths:

5. Areas the applicant needs improvement:

6. Is there any additional information you feel we should know about this candidate?

7. Would you hire this candidate again for the same or a similar position? Why?

8. Are there any other people you could recommend that we contact about this candidate? (Ask for contact information.)

Reference verification conducted by:     Date:
Candidate arrives in Plattsburgh for dinner -- Casual, non-interview setting.
Escort to hotel accommodations

Breakfast with one or two faculty members -- Casual, non-interview setting; accompany to campus
OR
Breakfast alone in hotel; search chair? pick up at hotel to accompany to campus

Offer to tour city

Morning research colloquium (9am - 10am) – If done before any individual interviews, candidate will not have to repeat the same story to everyone (Invite dean, provost, president, any interested faculty campus-wide)

Individual or small groups meetings with department members, maybe 15-minute intervals (10:00 - 12:00) (with appropriate bathroom breaks!)

Lunch (so candidate can eat, not an interview) with one or two department members and/or with faculty from interested interdisciplinary program(s) (12:00 - 12:45)

Tour campus (12:45 - 1:00)

Meet with Dean, accompanied by faculty member (1:00 - 1:30)

Meet with Provost, accompanied by faculty member (1:40 - 2:10) (At discretion of Provost)

Meet with President (2:20 – 2:35pm) (At discretion of President)

Meet with students/teaching colloquium (2:45 - 3:30)

Meet with interested faculty, staff from other departments (3:30 - 4:00)

Meet with Human Resource Services to discuss benefits (4:10– 4:40)

Formal interview with search committee (4:50 - 5:30)

Dinner again? Or take to airport/train
Sample Interview Itinerary #1 – Professional Candidates

9 am       Breakfast with members of Search Committee

10:30 am   Entrance interview with director/department head

11 am      Meet with Appropriate vice president

12 Noon    Lunch with Search Committee and department personnel (College Center)

1 pm       Campus Tour

2 pm       Meet with President (At discretion of President)

3 pm       Meet with Human Resource Services office to discuss employee benefits

4 pm       Presentation to campus and/or community (if applicable)

5 pm       Exit interview with members of Search Committee

             Submit receipts to department secretary

7 pm       Dinner with Search Committee

*Note: depending on the level of the vacant position, actual interview schedule may range from ½ day to 2 days.
### Sample Report to AAO/HA: Unqualified & Phone Interview Cut

<table>
<thead>
<tr>
<th>Candidate</th>
<th>Assessment</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1025-1     J. Smith</td>
<td>No Ph.D.</td>
<td>Unqualified</td>
</tr>
<tr>
<td>1025-2     L. Lars</td>
<td>Ph.D. in hand</td>
<td></td>
</tr>
<tr>
<td>Good teaching exp, scholarly promise</td>
<td>Phone interview</td>
<td></td>
</tr>
<tr>
<td>1025-3     J. Valdez</td>
<td>Ph.D. in hand</td>
<td></td>
</tr>
<tr>
<td>wrong area</td>
<td></td>
<td>Qualified; hold</td>
</tr>
</tbody>
</table>

### Sample Report to AAO/HA: Campus Interview Cut

<table>
<thead>
<tr>
<th>Candidate</th>
<th>Assessment</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1077-3     K. Jackson</td>
<td>Articulate in phone interview; promising teaching philosophy; solid scholarly agenda</td>
<td>Campus Interview</td>
</tr>
<tr>
<td>1077-6     S. Aconda</td>
<td>Strong phone interview; promising teacher &amp; scholar; strong references when called</td>
<td>Campus Interview</td>
</tr>
<tr>
<td>1077-15    S. Wright</td>
<td>Vague teaching philosophy; no articulated scholarly agenda; weak references</td>
<td>Hold</td>
</tr>
</tbody>
</table>

### Sample Report to AAO/HA: Final strengths & Weaknesses

**2001-5 J. Alexander**

**Strengths:** great potential for excellent teaching; strong research skills and active research agenda; excellent teaching presentation; good potential for interdisciplinary work

**Weaknesses:** some overlap with existing faculty; no publications yet, though two articles under review

**2001-8 S. Verlun**

**Strengths:** lots of publications; strong research agenda

**Weaknesses:** lackluster teaching presentation; no potential for interdisciplinary work; generally weak teaching evaluations