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# **Conducting Effective Faculty and Staff Searches**

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## Equal Opportunity

Federal equal opportunity laws prohibit discrimination on the basis of race, gender, creed, color, national origin, religion, disability, age, marital, sexual orientation, transgender status or veteran's status. In addition, New York State agencies are prohibited from discrimination on the basis of sexual orientation and gender identity. These laws and policies mean that neither the College nor any of its representatives discriminate in any employment decisions, including recruitment, selection, promotion, compensation, training opportunities, job assignments, disciplinary actions, discharge or any other conditions of employment.

## Affirmative Action

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

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

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

1. Post all open positions on the SPOLR (SUNY Potsdam Online Recruitment) website. The site address is <https://employment.potsdam.edu/hr>.
2. Include the SPOLR web address in all national advertisements.

## Diversity, Equity & Inclusion (DEI)

In an effort to diversify both the makeup of its faculty and staff and the offerings available to its students, SUNY Potsdam has added a diversity criterion to the list of standards by which the quality of candidates may be assessed or evaluated.

A potential candidate can contribute to the institution's commitment to fostering diversity, equity and inclusion (DEI) in a variety of ways irrespective of their background. The College broadly defines diversity to include but not limited to race, ethnicity, gender, gender identity and expression, and religion. Refer to the College's diversity [statement](#).

Candidates could also contribute in fostering the College's DEI goals based on their specific areas of research/skills as well as their service on campus and in the community. In developing a pool of qualified candidates, departments should ask how each of those individuals could contribute to the DEI mission of the College.

## **Americans with Disabilities Act**

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

## **Introduction to the Search Process**

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

There are two ways a candidate is able to contribute to the diversity of the College. First, a candidate, who is a member of a group underrepresented at Potsdam, contributes to the diversity of ideas and assumptions with which we view the world because of that membership. Second, a candidate, not a member of an underrepresented group at Potsdam, can make a contribution to the diversity and inclusive mission of the College because of their academic interest; e.g., a white male artist with a specialty in Oriental art. In developing a pool of qualified candidates, departments should ask how each of those individuals could contribute to the diverse and inclusive mission of the College.

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

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

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

### **President**

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

**Affirmative Action Officer**

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

**College Personnel**

All personnel involved in the recruitment, appointment and promotion processes, have the responsibility to ensure that proper affirmative action procedures are followed in their departments or divisions. All appropriate personnel must guarantee that all recruitment, assignments, transfers, salary adjustments, promotions, and in-service training opportunities will be made available without regard to the protected classes outlined below in our Non-Discrimination Notice:

Pursuant to the State University of New York policy, SUNY Potsdam is committed to fostering a diverse community of outstanding faculty, staff, and students, as well as ensuring equal educational opportunity, employment, and access to services, programs, and activities, without regard to an individual's race, color, national origin, religion, creed, age, disability, sex, gender identity, gender expression, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, military status, domestic violence victim status, or criminal conviction. Employees, students, applicants, or other members of the campus community (including, but not limited to, vendors, visitors, and guests) may not be subjected to harassment that is prohibited by law or treated adversely or retaliated against based upon a protected characteristic.

The University's policy is in accordance with federal and state laws and regulations prohibiting discrimination and harassment. These laws include the American with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, and the New York State Human Rights Law. These laws prohibit discrimination and harassment, including sexual harassment and sexual violence.

Inquiries regarding the application of Title IX and other laws, regulations, and policies prohibiting discrimination may be directed to Title IX Coordinator Andrea Waters at (315) 267-2224 or [watersal@potdams.edu](mailto:watersal@potdams.edu). Inquiries may also be directed to the United States Department of Education's Office of Civil Rights, 32 Old Slip 26th Floor, New York, NY 10005-2500; Tel. (646) 428-3800; email [OCR.NewYork@ed.gov](mailto:OCR.NewYork@ed.gov).

## Initiating the Search

When identifying vacant positions that will be advertised as term appointments, the Vice President/Dean/Director will meet with the department Chair/Director to prioritize and define the proposed positions. Positions that have been filled after having been advertised as temporary must be re-advertised if the positions are converted to permanent or tenure-track, unless the candidate is a member of a protected class and a search waiver is granted. It should not be assumed that all vacancies from retirements and resignations will be filled and that positions that have previously been "temporary" will be converted to tenure-track. Once proposed positions have been identified, the [Position Justification Form](#) should be submitted to the appropriate Vice President for review and approval by Budget Committee.

## Conflict of Interest

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

## Recruitment Request

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

## Advertising

Rank, title, salary range, and application procedures will be determined by the Dean/Director/Provost.

Each advertisement should describe the required qualifications and responsibilities of the position. The final ad will be approved after consultation with the department. Please note: SPOLR will not allow acceptance of applications after the closing date. Therefore, it is recommended that the wording in the ad be similar to the following: (i.e. “For full consideration, applications should be received by \_\_\_\_\_” or “Application review will begin on \_\_ and continue until the position is filled”).

The completed advertisement language must be included in the designated advertising text box in SPOLR. Once the position is posted you know your advertisement language has been approved. You will be contacted by Human Resources if the advertisement language needs to be changed. The department is responsible for placing advertisements with the selected advertising agencies.

## Search Committee

The Chair of the search committee may or may not be the department Chair or Director. In the case of a search for a department Chair or Director, at least one member of the search committee shall come from outside the affected department. Establishing a strong and credible search committee is essential for the success of the search process. Because decisions are made more effectively and efficiently by small groups, the committee should have a minimum of three members, and may be as large as deemed appropriate. Committee members are appointed in accordance with the bylaws of the department; or if no bylaws exist, are selected by the Chair/Dean/Director to whom the committee reports. In the spirit of the student-centered campus, serious consideration should be given to having one or more students serve as committee members. Search committee members will be assigned an Affirmative Action training through BizLibrary.

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

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

Other considerations:

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

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

#### **Search Committee Charge**

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

## **Confidentiality**

All matters relating to a search are strictly confidential. It is the intention of the College to maintain the integrity of the search process by protecting applicant confidentiality. If the committee utilizes an open forum, the names and credentials, with personal information redacted, of applicants will only be released to the campus when a candidate becomes a finalist and has been invited to campus for an interview. However, the Dean/Vice President/President/Human Resources or Affirmative Action Officer may access the files at any time. Discussions within the committee are also confidential. Be sure at the first committee meeting to stress that confidentiality is required and expected.

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

#### **Use of the Internet and Social Media**

Search committees may not access information on applicants through the Internet or social media. Although the Internet, and social media in particular, may provide an employer with information that could qualify or disqualify an applicant, employers may also learn inappropriate information through these means. Such information includes membership in protected classes not otherwise disclosed on the application, status as an individual with a disability, political or religious views, or memberships in organizations. This information is irrelevant to an applicant's candidacy and impermissible to consider.

## **Follow-up on Applications**

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

## **Special Consideration**

An employee who has received notification of retrenchment is entitled to university wide and campus wide special consideration. The university wide special consideration commences with the notice of retrenchment and lasts for a



period of six months after the effective date of retrenchment. College wide special consideration begins at the expiration of the university wide special consideration and lasts for an additional 18 months. It is the retrenchee's responsibility both to apply for the position within the advertised application period and to specify that the application is being submitted under the special consideration procedure. It is the campus's responsibility to act upon such applications before acting on any other applications. A special consideration applicant who does not meet the qualifications described in the vacancy announcement should be so notified immediately and removed from the pool.

## Immigration

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

Separate processes, called the labor certification and labor condition application, are required when hiring individuals who are not citizens or permanent residents. The process involves proving that the candidate is more qualified than any United States citizen or permanent resident in the applicant pool and additional paperwork must be completed. If you intend to hire an individual who is not a citizen or permanent resident, please contact Human Resources for information on how to complete the required documents.

## Develop Written Screening Tools

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

Please see Appendix F for specific directions related to the search process and timeline for teaching faculty. In particular, search committees must complete and submit a candidate disqualification table to the dean and provost *prior to* contacting any candidate for a phone interview and resubmit the updated table once the phone interviews are completed. Approval from the dean and provost must be provided *prior to* contacting the semi-finalists for the phone interviews, and again for the finalists for the on-campus interviews.

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

1. The Search Committee Chair sends information about SUNY Potsdam to the final candidates. This could include the catalog, recent class schedule, and any departmental documents that would help the candidate understand the nature of the vacant position and the College. Information on the town of Potsdam may also be sent to the candidate.
2. Telephone Interview of Finalists: Before a campus interview is scheduled, a telephone interview of finalists should be conducted. In some instances, departments may choose to replace phone interviews with video interviews. Written interview questions are to be prepared by the committee prior to conducting the interview and will be retained in the committee's files as part of the search record. Each candidate should be asked the same questions for purposes of comparison and fairness. However, additional questions and conversations may occur which are specific to an individual candidate to allow for a full explanation of the candidate's qualifications and merit for the position. The section on interviewing in this handbook contains extensive information on inappropriate and illegal questions (see Appendices A and B). At the conclusion of the phone or video interview, candidates should be asked if they have questions for the search committee and whether

the search committee can contact the candidates' listed references.

3. Telephone Referencing: The search committee should discuss in advance the questions to be asked. Each telephone reference should be asked the same set of written questions. Contact only persons who have been listed as references by the candidate. With the candidate's permission, the Dean/Director may contact references other than those listed by the candidate.
4. How many finalists should be brought to campus: Two candidates may be invited to campus. Exceptions to this rule must be approved by a Vice President.
5. Request to Invite candidates to campus: The Request to Invite Candidate to Campus process must be completed in SPOLR for each candidate that is invited to campus for an interview. Candidates may not be invited until the request has final approval from the Provost/Vice President (or designee). At the time you contact the candidate for an interview, you must ask if they need any type of accommodation during the interview process.

## On-Campus Interview

### Recruitment Guidelines and Expenses

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

All reimbursement of travel costs associated with an on-campus visit to SUNY Potsdam will follow [New York State guidelines](#), which includes the information listed below.

The department is responsible for any incurred reimbursement of candidate travel and on campus expenses. Candidates may stay in on campus housing located in Sisson Hall. Contact Josh McLearn at ext. 2350/email [mclearjd@potsteam.edu](mailto:mclearjd@potsteam.edu).

### Transportation

Candidates will make all of their own travel arrangements. The college may reimburse the candidate's personal airfare or mileage expenses up to a maximum of \$1,000. Airfare or mileage reimbursement over \$1,000 requires additional approval. The college's reimbursement policy covers only the candidate and does not allow coverage for anyone accompanying the candidate. Acceptable forms of transportation include: plane, train, automobile (personal or rental), and bus. Taxis to and from airports are not typically acceptable. All original receipts must be submitted for reimbursement. Claimed expenses submitted without a receipt cannot be reimbursed.

Gasoline charges, accessories, repairs, depreciation, anti-freeze, towing, insurance and other expenditures will not be allowed. These are considered operational costs and are covered in the mileage allowance. Charges for gasoline will be approved only for a rental car.

The following airports may be used:

Syracuse, New York (2-1/2 hours from SUNY Potsdam)

Burlington, Vermont (3 hours from SUNY Potsdam)

Massena, New York (30 minutes from SUNY Potsdam)

Ogdensburg, New York (45 minutes from SUNY Potsdam)

Watertown, New York (1 1/2 hours from SUNY Potsdam)

Saranac Lake, New York (1 1/2 hours from SUNY Potsdam)

\*Ottawa, Ontario-Canada (2 hours from SUNY Potsdam)

\*Montreal, Quebec-Canada (2-1/2 hours from SUNY Potsdam)

Note: If candidates wish to fly into Ottawa or Montreal, please remember that these are foreign airports and a valid current passport is required. Candidates will also be required to go through customs as they enter and leave the United States.

**Itinerary**

Each candidate's itinerary must be approved by the area Vice President. The approved itinerary should be uploaded as a supplemental document in SPOLR. Please check first with the Dean/Director/Vice Presidents' offices before inviting a candidate for specific days. This is to be sure that the appropriate administrator is on campus and available to participate in the interview. A copy of the candidate's vita, cover letter and itinerary must be made available to each interviewer prior to the interview.

An itinerary should be provided to the candidate in advance of their arrival to campus. The schedule often makes a lasting impression on the candidate. Some suggested guidelines: 1) Schedules should be typed; 2) Schedules should be checked for accuracy in spelling, individual titles; 3) Proof schedules with an eye to how an outsider will view the professionalism of the hiring department; 4) Allow time for a break during the interview.

Each itinerary must include the following:

- Candidate's full name
- Title/position of job interviewing for
- Your department
- MM/DD/YY of visit
- Who the candidate is meeting with and where
- Incorporate breakfast and lunch times in your itinerary (if applicable)
- Meeting with Human Resources Associate
- Other meetings
- For an overnight stay, indicate which hotel

Candidate interviews typically will include meetings with individuals and groups such as department Faculty & Staff, Deans, Vice Presidents and the Human Resources Office. Candidates interviewing for a full-time tenure track position should meet with the Provost or designee. For most academic positions, candidates are asked to present a sample lesson to a class as well as a presentation of the candidates' scholarly/creative work. Candidates' visits may also include a tour of the campus and the community.

To schedule the benefits overview with Human Resources, contact the Human Resources Associate at x2090. This meeting will be approximately 15 minutes in duration. During this meeting each candidate will be given information regarding benefits.

**Interview**

The department should have prepared a core set of questions to be asked of all candidates. Human Resources maintains a list of behavioral based questions centered on core competencies that may be requested. Care should be taken to avoid asking inappropriate questions. (See Appendix A, "Questions You May Not Ask a Candidate," and Appendix B, "Legal and Illegal Questions")

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

## Background Check

Background checks are required for all new SUNY Potsdam employees, whether they are full-time, part time, term or temporary employees. The background investigation may include: identification and educational credential confirmation, employment and salary history, criminal conviction verification and sexual offender registry status. The customary turnaround time for a background check is three (3) business days, unless there are discrepancies. The contract letter includes a statement that the employment offer is pending the satisfactory completion of the background check.

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

## Concluding the Search

- A. Search Committee Recommendations: Once the search committee has made its recommendation(s) to the Director/Dean/Chair, this individual should change the status of each applicant that was not selected in SPOLR. There is a list of reasons for the Search Chair to choose why an applicant was not selected. If an applicant was interviewed and not hired, this should be selected first in SPOLR. If the applicant was not interviewed, the *not hired* option should be selected first in SPOLR. For assistance in this process, please contact the Associate Vice President or Director of Human Resources Operations. Once each applicant has been appropriately coded in SPOLR, the search committee responsibilities are officially over. In some cases, the President/Vice President/Dean or designee may request further information about the search process from the search committee before approving the candidate.
- B. Request to Hire Process: The Supervisor/Chair/Dean/Director is responsible for completing the on-line Request to Hire in SPOLR. Negotiations with the successful candidate will occur with the Dean/Vice President/President as appropriate. All electronic approvals must be complete before the President or designee approves the final hiring.

Search Records: Search related information should remain confidential among the committee members. Search related information or documentation must not under any circumstances be released to unauthorized individuals. Any request from an unauthorized individual must be made through the "Freedom of Information" act and forwarded to College Communications. 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 conclusion 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 College in the event of a review by an outside agency (affirmative action, Department of Labor, etc.). Such records must be retained in the department.

- C. Every unsuccessful candidate who participated in an on-campus visit should be personally contacted by telephone. If the Search Committee Chair does not do so, Deans/Directors/Vice Presidents should be informed so that they may make the call. Every unsuccessful candidate will receive an email via SPOLR informing them that the search is filled and thanking them for taking the time to apply for the position.
- C. Hiring: Search Committee Chairs should not make offers of employment. Assuming the department recommendation is accepted, the Director/Dean/Vice President/President or designee shall make the final offer. Once the offer is accepted, the following information should be provided via email to the Director of Human Resources: final salary, start date, contract end date if applicable, and when the posting may be designated as filled. Please keep in mind that a posting should not be designated as filled, until you have contacted all on campus interview candidates, to notify them that they were not selected.

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

## Temporary and Adjunct Positions

Use the following guidelines when a national search will not take place.

- A. The College may annually recruit in SPOLR and place an ad to create a pool of potential adjunct faculty in areas where there is frequently a need. Departments may interview applicants even when there is no immediate need to hire.
- B. Members of departments should devise procedures for the review of candidates and the development of lists from which adjuncts and other temporary employees can be hired. Even when vacancies occur at the last minute, a departmental committee must review the qualifications of potential hires unless a review has already occurred.
- C. Search waivers should be used only when there is not enough lead time for a search to take place. The search waiver must be approved by the Affirmative Action Officer, Vice President/Provost, and Human Resources.
- D. Persons with a baccalaureate degree as the highest earned degree may be hired on an exception only basis for adjunct faculty positions only in exceptional cases and with special permission from the Dean or Provost.

## Search Waivers

Search waivers may be granted under the following circumstances:

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

The Affirmative Action Officer, Vice President/Provost and Associate Vice President for Administration & Human Resources (or designee) must sign off on the search waiver before the position can be offered.

## Retaining Faculty and Staff

Upon official notification that the employment process has been completed, the chair of the department is expected to contact the new faculty/staff member to facilitate relocation to Potsdam and to provide whatever information will make the person feel like a welcomed member of the community. The process of introducing new employees to SUNY Potsdam sets the stage for a long term, mutually beneficial relationship. This process, known as Onboarding, is a critical component to retention. For additional onboarding resources please use the Supervisors Guide to Onboarding. Human Resources also provides information for new employees [here](#).

### Change History

Date	Change History
4/1/2024	Updated contact information, updated reimbursement process, updated special consideration language, removed Appendix E, updated SPOLR workflow.
1/27/2021	Added budget committee approval of position justifications, updated contact information, removed reference to winterim, and added Affirmative Action training.
9/1/2020	Changed Title IX Coordinator Information
08/25/2020	Addendum placed at beginning of procedures for fiscal year 20/21
10/14/2019	Updated On-Campus Interview Procedures
6/28/2018	Updated Guidelines

Effective Date: 6/28/2018

Responsible Party: Melissa Proulx, Associate Vice President for Administration & Human Resources  
 Jennifer Murray, Director of Human Resources Operations

## **APPENDIX A: QUESTIONS YOU MAY NOT ASK A CANDIDATE**

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

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

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

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

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

<b><u>SUBJECT</u></b>	<b><u>LAWFUL*</u></b>	<b><u>UNLAWFUL</u></b>
Sex	None	Inquiry as to gender.
Marital Status	Is your spouse employed by this employer?	Are you married? Are you single? Divorced? Separated?  Name or other information about spouse.  Do you wish to be addressed as Miss, Mrs., or Ms.?
Birth Control	None	Inquiry as to capacity to reproduce, advocacy of form of birth control or family planning.
Age	Are you 18 years of age or older? If not, state your age.	How old are you? What is your birth date?



Disability	None	<p>Do you have a disability?</p> <p>Have you ever been treated for any of the following diseases....?</p> <p>Do you have now, or have ever had, a drug or alcohol problem?</p>
Arrest Record	Have you ever been convicted of a criminal offense? (Give details.)*	Have you ever been arrested?

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

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

It is unlawful to ask questions in which the answers 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.

<b>SUBJECT</b>	<b>LAWFUL*</b>	<b>UNLAWFUL</b>
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.

<b>SUBJECT</b>	<b>LAWFUL</b>	<b>UNLAWFUL</b>
Birthdate	None	Requirement that applicant submit birth certificate, naturalization or baptismal record. Requirement that applicant produce proof of age in the form of a birth certificate or baptismal record
Photograph	None	Requirement or option that applicant affix a photograph to employment form at any time before hiring.

Citizenship	Are you eligible for employment in the United States?	Of what country are you a citizen?  Whether an applicant is naturalized or a native-born citizen; the date when the applicant acquired citizenship.  Requirement that applicant produce naturalization papers or first papers.  Whether applicant's parents or spouses are naturalized or native-born citizens of the United States; the date when such parents or spouse acquired citizenship.
Language	If the duties of the position applicant is seeking requires fluency in a particular language, inquiry may be made into whether applicant speaks or writes that language fluently.	What is your native language?  Inquiry into how applicant acquired ability to read, write or speak a foreign language.
Education	Inquiry into applicant's academic, vocational or professional education and the public and private schools attended.	Years of attendance, date(s) of graduation.
Experience	Inquiry into work experience.	
Relatives	Names of applicant's relatives already employed by this company.	Names, addresses, ages, number or other information concerning applicant's spouse, children or other relatives not employed by the company.
Notice in Case of Emergency	None	Name and address of person to be notified in case of accident or emergency.
Military Experience	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.

# APPENDIX C: CANDIDATE EVALUATION SHEET

Candidate's Name: \_\_\_\_\_

Please give us your feedback, keeping in mind the requirements of the position for which they are being considered. Use the reverse side for comments not covered by these items.

1. I have personally met the candidate.

Basis for evaluation comments:

\_\_\_\_\_ open meeting \_\_\_\_\_ small group \_\_\_\_\_ other

2. Please list the apparent strengths of this candidate.

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3. Please list the apparent weaknesses of this candidate.

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4. Please describe your overall reaction to the candidate.

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**PLEASE RETURN THIS EVALUATION SHEET TO A MEMBER OF THE SEARCH COMMITTEE AS SOON AS POSSIBLE, BUT AT LEAST WITHIN THE WEEK FOLLOWING THE VISIT.**

**(List committee member names and departments)**



## Appendix D: Search Committee Checklist-Steps to a Successful Search

- \_\_\_\_\_ 1. Prepare a complete job description for the position.
- \_\_\_\_\_ 2. Receive approval for the search and contact Human Resources if you need assistance posting the position in SPOLR. Be sure to include the following information:
  - a. Post the job description in SPLOR.
  - b. Identify recruitment sources to be used.
  - c. Include the advertisement language in the appropriate text box in SPOLR
  - d. Establish a search committee. Membership on the search committee can be any size and should include student representatives. The Dean/Vice President/President may appoint additional members to the committee as she/he deems appropriate.
- \_\_\_\_\_ 3. Set up a meeting with the Affirmative Action Officer to review procedures to be followed during the search.
- \_\_\_\_\_ 4. Set up the first search committee meeting.
  - a. Develop the preliminary screening tool. This form should indicate only the qualifications listed in the advertisement.
  - b. Establish a timetable for completion of preliminary application review.
  - c. Establish a timetable for completion of the search.
  - d. Develop other screening documents to be used.
- \_\_\_\_\_ 5. Review applications using guest user ID and password in SPOLR.
- \_\_\_\_\_ 6. Conduct telephone interviews of the semi-finalists.
  - a. Develop a standard set of questions which will be asked of each candidate.
  - b. Review resume/CV in SPOLR to determine specific questions for each semi-finalist.
- \_\_\_\_\_ 7. Conduct reference checks of the semi-finalists.
  - a. Develop a standard set of questions which will be asked of each reference.
  - b. Review resumes/CV in SPOLR to determine other questions to be asked.
- \_\_\_\_\_ 8. Select the two applicants to be invited to campus for an interview.
  - a. Complete the Request to Invite Candidates to Campus on-line process in SPOLR
  - b. Three/four candidates can be invited to campus if these additional candidates are local and expenses will not be incurred.

- \_\_\_\_\_ 9. Call candidate to set up dates for campus visit. The candidates make their own travel arrangements.
  
- \_\_\_\_\_ 10. Develop the campus interview schedule.
  - a. Be sure the candidate receives the schedule prior to the campus visit.
  - b. Allow breaks during the campus visit.
  - c. Set up meetings with colleagues, students, the appropriate Dean/Vice Presidents and President (if appropriate).
  - d. Schedule a meeting with the Human Resources Associate by contacting ext. 2090.
  
- \_\_\_\_\_ 11. After the itinerary is complete, upload the itinerary to the supplemental document section in SPOLR.
  
- \_\_\_\_\_ 12. Interview the top two candidates – Remember that not only are you interviewing the candidate, but the candidate is also interviewing you. Be prepared.
  
- \_\_\_\_\_ 13. The Search Committee Chair must change the status of each applicant that was not selected in SPOLR. The status selected should reflect the reason the candidate was not selected. There will be standard choices within SPOLR for you to select from.
  
- \_\_\_\_\_ 14. Supervisor/Chair/Dean/Director Prepares the Request to Hire in SPOLR.
  - a. Notify by phone the unsuccessful candidate invited to campus for an interview.
  - b. SPOLR will automatically send an email message to all of the unsuccessful candidates once Human Resources designates the position as filled in SPOLR.

## APPENDIX E: Faculty Search Process Timeline

1. Deans complete the Faculty Request Forms (typically completed in the spring semester)
2. Provost's Cabinet identifies priorities for Budget Committee (BC) approval
  - a. Budget Committee determines which positions will be approved (typically completed in May)
3. Upon BCC approval, the Search Committee is formed and a chair is identified
  - a. Dean will meet with the Search Committee to assign their charge
4. Dean/Search Committee chair/Department chair collaboratively draft the position description
  - a. Search Committee Chair includes a listing of discipline-specific places to advertise. This information must be provided through SPOLR as well.
  - b. (Note: a position draft may be developed electronically and/or prior to the formal meeting "charging" the committee)
5. Upon the Dean's approval, a SPOLR posting should be submitted
  - a. The SPOLR posting is approved by the Dean, Provost, Human Resources, Business Affairs, and Affirmative Action/Diversity Officer prior to the live posting.
6. Search Committee chairs, Department chairs, and Search Committee members must participate in Affirmative Action/Diversity training which will be assigned through Bizlibrary.
7. Prior to the initial screening of applications, the Search Committee develops review criteria based on the required and preferred qualifications stated in the job posting
  - a. Dean approves the screening criteria
8. At the request of the Dean, Human Resources sends the Dean a copy of the Affirmative Action report
  - a. Dean determines if the pool is sufficiently diverse or if additional recruitment steps are needed
9. If the applicant pool is sufficient, Dean authorizes initiation of the application review
  - a. Note: Formal review of the applications does not begin until the date indicated in the posting
10. Search Committee decides on candidates to recommend for phone interviews
11. Search Committee chair completes "reasons for disqualification" table for those not being interviewed (see Appendix G for a sample table)
12. Search Committee chair forwards a list of potential candidates and the candidate table to the Dean
13. Search Committee chair meets with the Department chair and Dean to discuss the list of candidates for the selected phone interviews
  - a. (Note: this step may be done electronically)
14. Dean sends the disqualification table, Affirmative Action report, and list of recommended candidates for the phone interview to the Provost and Chief Diversity Officer (CDO)
15. Within three business days Provost and CDO provides the Dean with approval (or reasons for not recommending candidates)
16. Prior to the phone interviews, the Search Committee develops phone interview questions that are consistent with the job posting (i.e., required/preferred qualifications, responsibilities of the position)
  - a. Questions must be approved by the Dean
17. Phone interviews are held using the approved set of questions
  - a. Candidates are notified that the Committee may be making reference calls
18. Search Committee identifies potential candidates for on-campus interviews
19. Search Committee makes reference calls for candidates to be invited for on-campus interviews
20. Search Committee updates the candidate table (i.e., listing reasons for disqualification) and submits to the Dean and Department chair with preferences for on-campus interviews
  - a. If needed, the Search Committee chair meets with the Dean and Department chair
21. Supervisor/Department chair submits SPOLR requests for on-campus interviews
  - a. Prior to scheduling the on-campus interview, the Dean and Affirmative Action Officer must also approve the requests within SPOLR
22. Dean forwards the table and list of recommended finalists to the Provost
23. Provost forwards request for campus interviews, CVs of the finalists, and candidate table to the President
24. Once approval for the on-campus interviews is received from the President, Provost will approve the SPOLR request and notify the Dean
  - b. Note: Candidates are NOT to be contacted until this approval is communicated from the Provost to the Dean!**

25. Dean reviews and approves on-campus itinerary, including questions (developed by the Search Committee and/or by the School)
26. Dean (or Search Committee chair) sends the Provost, Associate Provost, and Assistant Provost copies of the itineraries, cover letters and CVs of candidates for the on-campus interviews
27. Campus interviews held
  - a. Interviews include meeting with the Provost's Office
28. When interviews with all finalists for the position are concluded, Provost's Office representative sends a brief summary of strengths and concerns to the Dean
29. Search Committee chair updates the candidate table (i.e., reasons to disqualify candidates who were interviewed), and submits the following to the Dean and Department Chair:
  - a. Unranked list of acceptable candidates
  - b. Narrative of strengths and concerns for each acceptable candidate
  - c. Updated candidate table
30. In consultation with the Provost, the Dean makes off-list reference calls, if warranted and approved, and if candidates are duly notified in advance
31. Dean consults with the Provost to recommend the finalist, rank, and salary range
32. Within two business days, Provost confirms finalist with the President
33. Provost communicates President's decision to the Dean
34. Supervisor/Department chair initiates request to hire in SPOLR
35. Within one week of the request to hire being entered into SPOLR, final candidate approval completed (i.e., approval entered by the Dean, Provost, Human Resources, Business Affairs, and CDO)
36. Dean contacts the finalist once approvals are completed in SPOLR
37. Dean sends confirmation email related to salary, rank, moving expenses, etc. to the finalist
  - a. Dean or designee also notifies Human Resources with the final salary, start date, and rank for generation of the contract.
  - b. Dean or designee must also notify Human Resources when the candidates who were not selected have been contacted and the position can be designated as closed in SPOLR
  - c. As soon as possible, Human Resources sends the official contract to the selected candidate
  - d. Upon approval from the Dean, the Search Committee chair will change the status of the not selected candidates in SPOLR using the reasons within the system.

### **Hints for Creating Job Postings:**

- Be sure that there is a clear distinction between "required" and "preferred" qualifications. These distinctions are critical for identifying which candidates to move forward in the search process. For example, committees may include the following as "preferred" qualifications: evidence of effective post-secondary teaching, evidence of/potential for a sustained record of scholarly/creative work in their field, X number of years working in the discipline, experience teaching in an online environment, etc.
- In most instances, the job responsibilities should include something to the effect of "the incumbent may be required to teach evening, weekend, off-site, and/or online courses." If this language is not included, departments may find themselves with a new hire who refuses to teach anything but on campus, daytime classes. It's best to be transparent regarding possible instructional scenarios.
- Make sure that information is consistent across all jobs ads and SPOLR for each position—it is particularly critical that wording related to job responsibilities, required qualifications, and preferred qualifications are verbatim between any job ads and the SPOLR posting.





# APPENDIX H: SUNY Potsdam Online Recruiting System (SPOLR) Approval Workflows

## Recruitment Requests



## Invite Candidate to Campus



## Request to Hire

