

# Search Process Handbook Fall 2015



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## INTRODUCTION

Affirmative Action has developed this handbook to provide a practical guide to the hiring process at Purchase College. This is a step-by-step reference to conducting a legal and productive search. Search procedures for faculty and professional staffs are provided in separate sections to clarify the differences in processes, though for the most part the processes are very similar.

If you have questions about the procedures or concerns about your search, please call the Affirmative Action Office at Extension 5982.

## **AFFIRMATIVE ACTION & EQUAL OPPORTUNITY LAWS**

### *EQUAL OPPORTUNITY*

Federal equal opportunity laws prohibit discrimination on the basis of race, sex, gender identity, color, religion, national origin, age, marital status, handicap/disability, sexual orientation, military status, predisposing genetic characteristics and domestic victim status.

Additionally, New York State agencies are prohibited from discrimination on the basis of sexual orientation. These laws and policies require 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. Equal opportunity requires the elimination of all existing discriminatory conditions, whether purposeful or inadvertent.

### *AFFIRMATIVE ACTION*

Federal affirmative action law requires employers to take positive measures to recruit and employ qualified women and minorities to correct 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 preferences to those who are not qualified for positions.

Federal law defines affirmative action candidates as those classified as African American/Black, Hispanic/Latino, Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaskan Native. Women are also included. Separate legislation covers Vietnam era and disabled veterans and people with disabilities.

Affirmative Action measures are designed to cast the net as far and wide as possible to reach the greatest number of affirmative action candidates. These measures require more than simply placing an advertisement or posting a job vacancy notice. Extra efforts must be made to reach out specifically to affirmative action candidates. This guide will assist you in these efforts.

A central function of the Affirmative Action Office is to monitor and evaluate the college's implementation of Federal and State laws, as well as local and SUNY-wide policies regarding equal opportunity and affirmative action. The Affirmative Action Office is here to assist you.

# THE AFFIRMATIVE ACTION SEARCH

## WHEN TO CONDUCT A SEARCH

An affirmative action search must be conducted for any faculty or professional staff vacancy that is **.50 FTE or greater, AND has a duration of six months or longer.**

The funding source for the vacant position does not affect the need to conduct an affirmative action search. A search may be waived only under a few specific circumstances as indicated below. Questions about the need for an affirmative search should be directed to the Affirmative Action Officer.

## WAIVER OF AFFIRMATIVE ACTION SEARCH

Request for waivers are considered under special circumstances, particularly in emergency situations. No waiver will be granted which works against the ideals of affirmative action and equal opportunity. The following chart provides a list of common reasons to seek a waiver and how they are handled.

REASON	CONDITION	APPOINTMENT	SEARCH
Emergencies: Late resignation or death	Continuity of service is essential	Acting appointment	Full search required at end of approval notice granted for waiver
Reorganization Reclassification	Incumbent moving into a new title. No vacancy created.	Term	None
Reassignment	Incumbent is taking a temporary assignment. Vacancy is created.	Acting appointment	Full search required at end of approval notice granted for waiver for a permanent replacement.

**A Recruitment Authorization Form (RAF) must be generated in HRETS. If requesting a waiver, a justification must be submitted as well.**

# THE SEARCH PROCESS

There are two major stages of the affirmative action process. The first is the actual search itself, undertaken to identify and recruit qualified candidates. The second stage is screening—reviewing applications and interviewing candidates to make a hiring decision that is based on job requirements and on the applicant’s qualifications.

The following step-by-step guide outlines the process. There are two sections of the guide: Part One details Faculty Searches, and Part Two details Professional Searches. The appendices include forms required for both types of searches and other details about the affirmative action process.

## CONFIDENTIALITY

All matters relating to a search are **strictly confidential**. We strive to maintain confidentiality about the identity of the candidates until the final stages of the search. Please remember to abstain from any discussion about the search outside the confines of the search committee meetings, or reaching out to colleagues, former colleagues to find out more information about the candidate(s).

# PART ONE: FACULTY SEARCHES

The faculty search must comply with all Federal and State equal employment opportunity and affirmative action laws. Members of the search committee act as agents of the college in fulfilling our legal and philosophical commitments to non-discrimination in hiring. Furthermore, search committee members are responsible for working toward the campus mission of cultural diversity. The following outlines the steps required in a faculty search.

## ***Step One: Initiating the Search***

A search is initiated by the Department Chair or Dean and is authorized by the Vice President of Academic Affairs/Provost. Completion of the RAF in Human Resources Employee Tracking System (HRETS) is the initial request to fill a vacancy or a new position. The RAF may be completed by the department head or their delegate.

A search committee is established to assist the dean, director, or department chair to conduct an affirmative action search. The search committee acts as a team to **screen** and interview candidates. The composition of the search committee is important to the integrity of any search. It must reflect the ideals of diversity and equal opportunity and should include women, men and members of under-represented ethnic or racial groups. In addition to faculty and professional staff, student involvement in the search process is encouraged, where practical. In accordance with faculty bylaws, after the Provost/Dean authorizes the full-time faculty position, the Faculty within the Board of Study in which the position will reside shall form a Search Committee. The Search Committee will be composed of five members with four being from the faculty. The Committee shall elect its chair. The Affirmative Action Officer can assist in the member selection process.

## ***Step Two: Planning the Search***

The RAF guides the search process. All major decisions about the search are reported in this section of HRETS. The department chair/dean's administrative delegate will be responsible for completing the RAF in HRETS.

### ***POSITION ADVERTISING***

The advertisement is crucial for recruiting qualified candidates and insuring a legally conducted affirmative action search. **Once an ad has been placed, we are bound by it.** If any information changes, we must re-advertise the vacancy. The ad should duplicate the position that is to be posted on the Purchase College vacancy website. The advertisement should include the following information:

1. Brief position description

2. List of required qualifications, including minimum degree and/or licenses and preferred qualifications
3. Date that review of resumes will begin, and a deadline for applications (typically 30 days after the initial posting), and materials required to be submitted (cover letter, CV, writing samples, evaluations, references, etc.)
4. Instructions for applying for position/s: Please visit the following website to apply for the position/s - <https://jobs.purchase.edu>
5. Salary or salary range (**It is the responsibility of the hiring department to immediately contact the Budget office if they want to increase the advertised salary of the position**)
6. AA/EOE/ADA employer statement

The hiring department is responsible for all advertising costs, though some funding may be provided by the Provost's office. Since advertising is costly, ad copy should be kept to a minimum.

**Advertising Sources:** Choice of advertising sources is partly determined by the scope of the search: local, regional or national. These are described in **Appendix I**. Page One (1) of the RAF asks you to indicate Scope of Recruitment, Sources of Recruitment including newspapers, journals and professional publications. The hiring department is responsible for placing the ad once the RAF has been approved by the President.

In addition, please list all additional recruitment actions taken in the Special Note section of the RAF (page 3) that will be used to broaden the affirmative action pool. These may include postings on the Internet, in minority/women-targeted publications or recruiting at professional conferences.

**All departments must make a concerted effort to insure that the ideals of diversity and equal opportunity are reflected in the applicant pool.** To assure our compliance with these ideals, you may be contacted by the Affirmative Action Officer to review your process if additional efforts are not addressed. **Appendix II** lists various Affirmative Action Outreach Resources you can use for your recruitment search.

The Affirmative Action Office, at no additional cost to the department, will place all announcements with HigherEdJobs.com and the NYS DOL Job Central.

Any suggested changes by the Affirmative Action Office will be discussed with the search chair, dean or department chair prior to posting and advertising.

Once the RAF has been approved by the Affirmative Action Office, an **Announcement of Professional Vacancy (form UP-5)** may be printed from page 3 of the RAF in HRETS. It can be used

by the hiring department and disseminated to various recruitment organizations.

### **Scoring and Rating Criterion in People Admin – the Purchase College Online Application website**

The Scoring and Rating criterion is a People Admin feature that allows hiring departments to create specific questions, responses and assign point values to each response. The Scoring and Rating criterion feature is a useful, though not required, tool that can assist in the candidate evaluation process. Please note that the Scoring and Rating criterion should not be used as the primary method of candidate evaluation.

The candidates are presented with the questions at the end of the application process and based on their responses receive a score or rank.

Departments interested in using this feature in People Admin must submit their questions, response and point values as an attachment on page three (3) in the RAF section of HRETS. If you need assistance in formulating your questions, please contact the Affirmative Action Officer. **Appendix III** includes sample questions, responses and point values that may be used as a guide.

### **Step Three: The Affirmative Action Briefing**

The Affirmative Action Officer will brief the search committee before the screening process begins. The briefing will generally be conducted prior to the closing of the vacancy from the Purchase College job opportunity website. This briefing consists of a review of the search process and screening procedures, how to initiate and complete the GFSR, submit candidate evaluations, access applications, CVs etc. via HRETS. It is an essential part of the process and should be arranged by the search committee chair. All committee members must be present at this meeting.

### **Step Four: The Screening Process**

Screening is a methodical process with many steps that require careful attention. The steps are described in detail below.

1. Once the RAF has been endorsed by all respective signatories, the position will be uploaded to the Purchase College online application website. All candidates interested in applying for the position must complete an online application and attach all requisite documents.
2. At the Search Committee briefing, the Affirmative Action Officer will review the section of HRETS (Search

Committee Tasks) where search committee members can access candidate applications, create a preliminary GFSR and complete Candidate Evaluations. Search Committee members should independently review and rate the candidates on the basis of the posted/advertised requirements. This should be an objective process. Candidates' qualifications should not be discussed among the committee until each search committee member has reviewed all the qualified candidates.

If the Scoring and Rating Criterion feature in People Admin was not used, Search Committees may create their own Scoring and Rating criterion for initial evaluation of candidate resumes and materials. **Appendix IV** includes sample rating questions. A suggested rating method is to assign a "1" for those who meet all qualifications for the position; a "2" for those who are marginally qualified; and a "3" for those who are not qualified. Other objective methods specifically suited to academia are acceptable and welcomed. Please note **they must be described and included** as an attachment on page 3 of the RAF.

For each candidate to be interviewed each committee member's rating must be included in the Candidate Evaluation Section for each candidate that was interviewed (phone and in-person). The Candidate Evaluation form can be accessed from the Search Committee Tasks section of the main menu of HRETS (see **Appendix XII** for instructions on how to access and complete the Candidate Evaluation Form in HRETS).

### **Step Five: Initiating the Good Faith Search Report (GFSR)**

1. After the search committee has reviewed all of the candidate's application material (CV, cover letter, etc.) and determined who they intend to interview, the search Chair must initiate a Good Faith Search Report in HRETS (see Appendix XII for instructions on how to initiate a GFSR).
2. After the initial GFSR has been submitted, the Affirmative Action Officer will review the applicant pool to determine whether or not there is sufficient representation of affirmative action candidates. If there is a sufficient representation, the Affirmative Action Officer will sign the GFSR and the Search committee can then begin interviewing

This determination is partly based on statistical analysis of the applicant pool, partly in the availability of qualified women and minorities in the population, and partly on the outreach efforts of the committee. If the Affirmative Action Officer determines that the pool has insufficient representation, the committee may be asked to extend the recruitment period, re-advertise or review and consider other candidates from the applicant pool for an

interview. These recommendations will come from the Affirmative Action Officer.

The committee also must determine whether the pool is viable with regard to the qualifications of the candidates and the advertised job requirements.

Once the committee determines that the pool is viable, it determines its top candidates on the basis of a composite of independent ratings. The search committee must also determine how many candidates will be invited for interviews. They may choose to interview as many candidates as they wish, but time and budget constraints may often limit that number. Preliminary telephone interviews may be conducted as a first step in narrowing down the pool. **Appendix V** provides you information on conducting telephone interviews.

### ***Step Six: The Interview Process***

1. **Develop interview questions** – All interview questions, whether telephone or face-to-face interviews must be pre-determined by the committee. Each candidate must have the same opportunity to provide information about skills and qualifications. This process can be assured by using the same question script for each interview. **Appendix VI** provides you with sample interview questions

**All interview questions must be submitted to the Affirmative Action Officer for review prior to any interviewing.**

2. **Notify the Affirmative Action Officer of the candidates selected for interview**

The Affirmative Action Officer may review the resumes of those selected and those not selected for interviews, checking for consistency and defensibility of the selections. This is not intended to duplicate the efforts of the search committee but to provide support and compliance with AA/EOE guidelines.

3. **Contact potential interview candidates**

Confirm their continued interest, confirm their knowledge of the salary range and provide a very brief description of the position, the college and community. If they wish to be interviewed, be sure to describe the interview process, the location, the time and a number to call if they have any problems or questions. Some candidates will drop out of the pool, even before an interview, because they have accepted another job or they find the salary range unacceptable. If official copies of transcripts or licenses were not requested as part of the original application materials, candidates invited to interview should have them sent to the committee chairperson.

### **4. The Interview**

The interview itinerary for each candidate must be the same, i.e. may include a campus tour, a meal, teaching a class or giving a presentation to campus community members, or informal discussion time with students, campus community members or members of the department who are not on the search committee.

The search committee will be responsible for making the necessary arrangements for the day, including reserving rooms, making appointments, etc. The committee should consult with the Dean to make travel and hotel arrangements, if necessary.

At the conclusion of each interview, each search committee member is required to independently complete a Candidate Evaluation Form in HRETS. In this section, search committee members describe the candidate's qualifications for the job as evidenced during the interview. The observations should be specific, as objective as possible, and **must be** job-related. The search committee may print copies to use during final deliberations.

The committee also may develop additional tools to solicit formal reactions from other members of the campus who have interacted with the candidate during the day. The reactions should be included in the respective Candidate Evaluation Form section of the GFSR and used during the final deliberations of the search committee.

### **5. Reference Checking**

The committee should conduct reference checks of the top candidate(s) before making a recommendation to the dean/department chair. We recommend you conduct telephone reference checks to inquire about specific job performance or qualifications. As with interview questions, reference questions should be developed by the committee and be the same for all candidates.

**Please submit a list of these questions to the Affirmative Action Office via HRETS along with notes made during the discussions at the conclusion of the search.**

If the committee wishes to deviate from the list of references provided by the candidate, please contact the Affirmative Action Officer to discuss. (Refer to **Appendix VII**, Conducting the Telephone Reference Check for further instruction and sample questions.)

### **6. Recommendation**

The search committee makes a recommendation to the department chair at the conclusion of the search. One or more persons may be recommended. The department

chair and dean make the final decision, pending approval of the Provost and/or President. The final action of the committee chair is to complete the Good Faith Search Report in HRETS.

The search committee's work is done when the Good Faith Search Report and Candidate's Evaluations have been completed and submitted in HRETS by each search committee member and the required forms and all applications materials have been submitted to the Affirmative Action Office.

## 7. Final Selection

The Affirmative Action Office will endorse the GFSR and electronically submit it to the Provost or Vice President via HRETS for final approval. The academic dean or designee will make the final selection and the job offer. When making an oral offer to a candidate the following language should be used:

"I would like to extend a conditional offer of employment for the position of \_\_\_\_\_ at a salary of \$ \_\_\_\_\_ **CONTINGENT UPON THE APPROVAL OF THE PRESIDENT AND COMPLETION OF ALL EMPLOYMENT DOCUMENTS.**"

A candidate should be allowed time to make the decision and may have particular questions on which his/her decision hinges. Typically, these include benefits questions, salary issues, timelines, etc. If a candidate needs benefits information, please refer all questions to the Benefits Manager (Extension 6091) in Human Resources. The Dean, Provost, Chairperson or Vice President should resolve salary issues. It is the responsibility of the hiring department to contact the Budget Office if they want to increase the advertised salary of the position.

The hiring department administrator should then proceed to complete the Personnel Action Form in HRETS. Any questions about the appointment process should be directed to the Human Resources Office.

## 8. Thank You/Regret Letters

All candidates are entitled to a prompt response. In the case of a large applicant pool the Search Committee may send thank you (regret) letters to applicants eliminated in the initial screening. Those letters are prepared by the search committee and go under the signature of the search committee chair. See **Appendix VIII** and **IX** for sample letters. **The GFSR must be finalized and signed prior to any letters being sent.**

It is most courteous but also most difficult to telephone those who were interviewed to inform them they were not selected. **It is not recommended** that you personally

contact the applicants. If you choose to make telephone contact, we ask that you follow a script that goes as follows:

"I am calling to thank you for interviewing for the position of \_\_\_\_\_.  
I am sorry to tell you that another candidate has been selected for the position. We enjoyed meeting with you and offer our best wishes. Thanks again for coming in to meet with us, and thank you for your interest in Purchase College."

Do not provide any other information about the hiring process to the unsuccessful candidates. Do not say you selected a better qualified candidate or that the selected candidate had more experience, etc. You should not provide any information regarding the reason for the decision. Please call Affirmative Action if you have any questions about this matter.

## 9. Hiring a Second Candidate from One Search

If a hiring department identifies a second candidate that they wish to hire from a search, a second RAF must be created requesting a waiver. The second RAF insures that a new line and funding is identified and secured for the second hire. Also the waived RAF can be linked to the PAF for the second candidate. Please remember that only one RAF is used per PAF.

# PART TWO: PROFESSIONAL STAFF SEARCHES

The professional staff search must comply with all Federal and State equal employment opportunity and affirmative action laws. Members of the search committee act as agents of the college in fulfilling our legal and philosophical commitments to non-discrimination in hiring. Furthermore, search committee members are responsible for working toward the campus mission of cultural diversity. The following outlines the steps required in a professional staff search.

## ***Step One: Initiating the Search***

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## ***Step Two: Planning the Search***

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1. Brief position description
2. List of required qualifications, including minimum degree and/or licenses and preferred qualifications

3. Date that review of resumes will begin, and a deadline for applications (typically 30 days after the initial posting), and materials required to be submitted (cover letter, resume, writing samples, evaluations, references, etc.)
4. Instructions for applying for position/s: Please visit the following website to apply for the position/s - <https://jobs.purchase.edu>
5. Salary or salary range (**It is the responsibility of the hiring department to immediately contact the Budget office if they want to increase the advertised salary of the position**)
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The candidates are presented with the questions at the end of the application process and based on their responses receive a score or rank.

Departments interested in using this feature in People Admin must submit their questions, response and point values as an attachment on page three (3) in the RAF section of HRETS. If you need assistance in formulating your questions, please contact the Affirmative Action Officer. **Appendix III includes sample questions, responses and point values that may be used as a guide.**

### **Step Three: The Affirmative Action Briefing**

The Affirmative Action Officer will brief the search committee before the screening process begins. The briefing will generally be conducted prior to the closing of the vacancy from the Purchase College job opportunity website. This briefing consists of a review of the search process and screening procedures, how to complete the GFSR, submit candidate evaluations, access applications, resumes, etc. via HRETS. It is an essential part of the process and should be arranged by the search committee chair. All committee members must be present at this meeting.

### **Step Four: The Screening Processing**

Screening is a methodical process with many steps that require careful attention. The steps are described in detail below.

1. Once the RAF has been endorsed by all respective signatories, the position will be uploaded to People Admin, the Purchase College online application website. All candidates interested in applying for the position must complete an online application and attach all requisite documents.

2. At the Search Committee briefing, the Affirmative Action Officer will review the section of HRETS (Search Committee Tasks) where search committee members can access candidate applications, create a preliminary GFSR and complete Candidate Evaluations. Search Committee members should independently review and rate the candidates on the basis of the posted/advertised requirements. This should be an objective process. Candidates' qualifications should not be discussed among the committee until each search committee member has reviewed all the qualified candidates.

If the Scoring and Rating Criterion feature in People Admin was not used, Search Committees may create their own Scoring and Rating criterion for initial evaluation of candidate resumes and materials. **Appendix IV** includes sample rating questions. A suggested rating method is to assign a "1" for those who meet all qualifications for the position; a "2" for those who are marginally qualified; and a "3" for those who are not qualified. Other objective methods are acceptable and welcomed. **Please note they must be described and included as an attachment on page 3 of the RAF.**

For each candidate 2 be interviewed, each committee member's rating must be included in the Candidate Evaluation Section for each candidate that was interviewed (phone and in-person). The Candidate Evaluation form can be accessed from the Search Committee Tasks section of the main menu of HRETS.

3. The search committee chair notifies the Affirmative Action Office when it is ready to meet and discuss the candidates. At that point, the Affirmative Action Officer will review the applicant pool to determine whether or not there is sufficient representation of affirmative action candidates.

This determination is partly based on statistical analysis of the applicant pool, partly in the availability of qualified women and minorities in the population, and partly on the outreach efforts of the committee. If the affirmative action officer determines that the pool has insufficient representation, the committee will be asked to extend the recruitment period or re-advertise.

The committee also must determine whether the pool is viable with regard to the qualifications of the candidates and the advertised job requirements.

Once the committee determines that the pool is viable, it determines its top candidates on the basis of a composite of independent ratings. The committee must also determine how many candidates will be invited for interviews. They may choose to interview as many candidates as they wish, but time and budget constraints may often limit that number. Preliminary telephone interviews may be conducted as a first step in narrowing

down the pool. **Appendix V** provides you information on conducting telephone interviews.

## ***Step Five: Initiating the Good Faith Search Report (GFSR)***

1. After the search committee has reviewed all of the candidate's application material (CV, cover letter, etc.) and determined who they intend to interview, the search Chair must initiate a Good Faith Search Report in HRETS (see Appendix XII for instructions on how to initiate a GFSR).
2. After the initial GFSR has been submitted, the Affirmative Action Officer will review the applicant pool to determine whether or not there is sufficient representation of affirmative action candidates. If there is a sufficient representation, the Affirmative Action Officer will sign the GFSR and the Search committee can then begin interviewing

This determination is partly based on statistical analysis of the applicant pool, partly in the availability of qualified women and minorities in the population, and partly on the outreach efforts of the committee. If the Affirmative Action Officer determines that the pool has insufficient representation, the committee may be asked to extend the recruitment period, re-advertise or review and consider other candidates from the applicant pool for an interview. These recommendations will come from the Affirmative Action Officer.

The committee also must determine whether the pool is viable with regard to the qualifications of the candidates and the advertised job requirements.

Once the committee determines that the pool is viable, it determines its top candidates on the basis of a composite of independent ratings. The search committee must also determine how many candidates will be invited for interviews. They may choose to interview as many candidates as they wish, but time and budget constraints may often limit that number. Preliminary telephone interviews may be conducted as a first step in narrowing down the pool. **Appendix V** provides you information on conducting telephone interviews.

## ***Step Six: The Interview Process***

### **1. Develop interview questions**

All interview questions, whether telephone or face-to-face interviews must be pre-determined by the committee, and pre-approved by the Affirmative Action Officer. Each candidate must have the same opportunity to provide information about their skills and qualifications. This process can be assured by using the

same question script for each interview. (See **Appendix VI** for sample questions.)

**All interview questions must be submitted to the Affirmative Action Officer for review prior to any interviewing.**

### **2. Notify the Affirmative Action Office of the candidates selected for interview**

The Affirmative Action Officer will review the resumes of those selected and those not selected for interviews, checking for consistency and defensibility of the selections. This is not intended to duplicate the efforts of the search committee but to provide support and compliance with AA/EOE guidelines.

### **3. Contact potential interview candidates**

Confirm their continued interest, confirm their knowledge of the salary range and provide a very brief description of the position, the college and community. If they wish to be interviewed, be sure to describe the interview process, the location, the time and a number to call if they have any problems or questions. Some candidates will drop out of the pool, even before an interview, because they have accepted another job or they find the salary range unacceptable. If official copies of transcripts or licenses were not requested as part of the original application materials, candidates invited to interview should have them sent to the committee chairperson.

### **4. The Interview**

The interview itinerary for each candidate must be the same. It may include a campus tour, a meal, or giving a presentation to campus community members, or informal discussion time with students, campus community members or members of the department who are not on the search committee.

The search committee will be responsible for making the necessary arrangements for the day including reserving rooms, making appointments, etc. The committee should consult with the department head to make travel and hotel arrangements if necessary.

At the conclusion of each interview, each search committee member is required to independently complete a Candidate Evaluation in HRETS. In this section, search committee members describe the candidate's qualifications for the job as evidenced during the interview. The observations should be as objective as possible and **must be** job-related. The search committee may print copies to use during final deliberations

The committee also may develop additional tools to solicit formal reactions from other members of the

campus who have interacted with the candidate during the day. The reactions should be included in the respective Candidate Evaluation section of the RAF and used during the final deliberations of the search committee.

## 5. Reference Checking

The committee should conduct reference checks of the top candidate(s) before making a recommendation to the dean/department chair. We recommend you conduct telephone reference checks to inquire about specific job performance or qualifications. As with interview questions, reference questions should be developed by the committee and be the same for all candidates.

**Please submit a list of these questions to the Affirmative Action Office via HRETS along with notes made during the discussions at the conclusion of the search.**

If the committee wishes to deviate from the list of references provided by the candidate, please contact the Affirmative Action Officer to discuss. (Refer to **Appendix VII**, Conducting the Telephone Reference Check for further instruction and sample questions.)

## 6. Recommendation

The search committee makes a recommendation to the Vice President, Director, Department Chair or Dean at the conclusion of the search. One or more persons may be recommended. The Vice President, Director, Department Chair or Dean make the final decision, pending approval of the Provost and/or President. The final action of the committee chair is to complete the Good Faith Search Report in HRETS.

The search committee's work is done when the Good Faith Search Report and Candidate's Evaluation Forms have been completed and submitted in HRETS by each search committee member and the required forms and all applications materials have been attached in HRETS.

## 7. Final Selection

The Affirmative Action Office will endorse the GFSR and electronically submit it to the respective Vice President, Department Chair, Provost or Dean for final approval. The academic dean or designee will make the final selection and the job offer. When making an oral offer to a candidate the following language should be used:

"I would like to extend a conditional offer of employment for the position of \_\_\_\_\_ at a salary of \$\_\_\_\_\_  
**CONTINGENT UPON THE APPROVAL OF THE PRESIDENT AND COMPLETION OF ALL EMPLOYMENT DOCUMENTS.**"

A candidate should be allowed time to make the decision and may have particular questions on which his/her decision hinges. Typically, these include benefits questions, salary issues, timelines, etc. If a candidate needs benefits information, please refer all questions to the Benefits Manager (Extension 6091) in Human Resources. The Vice President, Department Chair, Provost or Dean should resolve salary issues. It is the responsibility of the hiring department to contact the Budget Office if they want to increase the advertised salary of the position.

The hiring department administrator should then proceed to complete the Personnel Action Form in HRETS. Any questions about the appointment process should be directed to the Human Resources Office.

## 8. Thank You/Regret Letters

All candidates are entitled to a prompt response. In the case of a large applicant pool, the committee should send thank you (regret) letters to applicants who applied for the position. Those letters are prepared by the search committee and go under the signature of the Search Committee chair. See **Appendix VIII** and **IX** for sample letters. **The GFSR must be finalized and signed prior to any letters being sent.**

It is most courteous but also most difficult to telephone those who were interviewed to inform them they were not selected. **It is not recommended** that you personally contact the applicants. If you choose to make telephone contact, we ask that you follow a script that goes as follows:

"I am calling to thank you for interviewing for the position of \_\_\_\_\_.  
I am sorry to tell you that another candidate has been selected for the position. We enjoyed meeting with you and offer our best wishes. Thanks again for coming in to meet with us, and thank you for your interest in Purchase College."

Do not provide any other information about the hiring process to the unsuccessful candidates. Do not say you selected a better qualified candidate or that the selected candidate had more experience, etc. You should not provide any information regarding the reason for the decision. Please call Affirmative Action if you have any questions about this matter.

## 9. Hiring a Second Candidate from One Search

If a hiring department identifies a second candidate that they wish to hire from a search, a second RAF must be created requesting a waiver. The second RAF insures that a new line and funding is identified and secured for the second hire. Also the waived RAF can be linked to the PAF

for the second candidate. Please remember that only one  
RAF is used per PAF.

## **APPENDIX I - Search Types**

The scope of a search is determined by the nature of the position and whether the search will generate qualified affirmative action candidates. There are three types of searches: Local, Regional and National. As we consider the scope of the search, we must consider the prospect of attracting qualified affirmative action candidates.

### **The Local Search**

A local search is one that uses the publications and resources of the Westchester/Putnam Counties. With the current job market, we can attract large numbers of qualified applicants for most positions. A local search is a cost-effective way to fill a position.

### **The Regional Search**

A regional search is one that uses the publications and resources of New York and surrounding states. This broader based search is useful for more specialized or skill-based positions that are likely to be more difficult to fill using local advertising. Again, the regional search is useful in attracting a strong pool, which includes qualified affirmative action candidates.

### **The National Search**

A National Search is one that uses national publications such as the Chronicle of Higher Education, the New York Times, Black Issues in Higher Education, Affirmative Action Register or disciplinary journals and other national resources. The national search is useful for specialized positions or high-level administrative positions. Through use of these publications, we can attract a qualified affirmative action pool.

## APPENDIX II - Affirmative Action Outreach Resources

The Affirmative Action Office will automatically post positions on the Purchase College Job Vacancy Website, NYS DOL Job Central Website, Higheredjobs.com, with SUNY Central Administration and post on the HR bulletin board located on the first floor of the HR building.

The following recruitment resources are available for departments to use.

### Administration

- Association of Fundraising Professionals - <http://www.afpnet.org/>
- Chronicle of Philanthropy: <http://philanthropy.com/section/Home/172>
- Council for Advancement and Support of Education – (CASE) <http://www.case.org/>
- Foundation Center: <http://foundationcenter.org/>
- Hispanics in Philanthropy: <http://hiponline.org/>
- New York Foundation for the Arts (NYFA): [www.nyfa.org](http://www.nyfa.org)
- Native Americans in Philanthropy: <http://www.nativephilanthropy.org/>
- PR NewsWire - <http://www.prnewswire.com/>

### Arts, Dance, Media and Theatre

- Americans for the Arts - <http://jobbank.artsusa.org/>
- American Association of Museums: <http://aam-us.org/aboutaam/>
- Alliance Francaise of Westchester: <http://www.afwestchesterny.org/>
- ARTSEARCH: <http://www.tcg.org/artsearch/>
- Art Dealers Association of America : <http://www.artdealers.org/>
- Artswestchester: <http://www.artswestchester.org/cultural-organizations/profile>
- African Voices Magazine: <http://www.africanvoices.com/>
- African American Women in Cinema  
545 Eighth Avenue Suite 401  
New York, NY 10018 Phone: (212) 769-7949 Fax: (212) 871-2074 [info@aawic.org](mailto:info@aawic.org)
- AIVF | association of independent video and filmmakers  
304 Hudson Street 6th Floor  
New York, NY 10013 Phone: 212-807-1400 Fax: 212-463-8519 [info@aivf.org](mailto:info@aivf.org)
- Asian American Media Org - <http://asianamericanmedia.org/>
- AICP - ASSOCIATION OF INDEPENDENT COMMERCIAL PRODUCERS - <http://www.aicp.com/>
- AIROS.ORG more native audio content online [www.AIROS.ORG](http://www.AIROS.ORG)
- Asian American Journalists Association [www.aaja.org/](http://www.aaja.org/)
- Association for Theater in Higher Education - <http://www.athe.org/>
- Center for Asian American Media: [nratnawati@asianamericanmedia.org](mailto:nratnawati@asianamericanmedia.org)
- College Art Association - [www.collegeart.org](http://www.collegeart.org)
- DanceNet - <http://www.dance.net/jobs.html>
- Dance Theater Workshop - 212-691-6500
- Docuclub  
850 Seventh Avenue Suite 1102  
New York, NY 10019  
Phone: 212.582-3055 Fax: 212.582-1688 [mail@docuclub.org](mailto:mail@docuclub.org)
- Directors Guild of America - [www.dga.org](http://www.dga.org)
- Historic Hudson Valley: <http://www.hudsonvalley.org/press>
- [H-Film-request@h-net.msu.edu](mailto:H-Film-request@h-net.msu.edu)

- IFP  
104 West 29th Street 12th Floor  
New York, NY 10001 Phone: (212) 465-8200 Fax: (212) 465-8525 webmaster@ifp.org
- International Documentary Association - [www.documentary.org](http://www.documentary.org)
- International Latino Film Society - Features works produced by or about Latinos in the US and internationally. San Francisco Bay Area, California. [www.latinofilm.org/](http://www.latinofilm.org/)
- The Kitchen - Center for Video, Music, Dance, Performance, Film Contact Information: Contact: Isabelle Deconinck, Director of Press and Marketing (isabelle@thekitchen.org )
- The Learning Arts: <http://www.learningarts.org/>
- Latino International Film Institute - <http://www.latinofilm.org/>
- Music Conservatory of Westchester: <http://www.musicconservatory.org/>
- Native American Public Telecommunications (also includes AIROS.org): native@unl.edu
- National Assoc. of Latino Indep. Producers: webmaster@nalip.info
- National Black Programming Consortium  
Contact Information: National Black Programming Consortium Contact: Webmaster ([info@nbpc.tv](mailto:info@nbpc.tv))
- New York Documentary Center  
159 Maiden Lane  
New York, NY 10038 Phone: 212-668-1100 Fax: 212-943-6396 Contact: Cory Wynne (cory@docfest.org)
- New York Foundation for the Arts - <http://www.nyfa.org/>, <http://www.nyfa.org/opportunities>.
- New York Film/Video Council  
PO Box 1685  
New York, NY 10185 Phone: 212-330-0450 Contact: webmaster (webmaster@nyfvc.org)
- NYWIFT: New York Women in Film and Television  
6 East 39th Street Suite 1200  
New York, NY 10016 Phone: 212-679-0870 Fax: 212-679-0899 Contact: Webmaster (info@nywift.org)
- NATIONAL ASIAN AMERICAN TELECOMMUNICATIONS ASSOCIATION -  
[www.museum.tv/eotvsection.php?entrycode=nationalasia](http://www.museum.tv/eotvsection.php?entrycode=nationalasia)
- NAPT, Native American Public Telecommunication Incorporated - <http://nativetelecom.org/>
- Native American Journalists Association [www.naja.org](http://www.naja.org)
- NY Foundation for the Arts - ([http://www.nyfa.org/submit\\_opp.asp?type=Job&id=47&fid=1&sid=54&tid=94](http://www.nyfa.org/submit_opp.asp?type=Job&id=47&fid=1&sid=54&tid=94))
- NAMAC - (<http://www.namac.org/job-bank>)
- National Association of Latino Independent Producers - [www.nalip.org/](http://www.nalip.org/)
- Northern Westchester Center for the Arts  
272 North Bedford Road, #2 mount Kisco, New York 10549
- Organization of Black Screenwriters - [www.obsrwriter.com](http://www.obsrwriter.com)
- Playbill: <http://www.playbill.com/>
- Rhizome: <http://rhizome.org/>
- Westchester Choral Society, Inc: <http://westchesterchoralsociety.org/>
- Yorktown Community Players: <http://www.ycptw.org/>

## Community Agencies

- Bedford Free Library: <http://www.bedfordfreelibrary.org/>
- Careers For People with Disabilities: <http://www.careersforpeoplewithdisabilities.org/>
- Field Library: <http://www.peekskill.org/>
- Lighthouse International: <http://www.lighthouse.org/>
- National Urban League: <http://www.nul.org/>
- NAACP: <http://www.naacpjobfinder.com/employer.cfm>
- National Conference of Puerto Rican Women: <http://www.nacoprw.org/>
- The Center for Career Freedom Inc. - <http://freecenter.org/>
- Nepperhan Community Center - <http://nepperhancc.com/>

- Somers Library - <http://www.somerslibrary.org/>
- Yonkers Public Library - <http://www.ypl.org/>

### **Directory of Minority Doctoral Recipients and Candidates in New York State**

State University of New York  
 State Education Department  
 Bureau of Doctoral Review  
 Albany, New York 12230

### **Education Publications/websites**

- Academic Keys - <http://www.academickeys.com/>
- Chronicle of Higher Education - <http://chronicle.com/section/Home/5>
- College Board Power FAIDS Forum - <http://www.powerfaids.org/>
- National Association for College Admission Counseling - <http://www.nacacnet.org/Pages/default.aspx>

### **Gay/Lesbian/Transgender Publications**

- AQA (Association for Queer Anthropology) - <http://queeranthro.org> (formerly known as the Society of Lesbian and Gay Anthropologists)
- Committee on Lesbian, Gay, Bisexual, and Transgender History - <http://clgbthistory.org/newsletter/>

### **Minority Publications/websites/organizations**

- ALLA (Association of Latino and Latin American Anthropologists) listserv
- ABA (Association of Black Anthropologists) listserv
- African Voices Magazine: <http://www.africanvoices.com/>
- African American Women in Cinema  
 545 Eighth Avenue Suite 401  
 New York, NY 10018 Phone: (212) 769-7949 Fax: (212) 871-2074 Contact: Webmaster (info@aawic.org)
- African American Women in Cinema  
 545 Eighth Avenue Suite 401  
 New York, NY 10018 Phone: (212) 769-7949 Fax: (212) 871-2074 Contact: Webmaster (info@aawic.org)
- Asian American Media Org - <http://asianamericanmedia.org/>
- AIROS.ORG more native audio content online [www.AIROS.ORG](http://www.AIROS.ORG)
- Asian American Journalists Association [www.aaja.org/](http://www.aaja.org/)
- The Association of Black Psychologists
- Center for Asian American Media: [nratnawati@asianamericanmedia.org](mailto:nratnawati@asianamericanmedia.org)
- CIC Directory of Minority Ph.D. and M.F.A. Candidates and Recipients  
 Committee on Institutional Cooperation  
 302 East John Street Suite 1705, Champaign, IL 61820  
 (The CIC represents the "big 10" universities of the mid-west.)
- Hispanics in Philanthropy - <http://hiponline.org/Contact-Us/>
- The Hispanic Outlook in Higher Education Magazine - <http://www.hispanicoutlook.com/employment-opportunities>
- Insight into diversity - <http://www.insightintodiversity.com>
- International Latino Film Society - [www.latinofilmsociety.org](http://www.latinofilmsociety.org)
- Latino International Film Institute - <http://www.latinofilm.org>
- Native Americans in Philanthropy - <http://www.nativephilanthropy.org>
- Native American Public Telecommunications (also includes AIROS.org): [native@unl.edu](mailto:native@unl.edu)
- National Assoc. of Latino Indep. Producers: [webmaster@nalip.info](mailto:webmaster@nalip.info)

- National Black Programming Consortium  
Contact Information: National Black Programming Consortium Contact: Webmaster (info@nbpc.tv)
- National Association of Latino Independent Producers - [www.nalip.org/](http://www.nalip.org/)
- NATIONAL ASIAN AMERICAN TELECOMMUNICATIONS ASSOCIATION-  
[www.museum.tv/eotvsection.php?entrycode=nationalasia](http://www.museum.tv/eotvsection.php?entrycode=nationalasia)
- NAPT, Native American Public Telecommunication Incorporated - <http://nativetelecom.org/>
- Native American Journalists Association [www.naja.org](http://www.naja.org)
- Organization of Black Screenwriters - [www.obswriter.com](http://www.obswriter.com)
- National Urban League: <http://www.nul.org/>
- NAACP: <http://www.naacpjobfinder.com/employer.cfm>
- National Conference of Puerto Rican Women: <http://www.nacoprw.org/>
- NYWIFT : New York Women in Film and Television <http://nbpc.tv/about>

### Minorities and Women Doctoral Directory (MWDD)

10540 Barnett Valley Rd.

Sebastopol, CA 95472

(707) 829-0765 (707) 829-0762 - Fax

(Departments may wish to purchase a set of mailing labels instead of using the directory.

Simply call or write to the above address for more info.)

### Sciences

- American Anthropology Association Newsletter - <http://www.aaanet.org/>
- ALLA (Association of Latino and Latin American Anthropologists) listserv - <http://www.aaanet.org/sections/alla/>
- ABA (Association of Black Anthropologists) listserv - <http://www.aaanet.org/sections/aba/htdocs/>
- AFA (Association for Feminist Anthropology) listserv - <http://www.aaanet.org/sections/afa/>
- The Association of Black Psychologists - <http://www.abpsi.org/>
- AQA (Association for Queer Anthropology) <http://queeranthro.org> (formerly known as the Society of Lesbian and Gay Anthropologists)
- Association for Psychological Science Observer - <http://www.psychologicalscience.org/index.php/publications/observer>
- Chemical and Engineering News - <http://cen.acs.org/index.html>
- Mactalent.com - <http://www.mactalent.com/>
- National Economics Association - <http://www.neaecon.org/>
- National Economics Association Committee on the Status of Women in the Economics Profession - <http://www.aeaweb.org/committees/csweb/>

### Student Services/Residence Life/Student Counseling

- American College Student Personnel Association - Housing & Residence Life Commission - <http://www2.myacpa.org/>
- College Student Personnel Association of NYS - <http://www.cspanys.org/>
- Counseling Center Village - <http://ccvillage.buffalo.edu/wip/Version6/lists.html>
- American College Counseling Association - <http://collegecounseling.org/members/listserv>
- Association for University and College Counseling Center Directors - <http://www.aucccd.org/>
- Northeast Association of College & University Housing Officers - <http://www.neacuho.org/>
- Positions in Counseling Centers - <http://www2.kumc.edu/people/llog/picc/>

## Women's Organizations

- AFA (Association for Feminist Anthropology) listserv - <http://www.aaanet.org/sections/afa/>
- African American Women in Cinema  
545 Eighth Avenue Suite 401  
New York, NY 10018 Phone: (212) 769-7949 Fax: (212) 871-2074 Contact: Webmaster ([info@aawic.org](mailto:info@aawic.org))
- National Economics Association Committee on the Status of Women in the Economics Profession -  
<http://www.aeaweb.org/committees/cswep/>
- NYWIFT: New York Women in Film and Television  
6 East 39th Street Suite 1200  
New York, NY 10016 Phone: 212-679-0870 Fax: 212-679-0899 Contact: Webmaster ([info@nywift.org](mailto:info@nywift.org))
- National Conference of Puerto Rican Women: <http://www.nacoprw.org/>

## Appendix III

### Scoring and Rating Criterion in People Admin (Sample questions and ratings for use in People Admin)

Maximum Points Possible: 60

#### Posting Specific Questions

##### How many years of professional experience do you have in the Residence Life field?

ANSWER	DISQUALIFYING	SCORE
No Response	<input type="checkbox"/>	0
More than 6 years	<input type="checkbox"/>	15
4 to 6 years	<input type="checkbox"/>	10
2 to 4 years	<input type="checkbox"/>	5
less than 2 years	<input type="checkbox"/>	0

25 %

##### Do you have experience in data management?

ANSWER	DISQUALIFYING	SCORE
No Response	<input type="checkbox"/>	0
Yes, experience in electronic housing management system	<input type="checkbox"/>	20
Yes, experience in related field management	<input type="checkbox"/>	15
No specific experience but extensive computer experience	<input type="checkbox"/>	10
Limited computer experience	<input type="checkbox"/>	5
No computer experience	<input type="checkbox"/>	0

33 %

##### Do you have any experience with Web publication ?

ANSWER	DISQUALIFYING	SCORE
No Response	<input type="checkbox"/>	0
Yes, designed web pages	<input type="checkbox"/>	10
Yes, experience with web and publication updating	<input type="checkbox"/>	5
No experience	<input type="checkbox"/>	0

16 %

**Have you ever supervised professional staff ?**

ANSWER	DISQUALIFYING	SCORE
No Response	<input type="checkbox"/>	0
Yes, more than 3	<input type="checkbox"/>	15
Yes, more than 1	<input type="checkbox"/>	10
Yes, one person	<input type="checkbox"/>	5
None	<input type="checkbox"/>	0

25 %

**APPENDIX IV**

**Sample Alternative Ranking System**

(Alternative ranking can be developed by search committee)

**Purchasing Assistant Search**

Rating: 1=Poor 3=Average 5=Excellent

Variable Candidate #

	1	2	3	4	5
Bachelor's Degree Related field?					
Purchasing Experience Over five years Type of purchasing Develop bid prospects Develop contract specs.					
Construction Experience Terminology/Technology					
Written Communication skills Cover letter Resume Writing sample					
Possible training needs?					

Notes:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

## **APPENDIX V - Conducting Telephone Interviews**

The telephone can facilitate and expedite the interview process. The search committee may wish to contact potential interviewees by phone to determine whether or not they are still interested in the position at the posted salary. This simple and brief phone contact is an efficient way of screening potential interviewees.

A phone interview may be used if a candidate lives too far away to attend formal interview. As always, it is important to strive for fairness, consistency and equal treatments during telephone interviews. All candidates must be asked the same questions and should be given the same amount of time for the interview. These interviews must conform to all professional standards, and the interviewers should be sensitive to the principles of non-discrimination.

The search committee chair should call each candidate to set up a telephone "appointment." At the time of the appointment, the interviewer places the call and explains the format of the interview. **Keep in mind that a telephone interview is just as official as a face-to-face interview.**

## **APPENDIX VI - Sample Interview Questions**

### **General:**

- What is it about this position that led you to apply?
- Please describe your management (teaching/working/etc.) style.
- How would your former supervisor or colleague describe you?
- What difficulties have you encountered on the job? What frustrates you the most? How do you deal with them?
- What do you hope to find in this position?
- What criteria are you using to evaluate prospective employers?
- Why are you looking for a new position?

### **Faculty related:**

- Is there anything that would hinder your ability to meet the full-time commitment of this job?
- Tell us about the courses you have taught at the college level.
- Please speak about your teaching in a broad sense. What do you feel you are trying to accomplish in the classroom?
- What type of classroom instructional techniques do you apply?
- What things do you need from your colleagues, the department and the college to support your work as a productive teacher?
- What has been your experience in teaching with a multicultural perspective?
- What are the issues/problems you have experienced or imagine experiencing teaching with a multicultural perspective? How do you/would you handle them?
- How does the work you do outside of the classroom inform your teaching?
- Tell us about your research interests. Where do you see your research going? How does your research inform your teaching? Does your teaching inform your research? If so, how?
- What courses would you like to develop and teach?

## **APPENDIX VII - Conducting the Telephone Reference Check**

The telephone reference check is commonly conducted after the interview but before a conditional offer is made. Contact only those references provided by the candidate unless you obtain permission from the candidate to contact others.

The final reference check should include the immediate supervisors of the candidate's last two positions. If these persons are not listed as references, it is important to ask the candidate why. Often a candidate has not mentioned to his/her supervisor that he/she is seeking other employment. Rarely, a candidate will request that you not contact a current supervisor. The search committee chair or department head should discuss this with the candidate. Another reference may be substituted at the discretion of the committee chair or department head.

No matter which kind of reference check is being done, a list of questions should be prepared first. These questions can be supplemented as appropriate depending on the course of the discussion. When making the call, the caller should identify himself/herself, name the position for which the candidate is being considered, and indicate that the call is being made to verify information given to the search committee by the candidate. Response to each question should be formally noted.

### **Suggested Questions**

1. What was the title of the position held by the candidate?
2. Describe the candidate's responsibilities and the effectiveness of his/her performance.
3. Did the candidate supervise others? How many?
4. How closely was it necessary to supervise the candidate?
5. Was he/she willing to accept responsibility?
6. Did the candidate have any responsibility for policy formation?
7. Did the candidate develop any new plans or programs? Were they effectively developed? Effectively presented?
8. Did the candidate finish what he/she started?
9. How well did the candidate get along with people?
10. Are you aware of any problems that the candidate has which have prohibited and/or limited his/her ability to perform up to the expectations of this position?
11. What are the candidate's outstanding points?
12. What are the candidate's weak points?
13. Does the candidate interact well with students?
14. What pressures were present in the position held by the candidate? How did she/he handle them?
15. If the candidate were staying with your organization, what things about his/her performance/behavior would you want him/her to change or improve?
16. Has the candidate informed you that he/she is leaving? What reasons has he/she given for leaving?
17. What is the candidate's single greatest accomplishment in her/his time working for you? What one thing do you wish the candidate had accomplished for you, but didn't?
18. Would you welcome the candidate back to his/her current position?
19. Is there anything I should know but haven't asked you?

## Appendix VIII

Sample regret letter for interviewed candidates

### Purchase College Letterhead Paper

Date

Applicant's first and last name

Address

City, State and Zip Code

Subject: (Fill in title of vacancy)

Dear (Name of Applicant):

I would like to take this opportunity to thank you for taking the time recently to speak with the search committee regarding the subject position. We certainly enjoyed speaking with you and appreciate your patience throughout the search process.

While we were impressed with your qualifications, we were faced with a difficult decision and we selected another candidate who we believe more closely matches what we are looking for in the position.

Again, we appreciate your interest in Purchase College and wish you much success in your job search.

Sincerely,

Name of Person sending letter

Title (Search Committee Chair)

## Appendix IX

Sample regret letter for candidates not interviewed

### Purchase College Letterhead Paper

Date

Applicant's first and last name

Address

City, State and Zip Code

Subject: (Fill in title of vacancy)

Dear (Name of Applicant):

Thank you for your interest in employment at Purchase College. We have reviewed your resume and have carefully considered your qualifications. While your skills are certainly impressive, we have decided to pursue other candidates for the subject position.

Again, we appreciate your interest in Purchase College and wish you much success in your job search.

Sincerely,

Name of Person sending letter

Title (Search Committee Chair)

## APPENDIX X

### Professional/ Faculty Search Checklist

- Recruitment Authorization Form and Recruitment Plan submitted and authorized.
- Ad copy approved by Affirmative Action Officer.
- Ad copy was posted for 30 days in various resources/locations.
- The Affirmative Action Officer or designee briefed the search committee.
- All members of the search committee independently reviewed/ranked applicants.
- Search Committee convened to determine interview questions and which candidates will be offered an interview.
- Good Faith Search Report initiated.
- The Affirmative Action Officer reviewed the list of candidates to be interviewed.
- Interview questions approved by Affirmative Action Officer.
- Interview itinerary developed.
- Potential candidates contacted and interviews arranged.
- Candidate Evaluation forms, completed by all committee members for all interviewed candidates (phone and in-person), submitted in HRETS.
- Reference check of the final candidate(s) completed.
- Good Faith Search Report finalized & submitted
- Hiring Manager makes contingent offer to Targeted Candidate.
- Targeted Candidate accepts contingent offer.
- Regret letter sent to all candidates.

**APPENDIX XI**

**Legal and Illegal Inquiries**

**Direct Inquires**

The Lawful column refers to issues that can legally be addressed during an interview.

The Unlawful column refers to issues that cannot be asked in an interview, or used as a basis for a hiring decision.

<u>Subject</u>	<u>Lawful</u>	<u>Unlawful</u>
Race or Color		Race, complexion or color of skin
Religion or Creed		Religious denomination, religious affiliation, church, parish, pastor or religious holidays observed
National Origin		Lineage, ancestry, national origin, descent, parentage, or nationality.
Sex		Gender or sex. Asking if applicant wants to be called Mr., Ms., Miss, or Mrs.
Marital Status		Marital Status. Info about spouse, where spouse works, etc.
Parental Status		Do you have children? Age of children, etc.
Birth Control		Inquiry about plans to have children, or capacity to have children
Age	Are you between 18 and 65 years of age? If not, state your age.	How old are you? What is your date of birth?
Disability	If person has ability to perform the job and has a visible disability, you can ask the individual "do you require a reasonable accommodation?"	Do you have a disability? Have you ever been treated for any of the following diseases? Do you have any impairments, physical, mental or medical which would interfere with your ability to perform the job for which you have applied?
Arrest		Have you ever been arrested?

## **Process for Initiating and Finalizing a Good Faith Search Report and Completing a Candidate Evaluation Form in HRETS**

### **FOR ALL COMMITTEE MEMBERS:**

#### **Accessing the Good Faith Search Report and Candidate Evaluation Form**

To access the electronic Good Faith Search Report (GFSR) and Candidate Evaluation Form in HRETS, please follow these steps:

1. Go to <http://my.purchase.edu> on your computer.
2. On the left side, click on “Campus Resources” to expand the options.
3. Click on “HRETS” and then type in your User Name (without @purchase.edu) and Password.
4. In the bottom left-hand box there are two menu options titled **Personal ETS Options** and **Search Committee Tasks**. In this box, Search Chairs can access the GFSR so that they can initiate and finalize the GFSR, and Search Committee members can access the Candidate Evaluation Form

#### **Completing the Candidate Evaluation Forms**

Once interviews have been completed, each Search Committee member must complete one Candidate Evaluation Form for each interviewed candidate (phone and in-person). To complete a Candidate Evaluation Form, please follow these steps:

1. Under the Search Committee Tasks in HRETS, click on the View button next to heading of Candidate Evaluation (for search chair & members).
2. On the next page click on the Create New button. The Candidate Evaluation form will open up.
3. Click the dropdown arrow button listed under the heading of Please select a job title to get a list of candidates and identify the position that you are serving as a search committee member.
4. Click on the List Candidates button
5. Click the dropdown arrow button listed under the heading of Please select a candidate for evaluation and select a candidate.
6. Type your comments in the Interview Comments box
7. Select your recommendation by clicking on one of the buttons for Definitely Recommend, Recommend or Do Not Recommend
8. Click on the Save button.
9. Click on the Sign button.
10. Click on the Confirm button (Once you sign, the form is locked to further editing).
11. Click on the Clear Screen button.
12. Repeat steps #2 – 11 for the next candidate.

**FOR SEARCH CHAIRS ONLY:**

**Initiating the Good Faith Search Report**

Once the Search Committee has identified the candidates that they Intend to Interview, the Search Chair must initiate the Good Faith Search Report to gain approval to start the interview process. To initiate the GFSR, please follow these steps:

1. Under the Search Committee Tasks in HRETS (bottom left box), click on the View button next to heading of Good Faith Search Report Menu (for search chair).
2. On the next page, click on the Create a new GSFR button.
3. In Section 1, click the drop down arrow button, select the position you are serving as Search Chair, and then click the Get RAF button in Section I.
4. Click the Save button in Section II
5. At the bottom of the page, click either the Next button to proceed to page 2
6. **In the far right column marked Select, place a check mark in the box for the candidates the search committee Intends to Interview.**
7. **In the column titled Intend to Interview, place a check mark in the box for the candidates the search committee intends to interview.**
8. After you complete steps #6 and #7, click the Update Selected button. This is located in the center of the upper half of the page.
9. Now begin identifying the reasons for not selecting candidates for interviews and hire.
10. In far right column marked Select, place a check mark in the box for the candidates the search committee chose not to interview.
11. In the box above titled "Reason for Not Selected or Not Interviewed" identify the specific reason by clicking the down arrow in the box. You will be provided with 20 different reasons. You can update multiple applicants or individual applicants and give them the same reason for not being interviewed.
12. Click the Update Selected button.

*(NOTE: After you have conducted the interviews, you will need to repeats steps #10 – 12 for the candidates the committee interviewed but chose NOT to hire.)*

13. At the bottom of the page, click either the Next button to proceed to page 3.
14. Attach your interview questions in Section VI.
15. Sign in Section IV.
16. Interviews may begin once the GFSR has been signed by the AA Officer.

## **Finalizing the Good Faith Search Report**

Once you have finished your interviews and have identified your top candidate/s, you can begin finalizing the GFSR. To finalize the GFSR, please follow these steps:

1. Under the Search Committee Tasks in HRETS (bottom left box), click on the View button next to heading of Good Faith Search Report Menu (for search chair).
2. Click on the Incomplete GFSR button located at the top. Since you initiated one GFSR you should have one incomplete GFSR. Once you click on the Incomplete GFSR button it will list the GFSR you initiated.
3. Click the Select button located on the left.
4. Proceed to page 2 of the GFSR. In the far right column titled Select, place a check mark in the box for the candidates the search committee has interviewed (phone and in-person)
5. In the columns titled Interviewed and Select, place a check mark in the box for the candidates the search committee has already interviewed.
6. Click on the Update Selected button
7. Begin identifying the reasons for not selecting candidates for interviews and hire.
8. In far right column marked Select, place a check mark in the box for the candidates the search committee interviewed but chose not to hire.
9. In the box above titled "Reason for Not Selected or Not Interviewed" identify the specific reason by clicking the down arrow in the box. You will be provided with 20 different reasons. You can update multiple applicants or individual applicants and give them the same reason for not being interviewed.
10. Click on the Update Selected button.
11. In the columns titled Intend to Hire and Select, place a check mark in the box for the candidate you intend to hire.
12. Click on the Update Selected button.
13. After all the candidates have been updated, go to Section VI on page 3 and upload the References Question and Candidate Response to these. This should be done for any candidate whose references were checked.
14. After the references have been uploaded, you can proceed with completing the rest of the GFSR (pages 4, 5 and 6)
15. Sign the GFSR on page 6. Once you sign it will be forwarded to the Provost or VP division head and then to AA Officer for final approval.
16. Once the AA Officer approves it, and all of the committee members have completed their evaluations, an offer can be made to the selected candidate.
17. After an offer has been accepted, send out Rejection letters to candidates interviewed (hard copy letter) and not interviewed (email letter). An Excel spreadsheet with the candidates name, email and home address will be sent out to you at the end of the search. This will make it easier to do a mail merge and send out letters.

**Search Chairs, please remind your search committee members that before the Affirmative Action Officer signs the GFSR, they must all complete a Candidate Evaluation Form for only the candidates that were interviewed (phone and in-person). Let them know that the GFSR will not be approved without each Search Committee member's evaluation.**

### **Timeline of a Search**

The timeline varies from staff to faculty searches. Typically, staff searches last approximately three months and faculty searches can last three to five months (this includes the initial 30 day posting period).

- Position is posted for thirty calendar (30) days from the date an RAF is approved by the campus President
- 1-2 weeks before the closing date of the posting:
  1. The Affirmative Action Officer conducts a Search Committee and Affirmative Action Briefing.
  2. The search committee members receive their user name and password for the Purchase College job vacancy site so that they may begin reviewing online applications and requisite documents
- Within 1-2 weeks after posting closing date:
  1. Search committee members should meet to discuss the candidates they wish to interview (phone or in-person) and establish interview questions.
  2. The Search Chair completes and initiates the Initial Good Faith Search Report (GFSR) via HRETS and attaches interview questions to GFSR
  3. Affirmative Action Officer reviews initial GFSR (for diversity of candidate pool) and Interview Questions, and signs GFSR
- After the AAO approves the candidate pool and interview questions, the search committee members should start scheduling and conducting interviews
- Within 5-6 weeks after the posting closing date, the search committee members should be conducting final interviews
- Within 6-8 weeks after the posting closing date:
  1. The search committee members should be ready to complete an electronic Candidate Evaluation Form for each candidate interviewed (phone and in-person)
  2. The Search Chair should be ready to complete and endorse the final GFSR
  3. The finalized GFSR is then reviewed and approved by the President, Provost, or Vice President and Affirmative Action Officer.
  4. Once the GFSR has been finalized, a contingent offer can be made to the final candidate.

5. Regret letters should then be sent out to all candidates that applied after the Good Faith Search Report has been finalized **and** an employment offer has been accepted by the final candidate