2010-2011 Guide to Effective Administrative, Faculty and Staff Searches

Short Version

(Revised April 2011)

A Message to Search Committees

This short version of the Guide to Effective Administrative, Faculty and Staff Searches has been prepared for experienced search committees.

For additional information regarding the affirmative action/equal employment opportunity goals of the College, feel free to contact the ***Equity and Campus Diversity Office, located in Cleveland Hall, Room 415, or at extension 6210.***

Office Hours: 8:30 a.m. – 5:00 p.m.
Phone: 878-6210
Fax: 878-6234
Website: **http: equity.buffalostate.edu**

For assistance with the technical aspects of the web-based online system, PeopleAdmin, contact Human Resources at extension 3042.

On July 1, 2008 the college adopted a paperless web-based on-line applicant tracking system known as PeopleAdmin. All full time administrative, faculty and professional staff positions and graduate assistants use the new on-line system. Major features are listed below:

The release of the position is approved using the position release form from the budget office. Obtain the Position Release form at http://budget.buffalostate.edu/position-release-form-0

The Recruitment Plan is completed using the web-based on-line tracking system.

Applicants apply for positions using the on-line system https://jobs.buffalostate.edu

Applicants are notified that their application has been received through the on-line system.

The AA/EEO Self-Identification Data is collected through the on-line system as a part of the on-line application.

Applications can be reviewed and screened through the system anywhere the internet is available, including off-campus.

The Pre-Interview report is completed on-line and forwarded for necessary approvals through the on-line tracking system.

The Interview and Recommendation report is completed using the on-line tracking system.

Applicants are notified that the position has been filled through the on-line tracking system.

What does the PeopleAdmin system do??

The system does the following:

Acknowledges receipt of all applications
Collects AA/EEO data
Obtains approval by administrators on-line
Sends notices to applicants that they do not meet the qualifications and will not be considered for the position.
Sends notices to applicants that the position has been filled
Because the system is web-based, all parts of the system, including review of applications, completing and submitting reports and approvals can be completed through the internet anywhere and anytime.

Human Resources Office will provide assistance and training on the operation of the system

Equity and Campus Diversity Office will provide assistance to ensure that equal employment opportunity and affirmative action guidelines are followed.

The campus continues its commitment and legal responsibility to use affirmative action in creating large and diverse pools of applicants for all positions and in assuring that all applicants receive equal employment opportunity.

2010-2011
Guide to Effective Administrative, Faculty and Staff Searches
(Short Version)

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Buffalo State College
Mission Statement

Buffalo State College is committed to the intellectual, personal and professional growth of its students, faculty and staff. The goal of the college is to inspire a lifelong passion for learning, and to empower a diverse population of students to succeed as citizens of a challenging world. Toward this goal, and in order to enhance the quality of life in Buffalo and the larger community, the college is dedicated to excellence in teaching and scholarship, cultural enrichment, and service.

Core Values

We, the Buffalo State College community, are committed to:

1. *Access to quality public higher education.*
2. *Quality teaching and learning.*
3. *Opportunities for individuals to realize their full potential.*
4. *The rigors, joys, and fulfillment of intellectual discovery.*
5. *Supportive and collegial relationships.*
6. ***Respect for diversity and individual differences.***
7. *Service to society.*

Statement of Principle on Diversity

Buffalo State College supports diversity of thought, diversity of experience, and diversity of values. The college is dedicated to a visible commitment to these ideals by affirming and respecting differences in all interactions. Toward this goal, the college provides equitable opportunity and access through innovative recruiting, professional development and education programs that enrich the total academic experience and enhance the quality of life.

Equity and Campus Diversity Office
Mission Statement

***The mission of the Equity and Campus Diversity Office** is to ensure that the college community understands and complies with both federal and state laws and SUNY policies with respect to equal opportunity and affirmative action. While equal opportunity is the law, affirmative action and diversity issues require the college not only to provide access to employment and educational programs, but also to provide equitable opportunities to enhance success.*

*The primary goal of the Equity and Campus Diversity Office is to create a campus climate that is favorable to the development of the human potential of all faculty, staff, administrators and students. To achieve this goal, the office has three major responsibilities: **compliance, equity (of services), and diversity**.*

Twelve Steps to
Effective Administrative, Faculty, and Staff Searches
(Revised July 2010)

Step 1 _____	Initiator requests approval of Position Release http://budget.buffalostate.edu/position-release-form-0
Step 2 _____	HR creates user account for the search
Step 3._____	HR provides assistance to the search committee concerning the operation of the People Admin system
Step 4_____	Search committee develops and/or reviews the recruitment plan. The plan is forwarded for approval using the on-line system.
Step 5 _____	The search chair schedules an orientation meeting with Equity and Campus Diversity concerning the AA/EEO process.
Step 6_____	Search committee places advertisements
Step 7 _____	Search committee receives and screens applicants using the on-line system and selects candidates for interview
Step 8_____	Search chair completes Pre-Interview Report ***Note: <u>not required</u> for graduate assistants or part-time faculty positions***
Step 9 _____	Search committee conducts interviews
Step 10 ____	Search chair or designee checks references and verifies credentials
Step 11_____	Search chair completes Interview and Recommendations Report ***Note: Not required for part-time faculty positions.***
Step 12 ____	Administrator completes the Appointment Form and forwards to HR.

Step 1: Request Approval of the Position Release

Authorization for release of funds to support the position and line # must be obtained prior to developing the recruitment plan.

A new Position Release form is available from the Budget Office.
http://budget.buffalostate.edu/position-release-form-0

The Position Release identifies resources for the position and a line number. The search cannot begin until the Vice President and the Budget office have approved the release of the resources for the position. For M/C positions, the President must approve the Position Release.

Sample Position Release Form

Line Number: _______________

Buffalo State College
Position Release
For Annual Salary Rate Positions
Personal Service Resources

Vacancy Due To: ☐ New Position* ☐ Retirement ☐ Resignation ☐ Other Separation
Explanation:_______________________________

*A line number will be assigned by the Budget Office if a new position is being established. To confirm the permanent resources for the position please call the Budget Office.

REQUIRED INFORMATION	**CURRENT STATUS** (Press F1 for Help in each field)	**Targeted status** (Press F1 for Help in each field)		
Department				
Account Title				
Account Number	Select:	Select:		
Budget Title		Select:		
Local Title				
Salary Rank/Grade		Select:		
FTE				
Obligation	Select:	Select:	CYSelect:	CY Select
Annual Salary Rate		Select:	Select:	
Anticipated Hire Date	N/A			
Press F1 for Additional Information: Pay Basis Approvals Expiry Date Budget Transfer				

Approvals:

1. Director/Department Chair	Date	5. Budget Office	Date
2. Associate VP/Dean	Date	4. President (for M/C & Area positions)	Date
3. Vice President/Provost	Date		

Step 2: HR Creates User Account

After the position release is approved, the Budget office will notify Human Resource Management, who will then set up a User Account to begin the search. The User Account provides access to the web-based on-line applicant tracking system (PeopleAdmin).

After HR has created a user account, users are notified via email and should login to the system to begin the search. Sample email and login screen below:

From: jobs.buffalostate.edu
To:
Subject: Your User Account has been Approved

Dear User:
Your user account for the Online Employment System has been approved. Please contact Human Resources if you have any questions.

Thank you,
Human Resources

User Login

Please login to the system using your User Name and Password…

User Name:
Password:
Login

Step 3: Human Resources provides training for the search chair and members of the search committee on the operation of the on-line system

The search Chair contacts the Human Resources Management Office X3042 for training on the operation of the People Admin system. Members of the search committee who have not used the system should alos schedule an appointment for training.

Representatives from Human Resources will provide training to assist the search committee in the use of the on-line system:

1. Create and submit postings
2. Send notices to applicants
3. Review and screen applicants
4. Submit the recruitment plans
5. Complete and forward pre-interview report for approval
6. Complete and forward interview and recommendation report for approval

Step 4: Search Committee Develops and/or Reviews Posting and Recruitment Plan

The posting and the recruitment plan are completed using the PeopleAdmin system.

How To Create A Posting

A job posting may be created from a template or from a previous posting, using information from the following categories to complete the screens. Required fields are denoted with astericks. The posting may be previewed before submitting for approval.

Position Information

Includes position type (faculty, professional, etc.), line number, budget title, local title, rank/grade, FTE, salary, FLSA*(Fair Labor Standards Act)* designation, negotiating unit, department web site.

Department Information

List the name of the department and search committee members, department users, submitter of the recruitment plan and department contact information where requested

Type of Search

Search chairs must indicate the type of search to be conducted and may choose from the following: civil service, national, local/regional, and special

Recruitment Plan

Brief Job Description - - A clearly written job description communicates the scope and nature of the job responsibilities.

Required Qualifications - -Regulation issues by the U.S. Equal Employment Opportunity Commission (EEOC), Title VII of the Civil Rights Act, the Age Discrimination in Employment Act, the Americans with Disabilities Act and other federal laws make it illegal to recruit, advertise or use job procedures in a way that discriminate against applicants for positions on the basis of age, sex, national origin, religion, disability, marital or veterans status except when such notice is based on a *bona fide occupational qualification* for employment (BFOQ).

All applicants who are candidates for the position must meet all of the required qualifications.

Preferred Qualifications - A candidate will be considered to have an advantage if he/she also has one or more of the preferred qualifications.

Anticipated Date of Hire – Indicate the date position is expected to be filled.

Application Deadline ***or*** ***Open Until Filled***

Required Applicant Documents
Indicate items that applicants must submit to be considered for the position.

Special Instructions to Applicants
A text box is provided for additional or special instructions to applicants.

Advertising
Print Advertising—The Recruitment Plan provides checkboxes to identify publications in which print and associated on-line only advertisements options are available. These ads will be placed by College Relations after consultation with the search committee and administrators.

Electronic Advertising- College Relations does not place discipline specific, electronic or Internet list serve advertisements. These are the responsibility of the search committee. They must be essentially similar to the approved position release advertisement. Faculty, professional staff and administrative positions are posted on InSideHigherEd job listing at no cost.

Personal Networking – The direct personal contact approach to recruitment is the most successful way to identify and recruit women and other protected class candidates. Search committees are encouraged to make personal contacts with potential applicants whom they think may be interested and qualified for the position.

Additional Special Procedures – The most important part of the search process is the creation of a broad and diverse pool of candidates. It is the responsibility of the search committee to promote the position in a way that will attract the attention of women, underrepresented racial/ethnic minorities and candidates from other protected classes including veterans and persons with disabilities.

Posting Specific Questions
Search committees may post job specific questions that can be used to qualify/disqualify candidates, or rank applicants. The questions must be limited to the required and/or preferred qualifications.

Posting Status

The Recruitment Plan must be reviewed and approved by the Administration. When all approvals have been received, the active search may begin.

Step 5: Schedule an orientation meeting with the Equity and Campus Diversity Office

The Officer from Equity and Campus Diversity will meet with the search committee chair and/or the committee, to do the following as appropriate:

1. Review the needs of the position relative to the affirmative action goals.
2. Review the rules and regulations regarding fairness in the search and screening process.
3. Encourage the committee to make a good faith effort to develop an applicant pool reflecting the availability of racial/ethnic minorities and women in the workforce.
4. Review the Affirmative Action/Equal Employment Opportunity policies and procedures to be used in the search.
5. Monitor the process to ensure that policy and procedures are maintained throughout the search.

Step 6: Search Committee Begins the Search Process: Places Recruitment Advertising and Makes Personal Contacts

College Relations (CLEV 307) coordinates the placement of all print and specified on-line *only* advertisement and secures advertising space through Graystone, an advertising placement agency that negotiates pricing and advertising space in publications on behalf of the college. It usually takes a minimum of 5-7 days for an ad to be developed, approved and placed.

College Relations does NOT send discipline specific electronic postings or personal correspondence for advertising or publication. These are the responsibility of the search committee or department.

The following steps are used to ensure that approved ads are placed in the appropriate outlets, at an approved cost:

1. The Position Recruitment Plan must be approved before any ads are released for publication.

2. Human Resources will provide a copy of the position recruitment plan to College Relations. College Relations will develop the proposed ad based on information on the approved Position Recruitment Plan. College Relations will make the necessary preliminary contacts Graystone to obtain costs and insertion dates. *It is not necessary for the Search Committee to develop proposed advertisement copy.*

3. It is essential that the search chair and department chair (or designee)be available to approve the Recruitment Ad Production form. The advertisement will not be placed without department approval.

4. The Department Chair/Director and the Dean must approve the content, format, cost and insertion dates before the advertisement will be placed.

5. Once the ad is published, the advertising placement agency provides College Relations with an invoice and tear sheet of all ads. College Relations forwards a copy of the tear sheets and the invoice to the department chair. **Copies of all ads must be attached in the Documents tab of the on-line Pre-Interview Report.**

6. The invoice amount is billed to the appropriate departmental/office account and sent to the Accounting Office for direct payment

Special Note

Be aware of the lead-time for publication in journals and newspapers.

Newspapers and journals have a variety of lead times necessary for the placement of ads. This can be as long as two months for some publications. If the deadline for submitting an ad to a particular outlet is close, the Dean/Director, Vice President and Senior Advisor should be notified so that the process can be expedited.

Step 7: Search Committee Reviews Applications and Selects Candidates for Interview

Special Note on Confidentiality

Maintenance of confidentiality is absolutely essential throughout the entire search process. Members owe a duty of care to the college and to one another to protect absolutely the freest expression of opinion in committee deliberations without fear that comments will be shared with others outside the committee. Especially in discussing candidates, every remark must be taken as privileged. Committee deliberations and decisions are to be held in strict confidence until public disclosure is necessary for conduct of on-campus interviews and for final selection. Disclosure must only be on a need-to-know basis.

All applications are received through the PeopleAdmin system.

The college strongly encourages applicants to use the on-line applicant tracking system to apply for positions. This will facilitate the use of the on-line tracking system. If paper applications are received the search chair should contact the applicant to encourage the use of the on-line system. A sample letter or e-mail message is given below.

SAMPLE

Dear

We have received your resume and cover letter indicating your interest in …*(Name the position)* at Buffalo State College. The college strongly encourages you to apply for this position using our on-line applicant process at http://jobs.buffalostate.edu.

If you have any questions or require assistance, please call Buffalo State College Human Resources Management at 878-3042.

Sincerely,

Acknowledgement of receipt of applications is completed through the PeopleAdmin system.

The PeopleAdmin system will notify applicants that their application has been received.

If screening questions are used as a part of the posting, the system will also notify applicants that they do not meet the specified eligibility requirements and their application will not be considered further.

AA/EEO self-identification data is collected through the PeopleAdmin system. Equity and Campus Diversity will receive information about the diversity in the applicant pool. This information is not revealed to the search committee so they can review applications without bias. If, however, there is a concern about the diversity in the pool or the review of particular applicants, the Equity and Campus Diversity Officer will contact the search chair to discuss the situation to ensure that all applicants receive a review free from discrimination or bias.

Step 8: Search Chair Completes the Pre-Interview Report

(for regular full-time, term positions only. Not required for graduate assistant or part-time positions.)

The pre-interview report is used to assure that the committee has used appropriate methods to ensure a large and diverse pool of applicants and that the procedure used for reviewing and selecting candidates for the interview has treated all candidates fairly.

Prior to inviting prospective candidates to the telephone interview or other interviews, the chairperson of the search/screening committee will prepare and submit the Pre-interview report. The chair will assure the recruitment procedures were followed according to the approved recruitment plan. Then the search chair will Change Applicant Status from Under Review to either *Recommend for Interview* (Active) or *Not Recommended for Interview* (Inactive) and provide a rationale in the appropriate text box and/or the notes or comments. The search committee may also provide a summary of the decisions on all candidates by attaching a report under Documents.

The candidates *Not Recommended* For Interview will be considered Inactive. They will receive an email notification when the search process has been completed.

The Pre-interview report **must be completed and approved** before any interviews may be conducted whether they are telephone interviews or on-campus interviews.

The Pre-interview report is completed and forwarded to the Department Chair, Dean/Director and Equity and Campus Diversity for approval. The Vice President does not approve the pre-interview report.

Equity and Diversity will review the voluntary AA/EEO report and will discuss the report with the search chair if necessary to ensure a diverse pool of applicants and interviewees.

Attachments to the Pre-Interview Search Procedure Report
(Attach to the Documents Tab in the system)

1. Copy of each published advertisement, announcement, and electronic posting.

2. Sample of all recruitment correspondence and a list of persons to whom the letters were sent.

3. Copy of appropriate search committee meeting minutes.

4. Statement describing the process used in selecting the candidates for interview and the basis for the decision by the search committee for each candidate.

Under no circumstances, should a candidate be invited to campus or interviewed without prior approval of the Pre-Interview Report.

Step 9: Search Committee Conducts the Interviews

After the Pre-Interview Report has been approved, the search committee may schedule interviews. The interview serves to familiarize the candidate with the campus and the department. It is important to remember that both parties are making decisions based on the interview. The actual process for the interviews is decided by the committee. Some committees opt to have telephone interviews to further limit the pool of candidates who will be brought to campus for an on campus interview.

The Telephone or Screening Interview (optional)

Some search committees conduct telephone interview to screen a large pool of qualified candidates. Others do not. Telephone interviews are often problematic in searches because there are too many people asking questions and responses are not accurately qualified.

After the telephone interviews have been completed, search committees usually schedule an on-campus visit for some or all of the interviewees. It is not necessary to re-submit the Pre-interview report after telephone or screening interviews. However, the applicant status information should be updated to indicate why a candidate is not invited to the on-campus interview. This can be in the Notes/History Tab or in a report attached to the Documents.

The On-Campus Interview

The on-campus visit is an opportunity to establish rapport with each candidate, and to “sell” the position and the college, as well as a forum for finding out the candidate’s strengths and limitations. Remember that the candidate is interviewing you as much as you are interviewing the candidate.

Care should be taken during the interview not to engage in activities, conversation questioning or other acts that may be potentially considered discrimination. This includes comments concerning race/ethnicity, gender, gender identity, sexual orientation, national origin, veteran’s status, or disability.

If a candidate identifies as a person with a disability, it is essential that the applicant be given the opportunity to demonstrate how they would perform the essential duties of the position with or without accommodations. Since it is necessary to provide *all applicants* the same opportunities as persons with a disability, it is usually considered appropriate to ask *all applicants* to demonstrate their ability to do the essential functions of the position. Faculty are usually required to teach a lesson and respond to questions by faculty and students. Professional staff are usually asked to do a task that they would normally be expected to do as a function of the position. If a test or task is developed, it must be related to the essential functions of the position as stated on the position release and recruitment plan.

A word about national origin discrimination. A person who speaks with an accent or for whom English is not the first language cannot be discriminated against in hiring unless they are not able to perform the essential functions of the position, such as teaching and communicating with others in a reasonable manner.

Step 10: Complete Reference & Credential Checks

Reference & Credential Check

The primary purpose of a reference and credential check is to confirm information obtained from a resume, curriculum vitae, application, or interview. Some studies indicate that as many as 45% of all resumes contain false or exaggerated information, while college registrars report that at least 60% of the requests for verification contain falsified educational information. Another reason to conduct a reference and credential check is to obtain more information about an applicant's work ethic, initiative, and performance.

Using http://www.google.com or other search engines may help in verifying the candidate's credentials.

Checking References

References must be checked before making a recommendation

It is important to review the references that are provided by the applicant – those identified as references and also those who they have not identified. The references should be able to provide support for the applicant's ability to meet the expectations of the position. It is important to consider not only who the applicants provide as a references, but also who they do not provide. It is appropriate to check with references both from those given by the candidate and others as necessary to confirm the candidate's suitability for the position. In general, personal friends and acquaintances are not considered professional references. Recent or current employers are usually included among the persons providing professional reference.

For senior level positions it is advisable to have senior administrators do the reference checks. Final reference checks should be made after the final interviews. Some committee do reference checks before the final interview. That decision is up to the committee and the administrator and is largely dependent on the nature of the position.

Many searches require reference letters to be submitted with the application. Others will require only verbal references after the selection has been made. Verbal references may be subject to hear-say. At least 2 members of the search committee should check the references of each applicant or finalist. If there is a concern, the search chair should discuss the concerns with the committee and the administrator.

Planning and Preparing for the Final Reference Check

Gather information on the references to be contacted. Make sure the candidate has provided you with the current information on the individuals providing references. Know the relationship of the person to be contacted to the applicant.

Check "off-the-list" references. It is a *courtesy* but not a requirement that you inform the candidate that you will be contacting references "off-the-list," particularly for administrative positions. This is usually not done unless the candidate is a serious finalist for the position.

Review the application and the resume. Identify what data needs to be verified. When talking to references use open-ended questions to ascertain the skills and characteristics that you want to learn more about. Review to make sure you are not asking prohibited questions.

Confine the direct questions to the particular position responsibilities and requirements as posted.

Schedule about 20-30 minutes to conduct each reference check. Make sure that you will have the privacy needed to conduct the check. It is wise to have at least two persons on the search committee doing the reference checks to verify what is being reported.

Discuss any concerns with the administrator and the search committee.

Step 11: Search Chair Completes Interview and Recommendation Report

When all information on the candidates has been collected, the committee begins its final deliberations and determination of candidates to recommended for the position. Some administrators suggest that at least two or three names be recommended unranked. This should be clarified with the administrator in advance.

Care should be taken to follow all legal considerations in making final recommendations. The reasons for documenting why a candidate is not recommended or is ranked lower than others should be clear, legally defensible, and free from bias or illegal discrimination. Rationale should be based on the requirements and perceived ability to perform the primary responsibility of the position.

Interview and Recommendation Process Report

The Interview and Recommendation Process Report is used to report on the process for interview and final recommendations. The report provides the rationale for recommending the final candidates and the rationale for why other candidates were not recommended. The rationale must relate to the requirements for the position and the candidate's ability to perform the primary responsibility of the position. It may also indicate specifically how the candidate compares to others. The report is used to report applications submitted after the pre-interview report was submitted as well as the basis for the hiring decision on all applicants that were interviewed.

The search chair will perform the following functions:

- Change the status of applicants, including those who applied after the pre-interview report. The final report must indicate the final decision of the search committee.
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- Describe the interview process to assure the process was fair according to EEO guidelines

Recommendation & Approval

The search committee chair and appropriate administrators must approve the Interview and Recommendation Report. The dean and/or the responsible administrator appropriate for the position makes the final selection of the candidate to be offered the position, makes the offer to the candidate and negotiates the final terms of employment. The administrator may or may not accept the recommendation of the committee. If the recommendation is not accepted the search may continue or be closed without hire.

Note: It is essential that confidentiality be maintained until the president, provost, vice president or dean/director makes the appointment. Final negotiation can be jeopardized by breach of confidentiality at this point. Since the committee is making a final *recommendation*, the final selection of the successful candidate remains the responsibility of the provost/vice president or president, depending on the position.

Step 12: Administrator completes the Appointment Form

Making the Offer

The dean/director/vice president is the person designated to make the offer to the candidate and negotiate the terms of employment. The committee should avoid making offers or implied offers to any candidate. The administrator may or may not accept the recommendation of the committee. He/she may do a further investigation of the candidate before making an offer to the candidate. If the candidate accepts the offer, the appropriate Appointment form is completed and forwarded to HR.

Notification

When the offer has been accepted, the unsuccessful candidates are notified through the PeopleAdmin system.

Committee Search Chairs should to the following to end the search:

Remove Website Postings

Be sure to remove position announcements/advertisements from websites when the position has been filled.

Acknowledgement

The administrator thanks the committee for its work. The committee is disbanded.

Welcome the New Colleague