

***2009-2010 Guide to Effective Administrative, Faculty and
Staff Searches***
(Revised July 2009)

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A Message to Search Committees

This guidebook has been prepared to assist search committees in reaching the affirmative action/equal employment opportunity goal of the College. It is merely a guide. For specific information, feel free to contact the *Equity and Campus Diversity Office, located in Cleveland Hall, Room 415, or at extension 6210.*

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

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

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.***

Guide to Effective Administrative, Faculty and Staff Searches

INTRODUCTION

One of the major responsibilities of the Equity and Campus Diversity Office is monitoring, implementing, and evaluating federal and state laws and SUNY procedures regarding equal opportunity and affirmative action. The laws, executive orders and policies are designed to end discrimination and to remedy the effects of past discrimination to achieve equal access and opportunities for all citizens.

What is Equal Employment?

The Civil Rights Act of 1964 prohibits discrimination based on race, sex, color, religion, age, national origin, or disability. New York State extends this protection to include sexual orientation and marital or veteran status. The laws require that neither the college nor its representatives, i.e., administrators, vice presidents, deans, department chairs, directors, managers, supervisors, should discriminate in employment, selection, promotion, compensation, training, assignments, disciplinary actions, discharge or other conditions of employment based on these characteristics. Non-discrimination requires the elimination of all existing discriminatory conditions, whether purposeful or inadvertent.

What is Affirmative Action?

Affirmative action programs are established by federal agencies enforcing the Civil Rights act of 1964. Executive Order 11246 of September 24, 1965 declared that contractors will not discriminate against any employee or applicant for employment because of race, creed, color, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, creed, color, or national origin. The fifth category of sex was added a few years later. The order is enforced by the Office of Federal Contract Compliance and by the Office of Civil Rights of the Justice Department. The term itself refers to both mandatory and voluntary programs intended to *affirm the civil rights* of designated classes of individuals *by taking positive action to protect them from*, in the words of Justice WILLIAM J. BRENNAN JR., "the lingering effects of pervasive discrimination"

The success of equal opportunity and affirmative action depends on the ability of individuals responsible for recruiting and hiring to make a "good faith effort" in adhering to the spirit and intent of the laws or policies. Good will, spirit and intent to make a "good faith effort" cannot be legislated. It requires individuals with knowledge and a true commitment to equal opportunity and affirmative action to realize the college's goals.

"Affirmative action does not mean the unjustified preference of the unqualified over the qualified of any race or gender. It doesn't mean numerical quota, nor does it mean rejection or selection of any employees solely on the basis of race or gender without regard for merit"—President Bill Clinton, July 19, 1995

Guidelines for Effective Administrative, Faculty and Staff Searches

When is a Search Necessary?

SUNY Policy on Affirmative Action Searches and Waivers

Both Federal law and university practice agree that whenever possible a full, open affirmative action search procedure should be conducted prior to filling a position vacancy. However, a certain degree of flexibility remains necessary. Late resignations, illness or death may result in the need to fill a position quickly without adequate time to conduct a full search. Again, a new president may wish to reorganize existing staff into a pattern compatible with his or her own administrative style. Still, another reason to allow some flexibility in this matter is that some campuses have instituted upward mobility/internal promotion programs in order to implement their affirmative action goals.

In general, we support the principle that a full, open affirmative action search precede the filling of all professional vacancies and understand that the failure to do so may be an abuse of equal employment opportunity guidelines. Consequently, it is recommended that when special circumstances (such as those enumerated above) warrant, the appointing administrator seek a waiver of the search requirement from the local campus Affirmative Action committee. All exceptions to the usual open affirmative action search and selection procedure should be documented with a waiver request and waiver approval form or letter.

Chancellor Boyer, April 20, 1977

Benefits of a Search to Fill Vacancies

A vacancy presents an opportunity for the college to rethink a position, how the position will be used to advance the mission, priorities and strategic directions of the college. It also provides opportunities to review the education, experience and character of the person needed to make the position work now and over the next few years. How a given search is conceived should be a function of the resulting position analyses, which in turn reflects a larger pattern of personnel planning for the institution, developed by the senior administrator to be consistent with the strategic goals of the college. Every search should provide an opportunity to review the college mission, values, priorities and strategic directions as they relate to the position.

Positions That Require Searches at Buffalo State

Searches are required for filling full-time term faculty, professional staff, and administrative positions. This applies to:

- full time regular term positions
- temporary positions FTE .50 or greater **AND** 6 months or more duration

Positions that **do NOT require** a full search include:

- **Part-time positions:** Part-time positions less than FTE .50 AND less than six months duration.
- **Graduate assistant positions:** Graduate assistants are part-time temporary employees who meet specific requirements of the graduate school and the employing unit. Special recruitment procedures have been established to inform all graduate students about the availability of assistantships and the application process when they inquire about the graduate programs. The recruitment plan is required so that the position can be posted on the Buffalo State College Employment and Graduate School websites. Each hiring unit will use its own internal process for graduate assistant searches.
- **Interim or acting appointments:** Interim and acting appointments are created by sudden or late resignations, illness, death or other unforeseen circumstances resulting in the need to fill a position quickly without time to conduct a search. The position may be filled on an interim basis without a full search. Such appointments are temporary, i.e. they are not expected to be “temporary” for more than one year. Interim appointments created by reorganization may also be filled without a full search as such appointments are temporary. A full justification for the interim appointment should be provided to the Equity and Campus Diversity Office with a statement indicating when the full search is expected to commence. It is expected that a full search will commence as soon as is practicable.
- **Temporary appointments:** In order to provide equal access to all positions, an affirmative action search is required for all temporary faculty, professional staff and administrative appointments of .50 FTE or greater AND with a duration of six to twelve months. According to collective bargaining agreements, temporary appointments are not renewed and do not exceed a year in duration. Departures from the policy are handled on a case-by-case basis upon petition from the appropriate vice president. Questions about searches for temporary positions should be directed to Human Resources Office.
- **Re-classification or promotions in place:** Personnel actions such as re-classification of a person’s position occur because of an increase in the scope and complexity of job duties and responsibilities such that a re-classification or promotion is justified. For example, re-classification from computer programmer analyst to senior programmer analyst or state line SL-1 to state line SL-2 may be justified because of a change in duties and responsibilities. The promotion or re-classification, if effected, does not leave a residual vacancy to be filled. Re-classification is exempt from the provisions of a full affirmative action search by approval of the Dean, Director, Vice President and the Senior Advisor for Equity and Campus Diversity. Consultation with Human Resources is strongly recommended before such requests are made.

Can a Search Be Waived?

It is expected that all vacant full time positions will be filled with a fair and non-discriminating search. The search waiver request is granted rarely and only when the request is fully justified under the law and policy for equal employment opportunity. A search waiver is not used to hire persons without adhering to the EEO/AA policies. On very rare occasions, the equal employment assurances of the college can be reached without going through an extensive search. This can be done only under the following conditions:

- The Affirmative Action/Equal Employment Opportunity goals of the campus can be met by the identification of a qualified candidate for the position. This can only be used if there is a narrowly tailored justification for the hire based on clearly defined evidence of the effects of previous discrimination.
- There is evidence that the qualifications necessary for the position are unique to a particular individual and it is unlikely that a full search will result in the identification of a more qualified person for the position.

Requesting a Waiver of the Search

All requests for a search waiver must be approved by the senior advisor to the president to assure compliance with affirmative action and equal employment opportunity policies. Consultation with the Senior Advisor to the President for Equity and Campus Diversity is recommended before beginning a request for a search waiver.

The appropriate vice president must request a waiver of the search.

The following must be submitted with the request:

- 1) A full written justification for the waiver that adheres to the principles outlined above.
- 2) A full description of the job description and requirements for the position to be filled
- 3) A completed position release form
- 4) A complete vita/resume that clearly demonstrates how the person who will fill the position meets the position requirements and the conditions for the waiver as outlined above.
- 5) If the search waiver is approved, the position is filled by a designated person who fully meets or exceeds the requirements for the position. The blue paper appointment form available through HR is completed and submitted for approval. **Do not use the web-based on-line PeopleAdmin system**
- 6) **If the search waiver is NOT approved, follow the process for all full time searches.**

Frequently Asked Questions About Administrative, Faculty and Staff Searches

1. What is the first step?

Obtain approval for release of resources for the particular position. The position release is no longer included with the recruitment plan. The **Position Release** from the Budget Office may be downloaded from <http://www.buffalostate.edu/budget/x566.xml> After the position release has been approved, Human Resources will establish a USER account for the position to be used with the on-line system. Contact Human Resources for instructions and assistance in how to use the on-line system to develop the recruitment plan and other steps in the search process using the PeopleAdmin technology.

2. When is a search necessary?

An affirmative action search is required for all professional staff and faculty appointments of .50 FTE or greater *AND* with a duration of six months or longer. Temporary positions less than .50 FTE and less than six months duration do not require a search. Adjunct faculty hired for one semester do not require a full search because they are usually less than six months.

3. Who writes the position recruitment plan?

After the Position Release has been approved, a **Recruitment Plan** must be developed. The recruitment plan may be developed by the administrator in charge of the position after considering the need for the position and the qualifications of the person to fill the position. In some cases, the search committee will be asked to assist with developing the position recruitment plan. Regardless of who writes the plan and job description, the search committee must understand the position, the requirements, and the expectations of the administrator before beginning to review applications. The recruitment plan is entered on the on-line PeopleAdmin system. Human Resources will train all members of the search committee identified on the recruitment plan on how to use the on-line system. The Recruitment Plan is distributed through the on-line system for approval by the administration.

4. How long must a position be advertised before the applications can be reviewed?

The time of posting must be sufficient to permit reasonable notification of the position to potential applicants. Internal searches may be posted for a minimum of 5 business days or one week. Local/regional searches for professional staff are usually advertised or posted or a minimum of two weeks or 10 business days. National searches for faculty, department chairs and directors may require 3-4 weeks. Searches for deans, vice presidents, and presidents may require additional time.

5. Should the recruitment plan set a specific deadline for the review of applications?

There is always a question about whether it is better to set a specific deadline for review of applications or to leave the review date as “open until the position is filled.” While the open date may result in a larger pool, there are usually problems with efficiency because applications continue to come in until the position is filled. It may be desirable to

compromise by having a date that the “review of applications will begin on...” without a specific deadline. This will allow the committee to consider applications from qualified persons.

Note: With the PeopleAdmin system, a position will be removed from the college website after the deadline date has been reached. Postings placed by the committee should also be removed when the deadline has been reached.

- 6. What if a resume comes in after the application deadline?** If there is an application deadline, the posting will be automatically removed from the HR employment website, preventing additional submissions for that particular posting. If 'open until filled' is checked, applications will continue to be accepted until the position is filled and the posting is manually removed from the website. If fixed deadline is used, applications can not be accepted after the deadline.

- 7. What is the difference between an internal and a local search?**

In an **internal search** only current college employees are considered for the position. There must be reasonable certainty that a sufficient pool of qualified applicants can be obtained by the internal search efforts. Advertisement is restricted to the campus to allow for a promotional opportunity among current employees. If the position cannot be filled by the internal process, an external search may be authorized.

A **local/regional search** is usually conducted for positions when there is certainty that a sufficient pool of qualified applicants can be obtained by local recruitment efforts. These are usually entry-level professional staff positions. Advertisement is generally local print media. Since most searches are placed on list serves and other on-line media, even local positions may be advertised more broadly. Funding may not be available to bring applicants to campus.

- 8. Who decides if a candidate can be brought to campus at the expense of the college?**

The search committee chair should clarify the budget for on-campus visits including travel with the dean/director and/or vice president. The budget for a national search usually includes resources for bringing two to three candidates to campus. There are usually no resources for travel allocated for travel for a local search. However, because even local searches are advertised beyond the local area through the internet, a strong candidate from the beyond the local area should be considered. Strong candidates should not be eliminated because they are outside the local area.

9. Can a search be waived? What is the process?

The search waiver request is granted rarely and only when the request is fully justified under the law and policy for equal employment opportunity. **The appropriate vice president must request a waiver of the search** and submit a full written justification for the waiver along with the position recruitment plan. If the search is waived, the position is filled by a designated person who fully meets or exceeds the requirements for the position. All requests for a search waiver must be approved by the senior advisor to the president to assure compliance with affirmative action and equal employment opportunity policies. See page 9 for specific information about the search waiver.

10. Can I require “oral communication skills” for a position?

No. The ability to communicate orally usually cannot be a requirement for a position. Communicating orally could screen out otherwise qualified individuals with speech or hearing impairments. Unless oral communication is a *bona fide* occupational requirement, it is better to use “*effective communication skills.*”

11. Can the search committee consider applications that are not submitted electronically?

The college is strongly encouraging all applicants to use the web-based on-line system (i.e., PeopleAdmin). If paper applications are received, the applicant should be contacted and encouraged to use the on-line system. Applicants who have difficulty with the system should contact Human Resources. As a last resort, Human Resources will enter the application into the on-line system. The date of receipt will be the date that the paper application was received.

12. If a candidate meets some but not all of the *required* qualifications, can that person be interviewed or hired?

No. The candidate must meet all of the published requirements for a position. Therefore, when developing the position recruitment plan it is important that all of the specified requirements are essential to performing the job. It is important that the position requirements not be so specific as to effectively reduce the pool of qualified applicants or to be possible *defacto* discrimination. This is particularly problematic when the specific discipline or degree area is so restrictive as to eliminate otherwise qualified candidates. For example, if a degree in a specific area is required, even if the applicant has had a professional career and the required experience, the person may not be considered if the discipline of the degree is not as specified. Even using “related” area as a degree requirement may be problematic because it is then up to the committee to show that the degree is related to the required degree and position description.

13. If only one candidate meets all of the required qualifications can that person be interviewed and hired?

Yes, if the person meets the requirements of the position and an appropriate affirmative action search was conducted.

14. What if there are internal candidates? Should they be given a “courtesy” interview?

All candidates should be reviewed and offered an interview based on their qualifications for the position as posted and in compliance with equal employment opportunity policies. No exceptions should be made for internal applicants who do not meet the requirements or who are less qualified than other applicants. Offering a “courtesy” interview sets up unfair expectations and is not fair to other applicants who may have similar qualifications who are not offered an interview.

15. What if all of the committee members are not able to be present at the interviews? Can the interview be video or audio taped?

It is a major responsibility of each committee member to be present and fully participate in the interviews. When, due to unforeseen circumstances, this is not possible, the committee member should participate in subsequent discussion based only on the information he/she has first hand and not contribute hear-say information to the discussions. Interview sessions are usually not video or audio taped because they usually cause the interviewee to be uncomfortable and they are not usually able to reflect the personal dynamic of the interview. If necessary to record the sessions, they should only be done with the candidate’s knowledge and permission. Refusal to agree to the recording should not be considered a negative factor for the candidate.

16. When does the committee do reference checks? Who should do the checks?

There is no easy answer to this question. If applicants are asked to submit letters of reference with their application, the reference check process begins when the application is reviewed. If applicants are asked to submit names of persons who can serve as references, there is always a question of when to contact the references. Some committees prefer to contact the references only for the persons who will be invited to the interview; others contact references only for the finalists after the interviews. Much of this depends on the level of the position to be filled and the expense involved in bringing candidates for the interview. It is important to be consistent with all applicants whatever decision is made.

Who does the reference checks usually depends on the level of the position. For administrative positions, it is usual for an administrator to do the checking. The specific person or persons who will do the reference checks should be determined in consultation with the administrator. For faculty and staff positions the checks can be made by the search chair or other members of the search committee. References must be checked prior to making recommendations for the position.

17. Can the committee contact persons not on the candidate’s list of references?

Yes. But it is usually a courtesy to inform the candidate that this is going to happen. If there are particular people whom the candidate does not want contacted, the candidate should be able to give an acceptable reason. This may be that he/she does not want the

current employer to know that he/she is seeking employment unless he/she is a finalist for a position.

18. When should the committee request transcripts?

The transcripts are required to verify the highest degree earned by the applicant. Requesting the transcripts too early in the process may discourage persons from applying for the position. Verification of the highest degree is required before a contract can be issued. Depending on the position, the transcripts can be requested at any time. As a rule of thumb, if the position is for entry level and attracts new professionals with no previous academic experience, request the transcripts earlier in the process. If, however, the applicants have several years of professional/academic employment, the transcripts may be requested later in the process.

19. What happens if the search is unsuccessful?

If the search pool does not include a sufficient number of viable applicants, the search may be re-advertised to get a larger pool.

If no appropriate candidates are identified after the interviews, the vice president or administrator may either decide to re-advertise the position and continue the search or close the search. Closing the search may be necessary to allow revision of the position description and requirements, a reconsideration of the position responsibilities, or other considerations by the administrator.

20. When are candidates notified that they are no longer being considered for the position?

If the search committee uses screening questions in the on-line system such as “do you have the required degree?” and the applicant responds, “No” , the applicant is sent a message that thanks them for applying and tells them that they are not eligible for the position and are no longer being considered. Other candidates are notified by the on-line system when a hire has been made. Applicants will be able to check the status of their applications on-line. Until the position is filled, any person who inquires about their applicant status will receive a message that their application is “under review.”

More Questions?

Questions regarding the AA/EEO search process should continue to be directed to the Equity and Campus Diversity, x6210.

Questions regarding technical aspects of the on-line system should be directed to Human Resources, x3402.

**Ten Steps to
Effective Administrative, Faculty, and Staff Searches**
(Revised July 2009)

- Step 1 _____ Initiator requests approval of Position Release
<http://buffalostate.edu/budget/x566.xml>
- Step 2 _____ HR creates user account and provides technical assistance about the PeopleAdmin system for the search chair and/or initiator of the search
- Step 3 _____ Search committee develops and/or reviews the recruitment plan. The plan is forwarded for approval using the on-line system.
- Step 4a _____ Responsible administrator and/or the search chair schedules an orientation meeting with Equity and Campus Diversity concerning the AA/EEO process.
- Step 4b _____ Search chair schedules training session for the search committee with Human Resources concerning the use of the web-based on-line system.
- Step 5 _____ Search committee begins the search by placing advertisements and making personal contacts.
- Step 6 _____ Search committee receives and screens applicants using the on-line system and selects candidates for interview
- Step 7 _____ Search chair completes on-line Pre-Interview Report
*Note: Pre-Interview Search Report is **NOT REQUIRED** for graduate assistants*
- Step 8 _____ Search committee conducts interviews
- Step 9 _____ Search chair or designee checks references and verifies credentials
- Step 10a _____ Search chair completes on-line Interview and Recommendations Report
- Step 10b _____ Search chair ends the search

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.
www.buffalostate.edu/budget/x566.xml

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) and determines the level of permission to access the PeopleAdmin system. A User has a personal, department or college view.

- **Personal View** - A user with personal view is only capable of seeing what they have created or are specifically assigned. Users might include: the initiators of searches, search chairs, search committees, and others as designated by the department or administrative unit.
- **Department** - A user with department view is able to view all searches assigned to the department or administrative unit. Users might include: vice presidents, department chairs, deans, directors and designees.
- **College** - The college view gives the user the ability to see all searches. Users include: Human Resources and the Equity and Campus Diversity Office.

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

Instructions on how to use the web-based on-line system (PeopleAdmin) will be provided by Human Resources.

Step 3: Search Committee Develops and/or Reviews Posting and Recruitment Plan

The posting and the recruitment plan is one document and is completed using PeopleAdmin.

There is no change in the actual content of the recruitment plan from previous years.

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, department users, submitter of the recruitment plan and department contact information where requested

Search Committee Information

List the names and user names of all persons on the search committee. Provide campus addresses, telephone and fax numbers, and email addresses where requested.

See Appendix A for additional information about organizing search committees.

Type of Search

Search chairs must indicate the type of search to be conducted and may choose from the following:

Civil Service---Clerical, maintenance and security positions are in the New York State classified service. Recruitment procedures are determined by the Civil Service Law, administrative regulations, and agreements negotiated under the laws of New York State.

National Search---Most faculty and senior level professional staff and administrative positions are conducted through a national search. Because of the nature and cost of the national search, care should be taken to ensure that the effort and resources expended will result in the identification and eventual hire of a qualified candidate.

Local/Regional Search---Local or regional searches are usually conducted for professional staff positions. Depending on the nature of the position to be filled, a local or regional search may be more appropriate than a national search. Local/regional searches are less costly. They should be used only when there is reasonable certainty that a sufficient pool of qualified applicants can be obtained by the local advertising and recruitment efforts. Because even local searches advertised on the internet often yield national candidates, discussion of the budget to interview non-local candidates in this search should be discussed with the appropriate dean/administrator.

Internal Search---Vacancies often allow the institution the opportunity to review how the current staff is used. From time to time, there are vacancies that can be filled by persons on the staff of the college. In these cases, an internal search is authorized. This will allow only college employees to be considered for a position, thus providing a promotion opportunity for some employees. If a suitable candidate is not identified through the internal search, a regional or national search may be conducted.

Graduate Assistant ---Graduate assistants are temporary part-time employees. The Graduate Office has developed procedures to inform all graduate students about the availability of graduate assistantships as a part of the inquiry and application process. All graduate assistant positions are advertised via a link from the Graduate School website to the Human Resources website. Additional advertising for GA positions is optional. Any special recruitment, advertising, posting, etc. should be noted on the recruitment plan, especially if external advertising is to be done through College Relations.

Special Search --- (*Race or gender-conscious hiring decisions must include a justification that clearly indicates the legal basis for the special search*). Title VII of the Civil Rights Act of 1964 and other federal laws, prohibits discrimination on the basis of race, age, sex, national origin, religion, disability, marital or veteran status. Hiring decisions in most cases must be neutral on these factors. In some cases, however, there is a need to target recruitment efforts toward a specific protected or underrepresented minority group to correct the effects of previous discrimination. In these cases, only members of the defined group are considered for the position. However, preferences, particularly race-conscious decisions, in affirmative action hiring programs have come under scrutiny in recent years. It is important to understand when race-conscious decisions in hiring are allowed under the current law.

Several recent decisions by the courts show evidence of a clear trend toward the universal, rigid application of so-called *strict scrutiny* in evaluating all race-based policies and programs. Strict scrutiny requires that an affirmative action program (1) serve a *compelling interest* and (2) be *narrowly tailored* to achieve that interest (*Adamant Constructors, Inc. v Pena* 115S. Ct. at 2117). The compelling interest focuses on the ends of an affirmative action measure, whereas the narrowly tailored inquiry focuses on the means.

There is on-going discussion and deliberations about the use of race or other protected areas in hiring decisions. The Courts have held that, consistent with Title VII of the Civil Rights Act of 1964, institutions can take race into account in employment decisions if a job category was traditionally segregated, the program does not trammel the interests of non-minorities and the program is flexible, and intended to attain racial balance.

In order to justify a search that limits the position to a particular group or to make a race-conscious hiring decision, the strict scrutiny, narrow tailoring and compelling interest criteria must be demonstrated with reference to the particular position. *Targeted Searches which are intended to be a remedial action for general societal discrimination, to provide role models for minority students, or to increase the number of minorities in a profession have been judged to be insufficient to justify race-conscious decisions in faculty hiring* (Wygant, 476 U.S. at 274-76).

As a general principle, given recent court rulings, in any search, race (or other specific protected category) must be only one of several other factors to be considered. The protected category *cannot be the sole reason* for the hire. In addition, it is expected that any persons hired in race-conscious targeted search will be fully qualified for the position and that the person hired will have a strong potential for success in obtaining promotion and tenure at Buffalo State College.

Recruitment Plan

Brief Job Description - A clearly written job description communicates the scope and nature of the job responsibilities. The focus is on duties and responsibilities. The job description should be specific so that the committee will clearly understand the nature of the position and provide a basis for the requirements.

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). BFOQ recognizes that in extremely rare instances, a person's sex, religion or national origin may be reasonably necessary to carrying out a particular job function in the normal operation of an employer's operation or business. The protected class of race is not included in the statutory exception and cannot, under any circumstances, be considered a BFOQ for any job.

It is important that the qualifications for a position not be written so as to cause *de facto* discrimination. Requiring that applicants speak Standard English is potential discrimination by national origin. Requiring a doctorate or advanced degree for an entry-level position has the effect of discriminating against those without the higher degree. Since fewer minorities, women and other protected classes including Vietnam Era Veterans and persons with disabilities have higher academic degrees, requiring a degree or other qualifications that are not necessary for the position can be considered *de facto* discrimination.

Some qualifications are absolutely required for a position, while others are preferred, but not required. Differentiating among the types of qualifications can enlarge the pool and still allow the committee to select the most qualified person for the position.

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

Special Notes:

1. Education--Specification of the required education should be broad enough to ensure that the pool is sufficiently large to attract all qualified applicants. It is better to specify a graduate, or doctorate or terminal degree rather than a specific degree such as M.S. or M.A. Specifying a master's degree may eliminate a person who has a doctoral degree with no master's degree, such as a J. D. Specifying a particular degree (M.A., for example), may eliminate a person with an M.S. Specifying a degree in specific field, i.e., Ph.D. in British Anthropology would eliminate person with in a Ph. D. in Anthropology who would otherwise be qualified for the position. Specifying a Ph.D. would eliminate a person who holds the Ed.D.

2. Experience--Search committees should be cautious about requiring a specific number of years of experience for a position. It may be appropriate to specify the type of experience rather than a specific number of years. An applicant may have had five years of experience at entry-level levels of responsibility. It may be more appropriate to express the desired experience as increasing levels of responsibility in certain areas related to the position, such as budget management, supervision of staff or other specific tasks.

3. Communication Skills—The ability to communicate effectively “both orally and in writing” cannot be a requirement for a position. Communicating orally could screen out otherwise qualified individuals with speech or hearing impairments. Such persons may be able to communicate effectively by use of manual and/or electronic devices. It is, therefore, more appropriate to require that applicants be able to communicate effectively unless it is a *BFOQ* for the essential job functions of the position.

4. Language and English Fluency Requirements-- Requirements for fluency in English or other language may constitute unlawful discrimination based on national origin under Title VII unless there is a *bona fide* business necessity or BFOQ.

5. Other Requirements and Skills--There are certain positions that require specific skills. Caution should be taken in requiring specific skills that are not related to the position. It is also a good idea not to include more specific requirements than are essential for the position. A good applicant may be eliminated because the particular applicant does not have the particular skill but could quickly learn the skill based on other knowledge and skills that they do have. For example, an applicant may not be literate in MS Word, but may well be familiar with WordPerfect. It would be better to require skill in word processing, rather than skill in the specific software package.

Preferred Qualifications - A candidate will be considered to have an advantage if he/she also has one or more of the preferred qualifications. For example, if a doctorate is required, all candidates must have at least the doctorate. If a doctorate in Criminal Justice is *preferred*, the applicant who has a doctorate in Criminal Justice would be preferred over one who has a doctorate in another area. The applicant cannot be denied consideration solely because he/she does not have a doctorate in Criminal Justice. He/she can be denied because there were other candidates who had more strength in the preferred areas.

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

Application Deadline - The search committee may establish a deadline for receipt of applications. If the application is postmarked or transmitted on the day of the published deadline, the application will be accepted. After the deadline, the job posting will be removed from system and applicants will not be able to apply for the position.

OR

Open Until Filled - The search committee may begin to review applications as they are received or establish a date for review of applications to begin and continue until the position is filled. This allows the committee to receive and review applications until the position is filled, or to re-advertise the position if the applicant pool is less than expected.

Required Applicant Documents

Indicate items applicants must submit to be considered for the position. Items may include cover letter, curriculum vitae (academic) or resume (professional), contact information, letters of reference or other information that the search committee wants to use in its review of the applicants.

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. There is also a text box for additional print publications. Following approval of ad text by search chair and/or department head/director, College Relations will place the print and selected on-line advertisements indicated in the recruitment plan.

Electronic Advertising- College Relations does not place discipline specific, electronic or Internet list serve advertisements. These advertisements must be placed by the department or search committee. Requirements in electronic advertisements must appear exactly as stated on the approved Recruitment Plan. Ads for national and regional administrative, faculty and professional staff searches will be posted on HigherEdJobs.com by Equity and Campus Diversity and will be removed from the site after 45 days or by application deadline.

Personal Networking – The direct personal contact approach to recruitment is the most successful way to identify and recruit women and other protected class candidates. Making

direct contact with individuals in academic departments, administrative units, professional organizations, and colleagues is an effective method of expanding the search pool.

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, 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 based upon a score.

Posting Status

The Recruitment Plan must be reviewed and approved by in the following order: Dean/Director, the Senior Advisor to the President for Equity and Campus Diversity, and the Vice President/Provost. The recruitment plan is forwarded for approval using PeopleAdmin.

- When all approvals have been received, the active search may begin. Ads posted on HigherEdJobs.com will be removed after 45 days or by application deadline. If extensions are necessary, contact the Equity and Campus Diversity Office.
 - The approved plan will be routed to Human Resources for posting on the college web site. Equity and Diversity will place the posting on HigherEdJobs.com, if applicable.
 - HR will route the approved plan to College Relations to prepare recruitment ad production form for specified ads. (See pages 28-30)

Advertising and Recruitment Strategies:

Where to advertise

Advertisements should be placed in those media sources that are appropriate to attract the attention of a large and diverse number of qualified applicants for the position. Because advertisements in journals and newspapers are fairly expensive, it is important to target the advertisements to those sources that will yield the qualified applicants as well as those that will reach large pools of qualified minorities, women and other protected class applicants for the position.

Journals, newsletters and other sources that are discipline-specific should be used in addition to the more general sources. Administrative and cross-discipline positions are usually advertised in more generic publications such as the Chronicle of Higher Education or Women in Higher Education. A list of newspapers and other sources that should be considered for the position is included in this section. It is not necessary to advertise in all of the suggested media outlets if

other steps are taken to reach a diverse pool of candidates. Specific outlets will depend on the particular search.

Print advertisements often include on-line advertisement as well. The Chronicle of Higher Education, Diverse Issues and Hispanic Outlook have provisions for *on-line only* advertisements. These are posted for up to 30 days, have unlimited or generous words limits, and are considerably less expensive than print advertisements. Administrative positions or positions that are not connected to a specific discipline may be most productive for print advertisements. Other positions may benefit from the on-line only ads.

Effective June 1, 2008, due to increased system/maintenance costs associated with web job placements, Graystone adds a \$25 administrative fee to web-only posting requests. The fee is flat rate per website and applies only to individual web sites with costs below \$200.

A. **National Search (as appropriate to the position)**

1. Chronicle of Higher Education (Print and/or on-line option available.)
Web-only ad - \$260, no word limit, posted for 30 days
2. Diverse – Issues in Higher Education (Print and/or on-line option available)
Web-only ad - \$175, no word limit, posted for 30 days
3. Hispanic Outlook (Print and/or on-line option available)
Web-only ad - \$229.42, for up to 500 words, posted for 30 days
4. HigherEdJobs.com (*faculty and professional staff positions*). See page 25.
5. Discipline and/or professional publications, web pages, etc.
6. Colleges and universities that produce high numbers of minority doctoral graduates
(See Appendix C for 100 Top Minority Doctoral Degree Producer Schools)

B. **Local/Regional Search (as appropriate to the position)**

1. Buffalo News (Print and on-line advertisement available)
All Buffalo News ads are placed on www.hotjobs.yahoo.com for 30 days and incur a mandatory web fee: Line and display ads under 15 lines - \$75 plus the cost of the print ad; above 15 lines - \$125 plus the cost of the print ad.
2. West Side Times
3. Challenger
4. Discipline specific and/or professional local newsletters

C. **Internal Search**

1. College Daily
2. Flyers
3. Direct mail

Some sources may have publication dates that are well beyond the close date for the search. Before submitting the recruitment plan with specific media, check deadlines for submitting ad and costs. Others may be too costly for the anticipated yield. **Be sure to consult with the Vice President about the budget for advertisements for the position and College Relations about projected costs and timelines.**



Additional Recruitment Strategies

Personal Networking

The direct personal contact approach to recruitment, in addition to advertising, is the most successful way to identify and recruit women and other protected class candidates. Making direct contact with individuals in academic departments, administrative units, professional organizations, and colleagues is an effective method of expanding the search pool. Specific personal networking is dependent on the nature of the search.

1. Contact colleagues for recommendations of candidates.
2. Contact graduate schools for women and minority candidates that offer terminal degrees in the discipline.
3. Solicit names of contacts, potential applicants, from women and minority faculty and staff.
4. Utilize lists of minority, women and other protected classes including veterans and persons with disabilities doctoral candidates.
5. Obtain lists of racial/ethnic, minority/women, and other protected class members of professional organizations.

Position Announcement Letterhead

Special position announcement letterhead is available from the Equity and Campus Diversity Office at no cost while supplies last. The use of letterhead is encouraged for position advertisements mailed to potential applicants.

Professional Associations and Conferences

- Encourage faculty and administrators attending professional conferences or visiting other colleges to coordinate their visits with recruitment efforts for present and future positions. Solicit curricula vitae and resumes from promising women and other protected class candidates.
- Keep national higher education associations informed of present and possible future positions. A number of these associations have special interest groups or minority caucuses with strong networks.
- Maintain contact with the professional organizations, associations, and agencies that have job referral services.
- Advertise in discipline-based publications, including newsletters and electronic message boards.
- Establish a working relationship with similar departments or administrative departments at other institutions.

- Search and attend convention programs and/or professional journals to identify scholars in the area sought. New Ph.D.'s frequently present discussion research in these forums. With established scholars, determine if they have students or colleagues who might be appropriate and available. They are often seeking employment or would be willing to relocate for an advancement opportunity.

Special procedures to increase the pool of underrepresented racial/ethnic minorities and women, and other protected classes including Veterans and persons with disabilities

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, racial/ethnic minorities and candidates from other protected classes including veterans and persons with disabilities.

1. Let recruitment contacts know of your particular need.

The most fertile recruitment grounds for promising academicians, regardless of race or gender differences, are graduate departments, meetings of professional associations, and advertisements placed in professional journals. The most productive method is direct contact with colleagues in the field. Personal contacts underscore the intention to create a diverse pool. These sources also assist in widening the recruitment net. Neither by intent nor by work should it be conveyed that only members of one or another group will be appointed.

2. Contact colleagues at colleges and universities with large numbers of minority graduates

for suggestions of persons who may be interested in advancement opportunities. They may also be helpful in identifying recent and potential graduates who may be seeking academic positions.

3. Contact departments in your discipline at colleges and universities offering graduate minority fellowships for assistance in locating potential and recent graduates who may be seeking an academic position. (See Appendix B)

4. Contact specific departments at institutions with large racial/ethnic groups represented among students and faculty. (See Appendix C)

5. Request names of potential candidates from women and special caucuses in relevant professional and academic associations.

6. Contact colleagues at other institutions about new professionals who are members of protected groups who may be seeking advancement or relocation.

7. Enlist the help of our racial/ethnic group faculty by encouraging them to contact their friends and colleagues who are prospective applicants.

8. Contact Equity and Campus Diversity offices at other universities. Some maintain lists of women and persons from protected groups at their institutions who are looking for employment.

9. **Develop special developmental vitae banks** and informal and formal lists of prospects from protected groups.
10. **Use directories of minorities** who are seeking faculty positions such as the Minority & Women Doctoral Directory (www.mwdd.com), the National Minority Faculty Identification Program (www.southwestern.edu/natfacid) and HigherEdJobs.com affirmative action databases.

Contact Colleges and Universities

- Contact graduate schools that award terminal degrees in the area in which you are recruiting.
- Contact graduate schools in this region that may have candidates who would be appropriate for your position. If the candidates are otherwise desirable, consider inviting them to apply or visit their campus and meet with them personally. Such candidates may consider your position with assurance that accommodations would be made to allow them to complete the degree in a timely fashion. Discuss possible accommodations with your dean.
- Use university web pages to identify colleagues at similar institutions who may be interested in relocating or for opportunity for advancement. (See *Appendix C*)
- Obtain a list of the most recent dissertation topics in the field, if available, from professional organizations, search Dissertation Abstracts for relevant areas of study and contact authors.

Personal Contacts

- Contact women and persons who have received significant grants or professional recognition and ask for the names of promising women and scholars or administrators.
- Use a personal approach. Outstanding potential candidates often do not apply for advertised positions; a member of the search committee must contact them.
- If an individual declines a nomination or does not respond to your letter of inquiry, you may wish to contact him or her to discuss the reasons for declining and encourage the applicant.
- Target specific individuals from protected classes including women whose work or contributions you admire. Post position descriptions that reflect many of their skills. Ask the individual about students they have mentored who may be qualified for the position. Contact your own alumni as a “grow-your-own” source of referral networks and potential candidates.
- Be aggressive. Maintain frequent contact with colleagues and potential applicants to encourage them to apply for the position.

HigherEdJobs.com

HigherEdJobs.com www.HigherEdJobs.com

Used by over 1500 institutions with more than 10,000 positions listed daily, HigherEdJobs.com reaches more higher education professionals than most publications – print or on-line. Search committees can identify institutions that are seeking similar positions and view job requirements before developing position descriptions in order to be competitive.

The Equity and Campus Diversity Office has purchased an unlimited job plan at HigherEdJobs.com for Buffalo State College. There is *no cost* to the departments. Each posting includes a link to an Institutional Profile that provides additional information about Buffalo State College. Postings will be posted on HigherEdJobs.com by Equity and Campus Diversity for 45 days or until the application deadline. If additional time is necessary, contact the Equity and Campus Diversity Office.

In addition to regular postings, the HigherEdJobs.com offers Priority Job listings. Priority jobs are listed before regular postings and also have a priority logo next to them. The fee for this service is \$75. On average, Priority Jobs are clicked on more than regular postings.

Departments are responsible for the additional charges for postings they want listed as Priority Jobs.

HigherEdJobs.com includes several features that allow search committees to take positive steps to recruit a diverse applicant pool. Higher EdJobs.com offers an Affirmative Action Email option which is a weekly e-mail sent out to over 109,647 candidates who have asked to receive job postings from colleges and universities that are actively recruiting candidates in accordance with affirmative action or diversity plans. Equity and Campus Diversity will support this option for selected administrative and faculty positions based on needs addressed in the college affirmative action plan.

HigherEdJobs.com also features a Resume Database of over 88,000 higher education resumes and vitae. Search committees may search the database by field of expertise, target region, keyword and experience. If a particular candidate appears to meet the position requirements, he/she can be emailed directly from the resume and encouraged to apply. **To search the HigherEdJobs database:**

1. Go to www.HigherEdJobs.com
2. Click on “Employer Login” which is found on the right of the screen.
3. In the “Login” box, enter username and password.
USERNAME: searchresumes@buffalostate.edu
PASSWORD: resumes
4. Click on Resume Database.

Step 4a: Schedule an orientation meeting with the Equity and Campus Diversity Office

The Officer for Equity and Campus Diversity will meet with the search committee chair and/or the committee, as appropriate:

1. Review the needs of the position relative to the affirmative action goals of the college.
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 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 4b: Schedule PeopleAdmin training session with Human Resources

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 5: 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 be available to approve the Recruitment Ad Production form (See page 29-30).
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 should 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.

Recruitment Ad Production Form

Please fill in the blank areas on this form, review the information, and **sign at the bottom**. The text for your ad on the following page has been picked up from your approved position release form signed by the Equity and Campus Diversity Office. **An account number to be charged is required and must include the authorizing signature for the account(s).** College Relations to fill in these areas from recruitment plan.

Print out the completed form and FAX to College Relations (FAX x3532). They will request the college's recruitment ad agency, Graystone, to place ads. Mail the production form with original signature to the College Relations (CLEV 307).

I. Identification

Position	Line #	Department/Office	
Department Chair/Director	Ext.	Account(s) to be charged for ads #	
Search Chair	Ext.	Fax	E-mail
	Campus Address	Where to send invoice?	

II. Publications

Gray area to be completed by Agency	Deadline Date	Insertion Date	Cost Display Ad	Cost Line Ad	Web (only) ad	Indicate Ad Choice
<i>Buffalo News</i> (short line ad)			NA	\$	\$	
Name of Publication (long ad)						

III. Approval By signing this form, I approve text, placements, and costs. Cost of advertising will be deducted from the account identified above.

Department
Chair/Director _____
Signature Date

Dean _____
Signature Date

Option 1: Short Line Ad (must be placed in the *Buffalo News*)

<Department>, <position title>, Buffalo State College. To access the Buffalo State application and additional information on this position go to: <www.buffalostate.edu/offices/hr/jobs.asp>. Buffalo State is an affirmative action/equal opportunity employer and committed to respect for diversity and individual differences.

This area filled in by College Relations.

Option 2: Long Ad

<Department>

<Name of Position>

Buffalo State College, <tenure-track assistant professor or local job title>, < > Department, to begin < >. Excellent professional environment and fringe benefits. Competitive salary.

Responsibilities:

Copied directly from RECRUITMENT PLAN. May be edited for brevity.

Required Qualifications:

Copied directly from RECRUITMENT PLAN.

Preferred Qualifications:

Copied directly from RECRUITMENT PLAN.

Review of applications will begin < date > and continue until position is filled <OR> Deadline for applications is <date >. To access the Buffalo State application and additional information on this position go to: <www.buffalostate.edu/offices/hr/jobs.asp>. Send letter of application, CV, and contact information for three professional references to: Search Chair, <position name > Department, Buffalo State College, <building, room number>, 1300 Elmwood Ave., Buffalo, NY 14222-1095. Buffalo State is an affirmative action/equal opportunity employer and committed to respect for diversity and individual differences.

NOTE: Recruitment Procedures Involving Potential International Employees

New regulations regarding recruitment procedures for non-U.S. citizens working in the United States who wish to apply for permanent resident status took effect on March 28, 2005. The employer (BSC) must bear the burden of proof to document that there are, in fact, no qualified, willing or able U.S. workers who meet the minimum requirements for the position sought for Labor Certification. The Department of Labor will only approve a Labor Certification application after the employer has recruited for the position, documented and attested *that it could not locate a qualified U.S. Worker to fill the offered position.*

With the enactment of the Immigration Reform and Control Act of 1986, Congress made it unlawful for an employer to hire individuals who are not legally authorized for employment in the U.S. While adopting the requirement, Congress was concerned that some employers might overreact and refuse to hire individuals who appeared or sounded “foreign”. The Immigration Act leaves in full force and affects the provisions of The Civil Rights Act Title VII, which bans discrimination in employment on account of national origin. International candidates should be given full consideration without regard to the national origin. If an offer of employment is made, Human Resources will determine the eligibility for employment in the U.S.

Ad placements under the new regulations are governed by specific content and placement rules. Recruitment must occur between 30 to 180 days prior to filing the application. Since many positions have the potential of attracting a non-U.S. citizen as the only qualified worker, the following procedures are recommended for positions where it is possible that a non-U.S. citizen candidate could be offered the position.

The following is a summary of the new rules that pertain to Recruitment and should serve as a basis for planning/logistical discussions with the ultimate goal of ensuring a smooth transition of potential employees who may seek transition from the H-1 Visa to permanent resident status.

Recruitment for Professional positions requires:

Placement of Print Ads: Regulations require placement of two Sunday newspaper ads or alternatively, one Sunday ad followed by one ad in an appropriate professional journal.

The print ad **must** contain: Employer name, brief job description, job location, directions for applicants to send resume to employer designated recipient, central office address or P.O. Box for receipt of resumes, and reference number.

The Print ad **need not** contain: *wage, employer’s physical address, or education requirements*

Placement of a job order: The job order is to be placed with the State Workforce Authority serving the area of intended employment.

Three Additional Recruitment Routes: Regulations require documentation of three of the company's recruitment efforts from the following list:

- Employer internet site
- Job Fairs
- Job search websites – including internet versions of the required newspaper ad
- Private employment agencies
- On-campus recruiting
- Trade or professional organizations
- Employee referral programs with incentives
- Campus placement offices – where position requires a degree but no experience
- Local and ethnic newspapers
- Radio and TV ads

Internal Posting:

The internal posting must be displayed for 10 business days at the job site, 30 to 180 days prior to filing. The Posting must also be placed in any in-house media, electronic or print, for as long as normally posted. The internal posting must contain the following:

- Job title
- Job location
- Complete job description
- Wage
- Direct applicants to report to a Company representative
- Reference number

Reporting and Document Retention

In those searches where an international applicant is offered the position and must seek permanent residence status, the employer (BSC) must:

Prepare a recruitment report prior to the filing of a Labor Certification application. The report must include details about the recruitment effort, including the number of responses received sorted by the reason for rejection. (Pre-Interview Report, Interview and Recommendation Report)

Attest to, and document that where it has laid off personnel in the area of intended employment in the occupation that is the subject of the Labor Certification application, or related occupation, within the 6 month period preceding the filing of the application, that it notified and considered all potentially qualified US workers involved in the layoff, and the result of such notification.

Recruitment documentation in searches where an international applicant was offered the position must be retained for five (5) years.

Step 6: Search Committee Receives & Screens Applications 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.

Applications are received through the PeopleAdmin system.

The college strongly encourages applicants to use the on-line employment system to apply for positions. 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 new on-line applicant process at <http://jobs.buffalostate.edu> via the internet. 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 on-line 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. It is not necessary for the search committee to include this information in the Pre-Interview Report.

Special Note on Racial and Gender Identification

The EEOC regulations require employers to collect the number of applicants for positions by race and gender in order to assure the AA/EEO policies are being followed and that there is no adverse impact on protected groups in employment decisions. Although identification by race, sex, and status are essential factors in determining compliance with various employment opportunity laws, individuals are not required to identify themselves by race, sex or ethnicity, except where such identification is necessary to determine an individuals' eligibility to receive a benefit. Race, sex and ethnicity should not be used in pre-employment decisions except to assure that the affirmative action/equal employment opportunity regulations and procedures have been followed and have resulted in a diverse pool of applicants.

Equity and Campus Diversity will monitor the applicant pool to assure that the applicants are diverse with regard to gender, race/ethnicity, disability and/or veteran status according to what is expected in the available local, regional or national pool. The information will not be directly available to the search committee. If there is a concern about the diversity in the pool, the Equity and Campus Diversity Office will contact the search committee chair or indicate the concern on the pre-interview report prior to approval. If the number in the applicant pool differs greatly from the expected number based on available demographic data, there may be a need to re-evaluate the recruitment plan to determine if other measures could be taken to expand the pool before the report is approved.

Using Review Sheets

Committees must be careful when designing review sheets for the review of applications. It must be remembered that all criteria cannot be given a numerical weight and all cannot be given a rank. It is usually not a sound practice to obtain a total score based on a number of variables under consideration and use that score as a basis for determining who will be interviewed.

Consider the following scenario:

<u>Candidate A</u>	Rate 1-5	<u>Candidate B</u>	
Required Degree	0	Required Degree	4
Required years of experience	4	Experience	2
Required skill	5	Required skill	2
Total score	9	Total	8

Candidate A does not have the required degree and should not be eligible for this position. The candidate, however, has the most points and would create a dilemma for the committee. It is usually not defensible to assign points to the various criteria for selection. It is questionable how the committee determined that candidate B's degree was worthy of 4 points, but not 5 on the scale. The committee may want to divide the applicants into three categories. A-qualified, want to interview, B-do not wish to interview at this time, C-not qualified.

Sample Review/Rating Sheet

Position Title: Staff Assistant (Nursing Internship Coordinator)

Name of Applicant:

Required Qualifications

QUALIFICATION	YES	NO	COMMENTS
Bachelor's degree in Nursing or a related field			
Ability to handle multiple tasks			
Strong effective communication skills			
Ability to identify sources and solicit volunteers for student internship placements			
Experience in a higher education setting			
Experience with use of the Internet, Microsoft Word, Excel and Access			

Preferred Qualifications

QUALIFICATION	YES	NO	COMMENTS
Licensed R.N.			
Nursing or related experience at a college health center			

Recommend for Interview: ____ Yes ____ No ____ Maybe

General Comments:

Name of Reviewer: _____ **Date:** _____

Search Status Inquiries

Applicants are able to check the status of their application through the on-line system. The system will tell them 1) they are not eligible for the position (if screening questions were used) or 2) their application is “under review.”

Applicants, who inquire about the status of a search by contacting the search chair or department, should be told that the search process is ongoing and that their application is “under review.”

Never tell a candidate that he/she is not being considered for an interview or for the position, as you may have to revisit the original pool if the selected candidates decline an interview or the position offer. Committee members should direct all inquiries to the search chair. All candidates will be notified once the offer is made and accepted.

Never discuss the search results with a candidate after the position has been filled. If a candidate asks about his/her status in the search or the decision that was made on hiring, direct him/her to the appropriate vice president.

Areas to Avoid When Reviewing Candidates' Files

RACE AND COLOR: Race must never be a factor in a hiring decision except in an approved targeted search or when such factors stand to the test of strict scrutiny (*see page 20*).

RELIGION: Avoid considering information about an applicant's religious background or affiliation.

SEXUAL ORIENTATION: There is no justification to consider a person's sexual orientation.

NATIONAL ORIGIN AND ENGLISH LANGUAGE SKILLS: It is not acceptable to consider the applicant's national origin, use of an accent or fluency in English in consideration for employment, unless it is a justifiable business necessity.

MARITAL STATUS, CHILDREN AND CHILD CARE: The rule of thumb here is quite simple: do not consider for a woman what you would not consider for a man, and vice versa. It is never legal to consider whether an applicant is married, has children, how the children will be cared for, what the applicant's spouse does for a living or how the family will react to the applicant traveling on the job.

ARRESTS: It is not permissible consider an applicant's record of arrests, but it is acceptable to consider if the candidate has ever been convicted. A good reviewer should seek details. (For example, someone who has been convicted of embezzlement is probably not a good match for a job handling large amounts of money.)

GENDER/SEX: There are very few jobs that must be performed by one particular sex only. A wet nurse is one of the few examples. Employers who select candidates on the basis of sex/gender should be prepared to provide that sex is a bona fide occupational qualification (BFOQ).

MILITARY RECORD: It is not appropriate to consider prior or current military service. Any information about military experience which relates to a job will surface when the candidate's specific job skills, knowledge, or experience are being considered.

AGE: Federal law prohibits discrimination on the basis of age (people age forty and over are specifically protected under this law). New York State Human Rights Law protects persons of all ages from age discrimination including those under the age of 18. Therefore, it is illegal to consider any factors directly or indirectly relating to one's age, such as age of graduation from high school or college.

MEDICAL CONDITION AND/OR PHYSICAL DISABILITY: It is illegal to eliminate persons with a disability or persons with medical conditions from consideration for a job, unless it can be shown that their condition will measurably and adversely affect job performance or safety. Consideration during the review should focus on the applicant's ability to do the job, not on disabilities.

Source: Adapted from Council on Education in Management. The Hiring Kit and EEOC Compliance Manual, Bureau of National Affairs, Inc .Number 262, July 31, 2000.

Step 7: Search Chair Completes the Pre-Interview Report (for regular full-time, term 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 on-line 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. The Inactive candidates (*Not Recommended For Interview*) will receive an email notification when the search process has been completed.

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

The pre-interview report is completed using the on-line system 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 with the search chair if necessary to ensure a diverse pool of applicants and interviewees.

Attachments to the Pre-Interview Search Procedure Report

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.

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

Step 8: Search Committee Conducts the Interviews

After the Pre-Interview Report has been approved, the search committee may schedule interviews. 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 interview also 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 Telephone or Screening Interview (optional)

Some search committees conduct telephone interviews 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 recorded. If the committee decides to use telephone interviews consider the following:

1. All initial questions asked of candidates should be the same. Follow-up questions may differ based on candidate responses to the initial questions.
2. Use an interview guide or protocol for callers, including questions and sequence. This assures that important core matters are covered with all candidates and provides for a more consistent, easy-to-use recording of candidate responses.
3. The time allotted for each candidate's interview should be consistent.
4. Some telephone interviews are conducted by only two members of the committee, not the entire committee. This may expedite the process, but care should be taken to ensure that the feedback to the full committee is presented in a way that fosters a fair comparison of candidates and review of the committee.
5. The candidate should be made aware of who will be participating in the interview.

All questions should conform to the Legal Questions for Interviewing at the end of this section.

After the telephone interviews have been completed, search committees usually schedule an on-campus visit for some or all of the interviewees.

Teleconference telephones are available through Instructional Resources Equipment Loans at 204 Bulger, x4535.

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.

Travel

The search committee chair should clarify the budget for the on-campus visits with the dean/director and/or a vice president. This is important so that unnecessary expenses can be avoided. Because of college accounting policies, candidates are expected to make their own airline arrangements and will be reimbursed by the college within two weeks of submitting receipts and the standard voucher. Travel arrangements can be made through *Albany Travel* who will assist in obtaining the lowest available fare for the candidate. Candidates will be reimbursed for travel expenses consistent with *SUNY* travel policies. Receipts must be submitted for transportation, tolls, parking, and mileage using the *SUNY standard voucher*. A standard voucher is included in the *pre-interview packet* (available at the Equity and Campus Diversity Office)

Special Note

Please be aware that airfares vary considerably in price depending upon the time of travel. Check with *Albany Travel* when planning the interview schedule to obtain the lowest available fare before scheduling the visit. **Plan ahead.**

Lodging

The College can make lodging arrangements for the candidate and be billed directly. The suggested accommodations that are within the state rate for reimbursements are on page 44.

The *President’s Carriage House* has become a place of choice. The 4-room apartment is close to campus and is equipped with a computer and fax machine. There is no food service in the Carriage House. Search committees usually provide a welcome basket of coffees, teas, fruit and snacks. The cost per night is \$25 and may be reserved through the Events Management Office, ext.6114. Note: The Carriage House is not accessible to persons with disabilities.

Meals

The search chair/dept. chair hosts the candidate for meals and is usually reimbursed by the college. Involvement of committee members in meals with the candidate can be expensive and should be planned in accordance with the budget for the search. Search chairs should discuss meal arrangements for committee members with the dean/director prior to making the interview schedule.

The following hotels and restaurants were selected for their proximity to campus and range of prices. Facilities are accessible to persons with disabilities except where noted.

TRAVEL AND ACCOMMODATIONS

Travel

Albany Travel
1-800-774-0655

Hotels (All accept the state rate of \$86-\$92 per night)

Hilton Garden Inn
4201 Genesee St
Buffalo, NY 14225
565 0040

<http://hiltongardeninn.hilton.com>

Holiday Inn
620 Delaware Ave
Buffalo, NY 14202
1-800-HOLIDAY

www.hibuffalodowntown.com

Comfort Suites
601 Main St.
Buffalo, NY 14203
854-5500

www.comfortsuites.com

Best Western
510 Delaware Ave
Buffalo, NY 14202
886-8333

www.bestwestern.com

Hyatt Regency
2 Fountain Plaza
Buffalo, NY 14202
1-800-233-1234

www.buffalo.hyatt.com

Adams Mark
120 Church Street
Buffalo, NY 14202
1-800-444-2326

www.adamsmark.com

Hampton Inn & Suites
220 Delaware Ave
Buffalo, NY 14202
855-2223

www.hamptoninnbuffalo.com

Double Tree Club Hotel
125 High Street
Buffalo, NY 14203
845-0112

www.doubletreebuffalo.com

Millenium Airport Hotel
2040 Walden.
Cheektowaga, NY
681-2400

www.milleniumhotels.com/buffalo

NOT Accessible to persons with Disabilities

President's Carriage House
Buffalo State College
Events Management Office
878-6114
\$25 per night

Beau Fleuve Bed & Breakfast
242 Linwood Ave
Buffalo, NY 14209
1-800 278-0245
www.beaufleuve.com

Restaurants

Campus House
Buffalo State College
878-3300
\$\$ (Lunch only)

Muse
Albright Knox Art Gallery
270-8223
\$

Cecelia's Ristorante
716 Elmwood Ave
883-8066
\$\$

Anchor Bar
1047 Main St.
886-8920
\$

Harry's Harbor Place Grill
2192 Niagara St
874-5400
\$\$

Oliver's Restaurant
2095 Delaware
877-9662
\$\$\$\$

Chef's Restaurant
291 Seneca
856-9187
\$\$

E.B. Green's Steakhouse
Two Fountains Plaza (Hyatt)
855-4870
\$\$\$\$

Hutch's
1375 Delaware Ave
885-0074
\$\$\$\$

Lombardo's
1198 Hertel Ave
873-4291
\$\$\$

India Gate
1116 Elmwood Ave.
886-4000
\$

Pano's
108 Elmwood Ave
886-9081
\$

Bacchus
56 W. Chippewa St.
883-8066
\$\$\$

Empire Grill
1435 Hertel Ave
446-0700
\$\$

Buffalo ChopHouse
282 Franklin
842-6900
\$\$\$\$

Left Bank
511 Rhode Island
882-3509
\$\$\$

Brodo
765 Elmwood Avenue
881-1117
\$

Preparing for the Interview

Careful planning for the interview takes time. Allow enough time in planning to be sure that each candidate has a fair opportunity to see the campus and so the committee will be able to evaluate the candidate fairly.

Decide how you can present the college and community in the best light for the candidate. Who would be the best person in your department to take the candidate on a city tour, to tour campus and/or community facilities, to discuss city/area schools or housing?

The following suggestions are given to assist the committee in planning the interview:

- Prior to the interview with out-of-region applicants send the candidate the *pre-interview packet* that is available at no cost in the Equity and Campus Diversity Office. This packet contains information about Buffalo State College and the Buffalo/Niagara region. The packet should be supplemented with information about the department/office.
- Decide who and what will be involved in each candidate's visit. Include the dean/director/vice president and/or president (depending on the position) in the interview, if appropriate. This should be determined after consultation with the appropriate administrator. Make sure you check their schedules before scheduling campus visits.
- Prepare an itinerary for each candidate prior to his/her arrival and distribute it to all who will meet the candidate. Those who are expected to participate in the on-campus visit must be given sufficient notice to allow them to adjust their schedules.
- Other departments that have an interest in the position may be invited to participate in the interview/on-campus visit.
- The schedule/itinerary for all candidates for a position should be as consistent as practicable. Substantial deviation may give one candidate an advantage over another.
- If a spouse accompanies the candidate, make provisions for the spouse during the interview.
- No commitments about the position, salary, or other conditions of employment should be given during the interview. Negotiation of these matters is the responsibility of the dean/director or appropriate senior administrator.
- The candidate should have an opportunity to visit facilities on campus or in the community that are important to the candidate. (e.g. the Child Care Center, Research Foundation)
***Note:** Interviews for faculty positions should include a visit to Research Foundation where the candidate can discuss with the director opportunities for grant possibilities, collaborative projects, on-going research projects with other institutions and other possibilities to support the research interests of the candidates.*

- When the candidate is on campus, make arrangements to complete the file with any missing documents. The file for each should include:
 - current vitae (especially important for new degree candidates)
 - letters of support
 - official transcripts from institution granting the terminal degree
- The interview is also an opportunity for BSC to make a good impression on the candidate. It is a good idea to give the candidate a memento of his/her visit (e.g. a BSC coffee cup).
- Determine the candidate's commitment to the college mission, goals and strategic directions and how the candidate would support them.
- Observe the candidate teaching or performing the duties expected in the position.
- Convey to candidates that there is both a commitment to teaching and learning at Buffalo State. Assure the candidate that the environment on campus and the community makes this position attractive.

LEGAL QUESTIONS FOR THE INTERVIEW

TOPIC	LEGAL QUESTIONS Permissible Inquiries	ILLEGAL QUESTIONS Not Permissible Inquiries
<i>Race</i>	<p>None.</p> <p>Voluntary submission of Applicant Survey and Data Collection form is permissible for statistical purposes</p>	<p>What is your race? How would you define your race?</p> <p>Inquiries about, or indicating, the applicant's race or color, including the color of the applicant's skin, eyes, hair, etc. are not permitted.</p>
<i>Religion</i>	<p>None.</p> <p>You may inquire about availability for weekend work and /or whether the applicant can meet the specified work commitment.</p>	<p>What is your religion? Which church do you attend? Which religious holidays do you observe?</p> <p>Inquiries about, or indicating, applicant's religion, such as church location or religious holidays observed are not permissible</p>
<i>Sex</i>	<p>None.</p> <p>Whether the applicant can meet the specified work commitment.</p> <p>Inquiry/ restriction of employment is permissible only when a bona fide occupational qualification (BFOQ) exists. The burden of proof rests on the employer to prove that a BFOQ does exist and that ALL members of the affected class are incapable of performing the job. (The BFOQ exception is interpreted narrowly by courts and the EEOC.)</p>	<p>Are you male or female?</p> <p>Inquiries about, or indicating, the applicant's sex or gender are not permissible.</p> <p>(Sex is not considered a BFOQ for jobs that involve physical labor, such as heavy lifting; nor for jobs traditionally associated with one gender)</p>
<i>Sexual Orientation</i>	<p>None.</p>	<p>Inquiries about, or indicating, the applicant's sexual orientation are not permissible</p>
<i>Age</i>	<p>If hired, can you show proof that you are at least 18 years of age?</p> <p>Whether the applicant meets the minimum age requirements as</p>	<p>How old are you? When were you born? When did you graduate from high school?</p> <p>Inquiries about, or indicating, applicant's age, such as date of</p>

	<p>set by law. (If a minor, require proof of age in form of work permit or certificate of age. Proof of age can be required of applicants only AFTER hire, and applicants can be informed of this requirement during the interview)</p>	<p>birth, graduation from high school, or retirement. Requirement that applicant produce proof of age in the form of a birth certificate or baptismal record. (Age Discrimination Act of 1967)</p>
<p>Arrests or Convictions of a Crime</p>	<p>Have you ever been convicted of a crime? You must state that a conviction will be considered only as it relates to fitness to perform the job being sought.</p> <p>Inquiry into actual convictions that relate reasonably to fitness to perform a particular job. (A conviction is a court ruling in which the party is found guilty as charged. An arrest is merely the apprehension and detention of the person to answer the alleged crime.)</p>	<p>Have you ever been arrested? Have you ever spent a night in jail?</p> <p>Inquiries relating to arrests, including any inquiry or check into an applicant's arrest, court, or conviction record if not substantially related to the functions and responsibilities of the prospective employment are not permissible.</p>
<p>Citizenship or Nationality</p>	<p>If hired, will you be able to prove that you are either a United States citizen or are otherwise legally permitted to work in the United States? Yes or No.</p> <p>Inquiries of whether the applicant is a United States citizen or is otherwise legally permitted to work in the United States is permissible. Proof of eligibility to work in the US will be required before being placed on the payroll.</p>	<p>Of what country are you a citizen? Where were you born? Where are your parents from? What kind of last name is _____? What is your heritage?</p> <p>Inquiries about the applicant's country of citizenship, the citizenship or naturalization of the applicant's parents or spouse, the applicant's ancestry, national origin, birthplace, or mother tongue are not permissible</p>
<p>Disability* *Questions must be asked of All candidates if asked for any one candidate.</p>	<p>Are you able to perform the core functions of this job with or without reasonable accommodation? Show the applicant the position description so that he/she can give an informed answer.</p> <p>Whether the applicant is able to perform the duties of the job with or without reasonable accommodation. It is generally impermissible to ask if accommodation is required, unless the employer knows the applicant has a disability (such as an obvious disability or the applicant's voluntary admission of one).</p>	<p>Do you have any disabilities? Are you in good health? Have you ever been treated by a psychiatrist or counselor?</p> <p>General inquiries about, or indicating, disability (i.e., Do you have a disability). Questions about disabilities of family members, worker's compensation, length of absence from previous employment due to illness, treatment by a psychiatrist or counselor.</p>

<p><i>Family Status</i></p>	<p>Do you have any responsibilities that would conflict with job attendance or travel requirements?</p> <p>Whether the applicant can meet specified work schedules or has other commitments or responsibilities that might interfere with the work attendance requirement.</p>	<p>Are you married? What is your spouse's name? What is your maiden name? Do you have children? Are you pregnant? What are your childcare arrangements?</p> <p>Inquiries about, or indicating, applicant's marital status, number or age of children, pregnancy, intention to have children, or any such question that would either directly or indirectly result in the limitation of the job opportunity in any way.</p>

Taken from: Purdue University Affirmative Action Office, Indiana University-Bloomington Human Resources Office, and the Equal Employment Opportunity Commission.

Pre-Employment Considerations Under ADA

The Americans with Disabilities Act prohibits employers from discriminating against qualified applicants with disabilities by using job-screening techniques that would eliminate such individuals from consideration (42 U.S.C. § 12112(b)). That means employers cannot ask job applicants about their health or require medical examinations or other tests that might reveal disabilities before a firm offer of employment has been made.

According to the EEOC, the following are examples of questions that **may not be asked** on a job application or during an interview:

- Have you ever had or been treated for any of the following conditions or diseases?
- Have you been treated in the past three years for any conditions or diseases and, if so, what were they?
- Have you ever been hospitalized? If so, for what condition?
- Have you ever been treated by a psychiatrist or psychologist? If so, for what condition? Have you ever been treated for any mental condition?
- Is there any health-related reason you may not be able to perform the job for which you are applying?
- Have you had a major illness in the last five years?
- How many days were you absent from work because of illness last year?
- Do you have any physical defects that preclude you from performing certain kinds of work? If yes, describe such defects and specific work limitations.
- Do you have any disabilities or impairments that may affect your performance in the position for which you are applying?
- Are you taking prescribed drugs?
- Have you ever been treated for drug addiction or alcoholism?
- Have you ever filed for workers' compensation insurance?

Pre-employment questions that **may be asked** –

- Can you meet the requirements of the attendance policy?
- Can you perform the tasks of this position with or without accommodation?
- Describe or demonstrate how you would perform this function, with or without accommodation. (Such a question may be asked of applicants who have a known disability that might prevent them from performing a job function. If the disability would not interfere with a job function, however, the person could be **asked only to demonstrate job performance if all other candidates must do so.**)
- Do you use illegal drugs?
- Have you ever been arrested for driving under the influence?
- Do you have the required licenses and degrees to perform this job?

Tips for Culturally Responsive Interviewing

- ✦ Prepare applicants for the interview by telling them the process and schedule before they arrive.
- ✦ Provide a comfortable physical environment with water and/or coffee for the candidate.
- ✦ Allow time to get acquainted with the interviewee before beginning.
- ✦ Be sure interview questions are free of culture and value bias.
- ✦ Keep your language gender-neutral and culturally appropriate.
- ✦ Be cautious of jargon or culture-specific metaphors.
- ✦ Be aware of what biases are operating in evaluating interviewees and their responses.
- ✦ Use a culturally diverse interview panel.
- ✦ Use a committee with gender balance.
- ✦ Train interviewers in effective interviewing.
- ✦ Avoid using acronyms or abbreviations for your organization's positions and processes.
- ✦ Be honest with someone whose accent or speech you can't understand and accept responsibility for not understanding.
- ✦ Clarify your understanding of responses by restating what you've heard.
- ✦ Don't raise your voice when interviewing someone with an accent.
- ✦ Listen patiently when interviewing someone for whom English is a second language.
- ✦ Be aware that maintaining eye contact is not a universal value and hand shakes, social distance, gestures and body posturing are culturally determined.
- ✦ Acknowledge if you lack information about the candidate's culture.
- ✦ Ask interview questions that allow the applicants to discuss their achievements in a group context.
- ✦ Allow interviewees to solve work-related problems.

Source: Health Care Management Candidate Sourcing, Recruiting, Trend

Step 9: 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 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 engine may help in verifying the candidate's credentials.

Checking References

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.

Final reference checks should be made after the final interviews. 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. For senior level positions it is advisable to have senior administrators do the reference checks. It is a *courtesy* but not a requirement that the candidate be informed that you will be contacting references "off the list", particularly for administrative positions. **References must be checked before making a recommendation**

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.

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.

Schedule about 20-30 minutes to conduct each reference check. Make sure that you will have the privacy needed to conduct the check.

Guidelines - What to Do When Making the Reference Call

Introduction and Overview.

- Give your name and position/title.
- State the name of the applicant and the purpose of the call. (Instead of saying, “I am doing a reference check on X,” it is preferable to say, “I’ve been talking about a position in my office with X and he/she gave me your name because you know him/her well. May I ask you a few questions?)
- Ask if it is a convenient time to talk.
- Emphasize the confidential nature of the call.
- Describe the job for which the candidate is being considered. You might also want to describe the nature of Buffalo State and your program.

Verification of Factual Information

- Confirm the relationship of the reference provider to the candidate (current/former supervisor, coworker, client, teacher, etc.)
- Verify current/last position held (job title, responsibilities, etc.)
- Confirm dates of employment.

Obtaining Position/Applicant Specific Information

- Obtain information about the candidate’s primary job responsibilities to check if it matches with the information provided by the candidate.
- Clarify any concerns or areas of uncertainty about the candidate’s background. Follow up on hunches or leads that came up from the application or the interview.
- Ask for specific examples about the candidate’s work performance.
- Describe situations the candidate will face and ask the reference provider if he/she feels the applicant will be able to handle them, why and why not.

Closing

- Ask the reference provider if he/she would like to provide any additional information not covered.
- Ask if you can call back if you have more questions.
- Thank the reference provider for his/her time and assistance.

Post-Reference Check: Evaluation

- Evaluate the quality of the information gathered, especially if there is an impression that the reference provider was not being entirely frank, or if the information provided did not match the information given by the applicant..
- Organize all your notes and document all reference-checking activities.

Information taken from the Human Resources Office at the University of Chicago and Princeton University.



The following are red flags to possible problems:

- There are no references from the current employer or direct supervisor
- There are references from the same institution, but not from the department
- The references are old and are not specific to this position
- If a recent graduate, there are no references from the advisor or person familiar with the applicant’s research or preparation for the position.

- The references are personal and not from professionals who can attest to the applicant's ability to perform the functions of the position.

SAMPLE QUESTIONS FOR REFERENCE CHECKS

Type	Sample Questions
<u>BASIC</u>	<ul style="list-style-type: none"> • How long did you work with or know the candidate? • What was the candidate's formal job title and did he/she hold other job titles while at your company? • Did you have an opportunity to promote the candidate while she/he worked for you?
<u>JOB CONTENT</u>	<ul style="list-style-type: none"> • Tell me about the candidate's job. What were her/his primary responsibilities?
<u>PERFORMANCE LEVEL</u>	<ul style="list-style-type: none"> • How would you compare him/her with others in your department who were performing the same job? • How would you describe the candidate's attendance record and the quality of his/her work? Can you provide some examples? • What are the candidate's strengths? • How would you describe the candidate's work style? • In a few words, how would you summarize the candidate's job performance? • What would have made the candidate more effective?
<u>SKILL AREA</u>	<ul style="list-style-type: none"> • How would you evaluate the candidate's technical skills? • How would you describe the candidate's interpersonal and written communication skills? • How would you evaluate the candidate's leadership ability? What leads you to that conclusion? • How would you compare the candidate's skills with others performing in the same area?
<u>SUPERVISION</u> (for management or supervisory positions)	<ul style="list-style-type: none"> • How would you describe the candidate's management/supervisory style? • How would the candidate's subordinates describe him/her? • What aspects of the candidate's management style were most effective/least effective?

From the Human Resources Office of The University of Chicago.

Checking Credentials

It is essential that the credentials of applicants be checked and verified as early in the process as possible. This can be done by using the internet to

- Verify employment and title of the applicant
- Verify publication record using available search engines such as www.google.com or www.scholar.google.com

Verifying the highest degree earned

Transcripts will be required when the appointment form is submitted. Transcripts should be requested early in the process so that the degree and academic preparation for the position can be verified. Some committees request transcripts at the time of application. Others may request transcripts only from finalists. The decision of when to request transcripts should be made by the committee in consultation with the vice president.

Tips for Conducting Reference and Credential Checks

- Check the same number of references for all candidates, and ask the same questions of each reference source.
- Ensure that at least one reference is a former or current supervisor of the candidate.
- Document all reference-checking activities.
- Before asking questions, describe the job and the competencies you are seeking. This will give the reference a chance to structure their thinking.
- Limit questions requiring “yes” or “no” answers.
- Try to avoid questions that elicit qualitative answers (e.g., “good” or “excellent”). Instead, ask for specific job-related examples in which the applicant demonstrated the particular skills you are assessing.
- Do not ask questions “off the record”—no answers can be treated as such.
- Listen “between the lines” to the tone of voice, inflection, and word choice.
- Do not rate the applicant while gathering information. There will be enough time to evaluate the information once it has all been collected.
- Keep the tone conversational. Try not to sound like you are interrogating the reference provider. Use phrases like, “Can you recall...”

****Some cautions about recommendations****

- *Personal reference listed instead of professional reference.* All references should be individuals who have worked with the candidate in a professional capacity and who are not relatives of the candidate.
- *No references from current employers.* Ensure that at least one reference is from a current employer or recent employer.
- *Reference makes an unverifiable statement or uses hearsay.* Unverified statements and hearsay about the candidate’s fitness for the position cannot be considered. The purpose of a reference check is to gather evidence (facts, observations, and examples). Opinions should not replace evidence.
- *Be cautious of “red flags.”* Note certain things such as lateral moves that could be potential red flags and look into them during the reference check.

Step 10a: Search Chair Completes Interview and Recommendation Report

Making the Recommendation

When all information on the candidates has been collected, the committee begins its final deliberations and determination of candidates to be 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 on-line 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 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 who applied after the pre-interview report

Describe the interview process to assure the process was fair according to EEO guidelines

Change the status of active applicants to either

Interviewed (not recommended)

or

Interviewed and Recommended

Recommendation & Approval

The search committee chair, department head/chair, dean/director, equity and campus diversity officer, and the appropriate vice president 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.

The Unsuccessful Search

In spite of the very best efforts of search committees, some searches do not result in the appointment of a person to the position. The reasons for the unsuccessful search are many and varied. They do not in any way reflect on the diligence of the committee. The most common reasons for an unsuccessful search are as follows:

- The committee may not be able to identify an appropriate person to recommend for the position.
- The administrator does not accept the recommendation of the committee. In this case the administrator usually meets with the committee to discuss the decision.
- The candidates offered the position do not accept the position.

If the search does not result in a successful hire, the committee and the administrator will consult to determine the most appropriate course of action.

Continuing the Search

If the initial search is unsuccessful, the search committee may wish to continue the search using the same position description and requirements. It may wish to re-advertise or conduct additional outreach/recruitment activities to get more applicants into the pool. This can be done easily if the original position does not have a specific date indicating when the search would close (for example, "the review of applications will continue until the position is filled"). If the position recruitment plan gave a specific application deadline, any subsequent advertising should indicate that the "search is being re-opened."

The committee may wish to clarify some items in the job description or requirements in the subsequent efforts; however, the position requirements and job description must be substantially the same as in the original position description. The administrator and the Equity and Campus Diversity Office should approve any changes.

The committee would continue the search. If the reopened search results in additional applicants, the new applicants would be considered as though they were original applicants following all procedures that were used with the initial applicants. The search chair submits an additional Interview and Recommendation Report.

Closing the Search

If the offer is not accepted, the committee may either suggest other candidates for the position, may extend the search, or may recommend that the search be closed. If the search had an open date for reviewing applications, the search may be extended and re-advertised. The extension would be with the same requirements as originally approved.

If the initial search does not result in a successful hire, the vice president or administrator may decide to close the search. This may be to allow substantial revision in the position description, a reconsideration of the position responsibilities, or other considerations by the administrator. The decision of whether to close or to continue the search is the decision of the administrator.

If the search is unsuccessful and it is decided to re-advertise the position with substantive changes in the requirements or job description, the original search must be closed and a new search begun. Applicants for the position should be notified that the search is closed.

If for any other reason the position is not filled, the vice president/provost may authorize the position to be closed. All applicants for the position must be notified that the search has been closed.

If the decision is to close the search, all applicants should be notified that the search has been closed without an appointment. It is not necessary to give a reason for closing the search. The committee chair should arrange for all committee materials to be stored for a period of two years. For searches where an international candidate is hired, the documents are stored for five years. Committee members are thanked for their work. The committee is disbanded.

Document Storage

All documents within PeopleAdmin are archived and backed up regularly, providing automatic document storage. The search chair should organize and arrange storage for at least **two years** for documents and/or committee records not processed via PeopleAdmin in the very unlikely event that an unsuccessful candidate challenges the decision. If the final offer is made to a non-US citizen, recruitment documentation should be kept for **five years** to assist with appropriate work certification or permanent resident applications.

Faculty and Professional Appointment Form

When the final offer has been made and accepted, the appropriate vice president and/or administrator will complete the on-line Faculty and Professional Appointment form.

Step 10b: Ending the Search

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 papers are completed.

Notification

When the offer has been accepted, the unsuccessful candidates are notified through the on-line system.

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

APPENDIX A

Organizing the Search & Forming the Search Committee

Executive Order #1 (January 1, 2007).

Prohibition Against Nepotism in Hiring and Contracting

- a. No individual covered by this order may take part in any hiring or employment decision relating to a family member. If a hiring or employment matter arises relating to a family member, then the employee must advise his or her supervisor of the relationship, and must be recused from any and all discussions or decisions relating to the matter.
- b. No individual covered by this order may take part in any contracting decision: (i) relating to a family member; or (ii) relating to any entity in which a family member is an officer, director or partner, or in which a family member owns or controls 10% or more of the stock of such entity. If a contracting matter arises relating to a family member, then the employee must advise his or her supervisor of the relationship, and must be recused from any and all discussions or decisions relating to the matter.
- c. For the purposes of this paragraph, the term “family member” shall mean any person living in the same household as the employee, and any person related to the employee within the third degree of consanguinity or affinity.

I. Persons Involved in the Search Process

A. Administrator responsible for the Search -- For Administrative and SL-5 and SL-6 positions, the President or appropriate Vice President will appoint a chair of the search committee.

Search committees for staff positions report to the dean or director and ultimately to the appropriate vice president. Usually the administrator and the search committee chair confer on those persons who will be asked to serve as members of the search committee. The appropriate vice president ultimately receives the report and recommendations of the committee. The administrator is the only person authorized to enter into negotiations involving the offer of employment with the candidates.

For faculty positions, the search committee and the chair are determined by the department by-laws. Faculty search committees are most often the professional welfare or personnel committee in the department. They report to the department chair, the dean, and ultimately the Vice President for Academic Affairs.

The duties and responsibilities of the administrator involved in the search include, but are not limited to the following:

1. Informs all appropriate officers involved that a search is to be conducted. This includes the appropriate academic or support departments and Human Resources and Budget Office.
2. Consults with the Equity and Diversity Office regarding institutional and departmental goals for diversity, affirmative action and non-discriminatory hiring practices.
3. Appoints a chairperson for the search committee.

4. Reviews and agrees to a list of committee members.
5. Meets with the search committee to give its charge along with any other specific instructions.
6. Defines the roles and goals of the position and the character of the person needed to make it work.
7. Assists the search committee with writing the specific position description, including qualifications, duties and responsibilities of the position.
8. Outlines the dimensions of the search including timelines, costs, etc.
9. Schedules regular appointments with the chairperson or committee for discussion of progress or problems.
10. Approves expenses to be incurred for activities of committee including type of mailings to be used (bulk, individual, parcel services, etc.), consultant or other personnel costs, costs of interviewing, advertising and similar matters.
11. Considers the need for staff support to assist with clerical aspects of the search.
12. Receives recommendations for appointment made by search committee.
13. Makes offer to the successful candidate in writing.
14. Assures that all interview expenses are paid and that unsuccessful candidates are advised of the results of the search.
15. Thanks the search committee and the chair for their service with letters of thanks.

The Vice President and/or Dean/Director do not have to constantly monitor the search committee and may delegate some of the responsibilities above. However, they are responsible if any fundamental errors or mistakes take place during the search process.

B. Search Chairperson-- Normally, the first person to be selected for the search committee is the chairperson. Since the search committee will make a recommendation to the head of the unit to which the selected person will report, the chairperson of the committee is usually not the head of the unit. The unit head is responsible for overseeing the work of the committee. The chair should schedule a meeting with the Equity and Campus Diversity Office to become familiar with the EEO/AA requirements of the search and with HR to become familiar with the use of PeopleAdmin.

The Search Chair has the following responsibilities:

1. Understands the nature and responsibility of the position.
2. Convenes and chairs all search committee meetings.
3. Meets/consults with Equity and Campus Diversity Office to ensure that the affirmative action and equal employment opportunity procedures are followed.
4. Meets with HR to become familiar with the technical aspects of PeopleAdmin.
5. Provides leadership in assuring that all members of the committee fully understand the nature, responsibilities and requirements for the position.
6. Provides leadership in assuring that all members of the committee understand the search process including the use of PeopleAdmin to review applications.
7. Provides leadership in conducting the search process, including advertisements, mailings, and personal contacts.

8. Prepares all reports and documents required for assuring that the search has used affirmative action procedures and was non-discriminating in its decision-making process.
9. Schedules on-campus visits and interviews.
10. Arranges travel and accommodations for the interviewees.
11. Distributes and collects all evaluation and observation forms from all parties involved in interview procedures.
12. Advises administrators of persons being recommended for interviews and final selection.
13. Maintains minutes of all meetings of the search committee.
14. Monitors all activities of the search committee.
15. Removes additional or discipline specific electronic postings.

C. The Search Committee

The appropriate administrator and the search committee chairperson usually confer as to who will be on the search committee.

1. Function and Size of the Search Committee--Ideally, a search committee should be as small as practicable, yet large enough to include as many legitimate interests as possible. At a minimum, the search committee should have 3-5 members. An odd number is advisable to avoid tie votes.

It is also advisable to have diverse membership on the committee. Where possible, fair representation by gender and ethnicity should be included on the committee. Professional staff positions should include persons from units that have a relationship with the hiring unit.

It is unusual to have members on the search committee who are not college employees. However, a committee searching for a position that will have visibility in the community might have a member of the community board on the committee. For example, a search for a Director of the Performing Arts Center may involve members of the Performing Arts Center Board. A position that will be highly involved with students may have a student as a member of the committee.

2. Organization of the Search Committee—Academic departments establish search committees according to their by-laws. For other positions it is usual for the vice president or designee to appoint the search committee chair and search committee members. The search committee is free to organize internally. Where large numbers of applicants are expected, the committee may decide to select an assistant to the chair, vice chair or deputy. The responsibilities of the assistant should be clarified and discussed with the vice president. In addition, the committee may select a secretary or note-taker for the committee or other assignments to facilitate the work of the committee. Clerical support for the committee should be identified and discussed with the vice president.

3. Role of the Search Committee Members—Members of the search committee have the following responsibilities:

1. Attend all meetings and maintain strict confidentiality about search committee proceedings,
2. Become familiar with the nature of the position, position responsibilities and requirements;
3. Assist in the development of the position description and/or be familiar with the job description and qualifications as developed by the administrator;
4. Assist in the development of the position recruitment plan including advertisements for newspapers and journals and/or understand the plan that has been developed;
5. Assist in the recruitment process, including personal contacts;
6. Review all applications and make an objective evaluation of applicants' suitability for the position using the PoeplAdmin applicant tracking system;
7. Participate in discussions for the purpose of screening and selection of candidates;
8. Assist the Chair with travel accommodations and interviewing schedules;
9. Participate in observing demonstration classes or seminars and formal interviews;
10. Complete evaluation forms for candidates' demonstration classes or seminars and for the formal interview;
11. Make telephone calls to references as assigned by chair and make reports to the entire committee;
12. Participate in final evaluation and formulation of recommendation to the Vice President or Dean/Director.

Conflict of Interest. Persons who should not be part of a particular search committee include those who may have a personal interest in the position or who could be viewed as having a conflict of interest involving applicants or potential applicants for the position. Even the appearance of a conflict of interest should be avoided. If a family member or other close ally is a potential applicant, the member should excuse him/herself from committee membership.

Being a member of a search committee requires a full commitment of both time and effort to assure a fair and equitable search process. If potential committee members are unable to commit their full participation through the entire process, they should decline the appointment to the committee.

A Note to Committee Members

Committee members owe the college the **duties of care, loyalty, and fidelity of purpose** in executing their responsibilities. Each duty must be carried out with the same degree of care exercised by a reasonable, prudent person in the same position. In carrying out the duties, committee members will be entitled to the benefit of the doubt. They will be protected from being “second guessed” and being held personally liable for bad or unpopular decisions, provided the decision was reached properly. The source of the protection is the “Business Judgment Rule”.

The Business Judgment Rule is based on the presumption that in making a decision affecting the college, the members of the committee have acted on an informed basis, in good faith, and in the honest belief that the action taken was in the best interest of the college. If all aspects of the presumption are correct, any decision made by the committee is accorded a high degree of respect.

The **duty of care** focuses on the level of diligence exercised by the committee in carrying out its responsibilities. A committee can help satisfy the standard of care by following the general principles: retain competent help, rely on management for advice and facts on the needs of the college in reaching its decisions, create a record of the decision making process, promote open debate and discussion, and maintain confidentiality of the discussions and deliberations in the committee.

To help satisfy the **standard of loyalty**, committee members should be conscious of the conflict between their personal interests and those of the college. Committee members should articulate and disclose any possible conflicting interests, both on the general level and as conflicts arise and they should not participate in any discussion or vote if the conflict is either strong enough to actually influence the committee or may reasonably appear that way.

In **fidelity of purpose** it is important to adhere to the mission and priorities of the college in carrying out the responsibilities of the committee. Committee members should periodically examine whether the action that they are taking and the process they are using is in the best interest of the college and its mission.

Serving on a search committee carries with it a significant responsibility. Common sense can take you very far in conducting your activities properly. Using diligence in your deliberations and having a fair and open discussion can go a long way toward keeping the committee true to the college mission. Care, loyalty and fidelity in all committee actions is your best assurance that the result of the search will be positive and that your action will be perceived as having been made in good faith.

TIPS FOR SUCCESSFUL SEARCH COMMITTEES

➤ **The COMMITTEE CHAIR**

- **Availability.** *The leader of the committee must be able to invest sufficient time in the search, which also includes having a schedule that does not conflict with that of other committee members.*
- **Skill.** *The committee leader must have the skill to balance between encouraging a free exchange of ideas and bringing each step in the process to a timely conclusion. The leader must also be able to decide when to proceed, when to delay, and how to build a consensus among members when selecting the strongest candidates.*
- **Knowledge.** *The Chair should possess substantial knowledge of the position and its institutional context in order to be able to answer the more complex questions that may arise from candidates.*
- **Understanding.** *The Chair should also have an understanding of the type of candidates the position is likely to attract in order to set appropriate goals and expectations for the search.*

➤ **The COMMITTEE MEMBERS**

- **Availability.** *Search Committee members must be available to participate in important processes, such as formulating the position description, actively seeking applicants to enlarge the pool, carefully reviewing incoming applications, and participating in meetings and interviews.*
- **Teamwork.** *Committee members must be prepared to work as a team. Committee members must be able to put aside narrow interests and to trust each other.*
- **Knowledge.** *Individual members need to understand the position and the institution. The committee as a whole should possess a balanced understanding of both the position and the institution.*
- **Diversity.** *The committee should reflect the diversity that the search claims to be seeking.*

Modified from “The Right Search Committee,” by Jean Dowdall. *The Chronicle of Higher Education*. 30 July 2004.

APPENDIX B

Local, Regional and National Publications with Racial/Ethnic Readership And Other Resources for Affirmative Action Outreach

Local

The Buffalo News

One News Plaza
PO Box 100
Buffalo, NY 14240
(716) 849-3434
www.buffalonews.com

Buffalo Challenger

108 Sycamore Ave.
Buffalo, NY 14204
(716) 897-0442
[http://www.challenger-news.com/](http://www.challenger-news.com)
Email: thechallengernews@pcom.net

West Side Times

2507 Delaware Avenue
Buffalo, NY 14216
(716) 873-2594
E-Mail:
brocket@localnet.com

Regional

Niagara Gazette

310 Niagara Street
PO Box 549
Niagara Falls, NY 14303
(716) 282-2311

The Democrat and Chronicle

55 Exchange Boulevard
Rochester, NY 14614
(585) 232-7100
Email:
metronews@democratandchronicle.com
www.democratandchronicle.com

Syracuse Herald America

Clinton Square
Box 4915
Syracuse, NY 13221
(315) 470-0011
www.syracuse.com

Times Union

64 Albany Shaker Road
Albany, NY 12211
(518) 454-5694
www.timesunion.com

Amsterdam News

2340 Frederick Douglas Boulevard
New York, NY 10027
(212) 932-7400
<http://www.amsterdamnews.org/news/default.asp>

National

Chronicle of Higher Education

Bulletin Board
1255 Twenty Third Street Suite 700, NW
Washington, DC 20037
(202) 466-1050 Phone
(202) 296-2691 Fax
Email: jobs@chronicle.com
www.chronicle.com

*Diverse-Issues in Higher Education (formerly
Black Issues in Higher Education)*

10520 Warwick Avenue, Suite B-8
Fairfax, VA 22030-3136
(800)-783-3199 Phone
(703) 385-1839 Fax
www.diverseeducation.com

Hispanic Outlook in Higher Education

Angel M. Rodriguez,
Advertising Coordinator
210 Route 4 East, Suite 310
Paramus, NJ 07652
(201) 587-8800 Phone
(201) 587-9105 Fax
<http://www.hispanicoutlook.com>

Employment Training Centers

Educational Opportunity Center
University of Buffalo State College
465 Washington Street
Buffalo, NY 14203
(716) 849-6727 ext. 500

www.eoc.buffalo.edu

Everywoman Opportunity Center
237 Main Street, Suite 330
Buffalo, NY 14203
(716) 847-1120
(716) 847-1550
Email: ewocbuf@everywoman.org
www.everywoman.org

University at Buffalo
Career Services
259 Capen Hall
Buffalo, NY 14260-1635
(716) 645-2231
(716) 645-3829
www.ub-careers.buffalo.edu

Division of EOP Development
290 Main Street
Buffalo, NY 14203
(716) 851-2726

Erie Community College
City Career Resources
121 Ellicott Street
Buffalo, NY 14203
(716) 851-1183 Phone
(716) 851-1193 Fax
www.ecc.edu

Everywoman Opportunity Center
1316 Main Street, Suite A
Niagara Falls, NY 14301
(716) 282-8472
(716) 282-4868
Email: ewocnf@everywoman.org
www.everywoman.org

Buffalo, Lockport & Niagara Falls
NAACP
1490 Jefferson Avenue
Buffalo, NY 14208-1518
(716) 884-7242
(716) 884-7243 Fax
Email: naacp@apollo3.com

www.apollo3.com/~naacp/

Father Belle- Multipurpose Center, Inc.
Maryland and Busti Avenue
Buffalo, NY 14201
(716) 845-0485
(716) 845-0486 Fax

Saint Augustine Center
1437 Main Street
Buffalo, NY 14211
(716) 881-3700

Women for Human Rights and Dignity
2528 Main Street
Buffalo, NY 14214
(716) 831-9825

Hispanics United of Buffalo
254 Virginia Street
Buffalo, NY 14201
(716) 856-7110
(716) 856-9617 Fax
www.ddawny.org/hub.htm

Native American Community Services
1005 Grant Street
Buffalo, NY 14207
(716) 874-4460 Phone
(716) 282-5454 Fax
<http://www.erie.gov/health/mentalhealth/agencies/nacs.phtml>

Buffalo Urban League
15 East Genesee Street
Buffalo, NY 14209
(716) 854-7625
<http://buffalourbanleague.org>

Puerto Rican Social Action of WNY
141 Ingham Avenue
Buffalo, NY 14218

APPENDIX C

2007-2008

**TOP MINORITY DOCTORAL
DEGREE PRODUCERS**

All disciplines

From

Diverse Issues in Higher Education

July 12, 2008

Top Minority Doctoral Degree Producers 2007-2008

(From *Diverse Issues in Higher Education*)

(Use the web link to identify the appropriate department and contact persons
for mailings and personal contact)

	Webpage	Number of Minority Graduates
Nova Southeastern University	www.nova.edu	315
University of Illinois at Urbana-Champaign	www.uiuc.edu	261
Capella University	www.capella.edu	180
University of Southern California	www.usc.edu	176
University of California- Los Angeles	www.ucla.edu	160
University of California- Berkeley	www.berkeley.edu	152
University of Michigan- Ann Arbor	www.umich.edu	143
Argosy University- Sarasota Campus	www.argosyu.edu	130
Stanford University	www.stanford.edu	116
Harvard University	www.harvard.edu	97
The University of Texas at Austin	www.utexas.edu	96
Alliant International University- San Diego	www.alliant.edu	93
Howard University	www.howard.edu	93
Duke University	www.duke.edu	90
University of Maryland- College Park	www.umd.edu	86
University of Alabama at Birmingham	www.uab.edu	83
University of Florida	www.ufl.edu	81
Teachers College at Columbia University	www.tc.columbia.edu	77
University of California- Davis	www.ucdavis.edu	71
University of Washington- Seattle Campus	www.washington.edu	66
University of Wisconsin- Madison	www.wisc.edu	64
Temple University	www.temple.edu	64
Columbia University in the City of New York	www.columbia.edu	63
University of California- San Diego	www.ucsd.edu	62
University of North Carolina at Chapel Hill	www.unc.edu	61
Texas A&M University	www.tamu.edu	60
University of California- Irvine	www.uci.edu	60
Massachusetts Institute of Technology	www.mit.edu	60
The University of Tennessee	www.tennessee.edu	59
University of Minnesota- Twin Cities	www.umn.edu	58
New York University	www.nyu.edu	58
Wayne State University	www.wayne.edu	54
Michigan State University	www.msu.edu	53

Boston University	www.bu.edu	53
CUNY Graduate School and University Center	www.gc.cuny.edu	53
Cornell University	www.cornell.edu	52
University of Pennsylvania	www.upenn.edu	52
Pennsylvania State University- Main Campus	www.psu.edu	52
Yale University	www.yale.edu	51
George Mason University	www.gmu.edu	50
Jackson State University	www.jsu.edu	50
Rutgers University- New Brunswick	www.rutgers.edu	50
Arizona State University at the Tempe Campus	www.asu.edu/tempe	49
Purdue University- Main Campus	www.purdue.edu	49
United Theological Seminary	www.united.edu	49
Johns Hopkins University	www.jhu.edu	48
Argosy University- Atlanta Campus	www.argosy.edu	47
University of California- San Francisco	www.ucsf.edu	46
Regent University	www.regent.edu	46
Ohio State University	www.osu.edu	46
Walden University	www.waldenu.edu	46
Northwestern University	www.northwestern.edu	46
Stony Brook University	www.stonybrook.edu	45
University of Arizona	www.arizona.edu	45
University of Chicago	www.uchicago.edu	43
University of Georgia	www.uga.edu	43
Florida State University	www.fsu.edu	43
George Washington University	www.gwu.edu	42
The University of Alabama	www.ua.edu	41
University of Houston	www.uh.edu	40
University of Illinois at Chicago	www.uic.edu	40
The University of Texas at Arlington	www.uta.edu	39
Clark Atlanta University	www.cau.edu	39
Texas Southern University	www.tsu.edu	39
Loyola University Chicago	www.luc.edu	39
Georgia Institute of Technology- Main Campus	www.gatech.edu	38
Loma Linda University	www.llu.edu	38
University of New Mexico- Main Campus	www.unm.edu	37
Emory University	www.emory.edu	36
A T Still University of Health Sciences	www.atsu.edu	36
University of Hawaii at Manoa	www.uhm.hawaii.edu	35
University of Phoenix- Online Campus	www.phoenix.edu	35
North Carolina State University at Raleigh	www.ncsu.edu	34
Princeton University	www.princeton.edu	34
SUNY at Buffalo	www.buffalo.edu	33
University of California Santa Barbara	www.ucsb.edu	33

University of Iowa	www.uiowa.edu	33
University of South Florida	www.usf.edu	33
Washington University in St. Louis	www.wustl.edu	33
South Carolina State University	www.scsu.edu	33
University of South Carolina - Columbia	www.su.edu	31
University of Massachusetts Amherst	www.umass.edu	31
University of Medicine and Dentistry of New Jersey	www.umdnj.edu	31
The University of Texas Health Science Center at Houston	www.uthouston.edu	30
Virginia Polytechnic Institute and State University	www.vt.edu	30
Fielding Graduate University	www.fielding.edu	30
Florida International University	www.fiu.edu	30
Claremont Graduate University	www.cgu.edu	29
California Institute of Technology	www.caltech.edu	29
University of Pittsburgh- Pittsburgh Campus	www.pitt.edu	29
University of Maryland- Baltimore	www.umaryland.edu	29
Alliant International University- Alhambra	www.alliant.edu	28
University of North Texas	www.unt.edu	28
Auburn University Main Campus	www.auburn.edu	28
Louisiana State University	www.lsu.edu	28
Florida Agricultural and Mechanical University	www.famu.edu	27
University of Missouri- Columbia	www.missouri.edu	27
University of Virginia- Main Campus	www.virginia.edu	26
Morgan State University	www.morgan.edu	26
Indiana University- Bloomington	www.indiana.edu	26

APPENDIX D

HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (ADDRESSES & WEBSITES)

Historically Black Colleges and Universities (HBCU)

Alabama A&M University
4900 Meridian St.
Normal, AL 35811
www.aamu.edu

Alabama State University
915 South Jackson Street
Montgomery, AL 36101
www.alasu.edu

Albany State College
504 College Drive
Albany, GA 31705
www.asurams.edu

Alcorn State University
1000 ASU Drive
Alcorn State, MS 39096-9402
www.alcorn.edu

Benedict College
1600 Harden St.
Columbia, SC 29204
www.benedict.edu

Bennett College
900 East Washington St.
Greensboro, NC 27401
www.bennett.edu

Bethune Cookman College
640 Dr. Mary McLeod Bethune Blvd
Daytona Beach, FL 32114
www.bethune.cookman.edu

Bowie State University
14000 Jericho Park Road
Bowie, MD 20715-9465
www.bowiestate.edu

Clark Atlanta University
223 James P. Brawley Drive SW
Atlanta GA 30314
www.cau.edu

Cheyney University of Pennsylvania
1837 University Circle
P.O. Box 200
Cheyney, PA 19319-0200
www.cheyney.edu

Coppin State University
2500 West North Avenue
Baltimore, MD 21216-3698
www.coppin.edu

Delaware State University
1200 North DuPont Highway
Dover, DE 19901
www.desu.edu

Dillard University
2601 Gentilly Blvd
New Orleans, LA 70122
www.dillard.edu

Edward Waters College
1658 Kings Road
Jacksonville, FL 32209
www.ewc.edu

Elizabeth City State University
1704 Weeksville Road
Elizabeth City, NC 27909
www.ecsu.edu

Fayetteville State University
1200 Murchison Road
Fayetteville NC 28301
www.uncfsu.edu

Florida A&M University
Tallahassee, FL 32307
www.famu.edu

Florida Memorial University
15800 NW 42nd Ave
Miami Gardens, FL 33054
www.fmuniv.edu

Grambling State University
403 Main Street
Grambling, LA 71245
www.gram.edu

Hampton University
Hampton, VA 23668
www.hamptonu.edu

Harris Stowe State College
3026 Laclede Ave.
St. Louis, MO 63103-2199
www.hssc.edu

Howard University
2400 6th Street NW
Washington, DC 20059-0001
www.howard.edu

Huston-Tillotson University
900 Chicon Street
Austin, TX 78702-2795
www.htu.edu

Jackson State College
1400 Lynch Street
Jackson, MS 39217
www.jsu.edu

Jarvis Christian College
PO Box 1470
Hawkins, TX 75765
www.jarvis.edu

Johnson C. Smith University
100 Beatties Ford Road
Charlotte, NC 28216
www.jcsu.edu

Langston University
PO Box 907
Langston, OK 73050
www.lunet.edu

Lincoln University
820 Chestnut St.
Jefferson City, MO 65101
www.lincolnu.edu

Livingstone College
701 W. Monroe Street
Salisbury, NC 28144-5298
www.livingstone.edu

Mississippi Valley State University
14000 Highway 82 West
Itta Bena, MS 38941
www.mvsu.edu

Norfolk State University
700 Park Ave.
Norfolk, VA 23504
www.nsu.edu

North Carolina A&T University
1601 E Market Street
Greensboro, NC 27411
www.ncat.edu

Prairie View A&M University
PO Box 519
Prairie View, TX 77446-0519
www.pvamu.edu

Philander Smith College
One Trudie Kibbe Reed Dr.
Little Rock, AR 72202
www.philander.edu

Saint Augustine's College
1315 Oakwood Ave.
Raleigh, NC 27610
www.st-aug.edu

Shaw University
118 East South Street
Raleigh, NC 27601
www.shawuniversity.edu

South Carolina State University
300 College Street NE
Orangeburg, SC 29117
www.scsu.edu

Southern University and A&M College
Baton Rouge, LA 70813
www.subr.edu

Tennessee State University
3500 John Merritt Blvd
Nashville, TN 37209
www.tnstate.edu

Texas Southern University
3100 Cleburne Street
Houston, TX 77004
www.tsu.edu

Tuskegee University
Tuskegee, AL 36088
www.tuskegee.edu

University of Maryland Eastern Shore
11868 Academic Oval
Princess Anne, MD 21853
www.umes.edu

University of the District of Columbia
4200 Connecticut Ave. NW
Washington, DC 20008
www.udc.edu

University of Arkansas at Pine Bluff
1200 N. University Drive
Pine Bluff, AR 71601-2799
www.uapb.edu

Virginia Union University
1500 N Lombardy St
Richmond, VA 23220-1784
www.vuu.edu

Virginia State University
Petersburg, VA 23806
www.vsu.edu

West Virginia State University
P.O. Box 1000
Institute, WV 25112-1000
www.wvstateu.edu

Wiley College
711 Wiley Ave.
Marshall, TX 75670
www.wileyc.edu

Winston-Salem State University
601 S. Martin Luther King Jr. Dr.
Winston-Salem, NC 27110
www.wssu.edu

Xavier University
1 Drexel Dr.
New Orleans, LA 70125
www.xula.edu

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