

# Recruitment Guidelines

---

For Faculty & Professional Searches

Prepared by the Assistant Vice President for Recruitment, Terry Kremer

**SUNY** POLYTECHNIC  
INSTITUTE

## **Introduction**

The purpose of these guidelines is to assist campus officials conducting effective faculty and professional searches. In support of SUNY Poly's desire to recruit and select the best possible employees, it our intention to publicize information about employment opportunities at SUNY Poly to a widely diverse potential applicant pool, consistent with Federal and State laws and in the spirit of the EEO / AA

## **Non-Discrimination**

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

The University's policy is in accordance with federal and state laws and regulations prohibiting discrimination and harassment. These laws include the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, Title VII of the Civil Rights Act of 1964 as Amended by the Equal Employment Opportunity Act of 1972, and the New York State Human Rights Law. These laws prohibit discrimination and harassment, including sexual harassment and sexual violence.

Inquiries regarding the application of Title IX and other laws, regulations and policies prohibiting discrimination may be directed to SUNY Poly's Human Resource Office. Inquiries may also be directed to the United States Department of Education's Office for Civil Rights, 32 Old Slip 26th Floor, New York, NY 10005- 2500; Tel. (646) 428-3800; Email [OCR.NewYork@ed.gov](mailto:OCR.NewYork@ed.gov).

## **Commitment to Equal Employment Opportunity**

The State University of New York is committed to the principles of Equal Employment Opportunity and Affirmative Action. SUNY proactively reviews its policies and practices to assure that decisions with respect to every dimension of employment are made without regard to age, color of skin, disability, gender expression and identity, genetic predisposition, marital status, national origin, race, ethnicity, religion, sex, sexual orientation, veteran's status, status as a victim of domestic violence, and all other protected groups and classes under Federal and State Laws and executive orders. We recognize, too, that achieving equal treatment may require proactive measures to offset obstacles and barriers faced by the groups for whom we seek inclusion. We seek to establish the diversity that will provide all of our students with a learning environment to develop leaders and lifelong learners. Our efforts to attract a diverse student body will be enhanced by attracting diverse staff and administrators.

## State University of New York Polytechnic Institute's Purpose of the Affirmative Action Program

SUNY Poly is committed to the incorporation of proactive recruitment and retention practices as an integral part of the work of the Office of Human Resources.

SUNY Poly's affirmative action component will:

- Provide guidance and support to campus administrators, affirmative action officers, faculty, students, and Title IX coordinators at each campus concerning all issues related to affirmative action, the ADA, and Title IX or other laws, rules, regulations and policies for the protection of civil rights;
- Assist legal counsel and human resources personnel;
- Serve as a resource to SUNY Poly management, faculty, staff, and students to assure the availability of effective complaint procedures to address unlawful discrimination;
- Assist each of our campuses in identifying and recruiting candidates and in ensuring that those candidates are afforded equal consideration;
- Foster institutional awareness and commitment to diversity goals for appointment and promotion through programs and workshops.

A successful Affirmative Action program creates important and tangible benefits. The diversity of faculty and staff and the diversity of the student body are mutually reinforcing, and drawing members of the SUNY community from a wider pool increases the range of experience and expertise that is vital in the emerging global marketplace of ideas and commerce.

## Hiring at SUNY Poly

### The Search Process

An affirmative action search must be conducted for any faculty or professional staff vacancy that meets the following criteria:

- Position is greater than .50 FTE **AND**
- Position has duration of six months or longer for professional roles or more than two consecutive semesters for academic roles.

Individuals holding appointments of .50 or less FTE cannot be promoted or transferred to positions of .50 FTE or greater without standing a full and open search process. The funding source of the vacant position does not affect the need to conduct an affirmative action search.

### Temporary Staffing

The following items are needed to complete the hiring process.

- 1) A completed application along with a resume for the candidate and list of supervisory references.
- 2) A completed job description for the position.
- 3) The length of the position. (exact dates)
- 4) The salary/hourly rate being offered.
- 5) The effort (Full-time/part-time); how many hours per week?
- 6) When hiring manager would like the individual to start
- 7) The candidates citizenship status or visa status (US citizen)
- 8) Is the candidate over 18 years of age?

Once the AVP for Recruitment has all this information there is an approval process along with the pre-employment background screen completed to extend an offer which can a couple weeks.

#### Professional Roles:

- 1) A maximum of 6 months term if effort is over 50%
  - a. At the 6 month mark the employee's effort must be reduced to 50% or under OR
  - b. The employee must be successfully hired under an official Affirmative Action search OR
  - c. The employee's appointment must be terminated
- 2) If the assignment is 50% or below the employee can remain in a temp assignment indefinitely
- 3) A temp appt. does not require the full affirmative action search process

#### Academic Roles:

- 4) A maximum of 2 consecutive semesters if effort is over 50%
  - a. At the end of the second semester the employee's effort must be reduced to 50% or under OR
  - b. The employee must be successfully hired under an official Affirmative Action search OR
  - c. The employee's appointment must be terminated
- 5) If the assignment is 50% or below the employee can remain in a temp assignment indefinitely

- 6) A temp appt. does not require the full affirmative action search process

### Extra Service

- Requires written justification and pre-approval at the President level of the institution.
- An employee is able to earn a maximum of what would equate to 20% of their base salary.
- Academic employees: 9/1-8/31
- Professional employees: 7/1-6/30
- Extra service is rarely necessary and is wholly above and beyond and outside of the employee's duties and work schedule.
  - Example: IT Administrator teaching a night class.
- Extra service is not available for non-exempt, hourly employees; they will need to be paid in OT for duties worked outside of their normal position.

### Student Hiring

- SUNY has recently released a student employee policy found here: [SUNY Student Employee Policy](#)
  - Students must be compensated at least min. wage
  - Students may work a maximum of 20 hours per week
  - Students must be in good academic standing. This will be confirmed during the approval process for appointment.
  - Students are not benefits eligible and employment is temporary in nature.
- Hiring of students through Research funding is handled through Student Services.

### Establishing a new Search

#### Search Justification/Identification of Funding

In order for management to authorize a search the following questions must be answered for review:

1. How did the need for this position arise? (increased volume, new program/project, resignation/termination (if so who?), etc.)
2. Who was previously completing the work that will be assigned to this role?
  - a. Why are they unable to continue to complete these duties?
3. Has a funding source been identified and approved by SUNY Poly finance?
  - a. If funded through a specific project is the intent for this to be a temporary position?
  - b. If the intent is for the position to be long term what potential funding sources could support this position beyond this specific program/project?
4. What is the proposed salary? How did you arrive at the proposal? (benchmarking, similar current salary at the college, established salary grade, etc.)

## Required Search Documents

Once the search justification has been vetted and approved the hiring manager will be responsible for creating the following documents:

- Announcement of Vacancy
- Job Description
- Template for Interview Questions

Additionally the following questions must be answered:

- Who will be on the search committee and what are their titles?
- Who is the chair of the committee and what is their title?
- Who will this position report to and what is their title?
- Where do you suggest the position be advertised?
- Is this position being filled through RF or State funding?
  - If State what bargaining unit?
- Does this position require participation in the SUNY Poly medical program? If so, what pre-employment testing must be completed?

Please include the answers to the above questions with the required documents when sending the complete recruitment packet via email in MS Word .doc attachments to the AVP for Recruitment.

## The Announcement of Vacancy Form

- In the top portion fill in the descriptive title and the title of the person who the position will report to and leave the rest of the boxes blank.
- Fill out the detailed **Description of Duties** encompassing anything that you feel is relevant to this position. Please include “Other reasonable duties as assigned” as the last line.
- When writing the **Minimum Qualifications** please be aware that we will not be able to hire anyone that does not meet each of the minimum qualifications. Make sure to stick with the truly minimal qualifications otherwise we could significantly limit our pool of possible candidates and miss out on great applicants.
  - Under the regulations of ADA, employers are required to make “reasonable” accommodations for an individual’s mental or physical limitations as long as these accommodations do not present an undue hardship on the employer. Therefore, it is the employer’s responsibility to clearly identify all essential duties necessary for the position as opposed to those which could easily be accommodated. Under ADA, SUNY Poly is required to hire individuals with disabilities if, absent the disability, they are the best qualified for the position and can perform the essential duties with reasonable accommodation.
- In the **Preferred Qualification** section fill in any qualification that is not minimal, but is something you would like the candidates to have experience or education in.
- Please leave the bottom boxes as they are in the template.

## The Job Description Form

- Fill in the top section (leave the budget title blank)
- The **Job Summary** should encompass a brief summary of the overall mission of the position.
- In the **Essential Functions** section break down the detailed job duties into categories and assign a percentage of time that will be spent on each function with the functions totaling 100%.
- In the **Reporting Relationships** section indicate which positions would report to this position.
- The **Minimum Requirements** section should be copied and pasted from the AOV minimum qualifications section.

## Interview Question Template

- Tailor the template to encompass questions relevant to the position.
- We will not be locked into these questions during the interview process but they will act as our guide.
- It may be beneficial to write in the desired answer for each question so that the search committee can compare the candidate's answers with what you as the hiring manager feel the best answer should be.
- We are required to ask a question about the candidate's ability to work with diverse populations. The HR representative on the search committee will usually ask this question during the interview.
- Give thought as to what you will need to find out about the candidate that is not necessarily made clear through their resume but will be essential to their ability to be successful in this position at SUNY Poly.
- We know that by choosing to bring the candidate in for an interview that they meet the minimum qualifications. We need to find out if they will have an organizational fit with SUNY Poly and can clearly articulate their experiences and aspirations as they relate to our unique goals and values.

## Formation of a Search Committee

The hiring supervisor is responsible for the appointment of a search committee. Establishing a strong and credible search committee is essential to each search's success. Due to the fact that decisions are made most effectively and efficiently by groups no larger than five-seven people, committees should be limited in size. The membership of the committee shall reflect the constituencies served by the position.

The members of the search committee should be familiar with the position and should reflect the interests and characteristics of various constituencies, taking into consideration ethnicity, gender, age and different areas of specialization. SUNY Poly strongly recommends that the composition of the search committee be reflective of the diverse college community whenever possible. It is not recommended to have employees serve on the committee that will become subordinates of the candidate selected for this role. This scenario can compromise the search process and creates a skewed

supervisory relationship for the candidate upon hire and assumption of supervisory duties over the committee member. For example, the subordinate need not be aware that the hired candidate may not have been the first recommended choice or may not have been the subordinate's personal first choice.

If a committee member finds that they have a personal or familial relationship with a candidate that is being considered for the role it is their responsibility to recuse themselves from the search process so as to not create a conflict of interest.

The hiring manager may serve as the Chair of the committee or may appoint a separate chair. If the hiring manager chooses to not serve in the Chair role they will be responsible for creating the required search documents and monitoring the search process and interviewing the finalists recommended by the committee.

## **Confidentiality**

All matters relating to a search are strictly confidential. We strive to maintain confidentiality about the identity of the candidates until the final stages of the search. Please remember to abstain from any discussion about the search outside of the confines of the search committee meetings.

It is the intention of SUNY Poly to maintain the integrity of search processes by protecting applicant confidentiality. To encourage application from those reluctant to "go public" with their interest in SUNY Poly employment the names of applicants should only be released to the campus when a candidate becomes a finalist.

Public disclosure of search-related information or documentation may become an issue during the course of a search. SUNY Poly's policy is to remain as open as possible in the release of public records while also protecting legitimate privacy and confidentiality issues.

Search related information, such as interview questions, committee notes and screening matrices produced by the search committee members should remain confidential among the committee members. Other key individuals related to the search should have access to this information or documentation on a need-to-know basis only. Search-related information or documentation must not under any circumstances be released to unauthorized individuals. Any request from an unauthorized individual must be forward to the FOIL Officer.

## **Human Resources Review/Executive Signatory Approval**

- HR will classify the position with a budget title that coincides with an RF or State classification.
- HR will review all of submitted materials and suggest any changes we feel may be necessary.
- HR will go through the necessary approval and review steps to post the search; including obtaining signatures and reviewing the search against established affirmative action guidelines.
- This process usually takes 2-3 weeks so we ask you to be patient, but always feel free to check in and see where the approvals may lie.

## Posting and Advertising the Vacancy

Once the approval process is complete HR will post the position on the SUNY Poly website, and any other publications, newspapers, websites, or trade journals the committee has chosen to advertise and as outlined on the recruitment plan.

On occasion we will need to streamline the advertisement due to cost constraints but we will make sure that any streamlined version directs applicants to the SUNY Poly website posting that will advertise the AOV in its entirety.

Once an advertisement has been placed, the college is bound by it. If information concerning the search should change, especially the minimum qualifications, SUNY Poly must re-advertise the vacancy.

Choice of advertising sources is partly determined by the scope of the search: internal, local, regional or national. All positions are posted on monster.com and/or Careerbuilder.com, a diversity targeted website, NYS DOL job board, a veteran targeted website, Higheredjobs.com and the SUNY Poly careers page. Additional advertising sources need to be identified when submitting the search materials. HR will obtain quotes for each advertising source and determine if it is financially possible to post in all requested sources.

## The Application / Screening Process

SUNY Poly has moved to a totally online application process for professional and faculty searches. All positions are posted on our website with a portal to submit all required application materials. The website address for online application is used in all advertisements.

If applications are received by any other means (mail, e-mail, fax) the applicant will be contacted and asked to apply online. In most cases, the applicant will be willing to do so. If the applicant cannot apply online, HR staff can input the resume; however this is highly discouraged as many of the advantages of the online process will be lost (i.e. statistical data, qualifying questions, etc.)

When applying online candidates will be asked to complete the following steps:

- 1) Provide Contact Information
- 2) Complete a Questionnaire pertaining to the minimum qualifications set forth for the role
- 3) Upload Resume, Letter of Application and References
- 4) Complete the SUNY Poly Employment Application
- 5) Answer Optional EEOC Questions

Once the steps above are completed successfully and submitted, the applicant will automatically receive an acknowledgement via email.

HR will send an email to each member of the search committee inviting them to set up an Interview Exchange Reviewer account that will enable each search committee to establish access to all of the

application materials for candidates that have applied to the search for which they serve as a committee member.

We must provide at least a 2-4 week period of time for applicants to apply to the position prior to commencing the review process and advancing candidates for interview.

When reviewing each resume it is important to make sure that each qualified applicant meets ALL of the minimum qualifications.

We encourage committee members to log into Interview Exchange and evaluate each of the candidates that have applied within the system. This can be done periodically with decisions saved for each candidate, so committee members can review as many or little applicants as they would like during each session. To streamline the review process Interview Exchange will rank the candidates based on their match to the questions asked in the application process. We encourage committee members to rank their top choices so that when we convene we can quickly, collectively review all of the resumes and each committee member will be able to provide feedback and opinions on every applicant ensuring we only bring in the best qualified candidates for interviews.

The search chair is encouraged to schedule a meeting to discuss each committee members findings and collectively choose which candidates (if any) to invite to a phone or an onsite interview.

The committee's role is not to hire a candidate; rather to make a recommendation for hire based on the conclusions made through the interview process. Once executive approvals are in place HR will initiate the hiring process.

## Interviews

Once the search committee has chosen the candidates that they would like to interview the search chair will request permission to interview from Asst. VP for recruitment. Asst. VP for Recruitment will review the candidates requested for interview against the minimum qualifications and will also review candidates that have self-identified as minority, female or veteran to determine if any are qualified to include in interview process.

There is no set number of candidates that need to be interviewed through either the phone screen or onsite interview. Typically the phone screens will include several candidates. When the committee has settled on the finalists we should rank the candidates. If there is a clear front runner the committee may decide to invite that candidate in first and then decide if it is necessary to bring more candidates in. If there are multiple candidates that are similarly ranked we can invite each of them in.

Cost of travel is a concern, so if a candidate needs to be brought in from out of the area we need to make sure that a phone screen was successfully completed, the candidate's salary expectations are in line with our budgeted salary and the candidate is made aware of our limitations in regards to relocation assistance.

If a candidate is coming from out of the area HR will coordinate all travel and accommodation arrangements. Typically a candidate will be allowed one night accommodation either the night before the interview or the day of. For interviews that require a visit at both the Albany and Utica campuses we will provide two nights of accommodation. Faculty interviews often times include a meal with the candidate and the search chair the night before the interview and lunch with search committee members the day of the interview. All expenses that will be incurred throughout the recruitment process need to be pre-approved by the AVP for Recruitment.

Once permission is granted HR will coordinate scheduling onsite/phone interviews with each candidate to meet with the search committee. We will then distribute clean copies of the resumes for those candidates that accepted the offer of interview.

We need to have at least 3 committee members present in order to conduct the interview; obviously it would be best for everyone to be present to gain as many different perspectives as possible.

Please note that in order to establish equity in the search process, if the committee chooses to phone screen a candidate, for whatever reason, they must phone screen all other candidates (even if local) prior to moving to the onsite interview phase in the process. If the committee would like to commence onsite interviews without a phone screen, all selected candidates must be invited to interview onsite with travel arranged by SUNY Poly if required.

For each interview The HR committee member will greet the candidate at security or the HR office and escort them to the interview location.

The HR rep will then introduce the committee, explain the merged Colleges, Research Foundation (if an RF position) and it's role at SUNY Poly and ask if there are any questions before we begin.

Typically the hiring manager will then be asked to provide an overview of the position. Once complete the candidate will be asked to summarize their resume and highlight the areas that pertain most closely to the position. Once this is complete the committee will begin asking the prepared list of questions that are relevant to the specific position.

The list of questions asked of all candidates should be structured. All candidates should be asked similar questions and provided approximately the same amount of time for the interview. Clearly, conversation may deviate from the original question to allow full explanation of the candidate's qualifications and merit for the position. If a candidate's answer needs elaboration feel free to interject with a probing question; we are not bound by the template. These interviews must conform to all professional standards and the interviewers should be sensitive to the principles of non-discrimination.

We will also need to ask the candidate what salary range they are looking for. If their needs are not even close to what we have budgeted it is not going to be in our best interest to continue considering this candidate.

Remember, they are interviewing us as much as we are interviewing them. We want the candidate to get a good idea of how our organization works so they can evaluate if our values and goals fit with their professional aspirations.

## Topics to Avoid

- DO NOT ask any questions pertaining to:
  - Arrest records
  - Gender and marital status
  - Sexual or Gender orientation
  - Length of residence
  - Place of birth (Nationality)
  - Religion
  - Weight
  - Age
  - Prior illnesses/hospitalizations
  - Disabilities
  - Lawsuits or legal complaints
  - Worker's compensation claims
  - Children
  - ETC...
- You cannot ask a follow-up to any of the topics listed above even if the candidate brings them up!
- In short, if it isn't related to the job or their professional or educational background...DON'T ASK!!!

### For Example:

Candidate: "I recently moved here from Bermuda to become a member of a Church in the area"

DON'T ASK: "Great, what church are you joining?"

DON'T ASK: "What religion do you practice and what holidays do you observe?"

DON'T ASK: "Will your kids attend the school affiliated with the church?"

DO SAY: "Please summarize your resume and qualifications"

## Establishing Goodwill

It is important to give the interviewee a realistic and positive impression of the position, department, and SUNY Poly. Remember, you are looking for the person that is the best fit and the applicant is looking for the same. Misleading the applicant will not benefit anyone. In an effort to establish goodwill:

**Don't**

**Do**

**Don't give assurances of a job, job security or continued employment. Never use phrases such as, "as long as you do a good job," or "until you're ready to retire."**

**HR provides benefits snapshot page to illustrate the competitive benefit package**

**Don't Induce individuals away from other employment with assurances and promises, such as "you'll have a permanent job here."**

**Explain that we are in the middle of the interview process, that we may or may not conduct second interviews, and we will notify the interviewed candidate of the outcome via letter.**

**Don't promise or imply that employment will not be terminated.**

**Ask the candidate to provide his or her salary expectations and anticipated start date if offered a role.**

**Don't negotiate terms of the position, expectations, salary etc...**

**Don't provide any assurance of job security as described above, on promotion or transfer to other jobs within the college.**

**Be in control of the interview!**

## **Debriefing/Recommendation for Hire**

At the conclusion of the interview the HR rep will escort the candidate out of the interview location.

Typically, we will then briefly discuss the interview and come to some consensus on our impressions of the candidate.

The search committee chair will gather each committee member's notes or scoring matrices and compile these into a synopsis of the strengths and weaknesses for this particular candidate that will be submitted to the AVP for Recruitment upon completion of the search with a hiring recommendation. The observed strengths and weaknesses for each candidate should all be job related and as objective as possible.

Upon conclusion of the last interview the committee will discuss all of the candidates and attempt to come to a consensus on making a recommendation.

We may not have found that person yet; in this case we will continue the search process and go through the previous steps again with a new pool of applicants.

Remember, even as we conduct interviews the search is still open and candidates are still applying. We don't need to feel pressured into choosing a candidate from the 1st round of interviews.

Once we have decided to make a recommendation, the HR rep will contact all of the supervisory references provided by that candidate.

The candidate will also be asked to complete a pre-employment background screening.

Assuming the references and background check results are positive; the HR rep will then have the committee chair compile a summary of all of the interviews and send to the Asst. VP for Recruitment in an email asking permission to extend an offer.

This process can take 1-2 weeks to complete.

### **Extending an Offer**

Once Asst. VP for Recruitment permission is granted the HR rep will present the committee's recommendation to the executive staff. Concurrently, a salary offer should be identified.

HR will let the hiring manager know when an offer is to be made. HR will then contact the candidate and extend an offer and schedule a start date and time to meet with HR for an orientation. If the candidate chooses to accept we will follow our verbal offer with an official offer letter that they will need to sign and return to us before starting. HR will also notify SUNY Poly Space Arrangements/SWAT of the start to coordinate space and equipment needs and will also input relevant information necessary to set up an email address prior to the start date.

If the candidate turns down the offer then the committee will reconvene and decide if the 2nd choice is an option or if it is best to reopen the search and look at new candidates.