Search Resources Guide
for
Faculty & Professional Staff Recruitment

Revised: October 2018
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The goal of any search is to successfully appoint the most qualified candidate. Every faculty and professional search provides us with the opportunity to attract the greatest candidate pool so to identify our future colleagues. Every search should be viewed as a strategic opportunity to enhance our faculty and professional staff, increase our campus diversity, embrace our institutional mission and realize our institutional vision.

The Search Resources Guide provides guidelines, suggestions and recommendations for completing faculty and professional staff searches. Each subject area provides information on recommended best practices and required procedures.

Human Resources provides guidance and support to the department, search committee and dean/vice president throughout the search.

SUNY Oswego Search Resources Guide guidelines apply to all positions recruited for and hired through a competitive search process regardless of funding source (i.e. temp, tenure-track, etc.).
Affirmative Action/Hiring Guidelines for Recruitment

SUNY Oswego is committed to providing equal opportunity in employment and to prohibiting discrimination in employment because of race, color, national origin, religion, creed, age, disability, sex, gender identity or expression, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, military status, domestic violence victim status, or criminal conviction. Additionally, the College has a special commitment to the principles of Affirmative Action which, for recruitment purposes, entail positive, ongoing efforts to achieve representation of women and people of color in all academic, administrative, and service units of the College. Affirmative Action in hiring is required of New York State agencies. Affirmative Action is not only the law for SUNY campuses; it is sound educational policy.

Colleges and universities have a special responsibility to deploy diverse faculties and staff who bring unique and valuable perspectives to their areas of expertise. All students at SUNY Oswego need to interact with diverse faculty and staff as part of their preparation for entrance into a diverse world of work. Role models are also increasingly necessary to ensure success for a greater number of underrepresented students from diverse backgrounds. Therefore, our institution’s departments and their search committees will make good faith efforts to hire and retain a representative workforce. Throughout all stages of the recruitment and screening processes, departments and offices are encouraged to address Affirmative Action as an ongoing departmental initiative for achieving departmental goals that are consistent with the College’s strategic priorities and its commitment to Affirmative Action principles as stated above.

During the search process, the Affirmative Action officer will be available to provide, upon request, additional information or resources to aid search committees in their Affirmative Action efforts for strengthening outreach and recruitment. Additionally, the Affirmative Action officer can assist with departmental discussions and planning for diversity and inclusion, utilizing creative search strategies - including current best practices - for diversifying search pools.

For more information, contact the Affirmative Action Officer in the President’s Office at 315.312.2213.

You can find our full non-discrimination policy at:

http://www.oswego.edu/about/titleix/discriminationpolicy.html
The content and guidelines provided in the SUNY Oswego Search Resources Guide for Faculty and Professional Staff Recruitment apply to all positions recruited for and hired through a competitive search process regardless of funding source (i.e. temp, tenure-track, etc.).

Policies, guidelines and procedures are subject to change and update as needed, or as required by state and/or federal law, or SUNY policy.
PRIOR TO SEARCH

There are several steps that must be taken prior to the onset of any search. Please review the below outline when preparing your Request to Fill. The successful outcome of any search has its foundation in the preparation that occurs prior to posting the job vacancy announcement/long advertisement.

The Department Chair/Director –

Develop job description -

- Describe in detail the duties and responsibilities, be specific.
- Determine minimum and preferred requirements.
  - Avoid required qualifications that are too specific, add instead to preferred qualifications.
  - Consider how minimum requirements will be assessed keeping in mind all required qualifications must be evident in application documents submitted by candidates to be approved for consideration.
- Description of department/division (for advertising purposes)
  - Describe your department in a manner that will attract candidates. Highlight accomplishments, programs, services, etc.

Review appropriate position title, determine salary range (confer with Human Resources if necessary).

Appoint and select search committee members –

- Search committees play a vital role in shaping our college faculty and professional staff. When determining who should serve on the committee as department chair/director and/or hiring manager you should create a diverse committee ideally with members representing a cross section of the college community.
  - For faculty searches consider faculty from other departments that may be interdisciplinary.
  - For professional searches consider the departments on campus that the position serves and/or works with and include staff representation from those areas.
  - Members should be committed to diversity and equity.
  - Appoint Search Chair to lead and coordinate search.
    - Department chairs, directors should not serve as search chair unless critically necessary.
  - Consider including students as search committee members.
In charge to search committee hiring manager should -

- Plan to meet with committee prior to start of search.
- Review job description and expectations.
- Remind responsibilities of committee members during search.
- Discuss importance of diversity and departmental diversity goals.

Review appropriate advertising resources pertinent to position.

Prepare Request to Fill (RTF) including job description, submit to Provost or Vice President for review and approval.
Role and Responsibilities of the Provost Office (Provost or Associate Provost) for tenure-track vacancies and professional staff:

- Discuss criteria for the evaluation of faculty (Teaching, Scholarship, Service, Mastery of Subject Matter, and Continuing Growth).

- Provide examples of scholarship for various departments and explain the expectation for each department to provide detailed expectations to faculty in the context of the specific discipline(s).

- Discuss service including departmental, college-wide, community and professional service in the discipline and provide examples (i.e. attending workshops on teaching and learning).

- Discuss the tenure timeline and process (i.e. decision made in the sixth year with no prior service for Assistant Professors). This includes a discussion about the importance of yearly evaluations and the criteria used. The roles of department Chair and the departmental committee (PRT) during the evaluation process is also discussed.

- Discuss the role of the new hire’s mentor and his or her role in support of the new hire.

- Discuss the importance of dialog with the department Chair and the PRT committee chair regarding expectations, at least yearly.

- Discuss the memorandum of understanding new faculty are requested to write about their work for the upcoming year as it pertains to the context of the various components of evaluation (teaching, scholarship, research, etc.).

Role and Responsibilities of the Dean/Vice President/Hiring Manager:

- Remain committed to expediting the hiring process insofar as possible and encourage efficient operation of search committees.

- Review recommendation and ensure search chair is able to fulfill responsibilities associated with search.

- Review and approve position announcement/long advertisement prior to posting.

- Advise search chair and Human Resources if review and approval of short listed and on campus interview candidates is required.

- Meet with candidates during on campus interview, review position responsibilities and expectations, departmental and school/division information.
• Advise candidate that every effort will be made to follow up as quickly as possible after the interview.

• Obtain appropriate approval (if required) and extend offer to the selected candidate. Provide 3-5 days for the candidate to respond. On a case-by-case basis, extend this timeframe if extenuating circumstances exist.

• Remind candidates of Payroll Lag.

• Inform candidate there is a waiting period (currently 42 days) to enroll in health insurance.

• Discuss advising expectations with the candidate (if applicable).

• Discuss computer arrangements and provide details about start-up funds (if applicable).

• Clarify expectations for office hours (if applicable).

• Discuss course release, lab space, and specific courses (if applicable).

• Discuss mentor program/resources (if applicable).

• Advise Human Resources immediately once there has been an accepted offer.

• Review “New Employee Onboarding Checklist” and complete any related onboarding requirements for hired candidate (see page 49 and also available electronically at: https://www.oswego.edu/human-resources/file/new-employee-onboarding-checklist)

Role and Responsibilities of the Department Chair/Director:

• Initiate Request to Fill (RTF) for anticipated vacancy or new position. (RTF’s are required for all searches, including temporary positions.)

• Discuss and review with department Affirmative Action and diversity recruitment goals for the department overall and for this search.
  o Determine which specific efforts will be made to reach these goals.

• Select search chair and search committee members.
  o For professional searches it is recommended committee members represent a cross section of the campus community, particularly helpful is including members that have interacted and worked with the department/division the hired candidate will be working in.
  o For faculty searches consider faculty from other departments that may be interdisciplinary.
  o While classified staff (CSEA) can serve as search committee members they should not be appointed search committee chair.
• Ensure that staff is aware of vacancy and upcoming search.

• Determine job duties and responsibilities, required and preferred qualifications and application requirements. In addition to curriculum vitae/resume, cover letter and unofficial transcripts, consider requiring evidence of teaching effectiveness, teaching philosophy, diversity statement addressing past, current or future efforts and/or experience with diverse populations.)

• Review and approve long advertisement if there have been any recommended changes and/or updates by Human Resources, and approve for vacancy posting.

• Review and approve all costs for all advertising the department has requested and will be paying for. Human Resources will provide cost quotes for all requested advertising listed on the Request to Fill (RTF).

• If desired, attend meeting with search committee, Human Resources and Affirmative Action Officer.

• Review with dean/vice president budget for on campus interviews; provide budgetary guidelines to Search Chair for on campus interview planning.

• Review “New Employee Onboarding Checklist” and complete any related onboarding requirements for hired candidate (see page 49 and also available electronically at: https://www.oswego.edu/human-resources/file/new-employee-onboarding-checklist

**Role and Responsibilities of Human Resources:**

The Human Resources office is available to provide guidance prior to, throughout and after the conclusion of the search process.

• Upon receipt of fully approved Request to Fill Human Resources will initiate search process.

• Human Resources reviews job duties and responsibilities, required and preferred qualifications, additional application requirements requested by department and long and short advertisement; edit as needed.

• Human Resources will submit long advertisement to Dean/Vice President and Department Chair for review and final approval before posting.

• Advertising cost quotes are obtained by Human Resources and provided to Department Chair for review and approval.
• Posting the position on Human Resources job vacancy webpage, all standard advertising locations and the requested posting websites, print sources, etc. Communicates to Department Chair and Search Chair once ads have been placed.

• Review advertising plan, collaborate with Department Chair and/or Hiring Manager to recommend additional advertising if appropriate.

• Posts all tenure track positions in the Chronicle of Higher Education for a minimum of 30 days.

• Keeps copies of all ads placed.

• Assist with the creation of and approval of user accounts in Interview Exchange for Search Committee members.

• Discuss diverse advertising sites that may assist the search in yielding qualified candidates from diverse backgrounds.

• Conduct meeting for Search Committee Chair and Committee (in collaboration with Affirmative Action Officer) to provide guidance on the recruitment process. Work with the Search Committee Chair in regards to search by providing recruitment process assistance and answering questions throughout search.

• Attend future meetings as needed.

• Provide guidance and support to the hiring manager and Search Committee Chair throughout the recruitment, interview & offer process.

• Assist with criminal background checks and monitoring results (if applicable). (Hiring department pays for all background checks, Human Resources will assist with processing.)

• Assists newly hired foreign nationals with work authorization.

**Role and Responsibilities of the Affirmative Action Officer:**

• Review Request to Fill
  
  o Review and approve Affirmative Action goals and specific efforts as listed on Request to Fill.

  ▪ Provide guidance and counsel as requested and/or needed in setting goals and determining appropriate Affirmative Action efforts will be implemented.

• Attend initial search committee meeting with Human Resources to review search process, Affirmative Action law and its role during the search.
• Review all candidates in search pool in addition to short listed and on campus interview requested candidates, confer with search chair to confirm all qualified candidates are being reviewed and considered.

**Role and Responsibilities of the Search Committee Chair:**

The primary responsibility of the Search Committee Chair is to organize the search process from the time appointed by hiring manager until the search is closed. They are to maintain a consistent and efficient search as well as ensure the best qualified candidates receive consideration for the position. The Search Chair is the primary contact for all applicants throughout the search process.

The search chair:

• Works closely with hiring manager and Human Resources throughout the recruitment and selection process.

• Coordinates and schedules initial meeting with Human Resources and Affirmative Action Officer to review search process, policies and best practices.

• Recommends additional sources for sharing the position posting (affiliations, listservs, alumni organizations, etc.).

• Documents the search process and provides regular status reports to the hiring manager and Human Resources on search committee activities as well as committee recommendations.

• Consult with Human Resources and Affirmative Action Officer to review the search process and seek guidance as appropriate needed.

• Maintain all records associated with the search process (i.e. interview notes, evaluative rubric, etc.).

• Ensure deletion of any electronic duplicate notes and/or files and ensure search committee members destroy all search related documents.

• Ensure evaluative rubric is used during search committee deliberations, not required but is best practice.

• Schedules and leads all search committee meetings.

• Guides the committee in developing and implementing a search plan and oversees the professional and timely operation of the committee.

• Provides committee members with information and materials needed to conduct an effective search (i.e. sample interview questions, itineraries, etc.).
• Ensure that internal candidates are aware that they should not be included in other candidate interviews for that same position.

• Act as a liaison between Human Resources, hiring manager, search committee members and candidates. This includes the coordination and scheduling for interviews via telephone and/or on campus.

• Provide Human Resources and Affirmative Action Officer short listed candidates for review and approval prior to scheduling any interviews (telephone, Skype/Zoom, on campus).
  
  o Assure all short listed candidates have met all minimum requirements and have submitted all required application documents prior to moving to short list for review and approval.

• The Search Chair consults with Department Chair/Hiring Manager prior to scheduling on campus interviews to review budgetary guidelines. Will also help to provide assistance with travel arrangements if needed for candidates that are traveling.

• Ensures adherence to the Hospitality Policy during the candidate interview process: http://www.oswego.edu/administration/purchasing/food.html

• Maintain the confidentiality of the committee proceedings, identity of the candidates, and all communications with the candidates.

• Ensures that search committee members do not insert comments into Interview Exchange (subject to FOIL requests).

• Utilizes Interview Exchange for all candidate communications.

• Report immediately any concerns to hiring manager and Human Resources.

• Assures all candidates receive fair and equitable consideration and all interviews are conducted in a consistent manner.

• Prepare Final Search Report and submit to department chair/hiring manager.

• Advise Human Resources as soon as possible when offer has been accepted.

• Notify all applicants that did not move forward throughout the process of the search. Regret notices should be sent as soon as possible after an offer is accepted (use Interview Exchange to send correspondence to the candidates). Posting will be removed by Human Resources however access to the search remains unchanged in Interview Exchange.

• Remind search committee members to destroy all search related documents (vitae’s, resumes, etc.).

(See 19 for complete and comprehensive Search Chair checklist)
Role and Responsibilities for the Search Committee Members:

Search committee members play a vital role in the selection process by providing valuable input in reviewing the pool of candidates and determine which candidates best qualified to meet the needs of the position, hiring department, and college.

- Attend and participate in all meetings scheduled by the search committee chair.
- Recommends additional sources for sharing the position posting (affiliations, listservs, alumni organizations, etc.). Share where appropriate to increase candidate pool.
- Be able to commit required time necessary to complete a successful search.
- Assist with developing and carrying out the recruitment plan (i.e. advertising, phone calls to potential candidates, etc.).
- Use Interview Exchange objectively to review all applicants for qualifications.
- Suggest interview questions and forwards them to the search committee chair.
- Participate in all of the interviews and provides constructive feedback to the committee as it relates to the candidates qualifications for the position.
- Meet all deadlines set by the chair and committee members.
- Maintain the confidentiality of all committee proceedings and identity of the candidates.
- Consult immediately with search chair if a conflict of interest with any candidates; recuse oneself if a conflict of interest with any candidate arises.
CONFIDENTIALITY

Confidentiality throughout the search process is essential. All those involved – dean/vice president, department chair/hiring manager, search chair and committee members – should be cognizant of their role in maintaining confidentiality and the integrity of the search. Applicant privacy is the responsibility of all engaged in the search.

- All discussions and deliberations among search committee members are confidential, including those with the dean/vice president, department chair/hiring manager.
- Application materials contain sensitive, personal information and should only be printed when absolutely necessary. These materials should not be shared outside of the committee and should be promptly destroyed at the conclusion of the search.
- Concerns with confidentiality within the search should be brought to Human Resources immediately.
- When scheduling on campus interviews and visits please have candidates give approval through Interview Exchange prior to sharing their names publicly.
- The status of the search and/or candidate qualifications should not be discussed with candidates, internal or external.
  - For guidance on how to respond to these inquiries contact Human Resources.
SUNY Policy on Social Media

Use of the Internet and Social Media in Employee Searches:

Although the Internet, and social media in particular, may provide an employer with information that could qualify or disqualify an applicant, employers may also learn inappropriate information through these means. Such information includes membership in protected classes not otherwise disclosed on the application, status as an individual with a disability, political or religious views, or membership in organizations. This information is irrelevant to an applicant’s candidacy—and often impermissible to consider—but some search committee members may be tempted to use it in their decisions. Faculty and staff on search committees should call references provided by applicants, verify all past employment, and seek explanation for unexplained gaps. Search committee members may review faculty candidates’ articles and papers that are published online, and may also relate their personal or professional experiences with candidates. Search committee members attending conferences or gatherings with potential candidates may attend candidates’ presentations or speak with them. By avoiding inappropriate access to applicants’ information, even information publicly available on the Internet or social media, search committee members can better concentrate on relevant information, including experience, ability and past performance.
Suggestions for Improving the Diversity of Your Search Pool through Advertising

Oswego State is committed to promoting diversity and multiculturalism through a variety of recruitment and retention efforts with respect to increasing members of underrepresented groups in our community. The research states that in order to attract a diverse pool of applicants, the College’s commitment to diversity must be evident throughout the advertisement. As departments begin their searches, below are suggestions and ideas to include in the position descriptions and postings with respect to encouraging underrepresented candidates to apply to Oswego. The Chief Diversity and Inclusion Officer can provide valuable guidance and resources prior to and throughout the search process and is available for consultation.

I. Description of responsibilities:

a. Teaching responsibilities:

1) “prepare students to become culturally competent …”
2) “expand knowledge of diversity and multiculturalism …”
3) “encourage/promote collaborative research in the areas of diversity, …”

b. Meeting the department and university goals:

1) “opportunities to expand/develop course offerings that promote global perspectives and awareness”
2) “engage in cross departmental collaboration to further the knowledge of diversity and multiculturalism”
3) “provide academic advisement that exposes/encourages/ supports students opportunities to engage/enhance their experiences in diversity/global environments/…”

c. Qualifications

1) “Experience in working with diversity issues/diverse students/multicultural environments”
2) “academic experiences and interests in culturally diverse groups”
3) “professional experiences and interest in culturally diverse groups”
4) “Experience with a variety of teaching methods and/or curricula perspectives that address diversity issues”
5) “Demonstrated interest or engagement with social justice, equity, diversity, and inclusion issues, through professional or community experience. “
II. **Description of Department:**

1) The _____ Department supports the college’s mission for interdisciplinary programs in Global Studies, Africa/African American Studies, Women’s Studies, Native American Studies, and minor area studies.

2) Courses in the major/minor/cognate areas are supported with courses in interdisciplinary areas.

3) Support for new research initiatives related to diversity (ex: STEM).

4) Collaboration within/among other departments and programs that help students to develop a deeper understanding of themselves and the identities of others.

5) Provide mentoring to junior faculty.

6) An example:

   Penfield Library is committed to the practices of social justice, diversity, equality, and respect among our staff, students, collections, and services. We are actively working to build an inclusive environment by setting goals that directly reflect equity and inclusivity, and supporting the goals outlined in SUNY Oswego’s Strategic Diversity and Inclusion Plan, available at https://www.oswego.edu/diversity/. All positions will be called on to contribute to building this environment.

**In addition, all ads will contain the following diversity statement*:**

**Faculty:** In addition, this position will be expected to display a demonstrated potential for excellence in teaching and scholarship, commitment to undergraduate and/or graduate education, and possess communication and interpersonal skills sufficient to work effectively with an increasingly diverse array of students and colleagues.

**Professional Staff:** In addition, this position will be expected to possess communication and interpersonal skills sufficient to work effectively with an increasingly diverse array of students and colleagues.

*These statements are subject to change and will be updated accordingly and as required.

**Diversity Recruitment Resources**

Human Resources, the Affirmative Action Officer and Chief Diversity and Inclusion Officer will provide guidance for additional resources and recommendations for advertising in publications to increase diversity in the candidate pool.
# Search Committee Chair Checklist

The below checklist serves as a guide for the search chair, additional duties, obligations and responsibilities may be necessary throughout the search to ensure the search is productive and successful.

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<thead>
<tr>
<th>I.</th>
<th><strong>Search Committee Assembly</strong></th>
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<tr>
<td></td>
<td>Email committee members to welcome them to the search and include the action plan for the committee.</td>
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<td>Contact department chair/director to discuss position and the qualifications of ideal candidate.</td>
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<th>II.</th>
<th><strong>Human Resources/Affirmative Action Meeting</strong></th>
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<td></td>
<td>Schedule initial meeting for committee members, Human Resources and Affirmative Action Officer. Determine meeting location and advise attendees.</td>
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<td></td>
<td>Invite hiring manager to attend the first committee meeting to discuss position.</td>
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<th>III.</th>
<th><strong>Search Committee Tasks</strong></th>
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<tr>
<td><strong>Initial Meeting:</strong></td>
<td>Provide all committee members with a copy of the job description/long advertisement.</td>
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<td>Determine candidate evaluation requirements to be used when reviewing candidate applications and request committee feedback.</td>
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<td>Discuss and determine with committee preferred interview methods (Telephone, Skype/Zoom, on campus, or both).</td>
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<td>Establish an action plan &amp; timeframe for application review.</td>
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<td><strong>At the Beginning of Search:</strong></td>
<td>Develop formal list of first round and on campus interview questions, confer with hiring manager if requested if approval required prior to interviews.</td>
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<td>Discuss interview itinerary. (See on-campus interview guidelines, Page 31)</td>
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<td></td>
<td>Confer with hiring manager and determine when references will be conducted (before/after first round interviews, before/after on-campus interviews) and in what format (phone, written). Reference checks must be conducted prior to presenting recommendation to hire and before an offer can be extended.</td>
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<td>Clarify job talks and classroom presentations, open forums, departmental presentations, if applicable (i.e. time/duration/nature of talk, expected size of the audience, equipment available, start of the day).</td>
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<td></td>
<td>Discuss logistics for campus tour – consider student participation insofar as possible. (If applicable)</td>
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<td><strong>Application review:</strong></td>
<td>Files must be complete to be considered. Candidates who are missing required documents cannot be moved forward until their files are complete. A variety of template options are available to notify candidates (through Interview Exchange) contact Human Resources for guidance. Provide submission deadline for any required documents.</td>
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<tr>
<td>Search committee meets to review and discuss applicants and determines which candidates should be initially considered. Search Chair moves these candidate files in Interview Exchange into “Short list” folder and notifies Human Resources and Affirmative Action Officer short listed candidates are available for review and approval. If required include Department Chair and Dean in notification. (No interviews should be scheduled until short list is approved by Human Resources, Affirmative Action Officer and Department Chair/Dean when required.)</td>
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<tr>
<td>Search Chair schedules first round interviews after receiving approvals from Human Resources, Affirmative Action Officer (and hiring manager if required).</td>
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<tr>
<td>Collect interview questions from committee members, develop and finalize question list.</td>
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<td><strong>Interviews: By phone, Skype, and/or in-person:</strong></td>
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<td>Conduct telephone/Skype interviews (if applicable).</td>
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<td>After conducting first round interviews, determine which candidates will be invited to campus for in person interviews. (Reminder-review budgetary requirements set forth by department.)</td>
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<td>Complete first round interview section in Final Search Report.</td>
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<td>Move files for those candidates the committee has determined should be invited for on campus interviews to “On Campus Interview Requested”. Advise via email Human Resources, Affirmative Action Officer and Department Chair/Dean if required candidate files are ready for review in Interview Exchange. (No interviews should be scheduled until all required approvals are received.)</td>
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<tr>
<td>Upon approval, schedule interviews with the candidate, search committee, department chair/director, dean/vice president, chief diversity and inclusion officer (tenure track faculty candidates only), and any other necessary groups participating in interview.</td>
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<td><strong>On Campus Interviews:</strong></td>
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<td>Prepare agenda, ensure all candidates are reviewed and hosted in a consistent manner, including any internal candidates.</td>
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<td>Determine who will meet candidates at the onset of the interview, where and when.</td>
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<td>Reserve appropriate room for candidate interviews.</td>
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<td>If internal candidates are being considered advise in writing via Interview Exchange email notification that they may not attend any group interviews, open forums or discussions that are being conducted by external candidate.</td>
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<tr>
<td>After all interviews have been completed discuss the interviews and forward unranked final candidate recommendations to department chair/director for review utilizing the Final Search Report. (Department chair will forward report to hiring manager (Dean/Vice President, etc.). <em>The Hiring Authority (Dean, Vice President, etc.) or designee contacts final candidate to extend verbal offer. Offer should be contingent upon successful completion of a criminal background check (if applicable).</em></td>
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<tr>
<td>Once the candidate accepts the unofficial offer, notify Human Resources immediately so that vacancy posting can be removed.</td>
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<tr>
<td><strong>In Interview Exchange</strong>, move selected candidate into ‘Hired’ folder.</td>
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<tr>
<td><strong>Contact all non-selected candidates in the pool via Interview Exchange and send regret notices out. Coordinate this communication with Human Resources so notifications are sent as soon as posting is removed from employment opportunities webpage. If there were internal candidates confer first with department chair/director/hiring manager prior to sending out notices that position has been filled.</strong></td>
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<tr>
<td><strong>IV.</strong> <strong>After Conclusion and search is officially closed</strong></td>
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<tr>
<td><strong>Ensure all confidential interview notes, search member correspondence or memorandums from the search committee documenting the search process as well as their selection, are destroyed.</strong></td>
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INTERVIEW EXCHANGE

Interview Exchange manages the applicant recruitment process and is a permanent record of our recruitment efforts. All searches must utilize Interview Exchange as the method for collecting applications (i.e. term, tenure-track, temp, etc.) Only the Search Chair has the ability to communicate with applicants, however the Search Chair may request a designee have access to assist with communications. The Search Chair should utilize available folders – Yes, No, Maybe, Short list, First Round Interview, On Campus Interview Requested, On Campus Interview Approved- and move applicants into these folders accordingly. Search Committee members have the ability to review all applicants and submitted files. The “Comments” section of Interview Exchange should not be used for note taking by committee members.

Interview Exchange provides some sample email templates for communicating with applicants however, additional templates are available from Human Resources and will be recommended for use as appropriate. The Search Chair should consult with Human Resources prior to sending official communication to candidates. Interview Exchange is the permanent record of the search and must be used for all search related correspondence.
## Legal/Illegal Interview Questions

Search committee members, hiring managers and all involved in the interview process should understand that there are numerous questions that should NOT be asked of the candidates at any stage of the interview process. Federal and State laws prohibit these questions. Below is a current listing of questions that can and cannot be asked.

<table>
<thead>
<tr>
<th>Subject</th>
<th>May Ask</th>
<th>May Not Ask</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>1. Current legal name.</td>
<td>The original name of an applicant whose name has been changed or the national origin of an applicant’s name.</td>
</tr>
<tr>
<td></td>
<td>2. If applicant has worked under another name IF needed to verify work or education records.</td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td>Nothing unless the purpose is for reporting EEO or affirmative Action reporting, then, data must be collected on a separate form.</td>
<td>Anything, unless sex is a <em>bona fide occupational qualification (BFOQ)</em>.</td>
</tr>
<tr>
<td>Age</td>
<td>Are you over the age of 18? (Proof of age can be requested for insurance purpose after employed).</td>
<td>When applicant graduated from high school, college, etc.</td>
</tr>
<tr>
<td>Address</td>
<td>Place and length of current address.</td>
<td>How long have you lived in the U.S.? What foreign addresses have you had?</td>
</tr>
<tr>
<td>Birthplace</td>
<td>Nothing</td>
<td>About applicant, parents, spouse, grandparents, or other relatives.</td>
</tr>
<tr>
<td>Citizenship</td>
<td>Do you have the necessary documents authorizing you to work in the U.S?</td>
<td>Of what country are you a citizen?</td>
</tr>
<tr>
<td>Marital Status</td>
<td>Nothing</td>
<td>Married? Single? Engaged? Widowed? Do you prefer Miss., Mrs., or Ms.?</td>
</tr>
<tr>
<td>Sexual Orientation</td>
<td>Nothing</td>
<td>Heterosexual? Homosexual?</td>
</tr>
<tr>
<td>Subject</td>
<td>May Ask</td>
<td>May Not Ask</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Family</td>
<td>Nothing</td>
<td>Family size? Family Planning? Plans for childcare, spouse’s employment, etc.?</td>
</tr>
<tr>
<td>Religion</td>
<td>Nothing</td>
<td>What denomination are you? Who is your pastor?</td>
</tr>
<tr>
<td>Financial Position</td>
<td>Nothing, unless related to the job.</td>
<td>Credit ratings? Garnishments?</td>
</tr>
<tr>
<td>Arrest/Conviction Record</td>
<td>Have you ever been convicted of a crime?</td>
<td>Number or kinds of arrests.</td>
</tr>
<tr>
<td>Organizations</td>
<td>Professional Organizations to which applicant belongs, if job-related.</td>
<td>ALL organizations to which applicant belongs, especially those that may indicate race, sex, national origin, etc.</td>
</tr>
<tr>
<td>References</td>
<td>Names and contact information for professional or personal references.</td>
<td>Name of pastor, priest, etc.</td>
</tr>
<tr>
<td>Availability to work on weekends or evenings</td>
<td>If asked of all applicants and is of business necessity for the person to work weekends and/or evenings.</td>
<td>Religious observance.</td>
</tr>
<tr>
<td>Pregnancy</td>
<td>Nothing</td>
<td>Pregnancy? Family planning?</td>
</tr>
<tr>
<td>Subject</td>
<td>May Ask</td>
<td>May Not Ask</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>Military Status</td>
<td>May ask about job-related experience gained during military service.</td>
<td>Branch? Type of discharge?</td>
</tr>
<tr>
<td>Housing</td>
<td>How applicant can be reached if no telephone number is given.</td>
<td>Whether applicant owns or rents.</td>
</tr>
<tr>
<td>Education</td>
<td>May ask about educational institutions attended and training obtained as it relates to the position.</td>
<td>Organizational affiliations of school attended.</td>
</tr>
<tr>
<td>Health of Disability</td>
<td>You can ask all applicants if they can perform all of the functions of the job.</td>
<td>Medications, worker’s compensation history, days missed from work.</td>
</tr>
<tr>
<td></td>
<td>May ask applicants with a visible disability to demonstrate how they would perform certain tasks that their disability may appear to interfere with.</td>
<td></td>
</tr>
<tr>
<td>Relatives or Friends</td>
<td>Names of applicant’s relatives already employed by employer.</td>
<td>Names of relatives or friends not working with the employer.</td>
</tr>
</tbody>
</table>
Sample Application Screening Evaluation-Faculty

Candidate Screening Form

Department of (Subject)                                                                 (Title of Position)

Name of Candidate: ___________________________________________________________________________

Responsibilities (example): The successful candidate will teach undergraduate and graduate courses in (subject) and undergraduate courses, normally 12 hours per week. This person will advise student, serve on department committees, be involved in curriculum development, conduct in-service workshops with teachers, and regularly participate in professional and scholarly activities in (subject) education.

Qualifications and Experience (example): A Doctorate in (subject/discipline) (or recent ADB), and a Master’s Degree in (subject) (or the equivalent) are required for appointment. A doctorate is required for tenure. Candidates must have strong commitment to and be able to provide evidence of effective teaching. In addition, they must have a distinguished record of or strong potential for scholarly and professional activity in (subject), possess excellent communication skills and a commitment to diversity. (Subject) teaching experience is preferred. Knowledge of current research in (subject) education is expected. Preference will be given to candidates with expertise in using technology as a tool for teaching (subject).

Criteria

A. Education
   Doctorate in (subject/discipline) or recent ABD
   Master’s Degree in (subject) or the equivalent

B. Teaching
   Strong commitment to effective teaching
   Evidence of effective teaching

C. Professional Activities
   (Potential for) Research, Publications, Grant Writing, Presentations

D. Communication Skills
E. Expertise in Specified Areas
   Knowledge of Current Research
   Technology
   Workshops with Teachers

F. Research
   Source, Strength, Timeliness

G. Other Criteria
   Please Specific

Quality of letter of application:
Below average _____ Average _____ Above Average _____ Superior _____

Quality of letter of resume:
Below average _____ Average _____ Above Average _____ Superior _____

Comments:

Overall rating of applicant:        Unqualified _____ Qualified _____ Highly Qualified _____

Proceed with telephone interview:  Yes _____ No _____
Sample Application Screening Evaluation-Professional

Candidate Screening Form

Department/Division of _____________ (Title of Position)

Name of Candidate: __________________________________________

Responsibilities: Job duties and responsibilities are detailed within the Request to Fill and “Long Advertisement”. Please refer to these documents for further information and to verify candidate meets these expectations.

Qualifications and Experience: Qualifications and experience are detailed within the Request to Fill and “Long Advertisement”. Please refer to these documents for further information.

Criteria

A. Education

B. Professional Activities/Affiliations

C. Communication Skills

D. Expertise in Specified Areas
   Knowledge of Job Duties
   Technology

E. Other Criteria
   Please Specific

Quality of letter of application:
Below average _____ Average _____ Above Average_____ Superior _____

Quality of letter of resume:
Below average _____ Average _____ Above Average_____ Superior _____

Comments:

Candidate is: Unqualified _____ Qualified _____ Highly Qualified_____  
Proceed with telephone interview: Yes _____ No______
Sample Telephone Interview Questionnaire

Position Title:

Applicant Name:

Date:

Interviewer:

Suggestions for interview:

Introduction – 3 minutes

☐ Greet the applicant and engage in brief pleasantries, time permitting.

☐ Advise the applicant the phone interview will take approximately 30 minutes.

  Committee will need approximately 20 to 25 minutes to ask approximately 8 to 10 questions.

  Remaining time may be used by the applicant to ask questions.

☐ Committee members introduce themselves.

QUESTIONS (20 minutes):

Sample Questions – The first questions should be relatively easy questions and are designed to relax the candidates. They cover such items as:

Work Experience, Education, Work History, Motivation for Coming to Oswego and Previous Work History

1. We read your resume (vitae) and letter of application with great interest and we are interested in learning more about your education, work experience and skills. Please elaborate on your qualifications and tell us why they qualify you for the position.

2. Why are you interested in working at SUNY Oswego?

3. Why do you want to leave your current employer? Why did you leave your previous employers (remember to review the reason for leaving each employer)?
[Insert Additional Interview Questions Here – In addition to questions 1, 2 and 3 listed above, the search committee will have time to ask approximately 5 to 7 more questions]

Final Details – 5 minutes

☐ Ask the applicant if they have any questions and respond to them.

☐ Advise the applicant of the next steps in the process and the expected timeline the committee will follow.

☐ Explain to candidates that reference checks may be done after today and ask the applicant for permission to contact references. These are the primary references and there are generally 3 references listed in the application materials.

☐ Explain to candidates that as part of our procedure, we would like permission to conduct secondary reference checking or “off-list” reference checking and ask them if there is anyone that they would not want us to contact specifically.

A copy of telephone/Skype/ZOOM interview questions must be included in Final Search Report.

Human Resources can provide guidance and interview questions to assist in evaluating soft skills for professional searches.
SAMPLE INTERVIEW ITINERARY

INSERT CANDIDATE NAME ABOVE

TITLE of POSITION

<table>
<thead>
<tr>
<th>Date &amp; Time</th>
<th>Meeting/Activity</th>
<th>Persons Attending Meeting/Activity</th>
<th>Escort</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

Ensure that a campus tour is provided.

Inform candidate that the position is represented by United University Professions (UUP) (if applicable).
Recommended On Campus - Interview Guidelines

Campus Interview Questionnaire

<table>
<thead>
<tr>
<th>Position Title:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant Name:</td>
<td></td>
</tr>
<tr>
<td>Date:</td>
<td></td>
</tr>
<tr>
<td>Interviewer:</td>
<td></td>
</tr>
<tr>
<td>Committee Members Present for Interview:</td>
<td></td>
</tr>
</tbody>
</table>

Suggestions for interview:

**INTRODUCTION – 5 minutes**

☐ Greet the applicant and engage in brief pleasantries such as; the weather, trip in to Oswego, hotel accommodations, etc., time permitting. Remember to be pleasant and cheerful!

☐ Ask the applicant if she/he would like a beverage.

☐ Advise the applicant how long you anticipate the campus interview with the search committee will take. Committee will need approximately 50 minutes to ask approximately 10 to 12 questions. Any remaining time may be used by the applicant to ask questions. Let the candidate know that everyone will be taking notes, but that they are listening to your responses carefully.

☐ Committee members introduce themselves.

☐ Remember when asking questions – Ask one question at a time and rotate among the committee members. Follow up questions are intended to be asked after the applicant responds to the initial inquiry and ask only if the applicant’s response does not yield the information you seek.

☐ Remember the 80-20 rule. Applicants speak 80% of the time, the committee speaks about 20% of the time. Your purpose is to gather information to make an informed decision.

**INTERVIEW QUESTIONS – 50 minutes**

Work Experience/Education (Ask if not covered during phone interview)

1. We read your resume (vita) and letter of application with great interest and we are interested in learning more about your education, work experience and skills. Please elaborate on your qualifications and tell us why they qualify you for the position.

   a) Why are you interested in working at SUNY Oswego?
b) Why do you want to leave your current employer? Why did you leave your previous employers (remember to review the reason for leaving each employer)?

[Insert Additional Interview Questions Here – In addition to question 1 listed above, the search committee will have time to ask approximately 10 to 12 more questions]

**FINAL DETAILS – 10 minutes**

☐ Ask the applicant if they have any questions. Note the questions below.
☐ Advise the applicant of the next steps in the process and the expected timeline the committee will follow.
☐ If it wasn’t done previously, ask the applicant for permission to contact references. Verify reference information provided with application materials.
☐ If it wasn’t done previously, explain to candidates that as part of our procedure, we would like permission to conduct secondary reference checking or “off-list” reference checking and ask them if there is anyone that they would not want us to contact specifically.
☐ Review the campus interview agenda with the applicant. Ask the applicant if a restroom break is needed before proceeding to the next interview.

**EXIT INTERVIEW – 15 to 30 minutes**

The exit interview is conducted to ask any remaining questions that could not be covered during the hour long interview and to assess the applicant’s interest level and potential fit with the institution.

Why are you willing to commit to this position?

How does your decision reflect your long-term goals?

What is your reaction to the job description? Specifically, what attracts you to it? What doubts do you have about it? What, if anything, is missing?

Do you have any concerns or unanswered questions we can address for you?

**EXIT INTERVIEW FINAL DETAILS**

☐ Advise the applicant of the next steps in the process and thank the applicant for the time spent with the search committee.

*These are recommended guidelines and not requirements.*

*A copy of search committee on campus interview questions must be included in the Final Search Report.*
Sample: Suggested Search Committee Interview Questions
(Faculty)

Candidate’s Name: ________________________

Committee Member: _______________________

Date: _______________________

1. In addition to your educational attainment, have you engaged in any other activities or have direct experiences that have enhanced your skills in the areas of research? Fundraising? Administration?

Strengths:

Weaknesses:

2. Explain to us your experiences as they relate to the working relationships you’ve had in your past positions. Describe your experiences working with culturally diverse faculty? Teaching culturally diverse students?

Strengths:

Weaknesses:

3. Describe how you would respond to the following:
   • your instruction schedule now requires you to teach one additional class;
   • a reduction in funding in your subject area for the foreseeable future; and
   • you’ve received approximately 10 complaints from students about your teaching methods.

Strengths:

Weaknesses:
4. Share with us the contributions you believe you’d be making to SUNY Oswego if you were offered this position.

Strengths:

Weaknesses:

[Insert Additional Interview Questions Here – In addition to questions listed above, the search committee will have time to ask approximately 6 to 8 more questions]

5. How do you see yourself contributing to the enhancement of student awareness of and appreciation for diverse cultures?

6. Creativity often means stepping back from standard ways of thinking. Give us an example of a time when you were able to break out of a structured mindset and explore new or different concepts and ideas.

7. Diversity can bring with it a barrage of perspectives on various aspects of work. Describe something you’ve done to optimize the benefits of having a diverse group of colleagues.

8. What technology applications have you utilized in the classroom?

9. Describe a decision you made or a situation you would have handled differently if you had to do it over again.

10. How do you feel your teaching style can serve our student population?

11. What is your philosophy toward student responsibility in the educational process?

12. Tell us about a time you found and took advantage of an opportunity to make an improvement in your position or department/team/group.
Sample: Suggested Search Committee Interview Questions
(Professional)

Candidate’s Name: ________________________

Committee Member: _______________________

Date: ________________________

1. What were the most significant challenges you faced and how did you handle them?

Strengths:

Weaknesses:

2. Tell us about a project that you initiated. Describe the project. What was your involvement in completing the project? What was the outcome?

Strengths:

Weaknesses:

3. Tell us about a time that you had to manage multiple tasks simultaneously. Describe the situation. What did you do?

Strengths:

Weaknesses:
4. Tell us about a problem that you couldn’t solve. What was the situation? What would you have done differently?

Strengths:

Weaknesses:

[Insert Additional Interview Questions Here – In addition to questions listed above, the search committee will have time to ask approximately 6 to 8 more questions]

5. Tell us about a time when you disagreed with your manager and how you resolved it?

6. What do you do to ensure you accomplish your goals that go beyond the day to day routine?

   How do you stay focused on priorities?

7. I’d like to talk about the ways in which you keep your manager updated. How often do you communicate with your manager/supervisor? What forms of communication do you use?

8. Tell me about a situation in which you failed, and how you handled it.

9. Please share your perception of the scope of this position and how you see yourself fitting the position requirements.

10. How do you stay current in your field?

11. Tell me about a time in your personal or professional development that required you to persevere in spite of roadblocks or challenges. How did you stay committed? What was the end result? What did you learn from the situation?

12. What has been your greatest professional accomplishment? Why?
Sample Telephone Reference Check Questions

Date: September 17th, 2014

Candidate: Leonard Smythe Reference Checked: Mr. Cliff Jones,
Vice President, Two-Tone, Inc.

Position Held: Vice President, Administration

Dates Employed: 3/6/97 – Present

Job Title Confirmed?

Introduction

(Candidate) is being considered for the position of (title) at the State University of New York at Oswego and has provided your name as a reference. If you have approximately 20-30 minutes I would like to ask you about his/her working at Two-Tone.

- Are you able to enthusiastically recommend this person?
- Is this person eligible for re-hire within your organization?
- Could you fully describe the circumstances and reason for the separation?
- Could you describe the strengths and/or weaknesses of this individual?
- Can you describe any of the research conducted by this individual?
- Could you share with me what grant funding this person was able to secure while working with you?
- Would you describe this individual’s ability to work as a productive member of the faculty?
  - Is there anything you’d care to share with me about this individual that I’ve not asked?
### Applicant Name:

### Date of Reference Check:

### References checked by:

### Reference’s Name/Title:

### Reference’s Organization/Institution:

### Reference’s Contact Information:

### Reference’s Relationship to Applicant:

### Type of Reference:  Primary _____  Secondary _____

---

### INSTRUCTIONS:

- Make appointment in advance if possible.
- Have at least two search committee members on the call if possible.
- Fifteen minutes to a maximum of twenty minutes is allotted to conduct the reference check. **Important**: It is up to you to manage time efficiently during the reference check, so make sure you do so, making every attempt to get through all the questions. You will have time to ask approximately 6 questions.
- Do not use the terms primary or secondary when speaking to the references. These are used for internal purposes only as a means of categorizing references. References will not understand the terminology.
- Do not tape reference checks.

### INITIAL STEPS TO FOLLOW WHEN CONDUCTING THE REFERENCE CHECK:

1. Introduce yourself.
2. Reconfirm 15 to 20 minutes allotted for the reference check and that it is a convenient time.
3. Reassure the reference that the conversation will be held in confidence by the search committee.

Advise the referee you have ___ number of questions to ask and before you do so, you will briefly outline the position the applicant is applying for. **[INSERT SUMMARY OF POSITION HERE]**

**Important**: Whenever possible, ask the reference for concrete examples that support each answer (i.e., as opposed to asking the reference simply to provide a description).
Are there any other matters regarding this candidate that we have not touched upon which you would want to call to the attention of the Search Committee?

- Remind the reference that the applicant’s candidacy is confidential, although the candidate has given permission for you to conduct this interview.
- Remember to thank the reference for his/her time.
- If reference will only share employment dates, ask:
  - Is the applicant available for rehire?  
    - Yes  
    - No
  - May I ask, is it a company or personal policy to not share more information?
    - Company  
    - Personal
Final Search Report

Part A:
(To be completed by Search Chair)

Position Title: _________________________________________________________

Date Report Submitted: _________________________________________________

Search Chair: __________________________________________________________

Names of Search Committee Members (please list):
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

Date Review Began: _______________________________________

First Round Telephone/Skype/Zoom Interview
(Attach questions asked to report, candidate responses are NOT required.)

Number of Candidates Interviewed for First Round: __________

Candidates Interviewed:

<table>
<thead>
<tr>
<th>Candidate Name</th>
<th>Recommended for campus interview? If not, list reasons.</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>
Campus Interviews
(Attach candidate on campus interview agenda and search committee questions to report.)

Number of Candidates Invited to Campus:__________
Number of Candidates Interviewed on Campus: _________

How many applicants from first round interviews withdrew their candidacy either before or after campus interviews? _______

Provide their names and reasons below.

<table>
<thead>
<tr>
<th>Candidate Name</th>
<th>Reason(s) for Withdrawal (if known)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

On Campus Interviews:

<table>
<thead>
<tr>
<th>Candidate Name</th>
<th>Date(s) of Interview</th>
<th>Lecture, Presentation or Open Forum?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>□ Lecture □ Presentation □ Open Forum □ Other_________________</td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Lecture □ Presentation □ Open Forum □ Other_________________</td>
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<tr>
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<td>□ Lecture □ Presentation □ Open Forum □ Other_________________</td>
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<td>□ Lecture □ Presentation □ Open Forum □ Other_________________</td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Lecture □ Presentation □ Open Forum □ Other_________________</td>
</tr>
</tbody>
</table>
Candidates Interviewed On Campus
(attach additional pages as required)

Applicant Name: __________________________________________________________

Acceptable:   Yes ___  No ___

If the applicant is unacceptable, please explain why.

Applicant’s Strengths:

Applicant’s Weaknesses:

REFERENCES

Please complete below information on references. Phone reference questions should be attached to this report.

Name of Reference and Title: __________________________________________________

Institution/Company: _________________________________________________________

Relationship to candidate: ____________________________________________________

Written____ Telephone ____ Both Written and Telephone_____
(Attach questions asked for telephone reference check.)

Telephone reference checks conducted by: ______________________________________

____________________________________________________________________________

Comments: __________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________
REFERENCES

Name of Reference and Title: ___________________________________________________

Institution/Company: __________________________________________________________

Relationship to candidate: _____________________________________________________

Written____ Telephone ____ Both Written and Telephone____
(Attach questions asked for telephone reference check.)

Telephone reference checks conducted by: ________________________________

____________________________________________________________________________

Comments: __________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

Name of Reference and Title: ___________________________________________________

Institution/Company: __________________________________________________________

Relationship to candidate: _____________________________________________________

Written____ Telephone ____ Both Written and Telephone____
(Attach questions asked for telephone reference check.)

Telephone reference checks conducted by: ________________________________

____________________________________________________________________________

Comments: __________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________
Campus Feedback

Summary of feedback received from campus community (not search committee member) from on campus interviews, forums, lectures, etc. Do not include names of employees providing feedback:

Is there any other information the hiring manager should be aware of?

SEARCH COMMITTEE RECOMMENDATION FOR HIRE:

_______________________________________________________________________

Candidate Name

Part B:

To be completed by department chair/ director prior to presenting search committee recommendation to hire to dean/vice president/director (hiring manager):

____ Yes – Agree with search committee recommendation  ____ No If no, please explain:_____________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________

Any comments to add? (Not required)

____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
Part C:

To be completed by the hiring manager – dean, vice president, director:

<p>| Were there any candidates that declined after extending an offer? Yes___ No___ |
|----------------------------------|------------------|
| Please provide their names and reason. |</p>
<table>
<thead>
<tr>
<th>Name</th>
<th>Reason(s) for Declination (if known)</th>
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Name of candidate selected for appointment:  

Date verbally accepted position:  
Salary  
Anticipated Start Date  
Additional information Human Resources should be aware of?  
___No___ Yes - ____________________________  
_________________________________________  
For Faculty Hire – will candidate participate in early start program?  
___No___ Yes - ____________________________  
_________________________________________

Please be reminded, an Appointment Form must be completed and submitted for approval, the Final Search Report does not initiate any onboarding proceedings (appointment/contract letter, banner ID, etc.) for new hires and/or internal candidates accepting a new position.
GUIDE FOR NEW EMPLOYEES SEEKING IMMIGRATION STATUS

This guide is designed to provide an overview of immigration procedures for new non-resident international tenure track faculty and will be applicable in most cases. U.S. immigration law is complex and changes quickly. SUNY Oswego currently contracts with a law firm to oversee all immigration issues for new tenure track positions only. However, Human Resources should be contacted with any questions regarding immigration status for employees.

H1-B Procedure

- Once an offer of tenure-track employment has been accepted by a candidate requiring immigration sponsorship, SUNY Oswego will contact our attorneys to petition for H-1B work status on behalf of the individual. The H-1B is a:
  - Temporary worker status, valid for up to 3 years.
  - The H-1B is renewable, and an individual can hold H-1B status for a maximum of 6 years.
  - In a few cases, the H-1B can be extended beyond the 6 year limit.
  - SUNY Oswego, not the individual, is the petitioner for the H-1B.
  - The H-1B is employer-specific; the holder of the H-1B is not allowed to work for any other employer unless that employer also holds an H-1B for the benefit of that individual.
  - The typical period for approval of an H-1B is between 3-4 months. A petitioner cannot work for the college in ANY capacity until approval is received.
  - The cost of the H-1B petition fees must be paid by the College. The employee cannot legally pay any H1-B fees.

Permanent Residency

Immigrant Petition and Adjustment of Status

SUNY Oswego will only sponsor individuals who are in a tenure-track or permanent position and whose sponsorship is expressly supported by their dean, and the President.

If a foreign national employee who is recruited and appointed by SUNY Oswego in a tenure track position wishes to obtain permanent resident status, the employer petition must be submitted within the first 18 months of the offer of employment.

Under the provisions of U.S. immigration law, SUNY Oswego may sponsor certain eligible international faculty and academic researchers for permanent residence via a petition to U.S. Citizenship and Immigration Services (USCIS). The contracted attorneys will be used for the employer sponsored petition.
Following Labor Certification:

Paid by SUNY Oswego:

- Once the labor certification (9089) is approved, SUNY Oswego through the attorneys can file an Immigrant Petition (I-140) to sponsor the individual for employment-based permanent residence.
- The Immigrant Petition certifies to USCIS that the labor certification has been done and that the individual meets all of the qualifications stated in the labor certification.
- The employer must certify at the same time that there is in fact a job, and that the employer has the resources to fund the individual’s salary.
- The costs associated with the PERM Labor Certification application and I-140 petition will be the responsibility of SUNY.

Paid by employee:

- The final stage of green card processing is the I-485, Application to Adjust to Permanent Resident Status. This is a personal application by the employee to adjust their current nonimmigrant status to that of a Permanent Resident. All costs associated with this stage will be the responsibility of the employee, including all dependent fees. Before an employee can file an I-485, the applicant and each family member must receive a medical certification from a USCIS registered Civil Surgeon. In most cases this exam and subsequent medical tests are not covered by the state sponsored health insurance programs offered through SUNY Oswego. The cost to the employee can vary for each family member receiving the medical certification.

For assistance with any matter related to new employees seeking immigration status contact:

Office of Human Resources
201 Culkin Hall, SUNY Oswego, Oswego, NY 13126 (USA).
Telephone 315-312-2230
**New Employee Onboarding Checklist**  
(Industrial, Staff and Temporary Employees)

<table>
<thead>
<tr>
<th>New Employee:</th>
<th>Start Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title:</td>
<td>Department:</td>
</tr>
<tr>
<td>Supervisor:</td>
<td>Banner ID #:</td>
</tr>
</tbody>
</table>

*This list is a suggested guideline, when onboarding new employees please note that depending on the type of hire some of the items may or may not be relevant.*

### Before Day 1
- Check that the workspace is equipped and ready for new employee. Obtain office supplies, computer, office keys and setup office mailbox.
- Verify their office phone has been activated and they have been added to People Search.
- Order business cards, desk name plates and/or name badges.
- Ensure HR has received their appointment form and they have been assigned a Banner ID.
- Verify with HR the orientation date/time is setup for your new employee to attend.
- Notify your department of your new hire.
- Have the appropriate co-workers and colleagues share their google calendar with the new employee. Add them to any upcoming or reoccurring meetings you would like them to attend.
- Add employee’s name to any email group lists, distribution lists, internal/office phone lists and/or website.
- Email new employee a welcome note with directions, parking information, and instructions when they arrive on their first day.

### First Day
- Introduce new employee to the staff and their roles. Take them on a tour around your office/building.
- Explain workflow of the work area, work priorities, phone, mail system, office equipment, and online directory.
- Assist employee with completing the Employee PBN Contract to setup office phone line and assist with activating their email account.
- Walk employee over to 503 Culkin Hall to get their Campus ID Card.
- Bring employee to parking office to receive their parking pass.
- Inform new employee of work hour/schedule expectations, when to take lunch or breaks, unit coverage, and who to call in an unexpected absence.
### First Week

- Train new employee on use of timesheets and requesting time off. Explain pay schedule and direct deposit. (HR will also cover this topic during the HR orientation)
- Check in with new employee daily for about 15 minutes in the morning and at the end of the day.
- Ensure that new employee receives a tour of campus and meets appropriate colleagues around campus that they may be working with frequently.
- Review new employee (professional staff) Performance Program. Explain expectations for acceptable performance and how performance is evaluated.

### First Month

- Review travel procedures: [https://www.oswego.edu/provost/forms-and-documents#travelandfinance](https://www.oswego.edu/provost/forms-and-documents#travelandfinance)
- Ensure that new employee completes the HR Training Modules that will be emailed to them once they start.
- Discuss options for committee membership and how new employee can identify interest in serving on campus/department committees.
- Schedule training or workshops that will support performance (Ex: CTS Workshops)
- Follow up with employee periodically on any questions or concerns they may have.
THE DEPARTMENT OF ___________________________ at the State University of New York at Oswego invites applications for a (tenure track or one-year or part time) Professor position.

**Review Date:** Review of applications will begin _________________ and will continue until the position is filled. (Should ideally be posted a minimum of two weeks before review begins.)

**Date of Appointment:**

**Description of Responsibilities:**

In addition, the ___________________ will be expected to display a demonstrated potential for excellence in teaching and scholarship, commitment to undergraduate and/or graduate education, and possess communication and interpersonal skills sufficient to work effectively with an increasingly diverse array of students and colleagues.

**Required Qualifications:**

**Preferred Qualification:**

If there are any special application requirements (portfolio required, evidence of teaching effectiveness, teaching philosophy, diversity statement, etc.) please note here.

(Name), Search Committee Chair  
(Phone)  
(E-mail)

**Description of Department:** Please add.
LONG AD INFORMATION REQUIRED FOR PROFESSIONAL POSTINGS

___________________________________ Professional Title

The Department of _________________________ at the State University of New York at Oswego invites applications for a (term or part time, one- year, etc.) ___________ position. (Should ideally be posted a minimum of two weeks before review begins.)

**Review Date:** Review of applications will begin on_____________ and will continue until the position is filled.

**Date of Appointment:**

**Description of Responsibilities:**

In addition, the ________________will be expected to possess communication and interpersonal skills sufficient to work effectively with an increasingly diverse array of students and colleagues.

**Required Qualifications:**

**Preferred Qualifications:**

If there are any special application requirements (portfolio required, etc.) please note here.

(Name), Search Committee Chair
(Phone)
(E-mail)

Official transcripts are required prior to hiring. Files must be complete to be considered.

**Description of Department:** Please add.
Questions on the search process for faculty and professional staff should be addressed directly to Nancy Concadoro, Human Resources Associate, SUNY Oswego Human Resources Department, 315-312-3634 or nancy.concadoro@oswego.edu.