



Search Resources Guide

For

Faculty & Professional Staff

Recruitment

February 2024

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Search Process

The goal of any search is to successfully appoint the most qualified candidate. Every faculty and professional search provide us with the opportunity to attract the greatest candidate pool 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. The Guide presents best practices in supporting our institutional mission, vision, and goals in recruiting and hiring faculty and professional staff that align with these pillars.

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

The 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.).

Search Processes

[Search Process for Faculty](#)

[Search Process for Staff](#)

After Search is Complete

[Final Search Report](#)

****Please contact the HR Office at hr@oswego.edu with any questions regarding these processing****

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.

[Click here](#) for our full non-discrimination policy.

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 finalist interviews and/or campus 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 explanations 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.

Sample Application Screening Evaluation-Faculty

Faculty Candidate Screening Form

Department of _____ Title _____

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 students, 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 _____

Overall rating of applicant

Unqualified _____ Qualified _____ Highly Qualified _____

Proceed with telephone interview

Yes _____ No _____

****These are recommendations and not requirements. Consult with the hiring manager (dean) for area specific guidance****

Sample Application Screening Evaluation-Professional

Professional Candidate Screening Form

Department of _____ Title _____

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 the 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 Specify

Quality of letter of application

Below average _____ Average _____ Above Average _____ Superior _____

Quality of letter of resume

Below average _____ Average _____ Above Average _____ Superior _____

Candidate is

Unqualified _____ Qualified _____ Highly Qualified _____

Proceed with telephone interview

Yes _____ No _____

****These are recommendations and not requirements. Consult with hiring manager (Vice President) for area specific guidance****

Sample Telephone Interview Questionnaire

Position Title: _____

Candidate Name: _____

Date: _____ Interviewer(s): _____

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.
 - The committee will need approximately 20 to 25 minutes to ask approximately 8 to 10 questions.
 - The 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 the interview questions must be included in Final Search Report.*

**Human Resources and the Chief Diversity and Inclusion Officer can provide guidance and interview questions to assist soft skills assessment and in evaluating candidate commitment to diversity, equity, and inclusion.*

Sample Interview Itinerary

Candidate Name _____

Title of Position _____

Date & Time	Meeting/Activity	Persons Attending Meeting/Activity	Escort	Location

1. Ensure that a campus tour is provided.
2. Inform the candidate that the position is represented by United University Professions (UUP) (if applicable).

****This is an example of a recommended itinerary scheduling record and not a required form. Please note the itinerary must be included with 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]

- How do you see yourself contributing to the enhancement of student awareness of and appreciation for diverse cultures?
- 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.
- 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.
- What technology applications have you utilized in the classroom?
- Describe a decision you made or a situation you would have handled differently if you had to do it over again.

- How do you feel your teaching style can serve our student population?
- What is your philosophy toward student responsibility in the educational process?
- Tell us about a time you found and took advantage of an opportunity to make an improvement in your position or department/team/group.

****These are recommended and suggested questions and not requirements. ****

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]

- Tell us about a time when you disagreed with your manager and how you resolved it?
- What do you do to ensure you accomplish you goals that go beyond the day-to-day routine? How do you stay focused on priorities?
- 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?
- Tell me about a situation in which you failed, and how you handled it.
- Please share your perception of the scope of this position and how you see yourself fitting the position requirements.
- How do you stay current in your field?
- 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?

- What has been your greatest professional accomplishment? Why?

****These are recommended and suggested questions and not requirements. ****

Protocol for Finalist Candidate Interviews

- If applicable, confirm all travel arrangements in advance in writing. Include details such as where the candidate will be picked up, by whom, hotel accommodations if applicable, contact telephone number for campus representative.
- Provide the candidate with a complete itinerary for the visit, preferably prior to their arrival or if virtual before date(s) of event.
- Advise candidate if resume/CV will be shared during visit. (Personal information such as home address and telephone number should be redacted prior to sharing document.)
- If applicable, inquire if the candidate has any special dietary needs, if so contact Auxiliary Services dietician in advance of visit to make appropriate meal arrangements.
- If conducting finalist interviews on campus, arrange for a member of the search committee and/or department to greet the candidate upon their arrival and to review the agenda and logistics for the visit. If a candidate is traveling to campus in their own vehicle provide parking pass and include campus map.
- Include a break and/or quiet time on the schedule, perhaps just prior to a lecture or presentation.
- Advise the candidate who will be present during the lecture/presentation, how many will be attending and the expectation of how long it should last.
- If relevant, include in the schedule “meet and greets” with those outside of the committee and hiring department - students, others on campus with related interests and/or those who will interact professionally with the selected candidate.
- Please have all scheduled to participate during the finalist interview review the Search Resources Guide for acceptable (legal) and unacceptable (illegal) pre-employment questions and the SUNY Social Media Policy.
- Provide the candidate with an opportunity to tour the campus and facilities if conducting finalist interviews on campus. A community tour is particularly important for those candidates who would be relocating. A colleague who lives locally is the best resource to assist with this if at all possible. The hiring manager is responsible for providing candidates with a community portfolio provided by the City of Oswego.
- Be reminded that a representative of the search committee or a designee is expected to escort all candidates to their interview appointments throughout the visit. Candidates should not be expected to find their way.
- Included in the finalist interview schedule are meetings with the Chief Diversity and Inclusion Officer. Faculty candidates should also meet with the Office of Research Programs, the associate provost and dean.
- For on campus interviews, escort the candidate back to hotel, be sure to provide appropriate instructions and information for submitting for travel reimbursements.

Informal Discussions During Finalist Interviews

While breakfasts and luncheons involving candidates and campus personnel are informal, they are in fact a part of the interview process. All those participating in such (including those not on the search committee) should follow college policy and protocol for searches, including adhering to appropriate conversation and not inquiring on any subjects that are listed in the illegal questions advisement of this guide.

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.

Subject	May Ask	May Not Ask
Name	1. Current legal name. 2. If applicant has worked under another name IF needed to verify work or education records.	The original name of an applicant whose name has been changed or the national origin of an applicant's name.
Gender	Nothing unless the purpose is for reporting EEO or affirmative Action reporting, then, data must be collected on a separate form.	Anything, unless sex is a bona fide occupational qualification (BFOQ).
Age	Are you over the age of 18? (Proof of age can be requested for insurance purpose after employed).	When applicant graduated from high school, college, etc.
Address	Place and length of current address.	How long have you lived in the U.S.? What foreign addresses have you had?
Birthplace	Nothing	About applicant, parents, spouse, grandparents, or other relatives.
Citizenship	Do you have the necessary documents authorizing you to work in the U.S?	Of what country are you a citizen?
Marital Status	Nothing	Married? Single? Engaged? Widowed? Do you prefer Miss., Mrs., or Ms.?
Sexual Orientation	Nothing	Heterosexual? Homosexual?
Family	Nothing	Family size? Family Planning? Plans for childcare, spouse's employment, etc.?
Religion	Nothing	What denomination are you? Who is your pastor?
Financial Position	Nothing, unless related to the job.	Credit ratings? Garnishments?

Arrest/Conviction Record	Have you ever been convicted of a crime?	Number or kinds of arrests.
Organizations	Professional Organizations to which applicant belongs, if job-related.	ALL organizations to which applicant belongs, especially those that may indicate race, sex, national origin, etc.
References	Names and contact information for professional or personal references.	Name of pastor, priest, etc.
Availability to work on weekends or evenings	If asked of all applicants and is of business necessity for the person to work weekends and/or evenings.	Religious observance.
Pregnancy	Nothing	Pregnancy? Family planning?
Military Status	May ask about job-related experience gained during military service.	Branch? Type of discharge?
Housing	How applicant can be reached if no telephone number is given.	Whether applicant owns or rents.
Education	May ask about educational institutions attended and training obtained as it relates to the position.	Organizational affiliations of school attended.
Health of Disability	You can ask all applicants if they can perform all the functions of the job. May ask applicants with a visible disability to demonstrate how they would perform certain tasks that their disability may appear to interfere with.	Medications, worker's compensation history, days missed from work.
Relatives or Friends	Names of applicant's relatives already employed by employer.	Names of relatives or friends not working with the employer.

Reference Check Questionnaire

Candidate Name _____ Position Title _____

Date of Reference Check _____ Reference Checked By _____

Reference Name/Title _____

Reference Organization/Institution _____

Reference Contact Information _____

Reference Relationship to Candidate _____

Instructions:

- Make an 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.
- Do not tape or record reference check.

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).

INSERT APPROXIMATELY 6 REFERENCE CHECK QUESTIONS HERE

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?

Reminders:

1. Remind the reference that the applicant's candidacy is confidential, although the candidate has given permission for you to conduct this interview.
2. Remember to thank the reference for his/her time.

If reference will only share employment dates, ask:

1. Is the applicant available for rehire? ____Yes ____No
2. May I ask, is it a company or personal policy to not share more information?
____Company ____Personal

****Please review and consult with the hiring manager prior to conducting reference checks for direction on questions, format (telephone, written) and at one point in the search they should be conducted. ****

Sample Telephone Reference Check Questions

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 15-20 minutes, I would like to ask you about his/her working at (prior place of employment).

1. Are you able to enthusiastically recommend this person?
2. Is this person eligible for rehire within your organization?
3. Could you fully describe the circumstances and reason for the separation?
4. Could you describe the strengths and/or weaknesses of this individual?
5. Can you describe any of the research conducted by this individual?
6. Could you share with me what grant funding this person was able to secure while working with you?
7. Would you describe this individual's ability to work as a productive member of the faculty?

8. Is there anything you'd care to share with me about this individual that I've not asked?

****Please review and consult with the hiring manager prior to conducting reference checks for direction on questions, format (telephone, written) and at what point in the search they should be conducted. ****