

Step 1: Position Request and Approval/ Posting a Vacancy

- a. For new positions or refill of vacant positions, department head/chair or the dean/director completes a [Position Request Form](#) and [Job Description Form](#) and submits it to the appropriate vice president. All new positions must be approved by President's Cabinet. See [Position Management Policy](#). It is not necessary to submit this paperwork for positions approved via the Faculty Allocation Model.
- b. Once approved by President's Cabinet, Affirmative Action (AA) receives approved Position Request and Job Description Forms. AA contacts the originator of the request and notifies them of approval. A Search Start up packet is sent to the hiring manager.
- c. Hiring manager appoints a search chair and search committee. Faculty Senate Representatives are required for some searches ([view policy](#)). A committee of three to seven diverse individuals is appropriate for most searches. All review the Search Procedures and the [Search and Recruitment Handbook](#).
- d. The hiring manager and search chair or preparer request an account for the online recruitment system, People Admin. The hiring manager and search chair then schedule an informational meeting with AA to review the search start up packet, posting process, search process, general Q&A.
- e. The hiring manager meets with the search committee and charges the committee at the first meeting. Details of the job description and requirements are reviewed and clarified with the committee. The committee may be asked to supply feedback on these items. (Refer to the Search and Recruitment Handbook for tips on Charging the Committee). One member of the committee should be appointed to record committee meeting minutes and handle administrative tasks (e.g. contacting candidates or referees to schedule interviews, travel arrangements.), it is also acceptable to utilize a non-voting support person. General operating procedures, confidentiality of information and a timeline should be established at the first committee meeting and submitted to AA. If requested a representative from Affirmative Action will attend the first committee meeting.
- f. For professional searches, the search chair or preparer enters the posting information into the online recruitment system (PeopleAdmin at <http://www.brockportrecruit.org/hr>), and routes for approval. For faculty searches, the search chair or preparer completes the Requisition Worksheet and returns it to AA for entry into the online recruitment system.
- g. The hiring manager is notified when the posting is "live". Search committee members receive a guest user name and password to view the posting and applicants, provided by AA.

Resources:

[Creating a User Account](#)

[Search and Recruitment Handbook](#)

Step 2: Advertising

- a. The hiring manager or search chair/committee will develop the [Advertising/Recruiting Plan](#). Contact [Graystone Advertising](#) on for costs/quotes on print ads. Contact web sites and list serves for costs/quotes. Record the costs in section A of the Advertising/Recruiting Plan Submit the plan with ad copy through the chain of command to AA for approval. Ad copy should direct applicants to apply at <http://www.brockportrecruit.org>. (It is helpful to complete this step in conjunction with Step 1. This will allow you to advertise as soon as possible after the posting becomes "live" on the recruitment website.)
- b. The Advertising/Recruitment plan must show diversity recruitment efforts. Incomplete plans will not be approved and will be returned for completion.
- c. Once received and approved by AA, the plan is sent to Budget. They will assign a recruitment account number and email it to the search chair. This recruitment account number is to be used on all requisitions related to recruitment costs. AA will place the ad on higheredjobs.com and email the faculty/staff mailing list and AA contact list. The committee contacts Graystone to place print ads. The committee places web or list serve advertisements.

Resources:

[Affirmative Action Advertising/Recruiting Plan](#)

[Suggested Publications for Advertising](#)

[Advertising Job Vacancies with Graystone Group Advertising](#)

[Recruitment Resources](#)

Step 3: Screening of Applications

- a. The committee will develop rating worksheets for: initial screening of applications, questions for telephone references, questions for telephone interviews (if applicable) and questions for interviews. These items should be submitted to Affirmative Action for approval before use.
- b. The committee may begin to screen applicants at www.brockportrecruit.org/hr as soon as the initial screening worksheet is approved.
- c. Each committee member will log on using guest user name and password and complete one rating sheet for each candidate. The committee member should complete the rating for every candidate prior to deliberating and making recommendations for interviews. In some instances where there is very large applicant pool the committee may wish to divide the burden of review. This must be approved by AA first.
- d. After the posting closing date, the committee should meet and deliberate, make recommendations to interview.
- e. References should be contacted for all candidates being considered for interviews. For faculty searches letters of recommendation may be requested.
- f. When pools of qualified applicants are large, telephone interviews should be requested and conducted before moving on to on campus interviews.

- g. The recommendation to interviews should be submitted through the chain of command (hiring manager, director/dean, and provost/vp) to AA for approval. The recommendation should include a cover memo with the dispensation of all candidates, whether or not they are being recommended for an interview, under future consideration, or not qualified. All the initial rating sheets, whether or not a candidate is recommended for an interview, and reference rating sheets should be sent with the memo.
- h. Once AA has reviewed and approved the request, the committee will be notified and may schedule interviews. AA retains the right to request that the committee interview protected-group applicants meeting minimum qualifications. (Please note, if you are requesting permission to conduct telephone interviews prior to on –campus interviews, follow the same process.) AA will send the appropriate number of Candidates Guides at that time.

Resources:

[Sample Rating Sheets](#)

[Sample Request to Interview](#)

Step 4: Interviewing and Reference Checks

- a. Prior to visiting campus, candidates should be provided with an interview itinerary.
- b. Candidates should be notified ahead of time if they will be required to perform an exercise, presentation or research demonstration.
- c. Candidates should be notified ahead of time if an open forum will be part of the interview process. Open Forums are recommended only for filling vacancies of campus wide directors and above.
- d. Candidate responses should be recorded by each committee member on the approved interview rating sheet.
- e. Upon completion of on campus interviews, the committee may conduct additional telephone reference checks on finalists. At least 2 committee members must be present for each telephone reference call. 2-3 references are generally sufficient and should include recent supervisors. Please note, a supervisory reference is required for any candidate recommended for hire, most recent supervisor is preferred.

Resources:

[General Interviewing Suggestions](#)

Step 5: Recommendation to Hire

- a. After the completion of the telephone reference checks, the committee should meet, deliberate and make a recommendation to hire. The recommendation should be forwarded for approval through the chain of command with a statement of strengths and weaknesses of each candidate interviewed, along with the interview rating sheets, and telephone reference sheets.

- b. Upon review and approval, AA will notify the committee and hiring manager. Typically the hiring manager extends the offer. The hiring manager should review the "Information to Review with Candidates" guide that was received in the search start up packet. The candidate should be provided with an Offer Summary Form and return the form upon acceptance.
- c. When a candidate has accepted an offer, the hiring manager sends the completed Appointment Status Change Recommendation Form, Offer Summary Form, Official transcript, resume, and signed application to Human Resources for processing.
- d. The hiring manager should notify interviewed candidates that were not selected of the hiring decision.
- e. AA will then notify all non selected candidates via email and interviewed candidates only by formal letter.
- f. The committee should send any remaining rating sheets, meeting minutes, or other search materials to AA for storage.

Resources:

[Sample Recommendation to Hire](#)

[Sample Summary of Candidate's Strengths and Weaknesses](#)

[Appointment Form](#)

[Offer Summary Form](#)