



GUIDELINES FOR SEARCH COMMITTEES

This document is intended to provide general guidance for search committees for faculty and professional staff positions. While they will not apply in every instance, these guidelines outline the steps that most committees pursue. They are intended to help organize, streamline and speed the process.

Most search committees will enter the process after advertising has taken place and an applicant pool has been developed. If your committee's charge includes developing a position description and an advertising strategy, please see the complete guidelines for search committees document on the web at http://www.delhi.edu/administration/human_resources/discrimination2009.pdf.

Although it does not happen often, searches fail for a number of reasons. While many of these reasons are not within the committee's control, it is important to make sure that the committee presents a positive picture of the job and of the campus. Committees will also want to act relatively quickly. When searches are unreasonably delayed, good candidates are often lost to other institutions.

Step 1 (getting started)

Attendees: Search committee members, appointing authority (supervisor of this position), human resources/affirmative action representative

Tasks:

- Receive charge from appointing authority.
- Receive an orientation from human resources/affirmative action including affirmative action guidelines and salary range.
- Determine search timetable, complete timetable outline and provide copies to appointing authority and human resources/affirmative action.
- Select a chair, if one has not been appointed.
- Determine applicant rating methods.

After the meeting:

1. Committee members review resumes in accordance with the rating system agreed upon.

Search committee members will receive instructions via email for reviewing applicant materials using Interview Exchange software. The software can be accessed through the Delhi Logins page. Please contact Human Resources with any questions.

Step 2 (determining semi-finalists):

Tasks:

- Review ratings, discuss candidates, agree on semi-finalists for telephone interviews (in some instances, committees will conclude at this stage that the pool of applicants is inadequate. Should this occur, please contact the appointing authority and the human resources office before proceeding).
- Determine questions to be asked during telephone interviews.
- Decide who will ask each question.
- Determine location and times for telephone interviews.
- Decide how candidates will be rated during/after telephone interviews.
- Determine if there are applicants who have been eliminated and notified (if so, contact the human resources office).
- Decide whether further applications will be accepted (if no, contact the human resources office).
- Agree who will contact candidates for telephone interviews (usually the chair).

After the meeting:

- Contact candidates to arrange telephone interviews. It may be wise to mention the salary range when scheduling telephone interviews to avoid wasting time with candidates who may not be interested in a position at that salary.
- Advise human resources if any applicants should receive "no thank you" letters and whether further applications should be accepted.
- Notify appointing authority as to progress.

Step 3 (telephone interviews):

Some committees may elect to do all phone interviews at one time. Others may spread them over two or more meetings.

Conduct telephone interviews:

During telephone interviews:

- All candidates should be asked a standard set of questions.
- Candidates should be given an estimated salary range for the position (if that has not already occurred)
- Allow time to permit candidates to ask questions of the committee.
- Avoid illegal questions
- Ask candidates if they are still interested in the position.

Determine Semi-finalists:

Some committees will elect to have a separate meeting to determine semi-finalists; others will do so immediately following telephone interviews.

- Rate applicants after phone interviews and select finalists for on campus visits.
- Determine if there are applicants who have been eliminated and notified (if so, contact the human resources office).
- Decide whether further applications will be accepted (if no, contact the human resources office).

Plan On-Campus Interviews:

- Dates (it is recommended that committees come up with more acceptable dates than there are candidates to be invited for on-campus interviews).
- Candidates' arrival time and departure. Airport pickup? Will candidates need overnight accommodations?
- Candidate meals
- Interview questions – what will you ask and who will ask?
- Reference checks – will you do these now, after the on-campus interviews or both?
- Decide how you will rate candidates during/after interviews.
- Interview schedule. Please be sure to include:
 - Visit to Human Resources (about 30 minutes for travel reimbursement and benefits orientation).
 - Meeting with appointing authority (supervisor of this position).
 - Meeting time for other constituents, i.e. direct reports, students, department/division members, campus community, etc. (also discuss how the committee will receive feedback from these constituents).
 - A campus tour.
 - Time for the candidate to meet with the search committee.
 - For faculty, you may want to include time for the candidate to deliver a lecture and plan an audience for that lecture.

After the meeting:

- Contact campus parties to be involved in interviews (i.e. appointing authority, HR, etc.) to ascertain availability.
- Contact candidates to schedule interviews.
- Inform candidates of our reimbursement maximums (\$600 for out-of-State candidates, \$100 for in-State candidates, no reimbursement for those traveling less than 50 miles round trip. If a candidate is offered the job and declines, reimbursement will be only 50% of what it would otherwise have been).
- Make arrangements for space for interviews.
- Arrange refreshments, overnight accommodations, meals, etc. if applicable
- Inform Human Resources about status of remaining candidates (send "no thank you letter or hold in reserve?")

Step 4 (on-campus interviews)

During interviews, please:

- Remember that candidates are also interviewing us.
- Be candid but positive.
- Don't violate the law by asking illegal questions.

Step 5 (Final Recommendations)

- Review interviews, discuss candidates and determine recommendations.
- Check references if you have not already done so.
- Make recommendations to appointing authority (copy to HR), following the format agreed to at the first search committee meeting.
- Decide who will contact candidates who were not selected (it is recommended that someone from the committee call candidates who visited the campus to advise them that another individual was selected).

After the meeting:

Once an offer has been made and accepted, call the finalists who were not selected.

Attachment 2

Guidelines for Supervisors

The following are the steps typically followed by supervisors in filling vacant faculty and professional staff positions:

1. Perform position analysis. Update job description and determine appropriate title and classification (in conjunction with HR).
2. Complete a "Request to Fill" form.
3. Work with HR to determine best advertising methods and time period for applications.
4. Select search committee (3 to 6 is usually a good number). Committees should generally include representatives from both within and outside of the department.
5. Select a search chair (if desired). You may also ask the committee to elect a chair at their first meeting.
6. Convene first meeting of search committee. Include members of the committee, yourself, human resources/affirmative action. Your supervisor (President, Provost, Dean, etc.) may also want to attend.
7. Charge the committee. Consider a written charge upon which you elaborate at the meeting. Include:
 - Information beyond the job description
 - How recommendations should be made by the committee (ranked order, all acceptable candidates, top 3, etc.)
 - Your role (meet with finalists, take finalists to lunch, sit with committee, etc.)
 - Desired starting date for new incumbent.
8. Work with the committee to establish a timetable for the search during the first meeting.
9. Throughout the search, it is important that you stay in touch with the committee chair. To keep the search on track, check with the chair on dates established in their timetable to ensure that milestones have been reached.
10. When recommendations are received from the search committee, ensure that candidate references have been checked. You may want to check additional references.
11. Make job offer or recommend candidate to the individual authorized to make the offer.
12. Oversee the preparation of an offer letter. Ensure that terms are what has been agreed to and that up-to-date job description is included.
13. Extend your thanks to the search committee.

Attachment 2 – Sample Questions

I. Telephone Pre-Screen

Is the salary range we have set for this position within your acceptable range?

Why are you currently searching for a new position?

What are the top three duties in the job you now have or in your most recent job?

What are some typical decisions that you make and how do you make them?

What do you think you would do for the college that someone else wouldn't?

Where do you see yourself in five years?

Describe your ideal job.

II. Behavioral

Describe what you would say if asked to talk about yourself in a group of 15 people.

If someone told you that you had made an error, describe how you would react.

If someone asked you for assistance in a matter that is outside the parameters of your job description, what would you do?

You are a committee member and disagree with a point or decision. How will you respond?

Describe what you would classify as a crisis.

You are angry about an unfair decision. How do you react?

Suppose you are in a situation where deadlines and priorities change frequently and rapidly. How would you handle it?

How do you know when you are stressed? What do you do to de-stress?

Tell me about a time when you were part of a great team. What was your part in making the team effective?

Give me an example of a time when you had to deal with a difficult co-worker. How did you handle the situation?

Can you describe a time during your previous employment when you suggested a better way to perform a process?

Please describe a personal or career goal that you have accomplished and why that was important to you?

What strengths did you rely on in your last position to make you successful in your work?

What do you do when you know you are right and your boss disagrees with you?

Describe a situation you wish you had handled differently based on the outcome. What was the situation? What would you change when faced with a similar situation?

Suppose your supervisor asked you to get information for him or her that you know is confidential and he/she should not have access to. What would you do?

It's 4:30 on a Friday afternoon. Your supervisor gives you an assignment that needs to be finished by 8:00 Monday morning. You have already made plans to be away the entire weekend. What would you do?

If you observed a co-worker who made inappropriate sexual or racial remarks to another employee, and it was obvious to you that the situation was creating an uncomfortable environment, what would you do?

III. Interpersonal

What are your greatest strengths?

What would your last boss say about you?

Describe how you like to be managed and the best relationship you've had with a previous boss.

If we asked your previous/current co-workers about you, what would they say?

Describe what you see as your strengths related to this position. Your weaknesses?

Explain the phrase "work ethic" and describe yours.

What kind of people do you find it most difficult to work with? How do you handle it when you find it difficult to work with someone?

What methods do you use to make decisions? When do you find it most difficult to make a decision?

Describe a difficult time you have had dealing with an employee, customer or co-worker. Why was it difficult? How did you handle it? What was the outcome?

How would your co-workers describe your work style/habits?

What do you do when others resist or reject your ideas or actions?

What do you think are the best and worst parts of working in a team environment? How do you handle it?

Under what kinds of conditions do you learn best?

How would your past employers describe your response to hectic or stressful situations?

How would your co-workers describe your work style or work habits?

If I asked several of your co-workers about your greatest strength as a team member, what would they say?

To you, which is more desirable? An organization that is run in an efficient, business-like manner OR an organization that is run in a personal and friendly way?

IV. Creative Thinking

What's the best book you've read in the last year? What did you like about it?

What was the most creative thing you did in your last job?

What does "success" mean to you?

Describe an ideal work environment or the perfect job.

In what way(s) do you express your personality in the workplace?

V. General

Please describe a recent accomplishment of which you are most proud.

What would you have liked to do more of in your last position? What held you back?

Describe your work background, then describe how you think it relates to our current opening.

What are your qualifications in your areas of experience, i.e. what skills do you have that make you the best candidate for this position?

Why have you applied for this position?

Describe your present or last job. Why did you choose it? Why did you/do you want to leave it?

What was your primary contribution/achievement on your last job? What was your biggest challenge?

What are your short term goals and long term goals?

In what areas would you like to develop further? What are your plans to do that?

What are some positive aspects of your last employment/employer?
What are some negative aspects?

What are your career path interests?

What do you know about SUNY Delhi?

Why should we hire you?

If the position required it, would you be willing to travel?

If you were offered this position, when would you be able to start?

After learning about this opportunity, what made you take the next step and apply?

If you are the successful applicant, how would you expect to be different after a year in this position?

Now that you have learned more about the college and the position you are applying for, what hesitation, if any, would you have in accepting this job if we offer it to you?

Is there anything else you would like us to know about you that will aid us in making our decision?

What questions would you like to ask us?

VI. Managerial

Define professional behavior and/or conduct appropriate in the workplace.

Why do you think a team of people – sports team, work team, etc. may not work well together?

Describe your management style – people, teamwork, direction

Describe an ideal supervisor.

What is your own philosophy of management?

How have you participated in planning processes?

Is it more important to be a detailed oriented person or a big picture person? Explain.

What was the most challenging personnel issue you've had to deal with and how did you handle it?

Describe a time when you have come across questionable business practices. How did you handle the situation?

A new policy is to be implemented college-wide. You do not agree with this new policy. How do you discuss this policy with your staff?

Describe a decision you made which would normally have been made by your supervisor. What was the outcome?

Discuss and differentiate between remediation, corrective action and discipline.

Explain, step by step, how you handled an employee who had performance problems.

Why should employees seek to improve their knowledge and skill base? How would you motivate them to do so?

What coaching or mentoring experience have you had? What were the results?

Management requires both good writing and verbal skills for good communication. When it comes to giving information to employees that can be done either way, do you prefer to write a memo or talk to the employee?

When making a decision to fire an employee, do you find it easy because of the college's needs or difficult because of the employee's needs?

Managing requires motivating employees as well as accomplishing tasks. Do you find it more natural to point out what's wrong so employees can accomplish tasks competently or to praise employees for their work and then point out what may need correcting?

What is the largest number of employees you have supervised and what were their job functions?

Are you best at dealing with details and day-to-day operations or with concepts, envisioning and future planning? Give an example.

VII. Executive

Please describe your interest in becoming (title of positions).

Describe your current or most recent position and how you helped the

organization accomplish its goals and mission.

What did you do for that organization that made a difference and for which you believe you'll be remembered?

Describe your experience in leading and managing an organization similar to ours.

Do you have a personal philosophy of management?

Describe your fiscal management experience: budgeting, reporting, cutting costs, building and maintaining reserves.

Have you ever had to champion an unpopular change? How did you handle it?

Have you ever faced a significant ethical problem at work? How did you handle it?

What do you think the role of (title of position) is in strategic planning for the college?

Describe your experience with staff development. How do you think your current or most recent staff would describe you?

How do you stay informed on current ideas in management and higher education?

Based upon what you have read and heard, what ideas do you have about continuing and increasing the success of this college?

Are there any programs, policies or actions of the college that you've heard of with which you have concerns or differences?

If you are hired for this position and are still with SUNY Delhi five years from now, how do you think the college will be different?

VIII. Teaching

What is your philosophy of education?

How do you assess how well students are learning?

What is your approach to classroom management?

If we visit your classroom, what will we find most impressive?

What techniques do you use to keep students actively involved during a class?

How do you stay current in your field?

What experience do you have with distance learning, internet courses, etc.?

What do you think will be (or is) the most challenging aspect of college teaching for you?

Attachment 3 – Human Rights Law

DIRECTLY REVELATORY INQUIRIES

The law expressly prohibits employers from asking certain questions either in an application form or in a personal interview before selecting an employee, where such inquiries express, directly or indirectly, any limitation, specification or discrimination as to age, race, creed, color or national origin, sexual orientation, sex, disability, genetic predisposition or carrier status, or marital status, or any intent to make any such limitation, specification or discrimination, unless based upon a bona fide occupational qualification.

The following are examples of different types of inquiries that are recommended or not recommended:

SUBJECT	RECOMMENDED	NOT RECOMMENDED
Age	Are you 18 years of age or older? If not, state your age.	How old are you? What is your date of birth? What are the ages of your children, if any?
Arrest Record	Have you ever been convicted of a criminal offense?	Have you ever been arrested?
Disability	None	Do you have a disability? Have you ever been treated for any of the following diseases. . .? Do you have now, or have you ever had, a drug or alcohol problem?
Birth Control	None	Inquiry as to capacity to reproduce, advocacy of any form of birth control or family planning.
Marital Status	None	Do you wish to be addressed as Miss? Mrs.? Ms.? Are you married? Single? Divorced? Separated? Name or other

		information about spouse.
SUBJECT	RECOMMENDED	NOT RECOMMENDED
Race or Color	None	Complexion or color of applicant's skin, eyes, hair, and so forth.
Religion or Creed	None	Inquiry into applicant's religious denomination, religious affiliations, parish or church, religious holidays observed.
Sex	None	Inquiry as to gender.
Genetic Predisposition or Carrier Status	None	Do you have any genetic predisposition to disease? Do any diseases run in your family? Inquiries as to the health status of parents or other family members.
National Origin	None	Inquiry into applicant's lineage, ancestry, national origin, descent, parentage or nationality. Nationality of applicant's parents or spouse.
Sexual Orientation	None	Questions concerning the applicant's heterosexuality, homosexuality, bisexuality, or asexuality, whether actual or perceived

INDIRECTLY REVELATORY INQUIRIES

It is unlawful to ask questions the answers to which will indirectly reveal information as to race, creed, color, national origin, sexual orientation, sex, marital status, disability, genetic predisposition or carrier status, age or arrest record in cases where such inquiry expresses, directly or indirectly, any limitation, specification or discrimination, unless based upon a bona fide occupational qualification.

The following are recommendations on inquiries which may be considered indirectly revelatory of race, creed, color, national origin, sexual orientation, sex, marital status, disability, or age:

SUBJECT	RECOMMENDED	NOT RECOMMENDED
Address or Duration of Residence	Applicant's place of residence How long a resident of this state or city?	How long have you lived in this country? In what country did you live before?
Birthday	None	Requirements that applicant submit birth certificate, naturalization or other record showing age. Requirement that applicant produce proof of age in form of birth certificate or other record.
Birthplace	None	Birthplace of applicant. Birthplace of applicant's parents, spouse or other close relatives.
Citizenship	Are you a citizen of the United States? If not a citizen of the United States, do you intend to become a citizen of the United States? If you are not a United States citizen, have you the legal right to remain permanently in the United States? Do you intend to remain permanently in the United States?	Of what country are you a citizen? Inquiries as to whether an applicant or an applicant's parents or spouse are naturalized or native-born citizens; Requirements that applicant produce naturalization papers.
Driver's License	Do you possess a valid NYS driver's license (if a driver's license is necessary for the position the applicant is seeking)?	Requirement that applicant produce license prior to offer of employment.

Education	Inquiry into applicant's academic, vocational or professional education and the public and private schools attended.	Year(s) of attendance; Date(s) of graduation.
Language	If the duties of the position applicant is seeking require fluency in a particular language, inquiry may be made into whether applicant speaks or writes that language fluently.	What is your native language? Inquiry into how applicant acquired ability to read, write or speak a foreign language.
Military Experience	Inquiry into applicant's military experience in the Armed Forces of the United States or State Militia. Inquiry into applicant's service in a particular branch of the United States Army, Navy, etc.	Inquiry into applicant's military experience other than in the Armed Forces of the United States or in a State Militia.
Name	Have you ever worked for this company under a different name? Is additional information relative to change of name, use of an assumed name or nickname necessary to enable check on your work records? If yes, explain.	Inquiries as to original names of an applicant whose name has been changed by court order or otherwise. Inquiries as to the birth name of a married woman. If you have ever worked under another name, state name and dates.
Notice in Case Of Emergency	None	Requirements that applicant provide name and address of relative to be notified in case of an accident or emergency.
Organizations	Inquiry into applicant's membership in organizations which the applicant considers relevant to his or	Requirement that applicant list all clubs, societies, and lodges to which applicant belongs.

	her ability to perform the job.	
Photograph	None	Requirement or option that applicant affix a photograph to employment form at any time before hiring.
Relatives	Inquire as to names of applicant's relatives already employed by the company.	Inquire as to names, addresses and ages of applicant's spouse, children or relatives not employed by the company.

Attachment 4 – Applicant Rating Methods

One of the simplest methods of rating applicants has proven to be very successful at SUNY Delhi. The members of the search committee each review candidate materials and assign each applicant a rating of “yes” (we should definitely interview this person), “maybe” (I am unsure about this candidate) or “no” (I have no further interest in this candidate), based upon previously agreed upon criteria.

Points are then assigned to the ratings as follows:

- “yes” = 3 points
- “maybe” = 2 points
- “no” = 1 point

Ratings by all of the members of the committee are tallied and those with the highest scores become semi-finalists and are granted telephone interviews. This method is also very effective in deciding upon finalists for on-campus interviews after telephone interviews have taken place.

Where committee members have given the same applicant widely divergent ratings, it is important to discuss those candidates before making final decisions. When reviewing a large number of resumes, it is easy to overlook information (either positive or negative).

To assist in developing ratings, committees may want to list the qualifications (from both the job description and the charge from the appointing authority) and develop a series of questions that committee members should ask themselves when reviewing resumes. A sample follows:

CHECKLIST FOR REVIEW OF CANDIDATE'S VITAE
VICE PRESIDENT FOR ADMINISTRATION Candidate # _____

Earned MBA or appropriate degree?
 ___yes ___no

Years of management experience _____

Years of higher education experience _____

SUNY or public higher education experience _____

- What evidence is there of proven leadership?
- What evidence is there of a strong management background?
- What evidence is there of communication skills?
- What evidence is there of a background in the areas supervised (maintenance, facilities, capital construction, human resources, affirmative action, budget, business affairs, print shop, auxiliary services)?
- What evidence is there of entrepreneurial skills and a successful record of funding development and innovation?
- What evidence is there of successful labor relations/labor management experiences?
- What evidence is there of experience in using technology to streamline systems and to effectively present information?
- 3 professional references?
 ___yes ___no

OTHER PERCEPTIONS (positive or negative)
 Interview? ___yes ___maybe ___no

The following roster may be used to record ratings:

Number	Yes	Maybe	No	Score*
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				

*Score: yes= 3 maybe = 2 no = 1



TELEPHONE REFERENCE CHECK FORM

Applicant's Name:
Name of Reference:
Telephone Number:
Date/Time of Reference Interview:
Hiring Department:

Please use the following script as a generic guide for the reference check interview and to document your discussion. You may tailor your questions to the position for which you are searching. Reference checks must be documented. Please complete and sign this form and forward it to the Human Resources Office with final search materials.

1. Greeting

Identify yourself as a member of a search committee at SUNY Delhi. Identify the position and that you are calling to get a reference for (name of applicant). Secure the permission of the reference to proceed.

2. Relationship:

How do you know the candidate?	
How long have you known the candidate?	

3. Position:

Describe the essential duties of the position the candidate has applied for. Based on the duties described, how well do the candidate's skills and abilities compare?

4. General Information:

How would you describe this individual's:

Dependability?

Use of judgment?
Ability to get along with others?
Work ethic?
Quality of work?
Biggest strengths?
Areas that need improvement?
Use the spaces below for position specific questions.

5. Employment Verification (if applicable):

What was the candidate's job title?	
Please describe the duties that this person performed.	
How long did you work with the candidate?	
How would you describe the individual's attendance?	
Why did he/she leave your organization?	
Would you rehire this individual? If no, why not?	

Thank you for your time and cooperation.

Signature of Interviewer:
Date of Interview:

This form must be submitted to Human Resources at the conclusion of the search.



SEARCH TIMETABLE OUTLINE

The search committee should establish a timetable for the search at its first meeting and complete the information below. Copies should be provided to the Human Resources Office and to the appointing authority (Dean, Department Chair or Supervisor).

Position: _____

Search Committee Members:

Date of first meeting: _____

Complete review of applications by: _____

Meet to determine semi-finalists on: _____

Telephone interviews on: _____

Meet to determine finalists for on-campus interviews on: _____

Tentative dates for on-campus interviews: _____

Meet to make final recommendations on: _____

Projected date for new hire to start: _____