



**Personnel**

*Board of Trustees Policy*

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| <b>SUBJECT:</b><br><br>Recruitment and Selection Policy | <b>NUMBER:</b><br><br>2.9                                     |
|   | <b>DATE:</b><br><br>March 20, 2023<br>Resolution #23-46       |
|   | <b>SUPERSEDES:</b><br><br>July 29, 2013<br>Resolution #13-138 |

This policy directly relates to the Recruitment and Selection Policy of the SUNY Schenectady Board of Trustees, as hereto attached.

## **Recruitment and Selection Policy**

The following policy and guidelines have been established to provide a sound framework for the recruitment and selection process for all applicants who apply for posted vacancies at SUNY Schenectady based upon the principles outlined below.

### Purpose

The purpose of this policy is to:

- Ensure we attract and identify top talent to serve our college community,
- Maintain compliance with all federal and state laws regarding hiring practices and applicable collective bargaining agreements,
- Identify and approve appropriate funding levels for each position, and
- Preserve confidentiality in the recruitment process.

### Scope

This policy will cover all activities that form part of the recruitment and selection process. The policy aims to set out the college's approach to recruitment and to indicate how selection and appointment will be decided and announced. The policy will be accompanied by guidelines and supporting documentation to support the committee members, committee chairs, hiring managers and division heads and/or designee (i.e. Executive Directors, Vice Presidents, Deans).

## **Initiating the Search Process**

### Position Approval

Our recruitment process begins with approving a position. This occurs when a new position is created or an existing position becomes vacant. The hiring manager must bring the request to start a search for a new or previously funded position to their department Vice President. The position must be established, funded, and approved at the Vice President level. Once approved, a search may be initiated.

### New Positions

When a new position is created, a job description will be created with an indepth review of the responsibilities and qualifications in collaboration with the supervisor and Human Resources. The new title and job description will be submitted to the President for review and approval, and then to SUNY Schenectady Board of Trustees (BOT) for approval. Following the SUNY Schenectady Board of Trustees approval, the President will present the new position and corresponding job description to the SUNY Chancellor for final approval.

### Previously Funded Position

When a position becomes vacant, the existing job description will be reviewed by the supervisor and Human Resources. At this time any necessary edits or updates will be made. The updated job description will be sent to the President for review and approval.

### Compose Search Committee

A search committee should be broadly representative of SUNY Schenectady, and its members should provide a variety of perspectives on the role and function of the position in questions. When selecting a search committee, it is essential to verify committee members' availability to accommodate the timeline for searches.

The hiring manager will appoint a committee chair and committee members to serve on the search. The search committee should consist of no fewer than three, but no more than six members (including search chair). Every effort should be made to have diverse representation (i.e., gender, expertise, perspectives, time in rank, roles, background, department/division, ethnicity) on the committee.

### Submit Search Request Form

Once the jobdescription is approved and the committee has been formed, the hiring manager will submit a search request form in Interview Exchange and attach the job description. Once the search request form has been fully approved, Human Resources will post the position and directly reach out to the search committee and hiring manager.

### Recruitment Plan

Advertising is an important mechanism for achieving diverse applicant pools. Human Resources has contracted with multiple diverse recruitment sites for advertising all open positions.

Should the hiring department request to advertise on a recruitment site not contracted by Human Resources, they should contact Human Resources. Please note, the hiring department will be responsible for the cost of additional advertising.

Human Resources will ensure all job postings/advertisements contain the statement, "SUNY Schenectady is an equal employment opportunity/affirmative action employer", list required minimum qualifications, outline required application materials, as well as a deadline for submission.

### Search Committee Training

To provide guidance and resources during the recruitment and selection process, all employees who serve on a search committee are required to complete the Search Committee Training. The

training educates employees about the tasks of search committees including strategies on applicant review, interviews, and identifying critical steps in the candidate selection process. Employees will also be required to complete diversity, equity, and inclusion training with regard to conducting searches. Search committee members who need to complete the training will be automatically enrolled in the training and the training must be completed prior to being granted access to applicants in Interview Exchange. Employees are required to complete this training once each calendar year. Search committees are urged to seek guidance from Human Resources at any point in the search process to help them understand laws and regulations relevant to the search process.

### Internal Applicants

The committee must treat internal and external candidates the same to avoid the appearance of discrimination, favoritism, or unfairness.

It is usually in the best interest of SUNY Schenectady to entertain current employees as applicants. Handling the applications and interviews of internal candidates however, is a delicate matter.

Search committees must try to evaluate internal candidates objectively. Whether the internal candidate has the right amount of experience and the appropriate credentials should be the test, not whether someone is a pleasant colleague.

Search committees should not conduct “courtesy interviews” of internal candidates who do not meet the qualifications for the position. Such interviews raise a person’s expectations. Internal candidates should be interviewed only if they meet the job qualifications.

Search committees should conduct reference checks for internal candidates just as they are required of external candidates. Reference checks should be conducted when a finalist has been selected and before an offer of employment is made.

### Evaluating Applicants

The search committee evaluates the applicant pool by screening applications based on minimum and preferred qualifications (search criteria). The committee will use the initial screening rating sheets provided by Human Resources when evaluating applicants. For applicants to move forward to an interview, they must meet all of the required qualifications. Search committee members are required to review all resumes and credential of qualified applicants before determining which applicants to interview. Once the committee has determined which applicants will move forward with interviews, the search committee chair will complete and send the Applicant Pool Certification form, completed rating sheets, and interview questions to Human Resources for review and approval prior to scheduling interviews.

## Scheduling Interviews

To ensure consistency, fairness and confidentiality in the interview process, Human Resources will be the point of contact for all candidates and will schedule all interviews. All committee members must be present for all scheduled interviews.

## Conducting Interviews

All candidate interviews should be conducted in the same manner so each candidate has the same experience.

Each interview should:

- Be the same length of time for each candidate
- The same interview questions should be asked for each candidate and by the same person
- Be conducted in the same modality (i.e.: all virtual or all in-person)

Once all interviews have been completed, search committee members should complete their interview rating sheets and submit them to the search chair. The search committee will meet to discuss the candidates to determine which candidates, if any, to recommend to the hiring manager for consideration. The search chair will complete a strengths and weakness report on the candidates the committee recommends for consideration of the position and submit the report to Human Resources and the hiring manager.

## Selection of Final Candidate

Based upon the strengths and weaknesses report, the hiring manager will identify candidates for final interviews.

- After the hiring manager completes the final interviews, a final strengths and weaknesses report should be completed and submitted to Human Resources and Vice President for the department/division. Once the hiring manager has identified the final candidate, the hiring manager discusses a recommendation for hire with VP and President. Required documents for discussion include:
  - Complete application folder (cover letter, resume, diversity statement (for hire level position))
  - Job description
  - Search committee members names
  - Search committee strengths & weakness report
  - Diversity metrics of the search
  - Where the position was advertised

Once approved by both the VP and President, reference checks must be conducted.

### Making an Offer of Employment

Once reference checks have been conducted, the hiring manager will submit a Recommendation for Hire requisition in Interview Exchange. Once the Recommendation for Hire requisition has been fully approved, Human Resources will contact the hiring manager to give them approval to move forward with making an offer of employment to the candidate. The hiring manager will make a contingent offer of employment to the candidate pending successful completion of a background check, verification of official college transcripts and Board of Trustee approval (if required). Once accepted, notify Human Resources. Human Resources will reach out to the candidate with an employment offer letter, conduct necessary background checks and schedule new employee onboarding.

**For full-time hires:** The VP for the department/division will prepare a recommendation for hire packet to submit to the President's office for Board approval for full-time hires at the next meeting.

### Travel Reimbursement

SUNY Schenectady will reimburse candidates for travel expenses when expenses are incurred during the course of the interview process. Candidates may be reimbursed, one time during the course of the search, up to \$500 in travel expenses and a one (1) night stay in a hotel.

Reimbursable expenses include: meals, lodging expenses, and travel expenses to and from the interview. Candidates must submit an Interview Expense Reimbursement Form and include accurate and complete receipts for meals, lodging, and travel expenses.

Relocation reimbursement will only be offered at the discretion of the President and only after approval from the Board of Trustees.

**Approved July 29, 2013, RESOLUTION # 13-138**  
**Approved March 20, 2023, RESOLUTION #23-46**