

Staffing Process – Faculty and Professional Searches

Please note: This process does not supersede existing contractual obligations, or existing College or SUNY policy.

Search Commencement:

- Filling a position is approved (Request to Fill Requisition has been signed off on)
- Hiring Manager/Department Chair develops job posting which includes all appropriate verbiage to welcome diverse applicants (working in conjunction with Human Resources)
- HR and Hiring Manager/Department Chair identify recruitment sources to draw a broad candidate slate
- Hiring Manager/Department Chair ensures diversity in the search committee membership (not all from the same department, function, etc.)
- Diversity discussion held as part of each search committee charge
 - Hiring Manager/Department Chair, CDO, HR attend the charge (plus Cabinet Member or second level supervisor, if possible)
 - Hiring Manager/Department Chair/Cabinet Member leads discussion about what aspects of diversity, equity and inclusion could be enhanced from this particular search
 - Conversation about Affirmative Action Plan goals
 - Conversation about implicit bias in the hiring process
 - **Unconscious bias** refers to a **bias** that we are unaware of, and which happens outside of our control. ... **Implicit bias** refers to the same area, but questions the level to which the biases are unconscious especially as we are being made increasingly aware of them.
 - <https://www.tolerance.org/professional-development/test-yourself-for-hidden-bias>
 - Conversation about halo/horns effects in the hiring process
 - It is a cognitive bias that causes you to allow one trait, either good (**halo**) or bad (**horns**), to overshadow other traits, behaviors, actions, or beliefs.
 - Conversation about ensuring the search process considers diversity, equity and inclusion at each candidate decision point (Resume review, Phone screen, Skype, On-site interviews, Hiring recommendation)
 - Conversation about incorporating behavior-based diversity, equity and inclusion questions in the interview process to assess each candidate's awareness of and commitment to diversity, equity, and inclusion
 - A broad slate of sample questions will be developed by the CDO and HR for search committees and interviewers to utilize
 - Conversation about the decision matrix developed for the interview process. It should include a diversity, equity and inclusion parameter. Sample categories might include: 1. Education Requirements; 2. Experience; 3. Diversity, Equity, and Inclusion contribution to the campus; etc.
 - Diversity, Equity, and Inclusion should be weighted significantly
 - Please note: This is broader than a candidate's race, religion, national origin, sexual orientation, etc.

Resume Review:

- Search Chair ensures resume review is based on the job posting and diversity, equity and inclusion factors
- Decision matrix developed for the resume review process will include a diversity, equity and inclusion parameter

- Goal: Talk with more candidates. Make fewer decisions based on resume alone.

Telephone Interviews:

- Search Chair ensures telephone interview questions are developed using job posting information and diversity, equity and inclusion questions
- Telephone interviews are conducted with many candidates
 - Recommendation: talk with at least ten candidates, depending on the size of the pool
 - Focus on who could potentially perform the job
 - Decision matrix developed for the phone interview process will include a diversity, equity and inclusion parameter

Virtual Interviews (if used):

- Search Chair ensures virtual interview questions are developed using job posting information and diversity, equity and inclusion questions
- Virtual interviews are conducted with many candidates
 - Recommendation: Be inclusive versus exclusive
 - Focus on who could potentially perform the job
 - Decision matrix developed for the Skype interview process will include a diversity, equity and inclusion parameter

Final Interviews:

- Each level of the final interview process will include questions to assess the candidate's commitment to diversity, equity, and inclusion
 - Search committee
 - Hiring Manager
 - Second Level Hiring Manager/Cabinet member
- Err in favor of bringing more candidates who meet minimum requirements for final interviews to expand the pool of finalists
- Search committee collects feedback from all participants from the final interviews and incorporates them into the recommendation to the hiring manager. Participants' interview feedback should contain feedback on diversity, equity, and inclusion factors including the candidate's diversity, equity, and inclusion awareness and commitment based on their interview with the candidate.
- Search Committee Recommendation will include an assessment of academic qualifications, experience, pros and cons from the interviews, and diversity, equity and inclusion competencies (i.e. how the candidate will enhance diversity, equity and inclusion on campus. Please note: This is broader than a candidate's race, religion, national origin, sexual orientation, etc.)

Job Offers:

- All candidates receiving job offers should have demonstrated, in some way, a commitment to diversity, equity, and inclusion