

Recruitment, Search & Selection

- A Step by Step Guide -

INTRODUCTION

Our most valuable resource is our staff. A great hiring decision contributes to the growth of the department, and the University.

The information provided in this guide will help you run an effective and time efficient search.

(Please note Hospital & LISVH employees should contact their HR office for assistance)

For a summary of Search & Selection information you may wish to access our "At a Glance" series.

[At a Glance - Recruitment for New and Replacement Professional Positions](#)

[At a Glance - Recruitment for State Classified positions](#)

[At a Glance - Recruitment for RF non-exempt positions](#)

[At a Glance - Recruitment of Post Doc Positions](#)

STARTING RECRUITMENT

Developing/Revising a Position Description

As you prepare to initiate/revise a position description, give careful thought to the:

- tasks that the incumbent must perform
- the qualifications needed to accomplish these
- experience
- competencies
- If this is a vacant position - this is your opportunity to re-think your needs and plan for the future.
- For a position posted within 3 years, which has no changes to the position description(pd)/qualifications, the "[Fast Track](#)" mechanism eliminates the need for HRS Class & Comp review, and enables the hiring department to post immediately.

Fast Track requests require only:

- An E-mail to your VP/Deans Coordinator (VPC) identifying
 - Previous posting reference number
 - ETS number

The VPC will review request, and forward approved requests to HRS Recruitment for posting in SB JOBS.

- For a new position or an existing position with changes, use [PDAR](#), an online position development program. PDAR helps the hiring department to:
 - Describe the position in terms of:
 - Tasks involved and percent of effort for each

- Identify
 - Tasks considered 'E'ssential, as required by the Americans with Disability Act.
 - Qualifications and experience required/preferred.
- Attach:
 - an organizational chart showing the place of the position within the department (include employee names, titles, grades)
 - Additional ad copy - click on "Draft Ad" and select to draft ad copy or to "generate default advertisement" from information provided within your PDAR
- Identify whether resumes may be submitted online. (see [online resume](#))
If this service is to be used, please indicate the names of those who should have access to view the resumes.

Once the PDAR is completed:

- The hiring department submits electronically for department and division approval
- The VP Coordinator forwards to Human Resource Services (HRS) Class & Comp, who will:
 - review the position
 - identify title
 - determine salary
- HRS Class & Comp forwards the PDAR to the EEO Committee for approval of the recruitment package. (The EEO Committee serves as designees for the Office of Diversity and Affirmative Action (ODAA)).
- The EEO Committee forwards the approved PDAR to HRS Recruitment for posting in [SB JOBS](#) (our weekly campus web posting).

For those departments using the paper process, see our [Position Description Checklist](#).

PLANNING THE SEARCH

Developing a recruitment plan

In order to develop the recruitment plan, the Hiring Manager should

- Review the department's demographic profile and Affirmative Action Plan goals. [ODAA](#) can provide information about availability of underrepresented women and minorities for the job.
- Take advantage of specialized University affirmative programs such as the [Traineeship program](#), [EARN](#), or the [Postdoctoral advertisement initiative](#) to help with recruitment outreach. Join HRS Recruitment at a [Job Fair](#).
- Decide whether the department will request an internal, or external posting, regional or national outreach; identify outreach appropriate to the title, position, department, and diversity goals.
- Advertise broadly* in order to build a strong applicant pool, identifying:
 - Publications relevant to the position. Ex. Newsday, Chronicles of Higher Education
 - Specialist journals - Ex. Science, Nature
 - Websites which may be effective (and less costly). Ex. HigherEdJobs.com, [HERC](#)

*Please note all advertisements should be placed through HRS Recruitment, who will work with the Communications Department to place your advertisement(s).

 - List serves. Ex. Affirmnet

– Mailings to professional organizations/peer institutions. Ex. Other AAU University

- Network with colleagues, business leaders and individuals in the field or discipline who may have resources for identifying qualified candidates. Network at conferences. Take advantage of the diverse pool of applicants in Stony Brook's own backyard - our students, current employees and our alumni.

Remember to note these efforts in the recruitment materials you prepare, as they demonstrate outreach efforts.

To help you, HRS

- Will distribute your posting through [SB JOBS](#) to over 30,000 subscribers and to Campus networks such as the Black Faculty Staff Association (BFSA), Union Universitaria Latinoamericano (UUL), the Asian American Faculty Staff Association (AAFSA) or the Lesbian Gay Bisexual Faculty Staff Network (LGBFSN).
- Can assist you with the development of your recruitment plan, screening devices, and interview questions.
- Will work with the University's Communications Office to place your employment advertisements.

E-mail HRS Recruitment for help at [HRS Recruiting](#).

How long should I post for?

The posting period can be for as little as 10 days, or until filled. Your outreach plans will help dictate the posting period. If in doubt, contact HRS Recruitment for assistance.

Can we gather resumes online?

Yes, HRS offers an [online resume](#) service. Indicate that you would like to receive resumes electronically in your recruitment package, and HRS Recruitment will ensure that the Search Committee members can access the resumes online. This mechanism also saves you time by ensuring automatic acknowledgement to candidates.

Charging the Search Committee/Search Panel

Before, or as, the position posts in our online job posting site, [SB JOBS](#), the Hiring Manager should hold a first meeting with the Search Committee to charge them. Invite your EEO Committee representative to attend. At this meeting the Hiring Manager should:

- Review recruitment and diversity goals for this position.
- Outline recruitment outreach strategies
- Provide a copy of the position description to the committee
- Highlight key aspects of the position and qualifications/experience required
- Provide a copy of the approved resume screening document and interview questions
- Remind the Search Committee/those involved in the interview process that the process and applications are confidential.
- Determine the search time line and establish tentative interview schedule. (Doing this ahead of time will help ensure that the Committee members can make the search a priority and can meet your recruitment needs.

RESUME REVIEW AND SCREENING

Preparing a Resume/Application Screening Tool

- Keep it simple. The [rating document](#) should identify the qualifications and experience required/preferred in your posting.
- List the required qualifications individually
- List “alternative” minimum qualifications, if any (in lieu of ---)
- Assign YES or NO values to each requirement
- List preferred items. This will help you to rank your applicants.

Ex. Your posting requires BA in Accounting/Business plus 3 years experience as an accountant. Candidates must identify these elements in their application/resume to be considered. The posting also prefers MA, supervisory experience, experience in a Budget Office in Higher Education. These 4 items allow you to “rank” those who meet some/all the preferreds.

- **If the applicant does not meet the required qualifications that applicant cannot be considered further.**

Can we review and interview candidates while the position is posted?

Absolutely, Yes, don't delay!

As long as you use a consistent evaluation tool you can consider applicants during the posting period ([see sample search](#)).

Reviewing the Resume

Resumes should be carefully reviewed, they can tell you a lot about the applicant!

- Do the educational qualifications meet your stated needs?
- Does the resume reflect the skills and experience you are seeking?
- Are there gaps in employment?
- Has the applicant worked under pressure of deadlines/juggled multiple priorities?
- Has the applicant worked with supervision or independently?
- Are there any inconsistencies in dates, duties, etc.?
- Are there spelling/grammatical errors?
- Is it well organized?
- What are the areas that are unclear or where you need more information?

PREPARING FOR THE INTERVIEW

Preparing for the interview is just as important as the interview itself.

Take time to review:

- the position description
- all paperwork on the applicant (resume, cover letter, application)
- the list of interview questions, and anticipate questions that an applicant is likely to ask.
- [pre-employment inquiries](#) before interviewing to ensure that you do not ask any illegal pre-employment questions.

Determine:

- how you will structure the interview
- who else will interview/meet the final candidate

Schedule:

- a time and location, that is accessible to the applicant
- time for the interview candidate to complete the [Research Foundation](#) or [State](#) application form.

PREPARING INTERVIEW QUESTIONS

Open-ended

Open-ended questions elicit more than a "yes" or "no" answer. Start your questions with "Tell us about - - - - -", "Describe how - - - - -".

Behavioral

Encourage the applicant to describe actual events that have taken place in their past experience. "Describe a situation in which - - - . How did you handle - - - . How might you handle it differently if it were to occur again?"

Situational/Hypothetical Work Situation

A realistic work situation you would give the applicant to handle.

"What would you do if - - - -?"

Probing Techniques

Sometimes you will get a general answer with each initial question you are asking. Your job as the interviewer is to probe until you get the specific information you are seeking.

Remember silence is a useful interview tool; you want the candidate to talk (not you).

And remember:

While personal questions may be well intentioned and intended to put the candidate at ease, they may stray into the realm of illegal questions. For a list of [lawful/unlawful questions](#), visit the HRS website.

THE INTERVIEW—SOME TIPS

Using the same interviewing format will help you to accurately and fairly evaluate all your interview candidates.

Introduction

- Set the tone. Make the applicant feel at ease. Establish rapport with a friendly attitude.
- Explain format of interview (ex. "I will tell you about the department/job, ask you some questions and take notes".)
- Tell the applicant about the department/job. Use the opportunity to "sell" the applicant on the job and the University.
- Structure your interview to cover the same topics/questions with each applicant
- Concentrate on subjects that are clearly tied to the job itself, such as work experience, skills and education background.
- Steer the interview in the right direction. When the applicant volunteers personal information, politely say, "Getting back to why we're here today, let's talk about your experience . . ." and proceed with your line of questioning about job-related skills and qualifications.
- Allow the applicant an opportunity to ask questions.

Closing

- When ending the interview give the applicant a chance to add anything else he or she thinks may be important for you to know in making your decision.
- Give the applicant an opportunity to ask you any questions they may have.
- As you interview finalists, promote the University as the “Employer of Choice” discussing the rich benefits package available. You may wish to print a benefits summary ([Managerial/Confidential](#), [UUP](#), [CSEA](#), [Council 82](#), [NYSCOPBA](#), [PEF](#), [Research Foundation](#)) to give the candidate.
- If this is a final interview make sure that you have a list of references. If you feel the list omits key references, request these.

Documenting the Interview

- Take brief notes during the interview.
- Immediately following the interview, write an overall summary. Note whether you would recommend this person for the position or not, and why, or why not.
- Record recruitment and selection information.
 - For professional positions use the [SUSB68](#)
 - For non-exempt positions use the SB Request to Hire for
 - [RF non-exempt](#)
 - [State Classified positions](#)

AFTER THE INTERVIEW

Reference and Credential Checking

It is essential that the Hiring Manager (or Search Committee) check references before making a contingent offer of employment.

- Contact at least 3 professional references and document their responses.
- Check that the candidate holds required licenses/credentials.

Requesting EEO & ODAA Approval to Hire

Prior to making a provisional offer, the hiring department must submit to their EEO Committee:

- A summary of the search using the [SUSB68](#)
- The resume of their selected candidate

Please note:

Requests to hire [RF non-exempt](#) or [State classified](#) employees should be submitted directly to HRS using the Request to Hire form.

Requesting the HRS Criminal Background Check

Once EEO and ODAA have approved the department’s candidate selection, the hiring manager/VP Coordinator may extend a provisional offer of employment. The candidate must complete the [Research Foundation](#) or [State](#) Criminal Background check form and submit this together with the appropriate RF or State employment application form to HRS. HRS will immediately submit this for

- Verification of social security number
- Identification of any criminal convictions (Please note: a conviction does not bar the candidate from employment, unless HRS determines a nexus with the job.)

Making an Offer and Appointing the Candidate

- Once the background check is completed, HRS will notify the hiring department/VP Coordinator by email whether they may proceed with an official offer. HRS, or the Division's VP Coordinator, can provide templates of offer letters and these should be used as the official University/Research Foundation (RF) Offer of Employment.
- Your offer of employment should indicate a date by which the candidate should respond.
- Once the offer has been accepted, the hiring department should immediately notify their VP/Dean Coordinator who will assist with the PeopleSoft or RF appointment paperwork.
- Corresponding with the "unsuccessful" candidates
Please remember that it is essential to notify those candidates who have been unsuccessful. You can remind them that other opportunities can be found at [SB JOBS](#)

The Appointment package should include:

- Criminal Background Check E-mail clearance
 - Appointment Form (RF or State PeopleSoft)
 - I-9
 - Copy of PDAR (or a signed & Approved Position Description)
 - ODAA Approval to hire (SUSB68 p 1 & 4)
 - Resume of the final candidate
 - Employment Application (RF or State)
 - Federal withholding tax form W-4
 - New York State withholding tax form IT-21047
 - Copy of any license required for position
 - PhD certificate (for Post Doctoral positions only), showing date of completion.
 - If employee is on an H-1 visa, a copy of their Labor Condition Application (ETA-9035), I-797B, I-94 and passport
- If the new hire will have patient contact HRS also requires documents ensuring compliance with JCAHO requirements.
- Copy of three medically related references
 - Employee Health Clearance (this is sent direct from EHS once physical has been completed).

HRS will complete the recruitment process, confirming the offer and appointing the new hire.

FURTHER INFORMATION/ASSISTANCE

Should you have further questions or need assistance please contact, as appropriate:

<u>HRS</u>	E-Mail	Phone Number
Class & Comp	HRS_ClassComp	632-6155
Recruitment	HRS_Recruiting	632-1129
State Appointments	Paulette.Gerber@stonybrook.edu	632-6285
State Payroll	Marianne.Lopiccolo@stonybrook.edu	632-4888
Research Foundation Appointment/Payroll	Dianne.Supovitz@stonybrook.edu	632-6162
<u>Office of Diversity & Affirmative Action</u>	ODAA@notes.cc.sunysb.edu	632-6280