

RECRUITMENT AND SELECTION HANDBOOK

A Guide for Managers and Selection Committees



Prepared by the Office of Human Resources and the Office of the Chief Diversity Officer
Kingsborough Community College
(Revised November 4, 2008)

Table of Contents

| | |
|--|------------|
| Introduction | Page 1 |
| Benefits of Diversity (in Search Committees, Faculty, and Staff)..... | Page 2-3 |
| Suggestions for Securing an Inclusive Candidate Pool | Page 3 |
| Part I, Instructional / Non-teaching Instructional Staff Recruiting..... | Page 4-6 |
| Frequently Asked Questions | Page 7 |
| Part II, Blue Collar/White Collar- Classified Recruitment | Page 8-9 |
| Filling Newly Created Classified Positions | Page 10 |
| | |
| Appendices | Page 11 |
| Search Authorization Form for Full-Time Positions..... | Page 12 |
| Job Analysis Form for Personnel Vacancy Notices | Page 13 |
| Letter of Acknowledgement Template..... | Page 14 |
| Anonymous Demographic Survey..... | Page 15 |
| Applicant Pool Certification Form..... | Page 16 |
| Applicant Flow Log | Page 17-18 |
| Application Rejection Letter (No Interview) Template | Page 19 |
| Pre-Interview Rating Guidelines..... | Page 20 |
| Interview Rating Form | Page 21 |
| Letter of Invitation - First Interview Template | Page 22 |
| Rejection letter template (after initial or final interview)..... | Page 23 |
| Common Interviewer Mistakes | Page 24 |
| Prohibited Questions | Page 25 |
| Invitation to Final Interview Letter Template..... | Page 26 |
| CUNY Employment Background Questionnaire | Page 27-31 |
| Link to CUNY Application for Employment..... | Page 32 |
| Reference Verification Form..... | Page 33-34 |
| Search Documentation Data Form..... | Page 35-36 |
| Commonly Used Recruitment Resources | Page 37 |

The purpose of this handbook is to provide managers and others concerned with the recruitment and selection process with a simplified 'how-to' guide for filling an existing vacancy, or creating and filling a new position.

This handbook will take you step by step through the procedures required by the CUNY Board of Trustee By-Laws and policies. By following the steps detailed in this guide, you will have complied with and completed the processes required by our Human Resources, Compliance/Diversity, and Budget Offices.



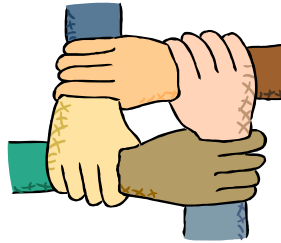
“All candidates, but especially top performers and those with rare skills, expect to be treated with dignity throughout the recruiting process. They may be applying for employment, but they are also customers – working men and women who are being asked to ‘buy’ the value proposition of an organization with openings to fill.

“For most candidates, that means an employer where people really matter and the best evidence of whether people really matter is the way the organization treats prospective employees.

“As a consequence, recruiters should create a candidate experience that is consistently polite and respectful. It should acknowledge that candidates aren’t cogs in some supply chain, but cognitive beings who have a choice of organizations for which they will work.”
“Strategies for Handling The ‘Anti-Candidates,’” Peter D. Weddle, Career Journal.

THE BENEFITS OF DIVERSITY

Our diverse, multi-cultural, and innovative Community College has embarked on the mission of attracting, motivating, developing, and retaining diverse and talented faculty and staff. According to *Diversifying the Faculty* (a guidebook for search Committees by the Association of American Colleges & Universities) rendering explicit the connection between faculty diversity and educational quality contributes to the creation of a welcoming campus environment and encourages the closer alignment of departmental and institutional commitments to diversity. As a result, we have added the following information to explain how you can contribute to Kingsborough's commitment to this important mission.



THE BENEFITS OF DIVERSIFYING THE SEARCH COMMITTEE¹

An institution's core values surface during a search process. Achieving diversity and academic excellence are core values at Kingsborough. Kingsborough's student population is a true microcosm of New York City – representing 73 different languages and 142 flags. To accommodate this multicultural body, President Regina S. Peruggi has embarked on the mission of attracting, motivating, developing, and retaining diverse and talented faculty and staff. Although the responsibility for diversifying faculty and staff lies with people at many levels in an academic institution, search committee members are powerful agents for change on a campus. The benefits to diversifying search committees are:

- Differences are not likely to be sought or nurtured if department/search committees are made up of individuals with similar backgrounds and experience. In other words, homogeneous search committees may lack the background that allows them to think of strategies that will appeal to and attract highly qualified minority candidates; hence the ideal search committee should be a diverse one.
- Experience indicates that lack of diversity within the search committee tends to limit the potential for introducing new perspectives to the process of evaluation. We are all predisposed to looking for and favoring candidates who are like ourselves (not necessarily racially or ethnically, but in terms of educational background, social skills, values, and behaviors) thus the diversity of a search committee can be key to recognizing and appreciating the optimal candidate – whose education, experience, and research interests deviate from the traditional academic mold, but whose perspective may be original and innovative.

A diverse search committee is equipped to make decisions based on the traditional job-related qualifications of candidates, as well as the crucial non-traditional abilities necessary for functioning in a multicultural environment.

¹"Benefits" were taken from *Diversifying the Faculty: A Guidebook for Search Committees* and *Achieving Faculty Diversity: Debunking the Myths* by the Association of American Colleges and Universities.



THE BENEFITS OF AN INCLUSIVE FACULTY AND STAFF

According to the Association of American Colleges & Universities, faculty diversification contributes directly to educational quality. To this end, Kingsborough would like to make search teams aware of these benefits to diversifying our Faculty and Staff:

- Racial and ethnic minorities make up only 13.8% of the total faculty nationwide yet by the year 2015, 80% of the anticipated 2.6 million new college students will be non-minorities. (AAC&U) The more diverse faculty and staff are, the more likely it is that all students will be exposed to a wider range of scholarly perspectives and ideas drawn from a variety of life experiences.
- Diversifying faculty helps prepare students to live and work in a world marked by sweeping demographic changes and global interconnectedness.
- Evidence suggests that exposure in college to a diverse faculty along with diversified curricula and teaching methods produces students who are more complex thinkers, and more likely to seek to remedy inequities after graduation. (Hurtado et al. 1999; Smith and Associates 1997).
- Faculty and Staff of color provide students of color with diverse role models and more effective mentoring.
- By bringing new research questions and fresh perspectives to the academic enterprise, minority scholars create intellectual stimulation for both students and faculty alike (Turner 2000; Shattering the Silences 1997). Since scholars of color may take different routes to the Professoriate than traditional majority scholars, faculty of color traditionally take scholarship and teaching in new and innovative directions.

SUGGESTIONS FOR SECURING AN INCLUSIVE CANDIDATE POOL²:

Announcements should strongly express the college's commitment to diversity and encourage minorities to apply by using the following techniques:

- Develop broad descriptions of scholarship, experience, and disciplinary background that align the department's needs with the college's desires for diversity.
- Call for applicants who have (choose from the following):
 - ✓ Experience interacting with communities of color OR demonstrated success in working with a diverse population of students.
 - ✓ Academic experience and demonstrated interest in culturally diverse groups. The committee should request materials such as letters of reference or samples of course syllabi.
 - ✓ Experience with a variety of teaching methods or curricular perspectives. Follow-up during the interview by asking applicants to describe experiences with diversity issues, diverse students, or working in multicultural environments. (Make this question a weighted requirement).
 - ✓ Interest in developing and implementing curricula to address multicultural issues.

Use the tagline: "In keeping with Kingsborough's mission of attracting, motivating, developing, and retaining diverse and talented faculty and staff, we strongly encourage applicants with experiences in diverse cultures to apply."

²Turner, C. & Smith, D. (2002). *Hiring Faculty of Color: Research on the Search Committee Process and Implications for Practice*.

PART I, INSTRUCTIONAL/NON-TEACHING INSTRUCTIONAL STAFF RECRUITING

Unclassified positions include teaching/research faculty, and employees in the Executive Compensation Plan (ECP) group. Non-teaching Instructional and some Classified titles include professional administrators (HEO Series) and some managers.

STEP 1.

The hiring department head completes Section I of the *Search Authorization Form for Full-Time Positions* (Appendix p. 12) and forwards it to the Office of Human Resources (HR), along with a job description and organization chart.

The recruitment plan requires the naming of a search committee. Subject matter expertise and diversity (in titles, gender, and ethnicities) are required criteria for selection of the search committee members. The scope of the search should always be as wide as possible.

Human Resources (HR) receives and logs in requests (approvals are **not** automatic) and:

- Forwards to Budget Office for approval of expenditure
- Forwards to the Office of the Chief Diversity Officer for approval of recruitment plan
- Forwards to University Classification & Compensation unit for endorsement of the proposed classification, e.g., HEO and review of position vacancy notice (PVN) created by HR for adherence to minimum qualifications requirements

With all approvals in place, HR places advertisements in accordance with recruitment plan.

STEP 2:

The Office of Human Resources and/or the Provost/Dean of Academic Affairs receive(s) the resumes.

- A. For each resume in the Higher Education Officer Series, Executive Compensation Plan and Managerial titles, the **Office of Human Resources** will:
 - Send to each applicant a *Letter of Acknowledgement* along with an *Anonymous Demographic Survey Card* (Ex.: Appendix p.15).
 - Retains custodial responsibility for all resumes through search process – provides copies to search committee chair. Confidentiality of applicant pool is very important!
- B. For each resume for Teaching Faculty and College Lab Technicians, the **Department** will:
 - Send to each applicant a *Letter of Acknowledgement* along with an *Anonymous Demographic Survey Card* (Ex.: Appendix p.15).
 - Retains custodial responsibility for all resumes through search process – provides copies to search committee chair. Confidentiality of applicant pool is very important!
- C. The **Committee Chairperson (or the Chairperson's designee)** will maintain the *Applicant Flow Log* -- completing the requested information for each applicant (Appendix p. 17-18).

STEP 3:

With the receipt of resumes from the department (and after the closing date if applicable), the Search Committee Chair completes *Section I* of the *Applicant Pool Certification Form* (Appendix p. 16) and forwards the form to the Chief Diversity Officer for certification. After the pool has been certified, the Chair convenes the committee to receive the charge from the Hiring Official and Chief Diversity Officer (*the search committee must contact the Chief Diversity Officer at x5026 to receive the charge during its first meeting*). Following the charge, the search committee will review resumes to:

- Distinguish between applicants who meet minimum qualifications and those who do not; notify applicants not selected for interview (*Appendix p. 19 – Application Rejection Letter - No Interview*)
- For applicants meeting minimum qualifications, construct a job-related screening methodology to select candidates whose qualifications and experience can be categorized as good, better, or best in each area of responsibility or duty identified in the position description or related preferential traits identified in PVN
- Identify a reasonable number of best qualified candidates for interview by search committee
- Chair updates *Applicant Flow Log*

STEP 4:

Search committee develops job-related interview questions (for review by the Chief Diversity Officer). Chair coordinates interview process with department:

- Committee Chair coordinates schedule of several meeting dates and times for interviews
- Candidates are contacted for interviews
- Letters are sent to candidates confirming interview invitation (*Appendix p. 22 – First Interview Invite*)
- The committee conducts the interviews. Using established criteria, the committee makes a determination as to which candidates' best meet the department's needs and recommends a select, unranked few (3 at minimum) to the hiring official for a second, final interview.
- The Committee Chair updates the *Applicant Flow Log*

STEP 5:

The department:

- Notifies candidates that are not finalists (*Appendix p. 23 Letter of Rejection After an Interview*)
- Notifies (3) finalists and extends an invitation to interview with the hiring official; time and dates are established
- The department mails a confirming invitation to the finalists (*Appendix p. 26 Second Interview Invite*), along with a *Employment Background Questionnaire* (*Appendix p. 27-31*) to be completed by the candidates and brought to the final interviews
- The hiring official conducts the interviews and makes a tentative selection
- The hiring official obtains consent from each finalist for contacting references and past/present employers (*Appendix p. 31*)
- The Hiring Official informs the search Committee Chair of his/her determination. The Committee Chair then checks references for positive support of the tentative selection
- If the finalist is from another CUNY school, the committee chair must tell the finalist that the HR department of that school will be notified of his/her application for employment with Kingsborough. **The committee chair must notify HR of the college from which the finalist is seeking to transfer.**

(continued)

- For each finalist that was NOT chosen within the Higher Education Officer Series, Executive Compensation Plan, and Managerial titles, the **Office of Human Resources** will:
 - Send a *Rejection Letter After an Interview* (Appendix p. 23)
- For each finalist that was NOT chosen within the Teaching Faculty and College Lab Technician titles, the **Department** will:
 - Send a *Rejection Letter After an Interview* (Appendix p. 23)

STEP 6:

The Committee Chair completes the required *Search Documentation Data Form* (Appendix – pg. 35-36), making sure to obtain sign-off from all members of the search committee. The chair also signs the completed *Applicant Flow Log*. Both forms, along with all search file documents, e.g., resumes, letters, interview questions, etc., are forwarded to the Human Resources or Provost Office. Non-selected finalists are notified by mail*.

STEP 7:

The Office of Human Resources and the Office of the Chief Diversity Officer review and certify the search and notify the hiring official who may then make a formal offer of employment to the candidate. Candidate accepts and signs offer letter; HR initiates payroll process.

*Caution should be exercised to avoid prematurely rejecting other finalists prior to determining that the selected candidate will in fact accept the job at the salary offered.

FREQUENTLY ASKED QUESTIONS:

What is the difference between filling a vacancy due to resignation (or other separation from service) and creating a brand new position?

A new position requires a letter justifying the need for the position along with a position description and organization chart. For a replacement of an existing position, only the job description and updated organization chart are needed. In either case, the Recruitment and Hiring Authorization Form must also be completed.

What if I know of someone who's "just right" for the job? Must I still go out and search?

Yes; In order to comply with CUNY policy and provide the organization with the opportunity to locate the best possible candidate, departments must conduct an open search.

How widely must I advertise a position?

The scope of the search should cover the geographic region from which CUNY has successfully recruited similar positions in the past. Expanded searches may be required if an underutilization of women or minorities (i.e., protected classes) for these positions has been identified in the affirmative action plan.

What if there are not any qualified candidates in the pool or if we receive only a few applications?

Under normal circumstances, the department must extend the search. Contact the Office of the Chief Diversity Officer (x5026) for guidance.

What if I need someone right away, can I appoint a substitute?

Yes, however, a search for a permanent fill must be undertaken as soon as possible.

PART II, BLUE COLLAR/WHITE COLLAR RECRUITMENT

Blue and white-collar jobs, as well as many hourly paid positions such as clerical worker, administrative assistant, electrician, painter, security personnel, nurses, information technology personnel, laborer, custodial assistants, and other such positions are subject to different recruitment procedures.

Except for non-competitive titles, that is, positions for which prior training and experience are not required, or which are subject to external licensure constraints (e.g., nurses) positions in the blue and white collar categories of service require passing a civil service examination and admission to the certified candidate pool for the given category of worker.

What is the purpose of examinations?

The Civil Service Law mandates that applicants for positions in classified titles be examined on the basis of "merit and fitness". The examinations are intended to ensure fairness and equal opportunity to gaining employment at CUNY.

Requesting a list of certified candidates from the appropriate pool will generally be the means of filling a vacancy in the classified ranks.

STEP 1:

Calling for the list.

If a resignation or other separation from service has created a vacancy, you may begin the recruitment process by calling for an appropriate list: An eligible list is a listing of candidates who successfully passed an examination and who have met the minimum requirements of the position title. The candidates' names are placed on a list, which is called an "eligible list," in descending final score order. An eligible list must be used if it has three or more names on it.

In response to your request, Central Office Civil Service Operations or Assessment Services will supply you with one of four types of list:

1. Open-Competitive — A University-wide open-competitive eligible list or a list for each borough is derived from the open-competitive examination. The eligible list is used to fill vacancies and/or to displace provisional employees serving in a title.
2. Promotional — Promotional Unit Lists are derived from the promotional examination. At the request of the Vice Chancellor, the unit can merge the promotion unit lists within a borough or boroughs to meet recruitment difficulties. A promotional unit list must be used before an open competitive list.
3. Continuous Recruitment – Names inserted on the existing eligible list according to final scores, in descending final score order. Names may remain on the eligible list for a period of up to two years.

4. Preferred — contains the names of employees in the competitive classes who had permanent appointments and are displaced from their position through a reduction in staff or other similar action. Preferred lists have precedence over all other lists and must be used first. The “rule of three³” does not apply.

STEP 2:

The Interview/Selection.

- Hiring authority develops job-related interview questions (for review by the Chief Diversity Officer)
- Candidates are contacted for interviews
- Letters are sent to candidates confirming interview invitation
- Hiring authority conducts the interviews. Using established criteria makes a determination as to which of the candidates’ best meet the department’s needs and makes a tentative selection.
- The hiring official obtains consent from each finalist for contacting references and past/present employers
- If references support the tentative selection, the hiring official makes an offer.
- Selected candidate is referred to Human Resources to complete official Kingsborough Community College application and other forms required by payroll, etc.
- Non-selected finalists are notified by mail.

Please exercise caution when rejecting candidates. Selected applicant’s references should be verified out before notifying those not selected.

³ **"The Rule of Three"** is a requirement of the civil service law governing candidate selection: a selection must be made among eligibles whose final score is equal to or higher than the third highest standing eligible that is willing to accept appointment or promotion.

FILLING A NEWLY CREATED POSITION:

In order to establish and recruit for a new position, several steps are necessary.

STEP 1:

Obtain approvals.

- The hiring official must provide written justification establishing the need for the proposed position.
- The letter of justification must include a position description, suggested classification, and organization chart.
- The appropriate Vice President/Dean/Provost as well as any intermediate supervisor must approve the proposal.
- The budget office must verify/approve the availability of funding to support the position.

STEP 2:

Calling for the list.

- If a list for the position is available, follow the process identified in the previous section of PART II.
- If no lists are available, and if filling a position is a matter of urgency, a provisional appointment may be made to fill the vacancy on a temporary basis. The provisional appointee, to be considered for a permanent position, must successfully pass the examination for the class when the latter is opened. Contact the examinations unit for specific information on this process.
- When the examinations unit has established a certified pool, call for the list using the process outlined in the previous section of PART II.

Appendices

Search Authorization Form for Full-Time Positions

SECTION I. – TO BE COMPLETED BY THE HIRING DEPARTMENT

Hiring Department and Unit _____ Contact (incl. #) _____
 Payroll Title _____ Functional Title _____
 Do you intend to appoint a substitute/temporary/acting employee while the search is being conducted? Yes No

Note: If this is a new position, please attach a memo of justification, an organizational chart, and a job description.

Please indicate: Salary Range \$ _____ to \$ _____
 If this is a replacement position, please indicate: Previous incumbent name & title _____
 Last Day Worked _____ Salary \$ _____

Approved: _____
Dean, Vice President, or Provost

Not Approved: _____
(Return to Department)

SECTION II. – TO BE COMPLETED BY VP OF ADMINISTRATION & FINANCE AND/OR ASSOCIATE ADMINISTRATOR FOR BUDGET & FINANCE PLANNING

Budget Code – FAS#: _____ Position Code: _____

Approved: _____
VP for Finance & Admin./Budget Director

Not Approved: _____
(Return to Department)

SECTION III. – RECRUITMENT PLAN (FOR APPROVAL BY CHIEF DIVERSITY OFFICER)

List the members (at least 3 needed) of the search committee and designated chair by gender, ethnicity, title, and professional area or department.

| Search Committee Names | Title/Professional Area/Department | Gender | Ethnicity |
|------------------------|------------------------------------|--------|-----------|
| Chair: | | | |
| | | | |
| | | | |
| | | | |
| | | | |

Proposed Search Geographic Area. Check all applicable: National Regional University-Wide

Recruitment Resources/Methods Committee will use. Please be specific in naming publications, organizations, etc.

- KBCC website CUNY website New York Times mnscherc.org **AND** Chronicle of Higher Education Craigslist Dice.com DiversityInc
 HigherEdJobs.com HispanicOutlook.com HotJobs.com Idealist.org InsideHigherEd Latinos in Higher Ed.com Monster.com

Other publications _____

Other websites _____

Comments _____

Signature of Hiring Department Director: _____ Date: _____

Approved: _____
Chief Diversity Officer

Not Approved: _____
(Return to Department)

SECTION IV: PRESIDENTIAL APPROVAL

Approved: _____ **Not Approved:** _____

Job Analysis Form for PVN
Office of Human Resources

Instructions: Type or write in the requested information. Please email the completed form and organization chart to: Gila.Rohr@kingsborough.edu.
If there are any questions, please contact Mickie/Gila at 718-368-5436.

Department contact and phone number whom HR can contact with questions: _____

Functional Title: _____ Payroll Title: _____

Reports to (payroll title): _____

Position Summary (short statement of duties): _____

Essential Duties(add page if necessary): _____

Positions reporting to this position (by payroll title): _____

REQUIREMENTS: (Most minimum requirement education and experience levels are pre-determined by the payroll title, but the specific type of education and experience is often subject to the needs of the position.)

Education (check): High School Diploma/Equivalent Bachelors Deg. Masters Deg. Doctorate Deg. Other

Course of study: _____

Unspecified field: _____

Specified field: _____

Closely related field: _____

EXPERIENCE:

_____ # years of unspecified experience _____ # years in higher education _____ # years in a non-profit environment
_____ # years of specified experience _____ # years in a public sector environment _____ # in another environment (specify): _____

SKILLS AND ABILITIES: The ideal candidate will have (check all that apply):

Communication skills Interpersonal skills Organizational skills Supervisory skills

Computer skills (specify): _____

Other skills (list): _____

SPECIAL NOTES: (Other required attributes)

Driver's license required

Special hours/shift: _____

Flexible schedule: _____

Other: (specify)_____

SEARCH INFORMATION: Indicate what information the candidates should send. (This information will become part of the PVN)

Resume Cover letter Salary history References Other (specify): _____

Contact/return address for Teaching Faculty and College Lab Technicians:

Dr. Stuart Suss
V.P. for Academic Affairs & Provost
Kingsborough Community College
2001 Oriental Boulevard
Brooklyn, NY 11235
e-mail: Apps.fy@kbcc.cuny.edu

Contact/return address for HEO Series, ECP, & Managerial titles:

Ms. Mickie Driscoll
Director, Human Resources
Kingsborough Community College
2001 Oriental Boulevard
Brooklyn, NY 11235
email: Apps.inst@kbcc.cuny.edu



(LETTER OF ACKNOWLEDGEMENT)

“Date”

“First Name” “Last-Name”

“Address1”

“City” “State” “Postal code”

Dear “Candidate-Last-Name”:

This letter acknowledges receipt of your resume for the position of “job title”, vacancy notice “number”, at Kingsborough Community College of The City of New York.

Our applicant review process will begin within the next few weeks. As soon as we have had the opportunity to review all applicants, we will notify you of your status.

Kingsborough Community College is an equal opportunity institution. Achieving diversity and academic excellence are core values at Kingsborough. Therefore, we would appreciate your assistance in helping us to comply with federal equal employment regulations. Please complete the attached **Anonymous Demographic Survey** and return it to the Chief Diversity Officer using the enclosed self-addressed survey form.

Please note that the information you provide is not linked to your application and is not a factor in the employment process. It is presented anonymously and is used for statistical purposes only.

Thank you for your interest in employment at Kingsborough Community College.

Sincerely



Anonymous Demographic Survey
 Office of the Chief Diversity Officer
 2001 Oriental Boulevard, Room A-209
 Brooklyn, NY 11235

Kingsborough Community College is committed to the principles of equal opportunity and affirmative action. In fact, our student population is a true microcosm of New York City – representing over 73 different languages and 142 flags. We seek to mirror this diversity in our faculty and staff. In order for Kingsborough Community College to comply with Equal Opportunity Law and to assess our recruitment efforts, it is necessary to solicit information regarding gender, ethnicity, and veteran status of all our applicants. This information is voluntarily provided, kept confidential, and used for statistical purposes only. Please complete and return this form. You may also submit this information online at: http://www.kingsborough.edu/hr_selfid/index.php.

Position Title: _____

Department & PVN: _____

Where did you learn about this position? _____

- GENDER: Male Female
- RACE/ETHNIC ORIGIN:
- | | |
|--|---|
| <input type="checkbox"/> American Indian / Alaskan Native (Not Hispanic or Latino) | <input type="checkbox"/> Native Hawaiian or Other Pacific Islander** (Not Hispanic or Latino) |
| <input type="checkbox"/> Asian* (Not Hispanic or Latino) | <input type="checkbox"/> Puerto Rican |
| <input type="checkbox"/> Black or African American (Not Hispanic or Latino) | <input type="checkbox"/> White (Not Hispanic or Latino) |
| <input type="checkbox"/> Hispanic or Latino (not Puerto Rican) | <input type="checkbox"/> Two or More Races (please specify) |
| <input type="checkbox"/> Italian American | <input type="checkbox"/> I choose not to identify my race/ethnic origin. |

- VETERAN'S STATUS:
- Special Disabled Veteran Vietnam Era Veteran Newly Separated Veteran*** Other Protected Veteran****

* A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

** A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

*** Veteran who served on active duty in the US military ground, naval or air service during the one-year period beginning on the date of such veteran's discharge or release from active duty.

**** Other service for which a campaign badge has been authorized.

Thank you in advance for your cooperation!

Applicant Pool Certification Form Office of the Chief Diversity Officer

Click on cells to enter information.

SECTION I. TO BE FILLED BY THE SEARCH COMMITTEE CHAIRPERSON

Date: _____
 Department: _____ # of Resumes: _____
 Position To Be Filled: _____ PVN#: _____

Advertisements for this position have been placed in the following publications:

- | | | | |
|---|--|--|---|
| <input type="checkbox"/> KBCC website | <input type="checkbox"/> The Chronicle of Higher Education | <input type="checkbox"/> HigherEdJobs.com | <input type="checkbox"/> InsideHigherEd |
| <input type="checkbox"/> CUNY website | <input type="checkbox"/> Craigslist | <input type="checkbox"/> HispanicOutlook.com | <input type="checkbox"/> Latinos in Higher Ed.com |
| <input type="checkbox"/> New York Times | <input type="checkbox"/> Dice.com | <input type="checkbox"/> HotJobs.com | <input type="checkbox"/> Monster.com |
| <input type="checkbox"/> MNYSCHERC.org | <input type="checkbox"/> DiversityInc | <input type="checkbox"/> Idealist.org | |
- Other publications: _____
 Other websites: _____
 Comments: _____

SECTION II. TO BE FILLED BY THE CHIEF DIVERSITY OFFICER/SPECIAL ASSISTANT TO THE LEGAL AFFAIRS & LABOR DESIGNEE

Total # of Applicants = _____

Number of Applicants that self-identified Ethnicity/Gender: _____

Breakdown of self-identification surveys: #Male: _____ #Female: _____ #Unknown: _____

| Amer. Ind/ Alaskan Nat. | Asian | Black | Hispanic | Italian American | Nat. Hawaiian/ Pac. Isl. | Puerto Rican | White | Other/ Unspecified | No Response | Total |
|----------------------------|--------|--------|----------|---------------------|-----------------------------|-----------------|--------|-----------------------|-------------|--------|
| _____% | _____% | _____% | _____% | _____% | _____% | _____% | _____% | _____% | _____% | = 100% |
| _____# | _____# | _____# | _____# | _____# | _____# | _____# | _____# | _____# | _____# | () |

I certify that outreach and advertising efforts were made to achieve an inclusive applicant pool.

Approved: _____ Date: _____
Chief Diversity Officer



Applicant Flow Log

(To be completed by the Search Committee Chairperson or the Chairperson's designee)

Instructions: Please provide information for each applicant. Submit completed form to the Chief Diversity Officer at the end of the search.

Month/Year: _____ **PVN No.:** _____

Functional Title: _____

Payroll Title: _____

| No. | Zip Code | Last Name, First Name | Date Application Received | Date Application Acknowledged | Preliminary Evaluation Code* (Click for menu) | Proposed Interviewee (check) | Recommended to Selecting Official (check) |
|-----|----------|-----------------------|---------------------------|-------------------------------|--|------------------------------|---|
| | | | | | | <input type="checkbox"/> | <input type="checkbox"/> |
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**Preliminary Evaluation Codes:*
A= Did not complete application process **D=** Does not meet minimal stated qualifications **M=** Meets minimum stated qualifications **W=** Withdrew from consideration **L=** Late Submission (Application received after closing date / position has been closed)

Signature of Chairperson _____ Date _____

Title and PVN#:

Applicant Flow Log continued: Pg. ____ of ____

| No. | Zip Code | Last Name, First Name | Date Application Received | Date Application Acknowledged | Preliminary Evaluation Code* (Click for menu) | Proposed Interviewee (check) | Recommended to Selected Official (check) |
|-----|----------|-----------------------|---------------------------|-------------------------------|--|------------------------------|--|
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***Preliminary Evaluation Codes:**

A= Did not complete application process **D=** Does not meet minimal stated qualifications **M=** Meets minimum stated qualifications **W=** Withdrew from consideration **L=** Late Submission (Application received after closing date / position had been closed)

Signature of Chairperson _____ Date _____



(APPLICATION REJECTION LETTER - NO INTERVIEW)

<Date>

<Name of Applicant>

<Address >

Dear <Name of Applicant>

SUBJECT: <Title of Position Applied For>

Thank you for your recent application and your interest in employment opportunities at Kingsborough Community College of the City University of New York.

As part of our screening process for the subject position, we have reviewed numerous resumes in order to arrive at a small number (from among many good applicants) whose qualifications and experience best meet our needs. Your application was seriously considered but was not advanced into the final pool of candidates.

Again, please accept my thanks for your interest in us.

Sincerely,

Chair of Search Committee

PRE-INTERVIEW RATING GUIDELINES

1. Agree that each member of the search committee has an equal stake in the outcome of the interview process-that is, the choice of candidate is equally important to all interviewers.
2. Agree on the “competencies” or specific items on the interview questionnaire. That is, agree on the definitions, paying special attention to parameters, limitations, cut-off points, standards. Strive to establish an immovable baseline for investigation.
3. Agree on which documents you must review before conducting the interview.
4. Agree on ways to expand, clarify, and probe. Develop a list of acceptable phrases to use.
5. Strive for uniformity in documentation. Agree on the format for writing things down (for example, phrases beginning with action verbs, complete sentences, key words).
6. Agree on a rating scale; agree on its differentiation points (for example, number points on a line, percentages).
7. Agree on what kinds of experiences and work behaviors constitute value.
8. Use consistent language. Agree not to use certain confusing or possible misleading terms.
9. Agree on when to use tallies, checkmarks, percentages, words.
10. Pay attention to time:
 - Establish a schedule to allow sufficient time for the interview.
 - Set guidelines about time allotments for each question and response.
 - Be on time for the interview.
11. Keep results of interviewing confidential. Wait until debriefing or a summary meeting of all interviewers to discuss the interview, the candidate, or the results.



INTERVIEW SUMMARY AND RATING FORM**

Note: Do not complete in presence of applicant.

Position: _____ Name of Applicant: _____

****This rating form will become a part of the recruitment record for this position and will be available to governmental compliance agencies upon request.**

| | RATING |
|--|--------|
| <u>I. JOB KNOWLEDGE</u> – Demonstrates high level of competence in all facets of current position, knowledge of and commitment to the practices of the field. | _____ |
| <u>II. COMMUNICATION SKILLS</u> – Presents information and ideas clearly and persuasively. Listens well, displaying interest and asking questions. Exhibits confidence and professionalism. | _____ |
| <u>III. CUSTOMER SERVICE</u> – Demonstrates competence in monitoring and directing all customer service activities. Transforms internal processes to meet customer expectations. Ability to provide satisfaction by utilizing available resources. Ability to model effective customer service skills. | _____ |
| <u>IV. DIVERSITY</u> – Demonstrates previous experience interacting with multicultural communities, success in working with a diverse population of students, OR academic experiences and interests in working with culturally diverse groups. | _____ |
| <u>V. EQUAL OPPORTUNITY</u> – Demonstrates competence in considering and promoting workforce diversity and equal opportunity. Demonstrates ability to manage conflict with respect for all points of view. | _____ |
| <u>VI. INTERPERSONAL</u> – Demonstrates Interest and concern for others. Recognized need for strong professional relationships inside and outside the University. Handles congenial and adversarial interaction with sensitivity. | _____ |
| <u>VII. PROFESSIONALISM</u> – Demonstrates knowledge of and commitment to the practices of the field. Practices high standard of behavior with an occupation. Respects and maintains the confidentiality of all issues and information. Consistently improves professional knowledge through learning; practicing and teaching. | _____ |
| <u>VIII. MANAGEMENT</u> – Demonstrates commitment to organizational mission and accomplishing goals. Self-motivated, self-observant; flexible; decision maker. Elicits participation, accountability, teamwork and employee commitment. Demonstrates ability to provide challenge and opportunities for growth and development. | _____ |
| <u>IX. LEADERSHIP</u> – Demonstrates a leadership style consistent with University values. Creates and articulates a shared organizational vision that provides a sense of mission and rationale for others. Services as an innovative agent for meaningful change. Demonstrate courage and integrity. | _____ |
| <u>X. OTHER(S):</u> _____ | _____ |
| Overall Rating | _____ |

Ratings: (5= NA Not Applicable) (4= Outstanding) (3= Very Good) (2= Acceptable) (1= Unsatisfactory)

Interviewer (Signature)

Date

Please place completed form in the recruitment file for this position.



(FIRST INTERVIEW INVITE)

Date

Name:

Address:

Dear Candidate:

I am pleased to invite you to interview for the position of **<FUNCTIONAL TITLE>** in the department of **<DEPARTMENT NAME>**. Please contact **<NAME>** at (718)-368-5____ to set up an appointment. Interviews will be held on **<DATE>** between the hours of ____ and __ in room ____ at the _____ building located at 2001 Oriental Boulevard in Brooklyn, New York.

I look forward to seeing you.

Sincerely,

Search Committee Chair or Hiring Official



(REJECTION LETTER AFTER AN INTERVIEW)

Date

Applicant Name
Address Line One
Address Line Two
City, State, Zip

Dear Mr. Ms. Dr., etc

Thank you for taking time out of your schedule to interview for the position of **<FUNCTIONAL TITLE>** at Kingsborough Community College of the City University of New York.

After interviewing several candidates for the position of **<POSITION>**, and after much deliberation, the Search Committee has selected one whose background and experience most closely fit the needs of the department. Although we cannot offer you a position at this time, please be assured that your candidacy was given very careful consideration. We enjoyed meeting with you and appreciate having had the opportunity to discuss the position with you.

On behalf of the Search Committee, I thank you for your interest in Kingsborough Community College.

Sincerely,

Search Committee Chair or Hiring Official

COMMON INTERVIEWER MISTAKES

1. Does not plan the interview; goes in “cold.”
2. Loads questions with one’s own value system.
3. Has a poorly conceived or shallow interview questionnaire.
4. Does not take the time to practice using the interview questionnaire; makes false assumptions about flow, clarify and timing.
5. Forgets to safeguard against interviewer bias (gender, ethnic, racial, age and so on).
6. Fails to focus on reliability / fails to conduct all interviews equally.
7. Is confounded by the “halo effect” whereby one excellent trait tends to sway all ratings to higher than they should be.
8. Fails to separate each interview response; lacks ability to differentiate responses.
9. Plays “I Gotcha” - asks for information that the candidate cannot be expected to have
10. Asks irrelevant questions.
11. Ask questions that have already been answered in previously submitted paperwork.
12. Fails to stick to agreed-upon probes, leading to lack of comparability among interviewers’ documented comments.
13. Tends to favor writing down negative information.

Guide to Legal and Illegal Interview Questions

| <u>Subject</u> | <u>May Ask</u> | <u>May Not Ask</u> |
|------------------------------|---|--|
| Name | Nothing | Whether a person worked under a different name; questions that would divulge ancestry or marital status |
| Address | Nothing | How long have you lived in the United States? What foreign addresses have you had? |
| Age | Nothing | Applicant's age, date of birth, proof of age. |
| Citizenship | Nothing | Whether applicant, parents, or spouse are naturalized or native-born U.S. citizens; of what country applicant is a citizen. |
| Visa Status | Nothing | Type of visa or for only certain INS documents. May not reject applicants whose work permits expire at a future date. |
| Birthplace | Nothing | Any inquiry unto place of birth, or that of parents, spouse, grandparents, or other relatives. |
| Sex | Nothing | May not comment on person's sex unless it is a <u>bona fide</u> occupational qualification (BFOQ). This is highly unlikely in an academic environment. |
| Disabilities & Physical Data | May be asked about their ability to perform essential functions of the job | Questions about physical or mental limitations that is not job-related. Applicant's height or weight. |
| Marital Status | Nothing | Whether applicant is married, single, divorced, engaged, widowed, or living with someone. |
| Sexual Preference | Nothing | Whether applicant is homosexual, heterosexual, bisexual, or any other question pertaining to sexual tendencies or preferences. |
| Lifestyle | Nothing | Anything involving the applicant's natural and preferred way of living. |
| Family | Nothing | Any question concerning family size, family planning, intent to have children, child's age, childcare arrangements, spouse's employment, or spouse's income. |
| Religion | If work schedule requires weekend work, may ask if applicant is able to work on weekends. | About religious denomination, affiliation, church, synagogue, religious holidays observed; or whether applicant regularly attends a house of worship. |
| Pregnancy | Nothing | About the applicant's plans for having children; about medical history concerning pregnancy and health related matters. |
| Military Status | About job-related experiences gained in the military. | About branch of service; type of discharge |
| Education | About educational institutions attended; training; degrees | About religious or racial affiliations of school attended; the applicant's mother tongue; about educational experience that is not necessary for the job to be performed. |
| Organizations | About professional organizations | About all organizations that applicant belongs to; organization that indicate race, color, religion, sex, marital status, national origin, veteran status, or disability of applicant. |
| Arrest History | Nothing. | About arrests, or time spent in jail. Arrests without convictions do not indicate guilt. |
| Convictions | Nothing | General questions about whether applicant has ever been convicted. |
| Housing | How applicant can be reached if there is no telephone at home | Whether applicant owns or rents an apartment or house. |
| Financial Position | Nothing. | About credit ratings, garnishments, debts, to whom debts are owed. |



(2ND/FINAL INTERVIEW INVITE)

Date, 2007

Dr. <NAME>
<Address one>
<Address two>
<City, state, zip>

Dear Dr. <Name>:

Thank you for giving the search committee the opportunity to dialogue with you regarding your interest in the <FUNCTIONAL TITLE> position. As a result of our recent interview with you, I am pleased to invite you once more to meet with <HIRING OFFICIAL> for a more in depth discussion of the position and of your candidacy.

This letter will confirm your appointment with us on <DATE> at <TIME>. We will convene in room <ROOM NUMBER> of Kingsborough Community College located at 2001 Oriental Boulevard in Brooklyn, New York.

Please complete and sign the enclosed Application for Employment, a necessary formality, and return it to us as soon as possible in the enclosed self-addressed stamped envelope. If time does not permit, kindly bring the completed form with you to the interview.

We also encourage all applicants to mail or complete the Anonymous Demographic Survey online at: http://www.kingsborough.edu/hr_selfid/index.php.

Kingsborough Community College is committed to the principles of equal opportunity and affirmative action in which personnel decisions are made on the basis of qualifications without regard to race, color, national or ethnic origin, religion, age, sex, sexual orientation, gender identity, marital status, or status as a victim of domestic violence. In order for Kingsborough Community College to comply with Equal Opportunity Law and to assess our recruitment efforts, it is necessary to solicit information regarding gender, ethnicity and veteran status of all our applicants. This information is voluntarily provided, kept confidential and is used for statistical purposes only. Refusal to provide this information will not subject the applicant to any adverse treatment.

Should you require any additional information regarding directions or logistics, please do not hesitate to contact my assistant, <NAME AND NUMBER>.

I look forward to seeing you,

Sincerely,

Hiring Official



Position Applied For: _____

EMPLOYMENT BACKGROUND QUESTIONNAIRE

Non-Discrimination

It is the policy of the City University of New York (CUNY) and its constituent colleges and units to recruit, employ, retain, promote, and provide benefits to employees and to admit and provide services for students, without regard to race, color, national or ethnic origin, religion, age, sex, sexual orientation, gender identity, marital status, disability, genetic predisposition or carrier status, alienage, citizenship, military or veteran status, or status as victim of domestic violence. Should any federal, state, or city law or regulation be adopted that prohibits discrimination based on grounds or characteristics not included in this policy, this policy shall be read to prohibit discrimination based on those grounds or characteristics, as well.

Offer of Employment

Any offer of employment is contingent upon successful completion of CUNY's total employment screening process, including receipt of references that the University and/or College considers satisfactory. Official representations are solely those made in writing prior to appointment by the University/College executive or manager authorized to make appointments for his/her respective division and area of responsibility. No manager or representative of CUNY has the authority to make an offer of employment or to represent a condition of employment which is in violation of the bylaws, rules, regulations, or collective bargaining agreements governing the City University of New York; Any representations that are contrary to these policies, even when made in writing, are unenforceable.

Post Offer Pre-Employment Medical Examination, Drug Screen, and Physical Fitness Assessment

For some positions, the hiring department may require a medical examination, drug test, and/or physical fitness assessment as a condition of employment, only if it is relevant to the job. If such is required, it will be stated in the Position Vacancy Announcement or Job Specification.

Employment Eligibility and Identity Documents Verification

Under The Immigration and Reform Control Act of 1986, CUNY is required to verify your employment eligibility and identity within three (3) days of your reporting to work. If you are claiming preference for military service, you will be required to submit an original DD214 along with verification of your disciplinary record.

Reference and Background Checking

Current and former employers may be contacted for verification of any and all information stated in this application and or during any phase of the selection process. CUNY may also contact educational institutions to verify credentials. References will also be contacted. In order for CUNY to obtain this information, you will be asked to sign an Authorization to Release Reference Information form agreeing to hold any and all of your reference sources harmless and free of any liability for releasing information CUNY deems relevant to determining whether to employ you. For some positions a criminal background check may be required as part of the employment process. Applicants for these positions will be required to complete a personal disclosure and release form before this information may be obtained, please see section "E" of this application.

In order to facilitate your application, this employment background questionnaire is provided for your completion. This form acknowledges receipt of your resume/vita and by reference, makes the latter documents an official part of this abbreviated application form. The information you are asked to supply in this form is required to: [a] link this form to your submitted resume/vita, [b] provide the University with information not provided by your resume/vita, [c] provide the University with authority to request that former employers, etc., release information, and [d] provide attestation to the truthfulness of all information provided by you to secure the position in question.

A. PERSONAL INFORMATION

Name (Print) _____
Last First Middle

If known by another name, please give that name

Home Address (including Street#, Apt.#, City, State, Zip)

Telephone: Daytime _____ Evening _____ Cell _____

Email Address _____

Please identify if you have any relatives employed in the department for which you are applying.

Check One: No relatives : _____ Yes, I have (a) relative(s) _____

If yes, please explain: _____

Are you legally eligible for employment in the United States? Yes_____ No_____

B. SALARY HISTORY:

Begin with present or last job (if currently unemployed) and work back for all employers listed in your resume/vita. Be sure to include any current CUNY employment held. Attach an extra page, if necessary.

1. Employer Name _____

Dates Employed (indicate month and year): _____ to _____

Final Base Salary/Indicate One:

Full Time_____ Part Time_____ Average number of hours per week _____

() Annual \$ _____ () Weekly \$ _____ () Hourly \$ _____

Reason for Leaving: _____

2. Employer Name _____

Dates Employed (indicate month and year): _____ to _____

Final Base Salary/Indicate One:

Full Time_____ Part Time_____ Average number of hours per week _____

() Annual \$ _____ () Weekly \$ _____ () Hourly \$ _____

Reason for Leaving: _____

3. Employer Name _____

Dates Employed (indicate month and year): _____ to _____

Final Base Salary/Indicate One:

Full Time_____ Part Time_____ Average number of hours per week _____

() Annual \$ _____ () Weekly \$ _____ () Hourly \$ _____

Reason for Leaving: _____

If you have any gaps in employment during the last 15 years, please describe what activities (if any) you engaged in that are professionally related to the position applied for.

C. OTHER BACKGROUND QUESTIONS:

1. Have you previously been employed by CUNY in a position not reported in your resume?
No_____ Yes_____ If yes, please give name of college, name and title of supervisor, dates of employment, title(s), and reason for leaving:

2. Have you ever been discharged or asked to resign from any employment? No_____ Yes_____ If yes, please explain briefly.

3. Are you a retiree of either a New York City or State agency or currently collecting a State/City pension?
No_____ Yes_____ If yes, are you willing to suspend pension payment if offered a position with CUNY? No_____ Yes_____

D. PROFESSIONALREFERENCES:

Please supply three professional references:

| | Name | Address | Telephone Number |
|----|-------|---------|------------------|
| 1. | _____ | _____ | _____ |
| | | _____ | |
| 2. | _____ | _____ | _____ |
| | | _____ | |
| 3. | _____ | _____ | _____ |
| | | _____ | |

E. RECRUITMENT SOURCE:

From what source did you learn of this position?

- Campus Posting
- Electronic Mail
- Personal Contact
- Other (list) _____

Newspapers/publications

- New York Times
- Chronicle of Higher Ed
- Hispanic Outlook
- Black Issues
- Discipline/Journal
- Other _____

Internet Job Services/University Web Site

- CUNY Web Site
- Kingsborough Community College's Web Site
- Craigslist
- Dice.com
- DiversityInc.com
- HigherEdJobs.com
- HispanicOutlook.com
- HotJobs.com
- Idealist.org
- InsideHigherEd.com
- LatinosInHigherEd.com
- Monster.com
- MNYSCHERC.org
- Other _____

Applicant Attestation:

By my signature below, I declare and affirm that I have read and fully understand that:

Any misrepresentation or material omission of facts in this application or in any other materials I submit in support of my candidacy (including but not limited to the letter of application and resume/CV), or in any oral statements I may make during the selection process shall be sufficient cause for disciplinary action up to and including termination, in the event I am hired, or shall be sufficient cause to end further consideration of my application prior to being hired;

Present and past employers may be contacted for verification of data and reference check, unless I specifically request otherwise and provide reasons acceptable to the hiring official. This verification may, but need not, begin prior to my receiving an offer;

An offer of employment is contingent on successful completion of the entire employment selection process, including the receipt and review of references, satisfactory to the University;

Signature _____ Date _____



**E. AUTHORIZATION TO RELEASE REFERENCE INFORMATION
THE CITY UNIVERSITY OF NEW YORK**

College or Department _____

Name of Candidate _____

(PLEASE PRINT)

Position Sought _____

I have applied for a position with The City University of New York (CUNY) and would like CUNY to be fully informed of my qualifications for the position. I hereby authorize any current or former employer, professional reference, and education/training provider, to disclose in good faith any information they may have regarding and pertaining to my qualifications and fitness for employment.

I agree to hold such employers, references, educational/training institutions and any other persons giving references harmless from liability or damages for providing the requested information.

A photocopy or fax of this authorization shall be as valid as the original.

Signature _____

Date _____

The City University of New York is an Affirmative Action/Equal Employment Opportunity/Americans with Disabilities Act/IRCA Employer

The CUNY Application for Employment is accessible online at:

http://www1.cuny.edu/portal_ur/content/ofsr/pdfs/cuny_employment_application.pdf

Finalist should print, complete and return his/her application to Kingsborough's Office of Human Resources.



Reference Verification Form
Office Human Resources

Candidate: _____

CUNY Position: _____

Reference Name: _____

Company: _____

Telephone Number: _____

Title: _____

1. Relationship to Candidate

2. Candidate's Title and Years in Position

3. Size of Budget and Scope of Responsibility

4. Major Achievements/Accomplishments

5. Developmental Needs

6. Assessment of Candidates' writing Skills

7. Description of Candidates' Management Style

8. Decision of Opportunity to Rehire this Candidate

9. Other Individuals to Speak to Regarding this Candidate

10. Additional Comments

Person Contacting Reference (Print Name):

Signature: _____

Date: _____



Search Documentation Data Form
Office of the Chief Diversity Officer

The Office of Human Resources at Kingsborough Community College places ads in publications named on the Recruitment and Hiring Authorization Form. This form is to be completed and submitted at the close of the search process along with documentation of advertisement. Note: No offer can be made to a proposed finalist until all search documentation is reviewed and approved by the Office of the Chief Diversity Officer.

_____ Name of Hiring Official _____ Hiring Department /Office _____ Telephone Extension

Position To Be Filled _____ PVN# _____

I. A). Have EEO Demographic Survey Cards been sent to all applicants? Yes No

B). Total Number of Applications/Resumes Received: _____

II. Candidates Interviewed

| Name | Gender | Ethnicity* | Highest Degree | Years of Experience | Referral Sources** | Interview Date | Disposition Code*** |
|------|--------|------------|----------------|---------------------|--------------------|----------------|---------------------|
| 1. | | | | | | | |
| 2. | | | | | | | |
| 3. | | | | | | | |
| 4. | | | | | | | |
| 5. | | | | | | | |
| 6. | | | | | | | |

NOTE: Please provide a brief explanation for each candidate who is not the finalist. **/*****See codes on next page.

III. Authorizing signatures

A. SEARCH COMMITTEE MEMBERS

The signatories below attest that a good faith effort was made to conduct the search and selection process in accordance with CUNY Affirmative Action Program and Policy mandates, and other relevant personnel policies and practices.

Members of the Search Committee (Signatures) (attach an additional sheet, if necessary):

(1) _____ (4) _____

(2) _____ (5) _____

(3) _____ (6) _____

B. SEARCH COMMITTEE CHAIRPERSON

I certify that the above is true to the best of my knowledge and belief.

_____ Date _____

(Signature/Chair of the Search Committee)

IV. A. Proposed Finalist: _____

Salary \$ _____

Rank: _____

B. Candidate's Salary History for the Past 5 Years: _____

V. CHIEF DIVERSITY OFFICER / SPECIAL ASSISTANT TO THE LEGAL AFFAIRS & LABOR DESIGNEE

Number of Applicants that self-identified ethnicity/gender: _____

Breakdown of self-identification surveys: #Male: _____ #Female: _____ #Unknown: _____

| Amer. Ind./ Alaskan Nat. | Asian | Black | Hispanic | Italian American | Nat. Hawaiian/ Pac. Isl. | Puerto Rican | White | Other/ Unspecified | No Response | Total |
|-----------------------------|--------|--------|----------|---------------------|-----------------------------|-----------------|--------|-----------------------|-------------|--------|
| _____% | _____% | _____% | _____% | _____% | _____% | _____% | _____% | _____% | _____% | = 100% |
| _____# | _____# | _____# | _____# | _____# | _____# | _____# | _____# | _____# | _____# | |

I certify that outreach and advertising efforts were made to achieve an inclusive candidate pool.

Approved: _____

Chief Diversity Officer

Date: _____

CODES (for CUNY and Federal Statistical Purposes)

***Race/Ethnicity/Other Protected Group Status**

- [(A) Unknown]
- (B) White- - not Hispanic. Origins in Europe, North Africa, or the Middle East
- (C) Black/African American (Not of Hispanic origin)
- (D) Hispanic (Not Puerto Rican)
- (E) Puerto Rican
- (F) Asian
- (G) American Indian/Alaskan Native
- (H) White – Italian American
- (I) Native Hawaiian/Pacific Islander

****Referral Source**

- 1. New York Times
- 2. DiversityInc
- 3. Idealist.org
- 4. Inside Higher Ed
- 5. Discipline (____)
- 6. Other (____)

****Disposition Codes**

- 1. Applicant withdrew from consideration
- 2. Unfavorable reference check
- 3. Did not show for interview
- 4. Referred to selecting official
- 5. Not referred to selecting official
- 6. Other: _____



We would like to know which resources work best for Kingsborough. In your experience, which of the following resources have provided the most success in attracting a diverse applicant pool? Please complete and return this form to the Chief Diversity Officer at charise.hendricks@kbcc.cuny.edu or call x5026.

COMMONLY USED RECRUITMENT RESOURCES

CUNY

- Campus Posting
- Electronic Mail

Newspapers/publications

- New York Times
- Chronicle of Higher Ed
- Hispanic Outlook
- Black Issues in Higher Ed
- Discipline/Journal
- Other _____
- Other _____

Other Discipline-Specific Organizations

- _____
- _____
- _____
- _____
- _____

Internet Job Services/University Web Site

- CUNY Web Site
- Kingsborough Community College's Web Site
- Dice.com
- DiversityInc.com
- HigherEdJobs.com
- HispanicOutlook.com
- HotJobs.com
- Idealist.org
- InSideHigherEd.com
- LatinosinhigherEd.com
- Monster.org
- MNYSCHERC.org
- NewYorkDiversity.com
- Other _____
- Other _____

