The City College of New York

Recruitment and Search Guide

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INTRODUCTION

The Office of Affirmative Action (AAO) has developed this guide to assist faculty and staff search committees in conducting searches consistent with the City University of New York (CUNY) and The City College of New York’s (CCNY) non-discrimination, equal employment opportunity, and affirmative action policies. The recommendations in this guide are consistent with the CUNY Bylaws, CUNY Guidelines Regarding Recruitment and Appointment of Higher Education Officer Series Positions (HEO Guidelines), CCNY Governance Plan, CCNY Bylaws of the Faculty Senate and the CCNY Strategic Plan for the 21st Century.

ROLE OF THE AFFIRMATIVE ACTION OFFICE (AAO)

The AAO has oversight of the recruitment and selection process at The City College of New York. The AAO’s primary goal is to ensure that appointments are filled on the basis of merit and fitness and that the recruitment and selection processes attract a broad range of qualified applicants and provide fair and equitable treatment to all who apply for positions at The College. The role of the AAO is to:

1. Assist in forming the search committee, if necessary;
2. Assist the selecting official in developing recruitment strategies;
3. Conduct search committee orientation;
4. Provide technical assistance to the search committees; i.e., develop questions, rating charts, selection criteria; and
5. Review each search, prior to the offer of appointment, to ensure compliance with all University/College policies and procedures.

The AAO is located in the Administration Building, Room 200C, and the telephone number is 212-650-7331.

POLICIES

The University/College’s Non-Discrimination, Equal Employment Opportunity and Affirmative Action Policies are posted on CUNY and CCNY’s websites.

NON-DISCRIMINATION POLICY

It is the policy of CUNY and CCNY 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. Sexual harassment, a form of sex discrimination, is prohibited under the University’s Policy Against Sexual Harassment.
CUNY and CCNY adhere to federal, state, and city laws and regulations regarding non-discrimination and affirmative action in employment, including among others, Executive Order 11246, as amended, Title VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Section 402 of the Vietnam Era Veterans’ Readjustment Assistance Act of 1974, as amended, the Equal Pay Act of 1963, the Age Discrimination in Employment Act of 1967, as amended and the Age Discrimination Act of 1975, the New York State Human Rights Law and the New York City Human Rights Law. The protected classes, as delineated in Executive Order 11246 (Black, Hispanic, Asian/Pacific Islander, American Indian/Alaskan Native and Women), were expanded on December 9, 1976 by the Chancellor of The City University of New York to include Italian-Americans.

**EQUAL EMPLOYMENT OPPORTUNITY POLICY**

It is the policy of CUNY and CCNY to provide equal opportunity in employment for all qualified persons 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. The University/College does not discriminate against job applicants or employees, either intentionally or unintentionally, based on their protected group status or other non-job-related criteria in any term, condition, or privilege of employment.

**AFFIRMATIVE ACTION POLICY**

It is the policy of CUNY and CCNY to undertake affirmative action, consistent with its obligations as a Federal contractor, for minorities and women, for persons with disabilities, and for covered veterans. CCNY commits itself to every good faith effort to achieve full participation of minorities and women in all segments of its workforce where inequities exist. These efforts conform to all current legal and regulatory requirements, and are consistent with University standards of quality and excellence. The “protected classes,” as delineated in Executive Order 11246 (Black, Hispanic, Asian/Pacific Islander, American Indian/Alaskan Native and Women), were expanded on December 9, 1976 by the Chancellor of The City University of New York to include Italian-Americans.
STARTING THE SEARCH

AUTHORIZATION TO HIRE

Searches for full-time teaching positions, college laboratory technicians (CLT) and Research titles are initiated by the department chair or dean and are authorized by the Provost/Senior Vice President for Academic Affairs (the Provost). A Personnel Vacancy Notice (PVN) is drafted and PAF-A form (Appendix 1) is completed by the department chair or dean and submitted to the Provost for approval. The PAF-A is then approved by the Budget Office where the funding for the position is set aside. The PAF-A is then forwarded to the President for final review and approval.

Non-teaching staff searches are initiated by the department head to whom the position will report. A PVN and organizational chart are drafted and PAF-A is completed by the department head and forwarded to the Budget Office for approval. The PAF-A is then forwarded to the President for final review and approval.

The AAO is not involved in the PAF-A process and questions regarding that process should be forwarded to the Office of Human Resources.

APPOINTMENT AND COMPOSITION OF SEARCH COMMITTEE

The composition of the search committee will vary depending upon the position to be filled and the office, department, or school in which the position resides. Search committees serve in an advisory capacity whose purpose is to screen and evaluate candidates, and recommend finalists for consideration. Search committees make recommendations, not hiring decisions. The decision to hire is made by those officials in the College authorized by the President to make hiring decisions.

A typical search committee should consist of between three (3) to seven (7) members and may include faculty, administrators, students and alumni. The College official who appoints the Chair and other members of the search committee must ensure that the search committee membership is well qualified and able to provide a variety of perspectives on the role and function of the position being filled. The search committee should also be balanced in terms of gender and race/ethnicity. The AAO must approve the committee members and has the discretion to add additional members to the committee when appropriate. The AAO also has the authority to dissolve the committee if it determines that the committee acted inappropriately and/or in violation of the University/College’s Non-Discrimination, Equal Employment Opportunity, and Affirmative Action Policies.
The search committee composition is determined by the position being filled. There are four (4) types.

1. **Faculty Search:**

   For the appointment of all full-time teaching positions, CLT and Research titles, the committee shall be appointed by the chair of the department seeking the position and shall include members of the Department’s Executive Committee.

2. **College-Wide Administrative Position Search:**

   For all College-wide administrative positions reporting to the President or Provost, the committee shall be appointed by the President and/or the Provost. It shall be representative of the appropriate constituencies and include at least one faculty member recommended by the Faculty Senate or the Office of Academic Affairs. In College-wide administrative positions such as vice president, deputy provost or Chief Librarian, the committee shall have at least one student representative selected by the Undergraduate Senate.

3. **Academic Dean Search:**

   For academic dean positions reporting to the Provost, the committee shall have a majority faculty representation selected by the Faculty Senate for College-wide positions and by the appropriate Faculty Council for School-wide positions. Non-faculty representatives of the committee shall be named by the President and/or the Provost.

4. **Administrative Position Search:**

   For administrators of College-wide units reporting to a vice president or other senior administrator, the committee should be representative of the appropriate constituencies identified by the appropriate vice president or senior administrator. Whether students and/or faculty participate on these committees will be determined by the function of the position and its relationship to The College population.

5. **Functions of the Search Committee Members:**

   The functions of the search committee chair include the following:

   1. Serve as liaison between the committee and the hiring official, Human Resources, and the AAO;
   2. Ensure that the charge of the hiring official is carried out;
   3. Call and chair meetings;
   4. Maintain adequate records of the search and selection process;
   5. Correspond with all candidates;
   6. Coordinate the efforts of all committee members;
   7. Perform all duties of a regular committee member; and
8. Perform other duties as requested by the hiring official.

The functions of search committee members include the following:

1. Attend all scheduled meetings;
2. Maintain appropriate confidentiality about search committee deliberations;
3. Screen all application materials;
4. Help to identify and contact potential applicants;
5. Participate in the interview process;
6. Recommend (unranked) one or more candidates for the position;
7. Check references provided by the candidates; and
8. Perform other duties as assigned by the committee chair.
RECRUITMENT PLAN

Once an authorization to hire is approved and a search committee has been appointed, a Recruitment Plan Approval Form (Appendix 2) must be prepared in consultation with the AAO. The AAO will examine relevant data, including underutilization\(^1\), overall representation, and hiring patterns, to determine the level of outreach that is appropriate. The Plan must detail the outreach efforts that will be made. If underutilization is present, outreach must go beyond the College community. The AAO must approve the Plan before the search begins. A copy of the approved Plan is kept in the search file with the AAO. The Plan submitted to AAO must include: 1) a completed Recruitment Plan Approval Form, 2) a draft PVN, and 3) an organizational chart [non-faculty positions only].

PERSONNEL VACANCY NOTICE (PVN)

The PVN must be sufficiently descriptive that prospective applicants will understand the purpose and functions of the job they are considering. It should include the following:

1) Title of the position;
2) Application date or date review of applications begins;
3) Date of appointment;
4) Rank (if applicable);
5) Salary range or “salary commensurate with qualifications and experience”;
6) Statement describing the position including the specific functions of the position, responsibilities and position relationships (to whom does the position report);
7) Minimum and preferred qualifications;
8) Credentials the applicant must submit [e.g., curriculum vitae, 3 letters of reference, a statement of teaching philosophy, etc.]; and
9) Name and address of the person to whom applications or inquiries are to be addressed.

The educational and experiential qualifications section of the PVN describes the education, experience, knowledge, skills and competencies that are required of potential applicants. For Instructional positions, the minimum required qualifications are specified clearly in the University Bylaws. Other qualifications may be added as “preferred” qualifications provided they are consistent with the duties of the position. For Classified Civil Service positions, the University has standard position descriptions. These are available from the College’s Human Resources Office. The PVN for these positions must have the identical position description and qualifications of the standard position description. The College may vary the typical duties within the range of responsibility for the position.

The following statement must be included at the end of the ad: “The City University of New York/City College of New York is an Equal Employment Opportunity/Affirmative

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\(^1\) Underutilization is defined as “having fewer minorities or women in a particular job group than would be expected by their availability”\(41\) CFR § 60-2.11 (b).
Action/Immigration Reform and Control Act/American with Disabilities Act Employer”, or “CUNY/CCNY is an EEO/AA/IrCA/ADA Employer.” Both the AAO and the Office of Human Resources have sample PVNs available.

**POSTING TYPE AND TIME PERIOD**

There are four kinds of searches:

1. **College Limited Search** – CCNY is committed to providing its employees with opportunities for internal advancement. A college-limited search may be utilized when there are a sufficient number of candidates at CCNY, including women and racial/ethnic minorities, who meet the minimum qualifications. A justification for a college-limited search must be approved by the AAO. This type of search cannot be used for faculty searches. The college-limited search must be posted for a minimum of 14 days and a maximum of 30 days.

2. **University Limited Search** – University limited searches are open only to employees of CUNY. A justification for a Limited Search must be approved by the AAO. This type of search cannot be used for faculty searches. These positions must be posted for a minimum of 14 days and should not exceed 30 days.

3. **Limited Search** - Relies on the distribution of approved personnel vacancy notice to local state employment service offices (required) and the University and College websites. Newspaper and/or journal advertisements are not necessary. A justification for a Limited Search must be approved by the AAO and attached to the request to post the position. This type of search cannot be used for faculty searches. These positions must be posted for a minimum of 30 days. Under exceptional circumstances where no underutilization exists, the search can be conducted for a minimum of 14 days with the approval of the AAO.

4. **Regional or National Search** (open recruitment) - A regional or national search is required when recruiting for tenure-track faculty and senior administrative positions [full HEO and ECP level positions]. Broad outreach involves not only advertising positions on the CUNY/CCNY websites and in the traditional publications such as the *New York Times* and the *Chronicle of Higher Education*, but also publicizing the position in a manner that will bring it to the attention of women and minorities.

- **Teaching faculty**: Open positions **should** be posted for a minimum of 60 days. Under exceptional circumstances where no underutilization exists, the search can be conducted for a minimum of 30 days with the approval of the AAO. In those areas where positions are hard to recruit, a PVN may remain open until filled with the review of applications to begin on a specific date. This will allow the search committee to consider nominations and applications made after the preferred date.

- **Administrative and professional staff**: Open positions should be posted for a minimum of 30 days and a maximum of 90 days. Under exceptional
circumstances where no underutilization exists, a search can be conducted for a minimum of 14 days with the approval of the AAO.

POSTING THE PVN

Once the AAO approves the Plan, it submits the draft PVN to the College’s Office of Human Resources who then submits the PVN to the University’s Office of Classification and Compensation (OCC). OCC reviews all vacancy notices and classifies all non-faculty vacancy notices. This includes notices for “campus only” searches. OCC verifies that the title, level and rank of the proposed position conform to the University’s policies, classification standards, and Civil Service requirements (i.e., “classification”). OCC also determines overtime eligibility of the position according to the Fair Labor Standards Act (FLSA). Finally, OCC verifies that the position vacancy notice is formatted correctly and has all required information.

OCC assigns an official PVN number, establishes a cut-off date for receipt of applications and posts the vacancy notice on the CUNY web site. Vacancy notices are not to be posted on websites or advertised in the media prior to review by the OCC. Once the PVN is posted on the CUNY website, it may be posted on the CCNY website, and any other publications identified on the recruitment plan.

ADVERTISEMENT

Advertising is crucial in order to generate a large and inclusive applicant pool. Position advertisement is done through the AAO and paid from the College’s advertising budget. Special advertising requests [e.g., page size display ads] may require sufficient justification to support the additional expense.

PUBLICATIONS:

Advertising prices range depending on the publication and size of the ad. Print publications like the New York Times, Chronicle of Higher Education, Diverse Magazine, Science Magazine, etc., charge based on the number of lines or the size of the display ad. In order to reduce costs, job advertising can be consolidated into one display ad. This may not be appropriate in all cases and you should discuss the various options with the AAO.

ONLINE SEARCH ENGINES:


PROACTIVE OUTREACH:

In addition to broad media advertising, search committees may engage in other types of proactive outreach to increase the numbers of outstanding applicants for faculty positions, including women and minorities. Conferences or other academic meetings may be used as a recruitment tool to attract potential candidates for vacancies. Travel expenses for conferences or other academic meetings may be reimbursable if they serve as a recruitment tool. Consult with the AAO.
SCREENING PROCESS

The most important responsibility of the search committee is to screen applicants—that is, to evaluate their job qualifications and to subject them to further scrutiny to determine the best-qualified person for the position. The evaluation of applicant credentials should only occur when objective, job-related selection criteria have been established. Once established, these criteria must be uniformly applied to all applicants.

THE CHARGE TO THE SEARCH COMMITTEE

The Committee should receive a formal charge by the selecting official and the AAO setting forth the expectations for the position and the search committee’s role in helping to fill it. The charge must be clear and precise; ambiguity in the charge, in the role of the committee, or in the extent of the search committee’s authority can create confusion that will hamper and delay the selection process at critical points. The AAO conducts an affirmative action review session with the search committee, focusing on the College’s commitment to affirmative action and equal opportunity, and to a fair, legal, and effective recruitment process that advances diversity and excellence in the academic workforce. Typically, a search committee charge covers the following essentials:

- The position to be filled with a job description attached;
- The tasks and role of the Committee in the search;
- The scope of the search (e.g., internal, local, national);
- Expected start date;
- Whether travel expenses will be paid and by whom;
- How many candidates should be forwarded to the selecting official and whether they want the finalists ranked or unranked;
- A time schedule for the search;
- Affirmative action considerations; and
- Confidentiality

SELECTION CRITERIA

Before reviewing resumes, the search committee should establish selection criteria to facilitate its initial screening of the resumes and ultimately determine which applicants will be interviewed. Applicants selected for interviews must possess the minimum qualifications for the position, and selection criteria must be applied consistently to all candidates. Remember, the paper review is a first step only. Committees are encouraged to err on the side of inclusiveness. Inviting applicants to present their qualifications in person (or on the telephone) can add depth to a paper resume that is not readily apparent upon first review.
COMMUNICATION WITH APPLICANTS

The resumes/CVs must be logged in when received on the Applicant Flow Log (Appendix 3). All applications postmarked with a date within the advertised posting period must be considered. The search committee chair will then mail each applicant a letter acknowledging receipt of his/her resume/CV and providing information on how to request a reasonable accommodation if one is necessary to continue with the application process. (Appendix 4 – Sample Letters) The search committee chair will also send the applicant a Demographic Applicant Survey card, which should be returned to the AAO. This form requests the applicant to voluntarily indicate his/her ethnicity and gender, as well as where they learned about the vacancy. Responses are tabulated by the AAO to assess the diversity of the applicant pool as well as the effectiveness of certain advertising media.

INITIAL SCREENING

The initial screening process begins with analysis of materials sent in responding to the ad or PVN. This analysis is undertaken to ensure that applicants have all the qualifications specified in the PVN. The search committee must ensure a consistent structure for candidates’ evaluation. Some committees achieve this by providing each search committee member with a matrix of required and preferred qualifications that are specified in the PVN. A screening matrix can be useful in documenting each applicant’s qualifications and allows the screeners to compare applicants’ qualifications at a glance. Each committee member completes the AAO CV/Resume Evaluation sheet (Appendix 5) and individually determines which applicants he/she thinks should be interviewed. The search committee chair then calls out the name of each applicant and asks the committee members to vote on whether they think that applicant should or should not be interviewed. The applicants with a majority of “yes” votes must be interviewed. Applicants with a mix of “maybe” and “yes” votes should be further evaluated to determine whether they merit an interview.
INTERVIEWING CANDIDATES

The personal interview is critical to a search committee’s ability to evaluate the candidates. Its purpose is to provide the search committee with the opportunity to learn all it can about the candidates so that an informed hiring decision can be made. The interview also allows the candidates to learn about the College, their prospective colleagues, and the city in which they might be living so that they may make realistic life and career choices. Finally, the interview is the time for the search committee to sell CCNY’s strengths. It is worth noting that pre-screening can be conducted by telephone if all candidates are interviewed in the same manner. Video conferencing can also be used to evaluate the candidates.

PREPARING FOR AND CONDUCTING INTERVIEWS

Preparing for the interview requires that the following be done:

1) Determine which candidates to invite to campus for the interview.

2) Prepare a schedule for the interview that is as complete as possible. Depending on the position this may include an opportunity for the senior administrators, department members and perhaps other members of the CCNY community, including students, to meet the candidate. The interview schedules for all candidates must be the same. The candidates should be meeting with the same individuals or groups.

3) Develop a set of interview questions that will be asked of all candidates. Such a procedure will help to ensure that equitable treatment is provided to all candidates while at the same time giving the search committee a basis on which to compare responses.

A copy of all the CV/Resume Evaluation sheets, Applicant Flow Log, Proposed Interviewee Form (Appendix 6) and draft questions must be submitted to the AAO BEFORE interviews are scheduled.

Conducting the interview requires the following be done:

1) Distribute and review the Interview Rating Form and Interview Question Guidelines (Appendices 7 & 8). The form insures consistency on how candidates should be rated and evaluated.

2) Contact the proposed interviewees by telephone to invite them for the interview. Ideally, a letter or email confirming the time would follow this initial contact and would provide any travel directions the candidate might need. Out of town candidates must be informed if the College will reimburse them for their travel. If the College is unable to cover the cost for travel, consider alternative ways to conduct the interview. Travel expenses are usually paid by the hiring department but consult with the selecting official before agreeing to reimburse an out of town candidate.
3) At the end of the interview, request permission to contact references and inform the candidate of your expected timetable for completion of the search.

4) Following the interviews, the search committee should meet to discuss the strengths and weaknesses, in relation to the stated selection criteria, of the interviewed candidates. The committee should decide if a second interview or presentation is needed before finalists are recommended to the selecting official. The selecting official will give instructions to the search committee as to whether they want the finalists ranked or unranked. The selecting official should also instruct the search committee chair as to whether references should be done before or after he/she meets with the finalists.

5) The selecting official interviews the finalists and makes his/her selection. During this interview, the selecting official should discuss salary considerations and other benefits. An agreement on salary should be reached prior to a written offer. Specific questions regarding benefits [health, pension, etc.] should be forwarded to the Office of Human Resources.

**COMMON COURTESY**

Common courtesy dictates that all applicants be notified at all stages of the search process. All applicants who did not meet the minimum requirements for the position should receive a letter of rejection once candidates are selected for interviews. Applicants who meet the minimum qualifications should be told that their resume is under consideration. Candidates that are interviewed but not selected should receive a letter indicating that the search committee has selected a candidate “whose background and experience most closely fits the need of the department.” See Appendix 4 for sample letters.
MAKING THE OFFER

SEARCH CERTIFICATION

Before making a written employment offer the search committee chair or the department head must complete the Search Certification Form (Appendix 9) and submit it to the AAO BEFORE a formal written offer is made. The AAO has the responsibility of certifying that the search committee made a good faith effort in its recruitment, search and selection of a candidate for a position, in accordance with University/College Affirmative Action Program and Policy mandates. The signatures of the search committee chair, committee members, selecting official and/or department head, and the AAO on the Search Certification Form attest to the thoroughness with which the search was conducted and compliance with all affirmative action regulations.

HEO SCREENING COMMITTEE

The HEO Screening Committee is the group of senior administrators at the College appointed by the President to review and recommend for approval all position classifications, appointments, reclassifications, and salary step awards in the HEO service. The recommendations are presented to the President who makes the final decision. If the position being filled is a HEO series position, the HEO Screening Committee must recommend and the President must approve the appointment BEFORE a written employment offer is made. A HEO Screening Form (Appendix 10) must be completed by the search committee chair or department head and submitted to the Office of Human Resources.

OFFER LETTER

An offer letter is an agreement as to the terms and conditions of the employment with the College. Details that are typically included in the letter are: position/title, start date, end date, special terms of appointment, salary, notice that the appointment is subject to approval by the Board of Trustees and fiscal ability, and other details depending on the particular situation. Consult with the Office of the Dean of Faculty and Staff for the appropriate format of the letter.

Once a finalist has been identified and all the necessary forms have been submitted and approved, the selecting official will forward the candidate’s name to the College official authorized to make formal offers of employment. Currently, those officials are:

- The President - executive compensation plan (ECP) positions and staff reporting directly to him/her;
- Academic Deans - faculty and staff within their respective divisions/departments;
- Provost/Vice Presidents - HEO series staff within their respective departments; and
- Director of Human Resources - all classified staff hired at the College.
CLOSING THE SEARCH

Once an offer has been extended and accepted, the search is closed. The search committee chair must forward all the documents accumulated from the search to the AAO. The files will be maintained by the AAO for a minimum of three years from the date of hire as required by the Equal Employment Opportunity Commission.

If the search does not result in a selection, the search may be reopened by re-advertising the position and starting the search process again. Consult with the AAO to determine if this is the best course of action.
OTHER ISSUES

REFERENCE CHECKS

References provide valuable information about a candidate’s character and job performance that will offer the search committee an indication of what to expect in the future from a prospective employee. References should be checked in every search before extending a written employment offer. All reference checks should be conducted using the following guidelines:

- Treat all candidates fairly and consistently;
- Ask only for information which is relevant to the candidate’s skills and qualifications for position; and
- Protect the confidentiality of the process and the privacy of the applicant whenever possible by sharing only the information needed to secure the reference.

VERIFICATION OF CREDENTIAL

A candidate’s credentials [e.g., degree earned, license, etc.] should also be verified before a written offer is extended. Department chairs or deans should verify the credentials of finalists for teaching, CLT and Research positions. The Office of Human Resources should verify the credentials of all finalists for non-teaching/administrative positions.

SEARCH WAIVER

The City University of New York affirms the general policy that, whenever possible, full open affirmative action searches be conducted for all vacant teaching and non-teaching professional positions, including administrative and provisional managerial positions. Under certain circumstances, CCNY may request that the University support a waiver of the search requirement in order to appoint an individual to one of these positions. Search waivers will be considered exceptions and will be judged on the merits of each situation. Search waivers for teaching and non-teaching professional positions require the AAO and President’s approval. Search waivers for provisional classified staff require only the AAO’s approval. Consult with the AAO to determine if this is an appropriate course of action.
# Ten Step Checklist

<table>
<thead>
<tr>
<th>Action</th>
<th>Necessary Form(s)</th>
<th>Required Signature(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorization to Hire: Notifies Human Resources and Affirmative Action that funds have been set aside for the vacancy.</td>
<td>1) PAF-A (Appendix 1), 2) Justification letter, 3) Organizational Chart (non-faculty), and 4) job description. Submit to the Budget Office NOT AAO</td>
<td>1) Department Head/Dean, 2) Provost (for faculty), 3) Budget Director or Designee and 4) President</td>
</tr>
<tr>
<td>Appoint Search Committee Members</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>Prepare Recruitment Plan</td>
<td>Recruitment Plan Approval Form – Submit to AAO (Appendix 2)</td>
<td>1) Chair of Search Committee &amp; 2) Department Head/Dean</td>
</tr>
<tr>
<td>Document incoming CV/Resumes as they come in including names, addresses and telephone numbers.</td>
<td>Applicant Flow Log – Submitted to AAO (Appendix 3)</td>
<td>Chair of Search Committee</td>
</tr>
<tr>
<td>Mail all applicants acknowledgement letters and Demographic Card</td>
<td>Sample letters and demographic cards available from the AAO (Appendix 4)</td>
<td>None</td>
</tr>
<tr>
<td>Initial Screening of all the CV/Resumes</td>
<td>CV/Resume Evaluation Sheet – Submit all evaluation sheets from the committee members to the AAO. (Appendix 4)</td>
<td>None</td>
</tr>
<tr>
<td>Prepare for interviews by drafting questions and scheduling interviews</td>
<td>Prepare interview questions – Submit draft to AAO BEFORE conducting interviews. (Appendix 5)</td>
<td>None</td>
</tr>
<tr>
<td>Evaluate the interviewees</td>
<td>Interview Rating Form – Submit all rating forms to AAO AFTER selecting official has selected a finalist. (Appendices 7 &amp; 8)</td>
<td>None</td>
</tr>
<tr>
<td>Check references – performed by committee members</td>
<td>None</td>
<td>None</td>
</tr>
</tbody>
</table>

## Closing the Search

- **Affirmative Action Certification**
  - Search Certification Form – Submit to AAO AFTER the selecting official has selected a finalist but BEFORE a formal written offer is made. (Appendix 9)
  - All search committee members, selecting official and department head

### HEO Series Appointments Only

- **HEO series appointments require the review of the HEO Committee & the approval of the President.**
  - HEO Screening Form (Appendix 10).
  - Submit the completed form to the Department of Human Resources BEFORE a formal written offer is made.
  - Department Head

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FREQUENTLY ASKED QUESTIONS

- **Is search committee attendance mandatory?**
  Attendance to all search committee meetings is strongly encouraged, especially meetings involving candidate interviews. Committee members must be able to make comparisons of the various candidates in order to make a decision as to who is the best-qualified candidate for position. If a committee member is repeatedly absent, the chair should consult with the selecting official and the AAO to determine if that individual should be replaced.

- **Should the search committee rank the applicants it forwards to the selecting official?**
  The purpose of the search committee is to present the selecting official with a list of candidates that they have determined are qualified for the position *not* to select a finalist. Therefore, when the search committee ranks the candidates, it may give the impression that the selecting official is obligated to hire the highest ranked candidate – this is clearly not the case. The selecting official should make it clear to the search committee that he/she is not obligated to select the candidate they ranked as most qualified.

- **Can interviews be conducted before the closing date of the advertisement?**
  Yes. If a search committee is in a rush to hire someone, it may initiate interviews during the advertising period as long as it considers all applicants who submitted their applications before the deadline.

- **What should happen if a candidate is treated differently or a committee member shows bias during the interview of one of the candidates?**
  In those rare situations, the AAO has the authority to dissolve the committee and form a new committee to conduct a new round of interviews. Although this may seem like a radical approach, it protects the College from possible complaints of discrimination.

- **What if an ideal candidate submits his/her resume after the deadline? Can we interview the person?**
  No. Consult with the AAO and discuss the possibility of reopening the search to give that candidate and others the opportunity to submit their application in a timely manner. You should first consider reviewing all the timely applications before deciding whether to reopen the search for just one candidate.

- **Are there a minimum number of applicants that should be interviewed for a vacancy?**
  Ideally, you should have multiple applicants qualified for a vacancy. However, if the committee determines that there are only one or two qualified applicants for the position, the search should follow its normal course and those applicants should be interviewed. Those few qualified applicants should not be punished for not being in a more qualified pool.
• What if a search committee member personally knows one of the applicants? Should that committee member serve as an informal reference for that applicant?

Personal information about candidates known by search committee members should not be utilized in the evaluation of candidates. Search committee members must limit their evaluation of candidates to the material submitted by the candidate against the required and/or preferred qualifications and information relevant to the position being sought. If the information being disclosed by the search committee member is unrelated to the position being sought, it should not be considered by the committee.
APPENDICES

1. PAF-A
2. Affirmative Action Recruitment Approval Form
3. Applicant Flow Log
4. Sample Letters
5. CV/Resume Evaluation Sheet
6. Proposed Interviewee Form
7. Interview Rating Form
8. Interview Question Guidelines
9. Search Certification Form
10. HEO Screening Form
The City College of New York
Authorization to Initiate Hiring Process

Requested by: ______________________ Ext: _____ Date: ____________

Requested Title: ____________________

Requested Salary: ____________________
Attach letter of justification and need for position.

New Position: ☐
Replacement: ☐

Requested Start Date: __________________
Replacement for: ______________________
Date of Separation: ____________________

FOR APPROVAL BY SR. VICE PRESIDENT

SVP/COO OR SVP/PROVOST

Date ______________

FOR ACTION BY BUDGET OFFICE

State Pos No. __________ FAS No. __________ Title Code No. __________
Budget Director or Designee __________________________ Date ______________

FOR APPROVAL BY PRESIDENT

PRESIDENT

Date ______________

FOR ACTION BY HUMAN RESOURCES

New Employee __________________________ Date Received ______________

Completed By __________________________ Start Date ______________
Signature

Human Resources will forward a copy of the PAF-A to the hiring unit.
Office of Affirmative Action
RECRUITMENT PLAN APPROVAL FORM

The Equal Opportunity and Affirmative Action Policies of the City University of New York and of the City College mandate that equal opportunity be offered to all qualified applicants and that a good faith effort be made to recruit qualified women and minority applicants.

Type of Position:

☐ Faculty
☐ Non-Teaching Instructional Staff (CLT ☐, HEO ☐, Registrar ☐, and Research Series ☐)
☐ ECP
☐ Classified Staff:
☐ Research Foundation or Other Non-Tax Levy Position: ____________________________

A. Please attach a Draft PVN and Unit Organizational chart (non-faculty positions only)

(1) ____________________________ (2) ____________________________
Title/Position To Be Filled Hiring Department/Office

(3) ____________________________ (4) ____________________________
Chair/Director of Hiring Department PAF-A No. (Call Lines only)

(5) Department/Office Demographics: Total Employees: ______ # Women ______ # Minorities ______

(6) (a) Has the AAO established an annual goal requiring a special efforts search? No ☐ Yes ☐
(b) If yes: For Women? ______ For Total Minorities? ______ For Specific minority group(s)? _________________

(7) Prepared By: ____________________________ Tele.: ______________ Date: ______________

B. Recruitment/Search Process:

(1) List the members of the search committee and the designated chair by gender, ethnicity, professional area/department. Attach additional sheet if necessary.

<table>
<thead>
<tr>
<th>Name</th>
<th>Professional Area/Dept.</th>
<th>Gender</th>
<th>Ethnicity</th>
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<tbody>
<tr>
<td>1.Chair:</td>
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</table>

C. Search Type:

☐ National/Regional ☐ Local Limited ☐ University Limited ☐ College Limited

D. Posting Period:

☐ 60 Days ☐ 30 Days ☐ 2 Weeks ☐ Until Filled
E. Recruitment Resources/Methods Committee will employ. Please be specific in naming publications, organizations, etc.

(1) Professional:
- Discipline journals/professional publications: ______________________
- Professional meetings/conferences (include dates): ______________________
- On-line bulletin boards/job listing services: ______________________
- Institutions/organizations/associations/Placement Services to receive announcements: ______________________

(2) Women/Minority/Veterans/Disability Outreach
- Organizations/Caucuses, etc.: ______________________
- Publications: ______________________

(3) Other: ______________________

AA Plan Review/Approval and AAO Certification

Chair/Director of Hiring Department ______________________ Date: __________

Dean ______________________ Date: __________

AAO Approval: ______________________ Date: __________
If not approved by AAO, approval to go forward with the search must be obtained from the President or designee.

President/designee approval ______________________ Date: __________

NOTE: The original copy of this form will be retained in the AAO with Search File. All department Search File documents, including but not limited to, preliminary evaluation sheets, interview ranking forms, committee minutes, etc., must be submitted to AAO and will be retained for a minimum three year period, or longer if agency action is taken to review/audit the search.

REMARKER: An EEO Demographic Survey card must be included in every acknowledgement letter sent to applicants.
<table>
<thead>
<tr>
<th>Log #</th>
<th>Salut.</th>
<th>First Name</th>
<th>Last Name</th>
<th>Address, include zip code</th>
<th>Phone (Home [H] &amp; Work [W]); Email</th>
<th>Date Rec’d</th>
<th>Date Acklg’d</th>
<th>Disposition Code</th>
</tr>
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</table>

Disposition Codes:  
T – Timely Submission  
L – Late Submission  
W – Withdrew from consideration
Sample Acknowledgement Letter

Date:

[Name of applicant]
[Street Address]
[City, State, Zip Code]

Dear [Mr./Ms.]:

This letter will acknowledge receipt of your application for a position with The City College of the City University of New York.

In an effort to enhance our affirmative action efforts, The City College collects data on applicant gender, ethnicity, and veteran status, as well as applicant referral information. Please complete the enclosed Applicant Pool Survey Form, which will be returned directly to the Affirmative Action Office and used for affirmative action purposes only. Your decision whether to participate in the voluntary self-identification process will not adversely affect your application or employment status.

The City College provides reasonable accommodations for persons with disabilities you need information, please contact the Office of Disability Services at 212-650-5913.

Your application will be given careful consideration and you will be informed of the decision concerning your candidacy as expeditiously as possible. Thank you for your interest in The City College.

Sincerely,

[Name of Chairperson]

enclosure
SAMPLE-RESPONSE TO NOMINEE

Date

[Insert Name or Nominee]
[Insert Street Address]
[City, State, Zip Code]

Dear [Mr./Ms. Professor]:

We have received a letter nominating you for the position of [Insert<title of position>] at The City College of New York/CUNY. I am enclosing a copy of the position announcement. If you wish to be considered, please send a letter of interest, together with your curriculum vitae [Insert if applicable<, and the names, addresses and telephone numbers of professional references>] to the addresses listed below, by the published deadline.

Chairperson, Search Committee
The City College, CUNY
138th Street and Convent Avenue
New York, N.Y. 10031

Sincerely,

[Insert Name]
Chairperson, Search Committee

Note to Chairperson:
(1) If sending an e-mail letter to the nominee, attach a copy of the applicable position Announcement or refer to the CCNY website address, which is www.ccny.cuny.edu/positions and advise the nominee that the position description may be viewed at that site.
(2) Also, remember to send a letter of acknowledgement to the nominator.
Sample-General Rejection Letter

Date

[Insert Name of Applicant]
[Insert Street Address]
[Insert City, State, Zip Code]

Dear [Mr./Ms./Professor]:

Thank you for your application for the position of [title of the position] at the City College of the City University of New York.

The Search Committee has identified the group of final candidates whose qualifications and experience best match the unique needs of this position and the college at this time. I regret to inform you that your application is no longer under consideration. We thank you for your interest in the City College of New York, and wish you success in your future career.

Sincerely,

[Insert Name]
Chairperson, Search Committee
Appendix I: Letter of Rejection Following On-Campus Interview

Date:

Address

Dear (Name):

After interviewing several candidates for the position of __________ in the department of __________, and after much deliberation, the Search Committee has selected one whose background and experience most closely fits 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 City College.

Sincerely,

Name
Title
Sample Letter for a late CV/Resume

Date:

[Insert Name of Applicant]
[Insert Street Address]
[Insert City, State, Zip Code]

Dear [Mr./Ms.]

This will acknowledge receipt of your resume for the position of [title of position]. Unfortunately it could not be considered as part of the applicant pool. In accordance with University policy, applications cannot be included in the applicant pool once the personnel vacancy notice expires or if postmarked after the personnel vacancy notice’s deadline date.

We appreciate your interest in the City College. Please watch our website at www.ccny.cuny.edu/positions for future vacancy announcements.

[Insert name of Chairperson]
Chairperson, Search Committee
Office of Affirmative Action
CV/RESUME EVALUATION SHEET

Department/Office ___________________________ Position: ___________________________

PVN# __________

Evaluator: ___________________________ REVIEW DATE(S): __________

<table>
<thead>
<tr>
<th>Log #</th>
<th>Last Name, First Name</th>
<th>Yes</th>
<th>No</th>
<th>Maybe</th>
<th>Disposition Code</th>
<th>COMMENTS</th>
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Disposition Codes:
1 – Meets Minimum & Preferred Qualifications      I – Incomplete Application
2 – Meets Minimum Stated Qualifications          L – Late Submission
3 – Does Not Meet Minimal Stated Qualifications  W – Withdrew Application
Office of Affirmative Action  
PROPOSED INTERVIEWEES

TO: Director  
Office of Affirmative Action

FROM:  

RE:  
PVN#  
Position:  

**Instructions:** This form, along with (1) the Applicant Flow Log, (2) the CVs/Resumes for all applicants with proposed interviewees, (3) draft interview questions stacked on top and (4) each committee member’s Preliminary Evaluation Sheet for all applicants must be hand-delivered to the AA Office for review and approval prior to scheduling interviews. The CVs need not be copied, as they will be returned.  
[Please allow a minimum 7-10 working days for the AAO review process.]

Listed below are the Search Committee’s proposed interviewees.  

<table>
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<tr>
<th>Name (Last, First, MI)</th>
<th>Highest Degree</th>
<th>Yrs of Relevant Experience</th>
<th>Gender</th>
<th>Ethnicity</th>
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If necessary attach additional sheet and check here _____.

_________________________  
Chairperson, Search Committee  

_________________________  
Affirmative Action Officer/Designee:  

Proplus [rev: 9/06]
Office of Affirmative Action
INTERVIEW RATING FORM

Candidate Name: 

Search/Position: 

PVN #: 

Date: 

Committee Member/Evaluator: 

<table>
<thead>
<tr>
<th>Question Asked by:</th>
<th>Questions/Criteria**</th>
<th>Rating Code 0-5</th>
<th>Additional/Explanatory Comments</th>
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Interviewee Rating [10/30/2006]
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<th>Question Asked by:</th>
<th>Questions/Criteria**</th>
<th>Rating Code 0-5</th>
<th>Additional/Explanatory Comments</th>
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Applicant successfully completed interview process. Yes  
I recommend the applicant be considered for employment pending reference checks. Yes
Rating Sheet Code Designations

Only the specific requirements of the position should be used in rating candidates. Absolutely no criteria or comments should be based on age, race or ethnicity, gender, or other protected category. You should rate each candidate using the following five-point scale:

**THIS IS A FAILING RATING FOR THE FACTOR.**

0 = Not Applicable – Candidate does not have experience in this area or failed to answer the question.

1 = Unsatisfactory – Candidate’s performance on the factor is well below the level required for effective job performance.

2 = Marginal – Candidate demonstrates proficiency in the factor to some degree but at a level below that required for effective job performance.

**THIS IS A PASSING RATING FOR THE FACTOR.**

3 = Good – Candidate’s performance on the factor is at a satisfactory level for effective job performance.

4 = Very good – Candidate’s performance on the factor is clearly above the level required for effective job performance.

**THIS IS THE HIGHEST PASSING RATING FOR THE FACTOR.**

5 = Excellent – Candidate’s performance on the factor is at a superior level, of extremely high quality.

As you are rating the candidates, remember these important things:

1. Candidates should be rated only on whether they met or exceeded the requirements of the advertised position and on their responses to the prepared questions. Do not allow non-job related factors (e.g., age, sex, ethnic group, physical characteristics) to influence your rating.

2. It is not unusual for candidates to do well on one factor and poorly on another. You must be careful not to rate a candidate higher or lower on a specific factor based on your impression of his/her overall qualifications. Rate each factor independently based on their responses.

3. To the extent possible and appropriate, use the entire five-point scale when rating candidates. If you avoid extreme ends of the scale, your candidate scores will be bunched in a very limited range. If, however, you use the entire scale, you will clearly point out those candidates who are best qualified as well as those who are unacceptable for this position.

4. In rating each applicant, make descriptive job related comments giving the reasons for your rating on each factor.

5. Follow up questions are appropriate in order to clarify or expand on a candidate’s response to the prepared questions. Do not, however, ask questions of one candidate that you are not prepared to ask of the other candidates.
<table>
<thead>
<tr>
<th>Subject</th>
<th>May Ask</th>
<th>May Not Ask</th>
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<tbody>
<tr>
<td>Name</td>
<td>Current Legal Name</td>
<td>Whether person worked under a different name; questions that would divulge ancestry or marital status.</td>
</tr>
<tr>
<td>Sex</td>
<td>Nothing</td>
<td>May not comment on person’s sex unless it is a bona fide occupational qualification (BFOQ); This is highly unlikely in most circumstances, except maybe film, theatre, etc.</td>
</tr>
<tr>
<td>Age</td>
<td>Are you over the age of 18? (Proof of age, for insurance purposes, can be required after the person is hired.)</td>
<td>Age; when applicant graduated from high school, etc.</td>
</tr>
<tr>
<td>Birthplace</td>
<td>Nothing</td>
<td>Any inquiry into place of birth, or that of parents, spouse, grandparents, or other relatives</td>
</tr>
<tr>
<td>Citizenship</td>
<td>If not a U.S. citizen, do you have the right to permanently remain in the U.S.?</td>
<td>Whether applicant, parents, or spouse, are native-born U.S. citizens; or what country applicant is a citizen?</td>
</tr>
<tr>
<td>Marital Status</td>
<td>Nothing</td>
<td>Whether applicant is married, single, divorced, engaged, widowed, or living with someone</td>
</tr>
<tr>
<td>Sexual Preference</td>
<td>Nothing</td>
<td>Whether applicant is homosexual, heterosexual, or any other question pertaining to sexual tendencies or preferences</td>
</tr>
<tr>
<td>Lifestyle</td>
<td>Nothing</td>
<td>Anything involving applicant’s natural and preferred way of living</td>
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<tr>
<td>Family</td>
<td>Nothing</td>
<td>Any question concerning family size, family planning, children’s ages, plans for childcare, or spousal income or employment</td>
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<tr>
<td>Religion</td>
<td>Nothing</td>
<td>About religious denomination, affiliation, church or synagogue, religious holidays observed; whether applicant regularly attends a house of worship</td>
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<tr>
<td>Disability</td>
<td>Whether the individual has a mental or physical disability that would effect his/her ability to perform the job responsibilities</td>
<td>Questions about physical or mental limitations that are not job related</td>
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<tr>
<td>Physical Data</td>
<td>Whether the applicant is able to perform the job responsibilities</td>
<td>Applicant’s height or weight</td>
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<td>Pregnancy</td>
<td>Nothing</td>
<td>About the applicants plans for having children; about medical history concerning pregnancy and health related matters</td>
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<td>Military Status</td>
<td>About job-related experience gained in the military</td>
<td>About branch of service; type of discharge</td>
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<td>Housing</td>
<td>How applicant can be reached if there is no telephone at home</td>
<td>Whether applicant owns or rents an apartment or house</td>
</tr>
<tr>
<td>Education</td>
<td>About educational institutions attended; training</td>
<td>About religious or racial affiliations of school attended; about educational experience that is not necessary for the job to be performed</td>
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<tr>
<td>Organizations</td>
<td>About professional organizations</td>
<td>About all organizations that applicants belong to; organizations that indicate race, color, religion, sex, marital status, national origin, veteran status, or disability of applicant</td>
</tr>
<tr>
<td>Financial Position</td>
<td>Nothing</td>
<td>About credit ratings, garnishment, debts, to whom debts are owed</td>
</tr>
<tr>
<td>Arrest Record</td>
<td>Nothing</td>
<td>About arrests, or time spent in jail. Arrests without convictions do no indicate guilt</td>
</tr>
<tr>
<td>Convictions</td>
<td>About convictions, but only if job related (e.g. inquiries about embezzlement convictions if position requires financial responsibilities) and only if asked of all applicants</td>
<td>General questions about whether applicant has ever been convicted</td>
</tr>
</tbody>
</table>
Federal and University regulations require documentation of recruitment efforts. The following information is to be submitted with all documents required for appointments of candidates. This form is to be completed and submitted at the close of the search along with the complete search file. Note: No offer should be made to a proposed finalist until the search documentation has been submitted to and reviewed by the Director of Affirmative Action.

**Type of Position:**
- Faculty
- Non-Teaching Instructional Staff (CLT [ ], HEO [ ], Registrar [ ], and Research Series [ ])
- ECP
- Classified Staff:
- Research Foundation or Other Non-Tax Levy Position:

**Hiring Department Chairperson/Office Director**

**Title/Position To Be Filled**

**Hiring Department/Office**

**Telephone Ext.**

**PVN Number**
(College Lines Only)

**State Pos./PAF-A No.**
(College Lines only)

1. A. Applicant EEO Demographic Survey cards were sent by: Search Unit/Dept: ______  AAO: ______

   B. Applications received: Total: ______ # Men: ______ # Women: ______ # Unknown: ______

2. Candidates interviewed (Attach additional sheet if necessary)

<table>
<thead>
<tr>
<th>Name</th>
<th>Gender</th>
<th>Ethnicity/Other</th>
<th>Highest Degree</th>
<th>Yrs. of Experience</th>
<th>Recruitment Source (See Codes on 2nd page)</th>
<th>Interview Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
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<td>9.</td>
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<td>10.</td>
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</tr>
</tbody>
</table>

3. Candidates Recommended to Selecting Official (Final Screening)

<table>
<thead>
<tr>
<th>Name</th>
<th>Gender</th>
<th>Ethnicity/Other (See Codes on 2nd page)</th>
<th>Interview Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
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<tr>
<td>2.</td>
<td></td>
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<tr>
<td>3.</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. Identify any candidates other than those listed in Paragraph 4 considered as proposed finalists.

<table>
<thead>
<tr>
<th>Name</th>
<th>Disposition/Stated Reasons For Non-acceptance (See below)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
</tr>
</tbody>
</table>

Attach additional sheets if necessary and check here [ ]

6. Search Related Costs paid by Department/Office: Travel, Lodging, Food, etc $ ______________ Advertising $ ______________

7. List all sources (CUNY postings, newspapers, journals, organizations, etc.) used to recruit candidates.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

AUTHORIZING SIGNATURES

A. SEARCH COMMITTEE:
The signatories below attest that a good faith effort was made to conduct the search and selection process in accordance with CUNY and City College 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) ___________________ (7) ___________________

(2) ___________________ (5) ___________________

(3) ___________________ (6) ___________________

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

(Name and Signature of Chairperson/Director) ___________________ Date __________

(Name and Signature of Chair/College Personnel & Budget Committee or Designee) ___________________ Date __________

C. AFFIRMATIVE ACTION OFFICER/DESIGNEE

1. Final approximation of the ethnic breakdown of the applicant pool:

<table>
<thead>
<tr>
<th>Black</th>
<th>Hispanic</th>
<th>Asian/</th>
<th>Amer. Ind/</th>
<th>Italian</th>
<th>White</th>
<th>Mixed/Unk</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
</tbody>
</table>

2. APPROVED: ___________________ NOT APPROVED: ___________________ DATE: __________
If search is not approved by AAO, signature of College President or his/her designee must be obtained.

3. PRESIDENT/DESIGNEE APPROVAL: ___________________ DATE: __________

<table>
<thead>
<tr>
<th>Race/Ethnicity/Other Protected Group Status</th>
<th>Other</th>
<th>Referral Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>B) White - Not of Hispanic origin</td>
<td>Other</td>
<td>1. Internal Applicant</td>
</tr>
<tr>
<td>C) Black/African American</td>
<td>(1) Known Disability</td>
<td>2. Journal/discipline Publication</td>
</tr>
<tr>
<td>D) Hispanic/Latino (Not Puerto Rican) all other races</td>
<td>(2) Vietnam Era Veteran</td>
<td>3. Chronicle of Higher Education</td>
</tr>
<tr>
<td>F) Asian, Native Hawaiian or Other Pacific Islander</td>
<td>1. Applicant withdrew from consideration</td>
<td>5. Other (Specify, if known)</td>
</tr>
<tr>
<td>G) American Indian/Alaskan Native</td>
<td>2. Unfavorable reference check</td>
<td></td>
</tr>
<tr>
<td>H) Italian American</td>
<td>3. Salary or Other reason</td>
<td></td>
</tr>
</tbody>
</table>

CUNY & FEDERAL POLICIES REQUIRE THE RETENTION OF ALL SUPPORTING DOCUMENTS FOR AT LEAST THREE (3) YEARS.
THE CITY UNIVERSITY OF NEW YORK
AFFIRMATIVE ACTION CERTIFICATION
for
NON-TEACHING INSTRUCTIONAL STAFF
(HEO, CLT, RA)

COLLEGE

The Affirmative Action Program of The City University of New York mandates that equal opportunity be afforded to all qualified persons when positions are available. Accordingly, good faith efforts must be made to encourage women, minorities, veterans and persons with disabilities to apply for available vacant positions.

IF THE PROPOSED CANDIDATE IS BEING PRESENTED FOR RECLASSIFICATION OR A SUBSTITUTE POSITION, COMPLETE ONLY THE CERTIFICATION (SECTION C).

SECTION A: RECRUITMENT PLAN CERTIFICATION

A recruitment plan is to be submitted to the College Affirmative Action Officer for approval before a vacancy is announced.

I certify that I have reviewed and approved the written recruitment plans submitted by

Chair/Director or Responsible College Officer

for the position of

Bylaw/Functional Title of Position

Affirmative Action Officer’s Signature

of

Department/Office

Personnel Vacancy Notice Number

(When Issued)

Date

SECTION B: SEARCH PROCEDURES DOCUMENTATION

Federal and University regulations require documentation of recruitment efforts. The following information is to be submitted with all documents required for the appointment of a candidate.

PART 1

1. List sources (CUNY postings, newspapers, journals, organizations, etc.) that were used to recruit candidates for this position.

________________________________________

________________________________________

2. TOTAL number of applications received: __________ Male: __________ Female:

Please indicate below the approximate ethnic breakdown of the applicant pool:

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>%</td>
</tr>
<tr>
<td>Asian/</td>
<td>%</td>
</tr>
<tr>
<td>Amer. Ind./</td>
<td>%</td>
</tr>
<tr>
<td>Italian</td>
<td>%</td>
</tr>
<tr>
<td>American</td>
<td>%</td>
</tr>
<tr>
<td>White</td>
<td>%</td>
</tr>
</tbody>
</table>

Prior to interviewing candidates for the position, the Affirmative Action Officer must review the applicant pool to assure that the pool is appropriate regarding the representation of protected groups.

I certify the applicant pool for this position is found to be adequate.

Affirmative Action Officer’s Initials
PART II

1. Of the above candidates (Part 1, item 2), indicate how many were interviewed:

<table>
<thead>
<tr>
<th></th>
<th>Black</th>
<th>Hispanic</th>
<th>Asian/</th>
<th>Amer. Ind./</th>
<th>Italian</th>
<th>American</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td></td>
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</tr>
</tbody>
</table>

2. From what specific source was the selected candidate recruited?


3. Name of candidate selected:


4. Additional candidate(s) offered the position:

Salary: __________________________

STATED REASON OFFER REFUSED:


5. Names of other candidates interviewed but not offered the position:


SECTION C: AFFIRMATIVE ACTION CERTIFICATION

Prior to an offer being made, appropriate college officers shall certify that affirmative action procedures have been followed. In the case of reclassification, college officers must attest that the proposal conforms with all equal opportunity policies.

Substitute positions may be for a maximum of four (4) semesters only. Appointment of a candidate currently holding a substitute title must conform with the University's affirmative action policies for subsequent substitute appointments.

I certify that the affirmative action procedures have been followed and that the above is true to the best of my knowledge and belief.

<table>
<thead>
<tr>
<th>Name and Signature of Responsible College Officer (Chairperson/Director/Dean)</th>
<th>Department/Office</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td>Name and Signature of Affirmative Action Officer</td>
<td>Date</td>
<td></td>
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<tr>
<td>Signature of the President/Designee</td>
<td>Date</td>
<td></td>
</tr>
</tbody>
</table>

REGULATIONS REQUIRE THE RETENTION OF ALL SUPPORTING DOCUMENTS, INCLUDING RESUMES OF APPLICANTS, FOR AT LEAST THREE (3) YEARS.