



Office of Compliance and Diversity

Search & Recruitment Standard Operating Procedure

This is a condensed standard operating procedure (SOP) for the Colleges' search and recruitment efforts. The comprehensive CUNY search and recruitment guide is available for reference and review at:
CUNY Search Guide:

<https://www.cuny.edu/wp-content/uploads/sites/4/page-assets/about/administration/offices/hr/recruitment-diversity/recruitment-retention/CUNY-Search-Committee-Guide-1.2-1.pdf>

Chief Diversity Officer & Dean of Diversity

The Chief Diversity Officer & Dean of Diversity (CDO) is responsible for determining search practices on each campus. The campus community, administration and search committees should rely on the Chief Diversity Officer as the primary source of information on how their specific searches should be conducted and should refer any questions to him or her.

The Office of Compliance & Diversity

At Queens College, The Office of Compliance and Diversity (C&D) is under the purview and authority of the Chief Diversity Officer & Dean of Diversity (CDO). C&D reviews all searches and related materials to ensure compliance with affirmative action laws and CUNY policy, including the principle that diversity, equity and inclusion are integrated into every step of the search and recruitment process; this begins with the composition of the search committee. The review and certification of search committee composition and search plans are the responsibility of the CDO.

Search Committee Guidelines

Search committees play an essential role in the college's recruitment process. A search committee is formed after the college has identified a position that needs to be filled. Search committee members are the first set of individuals that candidates meet and are thereby representatives of Queens College and its values.

Search Committee Diversification Policy

All search committees should be diverse, inclusive and representative of our campus values. Search committee members should represent various backgrounds, ages, ethnicities, genders, abilities, job titles, functions, classifications, areas of specializations, academic disciplines, are interdisciplinary (where applicable) etc., and provide representation of areas that will actively interface with the role of the advertised position.

A benefit of requiring diverse search committees is that it affords search committee members the opportunity to serve as thought partners in the review and evaluation of the talent, capacity and credentials of potential future employees of the College.

Service Requirements of Outside Committee Members

All search committees are required to include diverse and interdisciplinary campus community members that are outside of the hiring department or area of the advertised position. While in most instances, the outside individuals will be members of our campus community, there may be circumstances in which

committee members can be appropriately drawn from outside the College.

The service requirement for these outside members is that they have a working knowledge and understanding of the job duties of the advertised role. Technical and/or specialized knowledge in the area of hire is not a requirement to serve as a search committee member.

Search Committee Membership

The number of members from outside the department depends on the size of the search committee:

- If there are 3 committee members – 1 needs to be from outside of the hiring department
- If there are 5 committee members – 2 need to be from outside of the hiring department
- If there are 7 committee members – 3 need to be from outside of the hiring department

In addition, search committees should have an odd number of members. Having an odd number of members ensures that there is a tie-breaker vote in the event the committee becomes deadlocked when voting during search proceedings.

Search Committee Function

The search committee's function is to review applicants and recommend the most qualified candidates to the hiring manager for employment consideration. In doing so, there are several important steps and procedures to follow to ensure that the committee completes a viable and equitable search process. These steps are covered in search committee training and include the following: forming a committee, understanding search committee roles and responsibilities, posting protocols, and the interview process. All search committee members are required to attend a search committee briefing and complete search committee bias training prior to beginning their role as a search committee member.

Search Documentation

- Search Plan Approval Form
- Job Vacancy Notice (JVN)
- Search Master Grid
- Search Committee Meeting Minutes

Search Process Checklist

Searches are confidential. Search activity and discussion are to remain within and among committee members. All search decisions are to be decided by committee vote. Below is a sequenced snapshot of the search process for committee use.

- Complete the Search Plan Approval form.
- Review and familiarize yourself with the job vacancy notice (JVN), especially the minimum and preferred qualifications.
- Post the position on CUNYfirst and then post the position on relevant external websites and search engines.
- During the posting period the committee should meet regarding administrative tasks and committee logistics.
- All committee members are to complete search committee training and bias training.
- After the posting period the committee reviews applications and selects candidates for Tier I and

Tier II interview categories.

- Do not search for a candidate on Google, social media, or LinkedIn.
 - HR will conduct a thorough background check of the candidate that is selected for hire.
- All search committees are required to meet to maintain the integrity and compliance of the search and recruitment process. All committee decisions are decided by vote. Voted decisions and committee activities are to be recorded in the meeting minutes.
- Chair completes and submits the Search Master Grid and search committee meeting minutes for approval/certification to the Office of Compliance & Diversity.
- After approval of the search master grid the committee begins interviews by phone and in person.
- After interviews are completed, the committee selects and recommends finalists (in an unranked alphabetized list) to the hiring manager for employment decision making.
 - Do not rank finalists. Doing so can invalidate the process and the search may be failed.
- The search committee may be invited by the hiring manager to engage in finalist interviews but is not required to do so; search committee members should not have that expectation.
- Service as a search committee member is complete.

Search Closure Procedure

To ensure efficiency in the closing of searches we have outlined the steps in the search closure process. The table below indicates who should contact whom, of those candidates not selected, and when. Note the following process should be completed during the specified time window to ensure the following best practice in communicating and to also maintain viable backup candidates.

Classified Staff, Faculty & HEO Series

Category:	Classified, faculty and/or HEO series searches, Tier III applicants
Contacted by:	Chair or POI
When:	After the completion of the initial interviews for Tier I and/or Tier II applicants

Category:	Classified, faculty and/or HEO series searches, Tier I and Tier II applicants
Contacted by:	Chair or POI
When:	After the completion of the finalist's interviews.

Category:	Classified, faculty and/or HEO series searches, Finalists
Contacted by:	Chair or POI
When:	After receipt of the signed offer letter by HR.

Executive Compensation Plan (ECP)

Category:	ECP searches, Tier III applicants
Contacted by:	Chair or POI
When:	After the completion of the initial interviews for Tier I and/or Tier II applicants

Category:	ECP, Tier I and Tier II applicants
Contacted by:	Chair or POI
When:	After the completion of the finalist's interviews.

Category: For ECP, Finalists
Contacted by: Chief Diversity Officer
When: After receipt of the signed offer letter by HR.

Once an offer letter is signed by the candidate of choice and returned to human resources, the search is deemed closed and there is no further involvement by the Office of Compliance & Diversity.

The Office of Compliance & Diversity assists search committee members in fulfilling their search service responsibilities in accordance with University policies and federal and state regulations. Ongoing support is available to all search committee members from the Office of Compliance & Diversity. Please feel free to contact us at (718) 997- 5565 or via email at compliancencaddiversity@qc.cuny.edu at any point in the search process.