CUL Recruitment Information
for Hiring Managers, Search Committees and Chairs

Many of the processes contained in this document were implemented as a result of the recommendations found in the [Report of Task Force on Best Practices in the Recruitment and Hiring of Academics](). This document summarizes the CUL recruitment process, but is subject to modifications if warranted. A Library Human Resources (LHR) recruiter will meet with each search committee to provide more in-depth guidance and instruction related to the summary below.

The search process may begin after a [position justification form]() has been submitted and formal approval to post the vacancy has been obtained.

BEFORE POSTING

The hiring manager will identify search committee members with input from LHR:
- Members should be able to adequately represent the interests of those with a stake in the outcome
- The supervisor/hiring manager may or may not be part of the search committee
- Members may be academic or non-academic (including hourly)
- Three to five members are recommended; four members are considered optimal
- At least one member should be from another campus library or unit
- At least one member – especially the committee chair - should have prior CUL search committee experience
- Avoid asking someone to be a member who might be a potential candidate
- A search committee member may recuse themselves for any reason, including if a current employee who reports to them applies

Schedule a meeting with the entire search committee and your LHR recruiter. Discussion will focus on:
- Recruitment support and search expectations
- Setting an approximate timeline for the search
- Assessment method
- Confirming remote work expectations – required language will be included in the posting
- Whether additional stakeholders will participate in interviewing
    - If yes, identify stakeholders and provide names to LHR at least 1 month before the first interview
- Asking candidates to submit a Diversity Statement
- Finalizing the staff position description (SPD) language and the position announcement
    - If significant changes are suggested, it will require additional communications with the hiring manager and LHR
    - Confirm the working title accurately represents the job
    - Carefully consider required and preferred qualifications; these are used to measure/evaluate candidates
    - Carefully consider posting language to avoid inadvertent bias (LHR will run final posting through a gender decoder)
    - When applicable, include language if the position is part-time or a limited term appointment
    - Consult with LHR to confirm the salary range and incoming academic rank, which is included in academic postings
- Committee members are **required** to review the [LinkedIn.com training video (updated 05/05/2021)]() on unconscious bias
- For supporting documents & on-going status updates, visit: [https://confluence.cornell.edu/display/libhumres/Recruitment+Tools+for+CUL+Search+Committees]()

POSTING THE POSITION ANNOUNCEMENT

- Academic positions are posted for at least 30 days, unless a shorter period is approved by LHR
- Non-academic postings must be active for at least one full week
- Posting sources are communicated by LHR
- If an application deadline is included in the ad language, the ad cannot be unposted earlier unless the search is being cancelled
- Outreach is a shared responsibility. Inform LHR if additional outreach/announcements is done by search committee members

SCREENING APPLICATIONS / INTERVIEWING

- LHR will create and maintain a Box account which contains relevant search materials
- Measure/evaluate candidates based on the SPD. Also:
  - Consider implementing a rubric to evaluate the DEI component – see sample
  - Factor in CUL's vision, mission and strategic priorities
  - Incorporate Skills for Success
  - If hiring for a manager, incorporate Leadership Skills for Success
  - Lack of a cover letter is not automatic grounds for rejection - consult with LHR
  - Out-of-State addresses are not automatic grounds for rejection – consult with LHR
- Maintain confidentiality
- Be professional/respectful
- Stakeholders will be provided interviewing information by LHR or the Chair of the search committee Share materials provided by LHR in the Box folder
- Consult with LHR regarding internal candidates
  - Clear and timely communications are critical
- Administrative support is provided for academic searches:
  - Cassi Norgaisse – Law Library (cn349@cornell.edu / 5-5856)
  - Erica Reniff – Mann Library (ear224@cornell.edu / 5-2285)
  - Rachel Brill – All other academic searches (rlb54@cornell.edu / 5-6788)
- Understand lawful and unlawful interview questions
- Interview questions as well as the interview process must be consistent between candidates. Sample interview questions provided at:
  https://confluence.cornell.edu/display/libhumres/Recruitment+Tools+for+CUL+Search+Committees
- Keep search-related notes – they will be given to LHR at the conclusion of the search
  - Search notes may be audited. Keep comments objective and professional.
- Periodically inform LHR of progress
  1. When candidates are identified for phone interviews, but before making contact with them
  2. When candidates are identified for in-person interviews, but before making contact with them
  3. Candidates who will not make it to the phone interview step will be notified by LHR in a timely way (more about communicating with the remaining candidates below)

CHECKING REFERENCES

- Typically done only for the selected candidate
- Notify your LHR recruiter and the candidate
- Non-academic reference checks initiated by LHR via the Checkster tool
- Academic reference checks typically done by the search committee in consultation with LHR
  - Refer to sample reference checking documents

- o Keep reference questions consistent between candidates
- Candidate's current supervisor is required

MAKING THE OFFER

- Return the completed [Selection and Non-Selection Report](#) to LHR
  - o Only candidates who were interviewed by phone or in-person are included on the form
  - o Reasons must correlate with the skills, education, and experience stated in the SPD
- With the approval of the Director of LHR (Lyndsi Prignon), the following decisions are made:
  - o Salary or hourly rate
  - o Academic rank
  - o Relocation, if applicable
  - o Anything that seems questionable or out-of-the-ordinary
- As per Procedure 13, if a candidate's qualifications suggest appointment as Librarian or Archivist, a search committee of three Associate Librarians or Librarians nominated by the Academic Assembly Steering Committee and appointed by the University Librarian shall advise the University Librarian concerning the most appropriate rank for appointment. Members of the Academic Assembly Steering Committee may not be nominated to serve on a search committee.
- Discuss potential start dates with your LHR recruiter before making the offer to the candidate.
- Inform the candidate a mandatory background check/information verification check will be happening. The candidate may contact the Director of LHR at 607-255-9560 or lra8@cornell.edu if they have questionsor concerns.
- Refrain from notifying in-person candidates who were not selected of the decision until the selected candidate formally accepts – consult with LHR.

FAILED SEARCHES

- LHR will update the status to "Closed without hire" for searches that do not result in a hire
- The search committee will reconvene with their LHR recruiter to discuss strategies for re-posting

WRAPPING UP

- Once the selected candidate accepts, inform candidates who were not selected of the decision.
  - o LHR has template language that may be used
  - o Phone and in-person candidates will receive this messaging
  - o Cc or bcc your LHR recruiter on this email correspondence, or send them an email to confirm you have done this if you notified candidates by phone
- Chair of the search committee will inform the remaining search committee members that the selected candidate accepted the position. Should not be discussed outside the group until the CU-lib message is sent.
- Department will communicate decision to inner-circle/groups. Should not be discussed outside the group until the CU-lib message is sent.
- LHR will issue a communication to the Staff Web blog/CUL-LIB after the candidate has given their approval to do so. May freely discuss now.
- All search notes (screening, phone, in-person, reference checks) are given to LHR within two weeks of the conclusion of the search. They may be uploaded into the Box account or given as hard copies
- Search notes are retained by Library HR for three years, per Cornell University policy

QUESTIONS? Contact Library HR @ LibHR@cornell.edu or:

Lyndsi Prignon, Director
(607-255-9560, lra8@cornell.edu)

Bonnie Bailey, Academic recruiter, non-academic recruiter for Access Services and Reference/RLS (in all libraries), Annex, ILL, OKU Collection Maintenance
(607-255-7021, bab3@cornell.edu)

Jose Delgado, Non-academic recruiter for CUL administrative operations, Asia Collections, Assessment and Communications, CU Press, CUL-IT, DSPS, Law, LTS, RMC, and Scholarly Resources
(607-255-5485, jad25@cornell.edu)