

SEARCH COMMITTEE TRAINING

CORNELL UNIVERSITY LIBRARY



INTRODUCTION

CORNELL'S EEO STATEMENT:

DIVERSITY AND INCLUSION ARE A PART OF CORNELL UNIVERSITY'S HERITAGE. WE ARE A RECOGNIZED EMPLOYER AND EDUCATOR VALUING AA/EEO, PROTECTED VETERANS AND INDIVIDUALS WITH DISABILITIES. CORNELL UNIVERSITY IS AN INNOVATIVE IVY LEAGUE UNIVERSITY AND A GREAT PLACE TO WORK. OUR INCLUSIVE COMMUNITY OF SCHOLARS, STUDENTS, AND STAFF IMPART AN UNCOMMON SENSE OF LARGER PURPOSE, AND CONTRIBUTE CREATIVE IDEAS TO FURTHER THE UNIVERSITY'S MISSION OF TEACHING, DISCOVERY, AND ENGAGEMENT.

STATEMENT FROM GERALD BEASLEY, UNIVERSITY LIBRARIAN:

HIRING IS ONE OF OUR MOST IMPORTANT TASKS. WE ARE COMMITTED TO ENHANCING THE DIVERSITY OF OUR STAFF AND RECOGNIZE THE BENEFITS THAT DIVERSE PERSPECTIVES BRING TO ALL ASPECTS OF OUR WORK. WE ARE ALSO COMMITTED TO INCREASING THE DIVERSITY OF OUR APPLICANT POOLS, CONDUCTING A FAIR, EQUITABLE AND COMPLIANT SEARCH PROCESS AND HIRING CANDIDATES WHO BRING TO BEAR A WIDE RANGE OF SKILLS, KNOWLEDGE AND PERSPECTIVES TO CUL.

GOALS OF THIS TRAINING

- INCREASE AWARENESS OF LAWS, POLICIES AND PROCEDURES AFFECTING THE HIRING PROCESS
- IMPART UNDERSTANDING OF A CONSISTENT SEARCH PROCESS FOR ALL CUL SEARCHES
- ENSURE A FAIR, CONSISTENT AND LEGALLY-COMPLIANT SEARCH THAT WILL REDUCE BIAS AND ENSURE TRANSPARENCY AND FAIRNESS
- CONSIDER WAYS TO INCREASE DIVERSITY OF APPLICANT POOLS
- EFFECTIVELY RECRUIT CANDIDATES! COMMUNICATE THE BENEFITS OF LIVING IN ITHACA, WORKING AT CORNELL AND CU LIBRARY
- PROVIDE TOOLS AND RESOURCES TO MAKE YOUR JOB EASIER
- HIRE THE MOST QUALIFIED CANDIDATE

RECRUITMENT TIMELINE & MILESTONES

1. Search strategy & approvals
2. Define roles and responsibilities
3. Search prep and recruitment
4. Screen applicants
5. Interview process
6. Checking references
7. Documentation and required approvals
8. Extending the offer
9. Closing out the search
10. Onboarding & orientation

UNCONSCIOUS BIAS

- WHAT'S UNCONSCIOUS BIAS AND WHY DOES IT MATTER?
 - THE IMPACT OF BIAS
 - IDENTIFYING UNCONSCIOUS BIAS
 - AFFINITY BIAS
 - HALO BIAS
 - PERCEPTION BIAS
 - CONFIRMATION BIAS
 - GROUPTHINK
- [LYNDA.COM TRAINING VIDEO ON UNCONSCIOUS BIAS](#) - APPROX. 24 MINS.
(SIGN IN WITH CORNELL NETID & PASSWORD)

SCREENING APPLICANTS

- DETERMINE ADEQUACY OF CANDIDATE POOL - QUALIFICATIONS & DIVERSITY
- CONSIDERATION OF INTERNAL (CUL & CORNELL) APPLICANTS
- REVIEW SHOULD BE BASED ON POSITION REQUIREMENTS AND CONCRETE, OBJECTIVE EVIDENCE
- DECIDE ON DEFINITE “NO’S” AS SOON AS FEASIBLE (THOSE WHO WILL NOT BE CONSIDERED FURTHER). HR WILL UPDATE THEIR STATUS & SEND COMMUNICATION

INTERVIEW PROCESS

- **INTERVIEW FORMAT:**
 - ONE OR TWO ROUNDS?
 - SKYPE/TELEPHONE AND ON-CAMPUS?
- **DETERMINE INTERVIEW QUESTIONS BASED ON POSITION RESPONSIBILITIES AND REQUIRED QUALIFICATIONS**
 - **SAMPLE QUESTIONS; TELEPHONE, IN-PERSON**
- **CREATE A TEMPLATE FOR TAKING NOTES FOR ALL INTERVIEWERS TO USE (WILL NEED TO PROVIDE NOTES TO HR)**
- **FINALIZE PRESENTATION TOPIC, IF APPLICABLE**
- **ENSURE CONSISTENT TREATMENT OF ALL CANDIDATES – ALL INTERVIEWS SHOULD FOLLOW SAME PROCESS**
- **INTERVIEW TIPS & SAMPLE QUESTIONS (ALSO IN BOX FILE)**
- **UNLAWFUL INQUIRIES (ALSO IN BOX FILE)**
- **CONSISTENT EXPECTATIONS FOR ALL INTERVIEWERS:**
 - TOPICS OF FOCUS
 - FACILITATOR FOR EACH INTERVIEW MEETING
 - CONSISTENT INTERVIEW QUESTIONS
 - METHOD OF FEEDBACK FROM SPECIFIC GROUPS

INTERVIEW PROCESS

ON CAMPUS INTERVIEWS; BE PREPARED TO:

- **DETERMINE DATES FOR INTERVIEWS & WHO WILL INVITE CANDIDATES TO CAMPUS**
- **PROVIDE NAMES OF ADDITIONAL INTERVIEWERS**
- **PROVIDE DRAFT ITINERARY INCLUDING PREFERRED GROUPINGS OF INTERVIEWERS**

ADMIN ASSISTANT WILL COORDINATE TRAVEL ARRANGEMENTS, RECORDING RELEASE, QUALTRICS SURVEY, ETC.

INTERVIEW PROCESS

RECRUITING CANDIDATES TO CU LIBRARY (WE ARE SELLING CUL TO THEM AS MUCH AS THEY ARE TRYING TO SELL THEMSELVES TO CUL)

- EXPECTATIONS FOR CREATING A WELCOMING ENVIRONMENT TO CUL
 - SEARCH COMMITTEE AND ALL INTERVIEWERS: PROFESSIONAL COURTESY, CONFIDENTIALITY, RESPECT, FAIRNESS
- BE READY TO TALK ABOUT LIVING IN THE ITHACA AREA
- TOPICS COVERED IN MEETING WITH LIBRARY HR
 - ACADEMIC PROMOTION PROCESS, BENEFITS, RELOCATION, PROFESSIONAL DEVELOPMENT
- REASONABLE ACCOMMODATIONS – ASK ABOUT CANDIDATE NEEDS IN ADVANCE - *AT THE TIME OF INVITATION*
 - THROUGHOUT THE PROCESS, CONFIDENTIALITY SHOULD BE MAINTAINED. FOCUS MUST REMAIN ON THE INDIVIDUAL, NOT THE DISABILITY OR ACCOMMODATION.

INTERVIEW PROCESS

OBTAINING & DOCUMENTING FEEDBACK FOR THE CANDIDATE:

- **QUALTRICS SURVEY – STANDARDIZED FOR CUL ACADEMIC POSITIONS**
 - **RESULTS SHARED WITH SEARCH COMMITTEE & HR ONLY – CONFIDENTIAL**
- **DO'S AND DON'TS FOR PROVIDING CANDIDATE FEEDBACK: ALL WILL BECOME AUDITABLE DOCUMENTATION, COMMENTS SHOULD BE OBJECTIVE AND DIRECTLY RELEVANT TO JOB REQUIREMENTS**
- **ALL FEEDBACK BECOMES PART OF OFFICIAL UNIVERSITY SEARCH FILE**