

# **SEARCH COMMITTEE TRAINING**

**CORNELL UNIVERSITY LIBRARY**



# INTRODUCTION

## **STATEMENT FROM JUDITH APPLETON, INTERIM UNIVERSITY LIBRARIAN:**

When we are diverse we are stronger, we are smarter, we are better. Every new hire is an opportunity to bring greater diversity to the Library. We must make every effort to realize this intention.

## **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. We also recognize a lawful preference in employment practices for Native Americans living on or near Indian reservations. 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.

# 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
- 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

# DIVERSITY IN THE APPLICANT POOL

- Create inviting posting language
- Postings sent to affinity groups
- Library HR/Search Committee are partners in doing outreach to sources
- Plan main outreach for beginning of search
- Target goals set annually by Central HR and vary by job title
- Diversity includes more than the university target goals
- Library HR communicates diversity numbers with the search committee
- Search committee partners with Library HR to determine when posting may be closed

# 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
- [LINKEDIN UNCONSCIOUS BIAS TRAINING \(03/08/2022\)](#) - Approx. 37 MINS.
- (Sign in with Cornell netid & password)

# SCREENING APPLICANTS

- Determine adequacy of candidate pool - qualifications & diversity
- Consideration of internal (CUL & Cornell) applicants
- Evaluation 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). Library 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 Library HR)
- Ensure consistent treatment of all candidates – all interviews should follow same process
- Finalize presentation topic, if applicable
- [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

**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 candidate about needs *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

## On Campus Interviews; be prepared to:

- Determine dates for interviews & who will invite candidates to campus
- Provide names of additional interviewers (stakeholder groups)
- Provide draft itinerary including preferred groupings of interviewers

Admin Assistant may coordinate travel arrangements, recording release, Qualtrics Survey, etc.

# INTERVIEW PROCESS

## OBTAINING & DOCUMENTING FEEDBACK FOR THE CANDIDATE:

- **QUALTRICS SURVEY – STANDARDIZED FOR CUL ACADEMIC POSITIONS**
  - Results shared with Search Committee & Library 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