

**Recruiting Procedures –
Checklist for Supervisors/Search Committee Chairs
Cornell University Library**

- Review Cornell University Library policies relevant to the recruitment and selection of non-academic Staff (“Filling Vacancies” policy at [this link](#)).
- Submit a position justification form (PJF), along with a position description that lists qualifications and job posting language, to the Director of Library Human Resources, Lyndsi Prignon, at lra8@cornell.edu. Requests will be reviewed by the Associate University Librarian for Administrative Services, Ezra Delaney, and the University Librarian, Gerald Beasley.
- Meet with Library HR (LHR) staff to communicate: search timeline, names of search committee chair and members, advertising venues, search process and mutual expectations. Discuss preferred method for receiving candidate resumes (e.g., time frame, format, etc.), specific screening criteria and other topics as appropriate.
- LHR will create posting in Cornell’s “Careers at Cornell” (Workday) website, and will place the position announcement in various professional organizations and publications, as agreed upon with Hiring Supervisor and/or search committee.
- LHR will move applications forward in Workday, which may then be reviewed by the search committee.
- The chair of the search committee will provide periodic updates to LHR. Review application screening and interview tips from HR website at [this link](#):
- Advise LHR regarding the outcome of the applicant screening process (candidates selected for interviews, as well as those you will no longer be considering and wish to reject). Candidates who do not meet minimum requirements may be sent to LHR early for dispositioning.
- After communicating with LHR, the hiring supervisor (or designee) will coordinate the interview schedule and logistics. Provide interview questions to LHR prior to interviews.
- Request feedback and recommendations from individuals who formally interviewed candidates.
- Check a minimum of two references for selected candidate (one must be current supervisor). Three references are preferred. Reference checking tips can be found [here](#).
- The Search Committee provides their hiring recommendation to the hiring manager; the hiring manager makes the final selection. The Search Committee prepares the **“Selection/Non Selection Report”** and submits to LHR.
- The hiring supervisor discusses hiring recommendation with LHR. A salary recommendation and possible start dates will be determined. Alert LHR if the employee if remote work is being considered; there may be tax implications. LHR must also obtain approvals from the appropriate university and Library administrators, including the University Librarian.

- After authorization to hire is received, hiring supervisor extends verbal offer to selected candidate. An employment verification (background check) is required. This is to be communicated to the candidate by the search committee chair when the verbal offer is made. LHR can provide additional details as this step is reached.
- If accepted, LHR will prepare and send the written offer letter.
- Hiring Supervisor/Search Committee Chair provides LHR with documentation of all search activities for the official search file, including all interviewers' notes and notes taken during the reference check process.
- The Search Chair will personally contact all candidates interviewed via telephone or in-person to inform them of the decision. If notification is done via email, LHR will be bcc'd on the communication.
- LHR will send an announcement to CU-LIB to communicate the results of the search. Coordination on timing may be needed, in case the department wishes to send their own message to employees within their department.

Recruiting Procedure Details Cornell University Library

Before posting:

- Recognize that it takes time to review and obtain approvals. Your patience is appreciated.

Posting is active:

- Postings may be internal (Cornell only) or external
- All positions must be posted for a minimum of one week. If a posting reaches the expiration date and it is later decided that it should be extended, it must remain up for a minimum of one week.
- If a deadline date is included in the job advertisement, the position must remain posted at least through that date.
- All search committee members must maintain confidentiality of candidate's in the applicant pool. Avoid discussing applicants outside of the search committee or with Library HR

Screening:

- Evaluate candidates based on the requirements listed in the position description
- Evaluate on what is known (facts), not on speculation or what might be
- Will a Box account be used
- Determine what screening/evaluation tools will be used

Interviewing (includes telephone, zoom, in-person):

- All candidates should be treated equally. eg. If conducting phone interviews, then in-person interviews, they must be handled identically for all candidate
- Interview notes may be audited. Notes should only compare the candidate to the position description
- Avoid interviewer bias. See [tips here](#).
- Separate candidates into three groups: yes, maybe, no

Checking references:

- Share reference check questions with LHR prior to contacting references – see [tips here](#).
- a current supervisor must be a reference - contact LHR for guidance if this isn't the case

WHEN TO CHECK IN WITH LIBRARY HR:



- Pre-posting (let them know a PJF is coming/request help with position description, if applicable)
- When the first-round of candidates (telephone) have been identified (if applicable)
- When the second-round of candidates (in-person) have been identified
- When the candidate has been selected and the Selection/Non-selection report is complete
- Post-search – submit all interview and reference checking notes to LHR
- Any time during the search process when there are questions or uncertainty