

From: Victoria Phipps, Associate Director for Human Resources Operations
To: Hiring Managers of Classified Staff – Competitive Class Titles
Re: After the Canvass and Posting Deadlines: Recruitment Steps and Guidelines Checklist

I have attached your eligible candidate’s resumes for your review. Follow the next steps once you have determined who you would like to interview for your vacant position and check off each step when completed. **Once you have completed these steps, please sign this form and return it with all requested forms and documents pertaining to this search to Human Resources & Payroll Services, Doty 318.**

- _____ 1. Call the candidates that you would like to interview and schedule interviews.
- _____ 2. If interviewing **external candidates (not currently employed at SUNY Geneseo)**, be sure to mention our **Pre-employment Background Investigation Policy & Background Authorization to Release form**. Please ask each **external** candidate to review the policy and sign the release form. Outcomes of any background checks will not affect any candidate on a civil service list; they will remain on our canvass list unless they request to be removed. However, we may choose to observe the right to not select a candidate from the pool of eligible candidates based on our Pre-employment Background Investigation Policy.
- _____ 3. Once all the interviews are complete and you have a final candidate you’d like to offer the position to, you may offer the candidate the position **contingent on the outcome of the background check** if the employee is not currently a SUNY Geneseo employee. If your final candidate is a current SUNY Geneseo employee, you may offer the position to the candidate and start negotiation of their new appointment to your vacant position. Please remember that as the “hiring manager” you are “recommending” the candidate for the position and that the official offer of employment will come from Human Resources in the form of a contract letter.
- _____ 4. Once your **final** candidate has accepted your position, please ensure that the **final** candidate has completed the Application for Competitive and Non-Competitive Employment found in the Online Employment System at: <https://jobs.geneseo.edu>.
- _____ 5. Once the offer has been made to your final candidate and accepted, **please complete the Geneseo Employee Recommendation Form (GER)** found on the **Forms page of the Geneseo Human Resources website**. On this **form** please include Name, Social Security Number, Date of Birth and Home Address. Additionally, there are fields on this form to tell us effective date of appointment, immediate supervisor, department, title of position, etc. Please complete as much on this form as possible; if you need assistance please do not hesitate to contact me.
- _____ 6. Email the names of candidates interviewed and not selected to moores@geneseo.edu so that we can send letters to these candidates indicating that the position has been filled.
- _____ 7. Please forward all signed Background Authorization to Release forms to Human Resources & Payroll Services. If these are not delivered in person and sent via inter-campus mail, please ensure they are returned in a sealed envelope marked “**confidential**”.
- _____ 8. _____

Hiring Manager Signature

Date

Should you have any questions please contact Stacy Colt at x5576. I have attached the following recruitment aides for you to use for interviews; please forward to me any evaluation worksheets used for our search file when the interviews conclude: Interview Schedule, Evaluation Worksheet, and History and Reference worksheet, and Sample Interviewing Questions.

Evaluation Worksheet

The following are suggested areas to consider in your interview. Keep in mind that questions and decisions must be based on job related factors. This evaluation worksheet will become a part of the reviewable records file.

Candidate's Name	
Item # Being Filled	Title
Salary Grade	Division
Section	Supervisor

Skills	Very Good	Good	Fair	Poor	Comments

Factors	Very Good	Good	Fair	Poor	Comments
Rapport or confidence established during the interview					
Replies to questions completely and accurately					
Appearance					
Work experience					
Ability to make sound judgments					
Sense of responsibility shown					
Ability to deal with people					
Adaptable and flexible to interruptions/changes in work routine					
Adaptable to highly pre-determined and repetitive activities					

Interested in hiring
 possible interest in hiring
 no interest in hiring
 candidate has no interest

Reasons: _____

History and Reference

The following are suggested areas for a reference check. They may be used in a telephone check or in letters to places of employment or people named. This worksheet or your letter will become a part of the reviewable records file.

Name of Candidate

Item # being filled
Title
Salary Grade
Division
Section
Supervisor

Name of reference: _____

Factors	Reference's Estimation				Comments
	Very Good	Good	Fair	Poor	
Quality of work					
Volume of work					
Attitude toward work					
Attitude toward staff/co-workers					
Management/supervisory practices					
Subordinates' opinions of candidate					
Attendance and punctuality					
Promotions/awards					

Sample Interviewing Questions

- What were/are your last/present job duties?
- Could you describe a typical day at your past/present job?
- What attracted you to this type of work?
- What aspects of the job were challenging?
- What aspects of the job gave you the most trouble? Why?
- If you had it to do all over again, would you still go into the same kind of work? Why? Why not?
- How do you feel about the progress you made?
- Why did you decide to make a change?
- What might be the toughest aspects of the job if you were to accept the position? What will be the most enjoyable aspects? The least enjoyable?
- What do you think your greatest contribution to the job will be? Where and how do you think you would be able to make your greatest contribution?
- What do you feel were your most significant accomplishments on the job?
- Which of your accomplishments in your past/present position are you most proud of?
- What personal accomplishments and attributes make you the proudest?
- What are your goals in your present position for the next one, two and three years?
- What would you have liked to accomplish in your present position that you were not able to? What prevented you from accomplishing these goals?
- What made you decide on majoring in that particular field?
- Were there any accomplishments you felt particularly proud of at school?

Questions You May/May Not Ask

The New York State Human Rights Law prohibits discrimination in employment because of the race, creed, color, national origin, sex, disability, genetic predisposition (at risk of having a disease or disability) or carrier status (at risk of having children with a disease or disability), marital status or arrest record of a candidate. Further, except for certain positions involving health or safety, or where the individual's presence on the job is essential, the Human Rights Law prohibits employers from disqualifying a candidate because of his or her religious observance requirements. The Human Rights Law also makes it unlawful to deny a candidate employment because he or she has been convicted of one or more criminal offenses or because he or she lacks "good moral character," when such denial is in violation of Article 23-a of the Correction Law. Additionally, New York State agencies are prohibited by Executive Order from discriminating on the basis of sexual orientation.

During the job interview, it is unlawful to ask questions that directly or indirectly seek to provide information about certain factors. The Human Rights Law prohibits employers from asking a candidate questions, directly or indirectly, about a candidate's age, race, creed, color, national origin, sex, disability, genetic predisposition or carrier status, marital status or arrest record, unless based upon a bona fide occupational qualification. The following are examples of questions that you can and cannot ask:

Name

Not Permissible

- To inquire as to a candidate's preferred title, such as Miss, Ms. or Mrs.
- To ask the prior name(s) of a candidate whose name has been changed by court order or otherwise.
- To ask the maiden name of a married woman.

Permissible

- Questions about a change of name, use of an assumed name or nickname, in order to verify the qualifications stated by the candidate.

Address/Residency

Not Permissible

- To inquire about a foreign address, which may indicate national origin.
- To ask the names of and the candidate's relationship to the person(s) with whom he or she resides.

Permissible

- To inquire as to the candidate's place of residence, and how long he or she has been a resident of New York State or a particular city.

Citizenship

Not Permissible

- Questions about the candidate's country of citizenship or the country from which the candidate's parents came.
- To inquire as to whether the candidate is naturalized or was born in the United States and/or when the candidate acquired citizenship.

Permissible

- To ask the candidate if he or she is legally eligible to work in the United States.
- To ask the candidate if he or she is a citizen where citizenship is a qualification for the position sought (e.g. probation officers, peace officers).

Note: The EEOC Guidelines on Discrimination because of National Origin indicate that consideration of an applicant's citizenship may constitute evidence of discrimination on the basis of national origin. The EEOC provides that, where consideration of citizenship has the purpose or effect of discriminating against persons of a particular nationality, a person who is a lawfully immigrated alien, legally eligible to work, may not be discriminated against on the basis of his or her citizenship.

Age

Not Permissible

- For other than a minor, to ask the candidate his or her age, or to require proof of age or date of birth. If the candidate is 18 years of age or older, age cannot be a consideration in the decision to hire the candidate unless age is a bona fide occupational qualification for the position, or a maximum or minimum age is provided for in federal, State or local law.

Permissible

- To ask whether the candidate is 18 years of age or older and, if the candidate is not, to require proof of age in the form of a work permit or certificate of age.

Family/Relatives

Not Permissible

- To inquire as to the marital status, pregnancy, future child bearing plans, ability to reproduce, advocacy of any form of birth control or family planning, and number and age of children. (Information needed for health insurance and other purposes may be obtained if and when candidate is employed.) Title VII of the Civil Rights Act of 1964, as amended, makes it unlawful to ask candidates about child care arrangements.
- To inquire as to the number, names, addresses and ages of applicant's spouse, children or relatives.

Permissible

- To ask if any family members are employed by the agency.

Marital Status

Not Permissible

- It is not permissible to inquire whether a candidate is single, engaged, married or divorced.

Sexual Orientation

Not Permissible

- It is not permissible to make any inquiries regarding sexual orientation.

Mobility/Travel/Ability to Get to Work

- Inquiries as to a candidate's mobility or ability to travel should only be asked if they are essential to successful job performance. Such inquiries may tend to discriminate against older workers, people with disabilities and women. If the job requires travel or the ability to work at different locations, you may state the job requirements and ask the candidate if he or she is able to meet such requirements.

Religion

Not Permissible

- To inquire into a candidate's religious denomination or affiliations, parish or church, or whether they observe certain religious holidays.

Permissible

- To state the requirements of the job in terms of work schedule, such as the days of the week, workday and overtime, and ask the candidate whether he or she is able to meet such requirements. The EEOC cautions against asking questions regarding a candidate's availability to work on Friday evenings, Saturdays or holidays.

Note: Title VII of the Civil Rights Act of 1964, as amended, and the Human Rights Law require employers and unions to accommodate the religious beliefs of employees and applicants, unless the accommodation would create an undue hardship.

Organizations

Not Permissible

- To request a candidate to list all clubs, organizations, societies and lodges to which he or she belongs.

Permissible

- To ask a candidate if he or she is a member of any organization that the candidate believes is relevant to his/her ability to perform the job.

Gender of Supervisor or Co-employees

Not Permissible

- It is not permissible to ask a candidate how he or she would feel working for or with men or women.

Disability/Medical Inquiries

Not Permissible

- The Americans with Disabilities Act makes it unlawful to ask a candidate about the existence, nature or severity of a disability. An employer may not ask a candidate with a disability how he or she became disabled.
- Additionally, an employer may not make inquiries which would tend to elicit such information from a candidate.
For example, you should not ask about a candidate's use of sick leave, or whether he or she has ever filed for workers' compensation benefits or been injured on the job. You should not ask a candidate if he or she has a disability that would interfere with his or her ability to perform the job. Further, you may not ask a candidate if he or she has ever been treated for alcohol or mental health problems, drinks alcohol or takes prescription drugs.
- An employer may not ask a candidate how often he or she will require leave for treatment or how often they will need leave as a result of incapacitation because of a disability.

Permissible

- To inquire about a candidate's ability to perform the functions of a job, with or without reasonable accommodation. You may ask a candidate to describe or demonstrate how he or she would perform the job functions only if all applicants for the job title are asked to do so. Also, you may ask a particular candidate to describe or demonstrate performance if he or she has a known disability that may interfere with or prevent the performance of a job-related function. In either case, if you request a candidate with a disability to demonstrate his or her ability to perform a job-related function, you must provide the reasonable accommodation, if one is needed, or allow the applicant to explain how, with the accommodation, he or she will perform the function.
- You may inquire as to a candidate's ability to meet the attendance requirements of the job.

Medical Examinations

- The Americans with Disabilities Act prohibits employers from conducting medical examinations before an offer of employment has been made. Once a conditional offer of employment has been made, you can require an examination, provided all candidates offered employment in this job title are required to undergo a medical exam.

Note: For further information regarding permissible and impermissible disability-related inquiries and medical examinations see EEOC Enforcement Guidance: Preemployment Disability-Related Inquiries and Medical Examination under the Americans with Disabilities Act of 1990.

Credit Record

Not Permissible

- The EEOC has found that, unless justified by business necessity, it is unlawful to reject candidates based on poor credit ratings because this has a disparate impact on minority groups.
- Similarly, unless justified by business necessity, do not inquire into a candidate's financial status, such as bankruptcy, car ownership, rental or ownership of a house, length of residence at an address, or past garnishment of wages, for the purpose of making employment decisions, as this may violate Title VII of the Civil Rights Act of 1964, and as amended.

Permissible

- To inquire as to a candidate's credit or garnishment record, if bonding is a job requirement.

Military Report

Not Permissible

- To ask a candidate if he or she has received a discharge from the military in other than honorable circumstances.
- To inquire into a candidate's military experience other than in the Armed Forces of the United States or in a State Militia.

Permissible

- To ask a candidate if he or she received a dishonorable discharge.
- To ask about a candidate's military experience in the Armed Forces of the United States or in a State Militia, or into a candidate's service in a particular branch of the United States Army, Navy, etc.

Note: Inquiries regarding military service should be accompanied by a statement that a dishonorable discharge is not an absolute bar to employment and that other factors will be considered in making a final determination to hire or not to hire.

Criminal Offenses

Not Permissible

- The Human Rights Law prohibits inquiring about any prior arrests or criminal accusations not then pending against the candidate that were terminated in the candidate's favor. **This prohibition does not apply to an application for employment as a police officer or peace officer.**

Permissible

- To inquire as to whether the candidate has ever been convicted of a crime.
- To inquire as to whether there are currently any arrests or criminal accusations pending against the candidate.

Note: No application for employment may be denied on the basis of the candidate's having been convicted of one or more criminal offenses, or by reason of a lack of "good moral character" based upon one or more criminal convictions, unless:

1. there is a direct relationship between the criminal offense and the employment sought; or
2. employing the individual would involve an unreasonable risk to property, or to the safety or welfare of specific individuals or the general public. (Correction Law, section 752)

In assessing whether to disqualify a candidate on the basis of one or more criminal convictions, consider the following:

- The public policy of the State is to encourage the licensure and employment of people previously convicted of one or more criminal offenses.
- The specific duties and responsibilities of the position sought.
- The nature and seriousness of the offense(s).
- The age of the individual at the time of the criminal offense or offenses.
- The extent of the individual's rehabilitation and good conduct.
- The time that has elapsed since the conviction(s).
- The legitimate interest of the agency in protecting property, and the safety and welfare of specific individuals or the general public.
- The bearing, if any, the criminal offense(s) will have on the candidate's fitness or ability to perform the job duties and responsibilities. (Correction Law, section 753)

Generally, only the Department of Civil Service has the authority to disqualify an applicant or eligible candidate who has been guilty of a crime pursuant to Civil Service Law, Section 50.4. However, the Commissioner of Corrections has the authority to disqualify candidates for the position of Correction Officer. Questions concerning disqualification should be addressed to the Department of Civil Service, Albany, New York 12239.

Language

Not Permissible

- To inquire as to a candidate's native tongue.
- To inquire as to how a candidate acquired the ability to read, write or speak a foreign language.

Permissible

- To inquire whether a candidate speaks or writes a language fluently, when it is required to successfully perform the duties of the position sought.

Education

Not Permissible

- To ask a candidate for years of school attendance or dates of graduation.

Permissible

- To inquire into a candidate's academic, vocational or professional education and the schools attended.

References

Not Permissible

- To ask for a reference from a member of the clergy.

Permissible

- To ask for the names of people willing to provide professional references for the candidate.

Licenses

Permissible

- To inquire whether a candidate has a valid professional or driver's license, if the license is required for the position sought, and to require that a candidate produce such license.