## CONTENTS

| I. Affirmative Action Policy Statement | 1 |
| II. Overview of Search Process and Procedures Flow Chart | 2 |
| III. Starting a Search | 6 |
| IV. Developing a Recruitment Plan | 7 |
| V. Search Committee Charge Meeting | 8 |
| VI. Scheduling Interviews | 9 |
| VII. Selecting a Candidate | 10 |
| VIII. Concluding Search | 11 |
| IX. Record Keeping | 12 |
| X. Reminders | 12 |
| XI. Search Procedure Checklist | 13 |
| XII. Appendix (Affirmative Action Forms) | i-xv |
I.

Affirmative Action Policy Statement

LaGuardia Community College as a constituent unit of the City University of New York, a public university system, adheres to Federal, State, and City laws and regulations regarding non-discrimination and affirmative action in employment. It is the College’s policy to operate and comply with the requirements of the Equal Pay Act of 1963, Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Executive Order 11246 as amended by Executive Order 11375, the Rehabilitation Act of 1973 (503 and 504), Section 402 of the Vietnam Era Veterans Readjustment Assistance Act of 1974, the Age Discrimination in Employment Act of 1974, as amended, the Immigration Reform and Control Act, the Civil Rights Restoration Act of 1987, and the American with Disabilities Act of 1990.

The Affirmative Action policies and procedures of LaGuardia Community College have been established to provide equal employment opportunity and prevent discrimination. These policies and procedures apply to members of “protected classes.” The “protected classes” include, as delineated in Federal Executive Order 11246, Black, Hispanic (including Puerto Rican), Asian/Pacific Islander, American Indian/Alaskan Native and Women. On December 9, 1976 the federally protected classes were expanded by the Chancellor of the City University of New York to include Italian-Americans. The University and the College has and will continue to promote affirmative action for the “protected classes” including Italian-Americans.
III.  

Starting A Search

1. To begin a search you must have authorization to hire from Executive Council and obtain an *Executive Council Authorization Form*.

2. Vice President or designee must select a search committee, committee chair and staff person.

3. Once you have the *Executive Council Authorization Form*, contact the Office of Human Resources (HR) and request an appointment to discuss the writing of a *Personnel Vacancy Notice (PVN)* for the position. When you have created the draft PVN, submit an electronic copy (in stellant format) to HR. They will send the Final Draft PVN to the Affirmative Action Officer (AAO) for approval.

4. The Hiring Department must submit the Recruitment process and Advertising Plan, Notification of Position Vacancy (NPV), Job Description, Organization Charts (current and proposed) to the AAO for approval.

5. The PVN and the Organization Charts will be sent to the University by HR for approval and assignment of a PVN number. The University electronically notifies Human Resources who will send copies of the approved PVN to the Hiring Department and AAO. HR posts the PVN on the LaGuardia and CUNY Websites and will also make arrangements for posting on other advertising venues upon request.
Developing a Recruitment Plan

1. Develop a plan for recruiting qualified applicants, from diverse backgrounds and those targeted groups who are reported underrepresented in the College by affirmative action data. The College’s Affirmative Action Plan for the Fall 2007 and the supporting data for the period July 1, 2006 to June 30, 2007 are available, for your review in the Library, Room E-101, the Human Resources Department, Room E-407, and the Affirmative Action/EEO Office, Room E-512.

2. List the names, gender, ethnicity and departments/offices of all search committee members on the Notification of Vacancy Form (NPV.) Have NPV signed by Hiring Department’s Vice President.

3. Attach the draft Personnel Vacancy Notice (PVN), the Recruitment Process & Advertising Plan, Organization Charts, Job Description to the NPV and submit them to the AAO for review and approval.

4. The AAO will review the search package and inform the Hiring Dept. of approval.
V.

Search Committee Charge Meeting

1. Schedule a charge meeting with the AAO. The charge meeting identifies the responsibilities, laws, policies, rules, regulations and procedures that govern the hiring process. It is also recommended that the Vice President or his/her designee of the Hiring Department charge the search committee as to the skills character and strengths required for the new position.

2. Committee members will be instructed to review and categorize all resumes, complete a Candidate Rating Sheet and help formulate questions for the interviews. Submit Candidate Rating Sheets and Summary Candidate Rating Sheet (to be completed by the Search Committee Chair,) to the AAO for review BEFORE INTERVIEWS ARE SCHEDULED. All Committee members are expected to participate in the interviews of the finalists in person and make their recommendations to the Hiring Department on the Interview Report Forms. If a search committee member is unable to attend all interviews he/she will be removed from the committee.

3. The AA Office will notify the Chair of the Search Committee about the sufficiency of Candidate Rating Sheet Summary and Interview Questions. Interviews must not occur prior to the approval of the interview questions by the AAO.
VI.

Scheduling Interviews

1. Interviews may be scheduled after the AA Office has approved the Candidate Rating Sheets (including Summary Candidate Rating Sheet and Interview Questions.)

2. Refer to appendix regarding appropriate interview questions, that is distributed at the Search Committee Charge Meeting. The AA Office is available to assist search committees to review appropriate questions, the types of questions, and any other related issues. If you believe your committee could benefit from such a discussion, please contact the Office to schedule a briefing for your search committees.

3. **Telephone Interviews**: Telephone interviews are especially helpful when you have a number of candidates from out-of-town and limited travel funds. Telephone interviews may be conducted of qualified candidates. If you wish to conduct telephone interviews, please inform the AAO.

4. The equity rules governing on-campus interviews regarding “treating similarly situated applicants similarly” also apply to telephone interviews. For example, all members of the search committee should be present, similar type questions should be asked of each candidate, a similar amount of time should be allotted for each candidate granted a telephone interview, etc.

5. Equal opportunity guidelines apply to the distribution of travel funds for in-person interviews.

6. The Search Committee Chairperson will conclude the work for the Committee with the submission of the *First Round Candidate List*, the Interview Report Forms of each committee member, cover letters, resumes, the *Affirmative Action Certification For Non-Teaching Instructional Staff Form* (for ECP, HEO Classified Titles) or the *Recruitment Documentation Form* (for Faculty.)
VII.

Selecting the Finalist/Job Candidate

1. When all interviews have been conducted, you are ready to select the Finalist/job candidate. **NO FORMAL JOB OFFER CAN BE MADE AT THIS TIME.** Each Search Committee member completes Interview Report Forms for each candidate. Chairperson forwards First Round Final Candidate List, Affirmative Action Certification Form or Recruitment Documentation Form (Faculty), cover letters and resumes of candidates interviewed, and Interview Report Forms to the AAO. (Search Committee duties are concluded.)

2. AAO approves First Round Candidate List and forwards to Hiring Department for second round of interviews. (Unless Hiring Department and AAO agree it is unnecessary to go to a second round.) The AAO must review your selections before an informal job offer is made. **ALL JOB OFFERS ARE CONSIDERED INFORMAL UNTIL FINAL APPROVAL HAS BEEN RECEIVED FROM THE CUNY BOARD OF TRUSTEES.**

3. The final documents, Second Round Final Candidate List, Interview Report Forms, cover letters and resumes, and the Affirmative Action Certification Form or Recruitment Documentation Form are submitted to the AAO for approval and signature. (For faculty hires the President’s signature is also required on the Recruitment Documentation Form.)

4. The AAO is notified of your selected candidate via the submission of the final documents, Affirmative Action Certification Form or Recruitment Documentation Form (Faculty). To complete the form, you must include the successful candidate’s name, salary you wish to offer the candidate, additional candidates interviewed in this round and obtain the signature of the Vice President/Dean of the Hiring Department.
VIII.

Concluding Your Search

**Staff Hires** (for ECP, HEO Classified Titles)

After the candidate has accepted the job offer, the completed *Affirmative Action Certification Form* and PRC Proposal Packet are submitted to HR. HR submits Packet to PRC for review and recommendation of candidate and salary. *The Affirmative Action Certification Form* is submitted to the President for approval. Once approved by the President, HR submits the personnel action to the University for final approval from the CUNY Board of Trustees.

**Faculty Hires**

Completed *Affirmative Action Recruitment Documentation Form* is submitted to Departmental P&B Committee for review and recommendation and forwarded to the college-wide P&B Committee. Once approved by P&B Committee, HR submits personnel action to the University for final approval from the Board of Trustees.
IX.

Record Keeping

The Affirmative Action, Compliance, and Diversity Office is responsible for keeping the official, original search file for three years. All documents related to the search must be submitted at the conclusion of the search.

X.

Reminders

1. The Office of Human Resource will assist with the development of a Personnel Vacancy Notice (PVN) and review your job advertisement BEFORE you meet with the AAO.

2. Qualifications for the position that are stated in the PVN and the job advertisement, MUST be the same.

3. EEO Applicant Pool Survey Card, (yellow-APS card) must be sent to all applicants by the staff person that receives the resumes. The APS card is usually sent to applicants along with the acknowledgment letter. The APS card MUST include the name of the position, PVN# and the hiring department/office.

4. All job advertisements must bear the legend:

LaGuardia Community College is an

Equal Opportunity/Affirmative Action/

Immigrant Reform and Control Act/Americans with Disabilities Act Employer
XI.

Search Procedure Checklist

1) ____ Obtained *Executive Council Authorization Form*.

2) ____ Contacted Human Resource Department to discuss Personnel Vacancy Notice (PVN).

3) ____ Established Search Committee and submitted supporting materials to AAO:
   a) Notification of Position Vacancy
   b) Organizational Charts
   c) Job Description
   d) Recruitment Plan (Advertising List).

4) ____ Position advertised for the appropriate time period.

5) ____ Search Committee met and reviewed Affirmative Action goals.

6) ____ Personal Contacts made to Invite Women, Minorities, Individuals with Disabilities, and Veterans to Apply.

7) ____ **Applicant Pool Survey Cards** along with acknowledgement letters sent to all applicants.

8) ____ Applications screened by using job qualifications objectively and consistently.

9) ____ Submitted Candidate Rating Sheets & Summary Candidate Rating Sheet and Questions to AAO **Before Scheduling Interviews**.

10) ____ Best qualified applicants selected by using selection criteria.

11) ____ Submitted to AAO; *Affirmative Action Certification For Non-Teaching Instructional Staff Form* (for ECP, HEO Classified Titles) or the *Recruitment Documentation Form* (for Faculty.)

12) ____ Submitted original resumes to AAO.
NOTIFICATION OF POSITION VACANCY

Department:_____________________________________________________________

Position:________________________________________________________________

Type of hire (Tax-Levy/Grant):______________________________________________

Person being replaced:_____________________________________________________

(Please indicate here if new hire)

Anticipated start date:_____________________________________________________

MEMBERS OF THE SEARCH COMMITTEE AND THE DESIGNATED CHAIRPERSON:

<table>
<thead>
<tr>
<th>NAME</th>
<th>ETHNICITY</th>
<th>SEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. (Chair)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

STAFF PERSON TO WHOM APPLICATIONS WILL BE SENT:

Name:______________________________________________________________

Department:____________________________________________________________

Phone Number:___________________________________________________________

Type of Search anticipated: College-wide___ Regional__ National__ University-wide___

VP/Dean's Signature:___________________________________________________________

Title:________________________________________________________________________

Date:________________________________________________________________________

Note: This form should be submitted as soon as possible.
RECRUITMENT PLAN

To:        April Tucker, Director, Affirmative Action, Compliance & Diversity
From:      ________________________
Date:      ________________________
Re:        (Position)

Below please find the recruitment plan for the position of ____________ in the
department/division of ____________.  The anticipated starting date is ____________.

The advertisement for the position will be sent to numerous recruitment sources,
including the following newspapers and journals:

New York Times (indicate specific section)  (Select as many sources as
Chronicle of Higher Education  required.)
Diverse
Hispanic Outlook

Letters including the advertisement will be sent to Department chairpersons at:

New York University
Columbia University
CUNY Graduate Center
Yale University, Graduate Studies
Howard University
Hofstra University
Adelphi University
SUNY Stony Brook
Rutgers University
Virginia State University

Additionally, the PVN will be posted on the CUNY and LaGuardia Web Page, Jobs
Hotline and the following organizations:

Asian American Federation of New York
Organization of Pan Asian American Women
NAACP (national headquarters)
National Coalition of 100 Black Women
Hispanic Association of Colleges and Universities
John D. Calandra Italian American Institute
Hispanic American Career Educational Resources
National Council of Hispanic Women
American Association of Community and Junior Colleges TESOL
(Draft Personnel Vacancy Notice)

Functional Title
(CUNY Payroll Title)

Duties:

Qualifications: (Wording must be in compliance with University By-laws or other specifications, as applicable. If preference will be given for additional qualifications, such qualifications should be identified as “preferred”).

Salary (rate or range):

SEND RESUME TO:

(NAME)
(TITLE)
ID: (Position)
LaGuardia Community College
31-10 Thomson Avenue
Long Island City, NY 11101

The City University of New York
An Equal Opportunity/Affirmative Action/Immigration Reform And Control Act/Americans With Disabilities Act Employer
LaGuardia Community College of The City University of New York is accepting nominations and applications for the position of (fill title of your position here). A copy of the announcement describing the position and the necessary qualifications is attached.

In an effort to maintain a representative workforce, we are particularly interested in attracting women and minority candidates. Your assistance in circulating this information and in nominating qualified candidates would be most appreciated.

Please forward the name of your nominee(s) to: (name of person to receive resumes or nominations), Search Committee for (title of your vacant position here), LaGuardia Community College, 31-10 Thomson Avenue, Long Island City, New York, 11101.

Thank you for your assistance.

Sincerely,

Name
Chair, Search Committee
ACKNOWLEDGEMENT OF RECEIPT OF APPLICATION

Date:

Name:
Address:
City, State, Zip Code

Dear Applicant:

We have received your application for the position as ____________ in the Department of _______________________. We will soon begin our review of all applications and you will be notified of your status.

In an attempt to enhance our diversity efforts, LaGuardia Community College asks that you please complete and mail the enclosed Applicant Pool Survey Card to the address provided. The information you provide is sent directly to the Office of Affirmative Action, Compliance & Diversity, to be used for statistical purposes only, and will be held in confidence.

Thank you for your interest in employment with LaGuardia Community College.

Sincerely,

Name
Chair, Search Committee
LETTER OF REJECTION

Date

Name
Address
City, State, Zipcode

Dear Mr./Ms. __________________:

Thank you for your interest in the position of ____________ in the Department of ________________. We had many applications, and it was not easy to decide whom we would interview.

Although we cannot offer you an interview at this time, please be assured that your application received a thorough review.

Thank you for your interest in LaGuardia Community College/CUNY. I wish you well in your search for a position which you can be successful.

Sincerely,

Name
Chair, Search Committee
LETTER OF REJECTION FOLLOWING INTERVIEW

Date

Name
Address
City, State, Zip Code

Dear Mr./Ms. ______________:

Thank you very much for taking the time out of your busy schedule to meet with the Search Committee for the position of _____________________ at LaGuardia Community College/CUNY.

The Committee was fortunate to have several well-qualified applicants from whom to select. After considerable deliberation and careful review of all candidates experience and education, we selected candidates whose experience provided a closer match to the needs of the position.

We sincerely appreciate your interest in becoming associated with our institution. We regret that this response cannot be more favorable, and we wish you well in your search for a rewarding career opportunity.

Sincerely,

Chair, Search Committee