1. INITIATING A SEARCH

Department Chair:

- Obtain Dean’s approval to fill position. Document details on Faculty Hiring Proposal Form (http://web.vet.cornell.edu/college/FDNotebook/Faculty) and present proposed position to Academic Affairs group for approval to fill position.
- Document and obtain approval of financial support for position. Following presentation at Academic Affairs group, complete Academic Position Support Summary form (http://web.vet.cornell.edu/college/RMSS/policies.cfm) and send to Associate Dean for Academic Affairs for approval. Positions supported by college funding will not be posted without an approved Academic Position Support Summary.
- Invite search committee membership (Contact department chairs when soliciting faculty members in their departments.), including a College Affirmative Action Rep; consult the list of College Faculty Affirmative Action committee representatives at (http://web.vet.cornell.edu/college/rmss/committees/membership.htm#affirmative) or appoint a department member of the search committee as an ad hoc affirmative action representative. See “Best Practices” (http://web.vet.cornell.edu/college/rmss/policies.cfm) for advice on committee composition.
- Provide search committee with a position description; can be extracted from Hiring Proposal.

SC Chair and SC Admin (& HR Rep if needed)

- Discuss administrative process as detailed in this document. Ensure awareness of this Process & Procedure document and checklists for each role in process.
- Note: Academic Position Support Summary form http://web.vet.cornell.edu/college/rmss/policies.cfm must be completed and approved by Associate Dean for Academic Affairs. Positions supported by college funding will not be posted without this approved form.
- Use Process & Procedures document to ensure all steps are followed in proper order. For example, the Search Plan Proposal (SPP) and ad language must be approved by the Department Chair, CVM HR and the Associate Dean for Academic Affairs prior to placing advertisements. Search related forms, documents, & templates can be found on the College Policies website http://web.vet.cornell.edu/college/RMSS/policies.cfm.

SC Admin

- After presentation to Academic Affairs meeting and when the department chair appoints the search committee administrative assistant, it is suggested that the SC admin set up an exchange group account to utilize as the point of contact for the search. For instructions access http://www.it.cornell.edu/services/ega/index.cfm. It is recommended that the SC
Chair, SC Admin and another person such as Department Chair Assistant or Administrative Manager have access to this email account.

HR will initiate AJO and AJO will send an email to the SC Admin to initiate the job posting process; SC Admin should login with netid and the temporary password “NewJob.”

Reset your password.

**Step 1. JOB CONFIGURATION**

- Choose “Config” from the Admin pull down menu. Remember to add the SC Admin as a “manager.”
- Complete the form:
  - Department Level Membership
  - Cornell University
  - “known as” Cornell
  - Department name
  - “known as” PMDS, for example
  - City, state
  - Webpage = this could be the department, institute, center or college website
  - Job contact name and email – SC Admin netid and email information
  - Phone, fax and postal address are typically the SC Admin info
  - This is optional: Choose discipline as best related to job as possible, i.e., biology, infectious disease, public health
  - This is optional and should be determined in consultation with the SC Chair: you may fill in research interests, such as: Veterinary Medicine, Population Medicine, Infectious Diseases, Genomics, Ambulatory and Production Medicine, Epidemiology, Animal or Human Public Health (may list several)
  - Enter SC Admin’s email as group manager
  - Enter list of email addresses for all SC members by typing their email followed by a colon.
  - Ask the SC Chair how they want to rank applicants and adjust the rating section accordingly, i.e., 1 – 5 with 1 as the top score.
  - If SC Chair wishes to send a custom message to all applicants, it can be put here.
  - Otherwise the applicants will receive the message as drafted in this box.
  - Leave the “Is EEO form needed?” box checked. This allows the system to send applicants a message to give them the option to voluntarily indicate their gender and ethnicity for data gathering purposes. This is clearly explained that it is separate from the application and in no way influences the application.
  - Do not check the next two boxes about EEO.
  - If it is not necessary to put an image file in the ad or any info about the department to show before or after the job listing unless the search committee wishes.
  - There are two proposed additional questions; it is not necessary to do either but the search committee may if they wish.
  - Press submit.
  - An email confirmation will be sent to the SC Admin address that the job has been created

**Step 2. JOB CREATION:** Choose “NewJob” in the “Admin” pull down menu.

- Fill in the position title, tag, disciplines and location; put in the deadline the search committee has determined for accepting applications. Initially, you should set an application deadline in advance of the posting deadline so that you can ensure that the posting appears correctly. This will have to be adjusted. Also, if
you want to still have access to the application without AJO deleting the applicants, you will adjust it here.

○ Job Description; Type “Job Description is under development.” *You will edit the job description when the Academic SPP has been approved.

○ Skip next two items.

○ For “Required Material” check boxes for reference letters (3), cover letter and curriculum vitae (it is not customary for a CVM search to request other materials but if situation is out of the ordinary, complete as appropriate) *Note: if you choose to request letters at the beginning of the search, uncheck Writer’s contact info only. If you choose to request letters later, leave Writer’s contact checked, however, you will need to uncheck this box later to make the letters visible to the search committee.

○ Skip next three items.

○ List a date far in the future for the job to be posted as you are not actually posting the job yet.

○ It is suggested that the EZApply Option be checked. This generates a coversheet for every applicant and emails the applicant to ask them for missing information. Otherwise, you can have applicants who have applied who do not appear on your list.

○ Grayed area: List WebPage for Department if one exists.

○ Under Job contact, list SC Chair.

○ *Job Contact email – fill in with exchange group email (this email will be notified when people apply and when applicants update their information.)

○ List SC Admin Phone. Special instructions for this job would be included here.

○ Press submit.

• Choose “Jobs” to list the job you just posted. *NOTE THE JOB NUMBER- you will need this to complete the Academic SPP.

• SC Admin will be notified via group exchange email when applications are received; a list of applicants is available by using the “List” tab.

• SC Admin can review applications for missing information and keep track of receipt of reference letters. (see FAQ #1 and #6) Check the group exchange account regularly, forwarding specific questions to SC Chair.

• SC members should be able to view applications by accessing AJO “…as faculty or staff at employer institutions.” They will have received an email to notify them of their password.

2. CREATING Search Plan Proposal (SPP) (approximately 2 weeks)

   SC Admin (Attend all meetings of the Search Committee)
   __ Manage process; guide SC Chair and SC Members through steps
   __ Convene meeting with Associate Dean for Academic Affairs and Department Chair for charge to search committee. NOTE: There should be only one ad that includes the AJO link and job #. The sentence with the AJO link and job # can be removed for ads not needing that information. The ad for flyers, Cornell Jobs, listserves, online job posting needs to include the website https://academicjobsonline.org/ajo/jobs/AJO#
SC Chair
___ In coordination with Department Chair, draft search plan proposal (SPP). Distribute to SC Members for discussion at first meeting of search committee.

*SPP Template* ([http://web.vet.cornell.edu/college/rmss/policies.cfm](http://web.vet.cornell.edu/college/rmss/policies.cfm)) Specify in the job advertisement that all applicant materials should be received electronically through either AJO.

SC Members
___ Associate Dean for Academic Affairs and Department Chair meet with and charge search committee. Search Committee discusses ad language and SPP; consider the candidate evaluation criteria and determine “active” recruitment strategies, with emphasis on reaching women and underrepresented minorities. Upon request, HR can obtain advertising suggestions that are specific to the position from Graystone Advertising Agency and/or the Director of Faculty and Staff Diversity, Office of Workforce Diversity and Inclusion.

SC Admin
___ Email SPP to unit HR Rep. HR Rep will review, edit, and forward to Associate Dean for Academic Affairs for final review and approval. Guide SPP through approval process.
___ After Search Plan Proposal has been approved, login to AJO. Under Jobs, choose the current job. Check Edit. Under Position Description, click Edit. Paste the approved job description into the Job Description field. Activate the job by changing the job posting date under List this Job. Click Submit.

HR Rep
___ Review and recommend changes to ad language and search strategy.
___ Request quotes from Graystone Ad Agency for draft of ad, if applicable, as there is a several week delay for ad to be published in some print publications (JAVMA, for example). Do not place ads until SPP is approved.
___ Obtain approvals of SPP from HR Director and Associate Dean for Academic Affairs.
___ Notify department chair, SC Chair and SC Admin when SPP is approved.
___ Notify Chair of Faculty Affirmative Action Committee of approved search.
___ Verify Cornell position number with Gwen Isham, if necessary.

3. ADVERTISE *(3 days to 6 weeks, depending on source)*

HR Rep
___ Enter information from SPP into TALEO and post the position on the CU Job website. Be sure that position includes Job Application link. Specify EEO Job Category for Job-Function in requisition.
___ Send ad request to Graystone AA for ad placement in print publications through TALEO system. Request cost estimates if requested by dept. CVM HR policy = all print advertising must be placed by Graystone AA.

SC Admin
___ Post ad to department website.
___ Edit job in AJO as needed.
___ Send advertisement to other sources, i.e., listserves, online journal postings, deans of veterinary colleges as described in SPP. Ensure that the job application link is in all ads.
Online advertising requires attention to renew every 4 weeks, for example. Unless Graystone does this, online sources can be contacted to obtain quotes and examples for spotlighted and featured ads. Graystone may, for a fee, obtain the quotes and be able to identify “group rates” for posting with two or more sources at once.

SC Members
Make personal contacts with potential candidates; share information with SC Chair. SC Chair and SC admin will track activity of search committee in terms of personal contacts and document; utilize AJO or Interfolio.

4. ACKNOWLEDGE APPLICANTS

SC Admin
AJO will keep track of applicant information.
Convene search committee as requested by SC Chair.
When SC Chair determines that applicant pool appears to be diverse and has a sufficient number of qualified candidates edit job to reflect application deadline, closing search but accepting applications for one additional month. (Applications accepted for minimum of 1 month following last posting or until deadline.)
AJO will send electronic acknowledgment to all applicants upon receipt of their application, the system will allow you to modify the acknowledgement; sample Cornell language is available at (http://web.vet.cornell.edu/college/RMSS/policies.cfm). Affirmative action data is captured in AJO.
Once pool is identified and before discussing candidates, schedule Associate Dean for Academic Affairs to meet with search committee to discuss quality of applicant pool.
Generate EEO summary of candidate pool from AJO. Discuss diversity of applicant pool at meeting of search committee.
Once Associate Dean and search committee determine that applicant pool is sufficient, notify HR Rep to remove postings
It is recommended that a snapshot be taken before the Search Committee meeting attended by the Associate Dean. Directions are listed under the AJO Admin menu. Download the snapshot from the AJO website. Take additional Snapshots before the meeting to screen top applicants and at the end of the search. The SC Admin should use the Search filters under to create lists of top applicants, to email people with incomplete applications, to email rejected candidates etc. *See suggested language at http://web.vet.cornell.edu/college/rmss/policies.cfm.

HR Rep
Ensure position is no longer posted in TALEO

5. CANDIDATE SELECTION & PLANNING

SC Members
Once pool is identified and before discussing candidates, meet with Associate Dean of Academic Affairs to discuss quality of applicant pool (does committee believe they have reached the pool of qualified applicants?); determine if additional outreach is required.
Screen application materials; prior to this meeting search committee members should have access to AJO to review these materials. There is an option to download the files. Based on knowledge, skills and abilities related to the job, identify top candidates/those to be interviewed. Note: These steps are often done in same meeting.
SC Chair
- Identify individuals who will interview the candidates. Interviewers should represent relevant areas from across college and university. Ideally both the Dean and Associate Dean for Academic Affairs, or at least one of them, must be on the itinerary. See example at http://web.vet.cornell.edu/college/rmss/policies.cfm
- In coordination with SC Admin, modify Qualtrics Survey as needed. Qualtrics is used to collect feedback about candidates. http://surveys.cornell.edu/
- Keep applicants informed of status of search; notify those who will not be considered.

SC Admin
- In coordination with SC Chair and SC schedule interviews and plan itineraries Note: A sample itinerary can be found at http://web.vet.cornell.edu/college/rmss/policies.cfm. Interviewers should represent relevant areas of scholarship from across college and university. Ideally both the Dean and Associate Dean for Academic Affairs, or at least one of them, must be on the itinerary.
- Arrange travel for candidates
- Obtain recruitment packets from CVM HR and additional publications from Associate Dean’s Office and send to candidates being interviewed. Note: Two weeks prior to interview date is recommended.
- In coordination with SC Chair and SC, modify Qualtrics survey used to provide candidate feedback. Contact Associate Dean’s Office for assistance with Qualtrics. Qualtrics: http://surveys.cornell.edu
  - create account
  - request Associate Dean for Academic Affairs assistant to collaborate on basic evaluation survey
  - make copy of survey from “my surveys folder” – this is important so that your revisions do not change Associate Dean’s master version of the survey
  - revise survey as directed by search committee
- Provide interviewers with candidate’s itinerary, position description or ad language, CV, and list of legal/illegal interview questions. Letters of reference are seen by search committee only.
- Post candidate seminar announcements on College listserves (send to Eileen Cunningham, emc62), College Calendar (via the calendar administrator for your department), and other locations as determined by department. Note: announcements may be posted prior to other candidates leaving.

6. INTERVIEW PROCESS

SC Admin
- Assist chair in hosting candidates; escort candidates from meeting to meeting, arrange transportation and specify who will pick up, where, & when; encourage search committee members to be involved in meals with candidates. Include this detail in itinerary.
- Use Qualtrics link to send email to all individuals on itinerary and department faculty/staff to request input about the candidate.

SC Members
- Assist chair in hosting candidates; be flexible and be involved in meals with candidates
- Conduct interviews; review feedback from evaluators.
7. POST-INTERVIEW PROCESS

SC Admin
__ Export Qualtrics Survey results into Excel/Word format as preferred by search committee.
Sort data in a way that is most useful for the search committee. (i.e., faculty, search committee member, staff, trainee)
__ Convene meeting with Associate Dean for Academic Affairs and Search Committee. This meeting has two purposes: ranking of candidates and providing feedback to the Associate Dean for Academic Affairs on the search process. At this meeting, use information collected from evaluations, discuss candidate credentials, and rank candidates.

SC Members
__ Meet as group. Using information collected from evaluations, discuss candidate credentials, rank candidates (see Best Practices document, http://web.vet.cornell.edu/college/rmss/policies.cfm) and determine recommendation. Also discuss search process with Associate Dean for Academic Affairs.

SC Chair
__ Summarize search committee recommendation
__ Provide a brief written summary of recommendation to department chair

8. PREPARE OFFER

Department Chair
__ Meet with Department faculty and report the search committee recommendation
__ Make final decision and communicate to search committee
__ Obtain approval to make offer by consulting Associate Dean for Academic Affairs and the Dean and make verbal offer, negotiate terms. In coordination with department admin (chairs asst, admin manager), determine relocation services to offer and initiate or reinitiate relocation program process. http://web.vet.cornell.edu/college/RMSS/policies.cfm
__ Is a 2nd visit needed? Usually those candidates from out of town will come for a 2nd visit following offer. The purpose of a 2nd visit includes a little science, but is primarily for the candidate to see the area, look at the real estate options, inquire about benefits, meet with faculty members who may have been missed on first visit, attend onboarding appointment (if offer accepted), etc. See Best Practices document (http://web.vet.cornell.edu/college/rmss/policies.cfm).
Note: Relocation Services process will be important at this visit. If appropriate, candidates may meet with CVM HR Director at 2nd round regarding benefits questions and other employment information. Contact HR Office at 3-4111 to schedule time.
__ Following verbal offer, working with department admin, prepare offer letter using CVM template (http://web.vet.cornell.edu/college/FDNotebook/welcome/). Draft Offer letters are reviewed and approved by CVM HR and the Associate Dean for Academic Affairs
__ Letter should include Appointment Information Form and Inventions and Related Property Rights Acknowledgement form (IRPA) from HR. The new hire will return this form and the Onboarding process will begin (prior to arrival).
Note: the following offices must be copied on all academic letters:
   CVM Office of Human Resources
   Office of the Dean
   Office of Assistant Dean for Finance and Administration
__ Send letter to candidate, forward signed letter to HR.
HR Rep
__ Ensure letter includes Appointment Information Form & IRPA, and that all appropriate offices are copied.
__ Obtain HR Director approval of letter
__ Notify the Chair of the Faculty Affirmative Action Committee of accepted offer.

9. DOCUMENT SEARCH

SC Admin and SC Chair
__ Once offer is accepted, document summary of applicant pool (use AJO to prepare reports), those interviewed and the rationale for selecting the selected candidate and for not selecting others who were interviewed and identified as a member of a federally protected class on Parts I, II and III of the Academic Search Summary Form (http://web.vet.cornell.edu/college/RMSS/policies.cfm). Suggest sending to HR Rep via email in draft form for review of rationale. This must be completed and approved to process new hire appointment.
__ Send to HR Rep:
  ___ completed, signed Part I, II and III of Academic Search Summary document
  ___ Candidate’s CV
  ___ List of all applicants printed from AJO or Interfolio
  ___ EEO Summary of entire candidate pool, from AJO or Interfolio

10. CLOSE SEARCH

SC Chair
__ Once offer is accepted, send electronic notification to other top candidates that the position is filled. (http://web.vet.cornell.edu/college/RMSS/policies.cfm)
*All search materials: notes, CV’s, etc. must be retained in department files for 3 years. In AJO that means keeping a snapshot of the materials.

HR Rep
__ Ensure approved Academic Search Summary form is received prior to appointment.
__ Notify Director of Communications of new hire.

11. MISC.

Department Chair and Department Admin
__ Keep HR Rep informed of status of offer (decline or accept).
__ A final snapshot can be downloaded to department records by the SC Admin.
__ Keep HR Rep informed if and when candidate visits Ithaca prior to appointment start date to facilitate onboarding activities.

HR Rep
__ Facilitate Onboarding activities, as needed
__ Send CV to Records with appointment
__ Send approved Academic Search Summary form to Workforce, Diversity & Inclusion

END