

Policy Title	Staff Search Guidelines	Effective Date:	11/1/2011
Policy #	3.1		
Functional Area	Employment-Recruitment	Revised Date(s)	
Policy	Staff Search Guidelines		
Statement	<p>These guidelines have been developed to achieve a level of consistency within the search process for managerial positions that involve a formal search committee. The hiring authority (HA) may also choose to use this process in whole (or in part) for other staff positions, where deemed appropriate. Collective bargaining agreements may impact the search process and should be discussed with the assigned Human Resources (HR) employment representative at the time of a job posting.</p> <p>It should also be highlighted that under unique circumstances, exceptions (with appropriate rationale) may be granted with approval from the Chief Human Resources Officer (CHRO). In addition, there are options for the HA to either be more or less involved in the search/interview process, depending on the HA's desire and availability.</p> <p>A formal search committee process with external outreach/advertising is required for:</p> <ul style="list-style-type: none"> <li>• All staff managerial positions at the Assistant Director level or above; and</li> <li>• All academic administrator positions.</li> </ul> <p><b><i>The search committee should be identified prior to the actual posting open date and a recruitment plan/strategy developed.</i></b></p>		
Philosophy	<p>University staff and faculty members who serve on search committees are responsible for recruiting, screening, interviewing, and recommending qualified candidates for open positions. The search process has been structured to attract the best possible talent to the University. The search committee is expected to carry out its responsibility in a timely, orderly, professional, ethical, and legal manner by following the established search committee process.</p> <p>The goals of each search process are:</p> <ul style="list-style-type: none"> <li>• To recruit highly skilled, diverse, and qualified candidates.</li> <li>• To provide the respective HA with the best possible candidates from which to make their selection(s).</li> <li>• To represent the University in a positive and professional manner to all candidates, regardless of their level of consideration in the search process.</li> </ul> <p>The search committee is NOT responsible for:</p> <ul style="list-style-type: none"> <li>• Re-writing the class spec, unless specifically asked to do so by the HA.</li> <li>• Making a final selection. (This is the responsibility of the HA.)</li> </ul> <p>This policy will be administered in accordance with the University's employment, recruiting, and affirmative action policies in addition to any applicable equal</p>		

	employment opportunity laws as well as any other applicable laws.
Procedures	<p style="text-align: center;">Overview of the Search Process</p> <p>Each search will be unique to the vacant position and the search committee members who are part of the search process. The following steps are the fundamental stages of the search process that must be completed to ensure a successful search.</p> <p>The primary stages of the search process include:</p> <ul style="list-style-type: none"> <li>• Defining the goals of the search process</li> <li>• Appointing a Search Committee Chairperson and HR representation</li> <li>• Selecting the individual search committee members</li> <li>• Completing the first meeting requirements</li> <li>• Posting the position/advertising</li> <li>• Participating in the selection process</li> <li>• Identifying finalists to HA and conduct finalist interviews</li> <li>• Conducting the reference and background investigation</li> <li>• Coordinating the employment offer</li> </ul> <p style="text-align: center;">Defining the Search Process Goals</p> <p>The HA must develop the hiring goals in collaboration with the HR representative (as necessary). This includes the following:</p> <ul style="list-style-type: none"> <li>• Reviewing ‘underutilization’ (AA/EEO) data for the specific job group and organizational unit.</li> <li>• Reviewing the classification specification (class spec) to determine if it is up-to-date and/or if it reflects the desired duties and skills required for the position.</li> <li>• Determining if the search should be performed on a local, regional, or national level.</li> <li>• Establishing a diverse search committee with consideration to gender, race, functional experts, and cross divisional representation (as appropriate).</li> </ul> <p style="text-align: center;">Appointing a Search Committee Chairperson and HR Representation</p> <p>The HA responsible for the vacant position will appoint a search committee chair to head the search and keep the respective HA informed of the recruitment and selection process. The appointed search committee chairperson should be at the same or higher administrative level than the vacant position.</p> <p>If the search is for a position at the Assistant Director level or above, a search committee comprised of staff and faculty members from multiple divisions is required. A member of HR will be appointed to the search committee to assist with this process.</p> <p>Note: Academic Human Resources (AHR) will assist departments in the search process for all Senior Administrators in the Academic Division and Human Resources (HR) will assist departments in all other staff searches.</p>

If the search process is conducted at the departmental level, your assigned divisional HR/OD Consultant will be available to assist (as needed).

#### Selecting the Search Committee

It is considered best practice by the University to appoint a committee chairperson and involve that individual in the selection of other committee members. The search committee should generally be made up of five to seven members; the total number can range from as low as three members with a maximum of nine (including the chairperson). The search committee should be comprised of diverse backgrounds, perspectives, and expertise.

The search committee chair is encouraged to contact the Director of Diversity to discuss possible search committee appointments to ensure the composition of the search committee represents the diversity of the institution.

In an effort to minimize time spent on paperwork and to facilitate the committee's productivity, a support person may be appointed by the search committee chair. This individual will assist and/or work with the search committee by preparing any required documents and handling correspondence with applicants. He/she will also be prepared to assist with meeting arrangements and committee activities which should ease the burden on the chairperson(s) and ensure that all required contacts are made with applicants.

Note: The HA may choose to be an active member of the search committee but should understand that there are pros and cons with respect to the affect on group dynamics.

#### Initial Meeting Requirements

All members of the search committee are strongly encouraged to attend all meetings. If the search process is for a position at the Assistant Director level or above, an HROD Consultant will also be present at the initial meeting. This meeting should begin with the HA providing the following information:

- Description of job duties and expectations for the desired candidate
- Description of essential and preferred qualifications, as defined in the class spec,
- Salary range for the position (with assistance from HR),
- Desired timeframe for completion of the search process,
- Discuss the recruitment plan and the search committee's involvement in that plan,
- Preferred number of finalists to be recommended for consideration,
- Establish communication protocols to schedule future meetings, share documents, teleconferencing options (for those unable to attend in person), and expectations for follow-up. (Consider Eagle mail calendaring, document

sharing, and brief case options.)

- Establish future meeting dates or assign responsibility to a committee member for follow through,
- Answer any questions the committee has in regards to the vacant position

#### Posting the Position/Advertising

At the first search committee meeting, the assigned HR representative will identify any underutilization issues for the position and/or organizational unit and discuss advertising options to ensure a diverse and qualified applicant pool. HR will post the vacant position on the University's on-line hiring system (OHS) website and other contracted and ad hoc job posting boards. Please keep in mind that with the assistance of HR, the search committee must use prudent judgment regarding recruitment expenses.

It will be the responsibility of the HR/OD Consultant assigned to the committee to design advertisements for the vacant position based on the classification specification at this first meeting. The advertisement should include the title of the position, a description of the major responsibilities, a statement indicating that the position is at-will, minimum required qualifications and any desired qualifications, application deadline date (or date that screening will begin if to "remain open until filled"), where to apply using the OHS, and the AA/EEO statement.

The utilization of standard advertisements on the web and in print are effective, but search committee members are encouraged to use their professional contacts and resources to inform potential candidates about the position. Active recruiting is considered a key role of search committee members with assistance as needed from HR or the assigned support staff to facilitate calls or mailings.

The use of external applicant databases (e.g., Monster, Career Builder) to query/search for resumes of potential candidates with desired backgrounds is discouraged and normally is not necessary or a productive part of the University recruitment plan. If it is decided to use any of these databases for a hard-to-fill position, HR must be consulted for guidance on record keeping requirements in order to comply with Office of Federal Contract Compliance Programs (OFCCP) internet applicant recordkeeping rules.

#### Search Firm Usage

Search firms are sometimes introduced in order to broaden the scope of the search and better meet our goal of attaining a diverse qualified candidate pool. Generally there are two types of search firms: contingency firms and retained firms.

- Contingency firms usually work for a percentage of the first year total cash compensation and generally focus on mid-level to lower level positions. Contingency firms, thus, do not receive any compensation for services unless they are successful in placing a candidate
- Retained firms work on a retainer bases; that is, there is an up-front fee that

is paid whether or not the firm successfully fills a position. The fee is based on the anticipated salary of the position. Retained firms generally handle higher-level and executive-level positions.

There are legal considerations that can have serious impact when utilizing search firms. It is imperative that you consult with HR prior to engaging the services of a search firm. HR has established relationships with search firms including pre-determined rates.

The University is the owner of all applications/resumes submitted to the search firm. The hiring authority is responsible for completing selection documentation on the candidate chosen for hire and supplying reasons for non-selection on ALL other candidates who were referred or sources through any method of outreach.

#### Selection Process

1. Develop the applicant information screening/evaluation process.

The search committee will develop the selection criteria for the position prior to reviewing applicant information. The selection criteria should be based on the job related duties, previous work experience, and educational requirements outlined in class spec and should not include any factors regarding age, race, gender, personal issues, or any other factors that would be in violation of the law. The assigned HR/OD Consultant will advise on acceptable selection criteria.

The University also utilizes a best practice position competency assessment approach to determine critical skills and competencies desired to perform the job responsibilities. The outcomes of this process can then be used to guide the initial screening process and interview process. The assigned HR/OD Consultant is certified in this process and can facilitate a session if requested by the search committee.

Note: Once the selection criteria have been established, it should be applied consistently and uniformly to all candidates, without exception.

2. Conduct applicant information screening process.

Each search committee member is responsible for reviewing and assessing every candidate's qualifications against the established selection criteria to determine a short list of potential finalists. Although the search committee is free to use a variety of methods to collaborate for the list of potential candidates, it is highly recommended that the committee follow this point ranking system:

1. Candidate that you would highly recommend for a possible interview
2. Candidate that you are unsure of recommending for an interview
3. Candidate that you would not recommend for an interview

Candidate rankings should be compiled by the committee with the top ten scoring candidates being considered for inclusion into the preliminary interview process.

The search committee should honor all requests from candidates to refrain from contacting references until a candidate reaches the final stage. A search for public/internet information on a potential candidate is not permitted at any stage of the process due to potential EEO issues and is more appropriately reserved as part of the reference/background check process of selected interview finalists. HR will be responsible for conducting internet searches to avoid hidden liability and discrimination lawsuits.

Once a list of interview candidates has been identified, HR will promptly notify all remaining applicants that they are no longer under consideration for the position.

Note: Internal applicants must meet the minimum qualifications of the posted vacancy in order to be considered. Individuals who have successfully served as the interim for the position vacancy who meet the minimum qualifications of the position should be afforded a preliminary interview with the search committee.

### 3. Develop interview format.

The search committee will formulate interview questions and uniform evaluation criteria prior to beginning the interview process. The search committee, with assistance of the appointed HR representative, will provide questions that are job related and designed to encourage the candidate to discuss their qualifications and experience in detail. The interview questions should primarily consist of behavioral based questions (i.e., questions formatted to require answers with specific job or life experience examples that demonstrate the desired knowledge, and/or skill) in order to obtain the best candidate assessment information possible.

Acceptable evaluation methods to be used during the interview process include:

- Telephone interviews
- On-campus interviews
- Videoconference interviews (if available)
- Applicant presentation
- Applicant writing sample
- Assessment testing

The recommended approach is for the search committee to conduct telephone interviews to determine the top 3 finalists for on-campus interviews. The on-campus interview agenda is structured to incorporate an in-person interview with the search committee, separate stakeholder session(s) (as applicable), and time with the HA.

Whether the position is undergoing a required formal search process or a less formal search process, it is required that the interview questions and evaluation criteria be determined and documented with HR prior to reviewing applicants for potential interview consideration. It is also required to submit the recommended candidate interview pool to HR for review/approval prior to contacting applicants for preliminary interviews or on-campus interviews. Interview pools should generally

have a minimum of 3 candidates unless otherwise approved by HR.

4. Conducting preliminary interviews with the search committee.

Committee members are expected to be present for all interviews. During the interview process, committee members must ask the same questions of all applicants, but may ask various follow up questions depending on the answers.

During the interview process, do not ask or discuss the following:

- Age
- Sexual Orientation
- Marital Status
- Religion
- Family, Children, or Childcare arrangements
- Ethnicity (race, national origin, ancestry)
- Veteran Status
- Disability Status (except in relationship to the applicant's ability to perform the essential duties of the vacant position)

Reference to the following website for additional information:

<http://www.emich.edu/hr> , or <http://www.emich.edu/diversity/>

Please allow time for each applicant to ask questions at the end of the interview. It is important for the applicant to make sure that the University is a good fit for them. During this process, you may answer questions about the University, the position and/or committee member's experiences with the University. However, it is inappropriate and unacceptable to discuss any information about other candidates being considered for the position other than perhaps the number of other individuals being considered.

The expected compensation hiring range should be reviewed with the applicant during the preliminary interview. University materials/website links about the University and/or the surrounding community (such as benefits summary, organization charts, department specific information, etc) may be shared with candidates.

5. Appropriate background investigation/reference checks.

The completion of reference checks is mandatory for all finalists recommended for hire to the HA. The search committee should honor all requests to refrain from contacting references until the candidate reaches the finalist stage. It is also recommended that finalists be informed when the committee is ready to begin checking references and the requirement of satisfactorily passing any required background investigation.

The completion of a criminal records check is also mandatory for any finalists recommended to the HA. HR will coordinate the background investigation with the

outside vendor.

6. Debriefing session.

The search committee is responsible for debriefing about the search process at the conclusion of the final search committee meeting. This session should identify what went well and what could be improved in a future search.

Identifying Finalists to Hiring Authority and Conducting Finalist Interviews

The search committee chair or designee will provide rationale for the selection of the finalists to the HA for review. If the HA is comfortable with the recommended finalists, final interviews will be scheduled by the search committee chair or HA. Final interviews will include an interview with the HA, but may also include additional interviews with various individuals or groups from the University depending upon the nature of the position. The HA interview and any other group interviews are typically done on the same day.

Extending an Offer of Employment

Responsibility and authority to select and appoint the selected candidate for a position rests with the HA, but is subject to review by the HR/AHR office prior to a formal offer of employment. This review should include a discussion on salary, moving expenses, and work accommodations, if applicable. Please see Relocation/Moving Procedures for university guidelines and restrictions associated with relocation expenses. Please contact Staff HR for work accommodation requests.

Search Committee Budget Information

The various costs associated with the search process will be funded by the HR recruitment budget. Allowable expenses may include: position advertising, applicant travel, hotel, and applicant meals (meals for committee members, if any, are not reimbursable from the Recruitment Account), and background investigation expenses. All expenses, for which reimbursement will be sought, should be discussed with HR and the search committee chair prior to a commitment.

Travel expenses will be paid for a maximum of three candidates per search. If second visits are necessary as part of the process, expenses will be covered for no more than two finalists.

Reimbursement for travel will be made for applicants who live beyond a 50 mile radius of EMU, live within the continental U.S., being considered for a Senior Administrator position, Faculty position, Coach Position, or PT09 and above positions.

All travel arrangements are to be made in accordance with University policy and with arrangements restricted to coach class tickets, round trip travel to/from campus limited to one overnight, applicant travel only (no family members or friends), and lodging at local hotel using prearranged rates for EMU applicants.

	<p>Reservations and tickets will be billed to the University (consult with HR for billing process details). No applicant should be asked or required to pay for his/her tickets or room.</p> <p>Applicants who purchase their own meals or have other incidental travel expenses while visiting EMU will need to fill out a W-9 form prior to their reimbursement being processed. Please coordinate securing the W-9 form and attach it to the requisition prior to sending it to HR for reimbursement. This is an IRS requirement and EMU will not be able to process any requests for reimbursement without this form. A year end 1099 reporting form would only be generated if the person received over \$600 in reimbursements from EMU during the calendar year, which should never occur since the university will be paying the plane and hotel costs up front for any applicant visiting the university. The form link is on both the HR website as well as the Accounts Payable website.</p>
Responsibility	Contact the Director, Compensation & Employment if you have questions about this policy or if you need more information.
Resources	<a href="#">Relocation Policy</a> <a href="#">Office of Diversity and Affirmative Action</a> <a href="#">Office of Human Resources Website</a>