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|  | ***NICHOLLS STATE UNIVERSITY******Policy and Procedure*** |
| **Title: Search Policy and Procedures for Faculty and Unclassified Staff** | **Control No.:**  |
| **Replaces: N/A** | **Reference Dated:**  |
| **Distributed By: Human Resources** | **Distributed To : All Employees** |
| **Approved By:**  | **Date: July 21, 2008** |
| **Review:** | **Date: 6/23/11****By: JF** | **Date:****By:** | **Date:****By:** | **Date:****By:** |

**PURPOSE:**

The goal of the Nicholls State University search policy is to recruit the best pool of candidates in order to be able to select the best individual for every position while maintaining a diverse and inclusive workforce. This policy is intended to present a framework that includes minimum standards for conducting searches.

**STATEMENT OF POLICY:**

* Leadership is crucial to the future of a university. Members of search committees play a critical role in the success of each of the university’s campuses as well as the UL System. A search committee member takes on a great responsibility, not as a constituency representative, but rather as a representative of all members of the university community. It is extremely important that distinguished members of the university community agree to serve on search committees, and that their efforts be committed to the objectives of the search.
* The search process shall be completed in accordance with affirmative action and non-discrimination policies.
* All searches shall be conducted in a timely and professional manner that respects the right to confidentiality, to the extent permitted by state and federal law, of prospects and candidates.
* It must be understood by all applicants that the university, consistent with state open records and laws, may make public certain information on the candidate.
* All positions will be posted for a minimum of 10 calendar days on the University’s website.
* The respective vice president is charged with administrative responsibility for ensuring that staff vacancies are filled in accordance with UL Board policy.
* This policy applies to all unclassified faculty and staff searches with the exception of positions at the level of vice president, dean, and athletic director. As per the University of Louisiana System Policy No. FS-III.II.B-1a, the search process shall be national in scope and is mandated when vacancies occur in positions of vice presidents, academic deans, or athletic directors.
* Exceptions to utilizing this search committee mandate, or deviating from this policy, must be approved by the appropriate Vice-President or the Director of Human Resources.

**DEFINITIONS:**

* **Hiring authority**: The officer to who the selected applicant will report
* **Search committee chair**: The individual who serves as the liaison between the hiring authority and the search committee
* **Search committee**: A committee appointed by the hiring authority which is comprised of a recommended three to seven member hereafter be referred to as “The Committee”
* **Applicant**: An applicant is an individual who submits all required materials for a posted Nicholls State University position. Individuals who fail to submit all required materials as listed in the job posting are not considered applicants and therefore, cannot be considered for employment.
* **Human resources representative**: A member of the Office of Human Resources assigned to assist the hiring authority in filling the position.

**STATEMENT OF PROCEDURES**

I. Search Implementation:

A) Upon final approval of the Request to Fill a Position (R1), the assigned human resources representative will contact the hiring authority to begin the search process. The human resources representative will discuss the following items with the hiring authority:

1) *Affirmative action*: Review plan objectives and goals concerning the recruitment of minorities and females as related to the position;

2) *Advertising*: Inform the hiring of all advertising options provided by the University, including: the Nicholls website, The Chronicle of Higher Education, HigherEdJobs.com, the Daily Comet, The Courier and the Department of Labor. Any costs associated with advertising in any other publications or media will be the responsibility of the hiring department.

3) *Sample ad*: If available, a copy of a previously utilized job posting and/or ad will be forwarded to the hiring authority as a guide for the development of additional postings for the open position.

II. Committee:

A) The hiring authority will appoint the committee and will have the option to name the chair, or assign the members of the committee the task of selecting the chair.

B) Depending on the circumstances, the hiring authority may be a member of the committee.

C) The committee will contain a mixture of diverse individuals, as deemed appropriate by the hiring authority. The hiring authority may solicit input and/or feedback from members of the department. Exceptions to utilizing fewer than three members must be made in writing stating the reason(s) to the Director of Human Resources for approval. Whenever possible and practical, student involvement should be utilized.

D) If the hiring authority is not a member of the committee and does not participate in the initial interview of candidates, it is highly suggested that the hiring authority conduct a second interview with the top candidates.

E) A committee recruiting for a position with campus wide impact must consist of a minimum of five members with representation from all divisions. Clarification concerning this type of search can be obtained by contacting a human resources representative.

III. Hiring Authority Charge to Committee:

A) **Charge:** For each position in which a search has been authorized, the hiring authority shall issue a charge to the committee. The following points must be covered with the committee BEFORE the committee begins its recruiting, selection and hiring process:

B) **Define committee expectations:**

1) Determines committee process which includes voting (unanimous verses consensus);

 2) Determines if the chair is a voting member of the committee; and

 3) Determines the number of finalists to be submitted to the hiring authority

only if the hiring authority is not part of the committee. A best practice suggestion is for the committee to submit a list of strengths and weaknesses of the finalists.

C) **Chair:** Name the chair of the committee or ask the committee to select the chair.

D) **Define chair expectations**:

1) Responsible for all record keeping and reporting back to the hiring authority and

2) Responsible for ensuring that the committee’s charge is carried out

E) **Job Descriptions**: It is the responsibility of the hiring authority to define the job and

review the job description with the committee to ensure they understand the critical aspects of the job as well as the expectations regarding education, qualifications, experience and skills. The job description is not up for debate.

F) **Scope of the search**: The scope of the search should be defined as internal (Nicholls State University only), regional, state, or national. Inform the committee which outreach methods you expect to be using:

1) *Local or National Media*: The Daily Comet, The Courier, The Chronicle of Higher Education;

2) *Web sites*: Nicholls.edu, The Chronicle of Higher Education, HigherEdJobs.com; and/or;

3) Individual calls, letters and/or emails to potential applicants from committee members. When contacting potential applicants, committee members can use the following as a guide of what to discuss:

 a) Introduce yourself;

 b) Inform the potential applicant that you are a member of a

committee to fill a position at Nicholls State University;

c) Let them know that you and others on the committee are actively contacting applicants to apply for the position;

d) If they were recommended by someone other than you, inform them of this by simply stating that their name was given to the committee as a potential candidate;

e) Describe the position base on the job description;

f) If the candidate is interested, explain the hiring process and how to apply; and

g) End by asking them if they have any questions.

G) **Job ad and web site posting**: Informing the committee that the job ad and website posting verbiage should be reviewed and approved by the committee prior to posting.

H) **Compensation**: Discuss compensation including salary range.

I) **Affirmative Action**: Describe your expectations regarding affirmative action. Advise the committee if the open position is one that has been identified as being underutilized in minorities and/or females as defined in the affirmative action plan.

J) **Target dates**: Set target dates for each stage of the process including:

 1) Recruitment and advertising;

 2) Interviews;

 3) Selection; and

 4) Schedule and frequency of reporting to you.

K) **Finalist:** If the hiring authority is not on the search committee, explain the method of feedback on the finalist.

 1) Would the hiring authority want to meet with the committee?

 2) How many finalists does the hiring authority want (3 is recommended)?

 3) Does the hiring authority want the finalist ranked or unranked?

 4) The top candidates are contacted to see if they are still interested in the

position, and if so they are informed that their references will be contacted.

 5) Reference checks are conducted.

L) **Confidentiality**: Remind the committee that you are expecting them to maintain confidentiality during the search process. You should expect that all communications from the committee to you or others will come through the committee chair.

M) **Ethical behavior**: Inform committee members that they are not to have any personal contact with job applicants outside of the formal interview process. If committee member(s) are unsure if contact with a job applicant is ethical or not, he or she should request the opinion of the search committee chair, the hiring authority or the Director of Human Resources.

IV. Chair Responsibilities and Guidelines:

 A) **Committee pre-interview**:

1) Review and approve the job ad and website posting verbiage prior to posting. The hiring authority shall have the final approval of the posting. Following approval, the chair should contact the human resources representative for placement in appropriate sources;

2) Develop the evaluation process in which the evaluation criteria must be based on the job description;

3) Select the scoring process before reviewing any applicant materials; and

4) Determine the evaluation methods which include, but are not limited to:

 a) Telephone interviews;

 b) In person interviews;

 c) Applicant presentation;

 d) Resume and Cover letter;

 e) References; and/or

 f) Applicants published material if applicable.

 B) **Review committee interview guidelines**:

 1) Interviews must be consistent for all applicants;

 2) Consider conducting phone interviews first to narrow the number of in-

person interviews;

3) Develop a list of 8-10 questions that cover major job functions, desired skills/abilities (refer to list of potential interview questions);

4) Use interview questions to probe “potential” using “what if” type questions;

5) Probe actual behaviors (vs. theoretical responses) by using scenario questions such as “tell us how you would….”; and

6) Must ask same basic questions depending on applicants’ answers and/or experience/education. Follow-up questions specific to candidate’s background are appropriate.

 C) **Discuss handling of internal applicants**:

 1) Should meet same levels of qualifications as external applicants;

 2) Internal applicants who do not meet minimum qualifications should not be

given courtesy interviews : this raises unrealistic expectations; and

3) Internal applicants should not participate in the evaluation process of other applicants.

 D) **Review interview rules**:

1) Do not ask about or discuss the following even if applicants volunteer the information:

 a) Age;

 b) Sexual Orientation;

 c) Marital status;

 d) Religion;

 e) Children (present or future)

 f) Ethnicity/culture

 g) Veteran status; and/or

 h) Disability status (except that you may ask if the applicant can

perform the essential functions of the position as listed on the job description and posting).

V. Applicant and Interview Process:

A) **Applicants:** All applicants will apply directly to the Office of Human Resources. Human Resources will screen applicants to assure that all required materials which include application, resume, and copy of all transcripts, are received, and minimum qualifications are met. If experience is questionable, Human Resources will work with the hiring authority to determine relevant experience. Human Resources will then forward all approved applicants along to the chair of the committee.

B) **Applicant flow tracking**: Human Resources will record and track applicant information related to the affirmative action plan and recruiting/referral source.

C) **Evaluation and candidate selection**:

1) *Evaluation*: Following guidance from the chair, the committee will promptly review applications and conduct candidate evaluations based on the criteria set forth by the committee.

2) *Selection*: Submit as per agreed upon in the charge to the committee.

3) ***References***: Reference checks shall be conducted by committee members. (see attachment C).

VI. Required Committee Documents:

A) The hiring authority is responsible for completion of the hiring authority checklist (see attachment A). Once complete the checklist should be forwarded to the committee chair to be included with the rest of the committee documentation (list of members/titles, minutes from search committee meetings, etc.).

B) The chair is responsible for the completion of the search committee checklist (see attachment B), and reference check form (see attachment C).

C) Once completed, all documentation must be forwarded in a timely manner to the Office of Human Resources for inclusion in the Central Repository. This Documentation is required in all cases.

VII. Central Repository of Search Information:

A) Final committee records and reports will be kept in the Office of Human Resources (or designated EEO office) and, consistent with the open records rules and regulations, be designated as personnel files. Separate reports shall include observations about the search process for the benefit of those involved in subsequent searches.

Attachment A (Hiring Authority Checklist)

Attachment B (Search Committee Checklist)

Attachment C (Reference Check Form)