Employment Search Process Revised June 2010

Director or Associate Director of Business Affairs Positions

The purpose of this process is to ensure consistency and objectivity in employment searches for these common positions which exist across campus in all schools, colleges and divisions. It also provides an opportunity for collaboration throughout the employment search between the school, college or division and the central administrative units which interact with these positions.

Procedure:

- The VP/AVP/Dean identifies a position vacancy and appoints a school/college/division (S/C/D) Search Committee Chair (Chair).

- The Chair assembles an employment search committee (Committee) to include the following:
  - S/C/D representatives who may include individuals from the VP/AVP/Dean's office, business office, department heads as applicable, and an Associate Director or Director of Business Affairs from another S/C/D.
  - Representation from each of the central administrative units: academic affairs, finance, budget and/or human resources and grants.

- The Committee performs a needs assessment with senior management (Dean/VP/AVP) and the S/C/D's HR Consultant to identify, assess and discuss the following:
  - Specific and unique needs of the S/C/D *and* the central administrative units with regard to the S/C/D
  - The current state of the S/C/D to identify any special circumstances or needs
  - Senior management's vision, strategic goals, and other S/C/D initiatives to identify any specific skills and/or experience needed

- The Committee reviews the existing vacant position's classification, required duties and responsibilities. In collaboration with the S/C/D's HR Consultant and Total Compensation & Wellness, the hiring manager[1] creates a job description for the vacant position using the standard template for an Associate Director or Director of Business Affairs position and updating it to reflect any ***additional*** unique job responsibilities.
  - If this is a new position, the appropriate classification would be determined in collaboration with the HR Consultant and Total Compensation & Wellness' review of the duties and responsibilities and the results of the needs assessment.

- The Committee collaborates with the S/C/D's HR Consultant in considering the use of the following search enhancement tools for posting the position and recruiting strong candidates:
  - On-line job boards
  - Professional recruiters
  - Contacts at other institutions
  - Professional organizations (i.e., NACUBO, CACUBO, list serves, etc.)
  - Advertisement of the position in local and/or national professional publications

[1]The Chair may also act as the Hiring Manager. Alternatively, support personnel may act as the hiring manager, performing the on-line hiring functions on behalf of the Chair.

- Unique candidate screening techniques/methodologies based on the needs assessment.

- A hiring manager posts the position using the on-line hiring system and manages the applications received. The Committee, in collaboration with the S/C/D's HR Consultant, should consider including the following items in the online posting:
  - Applicant screening questions regarding the committee's preferences such as professional certifications or specific experience (i.e., CPA; MBA; experience with an accreditation process; strategic planning; budget projections, etc.)
  - Requests for any additional desired documentation (i.e., writing sample).

- Each Committee member is provided with guest access to the on-line posting to facilitate review of the incoming applications electronically.

- The Committee evaluates the applications received to ensure that all minimum qualifications have been met. Collectively, the Committee identifies those candidates to interview.

- The Committee utilizes standard interview questions for each candidate to ensure consistency and objectivity during the interview process. These questions are designed to assess the competencies possessed by each candidate.

- The Committee utilizes a standard evaluation form for each candidate to provide feedback and a final candidate rating to the Chair. The ratings are summarized for each candidate.

- Based on review of the summarized ratings, interview results and committee discussion, the committee collaboratively evaluates each candidate and either recommends a candidate to move forward in the process or eliminates the candidate from further consideration. Each candidate recommended must be approved by the majority of all committee members including both central administrative and SCD representatives.

- A recommendation summarizing all approved candidates is made by the Committee The recommendation is presented to the VP/AVP/Dean by the Chair.

- The VP/AVP/Dean interviews the recommended candidate(s).

- The Chair proceeds to check personal and professional references using standard/appropriate questions.

- The final hiring recommendation approved by the VP/AVP/Dean is forwarded to the S/C/D's HR Consultant for review and approval.

- The search process concludes with the extension of an employment offer by the S/C/D's HR Consultant and a verbal or written acceptance by the approved candidate.

- University policies and procedures are followed to complete the hiring process.

[1]The Chair may also act as the Hiring Manager. Alternatively, support personnel may act as the hiring manager, performing the on-line hiring functions on behalf of the Chair.