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4.103 Hiring and Search Committee Policy

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Type of Policy <input checked="" type="checkbox"/> University <input type="checkbox"/> Campus <input type="checkbox"/> Department/Unit <input type="checkbox"/> Interim		Hiring and Search Committee Policy Policy 4.103	
Human Resource Policies		Effective date: September 6, 2011	
Policy History:	Approved by:	Resolution #	Date:
	Chancellor	N/A	September 6, 2011
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	Chancellor	N/A	April 3, 2019
Responsible Office:	Responsible Administrator:	Contact information:	Applies to:
Office of University Human Resources	Chief Human Resources Officer	937-769-1375	All Employees

I. Introduction

The recruitment, selection and hiring of employees are some of the most important administrative functions performed within the organization. The long-term quality and success of Antioch University (“AU” or the “university”) is directly related to these decisions. As indicated in the EEO Policy, it is the goal of the university to recruit, select, and retain the best available staff, administrators, and faculty for employment without regard to race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, sexual orientation, age, military and veteran status, or any other basis protected by local, state, or federal law. It is important, therefore, that the hiring process be consistent with and support the achievement of that objective. This policy is intended to lay out the basic architecture and requirements of the hiring process within the university. Further procedures for implementation of this policy are contained in the Antioch University Search Committee Handbook.

II. Authority to Hire

Appointments to all positions in the university are made on the authority of the Chancellor exercised either directly or by delegation to others (the “Appointing Authority”). By delegation from the Chancellor, the Appointing Authority for hiring at the campus level is ordinarily the Provost. The hiring of direct reports to the Appointing Authority is reserved to the Appointing Authority. However, the hiring process for lower level positions may be further delegated to the appropriate upper-level administrator (“Hiring Manager”) and a Search Committee which shall make its recommendation to the Appointing Authority. Ordinarily, the Chief Academic Officer shall make recommendations for job offers for academic program director/chair and faculty positions within each campus or university-wide program. All appointment letters and contracts must be approved and signed by the Chancellor, Vice Chancellor of Academic Affairs or campus Provost to be effective. (See Guiding Principles for Human Resources, Policy # 4.001). A signed Position Authorization Form # 4.103:01 is required along with a valid job description.

III. Creating New Positions and Job Openings

The authority to establish new positions rests solely with the Chancellor or, by delegation, the campus Provost. Until a position is established and a job description is written, and a Position Authorization Form #4.103:01 is completed by the proper Appointing Authority, no search process shall be initiated to fill the position. Similarly, prior to posting or advertising any vacancy created by retirement, death, resignation or other termination of an employee, the vacancy shall be evaluated by the Appointing Authority to determine whether it will be filled.

IV. Filling Job Openings by Promotion or Transfer or Reassignment

If the Appointing Authority or Hiring Manager decides to fill the position by reassignment in accordance with the university’s Promotion, Transfer, and Reassignment Policy, (Policy # 4.309) then no search need be conducted. The decision to reassign should be considered prior to a decision to conduct an open search. Reassignment is typically limited to situations in which an administrative reorganization is being made and the reassignment is done to avoid a layoff of the affected employee. If the decision is made to open the position for possible internal promotion or lateral transfer, then an open internal search should be conducted first, before conducting an external search.

V. Search Committees

A. General. Every search for a permanent, exempt position, i.e., administrative associates, administrators and faculty should involve a screening committee of at least three people, one of whom must be from outside of the program or office conducting the hire. The above number of members on a search committee should be considered the minimum number and does not prevent the Appointing Authority or Hiring Manager from requesting more members to serve. All other searches, i.e., those for permanent, non-exempt positions, should involve a screening committee of at least two people, usually the Hiring Manager and the Human Resources representative (“HR”).

B. Search Committee Chair. The Appointing Authority will ordinarily chair or select a chair for all positions that report directly to him / her. In other cases, the Hiring Manager may chair or select a chair for all program directorships and cost-center manager positions and positions which report directly or indirectly to him / her. Academic program directors/chairs may chair or select a chair for staff positions that report directly to them. Academic staff position search committees are to be chaired only by a program director/chair or faculty. In all cases, the direct supervisor of the position has the option to be a member of the search committee. Only individuals who have attended the Human Resources search committee training sessions within a 24- month time frame may be selected to chair any search committee.

C. Search Committee Members. In most cases, the supervisor in collaboration with the appropriate Hiring Manager shall determine the method of selection for search committee members. Search committee composition should always include a broad range of individuals who reflect diversity in gender, ethnicity, and professional training and experience, as well as other perspectives. If no diversity exists among the existing search committee members, the committee should consider inviting someone from another program/unit or an adjunct or alumni of the program to join the committee. It is the responsibility of the search committee chair to include among the committee members, individuals who will advocate and promote the equal employment opportunity and diversity commitments of the university. Students should be considered for representation on faculty and academic program director search committees.

D. Responsibilities of the Search Committee .The search committee has several major responsibilities. These tasks and timelines have been written with an approach to increase diversity in the candidate pool.

1. Include among its committee members, individuals who will advocate and promote the affirmative action and equal employment opportunities policies.
2. Clearly establish all necessary tasks of the committee, responsibilities of each member, and timelines for task completion.
3. Determine what materials will be provided to the job applicants throughout the process.
4. Maintain the confidentiality of the applications and operate in a professional manner at all times during the search process.
5. Establish consistent criteria for reviewing and evaluating potential candidates' qualifications during screening and interviewing.
6. Maintain accurate records and complete documentation on all candidates.
7. Select and coordinate with the human resources representative the scheduling of finalists for interviewing, and provide opportunities for all such candidates to interact with diverse constituencies on campus.

8. Maintain personal contact with finalist if the search and interview process becomes exceptionally long or untimely. Any contact with the candidate should only be made through the chair or HR. If the finalists attempt to contact committee members or other campus members, they should be referred automatically to the chair of the committee to answer questions or provide further information. Under no circumstances should any campus member attempt to communicate with finalists without authorization from the chair of the committee.
9. Ensure and coordinate with the human resources representative the timely notification of candidates who were not selected as finalists, and finalists who were not offered the position.
10. Return all materials related to the search to HR along with any evaluation sheets or other documentation about the search committee's work. Search Committee files shall be maintained by HR for three years. (See Personnel Records and Retention Policy # 4.225)

E. Joint Responsibilities of the Search Committee and the Human Resources Representative

1. Review the position description, particularly the essential functions and required or preferred qualifications. HR and the hiring manager should ensure use of non-discriminatory language in the position description. When reviewing the qualifications for candidates, HR should question and challenge all assumptions made around the need for specific qualifications in regards to competency and experience. Unnecessary qualifications screen-out candidates and limit diversity of the candidate pool. Proposed changes to the job description should be approved by the Appointing Authority or his/her designee prior to advertising or posting.
2. Identify and implement creative strategies for recruiting a diverse pool of potential applicants in accordance with the university's EEO/Affirmative Action Policy. (Policy # 4.005).
3. Advertise the position in accordance with those advertising guidelines described below and in accordance with the Affirmative Action Policy of the university. The HR office shall insure that records are maintained regarding the advertising and dissemination of the job posting to these women and minority organizations.
4. Provide all applicants scheduled to be interviewed with relevant information about the campus and the advertised position.
5. Send acknowledgement to applicants when their materials have been received.
6. Make final recommendations to the appropriate Appointing Authority or Hiring Manager.

VI. Recruitment and Advertising

A. The HR office is to be informed of position vacancies by submission of the Personnel/Affirmative Action Record: Position Funding Authorization / Request for Authorization to Recruit Form #4.103:01. Upon the direction from the Appointing Authority to hire, HR for the particular campus or program is responsible for working with the Search Committee to advertise and recruit for exempt and non-exempt positions. The Affirmative Action/Equal Opportunity Officer should be consulted concerning sources of recruitment. If not already on file, a current position description which identifies the essential functions of the job must accompany the Request to Recruit. Upon receipt of the Request for Authorization to Recruit form, HR will advertise the position on the online and printed human resources position listings and further disseminate the job posting in accordance with the university's EEO/Affirmative Action Policy, (Policy # 4.005).

B. All positions, other than those exceptions listed below, are to be filled through an open recruitment process. Open recruitment processes may be either internal only or, if the internal search is unsuccessful or impractical, may be internal and external. Vacant positions shall be advertised on campus for at least five working days before it may be filled externally. Programs and departments are encouraged to lengthen this time frame to ensure strong candidate pools. No one may be employed in a temporary, acting, interim or reduced-time capacity with a view to transfer to regular status without advertisement of the position other than by reassignment in accordance with the Promotion, Transfer and Reassignment policy. (Policy # 4.309). Once again, reassignment is typically limited to situations in which an administrative reorganization is being made and the reassignment is done to avoid a layoff. Exceptions may be approved by the Chancellor when:

- 1) The position is filled by reassignment (Policy 4.309).
- 2) The position is filled by a candidate with unique or specialized skills and/or knowledge, including knowledge of Antioch University, which are unlikely to be found in an external search process, and which make the candidate particularly well suited and valuable to the University.
- 3) Where an open search would otherwise likely be impractical, ineffective, or inefficient.

C. The Appointing Authority or Hiring Manager in conjunction with HR shall determine whether a position is advertised at the national, regional and/or local level. For any position nationally advertised, the position shall be advertised and held open for at least four to six weeks to encourage a large or diverse candidate pool. Core faculty positions and administrative positions nationally advertised should be open a minimum of six weeks.

D. Employment opportunities should be communicated to multiple organizations representing underutilized or diverse groups of people in accordance with the university's Affirmative Action Policy. Advertisement templates should be maintained by HR. The hiring manager, Search Committee and HR shall collaboratively develop advertisements and agree on the publications to be used for each search process.

E. Any inquiries and applications received directly by a department should be referred to the HR for recording, evaluation, and disposition. The university encourages employees to refer qualified applicants to HR.

F. Requests for external advertisement of a position must be coordinated by HR. All employment advertisements must include the statement, "Antioch University is An Affirmative Action/Equal Opportunity Employer. It is the policy of the university not to discriminate against and to provide equal employment opportunity to all qualified persons without regard to race, color, national origin, ancestry, religion, sex, sexual orientation, gender identity, age, disability, veteran status." Copies of the job posting shall be provided to those organizations required to receive such notice under the university's EEO/ Affirmative Action Policy. (Policy # 4.005)

G. Any solicitation of applications through employment agencies must be arranged by HR. Supervisors should not approach employees reporting to other supervisors as potential applicants for vacant positions, but should seek an indication of possible interest through HR.

VII. Applicant Requirements

A. Prior to hiring, an applicant for any position within the university shall complete the university's employment application form and attest that the information contained therein is accurate. Providing misleading or false information may disqualify an applicant from employment and, if discovered after employment, is sufficient grounds for immediate termination from employment.

B. **"Applicant" defined.** For individuals to be considered as an "applicant," they must apply to an open, posted position, through the prescribed method (e.g. email, online, fax, mail), and prior to the expiration of the job posting. In addition, individuals must meet degree and years of service requirements and have not withdrawn voluntarily from the recruitment process. These "applicants," should be represented in the affirmative action candidate flow statistics by HR.

C. For individuals to be considered for employment in a regular full-time position, an applicant must be seventeen years of age or older. To be considered for temporary or regular part-time employment, an applicant must be at least sixteen years of age. HR shall ensure that employment of minors complies with local and state laws regarding child labor.

VIII. Affirmative Action

AU believes that a diverse workforce and an environment committed to sharing ideas and values among ethnic, gender, and other protected groups builds a successful campus experience for both students and faculty. Therefore, in accordance with its EEO/Affirmative Action Policy (Policy # 4.005), AU will take affirmative action to assure equal access to employment opportunities to all persons based on individual merit, interest, and job-related qualifications, including but not limited to, women, minorities, and persons with disabilities to the full extent permitted by law. In this effort, AU has committed to remove artificial barriers to employment opportunity, such as overly restrictive job descriptions which are not job related, and to increase outreach to organizations which promote

job placement for women and minorities to insure that we obtain, to the degree possible, a diverse pool of applicants. However, this commitment to affirmative action does not permit hiring preferences for women and minorities. Hiring decisions must at all times be based upon individual merit and job qualifications.

IX. Selection and Hiring Terms

A. HR will forward all applications and resumes for a vacant position to the hiring manager or Chair of the Search Committee for the position being filled. HR may screen applicants for positions at the request of the hiring manager.

B. HR may arrange subsequent interviews of the “short-listed” applicant(s) deemed most qualified and suitable.

C. The Hiring Manager is responsible for the selection of the preferred applicant in accordance established qualifications and criteria of the position and with the Affirmative Action Plan of the university. Immediately upon selection, the supervisor must notify HR by submitting a completed Employee Personnel Form #4.103:02. Appointment letters for positions will be prepared by HR for signature by the Chancellor, Vice Chancellor of Academic Affairs, or Provost.

D. No employment commitment shall be made to any employee apart from the standard employment appointment letter except as expressly authorized in writing by the Chancellor.

E. All offers of employment shall be conditioned upon:

1. Successfully passing a background check (See Background Check Policy # 4.109);

2. In some cases, a medical examination for fitness for duty (See Pre-employment Medical Examination Policy (Policy # 4.105); and

3. An official transcript for educational verification. (See e.g., Faculty Qualifications Verification Policy, (Policy # 5.303).

F. Prior to beginning work at AU, all new hires, including student workers, must demonstrate that they may legally work in the United States by presenting documentation required by the US Customs and Immigration Service for completion of an I-9 form. I-9 forms may be completed on behalf of AU only by HR or assigned designee for the particular campus or program. (See Immigration Law Compliance Policy (Policy # 4.101)

G. No employee shall be allowed to commence work until he or she has signed the employment agreement and returned it to HR at the local campus.

H. New, regular, exempt and non-exempt employees are subject to the provisions of the Initial Review Period Policy, (Policy # 4.301).

I. Unsuccessful applicants who feel they have been discriminated against are entitled to initiate proceedings under the university's Discrimination Complaint Procedure Policy. (Policy # 4.619)

X. Orientation for New Employees

New employees receive an orientation by the HR during the first weeks of employment. During the orientation, employees will be familiarized with some of the university policies and will review the benefits available to staff members. An additional orientation will be conducted by the hiring manager. (See Employee Orientation Policy # 4.303)

XI. Hiring Procedures for Temporary Positions

A. Definition

For purposes of this policy, “temporary positions” shall have that meaning as set forth in the Employee Classifications Policy (Policy # 4.201).

B. Recruitment

The usual procedures for advertisement of positions do not apply to temporary positions, with the exception of a long-term temporary assignment or an assignment with specialized requirements, in which case it may be appropriate to advertise the position. In such a case, it is helpful to provide HR with a written job description. For short-term temporary needs, supervisors must contact the Human Resources office to request applicants from temporary employment organizations. AU does not maintain a pool of temporary workers. An employee returning from extended leave for medical reasons including leave for purposes of childbirth, FMLA, or from military leave including National Guard or Reserve duty, and who is eligible for re-employment may be entitled by law to be returned, to the same or equivalent position with no loss of pay or grade. HR should consult with General Counsel prior to advertising any position temporarily vacated for reasons related to such a leave of absence.

C. Appointment

Temporary appointments require the completion and submission of an Employee Data Form to HR before work commences.

Policy Cross References

Guiding Principles	Policy # 4.001
EEO/Affirmative Action	Policy # 4.005
Immigration Law Compliance	Policy # 4.101
Post Offer, Pre-employment Medical Examinations	Policy # 4.105
Background Checks	Policy # 4.109
Employee Classifications	Policy # 4.201
Personnel Records and Retention Policy	Policy # 4.225
Initial Review Period	Policy # 4.301
Employee Orientation	Policy # 4.303
Promotion, Transfer, and Reassignment	Policy # 4.309
Discrimination Complaint Procedure	Policy # 4.619
Faculty Qualifications Verification	Policy # 5.303
Search Committee Handbook	

Forms Cross References

Position Funding Authorization / Recruitment Authorization Form	Form # 4.103:01
Employee Personnel Form	Form # 4.103:02
I-9 Employment Eligibility Verification Form	Form # 4.101:01