



Search Process & Hiring Guidelines

Guiding Principles:

The search process outlined below has been designed to support Mansfield University's hiring goals to hire the best qualified candidates in a timely, fair, and efficient process while ensuring equity in access and consideration. This process is to be used for all faculty and staff searches except as noted in the Modified Search Process section of this document or as otherwise prescribed in any applicable collective bargaining agreement. The process was designed by a Search Process Task Force and became effective December 2009.

All searches for tenure track, regular, grant-funded, and 50% or greater faculty positions for the full academic year and all searches for regular management positions at the classification level of 170 or higher are conducted on a national basis. The university advertises in minority publications and makes contact with universities generally recognized as serving traditionally underrepresented populations.

Applications from current employees will be considered in the same manner as external applications, except in those instances where seniority bidding or hiring rights apply. Current employees are not granted courtesy interviews.

Position Review & Approval Process:

1. Hiring officer / director / department chair submits a request for a position to that department's cabinet representative. Position requests must occur for all positions, including those being vacated by an exiting employee.
2. The Cabinet representative for that department places the position on the JEC (Job Evaluation Committee) agenda for consideration.
3. Within 10 business days, the JEC meets to consider the request. Meetings may be conducted via email if needed. If more time is needed by the JEC, the JEC chair will communicate the reasons for delay to the hiring officer / director / department chair within 5 business days of the JEC meeting.
4. The JEC makes a recommendation regarding whether or not the position should be approved. The recommendation is submitted to the President for review / approval.
5. The President reviews the JEC's recommendation and approves or disapproves the recommendation within 5 business days of the JEC meeting. The decision is communicated to the Employment Manager, the JEC, and the hiring manager.

Initiation of the Search Process:

1. Within 5 business days of a position being approved, the hiring officer / director / department chair works with the Employment Manager to identify a search committee chair and members. Search committees are to include 5-7 members, and must follow guidelines for diversity representation, including gender balance, ethnic diversity, and representatives from both within and without the hiring department.

2. Within 10 business days of a position being approved, the Employment Manager meets with the search committee chair and members to review the process and responsibilities of the search committee.
3. Within 15 business days of a position being approved, the Department of Employee, Equity and Compliance Services (EEC), the cabinet level hiring officer, and the hiring officer / director drafts, reviews and approves the position announcement.
4. Within 3 business days of the approval of the position announcement, the Employment Manager develops a matrix to be used in the reviewing of applications based on the position announcement, and sends this matrix to the search committee for input.
5. Within 3 business days of receiving input from the search committee, EEC approves the final matrix.
6. Within 3 business days of the position announcement approval, the search committee, hiring department members or respective leaders, provide the Employment Manager with additional ad placement suggestions for maximizing exposure to diverse groups and other target populations to ensure equity in access to the position announcement. The Employment Manager is responsible for posting the ad within three business days of the position announcement approval.

Application Review:

1. The search committee, in consultation with the Employment Manager, determines the process for the review of qualified applications. In the case of a large number of applications, the search committee and the Employment Manager determine the advisability of dividing review duties among 2-3 member subcommittees.
2. Within 10 business days of the position application deadline or once a sufficient pool of qualified candidates has been identified, the search committee reviews qualified applications using the approved matrix. Applications submitted after this date are reviewed only if the search committee determines the initial pool as weak.
3. Within 5 business days of the completion of the qualified application review, the search committee chair collects completed application review matrices from search committee members, totals the scores for each candidate, and ranks the candidates in order of total points. The search committee chair shares this list with the Employment Manager and the search committee members. The top ranking candidates are identified as continuing candidates.

Telephone Interviews and/or Preliminary Reference Checks (optional):

1. The search committee may recommend to EEC that telephone interviews and/or preliminary reference checks be conducted to narrow the candidate pool.
 - If telephone interviews are to be conducted:
 - The search committee develops telephone interviewing questions and submits these questions to the Employment Manager for review and approval.
 - EEC schedules appointments for these telephone interviews.
 - At least 2 search committee members conduct the telephone interviews. It is highly preferable that as many search committee members as possible participate in each telephone interview.
 - The search committee scores and ranks these candidates based on their telephone interviews.
 - If preliminary telephone reference checks are to be conducted in addition to telephone interviews:

- The search committee develops reference check questions and submits these questions to the Employment Manager for review and approval.
 - EEC notifies candidates that reference checks will be conducted and schedules reference check appointments.
 - At least 2 search committee members conduct each reference check.
2. If telephone interviews and/or reference checks are to be conducted, the search committee completes these telephone interviews and/or reference checks within 7 business days of the selection of continuing candidates.
 3. The search committee chair collects completed telephone interview and reference check scores from committee members, totals the scores for each candidate, and ranks the candidates in order of total points. The top 3-5 candidates are identified as continuing candidates for on-campus interviews.

On-Campus Interviews:

1. Within 7 business days of the completion of telephone interviews and/or preliminary reference checks or the review of qualified applications if no telephone interviews are being conducted, the search committee chair submits the list of proposed candidates for campus interviews to the Employment Manager for review and approval by EEC.
2. Working closely with the Employment Manager and the hiring manager, the search committee selects tentative dates for interviews and develops an interview itinerary using the standard template approved for that position type.
3. EEC contacts candidates to arrange interviews and makes travel arrangements for candidates as necessary.
4. The search committee develops on-campus interview questions and submits these to the Employment Manager for review and approval.
5. Within 15 business days of approval of candidates, on-campus interviews should be completed.

Selection of Candidate to Hire:

1. Within 7 business days of the conclusion of on-campus interviews, the search committee completes reference checks if preliminary reference checks were not already completed. The process for completing reference checks is outlined above in the Telephone Interviews and/or Preliminary Reference Checks section.
2. The search committee chair collects any interview scoring rubrics used by the search committee and totals the scores for each candidate.
3. As soon as possible after the conclusion of campus interviews, the search committee meets to summarize the strengths and weaknesses of each candidate using the Search Team Final Summary form and submits this summary to the Employment Manager. The search committee may, at its discretion or as directed by the hiring officer, to rank candidates in this summary.
4. The Employment Manager submits this summary to the cabinet-level hiring officer and the hiring manager. The Employment Manager will also advise the hiring officer of any applicable legal considerations with respect to the hiring situation.
5. Within 5 business days of receiving the committee's recommendation, the hiring officer or designee makes the selection and communicates this decision to the Employment Manager. If more than 5 days is needed, the hiring officer is required to provide an explanation of the delay to the search committee chair and the Employment Manager. If the hiring officer does not select a recommended candidate (or if ranked, the highest ranking candidate) for hire, the hiring official must provide an explanation of the reasons or rationale to the search committee chair and the Employment Manager.

6. An offer of employment is made to the selected candidate. Note: employment is contingent upon clear background checks, transcript verification (where relevant) and demonstration of authorization or the ability to be authorized to work in United States.
7. Immediately upon acceptance of an offer of employment, the Employment Manager notifies the campus.

Modified Search Process:

A modified search process may be used to hire temporary faculty members to cover a sabbatical or other leave. Additionally, the search process may be significantly truncated in the event of an emergency hiring need or a limited applicant pool. Those exceptions will be determined by the hiring department and the Department of Employee, Equity & Compliance Services or at the discretion of the president.