



UNIVERSITY OF
WEST GEORGIA

Last N/A
Approved
Effective N/A
Next Review N/A

Area Employment
(Procedures)
Chief Or Chief Human
Responsible Resources
Office Officer

Executive Searches

Authority for procedure granted by [UWG PL #4001, Human Resources Administrative Practice and Services](#).

A. Applicability and Scope

Per Board of Regents (BOR) Policy 2.6.3, [Personnel Policies](#), all USG institutions must maintain formal written procedures for executive (senior administrator) searches and these formal written procedures must be approved by the Chancellor or his or her designee. These procedures establish our institutional protocols.

Executive (senior administrator) positions are subject to heightened scrutiny and more rigorous search processes due to both their strategic importance to the Institution and the career advancement opportunities they represent for current employees. Searches for senior administrative positions are expected to follow these protocols to ensure selection of the most qualified candidates in a manner consistent with BOR policy.

These procedures apply to Executive (senior administrator) positions, which include but are not limited to:

- Provosts
- Vice Provosts
- Vice Presidents
- Deans
- Similar-level positions (e.g., AVP, Executive Director)

While search processes can be flexible, following these procedures will ensure that the search is structured and well documented.

B. Required Procedures

1. Creation of a Job Posting

Thorough documentation ensures consistency in evaluation and enables effective communication with all stakeholders. Each process element below is designed to support a successful search. The job posting is aligned with the job description.

Minimum Requirements:

- i. The Chief Human Resources Officer (CHRO), or their designee, must review and approve all Executive (senior administrator) job postings prior to posting, advertising, or otherwise communicating the employment opportunity.
- ii. Job Postings must not contain ideological tests, affirmations, oaths, or diversity statements.
- iii. Job Postings must include the USG Statement of Core Values.

Job postings for direct reports to the President must be submitted to the USG Vice Chancellor of Human Resources for approval. All job postings and any other required documentation to initiate a search must be submitted to the Institution CHRO for review and approval before any aspect of the recruitment effort begins.

2. Search Committee Formation

Search committee composition is crucial to the success of the recruitment process. Committees should represent varied perspectives and expertise while maintaining appropriate size and efficiency. The search committee should be formed and confirmed upon the completion of the [UWG Search Committee Form](#) and submitted to the CHRO prior to the start of application review.

Minimum Requirements:

- i. Submit proposed committee composition to Institution CHRO for review.
- ii. Strive to include representation across:
 - Departments
 - Roles
 - Demographics
 - External constituents or stakeholders
- iii. Ensure each committee member has received employee recruitment training and has reviewed all Board policies related to employee recruitment. Search committee training is available on demand via Develop West or in person, upon request to the Office of Human Resources (OHR).
- iv. Establish search committee charge (if applicable). HR Representative to conduct charge meeting and serve as Equity Advisor for the search.

3. Advertising the Position

Broad advertisement of the position to qualified candidates is an important part of any recruitment effort.

Minimum Requirements:

- i. Both internal and external searches must be advertised in a place reasonably accessible for a minimum of 10 business days.
- ii. All other advertising efforts for recruiting should be documented, including listservs, role specific associations, conferences, etc.
- iii. Ensure broad awareness and visibility. The Institution CHRO will approve an announcement that will be shared with institutional leadership, including but not limited to, the President's cabinet, Deans, Chairs, and Department leaders, and with faculty senate and staff council. The announcement must include information on the timeline for the search and information on how to apply. It is expected that all employees in leadership will provide the announcement to the employees under their supervision.

4. Conducting the Search

Minimum Requirements:

- i. All applicants for positions must apply via the institutional Applicant Tracking System (ATS). This applies to both internal and external applicants.
- ii. The position description will be used to develop the candidate evaluation criteria.
- iii. Once candidates are selected for an interview, a predetermined set of screening and interview questions should be developed to evaluate the candidate's knowledge, skills, and competencies required for success in the role.
 - See the USG [Human Resources Administrative Manual \(HRAP\) Policy on Employee Recruitment Appendices I \(Appropriate Screening Questions\) & II \(Appropriate Competency Based Employment Questions\)](#) for appropriate screening and competency-based employment questions.
- iv. Questions must be free of ideological tests, affirmations, oaths, and diversity statements.

Interview documentation must focus solely on candidates' job-related qualifications, including their skills, professional experience, behavioral responses, and relevant knowledge. **Do not include observations about physical appearance, personal characteristics, or any protected class attributes, which could potentially be perceived as discriminatory.**

C. Search Firm Engagement (if applicable)

When circumstances warrant external expertise, search firms can be valuable partners. However, search

firms must be carefully managed by the CHRO to ensure USG and institutional policies, processes, and requirements are followed. (See [list of UWG approved search firms](#)).

Minimum Requirements:

1. The Institution must establish procedures for the use and funding of search firms to include the CHROs approval as part of the procedures except for the President's direct reports.
2. The CHRO will be involved in the search firm engagement and contracting to ensure all Board, USG HRAP, and institutional policies are followed.
3. The CHRO will partner with the Hiring Manager to establish clear communication protocols between:
 - Search firm
 - Search committee
 - CHRO's office
 - Any institutional senior administrators as deemed reasonable or appropriate.
4. The search firm must include the USG Statement of Core Values in the job position advertisement and should include the institution's mission statement and core values.
5. The search firm may not require applicants to submit to ideological tests, affirmations, oaths, or diversity statements as part of the application process.

D. Employment Offer Process

To submit a Request to Offer, visit [Talent Services Resources](#) Work West Webpace (one USG login is required).

Minimum Requirements:

1. Reference checks must be conducted prior to an employment offer being extended. At a minimum reference checks must include:
 - Confirmation of current or previous relevant employment history and information related to performance, if provided.
 - In searches for provosts, vice provosts and deans, the supervisor, search committee, or their designee must conduct a review of the applicant's last three years of publications and other academic qualifications before a final offer may be extended. In searches for other academic affairs leadership roles, a thorough review of the applicant's publications and other academic qualifications is recommended.
 - If the candidate is currently or was formerly employed by USG or one of its institutions, a reference check with the current or former supervisor must be conducted, including rehire eligibility status. **If the candidate is currently employed at another USG institution, the Hiring Manager must work with the OHR to ensure**

outreach between the USG Presidents occurs prior to making a verbal offer of employment.

2. The President or Hiring Manager must consult with the Chancellor or the Chancellor's designee prior to hiring for key leadership roles to include but not limited to, Chief Business Officer, Chief Academic Officer, Title IX Coordinator, Chief of Police, and Internal Auditor ([BOR policy 2.6.3](#)) and any roles reporting to the President.

The consultation may include:

- Discussion of the search process, the candidates, and the recommended finalist(s). Review of the curriculum vitae (CV) or resume of the finalist(s) candidates and/or finalist candidate interviews may be requested.
 - Discussion of the offer and any additional compensation components.
3. When hiring for the Chief Academic Officer, the President must consult with the USG Chief Academic Officer prior to hiring ([BOR policy 3.2.1.2, Administrative Officers](#)). Additionally, the offer of tenure must comply with [BOR policy 8.3.7.4, Award of Tenure](#) in which the award of tenure upon appointment shall not vest until the completion of any applicable probationary period. The consultation may include:
 - Discussion of the search process, the candidates, and the recommended finalist(s). Review of the CV or resume of the finalist(s) candidates and/or finalist candidate interviews may be requested.
 - Discussion of the offer and any additional compensation components.
 4. Once reference checks and required USG outreach has been completed, the Hiring Manager will coordinate with the OHR **before** extending a job offer to the final candidate recommended for hire.
 5. After obtaining proper approvals, OHR will extend the official employment offer to the finalist (including salary negotiations).

E. Failed Search Procedures

If no acceptable candidate is found, or if all acceptable candidates decline or withdraw from the search, the Hiring Manager should consult with the Institution CHRO regarding the following two options:

1. Extend the search or,
2. Request the search be designated as failed.

If a search fails, the Hiring Manager may work with the Office of Human Resources (OHR) to review the job posting and/or classification for reposting. All job changes must be compliant with the established classification structure as administered by OHR.

When revising job responsibilities or minimum job requirements, the changes should be for the purpose

of widening the qualified applicant population and may not be for the benefit of a single candidate.

F. Documentation Requirements

At the completion of the search, the search committee chair or Hiring Manager should gather the search materials and submit them to the OHR for records retention, in compliance with the USG Employee Recruitment Policy.

Minimum Required Documentation:

- Candidate packets from all applicants (i.e., letters of application or application forms, curriculum vitae or resumes, academic transcripts, samples of writing or publications, and reference letters)
- Job posting
- Position advertisements
- Approval documentation to initiate the position search
- Evaluation rubrics and scoring sheets for applicants
- Interview questions (including those for telephone and face-to-face interviews) and interview notes
- Reference check notes

G. Direct Appointments

Direct appointments may be used instead of the competitive recruitment described above.

Circumstances might include:

- Appointing an internal candidate with relevant knowledge, skills and experience who uniquely meets the requirements and criteria for the role as specified in the position description;
- Appointing an external candidate with significant leading status or international recognition in their field or a rare, exceptional skillset; or
- Appointing a candidate who was a previous applicant for the same or similar position within the past 12 months.

As with the competitive recruitment process, there are several approvals, procedural and documentation-related requirements associated with Direct Appointments which must be followed. If considering a direct appointment, the Hiring Manager must discuss with the CHRO **before** proceeding. You may also view [UWG PL 4001 Associated Procedure, Direct Appointment](#).

BOR policies (Personnel Policies, Administrative Officers and Award of Tenure) apply to all direct appointments and consultation with the Chancellor or Chancellor's designee is required for positions indicated by policy.

UWG Office of Human Resources Contact Information

For talent acquisition and workforce planning requests and consultation, please contact the respective

department/division HR Business Partner.

General HR Services Inquiries

hrservices@westga.edu

Direct: (678) 839-6403

Chief Human Resources Officer

UWG_CHRO@westga.edu

Direct: (678) 839-6403

OHR Talent Services Resources

<https://workwest.westga.edu/hr/talent-resources.php>

Forms

[UWG Search Committee Form](#)

Appendices/ Other Resources

Board of Regents Policy Manual

- [2.6.3 Personnel Policies](#)
- [3.2.1.2, Administrative Officers](#)
- [8.3.7.4, Award of Tenure](#)

[USG Human Resources Administrative Manual \(HRAP\)](#)

- Employee Recruitment - [Policy on Employee Recruitment Appendices I \(Appropriate Screening Questions\) & II \(Appropriate Competency Based Employment Questions\)](#) for appropriate screening and competency-based employment questions.
- [Employee Recruitment and Direct Appointment](#)

[UWG PL 4001 Associated Procedure, Employee Recruitment and Direct Appointment](#)

Guidelines/Related material

[List of UWG approved search firms](#)

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Attachments

 [HRAP Screening questions.pdf](#)

Approval Signatures

Step Description

Approver

Date