

Title/Subject: **SEARCH FIRMS, USE OF**

Applies to: faculty staff students student employees visitors contractors

Effective Date of This Revision: November 2003

Contact for More Information: Human Resources, Faculty Personnel Services

Board Policy Administrative Policy Procedure Guideline

BACKGROUND:

Search firms are sometimes utilized in order to broaden the scope of the search and assist in identifying a stronger pool of diverse candidates. The University does not require that a search firm be used for any particular vacancy, although search firms are more commonly used for senior level positions and unique or difficult to fill positions. The decision on whether or not to use a search firm is generally made by a senior level hiring official (VP, Dean, AVP etc).

PURPOSE:

The purpose of this policy is to establish effective guidelines to manage the recruitment, selection and work product of search firms when we have elected to use a search firm.

POLICY:

In order to expedite the selection of search firms, the University conducted a bid process in spring 2003 and a committee consisting of staff from Human Resources (HR), Faculty Personnel Services (FPS), Affirmative Action (AA) and Purchasing Services, screened and pre-approved five firms which can automatically be used for filling CMU vacancies. We have signed contracts with these firms to conduct searches for us and generally described the terms and conditions under which they will work.

PROCEDURE:

When a senior level hiring official decides that a search firm will be used, the official should contact HR/Employment. HR will give the hiring official a packet from each firm which outlines their services, experience, representatives and process. The hiring official (and their search committee, if desired) should review the information and select one or two of the firms to interview for this particular search.

The search firms differ in their respective personalities, their styles, and their experience recruiting relevant positions. A successful search is largely contingent on the relationship developed between the search firm and the employer's representative; therefore, interviewing a search firm prior to making a decision is essential.

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The pre-approved firms are noted below in alphabetical order:

AT Kearney
333 John Carlyle Street
Alexandria, Virginia 22314

Boyden
344 North Old Woodward
Suite 304
Birmingham, MI 48009-5351

DHR International
6639 Centurion Drive
Suite 140
Lansing, MI 48917

MacNaughton Associates
3600 Lime Street
Suite 323
Riverside, CA 92501

R.H. Perry and Associates
2607 31st Street NW
Washington DC 20007

If the hiring official elects not to use one of the pre-approved search firms, a formal bid process must be done. See Purchasing Services website: <http://www.purchasing.cmich.edu>.

If the hiring official elects to go with one of the pre-approved firms, they will need to continue to work with HR/Employment to complete a Work Order form which outlines the scope of the work to be performed by the search firm. The hiring official may select the representative from the search firm that they wish to perform the services. The Work Order outlines the specific services to be performed, e.g. who is responsible for conducting background checks, will video conferencing be expected, the role of the search committee vs. the search firm. The search firm and hiring official are required to follow University hiring policies and procedures. The AVP/Human Resources or the Director/Purchasing Services must sign the CMU Search Firm Work Order; thereby binding the university to the terms and conditions spelled out in the contract and Work Order.

After a search firm is selected and the work order is signed, the search firm and the search committee chair should meet to discuss the selection criteria. The initial meeting with the search firm should cover such items as affirmative action goals, position responsibilities, expectations, timetable, CMU's goals/values, market issues, compensation and benefits.

Affirmative Action or Human Resources will meet with the search firm and the committee at the onset of the search to inform them of the affirmative action goals for the position and the responsibility to conduct an extensive search that includes minority and female applicants.

The search committee chair should serve as the CMU contact for the search firm or he/she should appoint one person on the search committee to be the contact person.

The entire search committee should be prepared to develop and follow a timeline agreed to by the search firm. If the search process does not move along efficiently, viable candidates can be lost.

Search firms may complete the required paperwork, but the search chair is ultimately responsible for obtaining the approval from Human Resources for Professional Administrative searches or Affirmative Action for Senior Officer searches prior to any interview and again before an official job offer is made.

Search firms are typically available to help negotiate the terms and conditions of employment. While the search firm can act as an intermediary in a sensitive negotiating phase and should take into account the interests of both CMU and the candidate, their priority may be to finalize the process. Therefore, the official offer of employment must be negotiated and finalized by Central Michigan University, while keeping the search firm apprised of the situation.

After the search is finalized, it is suggested that you contact HR/Employment to provide feedback on the search firm. The feedback should address if the search firm met expectations, what were the positive experiences, and what areas of the process could have been improved. Feedback will be shared with departments as they work with Human Resources to identify a firm for future searches.

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The hiring department is responsible for processing payment to the appropriate search firm. The Work Order should be attached to an invoice voucher and forwarded to Payable Accounting for processing. The invoice voucher must be approved by the appropriate account director before payment can be processed.

Central Michigan University reserves the right to make exceptions, modify or eliminate this policy. This document supersedes all previous policies, procedures and directives relative to this subject. Please refer questions or concerns to the Originating Department.