

Title/Subject: **SEARCH FIRMS**

Applies to: faculty staff students student employees visitors contractors

Effective Date of This Revision: May 2015

Contact for More Information: Human Resources/Contracting and Purchasing 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 Officer positions and unique or difficult to fill positions. In order to expedite the selection of a search firm, Human Resources along with Contracting and Purchasing Services, screened and identified pre-approved search firms which may be used for filling CMU vacancies

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:

The decision on whether or not to use a search firm must be approved by the President, Provost or a Vice President. Central Michigan University (CMU) has signed contracts with the approved search firms; the contracts generally describe the terms and conditions of their responsibilities.

PROCEDURE:

Selection: When a decision is made that a search firm will be used, the hiring official should contact HR/Employment. Human Resources will provide any additional information that may be helpful in selecting one of the pre-approved search firms. The hiring official (and their search committee, if desired) should review the information and select one or two of the firms to interview for the 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:

Academic Search
1825 K. Street NW
Suite 705
Washington, DC 20006

MacNaughton Associates
1155 Via Vallarta
Riverside, CA 92506

Storbeck/Pimentel & Associates
1400 North Providence Road
Suite 6000
Media, PA 19063

DHR International
10 South Riverside Plaza
Suite 2220
Chicago, IL 60606

Parker Executive Search
Five Concourse Parkway
Suite 2900
Atlanta, GA 30328

Witt/Kieffer
2015 Spring Road
Suite 510
Oak Brook, IL 60523

Greenwood/Asher & Associates
42 Business Center Drive
Suite 207
Miramar Beach, FL 32550

R.H. Perry & Associates
2607 31st Street NW
Washington, DC 20008

Bid Process: If the hiring official elects not to use one of the pre-approved search firms, a formal bid process must be conducted or written justification must be submitted to Human Resources and the Director/Contracting and Purchasing Services documenting why it is believed the selected search firm is critical to the success of the search.

Work Order: If the hiring official elects to go with one of the pre-approved firms, they will need to work with Human Resources 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/Contracting and 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.

Training: The Office of Civil Rights and Institutional Equity 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 with the goal of including minorities, females, veterans and persons with disabilities.

Contact: The search committee chair or Human Resources should serve as the CMU contact for the search firm; however, they may choose to appoint one person on the search committee to be the contact person.

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

Approvals: The search chair is ultimately responsible for obtaining the approval of Human Resources for Professional & Administrative searches or the Office of Civil Rights and Institutional Equity for Senior Officer searches prior to any interview and again before an official job offer is made.

Job Offer: 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.

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Feedback: After the search is finalized, it is suggested that feedback regarding the search firm is shared with Human Resources. 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.

Payment: 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.