Conducting Searches for Athletic Coaches

Athletic Department Initiation of Process to Fill a Coaching Position:

Notify the HR office of an anticipated vacancy as early as possible to request advance recruitment measures.

Step 1 Submit Request for Position Action form (SF-1) to establish a new position or fill a vacant position.

Step 2 Upon approval of SF-1, email long and short advertisement documents to Human Resources for approval. Prepare fiscal documents for mandatory advertising with UH Manoa Bookstore (Star Advertiser) and Hawaii Tribune-Herald, along with any other advertisements (e.g. NCAA website).

PUBLICITY Have Sports Info and University Relations publicize the search inception in media outlets.

Step 4 Appoint search officials and notify the EEO/AA office: Approving Official; Reviewing Official; Search Committee Chair and Members, and any Assistants (User access personnel) to the Committee requiring online access.

Search Committee Process (Pre-Evaluation):

Step 1 Position posted. Chair organizes a meeting of the committee with the EEO/AA Director.  
[Timesaver suggestion: Chair and committee may start drafting of interview and reference check questions and a rating matrix prior to meeting with EEO/AA Director; the committee may start rating applications as soon as EEO/AA approves questions and matrix]

PUBLICITY Have Sports Info and University Relations publicize the rating start in media outlets.

Step 3 First meeting of the Search Committee. The EEO/AA Director briefs committee on the rating guidelines, process and roles of participants:

1) The objective of the committee is to identify and recommend the top candidates to the Athletic Director (AD).

2) Role of the Committee Chair:
   a. Keep notes of all Committee actions and decisions.
   b. The Chair is the only Member to answer questions from non-committee members regarding a search. To be fair to all applicants and prospective applicants, the Chair’s responses should be limited to what is stated in the advertisement. The EEO/AA Director is available for consultation on questions and responses and any other search matter.
   c. The Chair will facilitate the Committee’s meeting its responsibilities and its completion date.
3) Committee Members are to determine the level to which an applicant meets the job requirements ONLY through its documents review, interview and reference checks. Wherever necessary, members should discuss differences and issues (e.g. potential conflicts of interest) and arrive at a consensus as a committee. The EEO/AA Dir is available to assist in any way.

4) Role of the Assistants:
   a. Receive application and send email notices ONLY acknowledging receipt.
   b. Identify ineligible applications, those that are untimely and/or incomplete submissions and await Chair’s handling instructions.
   c. Prepare applications for Committee review, such as creating folders, copying or scanning of applications, typing and distributing notices to applicants and other miscellaneous tasks.
   d. Do inputting of all applicant data and Committee results to the online UH Applicant Data System (“Form 17”). EEO/AA office provides an Online Form 17 Procedures primer to assist.
   e. Maintain search materials (documents and records) after the search is completed.

5) The rule to keep all search materials and proceedings confidential is explained and all Committee Members and Assistant(s) sign the Confidentiality Agreement.

6) Committee Members are provided copies of the position description and/or advertisement.

7) Committee will notify Assistant of which applications are eligible for this search:
   a. Application that are complete, having submitted all required application documents, and
   b. Applications that are received not sooner than the open date and not later than the closing date in the official Work at UH search posting.

8) EEO/AA Dir will identify underutilized groups and explain Affirmative Action responsibilities.

9) MQs (minimum qualifications) and DQs (desirable qualifications) are discussed and the Committee denotes any combination of education and training experiences that will be used as equivalencies for each MQ element.

10) The Committee will develop candidate interview questions, reference check questions and the search’s rating matrix. If the committee has already completed these tasks, the EEO/AA Director will review do a review at this meeting and may approve the committee evaluation of applications immediately.

11) The Committee decides if it will rate DQs with a numerical scale or yes/no. Notify Assistant so that online inputting of applications can begin immediately.

12) Committee sets a target date and task completion schedule for its search responsibilities.

13) Committee is encouraged to consult right away with EEO/AA whenever there is a problem.

**Search Committee Process (Candidate Evaluation):**

**Step 1** Assistant provides applications to Committee after EEO/AA approval of questions and matrix received.

**Step 2** Committee reviews applications and decides on candidates who meet the MQs; results to Assistant.
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Step 3  Assistant prepares for the Chair the notices to non-MQ candidates that they are no longer being considered for this job.

Step 4  Committee Members review only MQ candidates and determine the level that each candidate meets each DQ. A Committee consensus rating is formed for each candidate.

Step 5  Committee develops an interview list composed of the top DQ scorers. Conduct interviews in the same venue (e.g. telephone, videophone) and use only questions approved by EEO/AA.

Step 6  After interviews, the Committee forms its top group candidates based on application and interview evaluations. Committee discussions and decisions must center on each candidate’s demonstration of job related knowledge, skills and abilities rather than numerical scoring.

Step 7  Do reference checks on the top group candidates. They must include a current or former employer/supervisor. If one was not provided by the candidate, contact and explain UH Hilo’s requirement. If the candidate refuses to provide or allow this reference check it is their option to do so; the Chair will make a note of this matter and the Committee will proceed with doing other reference checks and form its recommendations based on the information that it has. Reference checks may be done will all committee members present or assigned to different committee members to perform; notes of the reference check must be shared with all committee members.

Step 8  After reference checking, the Committee will develop its consensus of the top candidates and document its decision. Those names will be referred to the AD for selection consideration.

Step 9  Make recommendations to AD. The committee will rank the candidates identified at Step 8; a suggested discussion for that process: “use knowledge, skills and abilities terms and ask how is A better than B, C, D? How is B better than C, D, A? etc.” When completed, send committee’s recommendations to the AD in rank order, with the application and list of strengths and weaknesses for each candidate in the top group.

If there is a next tier group that the Committee feels are acceptable for selection, prepare a list of these second level candidates and refer them to the AD in the same manner.

PUBLICITY  Have Sports Info and University Relations publicize the status of process to media outlets.

AD Finalist Review Process:

Step 1  AD receives Committee’s listing of the ranking of the top candidates for review.

Step 2  Makes contact with appropriate references.

Step 3  The AD will interview finalists with a select committee of interviewers whose inclusion is meant to assist the AD’s decision making. It is recommended that at least one interviewer be a Hilo community member who is a strong and active supporter of UH Athletics.

Step 4  AD submits recommendation, with score sheets to the Vice Chancellor of Student Affairs (VC). The VC and AD will collaboratively make a final decision on a selectee and ranked order of alternates.
Final Selection Process:

Step 1  After the VC and the Chancellor are notified of a proposed selectee, the Director of Athletics may make a preliminary written job and salary offer to the selectee contingent upon the receipt of all University approval authorities. The selectee must sign his/her approval of the preliminary offer and return it to the Director of Athletics w/in ________.

Step 2  After the AD receives the selectee’s signed approval of the preliminary offer, the Assistant will input all search data to the online record to allow for the online approval of the search results by the Reviewing Official, EEO/AA and Approving Official.

Step 3  The Committee Chair will deliver all search materials to the EEO/AA office for a compliance review

Step 4  After EEO/AA review, the hiring documents are delivered to the HR office for compliance review: selectee’s application, signed Confidentiality statement, ads, completed APT Hiring Checklist.

Step 5  After HR approval received, a DNHR request may be submitted. If no DNHR request is done, a final written job offer letter may be faxed to the selectee (details on final written job offers are below).

Step 6  Upon approval of any DNHR request, a final written job offer letter may be faxed to the selectee, who must return a signed response within 3 working days of the date of the job offer letter (electronic delivery allowed). Upon receipt of the selectee’s acceptance, the job offer letter will be mailed to the selectee. The letter must contain instructions for the selectee to request that an original college transcript be sent to the HR office, if one had not been submitted previously by the selectee. In the event of declinations or withdrawals, the AD will use the list formed by the VC and AD in making next job offers and redo the Final Selection Process.

PUBLICITY  Upon receipt of a selectee’s acceptance of the job offer and salary, have sports info and university relations publicize the selectee’s name and job acceptance to the media, e.g. press release and/or press conference. In event of an offer declination publicize the process status.

Final Search Process Actions:

Step 1  Assistant will complete all scoring, selection results and online Form 17 in the online search record.

Step 2  Assistant prepares for the Chair notices to unsuccessful applicants that another individual was selected for the position.

Step 3  EEO/AA office to return documents/files to Athletics. Athletics will retain all search documents for three years from the hiring date or for five years if there is a complaint or challenge to the search.