



Policy History
Policy No. HR25
Approving Jurisdiction: President
Administrative Responsibility: Vice President Human Resources
Effective Date: January 8, 2024

Search Advisory and Appointment of Senior Administrative Positions Procedure

A. DEFINITIONS

- Candidate Profile:** Outlines the position, the desired education, knowledge, experience, abilities and traits that the ideal candidate should possess in order to successfully perform in the role, as well as an overview of Kwantlen Polytechnic University (KPU), search process and other factors the candidate might want to consider in determining whether or not to apply. Candidate profiles are created by Human Resources or an external search consultant (when used)
- Hiring Manager:** The administrator with the authority to make a hiring decision for a position; they are also the respective Search Advisory Committee (SAC) Chair as referenced in the Appendix.
- Human Resources** Responsible for providing support, expertise and guidance to the SAC Chair and SAC members through the entire search process.
- Job Description:** Describes the reporting relationship, primary function, key responsibilities, and qualifications of any role covered by this Policy and Procedure. Job Descriptions are created by Human Resources and the person responsible for the position and undergo approval by the Post Secondary Employers' Association.
- Key Party:** Individuals identified by the Hiring Manager, talent acquisition specialist and/or SAC with whom the potential candidate might directly or indirectly work with such as a one-up-supervisor, direct report, and/or peer. Key party

members will uphold the values of KPU to provide a safe, welcoming and inclusive environment for the candidate and will participate in key party meetings with full attention.

6. **Search Advisory Committee (SAC):** For the purpose of this policy, a committee established for the search of an administrative candidate by the hiring manager. The committee will be diverse and representative of KPU's values to provide an inclusive environment for candidates and colleagues.
7. **Senior Administrative Positions:** Senior Administrative Positions, for the purpose of this Policy and related Procedures, will include: Vice Presidents (Administration; Students; Human Resources; External Affairs; Equity and Inclusive Communities), Chief Financial Officer, Associate Vice Presidents (except Academic and Research and Innovation), General Counsel, Chief Information Officer, Executive Directors, and other senior administrative positions as may be determined from time to time. Specific titles of senior positions may change over time. Senior Academic positions are covered by the Policy and Procedures HR20.

B. PROCEDURES

1. Search Advisory Committees

- a. The SAC will be appointed for permanent positions. The SAC is responsible for familiarizing themselves with the job descriptions, job postings, consulting on the qualifications of candidates in relation to the position, reviewing applications, and making recommendations of suitable candidates, among others. KPU will appoint a SAC to participate in the search process. The SAC will interview and recommend appropriate candidates for senior administrative positions covered by this Policy. Details of the composition of SAC's for senior administrative positions covered by this Policy are listed in the Appendix A - "Composition of Search Committees".
- b. The SAC will be bound by the following regulations:
 - i. In advance of the posting of a new appointment, the members of a SAC will be appointed according to the Appendix to this procedure. The Collective Agreement between KPU and the Kwantlen Faculty Association (KFA) for the appointment of KFA representatives to SAC's will be followed as for the appointment of KFA representatives to SACs.
 - ii. SAC members shall disclose any conflicts of interest with applicants and may be excused if the conflict cannot be mitigated. SAC members will be required to sign a Confidentiality Agreement prior to the commencement of the search.
 - iii. Before the SAC is finalized, potential members of the SAC must agree, as a condition of membership, that they will not be candidates for the position under consideration.

- iv. If a SAC member must resign their position, where possible, replacements will be drawn from a similar constituency. Replacements may not be made after the start of the long list interviews.
- v. All proceedings of the SAC and all communication to and from the SAC shall be held in strictest confidence, and all members of the SAC will comply with their obligations under related legislation and KPU policies, both during the term of the SAC and thereafter. Only the SAC Chair is authorized to release information about the proceedings of the SAC. Any SAC member who fails to comply with the requirement of confidentiality will be discharged from membership of the SAC and may also be subject to disciplinary action.

2. The Search Process: the search process is the procedures that the SAC will follow to select, appoint, or re-appoint candidates. The search process will honour the Policy principles, including provisions within HR16.

- a. Searches for positions covered by this Policy will be conducted by Human Resources as outlined in Policy HR26. The President, or their designate, will decide if an external search consultant will be used to work under the direction of Human Resources.
- b. The Job Description will be developed by Human Resources and the administrative person responsible for the position, and approved by the Post Secondary Employers' Association. The job description will be provided to the SAC to use to assess candidate suitability during the search.
- c. The candidate profile and job postings will be developed by Human Resources and the administrative person responsible for the position. The SAC will provide advice on the advertising strategy.
- d. The position will be widely advertised both internally and externally, and both internal and external candidates are encouraged to apply.
- e. Applications will be provided in confidence to the SAC.
- f. In consultation with a member of the talent acquisition team, the SAC will review and approve the format, questions and evaluation system for the interviews and will also identify those candidates who will be included in the long list.
- g. If a SAC member is absent from any of the interviews, normally they will not participate in further interviews, deliberations or recommendations to the SAC Chair. Exceptions may be made by the SAC Chair in consultation with Human Resources.
- h. The SAC may invite the short-listed candidates to meet with various Key Parties. The SAC will determine a mechanism to provide feedback on candidates.
- i. The SAC Chair will make a written recommendation to the appropriate body (Board's Human Resources Committee, President or other senior administrative officer) as appropriate. This recommendation may include up to three candidates who the SAC deems acceptable to fill the position, in order of preference.
- j. The President or other senior administrative officer, as appropriate, will provide written reasons to the SAC if its recommendations are not accepted or followed. If all candidates are deemed unacceptable, or no appointment is made, the search may continue.

3. Post Search Process

- a. Reference and background checks will be conducted of the final candidate.
- b. Negotiations of all terms of employment, employment agreements and verbal and written offers will be handled as outlined in KPU's Policy HR26 and in consultation with, and approval of, the Vice President, Human Resources or designate.

C. RELATED POLICY

HR25 Search Advisory and Appointment of Senior Administrative Positions

**APPENDIX A: COMPOSITION OF SEARCH ADVISORY COMMITTEES
(SAC) for Senior Administrative (Non-Academic) Positions**

POSITION	COMPOSITION OF SAC
<p>Vice Presidents (Administration, Human Resources, External Affairs, Equity and Inclusive Communities) and Chief Financial Officer</p>	<p>The SAC shall be chaired by the President and shall consist of a representative from each of:</p> <ul style="list-style-type: none"> (i) Board of Governors Human Resources Committee (ii) KFA (iii) Kwantlen Student Association (iv) BC Government Employees' Union (BCGEU) <p><u>and</u></p> <ul style="list-style-type: none"> (v) Other individual(s) at the discretion of the chair
<p>Associate Vice Presidents (except Academic and Research and Innovation)</p>	<p>The SAC shall be chaired by the Vice President to whom the particular position reports and may consist of the following representatives:</p> <ul style="list-style-type: none"> (i) An Associate Vice President in another position (ii) A person in a senior position within the Vice President's area of responsibility (iii) A person in a senior position from another Vice President's area of responsibility (iv) A person drawn from the Associate Vice President's (i.e. open position) area of responsibility <p><u>and</u></p> <ul style="list-style-type: none"> (v) Other individual(s) at the discretion of the chair
<p>Executive Directors</p>	<p>The SAC shall be chaired by the Vice President, or designate, to whom the particular position reports and may consist of the following representatives:</p> <ul style="list-style-type: none"> (i) An Executive Director in another position (ii) A person in a senior position within the Vice President's area of responsibility (iii) A person in a senior position from another Vice President's area of responsibility (iv) A person drawn from the Executive Director's (i.e. open position) area of responsibility <p><u>and</u></p> <ul style="list-style-type: none"> (v) Other individual(s) at the discretion of the chair

General Counsel	<p>The SAC shall be chaired by the President and may consist of the following representatives:</p> <ul style="list-style-type: none"> (i) A representative of the Board Human Resources Committee (ii) Vice President Administration (iii) Provost and Vice President Academic (iv) Chief Financial Officer <u>and</u> (v) Other individual(s) at the discretion of the chair
Chief Information Officer	<p>The SAC shall be chaired by the Vice President Administration and may consist of the following representatives:</p> <ul style="list-style-type: none"> (i) Provost and Vice President Academic or a designate (ii) Chief Financial Officer (iii) Dean (iv) Associate Vice President Research and Innovation (v) University librarian <u>and</u> (vi) Other individual(s) at the discretion of the chair