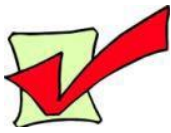




**Athletic Coach  
Search Procedures and Guidelines**



# Athletic Coach Search Checklist

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## Approval and Planning

- Request and receive approval for search from Senior Director of Intercollegiate Athletics and Vice President for Administration and Finance.
- Establish the hiring committee.
- Attend informational meeting with Faculty Affairs.
- Develop the Position Opportunity Announcement (POA) and Recruitment Strategy.
- Develop interview questions and criteria.
- Submit the endorsement packet signed by the Senior Director to Faculty Affairs. Includes:
  - Cover Sheet for Position Opportunity Announcement (POA) Form
  - One-page recruitment and advertising strategy
  - Interview questions and criteria for Zoom and on-campus interviews.
  - Professional Qualifications and Duties of the Position Form
  - Advertisement Request Form (optional)

## Application Review

- Screen Applications based on criteria in the POA.
- Submit the Approval to Interview Form for Semi-finalists via Zoom
- Schedule and conduct Zoom interviews.
- Submit the Approval to Interview Form finalists on-campus
- Schedule and conduct on-campus interviews.
- Select Candidates to send to hiring authority for selection of candidate.
- Submit Final Recruitment Report.
- Faculty Affairs sends final outcome of search emails to all applicants.

# GUIDELINES FOR ATHLETIC COACH SEARCHES

## **Establish the Hiring Committee**

### **Selection of the Committee**

The search committee shall be comprised of the following representatives and will select a chair:

- Faculty Athletic Representative or designated faculty member
- 1-2 Head Coach(es)
- Representative of the Athletic Advisory Council (Faculty or Staff)
- 1 Assistant coach

Search Committee members must attend all meetings of the committee and candidate interviews in person or they will not be eligible to vote for the selection of the final candidate(s). All selection committee members must ensure that all information relative to the committee's work remains confidential. All search committee materials will be submitted to the hiring authority following the recommendations of the candidate.

The first step for any search is attending an informational meeting with the search committee and the AVP for Faculty Affairs to discuss recruitment strategy and equal opportunity recruitment. At this time, you may have many of the document drafts for review by the AVP for FA.

## **Develop the POA and Recruitment Strategy**

### **Develop the POA**

Develop the draft of your POA.

Ensure the announcement is specific enough to attract applicants with the required qualifications, but not so specific as to discourage qualified applicants. It is also crucial the announcement distinguish between required and preferred qualifications. The qualifications listed will be the basis for the selection criteria in the interview process.

Include information on the department, students, and collegial relationships.

## **Develop the Recruitment Strategy**

A recruitment strategy should be developed to ensure that qualified applicants know about the position(s) and are encouraged to apply. The strategy should also include specific actions to ensure a diverse pool.

If you are advertising on sites not utilized by FA, submit an Advertising Request Form with your endorsement packet and include the advertising content. Advertising must be approved by the Senior Director of Intercollegiate Athletics because these costs are incurred by the department. Faculty Affairs posts all announcements to **SSU, CSU, CalJobs, Higher Ed Jobs sites**. All additional postings are placed and paid for by the Athletics department after the request has been approved by Faculty Affairs.

## **Develop Criteria and Interview/Screening Questions**

- In both the screening and interview processes, the criteria utilized must be consistent with the qualifications in the POA.
- Questions developed from criteria. There must be at least one question developed for each criterion (multiple criteria can be represented by one question).
- The set of criteria used for the interview process must include all those listed on the Position Opportunity Announcement as being required or highly desired.
- The first review of applications must include a review of the applications in light of the required criteria.

## **Submit the Endorsement Packet**

Once you have developed your draft POA and recruitment strategy, forward it to the Senior Director of Intercollegiate Athletics for signature. Send the approved packet to Faculty Affairs.

The packet includes:

- Cover Sheet for Position Opportunity Announcement (POA) Form
- One page recruitment and advertising strategy
- Interview questions and criteria for both Zoom and on-campus interviews.
- Professional Qualifications and Duties of the Position Form
- Advertisement Request Form (if needed)

Send the packet to Faculty Affairs who will review, assign the recruitment number, and post the POA.

Other advertising is placed and paid for by the department after the advertising copy is approved by Faculty Affairs.

## **Announce the Position**

Once approved by Faculty Affairs, the position will be posted for a minimum of 30 days.

## **Screen Applications**

The hiring committee should screen all applications as soon as applicant materials are available on the secure website. Faculty Affairs will send notice of availability and link to secure website where applicant files can be reviewed by all committee members within two (2) business days of the application deadline. The committee determines which applicants should be invited to interview for Zoom as semi-finalists.

## **Submit the Approval to Interview Form**

When you have determined which candidates, you wish to interview/screen, complete the Approval to Interview form.

The Approval to Interview Form should be submitted to the Senior Director of Intercollegiate Athletics for approval and then to Faculty Affairs.

**No interviews should be scheduled until after receiving approval from the Office of Faculty Affairs.**

## **Conduct Interviews**

Following appropriate consultation, the hiring committee should finalize the interview schedule for all candidates.

Interviews should be scheduled as soon as possible following the close of the posting period. Applicants should always be given time at the conclusion of the interview to provide any other information they wish in support of their candidacy and to ask any questions they have regarding the position and the selection process. It is helpful to let interviewees know when they can expect to hear about the outcome of the interview process.

**DISCUSSION:** There are a number of keys to successful interviewing:

1. Remember that candidates are to be evaluated on job-related factors only. Many candidates are nervous during the interview and it is the committee's responsibility to work through apprehension and assess their qualifications for the position.
2. You learn most about the candidates when they are talking. Spend a minimum of time discussing the position in the formal interview and a maximum of time exploring the candidate's qualifications.
3. Interviews are stressful situations for the candidate and the committee. Ensure that

the candidates are comfortable and able to express their qualifications.

4. It is essential that both the committee and the candidate are able to make the correct match of job versus interests and qualifications. Make sure that the interview allows the committee to assess the candidate's ability to perform the required and recommended job criteria and that the candidate understands both the position and its significance to the University.

This is another point during which search procedures can become flawed. In the course of the candidate's visit to campus, questions may not be asked in a number of key areas such as marital status or child care arrangements.

Consultation between the Senior Director of Intercollegiate Athletics and the hiring committee chair during this phase of the recruitment process is also essential.

## **Selecting Finalists for On-campus Interviews**

After all the candidate interviews have occurred, the search committee will reconvene to discuss the final candidates to invite to campus. It is recommended that three-five candidates be considered for a broad pool and alternates if qualified be listed.

## **Submit the Approval to Interview Form**

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The Approval to Interview Form should be submitted to the Senior Director of Intercollegiate Athletics for approval and then to Faculty Affairs.

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Consultation between the Senior Director of Intercollegiate Athletics and the hiring committee chair during this phase of the recruitment process is also essential.

## Selecting Finalists

Once a top candidate has been identified through the selection process, the recommendation is sent to the Director of Intercollegiate Athletics, who obtains the approval to make an offer from the Vice President for Administration and Finance. Once approved, the Director may proceed to make an offer.

In the event the selected candidate declines the offer for employment, the chair must return to the selection committee and determine a top secondary candidate that will also require approval from the Senior Director of Intercollegiate Athletics.

## Prepare Final Recruitment Report

Complete Final Recruitment Report and send to Senior Director of Intercollegiate Athletics and Vice President of Administration and Finance and then to Faculty Affairs.

Submit the Final Recruitment Report within (10) working days of the acceptance or rejection of an oral offer to Faculty Affairs.

These forms, upon completion, are official documents and may be subpoenaed. **The form for a particular search should, when viewed as a whole, make clear to any reader the reasons for the selection of the finalist, the reason for the ranking of the number two candidate (if any), and the non-selection of all others who were interviewed.** The content of these forms must be legible. The following points may be helpful to you as you complete these reports:

1. The evidence which must be evaluated includes the application, vita, cover letter,

interview and any other materials requested..



Applicants who are SSU employees are due “careful consideration” which includes a review of **the official Personnel Action File and evaluations in that file**. All information received during the recruitment process is considered to be "pre-employment" information, is confidential, and shall be maintained separately from an employee's Personnel Action File. The confidentiality of "pre-employment" materials applies to applicants who are or who have been SSU employees, as well as to external applicants who may eventually be employed at Sonoma State University.

2. The interview reports should present the facts upon which the employment decision was made. Whenever possible, reference should be made to statements made by the candidate in the interview which influenced the decision (e.g., "Candidate indicated that she had no experience with large lecture sections and did not feel that she would be effective") in light of the stated criteria and in response to the approved questions.
3. Comparative statements should be avoided. The successful candidate's relative merit will be evident if pertinent factual information is contained in each report (e.g., for Candidate A, "Had five years teaching experience in the field" and for Candidate B, "Had one year of teaching experience," rather than indicating on Candidate B's report "Had less experience than the individual selected").
4. Subjective statements are unacceptable. Decisions must be based on the approved criteria only. Therefore, statements such as "The committee felt that he would not be able to work with the department" would be inappropriate. Rather, the report should indicate the objective basis for such a conclusion (e.g., "Candidate presented no evidence of ability or interest in committee work").
5. The report should be brief (six to eight lines), focusing on the major criteria upon which the decision is based. There is no need to comment on each criterion or on the same criteria for each candidate.
6. A direct factual statement should be given (e.g., "Knowledge in this area was not adequate--could not respond to this question").
  7. Any reference to prior experience at Sonoma State should be avoided in the interview reports. The reports can indicate as one of the factors discussed the number of years of working or teaching in the field and the quality of performance or the fact that the candidate has expertise in a particular field.

At the conclusion of the search process, all committee notes should be returned to Faculty Affairs once a candidate has accepted the position. The Final Recruitment Report is the singular hiring justification documentation.

**Faculty Affairs sends Regrets (Not Interviewed, Not Acceptable or Alternates not Interviewed)**

## **Recruitment Forms**

These forms are available on the [Faculty Affairs website](#):

- Cover Sheet for Position Opportunity Announcement (POA) Form
- Professional Qualifications & Duties Position
- Advertising Request
- Approval to Interview Form
- Final Recruitment Report