Academic Staff and Limited Appointment Recruitments

Search & Screen Committee Member Training
Recruitment Goals

• Treat all candidates fairly, equally and professionally
  *Check your bias at the door

• Screen applicants on the basis of job-related qualifications only and in accordance with legal requirements.
  *We cannot disqualify a candidate based on disability, age, race, family structure, sexual orientation etc.

• To maintain adequate records of the steps you take in the hiring process
Will the Department cover travel expense?
  - Yes,
    - What is the minimum distance required in order to provide reimbursement?
    - Work with Jenelle Gregor (jenelle.gregor@uwrf.edu) in Accounting Services on the Reimbursement.
  - No,
    - Do not assume travel is an issue for candidates.
    - Until the candidate mentions concern, we will assume traveling is not an issue.
    - If the candidate request accommodation for the interview in the sense of phone or Skype, we will accommodate; however, we do not want to assume the accommodation is needed.

If it is deemed that Skype is preferred, please work with DoTS to set up a Skype for Business account.
How will we structure the interview process?

- Are we conducting phone interviews?
- During campus interviews, who is meeting with the candidates?
- Will there be a campus open session? How will the committee collect feedback?
  - Are you providing resumes? *Be sure to redact personal information (address, phone, email)
<table>
<thead>
<tr>
<th>Group</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring Manager</td>
<td>Enters position and posting documents into PeopleAdmin and routes for approval</td>
</tr>
<tr>
<td>HR</td>
<td>Reviews the PeopleAdmin posting and works with the Search Chair to complete the posting</td>
</tr>
</tbody>
</table>
| Search Committee               | • Submit interview questions to HR for review prior to reviewing applications and completing screening tools  
                              | • After position closes or the assured consideration date passes (whichever is first), discuss advancing candidates  
                              | - Phone screen  
                              | - Onsite interview  
                              | - Reference Checks  
                              | • Completes Search Narrative |
| Hiring Manager/Search Chair    | Makes verbal offer indicating contingencies related to background check, and mandatory questions regarding sexual harassment and sexual violence  
                              | - [Required Questions to Ask Final Candidate](#)  
                              | - [Required Reference Check Questions](#) |
| Hiring Manager                 | Completes Hiring Proposal                                               |
| HR                             | Request background check and issues contract                            |
• Keep it Confidential
  – Applicants and their qualifications should be discussed ONLY with the committee members and hiring authorities as appropriate.
  – A resume for finalists may distributed to those that will be interviewing the candidates.

• Nothing is “off the record”
  – Conversations outside of “formal” meetings are subject to all standards of the recruitment process.
  – Always avoid intemperate or inappropriate remarks.
  – Use caution with use of email
• Applicants **must** meet stated required qualifications to advance
  – Do not engage in “preferential” hiring
  – Do not alter qualifications for a position after it has been announced to the public

• Ask Follow-up Questions
  – The follow-up questions must be catered to approved list of questions (asking for further detail to obtain clarity)
  – Use follow-up question to ensure best hiring decision is made
  – Do not lead the candidate to an answer
• Sole communicator with applicants
  – Other members of the committee should not be communicating with the applicant regarding the recruitment outside of the phone and onsite interview

• During Interviews
  – Ensure reasonable accommodation is offered & provide map, parking info, room location
  – Provide a copy of the position description at time of interview

• Search Narrative
  – Candidates are **not** to be numerically ranked or rated.
  – With the assistance of the committee, write final search narrative of strengths/weakness of final candidates.
• When asking follow-up questions, avoid asking illegal questions!
  – It is illegal to discriminate on the basis of race, color, creed, religion, age, sex, sexual orientation, gender identity or expression, national origin, ancestry, disability, pregnancy, marital or parental status, genetic information, arrest record, conviction record, military service, veteran status, or any other category protected by law
  – Know your own bias

• Keep all questions **job related**.
  – Ask about availability to work required hours – not whether family responsibilities or religion would prevent the applicant from working late or working on weekend if job requires it
Primary Reference Checks

• Check 3 references at minimum

• Complete thorough reference checks
  – Ask follow up questions as needed to receive a full answer

• Have two people conduct checks

• Maintain documentation of the reference check (HR will need these for official recruitment file)

• Social media (e.g. LinkedIn*, Facebook, Twitter) is not a system legal approved accepted form of evaluating a candidate

*If a candidate provides their LinkedIn URL the CV or resume, you can view the LinkedIn as they are providing this to you as a supplement to the application.
UPS Operational Policy TC 1: Recruitment Policies was modified to address concerns related to sexual violence and sexual harassment. As a result, three additional steps must be taken during a recruitment.

1. **Required Questions to Ask Final Candidate**
2. **Required Reference Check Questions**
3. If the candidate was previously employed by any UW System or WI State Agency within the last 7 years, notify HR. HR will contact the institution to ask the required questions.

- The responsibility of completing these items fall on the Search Chair, Department Chair and Hiring Manager.
• PeopleAdmin 7.0
  – If access is not approved yet, contact HR!

• Assessing Applicants
  – Print and complete Applicant Screening Tool for each applicant
  – Compare applicants to the required and preferred qualifications only
  – For advanced candidates, provide strengths and weaknesses
    • Focus on an applicant’s strengths and weaknesses in relationship to the position
    • Search Chair will complete final Search Narrative
Status while reviewing materials and interviewing

- **Pool Approved** – initial status that indicates applicant was included in the pool reviewed by EEO; no email sent to applicant
- **Not interviewed Not hired** – Requires *reason code*, immediate email to applicant
- **Selected for phone screen** - no email sent to applicant
- **Selected for personal interview** - no email sent to applicant
- **Reference check** - no email sent to applicant

All non-selected applicants must have a final status assigned to them prior to changing the status of the finalist(s) to *Recommend for Hire*.

Final statuses

- **Interviewed not hired** – Requires *reason code*, email to applicant once posting is filled
- **Not interviewed Not hired** – Requires *reason code*, immediate email to applicant
- **Alternate finalist** – email to applicant once posting is filled
- **Recommend for Hire** – no email to applicant
<table>
<thead>
<tr>
<th>Non-Selection Reason Codes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area of secondary competence not compatible with the needs of the department</td>
</tr>
<tr>
<td>Area of specialization of interest does not fit with the needs of the department</td>
</tr>
<tr>
<td>Candidate did not demonstrate superior ability to perform the position’s key tasks</td>
</tr>
<tr>
<td>Candidate has less relevant education and/or training for this position</td>
</tr>
<tr>
<td>Candidate has less relevant experience for performing the duties of this position</td>
</tr>
<tr>
<td>Candidate has not worked in a similar position</td>
</tr>
<tr>
<td>Candidate not interested in the teaching component of the position</td>
</tr>
<tr>
<td>Candidate well qualified but not as strong as recommended candidates</td>
</tr>
<tr>
<td>Candidate well qualified. Alternate if top candidate(s) decline. (Used for top 2-3 candidates)</td>
</tr>
<tr>
<td>Candidate withdrew</td>
</tr>
<tr>
<td>Candidate's experience was outside the primary responsibilities of the advertised position</td>
</tr>
<tr>
<td>Cannot meet applicant salary requirements</td>
</tr>
<tr>
<td>Conflict of interest</td>
</tr>
<tr>
<td>Contributions in service area insufficient (state/nat'l orgs and/or dept/univ committees)</td>
</tr>
<tr>
<td>Creative artwork (or musical composition) judged inadequate by the research committee</td>
</tr>
<tr>
<td>Declined offer</td>
</tr>
<tr>
<td>Degree in a field not compatible with the needs of the department</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
• Documents needed for HR’s Recruitment File:
  – Applicant Screening Tools from all committees members
  – Completed Reference Checks
  – Search Narrative Document
  – Final Candidate Required Questions
  – Mandatory Reference Questions

• Documents not needed for HR’s Recruitment File:
  – Notes from phone and on-site interviews
  – Email correspondence between applicant and search chair (Unless it prompts reason for non-selection)
  – Resumes and cover letters
  – Other application materials (i.e. Work Samples)
Search and Screen/ PeopleAdmin System Process
• Saige Bierman, HR Specialist
  Ext. 4941
• Deb Schwab, HR Manager
  Ext. 3221

AA/EEO/Compliance
• Michelle Drost, Director of Human Resources
  Ext. 3073