Faculty Recruitment

Search & Screen Committee Member Training
• Position is Automatically Advertised in –
  – HERC
  – HigherEdJobs.com
  – Job Center of Wisconsin
  – The Chronicle for Higher Education
  • This is required for faculty searches. The department will be charged

• Position can be advertised in the following areas, but the cost will be charged back to the Department:
  – Star Tribune
  – River Towns
  – Pioneer Press

• Additional advertisements must be documented on the Recruitment/Ad Plan and advertised by the committee.
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
### The Typical Recruitment Process

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
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<tbody>
<tr>
<td>Hiring Manager</td>
<td>• Enters position and posting documents into PeopleAdmin and routes for approval</td>
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<tr>
<td>HR</td>
<td>• Reviews the PeopleAdmin posting and works with the Search chair to complete the posting</td>
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<tr>
<td>Search Committee</td>
<td>• Review applications &amp; complete screening tools</td>
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<td>• After position closes or the assured consideration date passes (whichever is first), discuss advancing candidates</td>
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<td></td>
<td>- Phone screen</td>
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<td></td>
<td>- Onsite interview</td>
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<td>- Reference checks</td>
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<tr>
<td>Search Chair/Dept. Chair</td>
<td>• Consult with the Dean</td>
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<td></td>
<td>- Present search narrative</td>
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<tr>
<td>Dean</td>
<td>• Makes verbal job offer</td>
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<tr>
<td>Dept. Chair or Dean Assistant</td>
<td>• Completes hiring proposal</td>
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<tr>
<td>HR</td>
<td>• Requests background check &amp; issue contract</td>
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</tbody>
</table>
• **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.
  
  – Inform candidate of any required documents they should bring with to the interview (i.e. references, work samples).
  
  – Provide a copy of the position vacancy 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.
Comply with Open Meeting Requirements

• Wis. Statute 19.84 Search Committees are required to post meeting notices and Open Forums 24-hours in advance of the meeting
• Applies to all faculty recruitments
• Statutory sections that allow for closed sessions:
  – Wis. Stat. § 19.85(1)(c)
    • To discuss the qualifications of and salary to offer a specific applicant but does not authorize a closed session to discuss the qualifications and salary range for the position in general
  – s.19.85(1)(e)
    • To discuss interview questions
  – s.19.85(1)(f)
    • To interview the candidate(s) for a position
During the Recruitment

- **Keep it Confidential**
  - Applicants and their qualifications should be discussed ONLY within the committee meeting, and only with the committee members and hiring authorities as appropriate.
  - A resume for *finalists* may be 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

- **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
• 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

• To avoid these, 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
• Appropriate:
  – Do you read, speak, or write a foreign language?
  – Did you graduate from high school? College?
  – List any clubs or orgs you are a member that relate to this job.
  – Are you able to work the indicated work schedule on a regular basis?
  – Now that I’ve described the essential duties, are you able to perform them as described?

• Inappropriate:
  – What language do you commonly speak in your household?
  – When did you attend high school? College?
  – What is your age?
  – What is your race?
  – What are your hobbies?
  – Do you have children?
  – What is your marital status?
  – What is your religious faith?
  – Do you have any physical or mental disabilities or handicaps?
  – How would you describe your general physical health?
  – Never ask questions regarding one’s disability

If it is not related to the job, do not ask it!
• When drafting documents related to search and screen process (vacancy notices, interviewing questions, etc.) specifically discuss how diversity can be an asset in the position

• Customize phone screen and interview questions to connect with position and/or UWRF’s statement on diversity
During the Recruitment

• 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

• All But Dissertation (ABD)
  – If your posting accepts ABD candidates, but requires a PhD at start of contract, the candidate **must** have their PhD at start of contract
Note:

Social media, e.g. Linkedin, Facebook, Twitter, is **not** a system legal approved accepted form of “evaluation/reference checking” for candidates.
• 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)
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. Final Candidate Required Questions
2. Mandatory Reference 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
- These should be forwarded to HR prior to submitting a hiring proposal in PeopleAdmin.
• 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
• When the decision is made to no longer consider an applicant for the position, you must have an appropriate reason for not selecting the candidate
• The reason must be unbiased

• The next slide displays the PeopleAdmin non-selection reason codes that all committee members should keep in mind
## Non-Selection Reason Codes

<table>
<thead>
<tr>
<th>Reason</th>
<th>Description</th>
<th>Other Details</th>
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</thead>
<tbody>
<tr>
<td>Area of secondary competence not compatible with the needs of the</td>
<td>Candidate’s experience was outside the primary responsibilities of the advertised position</td>
<td>No record of obtaining external funding (person selected met job requirement)</td>
</tr>
<tr>
<td>department as advertised</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Area of specialization of interest does not fit with the needs of the</td>
<td>Cannot meet applicant salary requirements</td>
<td>Not interested in position</td>
</tr>
<tr>
<td>department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate did not demonstrate superior ability to perform the position's</td>
<td>Conflict of interest</td>
<td>Not willing to commit to contracted time</td>
</tr>
<tr>
<td>key tasks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate has less relevant experience for performing the duties of</td>
<td>Contributions in service area insufficient (state/nat'l orgs and/or dept/univ committees)</td>
<td>Failed to show for interview</td>
</tr>
<tr>
<td>this position</td>
<td></td>
<td></td>
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<tr>
<td>Candidate has not worked in a similar position</td>
<td>Creative artwork (or musical composition) judged inadequate by the research committee</td>
<td>Requires relocation package</td>
</tr>
<tr>
<td>Candidate not interested in the teaching component of the position</td>
<td>Declined offer</td>
<td>Research does not support teaching assignment</td>
</tr>
<tr>
<td>Candidate well qualified. Alternate if top candidate(s) decline. (Used</td>
<td>Degree in a field not compatible with the needs of the department</td>
<td>Research/publications not related to position as advertised</td>
</tr>
<tr>
<td>for top 2-3- candidates)</td>
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<td></td>
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<tr>
<td>Candidate withdrew</td>
<td>Did not complete application process</td>
<td>Lacks supervisory experience</td>
</tr>
</tbody>
</table>

*If ‘Other’, the reason for non-selection must be sent with documents for the final recruitment file.*
• Documents needed for HR’s Recruitment File:
  – Applicant Screening Tools from all committees members
  – Completed Reference Checks
  – Narrative Document

• 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

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