BEGINNING THE PROCESS

• Have candid discussions
• Avoid assumptions
• Involve important stakeholders
BEGINNING THE PROCESS

• What are the campus policies and procedures?
• What position are you trying to fill?
• How much money do you have for things like…?
  • Salary
  • Level of position
  • Interviewing costs
  • Recruitment costs
  • Etc…
Qualifications

• What are the qualifications needed for this position—really, what should the person be able to do and why?
• How are these qualifications identified, measured, or reflected?
• Be specific.
  • What degree must the candidate have? Will you consider an ABD candidate?
  • What do you mean by “experience?” Exactly how many months of experience?
POSITION DESCRIPTIONS

• This is the standard against which you will evaluate candidates
  • If you want to hire someone who does not meet the position requirements you publish, you may have to redo the search for that position
• Be careful with required and preferred qualifications
• Less is more.
• Be general, but specific in qualities sought
  • Saying “diverse” candidate or “candidate of color” if what you want is someone who has experience working with students and colleagues from diverse backgrounds. (NOTE: The former two examples also may raise legal issues.)
**Job Announcements & Recruitment**

- Make sure to post it in the appropriate places
  - Review posting requirements for campus positions
  - Focus on channels that will result in most qualified and diverse pool
  - Utilize opportunities for electronic postings
  - Make sure to be aware of the length of postings

- Feel free to use networking
  - It is an acceptable method to attract interested candidates
  - BUT do not make any guarantees or promises
Search Committees

- Have a balanced panel—discipline expertise, diversity of background and experience (gender, race, etc.)
- Be a manageable size to be effective
- Receive training in:
  - Search and Screen procedures
  - Screening tools
  - How to screen, including affirmative action and diversity training
MEETINGS

• Search and screen committees may be subject to Wisconsin Open Meetings Law
• Search and screen committees have authority to hold a closed meeting to review and deliberate regarding candidates
Records

- Most documents generated during a search and screen meeting, including emails, are records under Wisconsin Public Records law.
- Personal notes are not, while rating sheets are.
CONFIDENTIALITY

• Confidentiality
  • Honor candidates’ requests for confidentiality until finalists
  • Treat information during search and screen process as confidential
  • Follow process for maintenance and destruction of documents
**Evaluating Candidates**

- What assessment forms are available?
- How will you rate the candidates?
- Avoid strict rankings of the candidates
DIVERSITY

• Affirmative Action
  • Illegal to hire an individual solely because of protected class
  • Must hire most qualified candidate
  • Being qualified expresses itself in many ways, with reference to position announcement and description
  • Do not make assumptions about an individual based on protected class

• Hiring Foreign Nationals
  • Do not make assumptions from resumes that a candidate is the national of a specific country or needs a certain kind of immigration status
INTERVIEWING

- When will you have telephone interviews?
- When will you have face-to-face interviews?
- Use interview scripts and good questions
  - Deliberate, thoughtful questions that get at qualifications
  - Consistent questions and treatment
  - Follow-up
  - Prohibited questions—protected classes, etc…
DELIBERATIONS

• Avoid strict numerical ranking
• Do not discuss prohibited issues
• Engage all members in discussion
• Do not make assumptions about someone’s background
• Make sure you have at least one job-related reason for rejecting each unsuccessful candidate.
**Extraneous Information**

- For internal candidates, or candidates known by committee members
  - Raise only relevant information
  - Evaluate all candidates fairly
- Using Google
  - HR should do it, not Committee
  - Only check for serious issues that might operate against an individual as a candidate
BACKGROUND CHECKS

• Check References
  • Who checks references?
  • How many are checked?
  • Use a consistent script with logical follow up questions?
  • How do you use off-list references?

• When using off-list references
  • It is courteous to notify the candidate
  • Use cautiously
  • Think about how you use that information
BACKGROUND CHECKS

• Check Credentials
  • HR should verify an individual’s credentials

• Check Criminal Background
  • Required for all new hires per UWS policy
  • Do only on finalist
  • HR should perform
  • What to do with information
Making an Offer

• Offers should be made by an individual with hiring authority
• Use the standard, carefully-worded offer letter that HR has provided
• All offers are contingent on criminal background checks, immigration status verification, and verification of credentials
• Do not assume that someone has the right credentials until they have been verified
• Do not make promises to obtain a specific immigration status
FAILED SEARCHES

• Lack of qualified candidates
• Budgetary reasons
• Significant violation of procedures or conduct during the process
GOVERNMENT REVIEW

- Potential for Lawsuits
  - Defense and Indemnification
  - Civil Rights Claim
  - Negligent Hiring Tort

- Labor Certifications
  - If the U.S. Department of Labor doesn’t like what you did, your best option is to do it over.