

FACULTY & ACADEMIC STAFF RECRUITMENT & HIRING

UWSA Office of General Counsel
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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.