This Recruitment Guide is directed generally to all unclassified searches, except those for temporary instructional academic staff. The Affirmative Action Office is available to assist at any stage of the process – please call 836-2387.
1. **PRELIMINARY STEPS**

The Chair/Director will:

1.1 Consult the Authorizing Administrator (e.g., dean, associate vice chancellor, or vice chancellor) to obtain preliminary permission to begin the search.

1.2 Consult the Affirmative Action Officer, who will assist the chair or director with search procedure and applicable law and policy (Affirmative Action Recruiting Guidelines, UWS 3, 10, UW-Eau Claire Faculty and Academic Staff Rules & Procedures), including determining whether the search process may be waived.

1.3 Draft a position description in consultation with the faculty of the department. The PD is the document describing the job, elements of which will be incorporated into the position announcement.

1.4 Appoint a Search Committee, making an effort to include members outside the hiring department or unit and/or individuals representing groups that are not well-represented in the department or unit.

1.5 Appoint a committee chair or oversee the search committee’s election of a chair.

1.6 Meet with the search committee along with the Affirmative Action Officer to inform it of its charge and to discuss legal, confidentiality, and other procedural responsibilities.

2. **PUBLICITY PLAN/ADMINISTRATIVE APPROVALS**

The Chair/Director AND the Search Committee will:

2.1 Draft the Position Announcement (a Position Announcement Template is available), which should include the following:

   a. A description of the position, including title and start date.
   b. A description of the department/unit.
   c. A short and concise description of the job responsibilities.
   d. Required and preferred qualifications.
      - Make sure your required qualifications include only “deal breakers,” those qualifications without which you would never consider hiring someone. In order to get the best pool of candidates, think broadly about what your department/unit needs and try to limit required qualifications
      - Consider adding one of the following as a preferred qualification: “Demonstrated commitment to equity, diversity, and inclusiveness,” or “ability to bring diverse perspectives and experiences to campus.”
• Applicants who do not meet the required qualifications may not be considered. Make sure any required qualifications (e.g., degree and years of experience) are absolutely necessary – if not, list them as preferred.
e. A description of UW-Eau Claire and the surrounding area.
f. The application Procedure.
g. Applications are typically sent via email to a staff person, who sets up a D2L site to manage applications.
h. Applications typically include an application letter, CV, and the names of three references with contact information.
i. If the committee wishes to consider additional materials, such as letters of reference, transcripts, written teaching philosophy, evidence of teaching effectiveness, research plans, consider requesting those items later in the process from the top candidates only.
j. A priority date that allows at least two weeks between the date the ads are first published and the date screening begins.
k. An Affirmative Action/Equal Opportunity statement such as: “UW-Eau Claire is an AA/EEO employer dedicated to excellence through Equity, Diversity, and Inclusiveness,” or “An AA/EEO employer.”
l. A shorter advertisement linking to the position announcement on UW-Eau Claire’s website may be used but must include at least the job title, a brief description of the job duties, and the required qualifications. See 20 CFR 656.18 (b)(3).

2.2 Develop a Recruitment Plan. Consider the following methods to publicize the position:

a. The Chronicle of Higher Education (Academic Affairs annually funds a joint advertisement for academic departments conducting faculty searches in the fall).
b. Academic Affairs maintains a subscription to HigherEdJobs.com, and will post all positions over ½ time at no charge to the department/unit
c. HigherEdJobs.com’s Affirmative Action E-mail is sent to job-seekers who indicate an interest in listings from institutions who seek a diverse pool of candidates – you may post your listing here for a separate fee. (Please contact Barb Hanson 836-5040).
d. Identify appropriate electronic postings, such as e-mail discussion lists, electronic bulletin boards, etc.
e. Use personal contacts and network at national and regional meetings.
f. Send announcements to graduate institutions with larger numbers of underrepresented groups or organizations associated with underrepresented groups in your field (many academic organizations have women and minority caucuses or listservs where you may post your announcement).
g. Identify programs in your field with diverse student bodies.
h. Contact qualified candidates directly by sending them the job announcement and encourage them to apply for the job.
i. Review the Minority and Women Doctoral Directory, available in the Affirmative Action Office, and invite qualified individuals to invite to apply.

2.3 Submit the Request to Recruit to the Authorizing Administrator.

   a. After approving the form, the Authorizing Administrator will forward it to Human Resources for routing through Affirmative Action and the Provost's office. Plan for about a week to secure the required approvals.
   b. Human Resources will notify you when your search has been approved. DO NOT PLACE YOUR ADVERTISEMENTS before you receive this notification.

3. COMMUNICATION AND RECORDKEEPING

   The Administrative Staff Person, the Search Committee and the Chair/Director will:

3.1 Keep a record of the means used to publicize the position, including informal networking contacts.

3.2 Keep Track of Application Materials. Note the date on which applications arrive (and the post-mark) as well as the date on which they are completed.

3.3 Communicate with Applicants.
   a. Upon receipt of applications, confirm that the application is complete, and if it is not, tell the applicant what is necessary to complete the application.
   b. Direct applicants to http://www.uwec.edu/Affirm/recruitment/form.htm, where they will complete demographic information and confidentiality preference forms (Wisconsin public records law requires the university to release, upon request, the names of (1) finalists and (2) all applicants who have not requested confidentiality in writing).

3.4 Communicate with Nominated Individuals.
   If individuals are nominated for your position (i.e., recommended by a third party rather than applying directly) send them a letter informing them of their nomination and inviting them to apply.

3.5 Keep Records of Contacts.
   Maintain a log of all communications pertaining to recruitment. Keep printed copies of e-mails. Communications should be routed through one person, for example the Chair/Director, the Search Committee Chair, or the administrative staff person.

4. SCREENING APPLICATIONS

   The Search Committee will:

4.1 Create an evaluation rubric using the qualifications listed in the Position Announcement. (A sample can be found at: www.uwec.edu/Affirm/recruitment/index.htm).

4.2 Conduct an initial review of the applicants.
a. Review of completed applications may begin before the priority deadline, but incomplete application files should not be reviewed.

b. Use the rubric to evaluate applicants according to the qualifications listed in the Position Announcement – YOU MAY NOT IGNORE REQUIRED QUALIFICATIONS OR ADD QUALIFICATIONS YOU DID NOT INCLUDE IN YOUR POSITION ANNOUNCEMENT.

c. Review demographic information from (the Affirmative Action Office will forward this by the priority date). If the pool is insufficiently diverse, the Search Committee or Chair/Director may decide to extend the search in order to publicize the position more widely and/or to change job requirements.

d. Identify Categorical Exclusions (applicants who lack a required qualification).

4.3 Determine whether to conduct telephone/screening interviews.

a. Telephone interviews are not required as part of your screening process.

b. No administrative approvals are necessary prior to conducting telephone interviews.

c. Follow these guidelines for telephone interviews:
   • Prepare a set of questions to be asked of all interviewees (follow-up questions, if any, may be different).
   • Include at least two members of the Search Committee in each telephone interview.
   • If you choose to record the interviews, all interviewees must agree to the taping in advance. If all do not agree to be taped, then do not tape any of the interviews.

4.4 Check References.

a. Reference checks are appropriate at any point in the process, but must be completed prior to the final hiring decision.

b. Ask identical questions of all references for all candidates (follow-up questions, if any, may be different).

c. Include at least two members of the Search Committee on reference calls.

d. If you are checking references “off-list,” you must first notify the applicant, as some applicants may choose to withdraw rather than have certain additional references checked.

4.5 Along with the Chair/Director and/or the Administrative Staff Person, complete the Candidate Assessment/Recruitment Activity form.

a. Sort the applicants into four categories: Interview Pool, Serious Consideration/ Alternate Interview Pool, Not Under Serious Consideration, and Categorically excluded.

b. In completing the “rationale” section of the form, make sure to consider how applicants meet the qualifications advertised in your Position Announcement.
c. The completed Candidate Assessment/Recruitment Activity form should be approved by the Chair/Director and forwarded to the Authorizing Administrator along with application materials for all candidates except those who are categorically excluded. The Authorizing Administrator will forward the form to Human Resources for routing through Affirmative Action and the Provost’s office. Plan for about a week to secure the required approvals.
d. Human Resources will notify you when the form has been approved. DO NOT INVITE CANDIDATES FOR AN ON-CAMPUS INTERVIEW UNTIL YOU RECEIVE THIS NOTIFICATION.

5. ON-CAMPUS INTERVIEWS

5.1 Expenses.

The Authorizing Administrator is responsible for advising the Chair/Director on responsibility for expenses and will work with Chair/Director to make sure candidates are reimbursed for their expenses (expenses cannot be billed directly to the university).

5.2 The Campus Visit.

a. Faculty searches should include meetings with the department chair and faculty, the College Dean, and the Provost or designee.
b. For Administrative/Professional Academic Staff searches, candidates should meet with the Unit Director and the Authorizing Administrator or designee.

a. Interview questions. Evaluate the candidates by the criteria advertised in your Position Announcement. Prepare a set of questions to be asked of all interviewees (follow-up questions, if any, may be different).
c. Search Committee members and others who will be meeting the candidates should review the Appendix to this Recruitment Guide, “Appropriate and Inappropriate Interview Questions.”
d. Give candidates time to ask questions throughout the interview process.
e. Methods of evaluating qualifications in addition to interviews, such as teaching demonstrations, forums, or other presentations, may be useful depending on the position.

5.3 Promoting UW-Eau Claire and the Community.

a. Ask candidates if there is anyone they want to meet that they are not scheduled to see.
b. Show candidates around the campus and the surrounding community.
c. Maps and publications about the campus and community are available at the News Bureau.
d. University employment information for spouses or partners of candidates is available here: http://www.uwec.edu/employment/index.htm.
e. UW-Eau Claire’s Career Services Office can assist spouses or partners who are looking for employment outside of the university.

5.4 Internal Candidates.

a. Internal candidates are treated the same as other candidates, and are asked the same questions. However, this rule is not so strict that interviews should be conducted as though colleagues have never met the internal candidate.

b. Internal candidates should not participate in evaluating other candidates.

c. Internal applicants should not be put in a position where it might be alleged they had the opportunity to prejudice other candidates against the job.

d. Departments/units should inform internal candidates when other candidates are visiting, whether or not the internal candidate has been chosen for an on-campus interview.

e. Contact the Affirmative Action Office when an internal candidate applies for a position for additional guidance on process and procedures.

6. SELECTION AND HIRING

6.1 The Search Committee will:

a. Obtain input from all who have been involved in the interview process.

b. Evaluate the candidates based on criteria advertised in the Position Announcement.

c. Report its evaluation of the candidates to the Chair/Director.

6.2 The Director/Chair will:

a. Based on the Search Committee’s recommendation and consultation with the faculty of the department, determine which candidate to recommend for appointment.

b. Consult the Authorizing Administrator before contacting the selected candidate to confirm his or her interest in the position.

c. Complete a Justification of Candidate Selection form, reporting the strengths and weaknesses of the candidates who visited campus.

d. Complete a Personnel Action Request Form.

e. Forward the Justification of Candidate Selection and Personnel Action Request forms to the Authorizing Administrator, who will forward them to Human Resources for routing through Affirmative Action and the Provost’s office. Plan for about a week to secure the required approvals.

f. WAIT until you have been notified that all necessary approvals have been obtained to make your firm offer of employment.

6.3 The Provost will send an appointment/contract letter to the approved candidate.
7. FINALIZING YOUR SEARCH

7.1 Keep in touch: Remain in contact with the new hire to provide campus and community resource materials as well as guidance on pertinent issues such as work assignments, benefits, and relocation issues.

7.2 Unsuccessful Candidates: As soon as it is definitively determined that the department/unit would fail the search rather than hire a particular applicant, that applicant may be notified that they are no longer being considered for the position. Wait until receipt of the contract letter from the first choice candidate before notifying other acceptable candidates that the search has closed.

7.3 Failed Search: Notify the Affirmative Action Office if your search concludes without a successful hire.

7.4 Document Retention.

a. Application materials for the successful candidate should be transferred to his or her personnel file.

b. All other materials must be retained for a period of **seven years** after the position is filled, including:
   - Position Announcement
   - Request to Recruit Form
   - Interview & Reference check questions
   - Recordings of interviews or reference checks
   - Candidate Assessment/Recruitment Activity Form
   - Applicant submissions (including incomplete files)
   - Justification of Candidate Selection Form
   - Documentation shared by or created by the search committee
   (personal notes need not be retained)

c. Records may be stored in the Department/Unit office, or consult Records Management: [http://www.uwec.edu/Library/archives/records/index.htm](http://www.uwec.edu/Library/archives/records/index.htm)
Discrimination based on the categories listed in the table below is prohibited. In order to avoid an inference that membership in a legally protected category was a factor in an employment decision, please 1) limit questions to those directly related to the candidate’s ability to perform the job responsibilities, 2) ask the same questions of all applicants, and 3) follow the guidance contained in the table below on appropriate and inappropriate questions.

<table>
<thead>
<tr>
<th>Category/Subject</th>
<th>Appropriate</th>
<th>Inappropriate</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGE</td>
<td>Permitted job requires licensure or other credential with an age requirement (e.g., driver’s license).</td>
<td>Questions about age, dates of attending school, dates of military service, requests for birth certificate.</td>
</tr>
<tr>
<td>ADDRESS</td>
<td>What is your address?</td>
<td>Do you own or rent your home? How long have you lived at your current address?</td>
</tr>
<tr>
<td>ARREST RECORD/CONVICTIONS</td>
<td>Inform candidates of criminal background check requirement.</td>
<td>None: Questions on this topic are handled though the criminal background check process.</td>
</tr>
<tr>
<td>CITIZENSHIP/NATIONAL ORIGIN</td>
<td>May ask about legal authorization to work in the specific position if all applicants are asked.</td>
<td>Are you a US Citizen? Where were you born? Where were your parents born? Are you an American? What kind of name is that?</td>
</tr>
<tr>
<td>CREDIT RATING OR GARNISHMENTS</td>
<td>In most cases, no question is acceptable.</td>
<td>See the Affirmative Action Officer if the job requires significant financial responsibility.</td>
</tr>
<tr>
<td>DISABILITY</td>
<td>Questions about knowledge and skills necessary to perform the job. Are you able to perform the essential functions of this job with or without accommodations?</td>
<td>Example: Do you have a disability? What is the nature of severity of your disability? Have you ever made a worker’s compensation claim?</td>
</tr>
<tr>
<td>FAMILY/MARITAL STATUS</td>
<td>Whether an applicant can meet work schedules or job requirements. If asking, should ask of all applicants.</td>
<td>Any inquiry about marital status: married, single, separated, divorced, and engaged; children; pregnancy or child care plans.</td>
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<tr>
<td>HEALTH</td>
<td>None</td>
<td>How is your (or your family’s) health?</td>
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<tr>
<td>MILITARY</td>
<td>Military education/experience as it relates to a particular job.</td>
<td>Type of discharge or registration status.</td>
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<tr>
<td>NAME</td>
<td>May ask current legal name.</td>
<td>Questions about national origin, ancestry, or prior marital status.</td>
</tr>
<tr>
<td>RACE/ETHNICITY</td>
<td>None</td>
<td>Comments about complexion, color, height, organizations related to race/ethnicity.</td>
</tr>
<tr>
<td>RELIGION</td>
<td>Ask whether applicant can work that schedule.</td>
<td>Inquiries on religious preferences, affiliations, or denominations.</td>
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<tr>
<td>SEXUAL ORIENTATION</td>
<td>None</td>
<td>Inquiries about sexual orientation or implicating stereotypes about sexual orientation (e.g., attire, jewelry)</td>
</tr>
<tr>
<td>WORK EXPERIENCE</td>
<td>Applicants’ previous employment experience.</td>
<td>Questions about sick leave use or worker’s compensation claims in previous job.</td>
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