



UNIVERSITY OF WISCONSIN-LA CROSSE SEARCH AND SCREEN POLICY AND PROCEDURES

University of Wisconsin-La Crosse (UWL) is committed to an inclusive institution where all employees feel welcome and respected. To do so involves a search and screen process that adheres to best practices consistent with equitable standards and treatment.

The Search and Screen Policy and Procedures (Policy and Procedures) are a comprehensive resource for all recruitment efforts at UWL. It provides Hiring Authorities and decision makers with necessary information and guidance to meet the requirements of state and federal legislation. It is designed to establish clear responsibility and accountability with respect to recruitment and appointment. This document is a consolidation of the UWL Faculty Recruitment & Hiring Policy and Procedures last updated 3/28/2012 and will be reviewed annually by Human Resources for operational clarity and accuracy regarding Human Resources and/or Affirmative Action procedures. If a review or modification is needed regarding the policy associated with hiring of faculty or instructional academic staff, or administrative positions with back-up faculty positions, Human Resources, the Provost, or the Faculty Senate Executive Committee can request that the Faculty Senate Chair convene an ad-hoc committee in consultation with the Provost.

Vacancies shall be processed through UWL's web-based online job posting and employment website, PeopleAdmin. Vacancies for faculty, instructional academic staff (IAS), non-instructional academic staff (NIAS), university staff, administrative staff, pool positions and graduate assistant positions are advertised and processed through PeopleAdmin. PeopleAdmin offers applicants, Hiring Authorities, search and screen committee/panel members, Budget Office, Affirmative Action Office and Human Resources the ability to review and manage the search and screen process from any location, 24/7. The recruitment process is managed by Human Resources.

The UWL search process operates in a regulated, yet transparent environment in compliance with various laws, statutes, regulations, policies and procedures. Therefore, to assist those charged with the responsibility of filling a position, the Policy and Procedures are to be followed and utilized to the fullest extent when making an employment decision.

Creating a climate that embraces the values and benefits of cultural diversity is the responsibility of everyone on campus and is accomplished through words and actions. The responsibilities of the campus leadership team (Chancellor, Provost, Vice Chancellors, Deans, and Directors) include evaluating accomplishments toward the achievement of the unit's objectives including the goals of enhancing cultural diversity.

Search and Screen Committees must comply with [Wisconsin Open Meeting Laws](#).

SECTION 1: ADMINISTRATIVE APPROVAL FOR RECRUITMENT

Before a recruitment commences, the hiring unit must first obtain approval for the recruitment of the position from the Hiring Authority and the replacement salary from the Vice Chancellor of Administration and Finance. For recruitment approval, the following is taken into consideration: replacement position, new position, or Growth, Quality and Access (GQA) funded position, or change in position classification. Approval process [flow charts](#) are available on the HR web site.

Faculty/IAS Positions:

For IAS positions (not utilizing a pool search) and faculty positions, the department Chair requests the position following the Dean's criteria/procedure and develops or updates the basic components of the position description in consultation with the Dean. The Dean requests approval to commence the search

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from the Provost/Vice Chancellor of Academic Affairs (by providing short justification, funding source, department, specialty, and rank). Upon approval from the Provost, the starting salary (or salary range) is submitted for approval from the Vice Chancellor of Administration and Finance.

Administrative, NIAS, and University Staff Positions:

For Administrative, NIAS and University Staff positions, the supervisor requests the position following the unit's criteria/procedure and develops or updates the basic components of the position description in consultation with Human Resources. The supervisor requests approval to commence the search from their respective Vice Chancellor (by providing short justification, funding source, and department/unit). Upon approval from the Vice Chancellor, the starting salary (or salary range) is submitted for approval from the Vice Chancellor of Administration and Finance.

Positions that Cross Units or Divisions:

If a position includes appointments in two or more units or divisions, collaboration is expected throughout the recruitment process. Collaboration should occur on the position description (including required and preferred characteristics), on the selection of candidates for final interview, and any/all offers of employment.

School of Education Affiliations:

School of Education (SOE) affiliated position recruitment requests need to come jointly from the Dean of Education, Professional and Continuing Education and the Dean of the home department. Departments are expected to follow the [Hiring Policy and Procedures for SOE Affiliated Faculty and IAS in Teacher Education Programs](#) available in the School of Education Faculty Handbook.

SECTION 2: SEARCH AND SCREEN STRUCTURES

Search and Screen Committee: This process is to be used for the recruitment of faculty and instructional academic staff, and is also an option for the recruitment of non-instructional academic staff. The search and screen committee is comprised of a diverse group of individuals selected by the Hiring Official and/or Supervisor/Department Chair in conjunction with applicable bylaws. Refer to Section 3: Roles & Functions.

Search and Screen Panel: This process is to be used for the recruitment of university staff, and is an option for the recruitment of instructional and non-instructional academic staff positions classified below the Director level. The interview panel is comprised of a diverse group of individuals selected by the Hiring Official and/or supervisor and should consist of the supervisor, subject matter expert and 2-3 additional interviewers. Refer to Section 3: Roles & Functions.

Administrative Search and Screen Committee: This process is used for the recruitment of senior administrators at UW-La Crosse and is conducted in a manner that is consistent, fair, transparent, efficient, inclusive, and that allows for the input of relevant constituencies and governance groups. Please see [Administrative Search Policy](#) for composition of committee.

Pool Recruitment: This process is used for short term instructional academic staff and can be for a semester or academic year, up to 100%.

SECTION 3: ROLES & FUNCTIONS

CONFIDENTIALITY STATEMENT: During the search process, committee/panel members may have access to confidential information, including, but not limited to, personal information, education history, and employment history of applicants. This information and all discussions must remain confidential both during the search and after the completion of the search process. These conversations should take place

in areas where others cannot overhear. Committee/panel members may discuss this information only with other members of the committee/panel, as well as with the Supervisor, the Dean/Director, the Human Resources director/designee, and the Affirmative Action Office. Members must not permit any unauthorized person to access documents in their possession that contain applicant or search and screen information.

Pursuant to the UWL [Nepotism Policy](#), any search and screen committee/panel member should remove themselves from the committee/panel should a related person become an applicant in the recruitment so as to avoid a conflict of interest.

Human Resources (HR)

HR provides expertise, advice, consultation, and assistance to committees/panels and hiring managers in the operating units who have direct responsibility for making employment recommendations and/or decisions. HR assists in all recruitment, advertisement, and employment activity for all recruitments within UWL. This is accomplished through coordination with the Hiring Authorities and search and screen committees/panels.

HR provides initial consultation and help throughout the hiring process (for committees or panels) regarding ways to protect the confidentiality of the process and the recording and communication of candidate strengths and weaknesses.

HR manages the PeopleAdmin software which includes, but is not limited to, the electronic workflow of the recruitment and appointment process by:

- consulting/training search and screen committee chair/panel chair on the recruitment process and navigation of PeopleAdmin;
- assisting with the creation and posting of a recruitment;
- assisting with the creation and review of recruitment documents;
- assisting with the development and placement of advertising (see [Advertising Guidelines](#));
- assisting with screening application materials for minimum qualifications using job specific questions, if applicable;
- assisting with the development of interview questions to ensure relevancy to selection criteria;
- reviewing interview and reference questions for legality and relevancy to position.
- providing applicants automated updates regarding the status of their application;
- providing consultation pertaining to salary and completion of the hiring details in PeopleAdmin;
- processing of the criminal background check;
- processing the appointment documents;
- serving as ex officio, non-voting member of search and screen committees.

Budget Office

Budget Office is responsible for approving funding source, salary and providing information on position control (ie. Redbook, GQA and new positions) as well as search and screen expenditures/budget.

Affirmative Action Office (AAO)

The AAO is committed to achieving equal opportunity in education, professional training, career advancement and employment at UWL.

AAO assumes responsibility for communicating, interpreting, and monitoring UWL's equal employment opportunity and non-discrimination policies.

Specifically, AAO is responsible for:

- reviewing the composition of the search and screen committee or panel;
- meeting with each committee or panel to discuss inclusive recruitment and evaluation practices; including diversity outreach efforts and opportunities;
- reviewing the advertising text for diversity and inclusion language;
- reviewing interview and reference questions in consultation with Human Resources;
- reviewing and approving all campus applicant pools for diversity;
- developing equal opportunity policy statements, procedures and processes for communication to the campus community;
- providing relevant availability data regarding minorities and women;
- measuring the effectiveness of UWL's outreach efforts and other equal opportunity programs and strategies;
- receiving applicant and/or search and screen committee/panel complaints and investigating claims of discrimination and/or harassment;
- serving as ex officio, non-voting member of search and screen committees and panels.

Hiring Authority (Chancellor, Vice Chancellor, Dean, Director)

The Chancellor is the hiring authority at UWL and as such, will decide on the final outcome of the search process and all offers of employment at UWL. The Chancellor has delegated this authority to the respective direct reports who may delegate it further to Deans/Directors as applicable. The development of the recruitment and selection process is delegated within each division and/or department. The Deans/Directors may designate an individual to serve as the chair of the search and screen committee for the search & screen process (this individual does not make the final hiring decision).

Some specific responsibilities of the designated Hiring Authority are:

- verifying FTE and salary;
- developing and/or reviewing position description;
- selecting a diverse group of individuals to serve on the search and screen committee/panel;
- recruiting and hiring persons without regard to their sex, race, religion, marital status, national origin, veteran's status, age, disability or ethnicity;
- ensuring that all applicants are given equal opportunity in employment consideration;
- ensuring that the criteria utilized for all hires are job related;
- submitting a request for approval to hire through PeopleAdmin;
- serving as ex officio, non-voting member of search and screen committees and panels.

It is the Hiring Authority's option to use either a search and screen committee or panel recruitment process for IAS and NIAS positions below the Director classification level, in consultation with HR.

All university staff positions will be recruited using the search and screen panel recruitment process.

Supervisor/Department Chair

Some specific responsibilities of the Supervisor/Department Chair include:

- initiating the search and screen process following department by-laws (faculty/IAS);
- developing the position description;
- securing a diverse group of individuals to serve on the search and screen committee/panel;
- identifying a subject matter expert in a search and screen panel recruitment; may identify search chair in a committee recruitment.

Search and Screen Committee Chair

The search and screen committee chair is appointed or elected by a simple majority vote to ensure the committee's administrative tasks are performed in accordance with the Policy and Procedures. The administrative tasks of the search and screen committee chair include, but are not limited to:

- coordinating with HR and AAO;
- posting open meeting notices;
- securing the necessary posting, interviewing and hiring approvals;
- forwarding interview and reference questions to AAO and HR for review;
- conducting reference checks;
- arranging interviews, associated travel (if applicable) and reasonable requested accommodations (contact HR);
- referring public records requests to HR;
- providing closing recruitment documentation to HR.

Search and Screen Committee

The search and screen committee is comprised of a diverse group of individuals selected by the Hiring Authority and/or Supervisor/Department Chair in conjunction with department bylaws. Diversity encompasses, but is not limited to race/ethnicity, gender, disability, age, and position (e.g. manager, staff, student, and community participant). A simple majority vote of committee members constitutes a quorum necessary to conduct committee business. Members may not vote by proxy but may vote by teleconference if they have provided advance notice to the search and screen chair and participated in the deliberations leading to the vote. The search and screen committee has the responsibility of:

- developing and/or approving recruitment documentation including selection criteria and advertising text based on the position description;
- creating interview questions for first screening (telephone, video conference, or on-site) and final screening interviews;
- creating reference questions;
- screening and selecting the applicants for interview based on the documented selection criteria, ensuring fairness of the process;
- conducting reference checks;
- presenting the pros and cons of the campus interviewees verbally to the Hiring Authority.

Recorder

The recorder is a member of the search and screen committee and is responsible for posting a notice of meetings and taking official minutes of meetings which must include the motion and vote by name to go into closed session. The role of recorder may rotate among multiple members of the committee.

Meeting minutes should not refer to applicants by name. You may refer to them by number, if needed. Strengths and weaknesses should not be included in the minutes, but should be kept in the Search and Screen chair's personal notes that will be shared verbally with the Hiring Authority. Please refer to the [guidelines](#).

Meeting agendas must comply with [open meeting laws](#).

Panel Recruitment Chair (panel chair)

The panel chair is the supervisor for the vacant position. The panel chair and subject matter expert are responsible for reviewing the applicant pool to select candidates for interview and ultimately select the hire. It is the responsibility of the panel chair to take into consideration feedback from the subject matter expert and panel members prior to making the hiring decision.

The role of the panel chair is to ensure that the administrative tasks are performed in accordance with the Policy and Procedures. These administrative tasks include, but are not limited to:

- coordinating with HR and AAO;
- securing the necessary posting, interviewing, and hiring approvals;
- forwarding interview and reference questions to AAO and HR for review;
- conducting reference checks;
- arranging interviews, associated travel (if applicable) and reasonable requested accommodations (contact HR);
- referring public records requests to HR;
- providing closing recruitment documentation to HR.

Subject Matter Expert (SME)

The SME should have a history of working in the same or similar position for which you are recruiting. It may be necessary to utilize an employee outside the department/unit as the SME who works in a similar position. HR can assist in providing names of potential SMEs and their supervisors' contact information to retain authorization for the SME to conduct recruitment responsibilities during work hours.

The SME may be asked to assist the panel chair with creating the position description and advertising text. The SME will conduct a review of applicants' materials with the panel chair to determine which applicants comprise Tier 3 (do not meet minimum qualifications), and select candidates for screening interviews. The SME will be involved in the screening interview, campus interview and reference checking processes as well as provide feedback to the panel chair about the interviewees.

Interview Panel (2 or 3 individuals recommended)

The interview panel is comprised of a small group of diverse individuals selected by the panel chair to assist in gathering facts to aid the panel chair in the selection process. The interview panel members do not have access to PeopleAdmin.

The interview panel members will be involved in the screening interviews and will provide input in the selection of candidates to be interviewed on campus. The interview panel members will participate in the campus interviews and may be asked to participate in reference checking. It is the responsibility of the interview panel members to review the position description and other materials provided by the panel chair in advance of any interviews. The interview panel members will also provide feedback on the interviewees to the panel chair.

SECTION 4: RECRUITMENT METHODS

In consultation with HR, Hiring Officials determine the appropriate method(s) to recruit a vacant position. Vacancies may be recruited by:

- external recruitment process,
- internal recruitment process,

- selecting a candidate from a previously closed recruitment (within three (3) months of being closed),
- direct appointment process,
- spousal/partner process,
- interim appointment, or
- pool process.

These options are described below.

External Recruitment Process

The external recruitment process seeks applicants within and outside UWL at a local, regional or national level and is generally recommended as the best option to fill a position vacancy. Either a search and screen committee or panel recruitment process should be used depending on the position type.

Internal Recruitment Process

The internal recruitment process is an option available to fill vacancies. The supervisor must request of the Dean/Director and HR, approval to fill a vacancy by an internal recruitment process. The internal recruitment option offers opportunities to retain and advance highly productive and qualified persons already employed by UWL. The determination to use the internal recruitment process will include consideration of the position type, departmental organizational structure, the position classification, diversity initiatives, and other related factors. An approved internal recruitment process shall be posted for a minimum of ten (10) business days. Either a search and screen committee or panel recruitment process should be used depending on the position type.

Below is the eligibility for the internal recruitment applicant pool:

1. Must be currently employed at UWL and successfully completed probationary period prior to the date of application.
2. Must not be under a performance improvement plan.
3. Project and temporary employees, either hired through an external agency or UWL, are NOT eligible.
4. NIAS interim appointments who have not been hired through a UWL recruitment process, are NOT eligible.

The supervisor is required to check references with the current supervisor(s) and previous employers, as appropriate. It is recommended the supervisor review the official personnel file in HR.

If the internal recruitment process does not result in a hire, the position will be re-announced and posted through the external recruitment process.

Selecting a Candidate from a Previously Closed Recruitment

In the circumstances where there is an unanticipated vacancy in the same classification, the Supervisor/Department Chair may request to consider previous applicants from a closed recruitment to fill the vacancy. It is recommended that a recruitment not be older than three (3) months to be considered. HR and Dean/Director must approve the use of a previously closed recruitment to fill a position vacancy.

Pool Recruitment

This is a short term hire – one (1) year or less. Reappointment is an option.

SECTION 5: SPECIAL HIRING METHODS

Direct Appointment

Direct appointments are rare and must be approved by the University Chancellor, HR, and division leadership. They are used only after a careful review on a case-by-case basis. Justification is required. Some examples in which this method may be used include:

- a history of unsuccessful searches;
- the required qualifications for the position are unique and necessary, making it extremely difficult to hire for the position;
- a current employee or a potential employee is uniquely qualified for the position.

See [Direct Appointment Procedures](#)

Spousal/Partner

See [Spousal and Partner Hiring](#) Policy.

Interim Appointment

An interim appointment is meant to be used during the recruitment of an ongoing position and is short term, typically one (1) year or less, depending upon position. There is no eligibility for reappointment. A position description, written justification, and recruitment plan are required. The interim appointment salary will be less than the salary of the ongoing position hire.

Only the Chancellor may appoint an interim appointment to a direct appointment.

SECTION 6: RECRUITMENT PLANNING AND APPROVALS

Verification from the Hiring Authority of the availability of the position and replacement salary must be obtained prior to the creation of a search and screen committee/panel or search and screen documents. After verification and approval;

1. the Department Chair/Director shall organize a search committee and identify a committee chair,
or
2. the supervisor shall identify a SME and interview panel members.

The search and screen committee (committee) process is used for the recruitment of faculty, director and above (administrative/limited), and is an option for the recruitment of IAS and NIAS.

The search and screen panel (panel) process is used for the recruitment of university staff, and is an option for IAS and NIAS below the Director classification level.

The department/supervisor should make an effort to establish a diverse committee/panel to add new and beneficial perspectives to the applicant screening and assessment processes. If applicable, choosing a member outside of the department that is an internal customer of the position is encouraged.

Recruitment Meeting with HR

The committee/panel chair needs to meet with their respective HR recruiter prior to each search for purposes of obtaining access to and training on the use of the PeopleAdmin system and to discuss recruitment options and procedures.

AAO Officer Charging Meeting

Committee: The first meeting of the committee shall be the charging meeting with the AAO and the election of chair and recorder. Committees are not expected to have completed any documents (e.g., position description, advertising text, selection criteria, etc.) prior to the charging meeting. All committee members are expected to attend.

Panel: The panel chair, SME and interview panel members are expected to attend a meeting with the AAO. This meeting may take place after the posting of the advertisement, but it should always take place before the initial review of applicants.

The AAO will provide resources and tips designed to maximize the diversity of the applicant pool. This meeting is designed to last between 30 and 60 minutes depending on the nature of the search and the past experience of the committee/panel members. Requests for individuals to be excused from this meeting will be reviewed and approved by the AAO on a case-by-case basis.

Position Recruitment

PeopleAdmin will be utilized for the recruitment and hiring approval processes and for tracking purposes. HR will create the draft recruitment in PeopleAdmin; the search and screen committee chair/panel chair will complete all appropriate fields and screens within the draft recruitment, including uploading the required recruitment documentation (e.g., position description, advertising text, selection criteria, Policy and Procedures document, search and screen composition document), prior to sending the recruitment forward through the electronic approval process.

Provost/Vice Chancellor approval is dependent upon the salary amount, along with if the position is a replacement, new, or Growth, Quality and Access (GQA), or if there is a change in classification. Approval process [flow charts](#) are available on the HR recruitment web site.

HR conducts the final review of all recruitments and posts to the UWL career opportunities web site.

Applicants apply through the UWL career opportunities web site and any applications received outside the career opportunities site cannot be considered.

Closing Dates and Timelines

Application closing or first review dates shall be established so that potential applicants have sufficient time to respond to the advertisement. Faculty positions must be advertised nationally and will state a closing date or first review date no less than thirty (30) days from the posting date.

It is recommended that all other external recruitments be announced for a minimum of thirty (30) days. Certain university staff recruitments may be announced for a minimum of fourteen (14) days.

In the event a recruitment needs to be re-announced/re-advertised, it must be posted for a minimum of seven (7) calendar days. Situations where this may occur include: the search process does not result in a hire; the applicant pool requires additional outreach efforts; advertising and postings were not broadly disseminated or publicized; there is a modification in the approved recruitment after the advertising has been placed.

Positions may be advertised as a continuous recruitment with a first review date. If this option is selected, the full search and screen committee/panel chair and SME must consider ALL applications received prior to the advertised first review date.

The search and screen committee/panel chair and SME must determine how applications received after the first review date will be handled. There are three options:

- do not review or consider any applicants who apply after the advertised first review date;
- review and consider all applications as they come in until the position is filled, or;
- set a second review date and review and consider all applications as they come in until the second review date.

A recruitment that is advertised as a continuous recruitment with a first review date may be removed from the UWL employment opportunities web site (no longer accepting applications) any time after the first review date, and is typically dependent upon the quality of the applicant pool.

SECTION 7: ADVERTISING

Advertisements will be placed on a local, regional or national level, as appropriate. The search and screen committee chair/panel chair will place the approved position advertisements promptly and without modification in publications and on web sites as indicated in the posting details after all recruitment approvals have been obtained through PeopleAdmin and the recruitment is live on the UWL career opportunities web site.

Advertisements must include the following elements: title of position, college/unit, department, duties/responsibilities, required and preferred qualifications, anticipated start date, and application deadline or first review date.

For faculty recruitments considering ABD candidates, the following language must be included in the required qualifications: *"Candidates for the appointment should have or be near to completing a doctorate degree in XXXXXX or a related field by the start date. Degree must be earned by the first personnel review, no later than May 15, 20XX."* If a candidate is hired for a January start, the date of first review should be December 15, 20XX.

Advertisements must also include a departmental statement regarding UWL's value of diversity. Several examples are included below. Search and screen committees/panel chair may use the statements as written or modify the statements as needed. Alternatively, search and screen committees/panel chair may feel free to create an original departmental statement about our value of diversity.

1. The [Insert department name] supports and values diversity in its faculty, staff, and students. We seek a colleague who shares the department's commitment to diversity and inclusion and who will be a dedicated teacher, active scholar, and effective mentor for students with diverse backgrounds, preparation, and career goals.
2. The successful applicant in the [Insert department name] will demonstrate a commitment to multiculturalism, diversity and inclusive excellence and an ability to work with students and colleagues from diverse backgrounds.
3. We at the University of Wisconsin-La Crosse believe students, faculty, and staff all are enriched by our exposure to differing ideas, opinions and cultures. We strive to be a leader in Wisconsin's movement toward increased diversity and inclusiveness. We believe that employees from diverse backgrounds are critical to achieving excellence as a nationally recognized institution of higher education. The [Insert department name] seeks to recruit, develop, and retain the most talented

people from a diverse candidate pool. We strongly encourage applications from persons with diverse backgrounds and experiences.

4. The [Insert department name] has a strong commitment to multicultural and international education and is committed to supporting curriculum development and reform in these and other areas.
5. The [Insert department name] and the university are committed to being inclusive and supportive learning and teaching communities. We encourage applicants who enhance our commitment to these goals.
6. The [Insert department name] values diversity and faculty who bring diverse experiences to their teaching.

In addition, all electronic advertisements must include the following statements:

“UWL is proud to be an equal opportunity employer. We strive to recruit, develop, and retain the most talented people from a diverse candidate pool, and we encourage applications from persons with varied backgrounds and perspectives. In support of the Wisconsin Veteran Employment Initiative we encourage veterans and veterans with disabilities to explore employment opportunities at UWL.

Employment will require a criminal background check. A pending criminal background charge or conviction will not necessarily disqualify an applicant. In compliance with the Wisconsin Fair Employment Act, UWL does not discriminate on the basis of arrest or conviction record.”

Print advertisements may use the shortened version as follows:

“UWL is an AA/EEO employer and we encourage veterans to apply. Employment will require a criminal background check.”

If the placement of advertisements differs from the recruitment plan, contact HR. Please keep screen shots of all ads placed for submittal to HR at the close of the recruitment.

For additional information and advertising templates, refer to the [Advertising guidelines and templates](#).

SECTION 8: SCREENING AND TIERING APPLICANTS

All applicants shall be treated similarly in the recruitment, screening and interviewing process. Contact HR for questions related to this.

Tiering of Applicants

During the review of applications, the committee/panel chair and SME will be responsible for assigning “Tiers” to all applicants. The Tier definitions and corresponding reasons (for Tier 2) are listed below.

Please note that the ONLY applicants who can comprise Tier 3 are those who clearly do not meet the “required” qualifications for the position as outlined in the advertising text and selection criteria documents for the recruitment. Once an applicant is given Tier 3 status, they cannot be moved out of Tier 3.

Tier 1: Interview – electronic or on-campus

Tier 2: Applicant Meets Minimum Qualifications – Not Tier 1

REASONS: (choose the reason that best fits for each applicant)

- Does not meet the identified needs of the department
- Lacks technical competence, administrative or performance experience
- Not making satisfactory and timely progress on terminal degree, e.g., Ph.D.
- Lacks preferred experience
- Lacks publication/composition/exhibition record
- Research or portfolio does not meet identified needs
- Lacks service contributions
- Accreditation standards of degree-granting institution do not meet acceptable levels of quality and academic standards
- References do not support application materials
- Qualified but withdrew from consideration
- Incomplete applicant documents (reference letters not received by committee review)

Tier 3: Applicant Does Not Meet Minimum Qualifications

Initial Screening (review of applicant documents)

Each member of the search and screen committee/panel chair and SME will review application documents of the applicants and make an initial assessment (yes/no) of each applicant to determine whether they meet the minimum qualifications as indicated in the selection criteria.

The search and screen committee/panel chair and SME will then meet and discuss the applicants. Applicants who clearly and objectively do not meet the minimum qualifications are designated as Tier 3.

The remaining applicants are reviewed to determine, based upon selection criteria, who may move to a second screening.

If any search and screen committee member/panel chair or SME believes that an applicant deserves further consideration based on the selection criteria, that applicant will be moved to second screening.

SECTION 9: THE INTERVIEW PROCESS

The interview process shall assure that all qualified candidates interviewed receive similar consideration throughout the process. It is important that there is consistency during all phases of the interview process including participation by members of the committee/panel and other University forums. If a member of the committee/panel is not available during the scheduled interview of an applicant, that member will recuse themselves from providing input regarding the candidates during that phase of the process.

Hiring Officials, if not on the committee/panel, may participate in the interview process and/or conduct an individual interview with the candidate. In all cases however, the committee shall conduct its deliberations on the candidates on an independent basis, and shall provide a verbal summary of the basis for its final recommendations.

For tips for scheduling interviews (electronic and onsite), refer to [Tips on preparing for interviews](#).

Second Screening (telephone/electronic interviews)

If telephone or electronic interviews are conducted, a common list of core questions will be asked of all candidates interviewed. To ensure compliance, each member of the committee/panel should review UWL's [Brief Guidelines for Contemporary Employment Interviewing](#). The use of standard questions does not prevent the committee/panel from asking follow-up questions as deemed appropriate. Each

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committee/panel member shall maintain their own documentation of information provided in the interview. Personal notes are not part of the official record. In the event any personal written notes are shared with other committee members, they do become part of the public record. Personal notes shall not be shared with any person who is not part of the search process.

The committee/panel may solicit additional material/information and/or additional references from applicants retained for further consideration. Any additional materials/information collected outside of PeopleAdmin is subject to records retention schedules. If unsolicited materials are received, the search and screen committee chair/panel chair retains the materials and does not share them with the committee/panel until such time (if ever) that similar materials are solicited of all candidates or finalists.

Determining the Finalist Group (Committee): The committee shall discuss and vote on each candidate to select those to be moved to Tier 1 and Tier 2 status. A simple majority vote of those members present is required to advance a candidate. It is expected that committees will adopt a dialogue approach that seeks to explore and incorporate all perspectives before a vote is taken.

Should a candidate fail to be advanced to Tier 1 status on the initial vote, they can be brought to a re-vote only once as initiated by the committee. Any committee member may request a re-vote. AAO may request a re-vote of a candidate to ensure a just and equitable applicant pool.

The committee shall vote to cluster the candidates in two "Tiers". Tier 1 shall include the three (3) to five (5) qualified candidates the committee believes should be invited to interview on campus. Tier 2 shall include the remaining qualified candidates. The committee will identify Tier 2 candidates that would be suitable for the position if the Tier 1 candidates are unavailable or are determined to be unacceptable after an interview.

Faculty: Unless otherwise designated in departmental by-laws, the committee will present its Tiers of applicants with its recommendations for interviews to the department. The department shall vote on the recommendation of the committee. A majority of the department voting is required to approve the list of finalists. If paper ballots are used, each ballot must be signed, dated and retained for seven (7) years per records retention schedule.

Final Screening (campus interviews)

After Dean/Director and AAO approve candidates for interview, the search and screen committee chair/panel chair shall contact each approved candidate to schedule a campus interview. To assist in planning on campus interviews, refer to [Tips on Preparing for Interviews](#).

A list of core questions will be prepared and asked of all applicants brought to campus for interviews. The search and screen committee chair/panel chair will submit questions for review and approval by the AAO and HR via email.

Each member of the committee/panel should review [Brief Guidelines for Contemporary Employment Interviewing](#) and be apprised that interview guidelines regarding illegal questions apply to all conversations with interviewees in both formal and informal settings. There is no time that the committee/panel or UWL employees are off the record with candidates, or that candidates are off the record with the campus.

Following the on-campus interviews and any final reference checking, the committee/panel shall meet with dean/division officer/director to deliver their comprehensive screening results for all on-campus interviewees.

The committee/panel shall verbally identify the strengths and weaknesses (as they relate to the selection criteria) of these unranked candidates in alphabetical order.

SECTION 10: CONDUCTING REFERENCE CHECKS

HR recommends a minimum of three (3) documented reference checks and that they be completed prior to candidates being invited from outside the immediate area for an on campus interview. Reference checks for local recruitments may be done either before or after candidates have been interviewed campus.

The committee/panel may conduct telephone reference checks on each of the applicants still under consideration. Two or more committee/panel members shall be present for each reference call. For each call, a written record will be maintained until the close of the search at-which-time these reference notes must be shredded. Each committee/panel member shall maintain their own documentation of information provided during the reference checks. Personal notes are not part of the official record. In the event any personal written notes are shared with other committee/panel members, they do become part of the public record and must not be destroyed.

The committee/panel retains the right to make off-list phone calls. Off-list phone calls are reference calls to individuals not on the applicant's list of references. Given that confidentiality requests by the applicants are still respected during this phase of the process, all applicants must be informed prior to any off-list phone calls being made, and a provision must be provided for the applicant to specifically identify any individuals they do not wish to have called.

SECTION 11: THE HIRING PROCESS

Prior to a verbal offer, verify the Budget Office approved salary amount found on the Posting Details of the recruitment. Requests to negotiate a salary offer that exceeds the Budget Office approved rate shall require approval by the Vice Chancellor for Administration and Finance.

Academic Department

Committee: After the campus interviews and reference checking, the committee and/or departmental members authorized by the department by-laws shall discuss the finalists and provide a non-ranked list of the finalists to the Dean/Director. The strengths and weaknesses (as they relate to the selection criteria) of the non-ranked list of finalists will be provided verbally (not written) to the Dean/Director. The Dean/Director may choose to make additional reference checks. In accordance with departmental by-laws and policies, the department or authorized representative(s) will consult with the Dean/Director to collaboratively agree on recommendation(s) for hire.

After appropriate consultation, the Dean/Director and the department or authorized representative(s) agree on a hiring decision, then:

1. The search and screen committee chair will formally request via PeopleAdmin, approval to hire from the Dean/Director, and the Provost/Vice Chancellor (if applicable).
2. The terms of the offer are developed by the Dean/Director **in consultation with the Budget Office**.
3. Once approved at the appropriate levels, the Dean/Director will contact the applicant to extend the job offer.

If after appropriate consultation, the Dean/Director and the department or authorized representative(s) **do not agree** on a hiring decision, there are three (3) options to consider:

- an additional applicant(s) may be moved from Tier 2 to Tier 1.
- the search is authorized to be refreshed.

- the search is failed.

Hiring Details:

Upon acceptance of the offer by the applicant, the Dean/Director will complete the Hiring Details in PeopleAdmin, and forward electronically to HR.

Non-Academic Unit

Committee/Panel:

After the campus interviews and reference checking, the committee/panel shall discuss the finalists and provide a non-ranked list of the finalists to the Hiring Official. The strengths and weaknesses (as they relate to the selection criteria) of the non-ranked list of finalists will be provided verbally (not written) to the Hiring Official. The Hiring Official may choose to make additional reference checks. The Hiring Official makes the hiring decision in consultation with the Supervisor/Director.

Hiring Details:

Upon acceptance of the offer by the applicant, the Dean/Director will complete the Hiring Details in PeopleAdmin, and forward electronically to HR.

SECTION 12: THE CLOSING OF A SEARCH

HR will conduct the Criminal Background Check (CBC) process and issue the appointment document.

- after the CBC has been completed and the signed appointment document has been received, HR will notify the Dean/Director.
- HR will designate the position as “filled” in PeopleAdmin and all Tier 2 applicants will be notified by PeopleAdmin system generated email, with the exception of candidates brought to campus but not selected (Tier 1), who will be contacted by the search and screen committee chair/panel chair by telephone, speaking directly to the candidates in order to demonstrate respect for their time and interest in UWL.
- HR will create an official personnel file for the new hire.
- HR will complete the official recruitment electronic file for the search process.

The search and screen committee chair/panel chair and all committee/panel members shall shred any personal notes and/or worksheets from the search. Applicant files will be retained by PeopleAdmin. The following documents are to be turned in to HR at the close of a search:

- approved minutes (committee)
- photocopies of actual advertisements placed
- photocopies of any solicited application documents, interview exams/exercises and the results, received outside of PeopleAdmin

Faculty: If a foreign national is hired, the Department Chair and the Dean will assist HR with the necessary collection of documents to pursue an authorization to work. HR will submit petitions on behalf of UWL for foreign national hires in compliance with federal, state, UW System, and UWL rules, regulations, policies, and procedures.

SECTION 13: RECRUITMENT RECORDS RETENTION

Search and screen committee/panel documentation for all positions will be retained for 6 years from the date the position is filled, at-which-time they will be disposed of confidentially according to the

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UWL confidential records disposal procedures, shredding, or via the Iron Mountain bins located throughout campus.

Appendix:

[Search and Screen Committee Composition Form](#)

[Search and Screen Panel Composition Form](#)

[Conducting a Search and Screen meeting](#)

[Brief Guidelines for Contemporary Employment Interviewing](#)

[Recruitment and Interviewing Tools and Resources](#)

[Faculty Senate Articles, Bylaws and Policies](#) (See Faculty Qualifications – pg. 52)

[The University of Wisconsin System UPS Recruitment Operational Policy](#)

[Wisconsin Administrative Code 3.02 - Faculty Recruitment Authority](#)

[Wisconsin Administrative Code 10.02 - Academic Staff Recruitment Authority](#)