



Recruitment Process Checklist

Step 1. The Hiring Manager receives approval to launch the recruitment (if faculty/instructional – Dean and Provost if it's non-faculty – Dean/Vice Chancellor/Division Head).

The following documents are required:

- a. Complete the "Recruitment Approval Request" on the HR website under the "Recruitment" Tab
 - i. Fill out all sections of the fillable online form
 1. TAC (Not from the HR department) – Talent Acquisition Coordinators have access to see job openings that they have been granted access to. They cannot view sensitive information such as ethnicity and gender nor are they approvers. However, they can take actions on an applicant such as corresponding with applicants and changing the Applicant's Status. Common TAC(s) include Department Chairs, Dean or Director - Academic Department Associates, Deans Assistants, Program Assistants, Search and Screen Committee Chairs, Office Associates, etc.
 2. Hiring Manager – Hiring Managers are granted access to see job openings within their department. Their role is to oversee the entire recruitment process. Common Hiring Manager(s) include Deans/Directors, Department Chairs/Supervisors, and Division Administrators.
 3. Search and Screen Committee members (SSC) (Hiring Manager selects) - The Search Committee Member's roles are to screen for desired qualifications and interview candidates. They do not have access to the applications but receive resumes of the candidates who meet minimum qualifications (HR & Hiring Manager screen for minimums). It is required that a search committee/interview panel have at least three members. ** Please note that for faculty searches, search and screen committee members will have access to applicant data in Workday.
 4. HR Business Partner (HRBP) – This will be your Human Resources point of contact throughout the recruitment
 - ii. Position Description (must be a Word document)

Step 2. HR Business Partner will create the recruitment/job requisition in Workday

- a. HR will post to
 - i. Higher Ed Jobs
 - ii. UWW website
 - iii. UW self-service careers
 - iv. Job center of WI
 - v. Chronicle of Higher Ed (HR will save a copy of this job ad to the HR File for Margaret Wheeler)
- b. If the department wishes to post elsewhere, the Hiring Manager or TAC (Talent Acquisition Coordinator from the department)
 - i. The Department is responsible for posting (for example: LinkedIn)
 - ii. The Department is responsible for the cost
 - iii. The Department MUST email proof of advertisement to their HRBP

Step 3. After the recruitment is posted, HR Business Partner will send the Assessment Tool template to the hiring manager, TAC, and Search and Screen Chair

Step 4. Hiring Manager, TAC or Search Committee Chair must have ALL individuals on the Search and Screen or anyone who will be screening, interviewing, and rating candidates sign the Search and Screen Statement of



Ethics (found on the HR website under “Best Practices for Search & Screen Committees”) and ALL individuals must have completed Unconscious Bias Training (in Canvas) after October 15, 2022. It is no longer required to be taken annually but must have been completed after 10/15/2022. If a member of the Search and Screen Committee has not completed the Unconscious Bias Training they will be added to the course and sent a notification

- a. TAC to email signed Statement of Ethics forms to their HRBP (preferably as 1 document)

Step 5. Once a posting closes

- i. Using the “Screening Matrix for Minimum and Desired Qualifications” that was already reviewed by HR. A minimum of two members of the Search and Screen Committee must complete the initial minimum qualifications screening matrix
- ii. Once the screening tool is complete send it to HRBP for review
- iii. If there are any discrepancies, HRBP and Search and Screen Committee Chair can discuss
- iv. Once minimum qualifications are agreed upon, HR will retain a copy in the designated recruitment folder
- v. At this point candidates who did not meet minimums should be corresponded with. Examples of correspondence can be found in the email that is sent once the Recruitment is posted

Step 6. Hiring Manager prepares to conduct phone interviews

- a. If less than 3-5 candidates, you may request from HRBP to skip phone interviews
 - i. Skip to Step 9 if HR approves that no phone interviews are needed
- b. Search and Screen Committee Chair to send HR Business Partner phone interview questions, on-campus interview questions and reference check questions for HR approval
- c. Once HR approves all required questions, a copy of the approved questions will kept on file

Step 7. Search and Screen Committee conducts phone interviews

Step 8. Upon Search Committee completion of phone interviews (if needed)

- a. After phone interviews are conducted, the Search and Screen Committee Chair is to send the HR Business Partner Strengths and Weaknesses, no personal notes, just a summary of results from the interviews to be approved
- b. Once HR’s approvals of the SWOT are received, HR will retain a copy of the Strengths and Weaknesses on file

Step 9. After phone interviews (or if HR gave permission to skip phone interviews) Search and Screen Committee Chair or TAC to send names of candidates to be brought on-campus for interviews to the Dean, HRBP, and all members of the SSC. Ask all parties to Reply All “Approved” if they agree to candidates coming to campus

- a. HRBP and Dean need to approve candidates via email being brought to campus
- b. If SSC has concerns about any candidates, needs to mention this to HRBP
- c. If an international candidate will be participating in an on-campus interview and requires international sponsorship if hired, instruct the candidate to e-mail Margaret Wheeler, Immigration/AA Designee, at wheelerm@uww.edu indicating the following: “I have been considered for an On-Campus Interview for the position XXX and would require international sponsorship if hired”.

Step 10. On-campus interviews to be Conducted

Step 11. Once on-campus interviews are completed

- a. Send HRBP Updated Strengths and Weaknesses (no personal notes, just summary of results) of finalists to be reviewed
- b. If HRBP has questions, they will follow up with the Search and Screen Committee Chair



- c. Copy of approved Strengths and Weaknesses will be kept on file

Step 12. The Hiring Manager or Search Committee Chair will conduct reference checks

- a. Prior to conducting reference checks, send reference check questions to HRBP for approval
- b. A minimum of two reference checks need to be conducted for the selected candidate(s) (these can be completed by the Hiring Manager or the SSC chair).
- c. TAC or Search and Screen Committee chair to send completed reference checks to HRBP to retain on file

Step 13. SSC makes recommendations of selected candidate(s) to the Hiring Manager

Step 14. The Dean of the College will have a conversation with the selected final candidate to come to terms on the offer amount. When extending an offer, let the finalist know that it is contingent upon passing of the criminal background check

- a. If there are questions during this negotiation process, the Dean is encouraged to contact the Provost for advice/guidance

Step 15. If an agreement is reached, the Dean will write an "Offer Letter" to the candidate

- a. Upon return of the offer letter, signed by the candidate, please send a copy of the signed offer letter to your HRBP to retain on file
 - i. If the final candidate requires immigration sponsorship include Margaret Wheeler on the approval and send a copy of the signed offer letter
 - ii. TAC, Hiring Manager, or Search and Screen Committee Chair to send all non-selected candidates a correspondence
- b. If the candidate rejects the offer letter
 - i. The hiring manager can recommend an alternate candidate (see Step #14)
 - ii. The hiring manager can elect to fail the search
- c. Counteroffer
 - i. Can negotiate if approval to do so is given by the Provost's Office

Step 16. The Hiring Manager or TAC to complete the hire by submitting the following:

- a. "Online Hire Form" found on our webpage under "Recruitment"
- b. At this point all non-selected candidates should be corresponded with. Examples of correspondence can be found in the email that is sent once the Recruitment is posted

WHAT NEEDS TO BE SAVED in the RECRUITMENT/REQUISITION FILE – HR will contact you if these are not received

- Search Committee – Statement of Ethics
- Screening Matrix for Minimum & Desired Qualifications
- On-Campus Interview Questions
- Proof of Advertisement Locations (screenshot or receipt)
- Phone Interview Questions, Schedule, Results (if conducted)
- Proof of Approvals to conduct On-Campus Interviews
- On-Campus Interview Schedule, Results
- Reference Check Results
- Signed Offer Letter

SCREENING APPLICANTS

- You can start as soon as they apply (fill out the Assessment for Mins)



- Minimum of 2 Search and Screen Committee Members need to review If the applicant doesn't meet the minimums
 - No interview
 - Don't need to screen for desired qualifications
- Avoid conversations about applicants via email, in public places, and outside of closed doors
- Assessment for Mins should NOT have numbers. Use words like:
 - No evidence, acceptable evidence, strong evidence

INTERVIEWING

- All interview questions need to be approved by HR Business Partner
 - Can find samples of questions on our website under the "Best Practices for Search & Screen Committees" tab
- Minimum of 3 interviewers in ALL interviews
- When creating Strengths and Weaknesses Documents
 - NO personal notes

REFERENCE CHECKS

- HR has to approve reference check questions
- One person can do reference checks (two people are preferred)
- Send completed reference checks to HRBP to retain on file

OTHER INFORMATION

- HR Business Partner sends out informative emails throughout the process – PLEASE read through these and follow the steps
- Recruitment process is HIGHLY confidential – by signing the search and screen Statement of Ethics, you understand the importance of this
- By submitting all the required documents to HR, we are making sure there will be no issues when we are audited or asked for an open records request



HR Recommendations and Approved Questions for Departmental Meetings with Candidates

Please note: These are suggestions, not all questions need to be asked and the same questions do not need to be asked to all candidates. These are a resource for Departments to ensure appropriate topics and conversations occur during these open settings.

Remember, DO NOT ASK the candidate anything about their race, gender, sexuality, marital status, religion, children, political views, etc.

To get started...

1. Go around the “room” and introduce yourself. Your introduction should include:
 - a. Your role in the department and how long you’ve been at UWW
 - b. What classes you typically teach
 - c. Your main (or favorite) areas of service. *Don’t go overboard here, but it can be helpful to candidates to understand what kind of service work you do. Candidates without full-time university teaching experience often don’t immediately understand the nature of our service work.*
 - d. (Optional) Anything personal you want to share (e.g. where you live, hobbies, etc.)

Question Suggestions...

2. What drew you to apply for this position?
3. What do you think is most important for us to know about you as a candidate?
4. What instructional experience do you have that would make you a good fit for this role? What kind of classes would you be interested in teaching at UWW?
5. What is your teaching style?
6. How would you most like to contribute in terms of service to the department and college? *(If it’s clear that they don’t know what academic service is, feel free to have a discussion of the kind of service we do)*
7. Tell us about your most significant teaching accomplishment to date? What has been your biggest teaching challenge to date?
8. There will be times when you encounter differences of opinion among students in the classroom space. How do you navigate engaging in difficult dialogue in the classroom?
9. What three characteristics are most important in the organization for which you want to work?
10. How do you spark creativity in students and motivate them?
11. If we were to ask your coworkers to describe you, what would they tell us?
12. What questions do you have for us?