Hiring Process

The process described in this document is intended to assure that all those who participate in selecting new hires are fully informed and exercise judgment that is fair and unbiased.

This process is applicable to hiring UIW/SACHS/IWHS administrators, staff, and faculty (full-time, and part-time). Faculty searches are also governed by Appendix 15 and 16 of the Faculty Handbook.

Posting a Position

A position becomes available due to incumbent departing or a newly created position. Each position must have its own requisition.

1. The hiring manager creates a requisition in the University’s applicant tracking system, http://jobs.uiw.edu/hr. The position’s job description must be in the applicant tracking system for a requisition to be created. Instructions on how to use the applicant tracking system can be found in the Hiring Managers Guide on the Human Resources (HR) department’s website.

2. The requisition is sent electronically by the hiring manager to the supervisor. Please note: the requisition will be sent to the supervisor that is listed in the Supervisor & Hiring Manager field box on the requisition form.

3. Supervisor approves the requisition and sends electronically to the executive for approval.

4. Executive approves the requisition and sends electronically to the Vice-President for Business & Finance.

5. Vice-President for Business & Finance confirms the budget account number and budget amount and sends electronically to the HR department for approval.

6. HR will review the requisition and job description and post the position on the University’s career opportunities website. Also, upon request from the hiring department, HR will advertise the position on other external websites. Please note: The process for a requisition to be approved and the position posted on the career opportunities website takes approximately 1-5 business days.

Interviewing Process

1. Positions must remain open for a minimum of 5 business days before any interviews can commence. If a close date is listed, interviews cannot commence until after the closing date.

2. Applicants must apply online. The hiring department cannot accept any resumes, cover letters or applications in any other format.
3. The hiring manager is responsible for managing the applicant pool in the applicant tracking system, http://jobs.uiw.edu/hr. Hiring managers can change the status to “not hired” of applicants he/she is not interested in interviewing. The applicant will receive an email immediately letting them know they have not been selected for the position. The applicants that are selected for interview, the hiring manager should change the status to “interview”. This allows applicants to track the status of their application for the position(s) he/she has applied for.

4. When the applicant pool exceeds 20 qualified candidates a minimum of 5 candidates will be selected for interviews. When the applicant pool is equal to or less than 20, a minimum of 3 candidates will be selected for interviews. The initial interview may be made by telephone.

5. Hiring managers, and search committee members conducting interviews will adhere to a strict non-discriminatory procedure. The HR office is available to assist in the interview process including the development of interview questions. All members of the search committee must make every effort to participate in the telephone and on-campus interview of all selected candidates. The hiring manager or the search committee chair, are responsible for summarizing the level of participation of all members of the search regarding any recommendations of hire to the decision maker.

6. All candidates selected for interviews (telephone and on-campus) will be asked the same general questions; however, differing backgrounds and circumstances may require a variation in specific questions asked of the candidates. Samples of questions are included in Appendix “A” & “B”. These questions are illustrative only and may be used as guidelines for developing specific questions for each search. Also, a list of permitted and prohibited questions is included in Appendix “C”. Prior to inviting candidates to campus for interviews, the hiring manager or search committee must check the professional and personal references provided by the candidates.

Offering Employment for Administrator and Staff Positions

1. When a candidate is selected for employment, the hiring manager must contact the HR Office of the selection of hire.

2. HR will contact the selected candidate and schedule a time for him/her to come in and complete the new hire paperwork, which includes the conditional offer letter, authorization for a background check, I-9 form, and W-4 form. HR will also schedule the meeting with the VP of Mission and Ministry.

3. When the background check clears and all the new hire paperwork is complete, HR will email the hiring manager that the candidate is cleared to start work. The email will also include the new hires email address and PIDM.

4. No employee can start work until the background check, the meeting with the VP of Mission and Ministry and I-9 form are complete. For the I-9 form to be complete, the new hire must show original documents to prove he/she can work in the United States. A copy of these documents are kept with the I-9 form in the HR office.
5. The hiring manager will contact the candidate and confirm his/her start date and time.

6. HR will complete the New Hire Payroll Authorization form and submit to the VP of Business and Finance office for signature.

7. When the payroll authorization form has all the signatures, it is sent to the Payroll office for processing and the President’s office will generate the Formal Offer Letter which is sent to the employee.

8. Anticipate that this process takes approximately 2 weeks from the time the hiring manager makes the verbal offer to Payroll receiving the payroll authorization form.

9. Hiring manager should update the status of the remaining applicants on the applicant tracking system and close the position.

**Offering Employment for Temporary or Seasonal Positions**

1. Steps 1-5 above remain the same. The only exception is the temporary or seasonal hire does not meet with the VP of Mission and Ministry.

2. Hiring department completes the Temporary or Seasonal Payroll Authorization Form and submits for signatures.

3. The Temporary or Seasonal Payroll Authorization form is submitted to the Payroll office for processing and a copy is sent to the HR office.

4. Hiring manager should update the status of the remaining applicants on the applicant tracking system and close the position.

**Offering Employment for Full-Time Faculty Positions**

1. When a candidate is selected for hire the dean submits the Request for Letter of Offer to the Provost office.

2. The Provost office will send the letter of offer to the candidate.

3. The HR office needs to be notified of the potential new hire along with a copy of the signed offer letter.

4. HR will contact the candidate and schedule a time for him/her to come in and complete the new hire paperwork, which includes the authorization for a background check, I-9 form, direct deposit, and W-4 form.

5. When the background check clears and all the new hire paperwork is complete, HR will email the hiring dean that the new hire is cleared to start work. The email will also include the new hire’s email address and PIDM.

6. No employee can start work until the background check, and I-9 form are complete. For the I-9 form to be complete, the new hire must show original documents to prove
he/she can work in the United States. A copy of these documents are kept with the
I-9 form in the HR office.

7. The dean completes the Request for Contract and submits to the Provost office for
approval.

8. The President’s office generates the contract and the contract must be signed by the
employee and President of the University.

9. The signed contract needs to be sent to the Payroll office for processing and a copy
sent to the HR office.

10. Dean or department chair should update the status of the remaining applicants on
the applicant tracking system and close the position.

Offering Employment for Part-Time Faculty Positions

1. The new part-time faculty member must sign a part-time faculty contract provided by
the Dean’s office.

2. Dean’s office must contact the HR office of the new hire and send a copy of the
signed contract.

3. HR will contact the candidate and schedule a time for him/her to come in and
complete the new hire paperwork, which includes the authorization for a background
check, I-9 form, direct deposit, and W-4 form.

4. When the background check clears and all the new hire paperwork is complete, HR
will email the hiring Dean that the new hire is cleared to start work. The email will
also include the new hire’s email address and PIDM.

5. No employee can start work until the background check, and I-9 form are complete.
For the I-9 form to be complete the new hire must show original documents to prove
he/she can work in the United States. A copy of these documents are kept with the
I-9 form in the HR office.

6. Dean’s office needs to complete the Part-Time Faculty Payroll Authorization form
and submit for signatures.

7. The payroll authorization form is sent to the Payroll office for processing and a copy
is sent to the HR office.
Appendix A
SAMPLE INTERVIEW QUESTIONS FOR FACULTY

Mission
1. How does its mission distinguish UIW from other universities you are familiar with?
2. What do you think distinguishes an institution in the Catholic tradition?
3. How might the document, Ex Corde Ecclesiae, affect what you do in the classroom?

Teaching
4. Describe your philosophy of teaching.
5. How do you engage students in and out of the classroom? For example, what active/collaborative strategies do you use?
6. Describe significant innovations you brought to a recent course you have taught.
7. What is your experience in using a service-learning methodology in a course?
8. What technology applications have you utilized in the classroom? What is most effective in your estimation?
9. If you have developed a new course in the last 5 years, why did you do it and did the implementation live up to your expectations?
10. How do you feel your teaching style can serve our student population; namely, to accept where students are and help them to be successful?
11. How do you adjust your style to be effective with the less-motivated, under-prepared or academically marginal students?
12. What pedagogical changes do you see on the horizon in your discipline?
13. What do you think are your greatest strengths as an instructor? In which areas do you feel you can use some further development?

Scholarship
14. What are your current research interests? How do you see yourself continuing with your research agenda at UIW?
15. What do you see as research possibilities in collaboration with colleagues at UIW?
16. Your work best fits where in the Boyer model of scholarship (teaching, discovery, integration, application)?
17. Describe any grant proposals you are working on or considering.
18. How have you involved your students in your research?

Service
19. How would your background and experiences strengthen this X academic department?
20. How do you see yourself supporting the faculty role in governance through participation on the Senate or other institution-wide committees?
21. What is your top priority for being involved in service to the wider community?

Professional Development
22. What are your priorities for professional development in the next few years?
23. Where would this new position at UIW fit into your career development goals?

Collegiality/Fit
24. Describe your ability to communicate well and work effectively with others.
25. How do you see yourself as responding to teaching what is needed in the discipline, or the Core Curriculum as necessary?
26. Describe what you see as the demands for civility in the academic work environment.
Appendix B
Good Behavior Based Interview Questions

Behavior-based questions provide insight into a candidate's past performance. Here are some effective questions, suggested by Mindy Chapman, author of The HR Specialist’s “Case in Point” employment law blog:

1. How can we best reward you for a job well done?
2. What have your mistakes taught you?
3. What frustrates you at work, and what do you do about it?
4. How do you like to be managed?
5. What kind of supervisor brings out your peak performance?
6. What’s the most useful criticism you’ve ever received?
7. What one area of your work performance do you struggle with most?
8. Tell me about a time you had to quickly adapt to change.
9. In your position, are you a risk-taker, or do you play it safe?
10. How do you stay current with industry trends?
11. What do you think are key qualities for this position?
12. How has your current position prepared you for this job?
13. What are your three most important business accomplishments?
14. Tell me when your communication skills had an impact.
15. What professional accomplishments are you most proud of and why?
16. What is your greatest professional strength, and how have you used it to overcome a challenge in your career?
17. Can you describe a time when you didn’t accomplish a goal and how you rectified the situation?
18. What specifically attracted you to our organization?”
19. Can you describe an example of when you worked with a colleague or group to solve a problem?
20. Walk me through your progression with your current employer, leading me up to what you now do daily.
21. Why would this be a good move in progression for you from a career development standpoint? (i.e., What are you adding to your résumé?)

Technical skills

22. On a scale of 1 to 10 (10 being a perfect match for this job), how would you grade yourself from a technical standpoint? What would make you a 10? (This second question identifies the gap in their current skills.)
23. Where would you need the most support, structure or direction in your first 90 to 180 days? (Ask this instead of the standard, “What’s your greatest weakness?” question.)

Achievement

24. What makes you stand out as a rarity among your peers? (This tells you how much self-confidence they have.)
25. What have you done in your present/last position to increase your organization’s top-line revenues, to reduce expenses or to save time?
26. Why is your current organization a better place for you having worked there?
27. Tell me about your reputation at work: What are you known for?

**Pressure-cooker questions**

28. Tell me about your last performance appraisal: In which area were you most disappointed?
29. From an interpersonal standpoint, where do you disagree with your boss most often? What kind of constructive feedback would you give him if he were here right now?
30. What do you know about our organization?

**Appendix C**

**Permitted and Prohibited Questions**

The Equal Employment Opportunity Commission issued its *Pre-Employment Inquiry Guidelines* in 1981 and it’s *Enforcement Guidance: Pre-Employment Disability-Related Questions and Medical Examinations* in 1995. These address the issue of interview questions which, if used in making a selection decision, have a discriminatory effect by screening out minority applicants, female candidates, and older applicants and individuals with a disability, etc., for the particular job in question.

**Race** – There are no job-related considerations that would justify asking an applicant a question based on race.

**Religion** - There are no job-related considerations that would justify asking about religious convictions, unless your organization is a religious institution, which may give preference to individuals of their own religion.

**Gender** – Generally, there are no appropriate questions based on the applicant's gender during the interview process. Specifically:

(a) Women are no longer protected under state wage/hour laws re: number of hours worked, lifting restrictions, etc.

(b) It is unlawful to deny a female applicant employment because she is pregnant, or planning to have a child at some future date.

(c) Questions on marital status, number of children, child care arrangements, etc. are not appropriate.

(d) Questions as to availability to work should be job-related: What hours can you work? What shift(s) can you work? Can you work on weekends and/or holidays?

**Sexual Preference** - There are no permissible questions regarding an applicant's sexual preferences.

**Height and/or weight restrictions** – These questions may support gender or national origin discrimination claims unless their relationship to specific job requirements can be demonstrated.
Age – Any question during the interview process that deters employment because of age is unlawful. The Age Discrimination Act of 1967 bars discrimination against persons age 40 or over.

Arrest & Conviction Records – Questions relating to an applicant's arrest record are improper, while questions of an applicant's conviction record may be asked, if job related. The Equal Employment Opportunity Commission and many states prohibit use of arrest records for employment decisions because they are inherently biased against applicants in protected classes. The EEOC has issued a Revised Policy Statement covering the use of conviction records by employers in making employment decisions:

(a) The employer must establish a business necessity for use of an applicant's conviction record in its employment decision. In establishing business necessity, the employer must consider three factors to justify use of a conviction record:

(1) Nature and gravity of the offense for which convicted;

(2) Amount of time that has elapsed since the applicant's conviction and/or completion of sentence; and

(3) The nature of the job in question as it relates to the nature of the offense committed.

(b) The EEOC's Revised Policy Statement eliminated the existing requirement that employers consider the applicant's prior employment history along with rehabilitation efforts, if any. The Revised Policy Statement requires that the employer consider job-relatedness of the conviction, plus the lapse of time between the conviction and current job selection process.

National Origin – You may not ask an applicant where he/she was born, or where his/her parents were born. You may ask if the applicant is eligible to work in the United States. Our application will have already asked this question.

Financial Status – An interviewer should not ask if the applicant owns or rents a home or car, or if wages have been previously garnished, unless financial considerations for the job in question exist. Any employer who relies on consumer credit reports in its employment process must comply with the Fair Credit Reporting Act of 1970 and the Consumer Credit Reporting Reform Act of 1996.

Military Record – You may not ask what type of discharge the applicant received from military service. You may ask whether or not the applicant served in the military, period of service, and rank at time of discharge, and type of training and work experience received while in the service.

Disability – You may not ask whether or not the applicant has a particular disability. You may only ask whether or not the applicant can perform the duties of the job in question with or without a reasonable accommodation.

Although federal EEO laws do not specifically prohibit any pre-employment questions, the EEOC does look with "extreme disfavor" on questions about age, color, and
disability, national origin, and race, religion, gender or veteran status. Following is a representative list of unacceptable and acceptable questions. It is NOT all-inclusive.

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>UNACCEPTABLE</th>
<th>ACCEPTABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliability, Attendance</td>
<td>- Number of children?</td>
<td>- What hours and days can you work?</td>
</tr>
<tr>
<td></td>
<td>- Who is going to baby-sit?</td>
<td>- Are there specific times that you cannot work?</td>
</tr>
<tr>
<td></td>
<td>- What religion are you?</td>
<td>- Do you have responsibilities other than work that will interfere with specific job requirements such as traveling?</td>
</tr>
<tr>
<td>Citizenship/National Origin</td>
<td>- What is your national origin?</td>
<td>- Are you legally eligible for Employment in the United States?</td>
</tr>
<tr>
<td></td>
<td>- Where are your parents from?</td>
<td>- Same as above</td>
</tr>
<tr>
<td></td>
<td>- What is your maiden name?</td>
<td>- Have you ever worked under a different name?</td>
</tr>
<tr>
<td>For Reference Checking</td>
<td>- What is your father’s surname?</td>
<td>- None</td>
</tr>
<tr>
<td></td>
<td>- What are the names of your relatives?</td>
<td>- None</td>
</tr>
<tr>
<td>Arrest and Conviction</td>
<td>- Have you ever been arrested?</td>
<td>- Have you ever been convicted of a crime? If so, when, where and what was the disposition of the case?</td>
</tr>
<tr>
<td>Disabilities</td>
<td>- Do you have any job disabilities?</td>
<td>- Can you perform the duties of the job you are applying for?</td>
</tr>
<tr>
<td>Emergency</td>
<td>- What is the name and address of the relative to be notified in case of an emergency?</td>
<td>- What is the name and address of the person to be notified in case of an emergency? (Request only after the Individual has been employed.)</td>
</tr>
<tr>
<td>Credit Record</td>
<td>- Do you own your own home?</td>
<td>- None</td>
</tr>
<tr>
<td></td>
<td>- Have your wages ever been garnished?</td>
<td>- Credit references may be used if in compliance with the Fair Credit Reporting Act of 1970 and the Consumer Credit Reporting Reform Act Of 1996.</td>
</tr>
<tr>
<td></td>
<td>- Have you ever declared bankruptcy?</td>
<td>- None</td>
</tr>
<tr>
<td>Military Record</td>
<td>- What type of discharge did you receive?</td>
<td>- What type of education, training, Work experience did you receive while in the military?</td>
</tr>
<tr>
<td>Language</td>
<td>- What is your native language?</td>
<td>- Inquiry into languages applicant speaks and writes fluently. (If the job requires additional languages)</td>
</tr>
<tr>
<td></td>
<td>Inquiry into use of how applicant acquired ability to read, write or speak a foreign language.</td>
<td></td>
</tr>
<tr>
<td>Organizations</td>
<td>- List all clubs, societies and lodges to which you belong</td>
<td>- Inquiry into applicant's membership in organizations which the applicant considers relevant to his or her ability to perform job.</td>
</tr>
<tr>
<td>Race or Color</td>
<td>Complexion or color of skin. Coloring.</td>
<td>None</td>
</tr>
<tr>
<td>----------------</td>
<td>----------------------------------------</td>
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</tr>
<tr>
<td>Worker's Compensation</td>
<td>Have you ever filed for worker's compensation?</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td>Have you had any prior work injuries?</td>
<td>None</td>
</tr>
<tr>
<td>Religion or Creed</td>
<td>Inquiry into applicant's religious denomination, religious affiliations, and church, parish, pastor or religious holidays observed.</td>
<td>None</td>
</tr>
<tr>
<td>Gender</td>
<td>Do you wish to be addressed as Mr.?, Mrs.?, Miss?, or Ms.?</td>
<td>None</td>
</tr>
<tr>
<td>Addresses</td>
<td>What was your previous address?</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td>How long did you reside there?</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td>How long have you lived at your current address?</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td>Do you own your own home?</td>
<td>None</td>
</tr>
<tr>
<td>Education</td>
<td>When did you graduate from high school or College?</td>
<td>Do you have a high school diploma or equivalent?</td>
</tr>
<tr>
<td></td>
<td>Do you have a university or college degree?</td>
<td>None</td>
</tr>
<tr>
<td>Personal</td>
<td>What color are your eyes, hair?</td>
<td>Only permissible if there is a bona fide occupational qualification.</td>
</tr>
<tr>
<td></td>
<td>What is your weight?</td>
<td></td>
</tr>
</tbody>
</table>