

WESTERN CAROLINA UNIVERSITY
GUIDELINES AND PROCEDURES FOR
RECRUITMENT AND SELECTION OF
EPA FACULTY AND NON- FACULTY POSITIONS

| | | |
|--------------|---|-----------|
| I. | Beginning the Process: Permission to Recruit | 4 |
| A. | Position Analysis | 4 |
| B. | Obtaining Authorization to Recruit | 5 |
| C. | Search Committee Appointment..... | 5 |
| II. | Recruitment | 6 |
| A. | Developing the Job Advertisement..... | 6 |
| B. | Authorization to Recruit | 7 |
| C. | Advertising..... | 8 |
| D. | Recruitment Costs..... | 10 |
| E. | Special Recruitment Exceptions to the Standard Recruitment Process..... | 11 |
| III. | Screening the Applicant Pool | 12 |
| A. | Processing and Screening Applicant Vita/Materials | 12 |
| B. | Reviewing the Applicant Pool | 13 |
| C. | Office of Human Resources Approval of the Applicant Pool | 14 |
| IV. | Interviewing | 15 |
| A. | Checking References | 15 |
| B. | Selecting Final Candidates..... | 16 |
| C. | Additional Screening and EOP Approval | 16 |
| D. | Approval for Campus Interviews..... | 16 |
| E. | Interview Arrangements..... | 17 |
| F. | Candidate Visits | 18 |
| G. | Candidate Expenses and Reimbursement | 19 |
| V. | Decision to Offer the Position | 20 |
| A. | Selecting the Successful Candidate | 20 |
| B. | Unofficial Offer | 20 |
| VI. | Appointment | 21 |
| A. | Required Approval Process..... | 21 |
| B. | Official Offer and Acceptance | 22 |
| C. | Post-Appointment Procedures | 22 |
| VII. | Maintaining the Search File | 23 |
| A. | Which Records Must be Kept? | 24 |
| B. | How Long Should Search Records be Kept?..... | 24 |
| VIII. | Reopening the Search | 24 |
| VIII. | Hiring International Faculty | 25 |
| | APPENDICES | 26 |

-
-
-

•

•

7. All candidates for advertised positions must apply through the online employment system as hardcopy application materials will not be accepted. Candidates who apply via means other than the online employment system should be directed to the online employment site and informed that their hardcopy materials will not be considered. Candidates requiring assistance with the online employment system may be directed to the Office of Human Resources. ***Please note that certain application materials such as work samples, etc. that cannot be submitted electronically may be submitted in hardcopy format. Specific instructions for submitting hardcopy materials that accompany the online application should be clearly indicated in the position announcement.**
8. The Office of Human Resources can provide a mail merge document for departments and search committees that include the names and mailing addresses of applicants for use in mailing notification letters.

B. Reviewing the Applicant Pool

1. After a date set by the search committee, or the advertised closing date, the committee meets to share observations and narrow the pool of applicants for further investigation. This is the “short list” of candidates who will be called for questioning and discussion and for whom references will be checked. At this point, the status for candidates comprising the short list should be changed to “Qualified-Seriously Considered Candidate” in the online employment system. There must be a minimum of two “Qualified-Seriously Considered” applicants. **Note: All candidates should be designated as “Qualified” or “Does Not Meet Minimum Qualifications” prior to moving candidates into a status of “Qualified-Seriously Considered Candidate”.** If an outside search firm is used, a representative of the firm will review the “short list” with the search committee.
2. After a vacancy is advertised, a decision may be made not to fill the position or to postpone the effective date of an appointment. If such a decision is made, all applicants must be informed of the changes. In this event, all applicant statuses will be updated to a “search cancelled” status. The “search cancelled” status will trigger the online employment system to generate an email message to the applicants. Only Human Resources can cancel an active search. If the search is to be re-opened with new criteria; current applicants may be invited to reapply.

C. Office of Human Resources Approval of the Applicant Pool

The general purpose of these recruitment and selection procedures is to assure nondiscrimination in the establishment of an applicant pool and screening process. Early in the search process, the Office of Human Resources will supply the search committee with nationwide data on the approximate percentage of women and minorities available for tenure track faculty and administrator positions requiring a terminal degree. The applicant pool should approximate the national availability percentages.

1. The applicant pool must be approved by the Office of Human Resources and all candidates recommended for on-campus interviews must be approved by the appropriate Dean's office and the Office of the Provost (or appropriate supervisor and Vice Chancellor for non-faculty positions) prior to being invited to campus. To initiate this approval process, the Department Head, Search Committee Chair, or designated representative should:

Identify each candidate to be interviewed in the online employment system and change their status to "Interview Requested".

Ensure that all recruitment/advertising sources have been disclosed in the online employment system.

Note: The applicant pool and teaching credentials for recommended candidates must be approved before candidates are invited to campus for interviews

Contact the Office of Human Resources to request the EEO Interim Report. The Office of Human Resources will generate the Interim Report and review the applicant pool.

The Office of Human Resources will review the Interim Report at this point to assess overall diversity of the applicant pool. If the representation of women and minorities in the applicant pool does not approximate their availability in the work force, the search may need to be expanded and additional recruiting may need to occur. If the closing date has passed, the search may have to be reopened. Statistical data on the demographic representation of the applicant pool will be provided to the Search Committee Chair by the Office of Human Resources.

interview. If the position is non-faculty, the request should be sent to the appropriate Vice Chancellor or Chief of Staff. Each candidate for whom such approval is requested should be listed by name along with his/her present title and employment. For each candidate, a statement should be made addressing the issues listed in Section C.1 above. Additional materials that should accompany the Request to Interview include:

- x The vita or resume (automatically attached to candidate file in the online employment system).
 - x The completed AA-21 form.
 - x A copy of the transcript, if available (may also be attached to the candidate file in the online employment system). Searches for non-faculty positions may require a copy of the transcript.
3. All travel requests must be filed in advance of the travel date. This should be done after the request to interview is approved, and as soon as travel arrangements and dates are finalized. Requests must be processed sufficiently early to permit compliance with state travel regulations. Internal processing procedures and mail times require a minimum of one week.

E. Interview Arrangements

1. The search committee chair contacts approved candidates, invites them to visit campus for an interview, and a date for the interview is established.
2. A discussion is held with each candidate regarding proof of eligibility to work in the United States.

NOTE: Proof of eligibility to work in the U.S. When candidates are contacted to invite them for an interview, they should be asked if they have proof of eligibility to work in the U.S. If the candidate indicates a problem with such proof, a discussion should be held with them about this matter. The results of this conversation should be taken into consideration, especially when inviting candidates who state they cannot provide such proof. (You may not ask to

•

•

•

•

•

•

•

•

—

- x Upon receipt, the Dean (or appropriate supervisor) will either approve the Hiring Proposal and forward to the Provost (or appropriate Vice Chancellor) or will return to the submitter as not approved.
- x After processing and approval by the Office of the Provost (or appropriate Vice Chancellor) the Hiring Proposal is forwarded to the Office of Human Resources for final Affirmative Action/Equal Employment Opportunity review and approval and for completion of a criminal background check.
- x Upon final approval by the Office of Human Resources to include the successful completion of the criminal background check, the hiring department will be notified that all approvals have been obtained.

B. Official Offer and Acceptance

As soon as the Hiring Proposal is approved, a contract for employment and/or an appointment letter will be issued to the candidate. Faculty contracts will be issued by the Office of the Provost or appropriate Dean's Office. EPA Non-Faculty appointment letters will be drafted and approved by the Office of Human Resources and issued by the appropriate Vice Chancellor's office (or designee). A contract is included with the letter for the candidate's signature and faculty should return the contract to the appropriate Dean's Office. Upon Dean's Office approval, the contract will be forwarded to the Office of Human Resources for review and then to the Office of the Provost. Non-Faculty should return the contract to the Office of Human Resources. The contract is issued subject to the approval of the Chancellor. NOTE: In order to avoid complications and delays, please be especially certain that there are no discrepancies in employment information (e.g. salary, start date, special provisions, etc.) between the Hiring Proposal and the contract.

C. Post-Appointment Procedures

1. The responsible hiring department will send the original contract to the Office of Human Resources as soon as the signed contract is received.
2. The following documents are required for all newly hired faculty and EPA non-faculty. All documents, unless otherwise noted, must be completed and submitted to the Office of Human Resources prior to a new faculty member beginning work.
 - x Official transcripts (due to Human Resources within 30 days)*
 - x Curriculum Vita**
 - x Application for Employment*
 - x Contract/Appointment Letter
 - x AA-21 form (completed and submitted prior to interview)
 - x Employee Data Form

•

explanations for eliminating candidates, and any other documents indicating how a search committee arrived at its decision. The committee should prepare in advance to organize a thorough and complete search file.

A. Which records must be kept?

- × A copy of all correspondence (including emails) sent to and received from all applicants;
- × An original printing of all advertisements (published electronically or printed);
- × A list of the questions asked to all candidates;
- × All notes from the search committee, and
- × All rating sheets or other selection devices used in evaluation of all candidates.

B. How long should search records be kept?

- × Search records must be maintained by the hiring department for a period of three (3) years from the date of the record's creation or last action, whichever occurs latest (as per GU203 of the University of North Carolina General Records Retention and Disposition Schedule).

Hiring officials who seek candidates for time-limited or waiver positions through informal procedures, such as professional contacts via mail, email, phone, etc., must document these efforts and preserve these records. Any "interviewing" or "screening" activities--whether formal or informal--must be

WESTERN CAROLINA UNIVERSITY
RECRUITMENT GUIDELINES

APPENDICES

Key Forms:

Employee Data Form:

http://www.wcu.edu/WebFiles/WordDocs/Employee_Data_Form_11_9_2011.doc

I-9 Form: http://www.wcu.edu/WebFiles/PDFs/I-9_version_3_2013.pdf

AA-21, Certification of Credentials and Qualifications (Faculty):

https://wcuhub.wcu.edu/DocCenter/Forms/HR_FRM_AA21_Provost_form.docx

FERPA Form:

http://www.wcu.edu/WebFiles/WordDocs/FERPA_Form_update_10_2010_GENERIC.doc

Verification of Credentials Form for EPA Non-Faculty

Samples:

Phrases for job advertisement on Ph.D. requirement

Notification letter to non-selected candidates

Suggested general questions to ask of telephone references

ADA guide to interview questions pertaining to medical conditions

WCU guide to general interview questions

General:

Administrative Memorandum No. 338,

Tenure and Teaching in the University of North Carolina

WESTERN CAROLINA UNIVERSITY
EPA VERIFICATION OF CREDENTIALS

Verification must be complete during the recruitment process, before a candidate is invited to campus for an interview.

Transcripts and Professional Licenses: If official copies are not obtained verification must be performed by telephone. Official transcripts are due W R W K H 2 P M R X U 3 6 days with

WESTERN CAROLINA UNIVERSITY
RECRUITMENT GUIDELINES

WESTERN CAROLINA UNIVERSITY
RECRUITMENT GUIDELINES

Sample letter for notification of unsuccessful candidates after completion of search

Dear (Title, Last Name):

This is to inform you of the status of the search for the position of _____.
After careful consideration of our pool of applicants and interviews with the top candidates, we have filled this position. The quality of the applicant pool was excellent, and each of those interviewed proved to be a strong candidate.

Thank you for your interest in this position and Western Carolina University.

Sincerely,

WESTERN CAROLINA UNIVERSITY
RECRUITMENT GUIDELINES

Suggested General Questions to Ask of References
During Telephone Interviews

Vacant Position Title: _____

Name of Search Committee Member: _____

Name of Applicant Under Consideration: _____

Name and Position of Reference: _____

Date of Interview: _____ Day and Time of Call: _____

Telephone Number Called: _____

Instructions:

PLEASE RECORD ANSWERS CAREFULLY AND COMPLETELY!

NOTE: You will be asked to give the written notes to the Search Committee Chair at the end of the search process. This information will become part of the official file. Take care not to record information that may be interpreted as unlawfully discriminatory, such as "the person is too old," "has an arrest record," "has a bad credit record," "is a friend or relative of someone at Western," "is divorced or separated," "is disabled," etc.

Have on hand a copy of the job advertisement.

8Tw 15.965 0 07.02 Tm 6.463 -Tc -0.0012 ent.

1. In what capacity do you know or have you known the candidate?
2. Do you know why the candidate applied for the position?
3. What are the candidate's job-related strengths? Ask for examples.
4. What are the candidate's job-related weaknesses? Ask for examples.
5. How does the candidate deal with conflicts, for example, personnel issues, etc.? Ask for examples.
6. Is the candidate responsible and dependable? Ask for examples.
7. Do you think the applicant might be a good "fit" at Western Carolina University?
8. Would you hire the applicant if you were in a position to do so?

Thank the reference for taking the time to talk with you about the candidate

WESTERN CAROLINA UNIVERSITY
ADA GUIDE TO INTERVIEW QUESTIONS
PERTAINING TO MEDICAL CONDITIONS

Inquiries You Cannot Make:

Do not ask questions about whether the individual has a current disability or a past disability.

Do not ask whether the individual has any serious illness (such as AIDS), back problems, a history of mental illness or any other physical or mental condition.

If the individual has a disability that is obvious to the interviewer (such as an applicant that is missing a limb or uses a wheelchair),

- Do not inquire how the individual became disabled or the prognosis for applicant.
- Do not ask questions about the nature or severity of the applicant's disability.
- Do not comment in any way on the individual's physical condition except as described below.

Do not ask questions about the applicant's medical problems by requesting the applicant to identify if he or she has or has ever suffered from a list of ailments, such as:

- | | |
|--------------------|-------------------|
| * Diabetes | * Hepatitis |
| * Heart Conditions | * Arthritis |
| * Back Problems | * Migraines |
| * Ulcers | * Visual Problems |
| * Hearing Problems | |

Do not ask whether the applicant has ever been treated for drug addiction or alcoholism.

Do not ask how many days the applicant was absent from work last year because of illness.

Do not ask questions of applicants with disabilities that you do not ask of other applicants, except as described below.

Inquiries You Are Permitted To Make:

You may ask whether the individual needs any reasonable accommodations or assistance during the hiring or interviewing process.

You may ask about the individual's ability to perform essential job functions.

You may give a copy of the job description to the individual that identifies all essential functions and ask whether the individual is able to perform all of those essential functions with or without a reasonable accommodation.

You may describe the job and ask whether the individual can perform those functions.

You may state the University's standards and expectations and ask if the individual can meet those standards. For example,

- You may state the University's drug policy;
- You may state the University's standards for the job alcohol consumption;
- You may state the University's smoking policies;
- You may state the University's standards for attendance, including the availability or lack of availability of leave for newly hired employees;
- You may state the performance standards and expectations for a particular position;
- You may ask about current use of illegal drugs (only if all applicants are asked this question);
- You may ask an individual how he or she could perform tasks, and with what accommodations, if the applicant indicates that he or she can perform the tasks with an accommodation;
- You may ask an individual to voluntarily disclose whether the individual has a disability if, and only if, the University is a federal contractor with obligations under the Rehabilitation Act, has affirmative action obligations under the Rehabilitation Act, has affirmative action programs for persons with disabilities, or you are otherwise instructed that you may do so for reasons relating to federal funding of programs;
- If the individual has an obvious disability or another disability known to you that believe may interfere with or prevent the individual from being able to perform the essential functions of the job;
- You may ask the individual to explain or demonstrate how he or she can perform the essential functions of the job, with or without a reasonable accommodation;
- If an applicant has a known or obvious disability that would not interfere with or prevent performance of the job, you cannot ask or require the applicant to demonstrate

performance of a job function, unless all applicants for those positions are required to do so.

Inquiries You Must Make After an Offer for Employment has been Made

If the individual indicates that he or she has a disability and may require a reasonable accommodation:

You must inquire about the types of accommodations the individual believes may be necessary.

You must make inquiries with the individual and, if necessary, with others, as to the nature and costs of the accommodations that may be necessary.

If the individual has an obvious disability or a disability known to you that you believe will interfere with the applicant's ability to complete the pre-

- You are considering rejecting because of a physical or mental condition
- You are considering rejecting because of an inability to perform the essential functions of the job.

WESTERN CAROLINA UNIVERSITY
GUIDE TO GENERAL INTERVIEW QUESTIONS

| | ACCEPTABLE | PROHIBITED |
|--|------------|------------|
|--|------------|------------|

| | | |
|------------------|--|--|
| Height & Weight | None, unless job related. | Any inquiry unrelated to job requirements. |
| Languages | Languages applicant speaks or writes fluently if job related. | Applicants mother tongue, language used by applicant at home, or how applicant acquired the ability to read, write, or speak a foreign language. |
| Marital Status | None. | Whether applicant is married, single, divorced, separated, engaged, widowed. |
| Military Service | Military experience or training. | Type of condition of discharge. |
| Name | Whether applicant has worked under a different name. | The original name of an applicant whose name has been legally changed or the national origin of an applicants name. |
| National Origin | None, except whether applicant is legally eligible to work in the U.S. | Applicants lineage, ancestry, national origin, descent, parentage, or nationality of applicant, or applicants parent or spouse. |
| Organizations | Applicants membership in professional organizations if job related. | All clubs, social fraternities, societies, lodges, or organizations of which applicant belongs. |
| Photographs | None except after hiring. | Photograph with application or after interview but before hiring. |
| Pregnancy | None. | Any inquiry into pregnancy, medical history of pregnancy or family plans. |
| Race or Color | None. | Applicants race or color of applicants skin. |
| References | Name of character references | Name of applicants pastor or religious leader. |

| | | |
|-------------------|---|---|
| Relatives/friends | Names of applicants relatives already employed by your organization or a competitor but you may not give preference if women and minorities are under represented in your work force. | Names of friends working for the company or relatives other than those working for the company. |
| Sex | None, except where sex is a bona fide occupational qualification (BFOQ). | Any inquiry except where BFOQ. |