



POLICY & PROCEDURE DOCUMENT

NUMBER: 4.220³

DIVISION: Finance and Administration

TITLE: Recruitment and Selection

DATE: January 3, 2000

REVISED: February 2, 2005; July 1, 2012, August 2012, September 2013

Policy for: All Faculty and Staff Positions

Authorized by: Director, Human Resources

I. Purpose and Scope

As an institution of higher learning, Western Kentucky University (WKU) seeks to hire and promote a diverse pool of qualified individuals with the requisite skills and abilities necessary to assist the University in accomplishing its mission.

II. Policy

A. Recruitment Philosophy and Compliance

Consistent with University policy and applicable federal and state regulations, decisions regarding job seekers, applicants, and employees are made without regard to race, color, age, religion, gender, sexual orientation, national origin, disability, or veteran status. Employment decisions are based on the principles of equal employment opportunity consistent with the intent to achieve the goals identified in WKU's Affirmative Action Plan. The ultimate goal is the recruitment and employment of talent determined to be the best fit given position requirements, unique needs and other factors determined to be relevant for any given position and institutional unit.

While the University only initiates recruitment actions when there is an intent to hire, the University retains the sole right to not fill any given vacancy.

Hiring recommendations reside with department/unit heads contingent upon approval through formal administrative channels, up to and including the Western Kentucky University Board of Regents.

B. Searches Subject to This Policy

All regular full-time and part-time positions, with an expected duration of more than six months, are subject to this policy. Any deviations from these search procedures must be approved by the Equal Opportunity/Affirmative Action/University ADA Services (EAU) Office and the Department of Human Resources (HR).

C. Employment Not Subject to This Policy

The categories of employment indicated below are not subject to the general recruitment provisions of this policy. Institutional units may immediately employ individuals in such positions on a non-competitive basis, following divisional approval procedures.

- The employment of individuals in full-time or part-time positions with a duration not to exceed six (6) months.
- The employment of individuals in seasonal, intermittent and similar positions having interrupted periods of employment.

D. General Guidelines

1. All recruitment and employment activities conducted by the University are to be carried out in accordance with applicable state and federal laws, principles of equal employment opportunity and affirmative action, and established University policy. Department/Unit heads and hiring officials are responsible for ensuring that recruiting and hiring recommendations are administered within these guidelines.
2. All persons seeking employment at WKU are required to file a formal application, according to procedures, for any vacancy for which they possess the minimum qualifications and wish to be considered. Individuals seeking faculty positions are required to complete a *Faculty Profile* in addition to all required materials as stated in specific position announcements. Comprehensive job vacancy information can be obtained from the Department of Human Resources and is continuously available on the Human Resources web page located at www.wku.edu/hr.

E. Submitting an Employment Application

An applicant is defined as an individual who submits all required application materials on or before the review of application date, meets all required qualifications, and does not withdraw themselves from consideration of employment at any time during a search process.

A job seeker is defined as an individual who does not submit all required application materials on or before the review of application date, or does not meet all required qualifications. Applicants and job seekers are evaluated by and identified through the job announcement posted for a specific position vacancy.

1. Support Staff

Individuals who apply to support staff positions are required to complete an official employment application for the specific position(s) for which they seek to apply in response to published position vacancy announcements. Support staff job applications are only accepted in electronic format through the on-line system managed by the Department of Human Resources. Applicants are encouraged to contact Human Resources for required assistance. Individuals will only be considered when all required information is provided as specified within position announcements within the required time period.

2. Executive, Administrative, Managerial and Professional Staff

- a. Individuals who apply for executive, administrative, managerial and professional service/support positions are required to file application materials for a specific job vacancy according to the requirements contained in each position announcement. Individuals will only be considered “eligible applicants” when all required information is provided as specified within position announcements within the required time period. “Non-eligible applicants” shall be considered as those applicants who do not provide the required information as specified within position announcements within the required time period. The University reserves the right to contact “non-eligible applicants” for additional information, but is not required nor obligated to do so. All application materials are determined to be inactive upon completion of a given search process.
- b. All information, as submitted through the designated application process, is subject to verification for accuracy and completeness and when submitted is considered property of WKU.

3. Applicant Requirements – Faculty Positions

- a. Individuals who apply for full-time faculty positions are required to file application materials for a specific job vacancy according to the requirements contained in each position announcement. Individuals will only be considered “eligible applicants” when all required information is provided as specified within position announcements within the required time period. “Non-eligible applicants” shall be considered as those applicants who do not provide the required information as specified within position announcements within the required time period. The University reserves the right to contact “non-eligible applicants” for additional information, but is not required nor obligated to do so. All application materials are determined to be inactive upon completion of a given search process. Individuals will only be considered when all required information is provided as specified within position announcements within the required time period.
- b. The University has no obligations to consider or take any action in regard to unsolicited applications (applications which are not for a specific vacancy announcement).
- c. All applicant information, as submitted through the application process, is subject to verification for accuracy and completeness.

III. Procedure

A. Recruitment Procedures – Staff Positions

1. Recruitment for a vacancy may only begin following official approval through University administrative channels.
2. All openings for regular full-time and regular part-time positions shall be filled through an open and competitive search process except as otherwise provided by policy.
3. All vacancy announcements shall contain the following policy statement:

Western Kentucky University does not discriminate on the basis of race, color, national origin, sex, sexual orientation, disability, age, religion, or marital status in admission to career and technical education programs and/or activities, or employment practices in accordance with Title VI and VII of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Revised 1992, and the Americans with Disabilities Act of 1990.

Persons with disabilities, who need reasonable accommodations to participate in the application and/or selection process, should notify The Office of Equal Opportunity/Affirmative Action/University ADA Services (EAU) at (270) 745- 5121, a minimum of five working days in advance.

Kentucky state law requires all public institutions of postsecondary education to conduct pre-employment criminal background checks to determine suitability for employment.

4. The primary means of communicating (advertising) position vacancy information is through the Human Resources website. Subsequent to administrative approval to fill a vacancy, Human Resources shall be responsible for posting job vacancy information on its employment website. Departments seeking to advertise a position announcement in additional recruitment sources should contact Human Resources for assistance so appropriate sources will be documented on the Form 1 prior to being sent to the EAU Office. The Form 1 and job announcement approved by EAU and posted to the employment website is the final/official document that should be used for recruitment.
 - a. Support staff positions categorized as Secretarial/Clerical, Tech/Paraprofessional, Skilled Crafts, and Service/Maintenance, the *minimum required* application period is five (5) calendar days from the date of original publication on HR's website.
 - b. Professional Non-Faculty positions (e.g. Assistant Directors, Managers, etc.) the *minimum required* application period is **ten (10) calendar days** (NOTE: this was previously 7 calendar days) from the date of original publication on HR's website.

- c. Executive/Administrative positions (e.g. Vice Presidents, Executive Directors, etc.) the *minimum required* application period is ten (10) calendar days (NOTE: this was previously 12 calendar days) from the date of original publication on HR's website.
5. The intended outcome of vacancy communication (advertising) is to establish an applicant pool of qualified individuals to review and consider for employment. A desired candidate pool is one that is reasonable in size and diverse with respect to at least gender, ethnicity, and race. It is recognized that applicant pools may be limited in number for specialized positions or those having restrictive qualifications. The EAU Office reserves the right to determine the adequacy of a given applicant pool.
6. At the option of the department/unit head or hiring official, other means of position vacancy communication (advertising) may be used such as local newspapers, regional newspapers, The Chronicle of Higher Education, and professional organization sources appropriate for the specific vacancy.

B. Recruitment Procedures – Faculty Positions

1. Recruitment for a faculty vacancy may only begin following official approval through University administrative channels. All openings for regular full-time positions shall be filled through an open and competitive search process except as otherwise provided by policy.
2. All vacancy announcements shall contain the following policy statement:

Western Kentucky University does not discriminate on the basis of race, color, national origin, sex, sexual orientation, disability, age, religion, or marital status in admission to career and technical education programs and/or activities, or employment practices in accordance with Title VI and VII of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Revised 1992, and the Americans with Disabilities Act of 1990.

Persons with disabilities, who need reasonable accommodations to participate in the application and/or selection process, should notify The Office of Equal Opportunity/Affirmative Action/University ADA Services at (270) 745- 5121, a minimum of five working days in advance.

Kentucky state law requires all public institutions of postsecondary education to conduct pre-employment criminal background checks to determine suitability for employment. (NOTE: general re-wording of this section; added background check section)

3. The *primary means* of communicating (advertising) position vacancy information is through professional journals, The Chronicle of Higher Education, and other appropriate discipline-specific sources. Upon administrative approval to fill a vacancy, the Department of Human Resources shall be responsible for posting job vacancy information on the University's web site. The Office of Academic

Affairs is responsible for placement of vacancy information with appropriate external sources.

4. For faculty positions, the *minimum required* application period is fifteen (15) calendar days from the date of original publication on the Human Resources website.
5. The intended outcome of vacancy communication (advertising) is to establish an applicant pool of qualified individuals to review and consider for employment. A desired candidate pool is one that is reasonable in size and diverse with respect to at least gender, ethnicity, and race. It is recognized that applicant pools may be limited in number for specialized positions or those having restrictive qualifications. The EAU Office reserves the right to determine the adequacy of a given applicant pool.
6. For additional information pertaining to faculty searches, please refer to guidelines [here](#). (NOTE: added this link)

C. Use of a Previous Candidate Pool

A department/hiring unit or hiring official may request to use a previous applicant pool if the request is made within a period of ninety (90) *calendar* days from the date of original vacancy publication on the Human Resources website if the vacancy has similar job qualifications.

D. Search and Screen Committee Requirements/Responsibilities

To promote objective, fair, and high quality decisions, Search and Screen Committees (of at least three people) are required for all Executive/Administrative, Faculty, and Professional Non-Faculty positions. Committees *may* be utilized for other vacancies at the option of the applicable department/unit head or hiring official.

1. Each Search and Screen Committee shall be comprised of a minimum of three (3) individuals with as much gender, race and ethnic diversity as possible.
2. Search and Screen Committee members are to determine and agree on an effective process and means of evaluating candidates (See [Search and Screen Requirements](#)). (NOTE: added this link)
3. Individuals who anticipate being a candidate or who make application as a candidate for a given vacancy shall not serve on a Search and Screen Committee for such position. Individuals who become candidates for a given vacancy after having served as a Search and Screen Committee member for that vacancy must immediately remove themselves from the Committee. The remaining Committee members, along with guidance from the respective department/unit head, are to determine an appropriate course of action to ensure integrity of the search going forward. (NOTE: added)
4. At the conclusion of the candidate evaluation process, the Search and Screen Committee Chair is responsible for the committee's administrative tasks including, but not limited to, coordination with the Equal Opportunity/Affirmative Action/

University ADA Services Office and the Department of Human Resources, securing the necessary applicant/interview pool certifications, completing and documenting reference checks, and other actions required for a given search (See [Search and Screen Committee Chair](#)). In its recommendation to the department/unit hiring official, the Search and Screen Committee shall not submit any “order ranking” of candidates nor any recommendations to hire a specific candidate. Committees are to submit a report of strengths and weaknesses associated with each finalist candidate.

5. All Search and Screen Committee deliberations and related documentation shall remain and be considered confidential/personnel information. At the conclusion of each search all materials and documents generated by the committee are to be submitted to the Department of Human Resources for appropriate disposition.
6. The Equal Opportunity/Affirmative Action/University ADA Services Office is available as a resource to assist Search and Screen Committees.

For faculty searches, please refer to additional Search Committee guidelines provided by the Office of Academic Affairs.

E. Applicant Evaluation

1. To ensure a fair and competitive selection process it is generally recommended that a minimum of three (3) applicants be interviewed.
2. The department/unit head (or search committee) is responsible for conducting interviews and candidate reference checks.
3. Care should be exercised through each step of the selection process to ensure that no applicant is discriminated against on the basis of race, color, age, religion, gender, sexual orientation, national origin, disability, or veteran status.
4. The recommendation of a candidate for a specific vacancy is the responsibility of the department/unit head, subject to approval through established administrative channels.
5. Notification to unsuccessful applicants for *staff* positions will be coordinated by the Department of Human Resources.
6. Notification to unsuccessful *faculty* applicants will be coordinated by the Office of Academic Affairs.

F. Special Search and Screen Requirements Director Level Positions and Higher

Because of the significant leadership responsibilities, vacancy searches for positions at the level of “Director” or higher must comply with special search requirements as follows:

1. Search and Screen Committees shall be comprised of at least four (4) individuals (NOTE: previously 6 individuals) and a committee chair and at least one committee member who is employed outside of the division where the vacancy

exists. It is recommended that the Committee include gender, ethnic, and racial diversity.

2. At the option of the hiring official, an open forum with an appropriate group of campus constituents may be held for each interviewed candidate for purposes of interaction with the campus community. A means shall be provided for written feedback to the search committee.
3. At the option of the hiring official, candidates shall have a question/answer session with employees in the respective department/unit where the vacancy exists. A means shall be provided for written feedback to the search committee.

G. Non-Competitive Appointments

Given the complexity and diversity of the University it is recognized that there are occasions where non-competitive and strategic opportunity talent selections are in the best interests of the institution.

1. Grant or Contract Positions

Principal investigators may name in grants or contracts uniquely qualified individuals who may be critical to being awarded the grant or contract. In such cases and following confirmation of the grant or contract, these individuals may be placed in positions for a defined and limited time period (i.e., fixed term of appointment) without a competitive search process.

Procedure: A proposal to hire an individual(s) named in a grant or contract must be presented in writing through administrative channels to the respective senior divisional officer and must contain copies of the relevant pages from the research grant or contract proposal specifying the person(s) selected. A copy of the award letter must also be included. Subsequent to approval by the senior divisional officer, the appointment must also be approved by the Office of Equal Opportunity.

2. Visiting Scholars and Research Collaborators

Individuals may be hired in roles of visiting scholars and researchers for finite periods of time in agreement with the funding source (e.g., Fulbright scholars, scholars funded by foreign institutions, etc.).

Procedure: A proposal to hire an individual(s) in this category must be presented in writing through administrative channels to the respective senior divisional officer along with copies of relevant documents. Subsequent to approval by the senior divisional officer, these materials must be placed on file with the Office of Equal Opportunity.

3. Strategic Opportunity/Critical Need Hires

On rare occasions, the University may identify an individual whose expertise and skills are particularly aligned with pressing University needs or strategic priorities

or circumstances where an unforeseen vacancy in a position may result in critical, essential functions, duties or services being unfulfilled. Under these circumstances, the President may authorize the hiring of an individual on a non-competitive basis. A senior divisional officer may recommend the hiring of such an individual on a non-competitive basis to the President for review and approval.

Procedure: A proposal to hire an individual in this category must be presented in writing by the senior divisional officer to the President along with any supporting documentation which may help justify the hiring decision. Subsequent to approval by the President, these documents must be placed on file with the Office of Equal Opportunity.

4. Transitional Retirement Program (TRP)

Faculty members who attain official retirement status with WKU are eligible to participate in the Transitional Retirement Program (TRP) for up to a five (5) year period. Such employment is on a part-time basis and allows for teaching up to twelve (12) credit hours in an academic year. For additional information please refer to the [Faculty Handbook](#).

5. Athletics- Associate Head Coaches, Assistant Coaches and Related Staff

In alignment with the highly competitive nature of intercollegiate athletics and including the characteristic urgency in filling coaching positions, head athletic coaches who, as a part of their employment contract negotiations, desire to hire other named individuals as a condition of position acceptance, may propose the hiring of associate head coaches, assistant coaches and related staff without a competitive search process. These individuals must be identified in writing and submitted to the Director of Intercollegiate Athletics and President for review and approval.

Procedure: A proposal to hire associate head coaches, assistant coaches and related staff must be presented in writing by the Director of Intercollegiate Athletics to the President along with supporting documentation which may help justify the hiring decision. Subsequent to approval by the President, these documents must be placed on file with the EAU Office.

(NOTE: all of the above is new wording)

H. Status Change From Part-Time to Full-Time

A department/unit head may change the status of a current employee from part-time to full-time in the same or similar position within limitations. Such a change may be made in a non-competitive manner so long as the original appointment in the part-time position was accomplished as the result of a competitive search process. (NOTE: new wording)

I. Eligibility of Individuals Holding Interim/Acting/Temporary Roles

When the position for which recruitment action is to be taken is the same as the position held by an interim/acting/temporary employee (as confirmed by the unique position number), the following rules shall apply:

1. An individual in an interim/acting/temporary role is eligible to apply for the position being searched.
2. If the department/unit head desires to include the interim/acting/temporary employee's application in the applicant pool, the department/unit head must request written, advance approval from the appropriate senior division officer. The department/unit head's request shall include a statement describing the compelling business reasons which support inclusion of the referenced individual.
3. The department/unit head's request and the senior division administrative officer's approval or disapproval shall be forwarded to the Department of Human Resources for appropriate action.

This provision shall not apply where the position held by the interim/acting/temporary employee is different from the position being searched (as confirmed by the unique position number).

J. Employment Authorization

As a condition of employment, Western Kentucky University requires a criminal records investigation applicable to all initial hires to determine suitability for employment. Applicants are required to disclose criminal history information as a part of the application process. **No candidate for a position shall be employed until a satisfactory background investigation has been completed and authorization is provided to the hiring department/unit.** Only "conditional" offers can be extended until a background investigation has been completed.

On the **first day of employment**, all new hires must complete the Form I-9 to confirm identity and eligibility for employment in the United States. New hires should contact the Department of Human Resources for this purpose (Wetherby Administration Building, Room G-25, 270-745-5934). New hires who are known or believed to be non-U.S. citizens should contact the International Legal Affairs Specialist, International Programs at 270-745-6398 to coordinate Form I-9 completion.

Individuals are not permitted to begin work in any capacity without a properly completed Form I-9.

The Western Kentucky University Board of Regents has sole power and authority for employment of all employees, except as otherwise delegated to the University President. The University President is authorized to extend good faith offers of employment through the Department of Human Resources or Office of Academic Affairs to prospective employees contingent on subsequent approval by the Board.

Employment with Western Kentucky University is for no definite period of time. Employment may be terminated with or without cause, and with or without notice, at any time, at the option of either the University or employees. Exceptions to this rule include employees holding academic tenure and selected employees having employment contracts. **(NOTE: added this new wording)**

K. Right to Deviate

1. Western Kentucky University reserves the right to deviate from the requirements as set-forth in this policy in rare instances when the best interests of the University are served. All deviations must be approved in advance and in writing by the EAU Director and the Director of Human Resources.

IV. Exclusions

V. Related Policies

See also: 4.2000 *Employment Authorization and General Working Conditions*
4.2051 *Background Investigations*

VI. Reason for Revision

September 2013

This policy is being updated to identify customary recruitment sources, modify minimum application periods for position searches, and include provisions for non-competitive appointments and other changes to clarify steps and authority for hiring decisions.