Recruitment, Assessment, and Selection (RAS) Procedure

Procedure Detail

This procedural document outlines guidelines and processes to implement the University of Wisconsin – Madison Recruitment, Assessment, and Selection Policy. The Policy applies to recruitment, assessment, and selection of Academic Staff, Faculty, Limited and University Staff employees*.

Direct-Hire Waiver Process

Open recruitment for specific Academic Staff, Faculty, Limited and University Staff vacancies is not required when certain criteria are met. All waivers of the recruitment process must be approved by OHR before the position is offered. Waivers are used in situations when it is helpful to do a direct hire of an otherwise qualified applicant (e.g., example temporary, acting or interim appointments to fill a vacancy or when an employee goes on leave) A complete list of waiver reasons is found here: https://hr.wisc.edu/hr-professionals/recruitment/direct-hire-waiver-reasons/

Recruitment, Assessment, and Selection Process

Meet Pre-Recruitment Requirements

a. For University Staff vacancies only.

   i. Blue-collar multi-shift vacancies. If a position designated as blue-collar multi-shift becomes vacant, hiring administrators must first offer a transfer opportunity to one of the two most- senior employees who apply and meet all criteria. (Please refer to the Blue-collar multi-shift procedure - Appendix 1).

   ii. Reemployment after layoff. OHR will notify a division when a vacancy requires notification or mandatory placement of a laid-off employee, which must occur before proceeding with an open or internal recruitment.

   Refer to: https://policy.wisc.edu/library/UW-5077

b. For Academic Staff vacancies only

   i. Referral priority. Opportunity for a laid-off employee or for long-term Academic Staff (i.e., those holding Academic Staff appointments for six of the last seven years) non-renewed for reasons other than performance to be considered for a vacancy prior to proceeding with a recruitment.

[Refer to Academic Staff layoff policy on reappointment after layoff and referral priority services (ASPP 5.09), and Academic Staff non-renewal policy on reappointment after non-renewal and referral priority services (ASPP 3.06)]

Select Most Effective Recruiting Strategy

UW-Madison uses different recruitment methods to support a fair process that yields the best-qualified candidate. Hiring administrators should evaluate each vacancy to determine which of the following recruitment approaches to use.

a. Standard Recruitment. In the vast majority of recruitments, this process will be used to publicly post vacancies, and applications are accepted from all interested applicants. Hiring administrator screens applicants for minimum requirements using a consistent, job related and non-discriminatory methodology.

b. Centralized Recruitment (University Staff vacancies only). For specified vacancies with high volume applicant pools, applications can be accepted from all interested applicants. OHR conducts the initial screening of applicant materials, based on minimum requirements, before sending eligible applicants to the hiring administrator. OHR conducts periodic reviews of campus-wide recruitment efforts to determine titles that are appropriate for centralized recruitment.

c. Internal Recruitment. For limited situations (unique skills or business need), this process can be used when it is necessary for the University to consider only current university employees (and eligible former employees). For more information on the internal recruitment guidelines and process, refer to: https://hr.wisc.edu/hr-professionals/recruitment/internal-recruitment-process-and-justification/.

Develop Assessment Criteria and Benchmarks

Hiring administrators are encouraged to use a variety of assessment tools which include but are not limited to: preferred minimum or required qualification reviews, work history reviews, résumé reviews, structured interviews, and reference checks.

Advertise and Recruit for the Position

a. It is ultimately the hiring unit's responsibility to recruit for a vacancy. Passively posting or advertising a vacancy is not enough to attract the best pool of candidates. Recruiting widely and aggressively can attract a robust pool of qualified candidates.

b. The OHR Talent Acquisition unit and the Office of Equal Employment Opportunity and Compliance Programs (OEEOCP) consults with units on Recruitment Efforts Plans (REP) and provides training on recruiting techniques to support hiring administrators and managers to effectively recruit.

c. Proactive strategies include but are not limited to attending recruiting fairs, leveraging professional network affiliations, and using social media.

d. Recruitment Efforts Plan (REP). For all standard recruitments, a REP must be approved by the OEEOCP to outline the proposed recruiting efforts and help ensure a robust pool of applicants. The hiring administrator completes a REP in the Job and Employee Management System (JEMS). OEEPCP must review and approve each REP.

e. Advertise a vacancy. Advertising includes many activities, some of which can be low or no-cost.

f. Advertise a Vacancy to Allow Filing of Permanent Residency Petition. For certain title series which have a formal teaching component (Professor, Faculty Associate, and Clinical and CHS titles), advertisements must meet certain U.S. Department of Labor (DOL) standards. Refer to the following for best practices: https://hr.wisc.edu/hr-professionals/recruitment/job-posting-best-practices-for-permanent-residency-and-h-1b-sponsorship/.

g. Post the Vacancy.

   i. The following are required minimum posting periods for standard recruitments:

      1. 30 calendar days for Faculty, CHS Faculty, Deans, and Limited vacancies that require hiring a candidate who is tenurable.

      2. Two weeks for all other vacancies (exception: coaches may be posted for one week).

      3. Temporary Employee (TE) vacancies may be posted for a minimum of one week.

ii. The required minimum posting period for internal recruitments is one week (seven calendar days).

iii. Hiring administrators will ensure that all applicants who submit all required application materials by the close date will be guaranteed consideration. Consideration does not necessarily mean that an applicant will be interviewed.

g. Use of Third-Party Recruiters or Search Firms.

Hiring units may use third-party recruiters or search firms to broaden the scope of the search and generate well – qualified robust candidate pools for senior level positions and for difficult to fill positions. The hiring unit, at its sole discretion, is responsible for the selection and retention of the search firm services, as well as all expenses incurred as a result of the contract. Divisions are encouraged to utilize the vendors contracted through the University System and the Big Ten Purchasing Consortium's Contract 109, and follow contract terms and conditions. If the hiring unit is seeking to use a search firm that is not part of these contracts, the hiring unit must work with UW Purchasing to ensure the proper processing of the contract. The hiring unit must notify Talent Acquisition in order to ensure the proper collection of application materials and follow recruitment protocol via the applicant tracking system.

Assess the Applicant Pool and Select the Best-Qualified

a. Evaluating Minimum Qualifications. It is the hiring administrator's responsibility to screen out applicants who do not meet any stated minimum requirements. Considering applicants who do not meet the minimum qualifications outlined in the posting requires OHR approval.

b. Secondary Assessment. If applicable, after the hiring administrator has screened for minimum qualifications a secondary screen of work history, résumé, or other application materials should be conducted based on pre-determined, job related and nondiscriminatory criteria and benchmarks.

c. Testing. In some situations, hiring administrators may wish to use a scored test to evaluate candidates. All such scored tests must directly relate to the work that will be performed. The hiring unit must consult with OHR on developing and using scored tests.

d. Interviews**.** UW-Madison, at its sole discretion, may select the candidates to interview for vacancies. Hiring managers are encouraged to interview at least three candidates for each vacancy. Questions asked guide the interview so that critical competencies/requirements are consistently covered with each candidate. UW-Madison recognizes, however, that conversations during interviews will naturally evolve and provide varying levels of information. This is often a direct reflection of a candidate's background and potential fit for a position. Hiring managers can therefore consider all information collected during an interview when determining which candidate is best suited for the position. However, hiring managers cannot ask about or consider information that includes, but is not limited to, sex, race, color, national origin, sexual orientation, creed, religion, age, marital status, disability, genetic information, political affiliation, ancestry, or demographic or other data limited by state or federal laws.

e. <u>Reuse of Established Applicant Pools</u>. Hiring administrators are encouraged to conduct an open recruitment for each vacancy. For University Staff positions, however, assessment and interview results may be used to fill secondary vacancies in the same title in the same operational area for a period of six months from close dates. The UW Police Department's reuse of an established Police Officer and Dispatcher applicant pool will be up to 12 months from close dates to align with the industry standard for protective services. For Academic Staff, Faculty and Limited, some reuse of established applicant pools is allowed, but only under the same Position Vacancy Listing (PVL). Hiring administrators must consult with their unit OHR representatives to discuss this option.

f. <u>Reference Checks.</u> Hiring units must always check references for finalists and this information must be considered along with other assessment data.

    i. Open-ended questions usually elicit more useful information than those that can be answered with just yes or no.

    ii. A hiring administrator must inform finalists that references will be checked, which may include the possibility of checking references not provided by the finalist. The hiring administrator, supervisor or HR staff, as a best practice, should contact current or former supervisors even if supervisory references were not provided by the finalist.

    iii. If a hiring administrator is seriously considering a candidate who is a current or former UW employee, the hiring administrator, supervisor or HR staff, as a best practice, should conduct an internal reference check. The division HR office will contact OHR if the employee's personnel file is maintained by OHR. If so, OHR will provide pertinent information from the file to the division HR representative. Hiring administrators are encouraged to check relevant HR systems [(e.g., HRS

(Human Resources System), EPM (Enterprise Performance Management System))] to obtain available historical employment data on a finalist.

g. Criminal Background Checks.

   i. Divisions are expected to complete appropriate criminal background checks before making a job offer. If a unit cannot complete the check before making the offer, the check must be completed before the candidate begins employment unless the dean or director grants an exception. Activities relating to conducting appropriate criminal and other background checks are governed by the Criminal Background Check policy.

Make the Job Offer

a. After the hiring manager selects the best-qualified candidate, it is the hiring administrator's responsibility to move the candidate through the job offer and hiring process.

b. All employment offers are contingent upon verification of the information that the candidate provided during the assessment and selection process, completion appropriate criminal background and other checks as needed, and verification of employment [(Employment Eligibility Verification (I- 9)].

c. Deviating from the approved terms and conditions in the position announcement requires OHR's prior written approval.

d. Initial Probation (Academic and University Staff only). Hires must serve an initial evaluation or probationary period unless otherwise notified in writing. Please see the following link for policies governing the probationary or evaluation period: (refer to the academic and university staff probation policies).

Close the Vacancy

a. Notify Unsuccessful Candidates. Consistent with UW-Madison's principles that we should notify candidates promptly, hiring administrators should inform applicants of their status throughout the recruitment, assessment, and selection process.

b. Remove the posting and advertisements

c. Retain Records as required. The hiring administrator must retain all required recruitment, assessment, and selection documents as needed, at the end of the process (see https://hr.wisc.edu/hr-professionals/recruitment/recruitment-records-retention/).

Supporting Tools

UW-Madison Office of Human Resources

- Recruitment Toolkit: OHR maintains an online toolkit to support hiring administrators in communicating effectively with prospective employees and completing the recruitment, assessment, and selection process in an efficient, effective and compliant manner. The toolkit includes sample communications and template letters; advertising options, sources and best practices; assessment tools; process checklists; reference checks and many other resources that can be used throughout the process.

- Job applicant interview reimbursement process (see http://www.bussvc.wisc.edu/acct/policy/travel/interview.html)

Links

- University of Wisconsin – Madison Recruitment, Assessment, and Selection Policy ASPP 3.06 Referral Priority (ASPP Chapter 3)
- ASPP 5.09 Reappointment Rights and Referral Priority (ASPP Chapter 5) University Staff Probationary Period Policy
- Dual-Career Couple Assistance Program
- Criminal Background Check

Appendix 1: Blue Collar Multi-Shift

Blue Collar Multi-Shift

For University Staff vacancies only.

I. Blue-collar multi-shift vacancies

a. If a position designated as blue-collar multi-shift (BCMS) becomes vacant, the division must post the initial vacancy internally before moving to open recruitment. The hiring administrator must first offer a transfer opportunity to one of the two eligible most-senior employees who apply. Seniority is defined as time worked for the division. Employees who transfer to these blue-collar multi-shift positions will not serve a probationary period.

b. The division is responsible for managing the BCMS transfer process. Work units will identify vacancies eligible for BCMS based on positions with similar functions in which employees work different hours. The Office of Human Resources (OHR) will be responsible for managing the candidate ranking process through the Job and Employee Management System (JEMS).

c. The two most-senior interested employees must meet both of the following criteria to be eligible for the vacancy:

   i. Currently employed in the same title within the division

   ii. Minimally qualified for the position

d. Employees would not be eligible for transfer if they meet any one of these criteria:

   i. Received one or more disciplinary letter(s) within the previous 12 months.

   ii. Transferred via the BCMS process within the last six months

   iii. Are currently serving a probationary period

e. There are instances in which the BCMS transfer process would not be required. Changes in work location or schedule (e.g., granting flex time or a deviated work schedule) would not be defined as a vacancy. In addition, vacancies generated as a result of a blue-collar multi-shift transfer appointment would not require use of BCMS to fill. Units must fill vacancies in the following order:

   1. Blue-collar multi-shift transfer process

   2. Reemployment after layoff

   3. Recruitment (standard, internal, centralized)

II. <u>Blue collar multi shift process</u>

a. Divisions/departments enter a vacancy into JEMS, check the multi-shift box, and follow the electronic approval process. The JEMS system will not post the vacancy to the employment website.

b. Once approved, the vacancy is posted as a BCMS transfer opportunity on UW-Madison’s internal website and within the division/department for seven calendar days.

c. Employees in the same title within the division submit paper or electronic transfer forms.

d. The division enters all interested employee names into the JEMS system.

e. The JEMS system ranks the employees by their division seniority date.

f. Notices will be sent to all employees who were not the top two employees, based on service dates, informing them they are not eligible to be considered based on seniority.

g. The hiring administrator selects an eligible candidate from the two most-senior interested employees.

h. The division enters reports of action (ROAs) into the JEMS system. A JEMS system email informs the employee who was not selected of the reason for non-selection.

i. If a selection is not made from the two most-senior interested employees, the division can post the job on the employment website for standard, internal, or centralized recruitment.