***Recruitment, Assessment and Selection Plan***

***These procedures accompany the campus-wide Recruitment, Assessment and Selection policy***

**Recruitment, Assessment and Selection Overview**

The University of Wisconsin-Madison is committed to hiring the best talent to ensure that our university continues to be a world-class institution of higher education. Our goal is to provide opportunities for talented people from all backgrounds to help us maintain a highly productive, welcoming, empowering, and inclusive community. To meet this commitment UW-Madison fills vacancies through merit-based processes. The university is best served when it has a highly talented, diverse pool of interested and qualified candidates and a selection process designed to ensure fair, open, and timely recruitment.

An effective recruitment, assessment and selection program benefits applicants, faculty, staff, and students. Some of the benefits of a successful program include:recruiting well-qualified and diverse candidate pools; assessing candidates in a timely, fair and transparent fashion; treating applicants in a customer-friendly, unbiased, fair and equitable way (consistent with university policy and state and federal laws); and selecting the best qualified candidates.

This recruitment, assessment and selection plan was created to outline guidelines for recruitment, assessment and selection of all faculty, academic, limited, and university staff*.*

A successful plan provides clear guidance to all participants involved in the hiring process, and helps improve diversity in recruitment. Therefore, this guide focuses on two key areas - the division’s expectations of specific steps, processes and requirements for the recruitment, assessment and selection program; and plans and procedures to increase diversity in recruitment.

To further help provide clear guidance to everyone involved in hiring, we note the expectations and responsibilities of faculty and staff involved in recruitment, assessment and selection process. This includes but is not limited to: hiring administrators, hiring supervisors, search committees, and interview panels.

**Key Components**

**I. Division expectations - specific steps, processes and requirements for recruitment, assessment and selection**

***Division delegation, review and oversight***

These procedures include the steps required to recruit for and fill a vacant position. These procedures are required for all recruitments. Units will need to consult with CALS Human Resources for additional information or requests to deviate from procedures. Human Resources (HR) in this document refers to CALS Human Resources.

* The Unit will work in conjunction with the hiring supervisor to submit a current CERT/PVL and an organizational chart to HR to begin the recruitment process for faculty, academic, limited and university staff vacancies.
* HR will analyze the CERT/PVL and work with the hiring unit to determine the recruitment plan and ensure compliance with campus and other hiring policies by reviewing the following materials:
  + Position description
  + Qualifications/requirements (e.g., degree requirements)
  + Titling
  + Salary
  + Funding/recruitment request
  + REP if required
  + Advertising plans
  + Screening criteria (e.g.,CALS HR Recruitment, Assessment and Evaluation Plan)
  + Application instructions (i.e. TREMS)
  + Prior layoff impacts
  + All other recruitment requirements
* The hiring supervisor will determine who will be part of the screening process. The hiring supervisor will provide this information to the Unit Administrator, who must maintain this as part of the recruitment file.
* The hiring administrator, in consultation with HR, will guide the hiring supervisor and/or search and screen committee on the recruitment, assessment, and selection process.
* The Unit will create the TREMS job posting; HR will approve the TREMS job posting.
* Once campus approved, all positions will post on jobs.wisc.edu.

**Recruitment**

* A deadline date will be included in all postings.
  + - Faculty positions must be posted at least 8 weeks.
    - Positions with salary range of $72,814 annual or $34.873 hourly or higher must be posted at least 4 weeks.
    - Temporary Employee (TE) recruitments must be posted for a minimum of 1 week.
    - All other positions must be posted a minimum of 2 weeks.
    - Additional posting time is at the discretion of the hiring supervisor. Requests to extend postings should be submitted to HR in advance of the posting expiration date.
    - Requests to re-announce a posting after the deadline has passed must be submitted to HR for consideration.
* It is recommended the unit decide who will be the communicator(s) to communicate with applicants and others who may inquire about a search process.

**Assessment**

* Hiring supervisor and/or screening committee will evaluate applicant materials using pre-established screening criteria. This pre-established screening criteria must be documented. It is recommended that an Excel Spreadsheet be utilized to document the applicant tracking for each phase of the process.
* Applicant history must be tracked. The Unit must update applicant history events in TREMS as each event occurs.
* Unit will coordinate the scheduling of interviews for selected candidates. TREMS may be used to schedule interviews. If TREMS is not utilized, correspondence with candidates must be documented.

**Selection**

* Hiring supervisor and/or search and screen committee must perform reference checks on final candidate(s).
* After reference checks are completed and documented, the Unit working in conjunction with hiring supervisor will submit the final candidate, proposed salary and hire start date to HR for review. All offer details must be pre-approved at the College level before a verbal offer can be made to the final candidate.
* Hiring supervisor will contact desired applicant to extend the verbal offer. If accepted, the hiring Unit will collect data needed to initiate appointment and notify selected candidate of required clearances (e.g., CBC, I-9), if applicable.
* Unit will notify HR of accepted verbal offer including start date, and submit request to initiate criminal background check (CBC), if applicable. HR will process CBC and inform Unit when CBC is complete. Candidates cannot begin employment until CBC is passed.
* Appointment letters for Academic Staff, Limited, University Staff, and Temporary Employees are drafted by HR for signature(s).
* Appointment letters for faculty are drafted by the Unit utilizing college faculty templates. Contents of the chosen appointment letter template should be transferred to department letterhead. Track changes should be used to clearly identify changes in the template. Send draft to Dean’s Office/HR for review, editing, and approval. Unit sends fully approved appointment letter to finalist.
* Unit creates online TREMS offer card and approves at the department level. Once appointment letter is finalized, HR uploads the appointment letter & attachments and approves the online TREMS offer card, then moves the selected applicant to Online Offer Made.
* Once online TREMS offer is accepted by candidate, Unit will submit JEMS hire for faculty, limited, and academic staff appointments. HR will push the JEMS hire to HRS.
* HR will utilize CHRIS to push hires to HRS for university staff and temporary employee appointments.
* Unit must send notification to unsuccessful applicants within one week after a candidate has accepted the position. It is recommended that this be done using TREMS. If TREMS is not utilized, correspondence must be documented.

**Documenting Recruitment Process and Recruitment File Retention**

* HR, in collaboration with hiring administrators and search committees, must document searches to ensure compliance with UW-Madison and U.S. Department of Labor records retention requirements. Information documenting recruitment and selection procedures must be retained for all hires. Schools, colleges and divisions must maintain records documenting the following information for a period of six years from the date the position is filled: information on all individuals who were hired or not selected; and the reasons for selection or non-selection.
* Unit must assemble recruitment records as stated in RAS policy and submit to HR within two weeks of hire to ensure compliance with the CALS RAS Plan, campus RAS policy and RAS procedures, and documentation of all recruitments and recruitment waivers according to the campus Recruitment Record Retention policy.

**Expanded Information on Best Practices and Principles**

**Monitoring Diversity of Applicant Pools**

* HR will utilize different methods to obtain and monitor diversity in recruitments. HR may use all or a selection of these available tools to obtain and monitor diversity of applicant pools:
  + Demographic data from TREMS
  + The Underutilization table on Office of Equity & Diversity website
  + Working in conjunction with Talent Recruitment and Engagement to determine advertising best suited to attract a diverse applicant pool.

**Utilizing internal recruitment**

* Supervisors are encouraged to conduct an open recruitment for each vacancy. In rare circumstances, HR may approve an internal recruitment. Internal recruitments should not be used specific to an internal applicant or for a career promotional track. Hiring supervisor will provide justification for internal recruitment to HR. HR will review justification based on internal recruitment requirements for division or campus-wide recruitments in consultation with OHR and the Office for Equity and Diversity.
* If the position is underutilized for women or minorities by campus guidelines the College will require the position to be an open recruitment. Campus requires that OHR approve any such requests for underutilized position and the threshold for approval is very high.

**Expected Competency Trainings**

* Hiring Administrators are expected to be competent in the following areas:
  + Applicant Materials Screening
    - Worksheet 1: <http://tre.ohr.wisc.edu/documents/AMS.worksheet1.CriticalActivitiesDuties_2014_4_15.xls>
    - Worksheet 2: <http://tre.ohr.wisc.edu/documents/AMS.worksheet2.Linking_2014_4_15.xls>
    - Worksheet 3: <http://tre.ohr.wisc.edu/documents/AMS.Worksheet3.WriteBenchmark_2014_4_15.doc>
  + TREMS
  + Unconscious Bias (WISELI) <http://wiseli.engr.wisc.edu/docs/BiasBrochure_3rdEd.pdf>
  + Searching for Excellence and Diversity (WISELI) training <http://wiseli.engr.wisc.edu/recruitingresources.php>
  + Unconscious Bias video <https://www.youtube.com/watch?v=noQK0WQ01X4>
  + Do’s and Don’ts for interview questions (legalities) <http://hrdesign.wisc.edu/content/uploads/2015/04/Interview-Dos-and-Donts-04162015.docx>
* Hiring Administrator is responsible for assuring that hiring managers/search committee members complete training on unconscious bias and the Do’s and Don’ts for interview questions.

**Advertising Practices**

* External advertisement of each position must be coordinated by the Unit. The cost of external employment ads is the responsibility of the Unit.
* Through OHR’s Recruitment Toolkit, you can easily access advertisement agreements which have been negotiated by campus. The site includes publications that offer discounts and special rates to UW-Madison, along with information on how to post a job and obtain the special rates. The website link follows:  
  <http://tre.ohr.wisc.edu/51.htm>
* In accordance with the RAS Procedure, all employment advertisements must include the statement, "The University of Wisconsin - Madison is an Affirmative Action/Equal Opportunity Employer."
* Faculty, instructional, and administrative vacancies that require a national recruitment, should consider advertising in the Chronicle of Higher Education and in discipline-specific journals, as well as sending mailings to educational institutions enclosing a copy of the position announcement and job description.
* All faculty positions must advertise nationally and must carefully follow the U.S. Department of Labor’s strict requirements regarding recruitment. See information provided by UW-Madison International Faculty and Staff Services regarding Recruitment Requirements for Permanent Residency Applications:
  + [International Hires Recruitment Guidelines](http://tre.ohr.wisc.edu/documents/International%20Hires%20Recruitment%20Guidelines%202013.pdf)
  + [Best Practices for Job Postings to Qualify for Permanent Residency and H-1B Sponsorship in Teaching Occupations](http://tre.ohr.wisc.edu/documents/20161107%20PVL%20Best%20Practices%20for%20Immigration%20Purposes.docx)
* Consideration should always be given to conducting a thorough process of attracting a diverse pool of qualified candidates, including the use of advertisements in professional minority publications or organizations (e.g. Centro Hispano, Madison Urban League). As a means to help meet the University’s goal to provide job opportunities for talented people from a variety of diverse backgrounds, the University has arranged for all job postings to be automatically uploaded by several online publications (e.g. Diverse: Issues in Higher Ed, HigherEdJobs, USA Jobs). Additionally, campus will be sending to several local publications/organizations a list of all job postings: <http://tre.ohr.wisc.edu/69.htm>

**Interview Practices/Questions**

The College highly encourages the interview of at least three candidates for each vacancy. The search committee and/or hiring supervisor may conduct initial interviews in-person or via phone, skype, or other acceptable format.  Final interviews should always be conducted face-to-face and should include the hiring supervisor.

Research has shown that pre-prepared questions guide the interview so that critical competencies and requirements are consistently covered with each candidate. Each candidate should be asked the same set of interview questions. It is recognized 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. Search committees and/or supervisors can therefore consider all information collected during an interview when determining which candidate is best suited for the position. However, search committees and/or supervisors 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.

For more resources on interview practices/questions, please refer to the [Recruitment, Assessment and Selection Toolkit](http://hrdesign.wisc.edu/ras/).

**Reference Checks**

* Reference checks conducted by the hiring supervisor or search committee are a critical part of the selection process. Information received in an interview is biased and typically includes only what the candidate wishes you to know. A reference check may produce additional information to help insure that the most suitable candidate is hired. It is a way to clarify, verify and add data to what has been learned in the interview and from other portions of the selection process.
* The best source of information on any candidate is a former employer. On-the-job performance is the most useful predictor of future success. Personal references generally have limited value. Information available from a human resource office is often limited to dates of employment, position title, salary, and possibly reason for leaving. The current or former supervisor can specify the quality and quantity of work, reliability, potential problem areas and job behaviors. Do not rely on written references presented to you by candidates.
* It is recommended that hiring supervisors or search committees check with at least two past employers to find consistent trends in the applicant's past performance. Supervisors should not limit themselves to references listed by the applicant, and they should be sure to talk with the most recent supervisor or those who employed the person in a position most clearly related to the vacant position. Calling several employers will also help balance the information you receive and may guard against making a decision based on an unreliable reference. For instance, current supervisors may mislead you because they want the applicant to get another job. Sometimes applicants request that their current employer not be contacted for a reference. It is recommended that you honor this request **until such time as the candidate is a finalist for the position, but you should advise the applicant that you will need to contact their current employer if/when they become a finalist.**

For more resources on Reference Check Guidelines, please refer to the [Recruitment, Assessment and Selection Toolkit](http://hrdesign.wisc.edu/ras/).

**Responsibilities**

* Chairs/Directors/Administrators are responsible for ensuring compliance with the college RAS plan, the campus RAS policy and procedures, and documentation of all recruitments and recruitment waivers according to the campus recruitment record retention policy.
  + Ensures process is in compliance with policy
  + Ensures process is fair and nondiscriminatory
  + Consults with division HR to complete REP
  + Selects and instructs search committee and interview panel
  + Communicates with applicants in a timely manner throughout the process
  + Coordinates process working with hiring managers and other responsible parties
* CALS HR is responsible for ensuring unit RAS responsibilities are met, maintaining and retaining documents relating to the hiring process, and ensuring all forms and process elements are completed and provided to appropriate parties.

**RESOURCES**

Resources available through the Office of the Vice Provost and Chief Diversity Officer:

* Creating Community: Promoting Equity, [Diversity](https://diversity.wisc.edu) and Inclusion at UW-Madison
* Diversity [Framework](https://diversity.wisc.edu/wp-content/uploads/2017/04/Patricks-preferred-04.08.15-DF-REEL-Report-FINAL_Updated.pdf) Strategic Action Plan (2015)
* Diversity Framework: A [Completed](https://diversity.wisc.edu/wp-content/uploads/2017/02/FrameworkforDiversityMay192014_2.pdf) Report (2014)

Resources available through the Office of Human Resources:

* Recruitment, Assessment and Selection (RAS) Policy<https://kb.wisc.edu/ohr/policies/page.php?id=53208>
* Recruitment, Assessment and Selection (RAS) Toolkit <http://hrdesign.wisc.edu/ras/>

Resources available through the UW Archives and Records Management:

* Recruitment Record Retention Policy <https://www.library.wisc.edu/archives/wp-content/uploads/sites/23/2017/04/2016UWSAGRSHR.pdf>