

FP&M Recruitment, Assessment and Selection Standard Operating Procedures

PURPOSE:

The purpose of this Standard Operating Procedure (SOP) is to provide the University of Wisconsin-Madison Division of Facilities Planning & Management (FP&M) Hiring Supervisors with a step-by-step recruitment process for standard recruitments, centralized recruitments and internal recruitments. This SOP outlines the recruitment, assessment and selection process for each personnel recruitment performed by FP&M.

SOP OWNER:

Human Resources (HR) Recruitment Specialists

RESPONSIBLE PARTIES:

Human Resources Recruitment Specialist, Hiring Supervisor, Department Director

DEFINITIONS:

Application Screening Committee - Two or more members who screen candidates' application materials to determine which candidates are recommended to be scheduled for interviews.

Blue Collar Multi-Shift (BCMS) - University staff titles that are in pay schedule 03 (e.g. custodian, food service assistant, food retail/catering leader and food production assistant) and in multiple-shift environments (e.g. first shift, second shift, and third shift).

Curriculum Vitae (CV) - A short written description of a candidate's education, qualifications, previous jobs, and sometimes also the candidate's personal interests, that the candidate sends to an employer when they are applying for a job, similar to a resume.

Interview Panel - A group of interviewers that are present to interview candidates.

Position Description (PD) - Current information relative to the assignment of duties to permanent University staff positions including job summary, goals, position activities, knowledge required skills, and abilities. For Academic Staff positions, this is sometimes referred to as the PVL.

Position Vacancy Listing (PVL) - Current information relative to the appointment, which lists education requirements, principal duties and other qualification requirements for Academic Staff position (similar to PD for University Staff).

Search and Screen Committee - A group of at least five to seven members with an identified chair whose responsibility it is to establish meeting dates and communicate regularly with the committee members.

Standard diverse advertisement plan - A designated and preapproved list of diverse venues which OHR has selected and uses to advertise all UW positions.

PRE-RECRUITMENT PROCEDURES:

When a department has a vacancy to fill, the hiring supervisor or departmental designee will complete a Standard & Internal Position Request Form or a Centralized Position Request Form. Position Request Forms are available on the FP&M Employee website at <https://jobs.wisc.edu/>

The hiring supervisor or departmental designee will attach a current Position Description (PD) to the request form. In consultation with FP&M HR, the hiring supervisor or departmental designee will determine which recruitment process will be used: standard recruitment process, centralized recruitment process, or internal recruitment process, and then take the appropriate actions as outlined below.

Standard Recruitment Process – *This is a merit-based process used to fill most vacancies. This process allows UW–Madison the flexibility to target specific skill sets as well as a diverse pool of qualified applicants. The process is open to all qualified applicants and does not require that applicants be currently employed at UW–Madison.*

1. The hiring supervisor or departmental designee presents the Standard & Internal Position Request Form to the department director for approval to recruit for the respective position. Directors will be required to get approval from the AVC/Deputy for all non-centralized recruitments, including new positions, vacancies, change in job title, and/or salary range. Approval must be granted before next steps can be taken.
 - Physical Plant positions require a position control number from the Director’s Office, Physical Plant.
2. Once the Standard & Internal Position Request Form is approved, the hiring supervisor or departmental designee will schedule a Recruitment Kick Off Meeting with their HR Representative. Prior to the meeting, the hiring supervisor should develop interview questions and benchmarks to review with their HR Representative.
3. During the Recruitment Kickoff Meeting, the hiring supervisor or departmental designee will work with their HR Representative to develop each component of the recruitment.
 - Determine the best job title and desired hourly pay rate/salary range to meet departmental needs.
 - Determine the minimum qualifications of application materials such as: CDL, required professional certificates, licenses or degree
 - Determine materials applicants will be required to submit, for use for initial screening criteria.
 - Cover letter, resume or curriculum vitae (CV), work history, any required licenses, etc.
 - Determine the initial screening criteria for application materials:
 - Based on the PD or PVL critical position duties.
 - Develop a formal recruitment/advertisement plan:
 - The advertising plan will include the standard diverse advertisement plan established by FP&M HR to ensure visibility to a diverse pool of applicants, discuss preferred advertising sources, publications, etc.

- Departments are responsible for their advertising budget. The hiring supervisor or departmental designee will bring any advertising budget concerns to their HR Representative's attention.
- In some cases, it may be advantageous to do proactive outreach to ensure a strong candidate pool. Hiring supervisors should discuss this possibility with their HR Representative.
- Supervisors are encouraged to use Office of Human Resources' Talent Recruitment and Engagement Toolkit to develop specialized advertising plans to ensure diverse applicant pools, particularly for leadership and other hard-to-fill positions.
- Hiring supervisor or departmental designee should develop interview questions to review with their HR representative.
- Hiring supervisor or departmental designee should select a diverse Interview Panel consisting of an HR representative, if schedule permits, and at least two other members familiar with the position's responsibilities.
 - Interview panel could consist of hiring supervisor, other departmental employees or employees outside of FP&M, and HR Representative, depending on the level of the position.
- Hiring supervisor will share schedule availability with HR Representative so that the HR Representative or hiring supervisor can coordinate dates for interviews and interview panel meeting.
- Discuss potential members for the Application Screening Committee and Interview Panel (see Step 5 below for more information).
- Develop a posting timeline per UW-Madison policy. The following are minimum posting requirements:
 - Four weeks for vacancies when the maximum of the salary range is advertised
 - Four weeks for Academic Staff positions where the salary range falls at the minimum of Range 8
 - Two weeks for all other vacancies
- Discuss the selection and offer process.
 - Reference checks
 - Pre-hire checks
 - Criminal Background checks
 - All wage/salaries must be approved by the department director and AVC/Deputy with the exception of wages at the minimum for specific positions noted at the end of this document.
 - When the offer can be made
 - Timeframe preference for start date

4. Review for Special Recruiting Circumstances:

FP&M HR Representative will review the position request with the UW-Madison Office of Human Resources (OHR) to determine if there are any special recruiting circumstances that apply per campus policy.

For University Staff Positions:

- Blue-Collar Multi-Shift vacancies. If a position designated as Blue-Collar Multi-Shift becomes vacant, the hiring supervisor must first offer a transfer opportunity to one of the two most-senior employees who apply and meet all the position requirement criteria. (Please refer to the Blue-Collar Multi-Shift procedure - Appendix 1).

- Reemployment after layoff. OHR will notify the 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://kb.wisc.edu/ohr/policies/page.php?id=53353>

For Academic Staff Positions:

- Referral priority – Prior to proceeding with an open or internal recruitment, the position must be shared with all UW-Madison laid-off employees or long-term Academic Staff (i.e., those holding Academic Staff appointments for six of the last seven years) who were non-renewed for reasons other than performance. (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))

5. Job Posting and Applicant Review Process:

- HR Representative will post the position to the Talent Recruitment and Engagement Management System (TREMS) and implement the advertising plan.
- While awaiting OHR to release the position for recruitment, the hiring supervisor should work with their HR Representative to finalize their Application Screening Committee and interview panel. The Application Screening Committee will be responsible for screening all candidate application materials and determining which candidates will be interviewed. In most cases, the Application Screening Committee can be a subset of the interview panel or they can be one and the same group. Hiring supervisors will work with their HR Representative to ensure that Application Screening Committees and interview panels have diverse representation in terms of gender, age, and ethnic heritage.
 - For University Staff positions, the Application Screening Committee must consist of an HR Representative and at least one other member.
 - For Academic Staff positions, the Application Screening Committee must consist of an HR Representative and at least two other members.
 - For all positions, the interview panel must consist of an HR Representative, if schedule permits, and at least two other members.
 - For example, an interview panel could consist of the hiring supervisor, other departmental employees or employees outside of FP&M who are familiar with the job responsibilities, and the HR Rep depending on the level of the position.
 - For supervisory positions and above, it is expected that careful thought will also be given to ensuring that Application Screening Committee and interview panel will have stakeholder representatives from outside the unit where the position is housed.
 - For FP&M Director-level positions and other Limited appointments, a Search and Screen Committee will be formed with representatives from within FP&M as well as campus stakeholders and will be responsible for all the activities of both the Application Screening Committee and interview panel. In such cases, the Search and Screen Committee membership must be approved by the AVC/Deputy AVC.
 - The members of the Application Screening Committee may also serve as the Interview Panel as long as the group maintains its diversity.

- Before the application deadline, the hiring supervisor or departmental designee, in consultation with HR Representative, will arrange the Application Screening Committee meeting. Reminder: The Application Screening Committee and interview panel may be one and the same group.
 - Purpose:
 - Review PD.
 - Discuss the critical qualifications of the position and review applicant screening criteria.
 - Identify preferred candidate material delivery method e.g. electronic vs hardcopy.
 - Determine date to complete application review, and date to discuss.
 - Application Screening Committee members may begin reviewing applicant materials as soon as this meeting has occurred regardless of whether it is before or after the application deadline.
 - Upon completion of the application screening process, the Application Screening Committee will meet for a second time to discuss and select applicants to interview.

6. Interview Process:

- Hiring supervisor or departmental designee and interview panel will meet prior to first interview to discuss process and expectations.
 - Determine interview methods (e.g. phone, Skype, in person, etc.). NOTE: To ensure fair and balanced consideration, all candidates must be interviewed using the same method. For example, if Skype is being used for out-of-town candidates, Skype must also be used for local candidates, including candidates who already work at UW-Madison or FP&M.
 - Determine dates and times of interviews.
 - Determine locations and candidate instructions needed for the interviews.
- HR Representative will contact candidates to arrange interview times and details.
- Interview panel will complete first round interviews and score answers according to their predetermined criteria.
 - Discuss next step:
 - Identified a qualified finalist(s); or
 - Determine if a second round of interviews will be required (which may include additional interview panelists, additional interview questions or procedures; or
 - If first round (and second round) interviews are unsuccessful in identifying a strong candidate, reopen application process (repost job announcement).

7. Selection Process:

- Hiring supervisor determines the qualified finalist based on input from the interview panel. Hiring supervisor or departmental designee will identify who is responsible for performing and documenting reference checks.
- Sample Reference Check questions are available from your HR Representative.
- It is the hiring supervisor's responsibility and authority to make the final selection on who to hire, based on the outcome of the interviews, reference checks, and other relevant

materials. NOTE: In rare occasions the AVC or Deputy AVC may overrule a hiring supervisor's selection after consultation with the appropriate Department Director.

- HR Representative will check pre-hire requirements. (e.g. Certifications, licenses specific to position, and driving credentials, Criminal Background Check, etc.).
- Unless the position has a fixed starting rate, the hiring supervisor will consult with the HR Representative to determine an appropriate hourly pay rate and/or annual salary based on the candidate's experience, professional credentials, and internal comparable rates. With the exception of wages at the minimum for the titles listed at the end of this document, all wage/salaries must be approved by the department director and the AVC/Deputy AVC.
- Once the pay rate has been approved, the hiring supervisor may proceed to make a verbal conditional job offer provided that it is clear that an official written job offer cannot be made until all of the pre-hire requirements have been successfully met.
- HR Representative will inform the hiring supervisor or departmental designee of the results of the pre-hire checks, and possible start date.
- Hiring supervisor or departmental designee will make a job offer, (For salary or start date exceptions, contact your HR Representative).
- Hiring supervisor or departmental designee will contact HR Representative on the agreed upon start date, wage, work hours and days.
- HR Representative will send the appointment letter with a copy to the hiring supervisor
- HR Representative or hiring supervisor will contact unsuccessful candidates to inform them of the outcome of the search (this is typically done in writing, though phone calls may be more appropriate for finalists for management/director-level positions).
- Hiring Supervisor is responsible for collecting all interviewing materials and notes and forwarding them to HR for long term file retention.

Centralized Recruitment Process – *This is a process in which OHR helps divisions manage the recruitment, assessment and selection of high-volume and continuously recruited vacancies (e.g., custodial positions).*

1. The hiring supervisor or departmental designee must present the Centralized Position Request Form to the department director for approval to recruit for the respective position.
 - Directors will be required to get approval from the AVC/Deputy for new positions, change in job title, and/or salary range.
 - Refilling vacant Full Time Employee (FTE) positions will not require AVC/Deputy approval. Once approval has been obtained from the department director, the hiring supervisor or departmental designee will be responsible to schedule the Recruitment Kickoff Meeting with FP&M HR and provide the approved Centralized Position Request Form to their HR Representative to discuss the recruitment process.
 - Physical Plant positions require a position control number from the Director's Office, Physical Plant.
 - For University Staff Vacancies:
 - Blue-Collar Multi-Shift vacancies. If a position designated as blue-collar multi-shift becomes vacant, hiring supervisor 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).

- 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://kb.wisc.edu/ohr/policies/page.php?id=53353>
2. Once the Centralized Position Request form is approved, the hiring supervisor or departmental designee will schedule a Recruitment Kick-off Meeting with their HR Representative.
 3. The Recruitment Kickoff Meeting Information:
 - The hiring supervisor or departmental designee will work with their HR Representative to develop each component of the recruitment:
 - Determine the minimum qualifications of application materials such as: CDL, required professional certificates, licenses or degree
 - Work Hours (full-time or part-time), work shifts (1st, 2nd, or 3rd), driver's license, ability to speak English, ability to read English, ability to write English, level of understanding of the English language.
 - Develop an advertising plan with OHR:
 - The plan will include the standard diverse advertisement plan established by FP&M HR to ensure visibility to a diverse pool of applicants, discuss preferred advertising sources, publications, etc.
 - Departments are responsible for their advertising budget. The hiring supervisor or departmental designee will bring any advertising budget concerns to their HR representative's attention.
 - Hiring supervisor or departmental designee should develop interview questions to review with their HR representative.
 - Hiring supervisor or departmental designee should select a diverse Interview Panel consisting of an HR representative, if schedule permits, and at least two other members familiar with the position's responsibilities.
 - Interview panel could consist of hiring supervisor, other departmental employees or employees outside of FP&M, and HR Representative, depending on the level of the position.
 - Arrange dates for interviews and interview panel meeting.
 - Discuss the selection and offer process.
 - Reference checks
 - Pre-hire checks e.g. verify licensure(s), driver insurability by UW (if applicable) and other minimum position requirements
 - Criminal Background checks
 - Wage approvals (if needed)
 - When the offer can be made
 - Timeframe preference for start date
 4. Recruitment Process:
 - HR Representative will request the list of applicants with applied minimum qualifications from OHR Representative.
 5. Assessment Process:
 - HR Representative will distribute list of applicants to departmental representative.
 - Once list is received, the departmental representative will:
 - Determine dates of interviews.
 - Determine location and candidate instructions needed for interview.

- NOTE: To ensure fair and balanced consideration, all candidates must be interviewed using the same method. For example, if Skype is being used for out-of-town candidates, Skype must also be used for local candidates, including candidates who already work at UW-Madison or FP&M.
 - Departmental designee will contact candidates to arrange interview.
 - Interview panel will complete first round interviews and score answers according to their predetermined criteria
 - Discuss next steps:
 - Have a qualified finalist(s)
 - Second round of interviews, if needed
 - Reopen application process (request new list with fewer minimum qualifications)
6. Selection Process:
- Hiring supervisor or departmental designee determines the qualified finalist(s) and selects available vacancy(ies) (tracked by the vacancy identification number)
 - Departmental designee will perform and document reference checks
 - Sample Reference Check questions available from your HR representative
 - HR Representative will check prior employment and Criminal Background Check.
 - With the exception of wages at the minimum for the titles listed at the end of this document, all wage/salaries must be approved by the department director and AVC/Deputy AVC.
 - Once the pay rate has been approved, the hiring supervisor may proceed to make a verbal conditional job offer provided that it is clear that an official written job offer cannot be made until all of the pre-hire requirements have been successfully met.
 - HR Representative will inform the departmental designee with the results of the pre-hire checks, and possible start dates.
 - Departmental designee will make a job offer, (for salary or start date exceptions contact HR Representative).
 - Departmental designee will contact HR representative on the agreed upon start date, wage, work hours and days, and selected vacancy identification number
 - HR Representative will send the appointment letter to candidate and hiring supervisor or departmental designee.
 - HR Representative or hiring supervisor will contact unsuccessful candidates in writing to inform them of the outcome of the search.
 - Hiring Supervisor or departmental designee is responsible for collecting all interviewing materials and notes and forwarding them to HR for long term file retention.

Internal Recruitment Process – This is a recruitment process for limited and unique situations. In rare situations an internal recruitment may be authorized when only an internal pool of candidates employed at UW Madison is considered. FP&M HR, in consultation with the AVC/Deputy AVC, and approval by OHR will determine if an internal recruitment is appropriate when requested.

RECRUITMENT, ASSESSMENT AND SELECTION RESOURCES:

- Diversity Plan – *University of Wisconsin – Madison*,
http://diversityframework.wisc.edu/documents/FrameworkforDiversityMay192014_2.pdf
- RESOURCES AVAILABLE THROUGH FP&M HUMAN RESOURCES DEPARTMENT:
 - Recruitment Toolkit - [insert hyperlink]
 - Finding your unit's HR representative
- RESOURCES AVAILABLE THROUGH THE OFFICE OF HUMAN RESOURCES OFFICE:
 - Recruitment, Assessment and Selection (RAS) Policy -
<https://kb.wisc.edu/ohr/policies/page.php?id=53208>
 - Recruitment, Assessment and Selection (RAS) Toolkit -
<https://hrdesign.wisc.edu/ras/>
 - Office of Human Resources – Learning and Talent Development website -
<https://www.ohrd.wisc.edu/home/>

Appendix 1: Blue Collar Multi-Shift

Blue-Collar Multi-Shift Vacancies

- If a position designated as Blue-Collar Multi-Shift (BCMS) becomes vacant, the division must post the initial vacancy internally for seven (7) calendar days before moving to open recruitment.
- The hiring supervisor 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.
- Hiring supervisor selects an eligible candidate from the two most-senior interested employees.
- 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
- Employees would not be eligible for transfer if they meet any one of these four 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
 - iv. Are unable to pass English Proficiency pre-hire screening
- FP&M 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).
- The division enters Reports of Action (ROAs) into the JEMS CHRIS-HR system and informs the employee (in writing) who was not selected of the reason for non-selection.

If a selection is not made from the two most-senior interested employees, the division can post the job on the UW employment website <https://jobs.wisc.edu/>

- for standard, internal, or centralized recruitment.
- Written notices will be sent to all employees who were not the top two employees, based on service dates, informing them that they are not eligible to be considered based on seniority.
- 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).

Blue Collar Multi Shift process

Divisions/departments enter a vacancy into JEMS Classified Human Resources Information System-Human Resources (CHRIS-HR), check the multi-shift box, and follow the electronic approval process. The JEMS CHRIS-HR system will not post the vacancy to the UW employment website: <https://jobs.wisc.edu/>

- Once approved, the vacancy is posted as a BCMS transfer opportunity on UW employment website (add URL) and within the division/department for seven calendar days.
- Employees in the same title within the division submit paper or electronic transfer forms.
- OHR enters all interested employee names into the JEMS CHRIS-HR system.
- The JEMS CHRIS-HR system ranks the employees by their division seniority date.

Appendix 2: Notes for AVC-HR

Note: Wage approvals are not required for the following positions ***provided that the minimum hourly rate is not exceeded***: Custodian, Custodian Lead, Arboretum Project Coordinator, Automotive Technician Entry/Developmental/Senior/Master, Facilities Maintenance Specialist/Adv., Facility Repair Worker/Adv., Financial Specialist 1, Gardener, Groundskeeper, Grounds Crew Lead, HVAC/Refrig. Specialist – Adv., Laborer, Locksmith-Entry/Journey, Motor Vehicle Operator – Light/Heavy, Office Operations Associate, Operations Program Associate Office Associate, Purchasing Associate, Shipping and Mailing Associate, Security Officer 3, Tree Pruner

Wages above the minimum for these positions as well as wages/salaries for ALL other FP&M positions must be approved by the AVC/Deputy AVC.