



College of Engineering

UNIVERSITY OF WISCONSIN-MADISON

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 and 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: search and screen committees, hiring administrators, and hiring managers. The "Responsibilities" section is included at the end of the document for this purpose.

Key Components

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

Division delegation, review and oversight

These best practices include the initial steps in creating a position up to selecting a finalist. These best practices are required for all permanent staff recruitments. Please consult with the College of Engineering Human Resources (CoE HR) for additional information or requests to deviate from procedures.

Recruitment

- The Department/Center/Unit will work in conjunction with the hiring supervisor to submit a current Position Description/PVL to CoE HR to begin the recruitment process for faculty, academic, limited and university staff vacancies. It is recommended that an organization chart be provided as supporting documentation for all recruitments. Organization charts are required by OHR for Academic Staff (Category A) and University Staff vacancies.
- CoE HR will analyze the Position Description/PVL and work with the unit on necessary edits. Prior approval by the Dean or Associate Dean(s) may be required for specific titles (e.g. faculty).
- The hiring supervisor will determine who will be part of the screening process. The hiring supervisor will provide this information to the Department Administrator, who must maintain this as part of the recruitment file. The Department/Center/Unit must provide this information to CoE HR for University Staff recruitments.
- Upon request the Department Administrator or CoE HR will schedule a meeting/conversation with the hiring supervisor and/or search and screen committee to instruct on the recruitment, assessment, and selection process.
- CoE HR will post the application instructions and requirements, (i.e., cover letter, resume, etc.) on Job Apply for all university staff recruitments. The use of Job Apply is strongly recommended for all other recruitments.
- CoE HR will determine the minimum posting time in compliance with campus guidelines. Additional posting time is at the discretion of the hiring supervisor.
- Applicants must receive notification of receipt of application materials using the college template which includes Affirmative Action Data Questionnaire information that must be provided. For recruitments posted using Job Apply, an auto-generated email is sent to the applicant.
- The hiring supervisor and/or search & screen committee will evaluate applicant materials using pre-established screening criteria.
- Members of the search and screen committee will be asked to review the names of the applicants, to determine if they have either a professional or personal affiliation that may impact their ability to provide an objective review. If there is a conflict of interest with one or more candidates, the hiring supervisor or search and screen committee chair will work with CoE HR to determine an appropriate resolution.
- Applicant history must be tracked. For recruitments utilizing Job Apply, the Department/Center/ Unit must update applicant history events in Job Apply as each event

occurs. For recruitments not utilizing Job Apply, Department/Center/Unit must maintain documentation (e.g., spreadsheet) of applicant history events in the official recruitment file.

- The Department/Center/Unit will coordinate the scheduling of interviews for selected candidates. Faculty recruitments must include an interview with the Dean
- The hiring supervisor and/or search and screen committee must perform reference checks on final candidate(s).
- The Department/Center/Unit, working in conjunction with hiring supervisor, will submit the final candidate, proposed salary and hire start date to CoE HR. For individuals who have not applied through Job Apply, the Department/Center/Unit must provide a current CV/Resume. Faculty offers must be approved by the Dean. All compensation decisions must be pre-approved at the College level before a verbal offer can be made to the final candidate.
- The Department/Center/Unit will send draft appointment letters based on the CoE templates for academic staff, and limited appointments to CoE HR for review/approval. CoE HR will draft and send appointment letters for university staff. Faculty offers follow a different process; the Department Chair &/or Administrator should work with CoE HR to comply with College procedures.
- The hiring supervisor will contact the desired applicant to extend the official offer.
- The Department/Center/Unit will notify CoE HR of accepted offer and start date and submit a request to initiate a criminal background check (CBC), if applicable. CoE HR will process the CBC and inform the Department/Center/Unit when the CBC is complete. Candidates cannot begin employment until the CBC is complete.
- The Department/Center/Unit will submit a JEMS hire for faculty, limited and academic staff appointments, with the CBC completion date entered, and CoE HR will push the JEMS hire to HRS. A copy of the final signed appointment letter should be sent to CoE HR. For university staff appointments CoE HR will utilize CHRIS to push hires to HRS.
- The Department/Center/Unit must send notifications to unsuccessful applicants.(See Communications Section)
- The Department/Center/Unit must submit their complete recruitment folder to CoE HR for retention as stated in RAS policy.
- See Appendix B for suggested supporting tools.

Monitoring Diversity of Applicant Pools

- CoE HR will work with Department/Center/Administrative Unit to review new recruitments against Recruitment and Assessment Utilization Summary to determine underutilization for minorities and/or females. CoE HR will utilize different methods to obtain and monitor diversity in recruitments including these available tools:
 - Demographic data from Job Apply
 - 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.
- The Department/Center/Administrative Unit will monitor the applicant pool throughout the posting period to determine diversity in candidates. If diversity is lower than expectation, CoE HR will work in conjunction with supervisor to consider additional advertisement options and possibly extending the posting deadline.

Utilizing internal recruitment

- Supervisors are encouraged to conduct an open recruitment for each vacancy. In rare circumstances, CoE HR may approve an internal recruitment within the campus or college.
- If the position is not underutilized for gender or minorities according to campus guidelines, the hiring unit will need to work with CoE HR to receive approval to conduct an internal recruitment. Considerations for approval of an internal recruitment will include but not be limited to the following: number of potential candidates in the college or university and the diversity of those candidates.
- If the position is underutilized for gender or minorities by campus guidelines, the College will require the position to be an open recruitment. Campus requires that OHR approve any internal recruitment requests for underutilized positions, and the threshold for approval is very high.

Identify Training Requirements

- Each department will use the campus OHR video for search and screen committees. The video provides a summary of the screening process, unconscious bias considerations, and overall interview process. CoE HR will provide additional training as needed to Department Administrators and supervisors.

Advertising Practices

- External advertisement of each position must be coordinated through the Department in conjunction with CoE HR. The cost of external employment ads is the responsibility of the hiring department.
- All employment advertisements must include the statement, "UW-Madison is an affirmative action/equal employment employer and we encourage women, minorities, veterans, and people with disabilities to apply."
- For faculty, instructional, and administrative vacancies that require a national recruitment, consideration should be given to advertising in the Chronicle of Higher Education and discipline-specific journals, as well as sending mailings to educational institutions enclosing a copy of the position announcement and job description.
- Consideration should always be given to conducting a thorough process of attracting a diverse pool of qualified candidates. As a means to help meet the goal of providing job opportunities for talented people from diverse backgrounds, the University has arranged for all of our job postings to be automatically posted by three publications:
 - Diverse: Issues in Higher Ed - <http://diverseeducation.com/>
 - HigherEdJobs - <https://www.higheredjobs.com/>
 - USA Jobs (Veterans) - <https://www.usajobs.gov/Veterans>*(All three publications listed above have national scope at no cost to the College/Department/Center/Unit.)*
- The University has also created an infrastructure of communicating all job postings to various local affirmative action groups with target audiences including minorities, women, people with disabilities, veterans, and the LGBTQ community.
- All advertisements should include a link to the university job posting. This ensures all applicants are provided a detailed description regarding the vacancy, instructions on how to apply, Clery Act information, and affirmative action compliance information.

Reference Checks

- Reference checks by the hiring supervisor or search and screen 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 solely on written references presented to you by candidates.
- It is recommended that hiring supervisors or search and screen 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.
- If an applicant requests 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 they become a finalist.

Communication with applicants and candidates

- It is best to designate one individual (Hiring Supervisor or Search and Screen Committee Chair) to communicate with applicants and others who may inquire about a search process.
- The final communication to all applicants should occur within a week after a candidate has accepted the position.
- All appointment letters must be reviewed by CoE HR prior to being sent. Faculty offer letters must be signed by the Dean.

Documentation of the recruitment process and recruitment file

- Documentation of all interview notes (phone, video and in-person) and reference check materials need to be collected by the supervisor and turned in to the CoE HR office.
- The supervisor, in conjunction with the search and screen committee chair, is responsible for documenting assessment criteria and benchmarks.
- The recruitment file will be retained by CoE HR and must contain all screening criteria, notes, and relevant materials regarding the screening and selection process.
- See Appendix B for additional details on required recruitment file documents.
- CoE HR will review recruitment files on a periodic basis to ensure compliance with college and campus guidelines.

III. Key Measures

It is the College of Engineering's hope that OHR will create a metrics dashboard that will help track the following data:

Staffing Management

- Total Headcount by Job Category
- Diversity Hire Ratios - % of external hires who self-identify in diversity category
- Number of Vacancies – by Job Category
- Average time to fill vacancy – by Job Category
- Average salary by job title

Diversity & Workforce Demographics

- Diversity as a percentage of Headcount (total, faculty, staff)
 - Separate calculations for female, minority, disability, veteran, etc.
- Average Employee Age
- Succession Planning
 - Overall Age Bands
 - Retirement Projections based on age and years of service
 - Retirement Rate – total number of retirements as % of headcount
 - Average Retirement Age

Turnover

- Voluntary & Involuntary Turnover Rates
- Turnover Reasons – all permanent staff
- Turnover Rates – during first 6-months and 1-year of employment
- Average Length of Employment
- Onboarding Survey Metrics

APPENDIX A

DEFINITIONS & RESPONSIBILITIES

SEARCH & SCREEN COMMITTEES: For most vacancies, the hiring supervisor of the vacant position will form a search committee. As part of this process the hiring supervisor will appoint a chair of the search committee, who will work closely with the supervisor and the unit's CoE HR representative throughout the selection process. The hiring supervisor will establish a strong and credible search and screen committee of 3-7 members to help ensure effective and efficient decision making and a successful search process. The composition of the committee should represent the diversity of the College, and the search process should advance the University's commitment to the principles of affirmative action and equal employment opportunity. All searches should be conducted in a timely and professional manner. It is critical that applicants receive a positive impression of the College of Engineering throughout the search process.

SCREENING: Either the hiring supervisor or the search and screen committee should conduct an initial screen to eliminate applicants who do not meet the stated minimum requirements. After the initial screening, a secondary screen of work history, resume, and/or other application materials should be conducted based on pre-determined, job related and nondiscriminatory criteria and benchmarks, to select the candidates to interview.

INTERVIEWING: The College highly encourages the interview of at least three candidates for each vacancy. The search and screen 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.

INTERVIEW QUESTIONS: Research has shown that pre-prepared questions guide the interview so that critical competencies and requirements are consistently covered with each candidate. 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 and screen 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 and screen 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.

APPENDIX B

RESOURCES

I. Diversity Plan – University of Wisconsin - Madison

<http://diversityframework.wisc.edu/process.htm>

II. Resources available through the Office of Human Resources:

a) Recruitment, Assessment and Selection (RAS) Policy

<https://kb.wisc.edu/ohr/policies/page.php?id=53208>

b) Recruitment, Assessment and Selection (RAS) Toolkit:

<http://HRdesign.wisc.edu/ras/>

c) Office of Human Resources - Training and Development website

<https://www.ohrd.wisc.edu/home/Hide-A-Tab/TalentRecruitmentandEngagement/tabid/520/Default.aspx>

III. Recruitment Folder Contents

<http://hrdesign.wisc.edu/ras/>