Chapter VII: University Staff Personnel Policies and Procedures

7.5 Recruitment Policy

- **7.5.1 Policy**

  This policy establishes merit-based recruitment and selection procedures for filling vacancies for permanent non-exempt university staff at the UW-River Falls. The principles of equal employment opportunity, non-discrimination, and cultural diversity will apply throughout the recruitment and selection process. Selection shall be made through a competitive process. These procedures follow the framework provided in UW System Operational Policy: TC 1: [https://www.wisconsin.edu/ohrwd/download/policies/ops/tc1.pdf](https://www.wisconsin.edu/ohrwd/download/policies/ops/tc1.pdf).

- **7.5.2 Hiring Manager**

  When a vacancy occurs or a new position is being created, the hiring manager will develop a position description identifying the key responsibilities and the knowledge, skills and abilities that are required for performing the job duties. (See ‘Position Description’ at [https://www.uwrf.edu/HumanResources/HRForms.cfm](https://www.uwrf.edu/HumanResources/HRForms.cfm)) Human Resources will determine the classification title for the position.

  Upon determination of the classification title, the hiring manager will submit the posting in the on-line recruitment system [https://jobs.uwrf.edu/hr/sessions/new](https://jobs.uwrf.edu/hr/sessions/new). Information on entering the posting can be viewed at [https://www.uwrf.edu/HumanResources/Hiring.cfm](https://www.uwrf.edu/HumanResources/Hiring.cfm). Note: If the position is non-exempt (hourly), it will be entered as University staff. If exempt (salary), refer to 6.4 Recruitment: UWRF4 of the Faculty and Staff Handbook.

- **7.5.3 Recruitment and Selection Panel**

  When all required approvals have been received, the HR Manager will discuss the process in more detail with the hiring manager who will determine the members of the Recruitment and Selection Panel. The panel will consist of at least three members with at least one person representing an affirmative action group, i.e. racial/ethnic minorities, women, or persons with disabilities. The composition of the panel does not necessarily need to reflect the composition of the applicant pool. Whenever possible, a university staff employee should be considered as a panel member. The HR Manager will meet with the panel to discuss the hiring process, panel members’ roles and responsibilities, and the on-line recruitment system.
7.5.4 Internal/External Recruitment

Human Resources will determine whether the recruitment will be an internal or external recruitment in consultation with the hiring manager.

- Internal recruitment within UWRF – consideration is available only to UWRF employees.
- Internal recruitment within UW System – consideration is available only to employees within UW System.
- External recruitment – consideration is given to any applicant.

Those who can be considered for an internal recruitment include those who hold permanent positions, temporary employees, individuals on a leave of absence, or anyone eligible due to layoff. (See Chapter 7.9 Layoff for Reasons of Budget or Program Policy for consideration of employees in layoff status.)

To be eligible to limit recruitment to internal (either UWRF only or Systemwide) applicants, equal employment opportunity (EEO) and affirmative action objectives must be met and result in a pool of qualified applicants. If a broader pool is needed, an external recruitment will be required. An external search will be recommended if the job category is underutilized as defined by the UW-River Falls’ Affirmative Action Plan.

Internal recruitments must be posted in the on-line recruitment system for a minimum of 7 calendar days and an announcement posted in the campus *Falcon Daily* E-newsletter.

External recruitments must be posted in the on-line recruitment system for a minimum of 14 calendar days. The approved salary range may be included in the job posting.

7.5.5 Recruitment Plan

A recruitment plan will be identified in the on-line recruitment system. Human Resources will update the posting to reflect whether the recruitment is internal or external and if the position title is underutilized for women or minorities.

Human Resources will post positions on the following media outlets: JobCenter of Wisconsin, HERC, HigherEdJobs.com, and the Wisconsin/Minnesota Technical Colleges websites. The hiring manager will document any additional advertising in the job posting. The hiring division will be responsible for the additional advertising. (Sample Ad: [https://www.uwrf.edu/HumanResources/Hiring/upload/Sample-Ad-Text_US.docx](https://www.uwrf.edu/HumanResources/Hiring/upload/Sample-Ad-Text_US.docx))

7.5.6 Assessment Criteria

The Recruitment and Selection Panel will identify the skills, knowledge and attributes, that the ideal candidate will possess based on the requirements in the position description. The panel will work with the HR Manager to determine the most appropriate assessment(s) for the position. Examples of assessments include but are not limited to:

- Resume Screen
- Supplemental Questions (job-related questions created in the on-line recruitment system that can be weighted or set as disqualifiers).
• Observational Assessment (applicants perform an actual job task under standardized conditions). Examples include in-basket exercise, keyboard test, etc.
• Written Assessment

The assessment should be a tool used to screen applicants and assist in determining who will be selected for interview. Multiple levels of screening may occur throughout the process. Any exam that is administered must be valid and a reliable test of the applicant’s ability.

In some situations, positions may be continuously posted on the UW-River Falls’ website for positions where multiple vacancies may occur. The Recruitment and Selection Panel may screen from this pool and/or begin a new search. The EEO/AA Officer will review the applicant pool prior to the completion of the applicant review or assessment.

If application materials will be evaluated, the panel is required to develop a screening/rating form. This screening/rating form is also required for the interviews and must be submitted for review/approval in the on-line recruitment system for review/approval by the HR Manager. The purpose of the form is to ensure that uniform standards are applied when reviewing application materials and interviewing finalists. Using the screening/rating form in a quantitative manner is highly discouraged, i.e., simply adding up the numbers on the rating scales and selecting the applicant/s with the highest (or lowest) total number. The criteria on the screening form must be job-related and consistent with requirements in the position description. (Applicant Screening Form: https://www.uwrf.edu/HumanResources/Hiring/upload/Applicant-Screening-Form_US.docx)

• 7.5.7 Interview Process

Telephone or other assessments may be conducted as a step in the preliminary screening process. The panel may proceed directly to on-campus interviews.

When developing interview questions, the questions should:

• Confirm the candidate’s education, training, and experience listed in the resume
• Provide information about the candidate’s past performance and accomplishments
• Indicate the candidate’s compatibility with the culture of the division/work unit/campus (e.g., work pace, work style)
• Offer insights into the reasons behind the candidate’s desire to change jobs.

Interview questions and a screening form/rubric should be submitted and approved before the screening process is started. See the Resource Guide: Conducting Interviews for information regarding the interview process. http://oser.state.wi.us/docview.asp?docid=1816

The hiring manager or other panel members will schedule the interviews. All panel members should be present for each interview. Note: Additional panel members may be added at this step of the process if the hiring manager believes it is beneficial to involve other staff, team members, or people working closely with the position in the hiring decision. Depending on the nature of the position, the hiring manager may offer the opportunity for campus staff to meet final candidates through an open forum. The approach taken for the interviews must remain consistent among all of the candidates.

The hiring manager must collect all printed screening materials, notes, etc. from the panel members after the selection process is complete. All materials will be forwarded to the Office of Human Resources to be maintained as required under records retention. Note that all materials associated with the selection process are subject to disclosure upon appropriate notification and/or subpoena should the process be challenged.

• 7.5.8 Reference Checks

Candidates will be required to provide contact information for three professional references. Completing reference checks is a critical part of the selection process. A thorough reference check may produce additional information to help ensure 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. Never reveal the information received from a previous employer to the candidate. This information should be kept confidential.
The hiring manager will draft reference questions and submit them in the on-line recruitment system for HR review and approval. (Sample Reference Check Questions: https://www.uwrf.edu/HumanResources/Hiring/upload/Sample-Reference-Questions_US.docx) Prior to making a final hiring decision, the hiring manager will check references for the final candidate. Reference checks may be done for multiple candidates, if necessary. The hiring manager may perform the references checks or ask other panel members to assist.

Note: It is preferable to call or email the references and make an appointment for a time during which they are available to talk and not be interrupted. Follow the reference screening form; appropriate follow-up questions are permissible. Responses should be documented at the time of the call.

- **7.5.9 Hiring Decision**

Upon completion of the reference checks and after making a hiring decision, the hiring manager will identify the selected candidate in the on-line recruitment system. After receiving approval, the hiring manager will consult with the HR Manager regarding the salary that he/she would like to offer. The salary must remain in the approved pay range. Pay equity among other staff in same position titles performing similar job duties should be considered when determining the salary.

The HR Manager or designee will make the job offer, which will be contingent on successful completion of a criminal background check. Depending on requirements of the position, the offer may be contingent on successful verification or completion of other requirements, i.e., driver’s authorization, specific certifications, pre-employment screen, psychological or physical testing, etc. These requirements must have been specified as a requirement of the position and included in the job posting.

- **7.5.10 Appointment Letter**

Human Resources will generate a written appointment letter for the selected candidate that includes:

- Type of appointment (permanent, project, temporary);
- Operational department;
- Appointment effective date (end date will be included for project or temporary positions);
- Hourly rate;
- FLSA overtime requirement for non-exempt positions;
- Length of probationary period*, if applicable; and
- Adjusted continuous service date (if applicable).

The appointment letter shall reference the UW-River Falls’ employment regulations, rules, and procedures or a link provided to access that information on-line.

*Permanent university staff will be required to serve a probationary period of at least six months in duration. Some positions may require a longer probationary period. See Operational Policy: HR 1 – Job Security: [https://www.wisconsin.edu/ohrwd/download/policies/ops/hr1.pdf](https://www.wisconsin.edu/ohrwd/download/policies/ops/hr1.pdf) for more information.

Note: Job responsibilities will be outlined in the position description, which will be signed by the selected candidate during his/her employee orientation.

Information on closing the posting in the on-line recruitment system can be viewed at [https://www.uwrf.edu/HumanResources/Hiring.cfm](https://www.uwrf.edu/HumanResources/Hiring.cfm).

- **7.5.11 University Responsibilities and Background**

The Office of Human Resources will maintain this policy.

This policy document was approved April 27, 2015, and defines the UW-River Falls layoff procedures as of July 1, 2015.
7.5.12 Related Documents/References

UW System Operational Policy TC 1 – Recruitment
https://www.wisconsin.edu/ohrwd/download/policies/ops/tc1.pdf

UW System Operational Policy HR 1 – Job Security
https://www.wisconsin.edu/ohrwd/download/policies/ops/hr1.pdf

UWRF 7.2 Layoff for Reasons of Budget or Program Local Policy

UWRF 7.7 Compensation Structure and Tools Local Policy (under construction)