School of Education

Recruitment, Assessment and Selection Plan

These procedures accompany the campus-wide Recruitment, Assessment and Selection (RAS) policy
https://kb.wisc.edu/ohr/policies/page.php?id=53208

Recruitment, Assessment and Selection (RAS) 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. UW-Madison 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, employees, managers, supervisors, and the larger organization. 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.

The School of Education's Recruitment, Assessment and Selection Plan

The School of Education (SoE) recruitment, assessment and selection plan (RAS) is intended for use by those responsible for hiring, supervisors and search and screen committees/chairs; it is not intended for distribution to staff or applicants.

The SoE RAS plan is created to provide guidelines for recruitment, assessment and selection of all staff/employees in the School of Education, with the possible exception of student hiring. The RAS provides guidance in the hiring process, providing a step by step roadmap from initial steps of identifying a staffing need to the transition of on-boarding a new staff member or closing the search, while providing resources and tools to assist in successful recruiting and hiring.

Furthermore, the RAS plan is designed to support SoE strategic initiatives in promoting equity and increasing diversity through hiring, supporting and retaining a diversity faculty and staff.

To provide further guidance to those directly involved in hiring, we have outlined the expectations and responsibilities for those staff involved in recruitment, assessment and selection at the end of the document. These individuals may include, but not limited to: department chairs, unit directors, department administrators, supervisors, search chair/committees, and interview teams/panels.

Key Components

The following outlines the various process and procedures for recruitment, assessment and selection. Within each section you'll find the various steps needed to take which are noted as required, option, or a high impact practice. Please consult with SoE Human Resources/Business Office for additional information or requests to deviate from the procedures. HR listed throughout this document refers to SoE (Division) Human Resource staff.

Recruitment

I. Identifying a staffing need

Knowing if you are hiring for a replacement, vacancy, or a new position will help to determine important considerations and processes.

Budget approval is required, if the position will be funded on the following budget lines: 101, 104, 105, 108, 114-119, 126, 131, 176-178, and 402. Please complete the Staff Hire Request Form, if the online form doesn't work you can email the request to the Associate Dean for Administration for the School of Education (Melissa Amos-Landgraf) at amoslandgraf@wisc.edu. For Faculty vacancies please complete the Faculty Hire Request Form, if the online form doesn't work the request should be submitted to the Senior Associate Dean (Carolyn Kelley at Carolyn.kelley@wisc.edu) and the Associate Dean for Administration (Melissa Amos-Landgraf) at amoslandgraf@wisc.edu. If approved, continue on to the next steps.

High Impact Practice: In determining your staffing needs, consider the following questions.

1. What are the organizational goals this position will help to achieve, support and/or accomplish?
2. Are there other positions with similar duties and/or responsibilities? If yes, how will this position and the other position(s) have clear understanding and expectation of responsibilities and duties?
3. Who will be the supervisor for this position?
4. Will this position supervise any other positions?

II. Vacancy Type

A. Replacement vacancy

1. Review and update the position description. This is an opportunity to ensure that the position description is reflective of the duties and responsibilities this position will be expected to fulfill.
    a. The supervisor should be reviewing and making any needed changes then providing this to the department administrator, unit HR staff and/or other staff member that may be supporting your search efforts.
2. Update the organizational chart. Include any staffing changes that may have occurred since the last time it was needed.
3. The department administrator/unit HR staff will submit the updated position description into the JEMS PVL system or the JEMS CHRIS system, depending on the type of position. If a University Staff position is submitted, the Applicant Material Screening process is a requirement.
4. Email the organization chart to your SoE Division HR representative once the JEMS PVL/CHRIS-HR entry is submitted. (Note: an org chart is not needed for a Faculty PVL).
5. SoE Division HR staff will review the JEMS PVL or the CHRIS-HR entry and supporting information (i.e. AMS instructions/requirements, application instructions, etc.) and may contact the submitting staff or department with any questions. (note: if the position has not been approved for budget/funding, SoE Division HR staff will not move the position forward in the process).

* for position requirements on posting times & recruitment effort plans please see section below.

B. New position vacancy

1. Create the position description. You may need to consult with department/unit/SoE Division HR to determine what type of position (University Staff, Academic Staff, Limited, etc) and what title is most appropriate to use for your position, duties, responsibilities and salary range.
    a. The supervisor, if not already involved, should be reviewing and making suggestions and edits, then providing this to the department administrator, unit HR staff and/or other staff member that may be supporting your search efforts.
2. Update the organizational chart. Include any staffing changes that may have occurred since the last time it was needed.
3. The department administrator/unit HR staff will submit the position description into the JEMS PVL system or the JEMS CHRIS system, depending on the type of position. If a University Staff position is submitted, the Applicant Material Screening process is a requirement.
4. Email the organization chart to your SoE Division HR representative once the JEMS PVL/CHRIS-HR entry is submitted. (Note: an org chart is not needed for a new Faculty position/post).
5. SoE Division HR staff will review the JEMS PVL or the CHRIS-HR entry and supporting information (i.e. requirements, application instructions, etc.) and may contact the submitting staff or department with any questions. (note: if the position has not been approved for budget/funding, SoE Division HR staff will not move the position forward in the process).

* for position requirements on posting times & recruitment effort plans please see section below.

Note: ***Please be sure that the title series and all possible titles within the series; the salary range and minimum salary; minimum qualification; duties; and FTE range are correct providing you with the greatest flexibility for your search. Any changes to any of these areas and/or requesting language added to a fixed term terminal position to extend or make renewable after the position has been approved and posted WILL require the PVL to be cancelled and reposted; there are NO exceptions to this.***

C. Direct Hire-Waiver

The use of waivers for a direct hire are used for specific reasons and have certain criteria that must be followed. Please consult with your Division HR representative prior to moving too far along with a waiver hiring consideration.

* you can find the list of waiver options at Appendix 1 of the RAS Procedure on the OHR website: http://hrdesign.wisc.edu/content/uploads/2015/03/Waiver-Reasons.pdf

1. An updated position description, including position qualifications, will need to be written for a direct-hire waiver.
2. SoE Divisional HR will need a resume and updated organizational chart to submit for the designated person.

III. Recruitment Options

A. Internal vs. Open Recruitment options

Most recruitments will be open recruitments, meaning they will be open to candidates inside and outside the university; whether local, regional or national. However, there may be special circumstances that could allow for an internal recruitment; to post and be open to candidates within the university (more likely) or School of Education (very rare). If you would like to explore the possibility of an internal recruitment please speak with one of the Division HR representatives before moving too far along this option, even as a consideration.

B. Internal Recruitment Guidelines
Internal recruitment is a competitive recruitment process and includes all the open recruitment requirements except the applicant pool is internal and the job announcement is posted on an internal site only for a minimum of one week (7 days). The use of the internal recruitment must be balanced with the goal of increasing diversity; therefore, using this process for underutilized positions is unlikely.
Note: Internal recruitment is NOT to be used for a specific internal candidate or for a career promotional track, there are other processes that we have to achieve those types of goals.

1. Division-wide (School of Education) recruitment is limited to:
   - Funding/FTE restrictions (e.g., budget cannot fund a new FTE and department must hire from within without backfilling).

2. Campus-wide recruitment is limited to:
   - Internal employee(s) possess unique skills essential to the position.

3. Utilizing internal recruitment
   a. Hiring supervisor/manager will provide request & rationale for internal recruitment to Division HR representative.
   b. HR Division representative will review request and work with the department administration/HR manager/Hiring supervisor, etc. to determine the best options for that position and posting.
   c. Division HR representative will review to determine if there may be a large enough applicant pool to be able to use the internal recruitment option (and which one).
   d. If approved and all position will be posted as an internal recruitment.
   e. If not able to move forward with internal recruitment, the position should be posted as open recruitment.
   f. As stated, if a position is underutilized an internal recruitment is not likely going to be an option. IF there is a *strong* justification for proposing an internal recruitment in consultation with division HR we can request an internal recruitment to the OHR title, recruitment and engagement representative to see if it is a possibility. This will be rare situations.

Posting the Position

I. Posting Process

A. Once the JEMS PVL or CHRIS PD has been approved by SoE Division HR it is sent for review by the UW-Madison Office of Human Resources (OHR).

B. Once the position has been approved by OHR, SoE Division HR staff will post the application instructions and requirements (i.e. cover letter, resume, etc.) to TREMS for all recruitments, excluding student hires.

C. TREMS will automatically notify applicants of receipt of application materials and provide required information.

D. Once the application has been uploaded to TREMS it takes approximately 24-48 hours for it to then post on to www.jobs.wisc.edu and available for applicants/candidates to view and submit their materials.

II. Posting Requirements & Recruitment Effort Plans (REP)

Posting Requirements:

A. Faculty, Clinical Faculty, Deans, and Limited positions require a 4-week posting minimum.

B. Positions with salary ranges of $72,814 annual or $34.873 hourly or higher require a 4-week posting minimum (including the max unlisted salary).

C. Positions with salary ranges less than $72,814 annual or hourly equivalent require a 2-week posting minimum.

D. Positions that are determined to be underutilized for gender or race; this is an ongoing assessment positions determinations are likely to change; we'll keep this link updated annually. http://hrdesign.wisc.edu/content/uploads/2015/03/Utilization_Summary_2015.pdf

Recruitment Effort Plans (also see High Impact Practices: Infusing Diversity into your Recruiting Efforts)

> Tip: There is standard language that will appear on all PVLs.
>
> The University of Wisconsin is an Equal Opportunity and Affirmative Action Employer.
>
> The Annual Security and Fire Safety Report contains current campus safety and disciplinary policies, crime statistics for the previous 3 calendar years, and on-campus student housing fire safety policies and fire statistics for the previous 3 calendar years. UW-Madison will provide a paper copy upon request; please contact the University of Wisconsin Police Department.
>
> On the jobs.wisc.edu website there is a link to request accommodations.

Screening

When screening your applicants, the process should be constructed and pre-determined in a way to identity top candidates based on your job description and need competencies, knowledge, skills and experiences for that person to be successful in the position and positively contribute to the organization. Throughout this section there are guidelines, tools, strategies & high impact practices to ensure that the process is fair, equitable and aligned to identify the best candidates for the position for which you are hiring. The Division HR representatives are resources for you to assist with your search needs, please feel free to consult with us along the way. We can provide training for your search committees, review your screen materials and tools and provide guidance and support.

I. Search and Screen Committees

Search and Screen committees serve an important function within the recruitment, assessment and selection process! There should always be more than one person responsible for selection and hiring for positions, there is far too much liability for this process and decision to remain solely with one individual. In most cases, a search and screen committee will be used to evaluate, interview, narrow the candidate pool and provide recommendations to the hiring supervisor/manager. *See additional link/handout for Successful Search and Screen Committees.*

II. Application Screening (and/or assessment tools and practices)

A. University Staff, Academic Staff & Limited Staff Positions

For most Academic & Limited Staff Positions, a cover letter, resume/vita, references will complete the application.

1. Screening for minimum qualifications, as determined by the position vacancy listing, should occur first.
    a. The screening for minimum qualifications is conducted by two people independently.
        i. If one of the reviewers finds an application meetings minimum qualifications, the applicant is included in the pool for further consideration.
        ii. If both reviewers find that the application does NOT meet minimum qualifications, the applicant does not move forward in the process.

b. Those applicants who do not meet minimum qualifications would not be included in the pool for further review and a notification letter is sent to those applicants. *See sample notification letters (letter templates are located on the SoE Business Office – Human Resources website)*

2. Full application screening for qualified applicants would occur by the committee. This screening would consist of using a screening tool/process based off the PVL to objectively evaluate the application materials to determine which candidates are most qualified to invite for a phone/skype interview.
   a. All committee members should review all applications to maintain equity and fairness in the process. *See additional link/handout for Successful Search and Screen Committees.*

B. Faculty Positions

For Faculty Positions, see the *Faculty Search Process Guide* for more information.

C. Graduate & Student Hourly

For Graduate PA/RA annual positions and Student Hourly position, please see our addendum for hiring graduate annual and student hourly positions.

Interviews

Interviews are used to gather additional and deeper information about a candidate's experiences, knowledge, interest, and competencies as they relate the position duties/responsibilities and organizational goals and needs.

I. Phone/Skype Interviews

Phone/Skype Interviews provide the opportunity to explore a candidate's experiences to the position responsibilities

High Impact Practice:

1. Schedule interviews during the same week, avoid drawing them out over a long period of time; this keeps both interviewers and candidates engaged in the process. Allow for time at the end of each interview for interviewers to complete notes on each interview, this will provide more accurate reflections and information than trying to recall later or confusing interviews. *See sample interview schedules* (*all resources are provided on the SoE Business Office website, Human Resources section)*
2. Interview questions should be geared toward the position duties. Asking questions that have little position relevance leave the candidate confused about the position and organization and yields very little pertinent information to how the candidate will perform the duties of the position.
3. Behavioral interview questions provide more accurate indication of future behaviors and performance than hypothetical or scenario based interview questions. There is a list of behavioral interview questions as a resource. Additionally, the Divisional HR representatives can assist with developing behavioral interview questions.
4. Interview questions need to be set and standard for all candidates so that the committee is able to have a more consistent comparison of candidate experience. Additionally, this will allow for the ability to manage time to allow for introductions, candidate clarification, questions and will maintain a fair and equitable process. Follow up questions to gain further understanding of a candidate's experience and responses are acceptable.
5. When beginning the interview be sure to introduce those that are interviewing, so the candidate will know who is present. Provide an overview of the interview and how much time is available, this provides the candidate with and understanding of the process so they are able to monitor and tailor their answers to time allotted.
6. Keep in mind that the candidates are interviewing us as much as we are interviewing them, we want to put forth our best and realistic perspective of the organization and what it would be like to work within the organization.
7. Remember to keep interview notes professional and focused on the information provided from the interview, these are official documents that can be requested through the Open Records law or subpoenaed for a lawsuit.

and organization's vision, mission and goals (VMG) to continue with the screening process. Interviews need to be conducted in an equitable manner to be able to measure each candidate in a similar manner. As the questions should be created based on the PVL/job duties and responsibilities and also the organization's MVG, each candidate should be asked the same questions; with the exception to follow up questions based on answers provided.

A. We have provided sample interview questions. (*all resources are provided on the SoE Business Office website, Human Resources section)*

B. Upon the conclusion of the interview, the committee should be able to narrow the pool to a select few to move forward to on-campus interviews. Candidates moved forward to the next phase should be deemed able to do the position. The on-campus interview should be an opportunity to allow for others of the organization to meet with the candidate, assess the candidate's experiences and how they align with the organization's mission, vision & values and for the candidate to also learn more about the organization.

C. All committee members should be interviewing all candidates. If a committee member will not be able to attend an interview, you could request to record the interview with the candidate so the missing committee member can still assess the interview. If one committee member will not be able to attend the majority of the interviews, then they should not attend or assess any of the interviews for this phase; they can then return back into the process. This keeps the assessment of candidates' fair and equitable.

II. On-Campus Interviews

A. Generally, for on-campus interviews you will likely bring three candidates for a vacancy; this could range from two to four candidates, depending on your pool. This is not a rule just a general guideline, you should look to the strength of your candidates as to who you invite for an on-campus interview.

1. As you set up the on-campus interview schedule, think about the people, units/departments this position works with most often and who would be good to include during this part of the interview process.
    a. There should be time for the candidate to meet, minimally, with the following:
        i. Supervisor
        ii. Search and Screen committee
        iii. Director/Chair of the department/unit, if appropriate and not the supervisor
        iv. Others in the department/unit (colleagues)
        v. Employees this position may supervise (if applicable)
    b. Other groups/activities that could also be a part of the on-campus interview process:
        i. Collaborative units/departments with SoE or external entities
        ii. Open Forum, could be a Q & A format
        iii. Presentation with a Q & A (this is most applicable if the position will have an aspect of needing to do presentations or similar activity as part of the position)
        iv. Tour (department, building, campus, etc.)
        v. Students
        vi. Breakfast/lunch with a group

2. Provide those who are a part of the interview process to provide feedback. You can use simple to more structured feedback forms. We have provided a few examples (*all resources are provided on the SoE Business Office website, Human Resources section).*

3. Provide each interview group with information about the candidate, remember to redact any personal information such as addresses, phone numbers & email, reference list should not be included. This can be done via email beforehand, however, it is a good idea to have a few hard copies on hand for those that decide to drop in and may not have received the email version.

4. If the location changes throughout the day, be sure to have a host guide the candidate to the various locations and to point out helpful building features such as the restrooms, water fountains, etc.

5. Upon conclusion of the on-campus interviews, the search and screen committee should collect and review the feedback collected for all the candidates and provide an overview and recommendations to the hiring manager/supervisor, based upon how they have requested for that recommendation to be shared. (*see Search and Screening Committees for more information*)

High Impact Practices: In addition to the high impact practices provided under phone/skype interviews, the following are specific to the on-campus interview process. This is the chance to really provide a high-touch experience for the candidates and highlight what is special and exciting about the department/unit, School of Education and UW-Madison.

1. If you have a candidate from out of town; will you be able to offer accommodations, assistance with transportation (flight, etc.), communicate this information up front when offering the invitation. If they are flying in, do they need assistance with getting from the airport to where they are staying?
2. Have a welcome packet available and include their itinerary, information about UW-Madison, SoE, the department/unit, etc. You could even include something such as a giveaway your department/unit may have around that you provide prospective students, etc.
3. Have an interview host, someone that can meet/pick the candidate up from where they are staying or a central location, especially if they are not familiar with campus and guide them to their first interview location. Similarly, will they need assistance after the interview time is complete in returning to where they are staying?
4. If you include a meal during the on-campus interview, be sure to check with the candidate for any food preferences, allergies or needs ahead of time.

Reference checks

Reference checks are an important part of the selection and hiring process, one that at times is skipped; however, they are required for those finalists that are considered for hire. The information gathered from reference checks must be considered along with the rest of the information gathered throughout the screening and interview process.

A. The hiring manager/supervisor should be conducting the reference checks.

B. While a standard set of reference questions should be employed, this is also an opportunity to clarify any areas that may have come up during the interview process that would be helpful to have a reference's point of view. Therefore, having unique questions to each candidate would be appropriate along with the other questions. We have gathered a number of questions that could be used as reference questions. (*all resources are provided on the SoE Business Office website, Human Resources section)*

C. Reference checks can be conducted over the phone, email or in person.

D. If the hiring manager/supervisor will be going off the list of references provided notification to the candidate must be made.

E. Even if you know, have familiarity or the candidate is internal reference check must still be conducted. Far too many times, this step has been bypassed for candidates that have been known and employment issues/concern arose later which may have been indicated through a reference check with a current supervisor.

Job Offer

A. After the hiring manager/supervisor selects the best-qualified candidate, they can move forward with a job offer. Salary is contingent upon what is posted in the PD/PVL.

    1. For University staff, new hires into a title may be hired between the minimum and midpoint rate range for the salary, depending on what was posted on the PD. Similarly, the FTE must be entered in as the hire, as it was posted on the PD for the recruitment.

    2. For Academic & Limited staff, the salary & FTE must be within what is posted in the PVL and within budget approval. The FTE of a position cannot be changed after the fact, without OHR approval and extending the search. (*see Writing a PVL for more information*)

B. Once an offer has been accepted, work with the department administrator/HR manager to continue to move through the remainder of the hiring process.

C. Draft the offer/appointment letter. Templates can be found on the SoE Business Office – Human Resources website. All draft offer/appointment letters must be review by the Assistant Dean for Human Resources for the School of Education prior to being sent to the candidate. A copy of the signed letter must be sent to the Business office/Division HR representative to create the employee's personnel file.

D. Criminal Background Checks

    1. While the expectation is to complete the criminal background check prior to making the job offer, this is not always feasible. Therefore, the criminal background check must be complete before the candidate/new employee begins employment. See the Criminal Background Check policy for more detailed information. http://www.ohr.wisc.edu/CriminalBackgroundCheck/UW-MadisonCriminalBackgroundCheckPolicyUpdatesFinal_14717.pdf

2. The department administrator/HR Manager should enter the CBC request with the Business Office, as soon as the offer is accepted at the following link: http://businessoffice.education.wisc.edu/bo/hr-payroll-benefits/cbc/cbc-request-form

E. The department administrator/HR manager enters the information into JEMS Hire system. Division HR representative will approve once we have confirmed the information and it aligns with the PD/PVL that is entered for that position and there is signed offer/hire letter received.

Closing the Vacancy

Once you have made a successful offer/hire. The search needs to be closed, there are a number of steps that need to be completed.

A. Notification to remaining candidates, those not selected. Candidates may be provided notification throughout the process, especially those that are no longer being considered at various points. There are template letters available on the SoE Business Office – Human Resources website.

B. If you have posted the position through TREMS:
   1. University Staff positions will no longer appear on the university jobs site after the assured consideration date.
   2. Academic Staff/Limited Staff positions can be requested to be removed from the university jobs site, after the assured consideration date, through your Division HR representative.
   3. All updates to candidate status should be made throughout the search process, as demonstrated through TREMS training. Minimally, all candidate information must be updated at the end of the search.

C. Search Records.
   1. All documents used as a part of the recruitment, assessment and selection should be collected and retained upon completion of the search.
   2. Once all records are collected (paper and/or electronic) they must be kept for seven (7) years.
   3. All search records should be kept at the department level including those for University, Faculty, Academic, and Limited Staff vacancies, per guidelines of the records schedule. (https://www.library.wisc.edu/archives/records-management/retention-disposition/general-records-schedules/)
   4. Copies of appointment/offer letters, position descriptions, etc. need to be sent to the Division Business office for the official p-file.

Resources

Resources available through the School of Education Business office:

RAS Hiring Checklist
Faculty Search Guide
Sample Interview Questions
Sample Reference Questions
Template letters
Search and Screen Committee Guide (in development)
Tips for writing a PVL (in development)
Incorporating Diversity and Inclusion into recruitment efforts (in development)

Resources available through the Office of Human Resources:
(*any of these resources should be used as a reference, please first check the SoE versions prior to using the OHR ones. SoE has tailored the OHR templates for our division)*

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/

Office of Human Resources - Training and Development website
https://www.ohrd.wisc.edu/home/