<center>**Options for Staff Recruitment and Assessment**</center>

Recruitment and Assessment Options

It is the Board of Regent's policy to promote the development of university personnel systems that allow UW System institutions to attract, develop, and retain a diverse and highly qualified workforce that will effectively and efficiently pursue the missions of all UW System institutions. These university personnel systems must include merit-based recruitment and assessment policies and practices.

Each UW System institution is responsible for its recruitment and assessment processes consistent with applicable laws and policies. These processes may include:

- Criteria for determining the scope of recruitments (internal v. external)
- Vacancy posting criteria (how, where and how long should vacancies be announced)
- Establishment of screening or assessment criteria (what knowledge, skills and abilities are essential to the specific vacancy)
- Choice of assessment tool(s) (which recruitment tool or combination of tools provides the most effective/efficient screen of the applicant pool)

Scope of Recruitment (Internal and External)
At the beginning of the recruitment process institutions will determine if the recruitment will be an internal or external recruitment as described below.

- **Institution level (internal):** consideration is available only to employees (both those employees with an expectation of continued employment and temporary employees) within the UW System institution.
- **UW System level (internal):** consideration is available to employees (both those employees with an expectation of continued employment and temporary employees) across all UW System institutions.
- **External posting**: consideration is provided to all applicants internal to the UW System as well as outside the UW System.

The recruitment options may occur simultaneously. The order of applicant consideration is determined by each UW System institution's process including determining if a more qualified and diverse applicant pool may be found by broadening the recruitment area. Consistent with equal opportunity and affirmative action goals, an external search would be recommended if the job category is underutilized within the UW System institution.

Staff Assessment Options
Numerous options are appropriate for assessing applicants. For example:

- **Written Assessment:** Develop a short screening tool which includes criteria based on position duties and responsibilities. Per instructions, applicants would detail their experience/training related to the identified criteria. More than one individual who is familiar with the job responsibilities or knowledgeable about the critical aspects of the position would screen the applicant pool.

- **Observational Assessment:** Applicants perform a hands-on task to demonstrate their skill level. Computer-based simulation or manual demonstration may be appropriate, depending

on the position. Examples include a typing test, a customer service phone call scenario, a file organization task, memo composition, software application tests (such as developing an excel spreadsheet), etc.

- **Oral Assessment:** A preliminary phone interview/assessment is conducted which incorporates behavioral interview questions that reveal the extent to which a candidate possesses the core characteristics or competencies desired. Questions are pointed, probing, and more specific than traditional interview questions and geared towards exploring the candidate's demonstrated behaviors in their previous work experience. Instead of asking how a candidate *would* behave, the interviewer would ask how a candidate *did* behave. Behavioral interview questions should be the preferred method of assessment for all interviews – preliminary and final.

- **Security (Police Officer) Candidate Assessment:** Applicants would be required to demonstrate minimum qualifications by obtaining a Law Enforcement Standards Board certification. Additional assessment options might include background checks, personality tests, and physical agility tests.

Continuous Recruitment (suitable for positions with a high turnover rate):
Job vacancies may be posted continuously on the UW System institution website. Applicants complete an initial screening questionnaire, and those applicants considered minimally qualified are interviewed, preferably by a minimum two-person panel. The panel evaluates these applicants further based on job related criteria to determine whether they should become active members of the applicant pool. They may remain in the pool for the next six months (or until it is determined that the applicant pool needs replenishment) at which time the pool expires and the process may be repeated.

Secondary Screens:
If the applicant pool is still large after an initial assessment, secondary screens may be developed and used prior to a final interview process. Examples of secondary screens could include a brief phone interview or utilizing a job expert to rate application materials based on important job requirements in the position description.

Temporary Appointments:
UW System institutions will develop their own recruitment and assessment method for hiring temporary staff.

WiscJobs:
WiscJobs registers may be utilized, at an additional cost to the UW System, for vacancies at UW System institutions. The registers may be 'polled' to obtain interested, eligible candidates. The expanded certification rules within WiscJobs regarding veterans, minorities, women, and handicapped eligible individuals will not be utilized.

Training

Education and training on recruitment and assessment practices will be offered to all human resources staff, supervisors, and appointing authorities. Topics include: development of position descriptions; development of a recruitment plan that ensures diversity of applicants and consideration of affirmative action goals; and interview and assessment processes and criteria. Orientation also will be provided to search and screen committees relevant to their roles in the recruitment and assessment process.