Steps for Hiring Academic, Faculty, Limited or University Staff – After the Position has been Approved and Posted

See "Searching for Excellence & Diversity: A Guide for Search Committee Chairs" a comprehensive handbook that offers best practices for search committees and can assist with creating a diverse hiring pool

1. **Develop Assessment Criteria and Benchmarks:** Hiring administrators are encouraged to use a variety of assessment tools, which include but are not limited to: minimum qualification reviews, work history reviews, résumé reviews, structured interviews, and reference checks. The assessment tools should be created prior to receiving any applications.

2. **Advertise the Position:** Advertising includes many activities, some which can be low or no-cost. In addition to placing advertisements in various sources, hiring administrators and search committees should market the position through other methods such as outreach/community events, conferences, job fairs, and employee referrals.
   - **If REP Required**: The department must advertise sources that are not automatically scraped as indicated on the Recruitment Efforts Plan (REP) form reviewed and approved by the Office for Equity and Diversity (OED).
   - **If No REP Required**: The department may choose to advertise in online publications, newspapers, journals, list serve, etc. in addition to posting of the vacancy on the Employment Website.

For all advertisements, the duties, title, and salary listed, if any, must be consistent with what is stated on the posted PVL/PD. Any additional information can be added at your discretion.

For assistance with current advertising agreements please refer to the Badger Connection (login with NetID is required).

All advertisements must state the following:
"UW-Madison is an affirmative action/equal employment employer and we encourage women, minorities, veterans, and people with disabilities to apply."

In addition, all advertisements must state the following or include a link to the posting on the employment website:
"Unless confidentiality is requested in writing, information regarding applicants must be released upon request. Finalists cannot be guaranteed confidentiality."

3. **Acknowledge receipt of application:** It is important that all applicants are sent an acknowledgment letter or e-mail. When using the applicant tracking system, Talent Recruitment and Engagement Management System (TREMS), an acknowledgement will be system generated. TREMS will also collect the Affirmative Action/Employment Opportunity Data Questionnaire (AADQ) information as part of the application process.

4. **After the application deadline, assess the applicant pool and select the best-qualified:**
   - Review the applications for minimum qualifications (if applicable) and/or screen work history, résumé, or other application materials based on pre-determined, job related and nondiscriminatory criteria and benchmarks.
   - Determine which applicants will be interviewed.

5. **Notify both the finalists and the unsuccessful applicants of their status:**
   - Update applicants' status in TREMS.
   - Communicate through TREMS or outside of the system (email or phone).
   - See the Communication Letter Templates in the Talent Recruitment and Engagement (TRE) Toolkit.

6. **Follow the interview best practices stated in the** "Searching for Excellence & Diversity: A Guide for Search Committee Chairs" or under "Interviewing Resources" in the TRE Toolkit.

7. **Conduct reference checks**: Use the reference check guidelines and resource tools found on the TRE Toolkit.

8. **Complete criminal background check.** Complete appropriate criminal background checks before making a job offer. If a unit cannot complete the check before making the offer, the check must be completed before the candidate begins employment unless the dean or director grants an exception. Activities relating to conducting appropriate criminal and other background checks are governed by the Criminal Background Check policy.

9. **Make a hiring decision:**
   - If faculty, a recommendation typically is made to the Dean for concurrence
   - If the position is an underutilized faculty, limited or academic staff position, an Affirmative Action Review Form (AARF) must be printed from the Forms section on the OED Website and signed by the Chair/Director before an offer can be made.

10. **Send offer letters:**
    - Once the successful applicant is selected, extend offer through TREMS.
    - Offer letters can be found in TREMS or under Appointment Letter Templates in the TRE Toolkit. (Note: A division may have its own offer letter template - check with your divisional HR office.)
    - The offer must be consistent with the title, salary and appointment percentage stated on the position.

11. **Closeout Hire**
    - After a university staff ongoing or fixed-term finite hire is made, a copy of the signed position description and appointment letter must be uploaded into the personnel file via ImageNow or sent to the OHR Personnel Files email: pdocs@ohr.wisc.edu to be scanned into the official personnel file within 30 days of hire.
    - After a faculty, limited or academic staff hire is made, a copy of the PVL and appointment letter must be stored in the division-owned personnel file.

12. Complete Status Events in TREMS:

- Status events indicating when applicants moved to each step of the recruitment process are required for each recruitment. The event date must reflect the date the event occurred.

13. Notify Applicants:

- Correspondence must be sent to all applicants who were not selected.
- Use TREMS or sample letters provided in the Communication Letter Templates on the TRE Toolkit.

Reminders:

- Offer of employment is contingent upon verification of identity and work authorization (I-9) of the successful applicant within **three** days of the work start date
- If you receive a request for the names of the applicants or finalists, go to Appendix 3- Unclassified Search Records Information Sheet for instructions about how to comply
- Documents relating to your recruitment and selection procedures must be retained for six years from the date the position was filled. Refer to the TRE Toolkit for a checklist of documents to include in a recruitment file.

NOTE: If a spouse/partner hire opportunity is needed for faculty, the Dean may contact the Provost to determine if funding is available. For instructions please review Step 5 on the Dual-Careers Checklist. The spousal/partner hire letter must state that the offer is contingent on the original spouse/partner commencing employment.

For questions regarding the Affirmative Action forms, contact the Office for Equity and Diversity (262-2378). For other questions, contact your Dean/Director's office.