




PDG Professional Staff Recruitment Process

New Position or Significant Edits to Existing Position

-  Hiring Manager (**HM**): The lead of the unit hiring the position
 -  Executive Assistant (**EA**) to the unit's lead, or other staff with delegated authority + permissions
 -  Direct Manager (**DM**): The individual in the unit responsible for supervising the position
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Step 1: Approval for Posting

Duration: 2-4 weeks¹

1. After preliminary position approval and planning with AM AVP and UWF Finance & Administration AVP, the **HM** requests the recruitment process, providing the following completed documents to the EA:
 - i. Job Description [*EA can help with drafting/editing the JD, if desired*]
 - Blank UW Facilities job description template
 - All job descriptions stored on SharePoint once complete [*need AM document storage plan for local and central document storage/archive*]
 - ii. [Pro Staff Job Position Description Form](#)
 - iii. Position Request Form [link to the UWF Position Request and Compensation Form (aka "[DocuSign position request form](#)") in Facilities Leader's Toolkit to ensure most current budget fields are displayed]
 - i. The **HM** is responsible for confirming with UWF Finance Assistant Director (Greg M) the correct Cost Center and Resource, and if the fund is GOF, DOF, or Self-Sustaining, and entering the correct information into the Position Request Form [or providing this in email to whomever is filling out the form].
 - The **HM** is responsible for working with Partner Resources (Donna S) to confirm the Min/Max Job Posting Salary Range and to discuss the job description, if needed, to confirm the duties requested match the salary range. Note that the Max should have already been approved by AM AVP and UWF Finance prior to initiating Step 1.
 - **HM** to also check with UW Compensation to ensure that JD doesn't need position review.

¹ Not including approvals, if the position is new. May require additional approvals from UW Compensation and UW Facilities Partner Relations, if job description is new or varies substantially from the last one published for the same Job Profile.

2. The **EA** uploads required hiring documents in DocuSign, include the following approvers:
 - ii. Executive Director
 - iii. Department AVP
 - iv. UWF Director Partner Resources
 - v. UWF Finance Assistant Director
 - vi. UWF Finance Director
 - vii. UWF AVP Finance & Administration

Step 2: Requisition Process

Duration: 2-3 weeks

1. **EA** creates new position (or completes “edit position restrictions” (EPR) in Workday.
 - i. Receives UWF Partner Resources approval.
 - ii. Receives Compensation Approval.
2. **EA** enters requisition in Workday.
 - i. Receives UWF Partner Resources approval.
 - ii. Receives ISC Approval.
3. Workday pushes requisition info to UW Hires HR Partner.
4. UW Hires HR Partner shares draft of requisition with **HM** and **EA** for final approval/posting.
 - i. STOP: reconfirm any hiring restrictions (e.g. who may apply and how long it should be posted).
5. Position is posted on UW Hires.

Step 3: Application Intake and Review

Duration: variable

1. **HM** determines interview panel size and participants, checks for conflicts of interest, and number of interview rounds. **EA** supports coordination, communications, and scheduling of each interview.
 - For non-manager roles a typical process may include 1 (or 2) screening call and 2-tier panel interviews. This may change on a case-by-case basis.
 - Ensure interview panels have a diverse set of perspectives, and backgrounds. Reach out to Partner Resources for assistance, as needed.
 - Each panel should include at least 1 staff external to the hiring unit, within UW Facilities.
 - Final tier panel to include the **HM**.
 - For positions that supervise, an HR representative from Partner Resources must be included on one of the panels.
 - Ensure [Conflicts of Interest \(COI\) in Recruitment guidance](#) is provided.

- Recommend that panelists take [Implicit Bias Training](#).
2. Scoring rubrics [*if available in the unit*].
 3. **HM** delegates the **DM** who will be supervising the role, to:
 - i. Choose the interview question set for all panels/interview tiers.
 - ii. Review the filtered applications², select eligible candidates for interviews and send the shortlist to the **HM** and the **EA**.
 - iii. Act as the Panel Lead for Tier 1 interview.
 - The responsibility of the Panel Lead is to collect comments from the interviewees on the [Interview Summary Form](#) and send it to the **EA**.
 4. **HM** confirms panel setup with **EA**.
 5. **HM** sends an initial email to invite people to participate in the recruitment as panel members **EA** is cc'd.
 - i. Boilerplate in the Appendix: *Letter from HM to prospective panel participants*.
 6. **EA** redacts the applications by covering personally identifiable information (i.e., name, address, contact information), and sends them to the **DM** (**HM** is cc'd)
 - i. Applications are bundled in a consolidated PDF of resumes and cover letters and sent for review on a rolling basis.
 - Applications may not always be redactable, for unit or volume specific reasons. If they are redacted, **EA** will assign a number to each.
 - ii. **EA** bundles by number of applications –e.g., 5, 10, and up to 30, depending on anticipated volume of applicants. Reasons:
 - a) To keep the reviewing manageable for the **DM**.
 - b) To avoid protracting the process and losing competitive candidates.
 - c) UW Hires cannot ensure a consistent schedule for delivering new sets of applications to the hiring unit.
 - iii. **EA** provides a tracking spreadsheet for **DM** to track decision to move or not the candidate forward in the process.
 7. **EA** schedules interviews and shares with the panel the interviewees' materials as well as the questions chosen by the **DM** (**HM** is cc'd).
 - i. **EA** to also prompt for any COIs.
 8. After all rounds of interviews are successfully completed **HM** to notify the **DM** manager of panel alignment and direction to proceed/not-proceed with extending an offer to the candidate.

² Applicants' submissions materials should not be shared with anyone other than the **HM** and **DM** at this stage.

9. If the recommendation is to proceed, the **EA** emails the candidate to ask for 3 references [*at least one supervisor*], gets the **DM** 's availability, and offers several times to the references for a Zoom/Teams call with the **DM**.
10. The **DM** will:
 - i. Conduct three professional reference checks *before making an offer* to the candidate.
 - **NOTE:** three professional reference checks should be completed *before an offer is made* to a candidate and need to include at least one supervisor. Friends and family cannot be used as references.
 - ALL internal UW and UWF candidates require a file check per University policy. **EA** to contact Partner Resources to handle this.
 - ii. Request **HM** approval for a salary offer within the published range.

Step 4: Hiring

Duration: 1-3 weeks

1. Upon **HM** approval of the salary offer, the **EA** will prompt the **DM** for the proposed salary for submission to Partner Resources (Donna S).
 - i. "Offer Approval Request/Salary Justification email": **DM** should provide **EA** with ~5 bullet points to be used in salary justification email; should also specify the offer range – initial offer to candidate and amount they are willing to increase to if needed.
 - ii. UWF AVP Finance & Administration, **HM** and **DM** cc'd.
2. Upon receiving response/approval from Partner Relations, the **EA** enters "Request Approval for Offer" information into UW Hires.

Leave start date blank. Include the following approvers:

 - i. UWF Associate Director, Partner Resources
 - ii. UWF Director Partner Resources
 - iii. UWF AVP Finance & Administration
3. Once the "Request Approval for Offer" is completed and approved by Partner Relations, **DM** calls the candidate to make a **conditional offer**.
 - i. The offer will be conditional/contingent on passing background checks.
 - ii. Salary and start date should also be discussed at this stage; the candidate might counter offer within the published range. The DM would need to discuss this with the HM, if supported.
4. Upon confirmation of acceptance from candidate, **DM** requests **EA** to enter "Department Hire (pre-hire)" in UW Hires and confirms salary and start date with **EA**, per Onboarding SoP.
 - i. Background checks initiated by UW Hires Employment Specialist. After background check comes back, **DM** can reconfirm start date with candidate (for external candidates start date should be at a minimum of ten business days after notification to **EA**).

[Internal/UW candidates: No new background check needed, unless they have never gone through the new type of background check. For internal candidates who work at UW, EA should request Review of Candidate's Official Personnel Record via Partner Resources.]

5. Upon confirmation of acceptance from candidate, **DM** requests **EA** to enter "Department Hire (pre-hire)" in UW Hires and confirms start date with **EA**.
 - i. For external candidates, the start date should be at a minimum one week after notification to **EA**.
6. **EA** emails UW Hires Partner to confirm salary and start date.
7. **EA** instructs candidate to complete online portion after receiving an onboarding email from Workday.
8. UW Hires Partner pushes new hire into Workday. **EA** confirms new hire in Workday.

Step 4: Onboarding

Duration: variable

See unit-specific Standard Operating Procedure (SOP).

NOTE: this document may be edited and updated at any point. Please exercise critical thinking and reach out to Partner Resources leadership with any questions.

Appendix

Letter from HM to prospective panel participants

Dear _____, _____, _____, _____, _____,

I am reaching out to invite you to join our Tier 1 interview panel for a _____ position with _____. The requisition is currently open, and we are reviewing submissions on a rolling basis.

Your involvement would require a commitment to a single 1-hour interview session per candidate, followed by a 10-15 minute debrief. Based on your panel's assessment, candidates may proceed to a Tier 2 interview.

You will hear from **EA**, who will schedule the interviews in the upcoming weeks and provide you with the candidate's resume, cover letter, and DEI statement in advance of the meeting.

At that time, please let me and **EA** know if you believe there might be a conflict of interest that should be disclosed and discussed prior to the interview. Possible conflicts of interest include:

- Panel member is related to an applicant
- Social interaction outside of work
- Outside business together / work together outside the UW
- Consider a friend

For additional guidance on and examples of conflicts of interests in hiring, please see this [Conflicts of Interest in Recruitment document](#).

_____, I would like to designate you as the Panel Lead. Your role as Panel Lead entails gathering feedback from interviewers post-debriefing and transmitting it to **EA** and me. Panel Lead responsibilities are on page 2 and 3 of the [Interview Summary Form](#).

Should you have any inquiries or need clarification on any aspect of this process, please don't hesitate to reach out. Your time and expertise are greatly appreciated, and I look forward to your participation in this crucial phase of our hiring process.