Human Resources Basics

Department of Medicine
Intro to Research Course – Fall 2012
Introduction

- **Presenting:**
  - Chris Neitzel, HR Manager
  - Patrick Hanson, HR Assistant (classified, academic and graduate student recruitments for assigned Divisions)

- **Other HR Staff**
  - Molly Olds (classified, academic and graduate student recruitments for assigned Divisions)
  - Amy Pritchard (faculty recruitments, Visas, EIT, discipline issues)
  - Terri Dolphin (faculty promotions coordinator)
  - Gina Hutzler and Trina Sines (student hourly appts, payroll and benefits)
Presentation Outline:

I. Recruitment and Selection
   ◦ What is a PVL?
   ◦ How do I recruit and interview staff?

II. Performance Management
   ◦ How should I measure employee performance?
   ◦ What do I do if someone is not performing as they should be?
Pre-Recruitment

- Note: **All steps** apply even if you have a particular hire in mind!
- Obtain approval to hire
  - From Division Head, Division Administrator, Supervisor, etc.
- Ensure adequate space (lab/office)
- Ensure adequate funding
- Faculty hire requires “Faculty Recruitment Worksheet”
Pre–Recruitment (continued)

What type of position matches your needs?

UW Employment Categories:

- **Classified** (not direct tie to academic mission)
  - Civil service – Represented and Non–represented
  - Temporary appointments – Project and LTE

- **Unclassified**
  - Faculty – professors, instructors
  - Academic Staff – direct tie to academic mission (scientist, research specialist, research program manager)
  - Employees–In–Training – post grad (post doc trainee, post doc fellow, research associate, research intern)
  - Student Assistants – grad students holding fellowship, scholarship or traineeship, intended to further their education (research assistant)
  - Student Hourly – temporary and/or part–time support
Recruitment – PVL

- Develop a position vacancy listing (PVL):
  - PVL is a job description – includes job responsibilities, skills, knowledge required
  - PVL examples available from DOM HR
  - Visit campus Office of HR to view posted positions

- Complete PVL recruitment form:
  - Find form at:
    [www.ohr.wisc.edu/forms/pvldoc.pdf](http://www.ohr.wisc.edu/forms/pvldoc.pdf)
Recruitment – Posting Periods

- Open Recruitment – PVL Posting Periods:
  - **Faculty**: minimum 2 month posting period
  - **Academic Staff**: minimum 2 week posting period; 4 weeks for certain positions determined by salary max for position
  - Maximum 18 month posting period
  - Reposting required for significant changes

- Offers to hire may **NOT** be made until **after** the posting period deadline has passed
Recruitment – Advertising

- Unclassified/PVL Advertising:
  - All are posted on UW Office of Human Resources (OHR) website at www.ohr.wisc.edu
  - Other advertising may be recommended or required – contact your HR rep and/or refer to the “Search Handbook”
  - Advertising cannot be run until the PVL has been approved by UW OHR
  - Certain information may be required in your ads
  - Bottom line: contact your HR representative for assistance in placing ads!
Recruitment – Reviewing Applicants

- Acknowledge receipt of **all** applications (via letter or email)
- Disseminate Affirmative Action Data Questionnaire (AADQ)
  - Typically a responsibility of the Division’s primary contact for the position or head of the Search Committee
  - Captures data that is required by the UW
- HR will send all of this information to the primary contact listed on the PVL
Selecting finalists for interviewing
- Review applicants after the posting deadline
- Develop selection criteria for ideal candidate
- Use your criteria to rate candidates
- May conduct phone interviews for initial screen based on applicant pool
- Search Committees (group of people involved in hiring decision) are highly recommended – offers a variety of perspective
- Document your decision making!
Recruitment – Interviewing
(continued)

- Imperative that you are knowledgeable about the position & appropriate practices during an interview
- Review the “Search Handbook” at: ohr.wisc.edu/polproced/srchbk/sbkmain.html
- Reminder: During the recruitment process, you represent not only your Division, but also the DOM, the SMPH, and the University
- Affirmative Action “Goals” – provide equal opportunity to individuals regardless of gender, race, age, disability, etc.
Recruitment – Interviewing
(continued)

- **Interview questions**—make sure your questions are effective and legal – ask only questions that are job related
  - Do **not** ask any questions regarding protected characteristics: race, color, national origin, religion, sex (gender), age (over 40), physical disability (including pregnancy, AIDS, and drug/alcohol addiction), marital status, and sexual orientation. If a candidate volunteers information regarding any of these areas, do not probe for more information and do not include it on your evaluation and/or interview notes or use as a basis for your selection.
Recruitment – Interviewing
(continued)

- See handout UW Appropriate/Inappropriate Interview Questions
- Develop an interview questionnaire/guide & ask all candidates the same questions
  - Your follow-up questions may depend on the candidates’ responses
- To inquire about employment eligibility ask canned question: Are you legally authorized to work in the U.S.?
  - If no, you may ask: What is your immigration status
  - If yes, ask: Will you now or in the future require sponsorship for an employment visa?
The “interview” begins as soon as the candidate walks in the door and does not end until she/he leaves. This includes informal sections of the interview (i.e. greeting, conclusion).

Do not ask questions that would not be permissible during the formal interview.
Recruitment – Interviewing
(continued)

- Take **accurate notes** during the interview, note actual responses.
- Investigate any **gaps in employment**
- **Do not make future promises** even if you are only talking in terms of possibilities, i.e., promises of future promotions, rate and title changes, career progression, pay raises, and/or continuing employment
Avoid these pitfalls:

- **Contrast effect**: evaluating a candidate relative to other individuals rather than the job.
- **First impression**: making an initial favorable or unfavorable judgment due to subjective, outside appearances.
- **Halo effect**: making generalizations about a person from only one aspect (education, answer to one question, etc.) and applying to his/her overall qualifications.
- **Similar-to-me**: judging candidates more favorably who are similar to you in attitude, personal characteristics, background, etc.
Recruitment – Interviewing
(continued)

- Base your **hiring decisions** on job-related criteria only; refer to your interview notes and evaluation form; don’t invent new criteria to support subjective preferences
- **Never** make a hiring decision based on a protected characteristic—race, gender, religion, disability, age, etc.
- **Document** your hiring decision with legitimate reasons for every decision
Recruitment – Selection

- Contact your HR rep once you have made a hiring decision
  - May require approval (underutilized, current classified staff)
  - Be aware of privileging and credentialing requirements and timelines
  - International faculty/staff may need work authorization – takes additional processing time
  - Complete reference checks
  - Negotiate the offer (salary, start date, etc.)
  - Inform the finalist that offer is contingent upon completion of a Criminal background check.
Recruitment – Selection

- Notify all applicants of status after the offer is accepted
  - Primary contact or HR will send letters to those applicants not selected
- Appointment letter (prepared by HR)
- Retain all records related to the recruitment and selection process for 6 years
  - May be scanned onto a shared drive within your work area that is backed up by a network DOM server (still kept for 6 years)
Recruitment – Timeline

- PVL approval (1–2 weeks)
- PVL posting/advertising (2 week minimum)
- Interviewing and Selection (3–5 days: depends on reviewer)
- Criminal background check approval (2–5 days)
- HR needs minimum of 8 days from completion of background check to start date
On-Boarding & Orientation

- An effective orientation is crucial to new person’s initial success
- NEO offered every Wed: HR schedules and puts in appointment letter
- Be aware of deadlines! Some in first week of employment
  - Compliance issues
  - Employee benefits deadlines
On-Boarding & Orientation (continued)

- Manager’s orientation responsibilities:
  - Set goals, objectives, work expectations
  - Ensure necessary equipment, supplies, computer sign-on, etc.
  - Introduction to the work environment, co-workers, safety requirements, policies and procedures
Performance Management

- Give immediate feedback
- Pay attention to initial evaluation/probation period
- Document successes and areas for improvement and do it frequently
- Performance evaluations are an expectation for all employees
- Look forward to participating in the performance appraisal process
- Performance must be documented (written) – must contact HR before giving written performance documentation
Performance Management: Unsatisfactory Performance

Investigate possible performance obstacles

- Does the person know **how and what** to do and **why** he/she should do it?
- Does the person know the level of priority?
- Are there positive or negative consequences for good performance?
- Is the person rewarded for non-performance?
- Has he/she received adequate feedback?
- Are there negative consequences for non-performance?
- Are there obstacles beyond their control?
Performance Management: Unsatisfactory Performance (continued)

- Are they unable to perform the job due to their personal limitations?
- Do they have personal issues?
  - Concentrate on work performance
  - Refer to UW Employee Assistance Program (EAP): www.eao.wisc.edu
  - Family Medical Leave Act (FMLA)
  - Unplanned absence: emergency related time off – supervisor’s response a priority
  - Planned absence: personal time off – requires advance notice – supervisor’s discretion
  - Emotional issues: listen but be aware of playing amateur
  - Counselor – refer to EAP
  - Accommodations (ADA) UW Office of Equity & Diversity www.oed.wisc.edu
Can you (the supervisor) answer “yes” to the following questions?

- Did I do everything I could to solve this problem?
- Does the employee know exactly what is expected of him/her?
- Does he/she know how to do the job properly?
- Are there any obstacles in the way?
- Is he/she recognized appropriately when performing as expected?
- Have I told him/her how well or poorly they are doing?
- Can the responsibilities and expectations I have for this job be done by an average person with typical training?
Performance Management: Unsatisfactory Performance (continued)

- Involve HR
- There are specific documentation, notice, and timing requirements in order to end an employment relationship (depends on the type of appointment and the reason for the separation)
- “Just cause” for discipline and dismissal
Conclusion

- Questions or comments?