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New PVL Process & Justification to Hire New Academic Staff for OHR Approval

- OHR change in policy requires justification of all new hires and changes in personnel titles/pay, with DOM and SMPH approval due to the financial impact of COVID
- Note that approval is about 2-4 weeks
  - Geriatrics/HR ➔ DOM ➔ SMPH ➔ OHR
- Sue Carlson and Patrick (DOM HR Partner) on justifications
- Sue will work with each lab to pull together justification for positions needed over next 6 months
  - Includes reference to equity, space/remote, laptops/equipment, funding, need, timeline
  - See the list of items below to build your justification to hire personnel:
    1. Why is it critical to recruit this position at this time?
    2. Describe the vital services being delivered and how it is critical to maintaining essential functions and services at SMPH (e.g., supporting students who are engaged in ongoing classes, supporting clinical operations, conducting vital research, animal care, and maintaining facilities).
    3. How does the position fit specifically into the delivery of those essential services?
    4. Does this position need to be filled now in order to meet the grant aims and deliverables? If yes, explain how/why.
    5. Can other employees in your department absorb and/or can other employees be redeployed to perform this work?
    6. What is the consequence of delay/doing nothing and not posting the position and starting the recruitment now?
    7. How will the work be completed until the position is filled?
    8. Can the person be hired, on boarded and trained to work remotely?
      a. Is this position included in an approved plan for on-campus research?
      b. Have you ordered a laptop for this employee (considering there is a 6-8 week delay in shipments)?
    9. Have there been any position specific furloughs or other reductions in workforce in the department/operational area?
    10. What is the proposed salary and where are the funds coming from? What is the contingency plan if the funding specified becomes insufficient?
- Create a draft PVL for review and have this ready to submit with the justification email:
  - Identify the level(s) of the position you wish to hire, based on lab needs
  - Consider the minimum experience for the main activities of this position
  - Note that positions that are associated with the ADRC through a PI faculty should be worded to recruit for the PI’s lab and grant activities the position will be responsible for performing. ADRC language will be noted at the end Position Summary section of the PVL:
    - The School of Medicine and Public Health and the Wisconsin Alzheimer’s Disease Research Center have a deep and profound commitment to diversity both as an end in itself but, also as a valuable means for eliminating health disparities. As such, we strongly encourage applications from candidates who foster and promote the values of diversity and inclusion.
PVL Recruitment Process for Academic Staff

- There are some modifications to the PVL recruitment process once a position is approved by SMPH/DOM/OHR
- DOM HR will provide updated information on the recruitment process for your open PVLs
  - Follow the guidance of DOM HR to recruit your open position
  - If you have questions, please contact DOM HR

Offer Process to Final PVL Academic Staff Candidate

   a. The candidate’s current supervisor (or last supervisor, if unemployed) must be within the reference checks that you speak with and document
2. Complete all PVL required documentation in Box.
3. Send email to Patrick Hanson and Sue Carlson with:
   a. Final candidate’s CV
   b. Justification of why the final candidate is a good fit for position
   c. Recommended official title
   d. Salary
      - Desired salary from candidate and reasoning provided by candidate
      - Your recommended salary for the candidate
   e. Recommended start date
   f. Confirmation of remote onboarding plan and that laptop has been ordered. Provide delivery date of laptop to align with recommended start date.
   g. Location and office location on campus and % effort on campus post-COVID
      1) First confirm space assignment for on-campus work according to the SMPH Restart Research process HERE
   h. Funding string and % effort (pre-approved by post-award accountant for sufficient funding for new and all current employees on the same funding)
      1) Before you send your email, confirm with your post-award accountant:
         a) That the funding string is in positive balance
         b) That there is sufficient funding for the PVL at your recommended salary + fringe for a full year
   i. Name a peer partner for your final candidate
   j. Identify the current supervisor’s name and contact information, so that Patrick Hanson can contact this person per DOM HR and UW-Madison campus procedures
4. Pause to obtain approval from both Patrick and Sue before contacting final candidate to make offer.
Post OHR Approval Process & Next Steps for New Academic Staff Hires

- Patrick Hanson will send the offer letter for review, along with the onboarding checklist
- If the new staff hire will be working in direct contact with research participants, please reference the TB Testing instructions HERE
- Complete the appropriate Restart Research form(s) HERE
- Complete the UW Health Badge form HERE, if the new staff hire will be working within the hospital space
- Complete the Health Link information HERE, if the new staff hire will need UW Health Epic access

Justification of Salary and/or Title Changes for Existing Academic Staff

1. Why is it critical to provide a title change or salary change for your employee at this time? Note that a 1-year service anniversary is insufficient justification to put forward a request.
2. Is the title change or salary change related to:
   a. Change in duties
   b. Equity
   c. Retention
   d. Promotion/Progression
   e. Performance
   f. Other
3. Write a descriptive summary to support your request, justifying the reason selected from #2 above.
4. Does this change need to occur now? If yes, explain why with sufficient details that support the change.
5. Given that OHR approvals for salary/title changes for existing personnel may or may not be approved and may take an unknown timeframe for being considered, what is the impact without approval for the change?
6. If this involves a salary change, what funding and % effort will support this (with pre-approval and guidance from your post award accountant that the funding is in a positive balance and has sufficient funding to cover the increase)?
7. Have there been any position specific furloughs or other reductions in workforce in the department/operational area?
8. Guidance will be given from Patrick Hanson, with input from Sue Carlson after equity across Geriatrics and possibly DOM and SMPH for this same position and years of experience. Pause to have a discussion on this guidance.
9. Once a final determination has been made, complete this form here and obtain approval signature from Sue Carlson on form: https://www.medicine.wisc.edu/sites/default/files/rate-title_request_form_2015.pdf.
10. Wait for the formal notification from Patrick Hanson and approval from him to notify your staff member of the change, since the time frame from approval to processing the change may take significant time.
Process to Justify and Recruit Students for OHR Approval

- All student hires require addressing the list of questions below:
  1. Why is it critical to recruit this position at this time?
  2. Describe the vital services being delivered and how it is critical to maintaining essential functions and services at SMPH (e.g., supporting students who are engaged in ongoing classes, supporting clinical operations, conducting vital research, animal care, and maintaining facilities).
  3. How does the position fit specifically into the delivery of those essential services?
  4. Does this position need to be filled now in order to meet the grant aims and deliverables? If yes, explain how/why.
  5. Can other employees in your department absorb and/or can other employees be redeployed to perform this work?
  6. What is the consequence of delay/doing nothing and not posting the position and starting the recruitment now?
  7. How will the work be completed until the position is filled?
  8. Can the person be hired, onboarded and trained to work remotely?
     a. Is this position included in an approved plan for on-campus research?
     b. Have you ordered a laptop for this employee (considering there is a 6-8 week delay in shipments)?
  9. Have there been any position specific furloughs or other reductions in workforce in the department/operational area?
     a. If you are replacing a student who departed, please include the name of the student and the student’s last day
     b. If you will be replacing a student who will be departing and are planning to hire for an overlap to train the new student, please include the name of the student who will be departing and their planned last day
  10. What is the proposed salary and where are the funds coming from? What is the contingency plan if the funding specified becomes insufficient?

- Send email with the above information to Patrick Hanson and Sue Carlson for review and approval.
Process to Hire Students Post OHR Approval

- Once approval from Patrick and Sue is provided:
  - If a Student position needs to be posted, complete the online student job form: https://studentjobs.wisc.edu/postuw/
    - Sue Carlson should be named as the First Divisional Approval
    - Patrick Hanson should be named as the HR Approval
  - If candidate is already identified or once candidate is identified, complete these forms:
    - Student agreement form: https://uwmadison.app.box.com/s/cs3h4nzu5j8h9aweuxwhuubjs78pzos6
    - Note that any changes to pre-approved student pay needs to be discussed and approved by Sue Carlson
- If the student will be working in direct contact with research participants, please reference the TB Testing instructions HERE
- Complete the appropriate Restart Research form(s) HERE
- Complete the UW Health Badge form HERE, if the student will be working within the hospital space
- Complete the Health Link information HERE, if the new staff hire will need UW Health Epic access

Justification of Hourly Rate Increase for Existing Student Hires

1. Why is it critical to provide an hourly rate increase for your student hire at this time?
   a. Note that a 1-year service anniversary is insufficient justification to put forward a request.
   b. If the request is due to a number of years that the student has been at the same hourly rate, indicate why there was not a justification made prior to this time to request an increase? Note that the time frame alone is not justification to increase the hourly rate.
2. Write a descriptive summary to support your request, justifying the reason for the increase.
3. Does this change need to occur now? If yes, explain why with sufficient details that support the change.
4. Given that OHR approvals existing student hire hourly rate increases may or may not be approved and may take an unknown timeframe for being considered, what is the impact without approval for the change?
5. What funding and % effort will support this (with pre-approval and guidance from your post award accountant that the funding is in a positive balance and has sufficient funding to cover the increase)?
6. Have there been any position specific furloughs or other reductions in workforce in the department/operational area?

7. Guidance will be given from Patrick Hanson, with input from Sue Carlson after equity across Geriatrics and possibly DOM and SMPH for this same position and years of experience. Pause to have a discussion on this guidance.

8. Once approval has been given by OHR, any changes to student hires need to be approved by Sue Carlson using this form: https://www.medicine.wisc.edu/sites/default/files/Student-Hourly-Change-Form-rev-2019.pdf.

9. Wait for the formal notification from Patrick Hanson and approval from him to notify your staff member of the change, since the time frame from approval to processing the change may take significant time.