

## RECRUITMENT AND SELECTION

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### RECRUITMENT SUMMARY

Wake Forest University's recruitment and selection policy is designed to provide a fair and equitable process which is compliant with applicable laws and regulations and results in hiring decisions that are based on a candidate's knowledge, skills, and abilities and consistent with requirements of a given job description. The recruitment, hiring, and selection process includes the following priorities:

- To identify, attract, and retain qualified and diverse candidates
- To encourage the career growth of current staff
- To provide assistance to dual-career candidate
- To give opportunity to qualified Wake Forest University staff – particularly those who are affected by a position elimination or return-to-work due to worker's compensation

Wake Forest University is committed to diversity, inclusion, academic freedom and the spirit of Pro Humanitate. In adherence with applicable laws and as provided by University policies, the University prohibits discrimination in its employment practices and its educational programs and activities on the basis of race, color, religion, national origin, sex, age, sexual orientation, gender identity and expression, genetic information, disability and veteran status.

The employment relationship between the University and the staff is by mutual consent (employment-at-will) and may be terminated by either the staff or the University at any time with or without cause.

Information on the recruitment process, including job posting procedures, interviewing guidelines, salary information, background screening processes and consultation services are available upon request through Human Resources.

### POSTINGS

Staff positions that are benefits-eligible must be posted using Workday including:

- New and replacement positions (full and part-time)
- Inter/intra-departmental transfers
- Promotions into existing positions
- Temporary to permanent positions

*Positions should be posted for a minimum of three days. Postings may be listed as internal only for current WFU employees. Internal employees must apply through the career worklet in Workday.*

Prior to verbally extending an offer of employment, three professional reference checks should be completed. In addition, approval by reviewers (to include Budget Office) through the applicant tracking system is required.

## **EMPLOYMENT DRUG SCREENING AND BACKGROUND CHECKS**

All candidates selected for staff employment must undergo and successfully complete a drug screen within two business days of notification as a condition for employment. If, based upon this evaluation, the candidate is deemed to be ineligible for employment; Human Resources will notify the department. A candidate who fails the drug test may reapply for an open position after a period of six months.

Staff candidates (and faculty with a hire date on or after January 1, 2016) are also subject to a comprehensive background check that may include verification of prior employment and/or education, as well as criminal, driving, and credit histories. The nature of the background checks depend on the duties of the position offered to the candidate. A decision will be made as to whether to deny employment based on the background check results with considerations given to the following: how long ago the conviction occurred, the nature of conviction, the relevance to the job responsibilities, and the potential risk to the University as determined in the discretion of the University. Moreover, in honor of the University's strong commitment to academic freedom, the background screening process will not be used to discriminate against candidates for employment on the basis of political persuasion or intellectual viewpoints.

Candidates will not be allowed to begin work prior to the successful completion of the drug screen and background check, as applicable. In the rare circumstance where a Faculty member is hired to teach, and classes start before the results of the background check are received, reviewed and a determination is able to be made as to the Faculty member's eligibility for employment, the Office of the Provost has the authority to make an exception and allow the Faculty member to commence teaching, upon the Faculty member's execution of an agreement indicating the understanding that if the Background Check results in the decision that the Faculty member is not eligible to be employed, the Faculty member will be notified immediately and employment will be terminated immediately without any recourse against the University for any costs or expenses incurred or for any injury or damages that are claimed to have been incurred. Faculty who have a break in service must consent to a background check when they return, as outlined herein.

Following the completion of an initial background check, there is an affirmative duty for all faculty and staff to notify the University of new arrests and the disposition of any outstanding charges within three (3) business days of such occurrences.

All University employees, volunteers, interns, and University students (both undergraduate and graduate) must successfully complete a criminal background check prior to working with minors in a planned and/or regular event on University property. Such events include, but are not limited to, camps, internships, clubs, workshops, lessons, team practices, or tours. The University sponsoring department is responsible for paying for the required background checks. Further information about working with minors is located in the Protection of Minors policy.

Additional considerations:

- Employees selected for promotion or transfer may be subject to additional background checks depending on the duties of the new position.
- If a regular or temporary employee transitions into a position that has fiscal responsibility or involves driving a WFU vehicle, a credit screen and/or driving record may be required.
- Rehires or individuals who have been separated or had a break in service from the University for longer than one year must be rescreened with the exception of adjunct faculty who have been separated or had a break in service from the University for more than two years must be rescreened.

## **DOCUMENT RETENTION**

All hiring documentation, including employment applications, resumes, and search committee records should be retained for a minimum of five years after termination. Faculty curriculum vitae should be retained indefinitely.

## **PROMOTIONS AND TRANSFERS**

To assist and retain talent within the University, managers and supervisors are encouraged to develop career paths and succession plans to provide staff employees the opportunity for career growth and advancement.

Expressing an interest in a transfer or promotion within the University will not adversely affect a staff employee's current employment. Information regarding an internal candidate should remain confidential.

Managers should post an opening before an individual is transferred or promoted to a new position. Staff positions that are benefits-eligible should be posted, including:

- New and replacement positions (full and part-time)
- Inter/intra-departmental transfers
- Promotions into existing positions
- Temporary to permanent positions

Prior to verbally extending an offer of employment, approval is required by reviewers (to include Budget Office) through Workday.

## **PROMOTIONS**

Employees advance from their current role to the next level in the organization. The incumbent demonstrates an aptitude for increased responsibilities required for a more advanced role. A person ready for promotion must master the skills of the current role and demonstrate potential to succeed in a role with larger scope. Promotions may occur within the employee's current department or a different department within the University.

## **INTRA/INTERDEPARTMENTAL TRANSFERS**

An employee moves into a role that is comparable to their previous position. Transfers may occur within the employee's current department or a different department within the University.

Human Resources is also available to provide guidance on position descriptions and appropriate salary ranges.

## **ELIGIBILITY**

The following list details the requirements for staff employees' promotions and transfers:

- Actively employed at Wake Forest University
- Completed a minimum of 12 months of successful performance in a position before becoming eligible to transfer or be promoted to another position at the University (exceptions to this 12-month requirement may be made by current department)
- Meets minimum job qualifications for the position
- Has not received a formal, written corrective action within the last six months of employment (Hiring Managers are encouraged to review staff employee's personnel file prior to proceeding with an offer)

## **INTRODUCTORY PERIOD**

When a staff employee is hired or changes positions at the University, the staff employee will serve a three-month introductory period. This period starts on the day of hire or the date of the change in position and lasts until the staff employee has completed the three-month period. During this time, the manager should determine whether or not the employee is meeting expectations and complete the Three Month Performance Review Form.

The employment relationship between the University and the staff is by mutual consent (employment-at-will) and may be terminated by either the staff or the University at any time with or without cause.

## **EMPLOYMENT OF MINORS**

In North Carolina, individuals under age 18 are considered minors for purposes of employment and may not be employed in any capacity without a Youth Employment Certificate approved by the Department of Social Services.

- It is the policy of the University that minors who are hired must be 16 years of age or older.
- Minors are required to successfully complete a background check and drug screen as a condition for employment
- Minors may not work at hazardous occupations as defined by the U.S. Department of Labor or by the state Commission of Labor.

Forms to be completed by every temporary employee prior to beginning work include federal and state tax withholding forms, the federal Employment Eligibility Verification (which requires proof of identity and employment eligibility, such as driver's license and social security card or birth certificate), the University safety policy acknowledgment, and an employment information sheet.

In addition to the forms identified above, minor employees must have an approved Youth Employment Certificate, a signed Consent for Medical Treatment of a Minor, and a Consent for Release of Drug-Screen Results on file with Human Resources before being allowed to work. These forms are to be completed as follows:

- The minor must visit Human Resources to obtain a Youth Employment Certificate form.
- The minor must provide all personal information required by the form.
- A Human Resources representative must provide the job description, employer information, and Employer's Signature.
- The parent/guardian must read and sign the form.

- The minor must appear in person at an office of the Department of Social Services to present proof of age (birth certificate, driver's license or learner's permit) and to sign the Youth Employment Certificate.
- The Department of Social Services will then approve the form and give the minor a copy, which the minor must then return to Human Resources before beginning employment.
- The Consent for Medical Treatment of a Minor must be read and completed by the youth and by the parent/legal guardian and then returned to Human Resources.
- The Consent for Release of Drug-Screen Results, allowing Human Resources to disclose the results of the minor's pre-employment drug-screen to the minor's parent/legal guardian, must be read and signed by the minor prior to the completion of the drug screen.