



WISCONSIN STATE FAIR PARK RECRUITMENT & SELECTION POLICY

I. PURPOSE

Wisconsin State Fair Park (WSFP) seeks to attract the best-qualified candidates to support the [mission](#) of the Fair Park and who respect and promote excellence through diversity. The purpose of this policy is to provide the process by which all positions are to be filled from the onset of a position vacancy through the onboarding of a new hire. This process will be managed by the Human Resources (HR) Department and delegated as necessary to the hiring supervisor.

II. DEFINITIONS

Dually-Appointed LTE: A person appointed to work in two simultaneous LTE positions at WSFP for a minimum of at least 1,044 hours annually and to whom expanded, but not full, fringe benefits are offered. Dually-Appointed LTEs are considered Year-Round LTEs, when referenced, for purposes of recruitment

Fair Only LTE: A person appointed to an LTE position for the Fair Period only, as defined, plus any department-specific setup, orientation and/or cleanup days

Fair Period: Annually the 11-day period of the Wisconsin State Fair (Fair) that commences on the Thursday immediately preceding the first Friday in August and concludes on a Sunday.

Fair Planning LTE: A person appointed to an LTE position for the Fair Planning Period, as defined, whose primary responsibilities rest with planning a program or function of the annual Wisconsin State Fair

Fair Planning Period: Annually the period during which most departments' activities and goals are focused on ramping up for and producing the annual Wisconsin State Fair, from late spring through mid- to late-August

Hiring Supervisor: The staff member with the authority to make hiring decisions for a department. Hiring Supervisors are only *Permanent or Dually-Appointed LTE* staff and are *not* single LTE staff. While some recruitment and selection activities may be delegated by the hiring supervisor, he/she is ultimately responsible for recruitment and selection of all subordinate staff and thus, the only one who can approve and sign appropriate Human Resources-related documents (referenced in this policy)

Internal Recruitment: The recruitment of individuals from within the organization for a vacancy

Limited Term Employment (LTE): Employment in which the nature and conditions do not permit attainment of permanent status and filled by a Limited Term Employee (LTE)

Open Recruitment: The recruitment of individuals from within or outside the organization for a vacancy

Permanent: A position assigned a position number from the state legislature with full fringe benefits package

Position: For purposes of this policy only, a group of duties and responsibilities which require the services of an employee on a part-time or full-time basis as either a permanent or year-round LTE.

Position Description (PD): A structured statement describing the components of a position at full performance level. A complete PD clearly specifies the goals or results which the employee is expected to achieve and significant worker activity or job task the employee must completely perform

Position Requisition: The HR-approved form used to request to fill a vacancy and thus, initiate the recruitment and selection process for all position vacancies

Vacancy: For purposes of this policy only, a position, as stated above, that is unfilled or unoccupied

Year-Round LTE: An LTE position that requires the services of an employee on a year-round basis or in any period outside of the Fair Planning Period. Year-Round is usually considered an anticipated period of at least six-months. This typically includes non-Fair event season positions (that may also be used during the Fair event) but would not include Fair Only or Fair Planning LTEs

III. SCOPE OF POLICY

This policy covers all activities of the recruitment and selection process for all vacant positions. For the policy to be effective, it is essential that any employee involved in any aspect of the recruitment and/or selection of staff is fully aware of and adheres to this policy. Portions of this policy may be modified as needed by the approval of Human Resources only.

IV. ORGANIZATIONAL ASSESSMENT

WSFP fulfills its mission through the successful operation of key program areas in line with its strategic direction. At times, this requires an organizational assessment to identify ways to enhance operational effectiveness, improve teamwork, and align structural and human capital components. This includes a periodic review of a department's processes, work environment, and organizational structure to determine how jobs are defined and processes structured. This assessment may be conducted at any point throughout the year (for instance, when a major programmatic change warrants it) and should always be conducted when a position is vacated within a department or there is a significant change in program or goals.

A. New Positions

When a mid-year organizational assessment (not due to the vacancy of a position) determines a new set of job duties are required and the best option to fulfill those job duties is through the creation of a new position not currently existing in the department or organization, the hiring supervisor will follow the below process:

1. Draft an appropriate position description using the [Position Description Template](#) in line with current WSFP standards, consulting with Human Resources as needed in the drafting
2. Submit draft of the PD to Human Resources for review
3. Human Resources will consult with the hiring supervisor as needed in finalizing the PD through a job analysis to identify core goals and tasks of the position and person specification (knowledge, skills and abilities; physical requirements; licensures; etc.)
4. Human Resources will determine appropriate alignment of the position with either the WSFP LTE Classification Plan or the Permanent Classification Plan for appropriate compensation provisions
5. After approval by Human Resources, supervisor will proceed to follow the steps to fill the position under Section V. of this policy

B. Current/Existing Positions

When a current position becomes vacant through attrition, the supervisor should review the duties and responsibilities assigned to that position to determine their current applicability. This assessment should take into account the department's structure, its overall mission and strategic direction and whether any or all duties and responsibilities could be streamlined, shifted to other filled positions within the department (or organization) or eliminated. The supervisor will take one of the following steps at the conclusion of the assessment:

1. If the duties and responsibilities can be reallocated to current employees within the department or organization, the supervisor will submit to Human Resources an updated position description for each current employee affected by the reallocated duties. If the vacated position is permanent, the position number will be placed back into the organization's position pool.
2. If the duties and responsibilities change significantly from the recently vacated position and cannot be reallocated but rather require the service of an employee to perform them, the position will be considered a new position per Section IV.A above and the supervisor will follow the steps outlined to fill it.
3. If the duties and responsibilities remain relatively unchanged, the position shall be considered a replacement and the supervisor will proceed to follow the steps to fill the position under Section V. of this policy.

V. POSITION REQUISITION AND APPROVAL

When determined that a position is needed to be filled, the hiring supervisor will complete a [Position Requisition](#) form to initiate a request to fill the position and attach an approved position description. The form and attached PD must be reviewed, approved and submitted according to below depending on the type of position:

- Fair Planning or Fair Only LTE: Hiring Supervisor → Human Resources
- Year-Round LTE: Hiring Supervisor → Department Head → Human Resources
- Permanent or Dually-Appointed LTE: Hiring Supervisor → Dept. Head → CEO → Human Resources

If the Position Requisition is denied at any point, a copy of the denial will be returned to the hiring supervisor with the original submitted to Human Resources.

If approved, Human Resources will assign a requisition number and proceed to work with the hiring supervisor on a Recruitment Plan, if requested, in line with Section VII of this policy.

VI. RECRUITMENT PRINCIPLES

WSFP recognizes that a diversified and talented workforce contributes to its mission of serving the diverse population of the Milwaukee region and Wisconsin as a whole. As an organization, we adhere to the following principles during recruitment:

- WSFP values the talent of our current employees and will therefore provide every employee the opportunity to apply for positions approved for recruitment
- WSFP will seek to recruit the best candidate for the job based on merit and the recruitment and selection process should ensure only the candidate best suited for the job and organization is retained
- WSFP values diversity and makes every effort to reach a diverse audience in the open recruitment of a vacancy
- WSFP considers each employee a very important member of the “Fair Family” and recognizes that sometimes our current employees are our best source in the recruitment of talent. We therefore encourage employees to refer any open recruitment to family and friends who are qualified for a position (see Section XI for exceptions). Selection is based on merit only and not relationship to any current employee
- WSFP adheres to the tenets of sound Equal Employment Opportunity/ Affirmative Action (EEO/AA) principles as outlined in its [EEO/AA Policy](#)
- WSFP is committed to providing reasonable accommodations for qualified persons with disabilities in accordance with its [Reasonable Accommodations Policy](#)
- WSFP will conduct recruitment and selection in compliance with applicable employment laws

VII. RECRUITMENT PROCESS

When a position has been approved and assigned a requisition number, Human Resources and the hiring supervisor will establish a Recruitment Plan, if needed, in line with the steps outlined below.

A. Internal Recruitment

Permanent and Year-Round LTE Positions Only: At a minimum, all vacancies approved for recruitment will be posted internally to WSFP employees on WSFP’s Employment Page for a minimum of seven (7) calendar days.

Fair Planning and Fair Only LTE Positions Only: Vacancies are not required to be posted internally, but should a recruitment plan indicate an internal recruitment, the process for Permanent and Year-Round LTE Positions will be followed.

B. Open Recruitment

Permanent and Year-Round LTE Positions Only: A hiring supervisor may choose to announce the vacancy externally to candidates outside the organization to broaden the applicant pool via an open recruitment in one of the following manners:

1. Announced at the same time and for the same period as an internal recruitment
2. Announced after an internal recruitment announcement period has closed and which netted no internal candidates
3. Announced after an internal recruitment closed and the hiring supervisor wishes to further broaden the applicant pool

All open recruitments will be posted for a minimum of seven (7) calendar days.

Fair Planning and Fair Only LTE Positions Only: Hiring Supervisors are delegated the authority to recruit as they see fit for Fair Planning and Fair Only LTE positions in compliance with this policy and applicable laws. This could include word-of-mouth advertising, employee referrals, targeted recruitments (at high schools, colleges, job centers, etc.). Should a Hiring Supervisor wish to announce the vacancy externally through Human Resources, the process for Permanent and Year-Round LTE positions will be followed.

A hiring supervisor recruiting to fill more than one opening for the same position/duties may choose to post an open-ended recruitment with no application deadline until such time that all openings are filled.

In addition, any job posting, flyer, advertisement, etc. needed by the hiring supervisor for either a targeted recruitment or open recruitment must be created and placed by the Human Resources Department only, per Section VII.C of this policy below. Open-ended recruitments will be announced as such.

C. Posting/Advertising

All formal job announcements, postings, advertisements, etc. for positions will be placed by the Human Resources Department only and must include a notification that a criminal background check will be conducted, in accordance with our Criminal Background Check Policy. HR and the hiring supervisor will work together in creating an announcement, but only HR can announce, post or advertise the position. All positions will be posted on WSFP's Employment web page here. Additional potential sources of recruitment include:

- Wisc.Jobs – the employment site for State of Wisconsin public employment
- Newspaper/online newspaper
- Trade publications/websites specific to the profession
- Paid online recruitment services
- Dedicated recruitment agency services
- Employee referral
- Free internet resources, including, but not limited to:
 - IAFE
 - LinkedIn
 - Facebook
 - Twitter

Exception: Word-of-mouth or employee referral recruitments for Fair Planning and Fair Only LTE positions are exempt, but any formal job announcement, flyer, posting, etc. needed for targeted recruitments or mass distribution must be created and placed by Human Resources.

D. Receiving Applications

All application materials used to pre-screen candidates for employment must be approved by Human Resources prior to use (this includes any supplemental materials used by departments in addition to the standard Employment Application).

1. Permanent and Dually-Appointed LTE Positions: All application materials for permanent and dually-appointed LTE positions will be submitted to the Human Resources Department.
2. Single LTE Positions: All application materials for single LTE positions will be submitted to either the hiring supervisor or the HR Department, as determined in the recruitment plan.
3. Fair Planning and Fair Only LTE Positions: The hiring supervisor is delegated the responsibility to receive and manage all application materials for Fair Planning and Fair Only LTEs in accordance with the recruitment plan and any instructions on job announcements placed by HR, unless other arrangements are made with HR approval.

VIII. **SELECTION PROCESS**

When the recruitment period for a position has closed, Human Resources and/or the hiring supervisor will proceed to the selection process to select the most qualified candidate for employment with WSFP.

A. Application Review

1. Permanent and Dually-Appointed LTE Positions: Human Resources will review application materials and determine the initial list of candidates who meet the minimum qualifications to proceed in the recruitment process. Human Resources will then send the application materials for those identified to the hiring supervisor. Application materials will be “blinded” with identifying information redacted to eliminate any unintended bias and to promote a fair process. The hiring supervisor will then determine the most appropriate candidates for interviewing from that list and inform Human Resources to initiate the interview process phase.
2. Single LTE Positions: If Human Resources is charged with receipt of application materials, they will follow the steps outlined in Section VIII.A.1 of this policy. “Blinding” of application materials will not be required unless agreed upon in the recruitment plan. If the hiring supervisor is charged with receipt of application materials, he/she will determine those candidates most qualified for interviewing and make contact with them to arrange interviews.
3. Fair Planning and Fair Only LTE Positions: The hiring supervisor is delegated the responsibility to receive all application materials, unless other arrangements are made with HR approval. He/she will therefore determine those candidates most qualified for interviewing and make contact with them to arrange interviews. For those open-ended recruitments to fill multiple openings of the same position, the hiring supervisor may begin reviewing materials as soon as they’re received.
4. If the recruitment for a Permanent and Year-Round LTE Position (or any Fair Planning/Fair Only recruitment managed by HR) netted no qualified applicants to move forward to the interview process, the hiring supervisor can work with HR to extend the posting and/or revise the recruitment plan, if necessary.

If the recruitment for a Fair Planning or Fair Only Position netted no qualified applicants to move forward to the interview process, the hiring supervisor will take the necessary steps to change recruitment methods, procedures, etc. or work with Human Resources to review the recruitment plan and/or formalize a job announcement, flyer or posting.

B. Interview Process

Interviews will be conducted timely and efficiently after the close of the recruitment period. Interviews for Permanent and Dually-Appointed LTE Positions will *not* be conducted until after the recruitment period has closed.

Interviews for Year-Round Single LTE Positions may be conducted while the recruitment period is still open, but in no circumstance will an offer be made prior the application deadline. In those cases where interviews for single LTE positions commence prior the application deadline, candidates who still apply by the deadline must be given due consideration for an interview if equally qualified.

Interviews for Fair Planning and Fair Only LTE Positions may be conducted while the recruitment period is still open, but if there is only one opening for a particular position, the hiring supervisor will follow the interview process above for Single LTE Positions. If multiple openings are available for the same position and the application deadline is open-ended, the supervisor may interview until all openings are filled.

Interviews will be conducted in accordance with the following:

1. Human Resources will be responsible for scheduling candidates for interviews for all Permanent and Dually-Appointed LTE Positions while either Human Resources or the hiring supervisor may schedule interviews for single LTE positions.
2. Initial phone interviews may be conducted by Human Resources or the hiring supervisor to determine which candidates are suitable for an on-site interview for Permanent and Year-Round LTE Positions. This is optional with the decision left to the hiring supervisor and may be used in instances where a large number of qualified candidates surfaced in the recruitment process.
3. In-person interviews shall be conducted for all Permanent and Year-Round LTE Positions, unless another arrangement may be needed (such as for long-distance candidates).
4. In-person interviews for Permanent and Dually-Appointed LTE Positions will be conducted by a panel of at least two people, one of whom should be the hiring supervisor, approved by HR at least two (2) days prior the interview and in accordance with our [Balanced Panel Policy](#).
5. Interviews for Fair Planning and Fair Only LTE Positions may be conducted in person at WSFP or off-site at job centers, job fairs, schools, etc. as deemed necessary by the hiring supervisor or HR.
6. In-person interviews for Single, Fair Planning and Fair Only LTE Positions shall strive to utilize a balanced panel of at least two people, one of whom should be the hiring supervisor, but may be conducted by the hiring supervisor, or delegated lead worker, only if obtaining a panel would greatly inhibit the timely and efficient conduction of interviews. In this case, the hiring supervisor will document in the recruitment file the efforts taken to ensure a balanced panel.
7. Interview questions should be based primarily on core job duties and the structure of the interview should be consistently applied to all candidates. Questions should avoid bias and discrimination. See the [WSFP Interview & Selection Guide](#) on the Employee web portal [here](#).
8. Interview questions for Permanent and Dually-Appointed LTE Positions must be approved by Human Resources at least two (2) days prior to conducting interviews.
9. All interview panel members should be aware of the [WSFP Interview & Selection Guide](#) to help prevent any allegations of discrimination during the interview process.

A second round of interviews may be needed to narrow down the field of candidates to one or two strong contenders. In this case, the steps above shall be repeated and the interview panel shall, at a minimum, contain the original members.

C. Candidate Selection

When the interview process has determined a preferred candidate well suited to employment by WSFP, the hiring manager and/or Human Resources will conduct reference checks. If more than one candidate (usually no more than two) could be considered a preferred candidate suited to employment by WSFP, a reference check may help solidify whom the top candidate may be. If reference checks confirm the preferred candidate is well suited to employment, a background check will be required.

While reference checks are a highly recommended tool in the selection process and required for all Permanent and Dually-Appointed LTE Position recruitments, they are not required for Single, Fair Planning or Fair Only LTE Position recruitments.

D. Background Check

Any preferred candidate considered for employment with WSFP will be subject to a criminal background check in accordance with WSFP's [Criminal Background Check Policy](#). The hiring supervisor or Human Resources will contact the preferred candidate to initiate the criminal background check process per Section VII of the [Criminal Background Check Policy](#) (see [Applicant Disclosure Form](#))

There is no exception to the Criminal Background Check Policy for any candidate.

E. Approving the Hire and Salary

Upon successful completion of a background check, the hiring supervisor will do one of the following:

1. For Permanent and Dually-Appointed LTE Positions, work with Human Resources to complete a Hire & Pay Approval Request to justify their hiring recommendation and determine starting pay. This form must be submitted to Human Resources, who will review it, ensure pay is set in accordance with the state's Compensation Plan, modify as necessary and make final recommendation to the Department Head and CEO for review and approval.
2. For Single LTE Positions (Year-Round and Fair Planning), complete an [LTE Personnel Transaction Form](#) and retain form until candidate accepts position. If more than one person is hired for the same position, a form must be completed for each person hired. This form will be submitted as soon as possible after candidate accepts with an established start date, per Step F. of this section below and the onboarding process, Section IX.
3. For Fair Only LTE Positions only, complete an [LTE Personnel Transaction Form](#) and retain form until candidate accepts position. If more than one person is hired for the same position, a form must be completed for each person hired. This form will not be submitted to Human Resources until all other new employee paperwork is submitted per the onboarding process, Section IX.

F. Making an Offer

Permanent and Dually-Appointed LTE Positions Only: When approval is received, Human Resources will inform the hiring supervisor, who will contact the candidate to make an offer. *No offer of employment may be made before completion of a successful background check.*

Year-Round, Fair Planning and Fair Only LTE Positions Only: The hiring supervisor is delegated the ability to approve hires for Year-Round, Fair Planning and Fair Only LTE Positions only via the LTE Personnel Transaction Form. The hiring supervisor, or delegated staff, will contact each candidate to make an offer. *No offer of employment may be made before completion of a successful background check.*

If the candidate accepts, the hiring supervisor will make arrangements for their first working day (usually at least five (5) days in advance) and initiate the onboarding process in accordance with Section IX below.

If the candidate wishes to negotiate pay (state fringe benefits are non-negotiable) for a Permanent or Year-Round LTE position which allows negotiation *and* the hiring supervisor wishes to seek approval for a higher pay rate, the supervisor will complete and submit to Human Resources an amended Hire & Pay Approval Request or LTE Personnel Transaction Form.

If a candidate rejects the offer or does not follow-up to our initial offer within a reasonable time, the hiring supervisor may proceed to the next preferred candidate by repeating steps C through F of Section VIII.

IX. **ONBOARDING NEW HIRE & CLOSING THE RECRUITMENT**

Once a candidate has accepted an offer of employment and established a starting date, the supervisor will begin the onboarding process with Human Resources using either the:

- [New Employee Orientation Checklist – Permanent, Year-Round and Fair Planning Staff](#) or
- [New Employee Orientation Checklist – Fair Only Staff](#)

This process should begin at least five (5) days prior the start date, or as soon as reasonable if a short hire has been made. An effective onboarding of an employee ensures the new employee feels welcome and prepared in their new roles and has been shown to ensure the long-term success and retention of an employee.

Human Resources will draft an appointment letter for the new employee confirming the employee’s appointment, position, pay rate and other specifics. In addition, for those recruitments managed by HR, they will contact those candidates not selected to inform them of such.

Hiring Supervisors who managed the recruitment process for Single, Fair Planning or Fair Only LTE Positions will contact those candidates not selected to inform them of such.

Human Resources will close the recruitment by completing the Position Requisition form and, for Permanent and Year-Round LTE Positions, filing it with the appointment letter and signed position description.

X. RECORDKEEPING AND AUDITING REQUIREMENTS

Any record or document created during the recruitment process becomes an official record that is part of the Recruitment File and must be retained in accordance with the [WSFP Records Retention Policy for HR](#). Specific materials to be retained include, but are not limited to, job announcements, application materials of all candidates, interview notes, reference notes, communication with candidates (those selected and not selected), etc. Reference the [WSFP Records Retention Policy for HR](#) for specific recordkeeping requirements.

HR is solely responsible for retention of the recruitment file for Permanent and Dually-Appointed LTE Positions. Either HR or the hiring supervisor/department is responsible for retention of the recruitment file for Single, Fair Planning and Fair Only LTE positions, depending on who managed the recruitment process.

All background check forms/results are retained solely by HR in a separate background check file.

In addition, HR has the responsibility to audit recruitment files maintained by hiring supervisors/departments during the retention period to ensure compliance with the retention policy.

XI. EXCEPTIONS

Per state statute, no current employee may recommend (approve) for hire any candidate who is a member of the employee’s immediate family. Therefore, since the hiring supervisor, department head and CEO all hold the responsibility to recommend/approve a hire, none of their immediate family members may be placed in positions under their hiring approval. In addition, per WSFP policy, employees may not be supervised (at any level on the organizational chain) by any member of their immediate family.

XII. RESPONSIBILITIES

It is the ultimate responsibility of HR and senior management of WSFP to ensure the recruitment and selection of staff is managed in accordance with this policy. The below chart summarizes some core responsibilities of key players involved in the recruitment and selection of new employees. It serves only as a guideline to the full Recruitment and Selection Policy and is *not* intended to be fully encompassing. Where there is any discrepancy between the chart and the full policy, the policy will supersede anything in the chart.

Role	Responsibilities	Policy Reference
Hiring Supervisor (may also be the Dept. Head)	<ul style="list-style-type: none"> • Determine initial need for vacant position • Conduct organizational assessment in conjunction with Dept. Head • Draft Position Description and submit to HR for review and approval • Complete Position Requisition; submit with PD for review/approval • Work with Human Resources to establish a Recruitment Plan • Review application materials to determine best candidates to move forward to next step of recruitment process for single LTE positions • Draft interview questions to be asked of all candidates and, for <u>Permanent and Dually-Appointed LTE Positions</u>, submit to HR for review and approval 	<ul style="list-style-type: none"> • Section IV • Section V • Section VII • Section VIII.A.2 • Section VIII.B

	<ul style="list-style-type: none"> • Schedule interviews of candidates for all single LTE positions • Coordinate a balanced interview panel to conduct interviews, in accordance with WSFP’s Balanced Panel Policy • Rank candidates interviewed • Conduct reference checks on top candidate(s) • Contact preferred candidate(s) to complete Background Check Form • Complete the Hire & Pay Approval Request for a <u>Permanent or Dually-Appointed LTE</u> hire or the LTE Personnel Transaction Form for <u>Single, Fair Planning or Fair Only LTE</u> hires • Make the offer of employment to candidate • Initiate onboarding of employee following all appropriate steps of the New Employee Orientation Checklist or Guideline • Contact those candidates not selected for a Single, Fair Planning or Fair Only LTE position to inform them of such • Maintain a thorough and accurate recruitment file for each Single, Fair Planning and Fair Only LTE recruitment handled per Retention Policy 	<ul style="list-style-type: none"> • Section VIII.C • Section VIII.D • Section VIII.E • Section VIII.F • Section IX • Section X
Dept. Head (may also be the Hiring Supervisor)	<ul style="list-style-type: none"> • In conjunction with the Hiring Supervisor, conduct an organizational assessment to determine need of a position • Review hiring supervisor’s recommendation in line with department goals and budget • Review and approve or deny Position Requisition form submitted by Hiring Supervisor • Assist Hiring Supervisor/HR as needed throughout recruitment and selection process, which may include reviewing applications, serving on an interview panel, checking references, etc. • Review the Hiring Supervisor’s recommendation for hire for <u>Permanent and Year-Round LTE hires</u> to ensure appropriate process was followed and the best candidate for the job was selected • Review and approve or deny the Hire & Pay Approval Request (Permanent and Dually-Appointed LTE hires) or the LTE Personnel Transaction Form (<u>all</u> LTEs hired for <u>non</u>-Dually Appointed LTE positions) for hire and pay 	<ul style="list-style-type: none"> • Section IV • Section V • Sections VII & VIII • Section VIII.E
Human Resources	<ul style="list-style-type: none"> • Provide professional HR services and advice in the drafting of PDs, recommendation of pay/salary and organizational assessments • Approve Position Descriptions & Position Requisitions • Create and place job announcements and advertising • For all <u>permanent and dually-appointed LTE positions</u>: <ul style="list-style-type: none"> ○ Receive and review application materials ○ Schedule interviews ○ Review and approve interview questions • Review and approve balanced interview panel • Conduct references checks, if needed • Conduct criminal background checks; make recommendation to hire • Assist in completing the Hire & Pay Approval Request or LTE Personnel Transaction Form • Draft appointment letter for new hire and send with appropriate paperwork required of new hires • Contact those candidates not selected for a permanent or dually-appointed LTE position to inform them of such • Close out recruitment file • Maintain a thorough and accurate recruitment file for each permanent and dually-appointed LTE recruitment handled per Retention Policy 	<ul style="list-style-type: none"> • Section IV • Section VII • Section VIII • Section VIII.B.4 • Section VIII.C • Section VIII.D • Section VIII.E • Section IX • Section X

XIII. **REFERENCES (in the order referenced in the policy) & ADDITIONAL RESOURCES**

[Position Description Template \(with Instructions\)](#)

[Position Requisition form](#)

[EEO/AA Policy](#)

[Reasonable Accommodations Policy](#)

[Balanced Panel Policy](#)

[WSFP Interview & Selection Guide](#)

[Criminal Background Check Policy](#)

[Applicant Disclosure Form – Background Check](#)

[LTE Personnel Transaction Form](#)

[New Employee Orientation Checklist – Permanent, Year-Round and Fair Planning Staff](#)

[New Employee Orientation Checklist – Fair Only Staff](#)

[WSFP Records Retention Policy \(HR & Payroll\)](#)

[WSFP Hiring Guide](#)