

Please note: Each question is a mandatory requirement for this position. You must meet the minimum passing threshold for each question in order to pass the exam.

Question 1: Human Resources Expertise - Merit Recruitment/Selection and Classification Management

As the Administrator, this position is responsible for all classified (permanent, project, and LTE) merit recruitment and selection activities and classification management within the State of Wisconsin. Agencies throughout the State of Wisconsin process staffing and classification activities by specific delegation that may be granted by the Administrator. This position is also responsible for the training of human resources professionals, as well as supervisors, on merit recruitment and selection activities.

Please describe your training, experience, and level of responsibility with each of the following:

- Development of recruitment strategies, including the integration of affirmative action goals;
- Development or evaluation of test validation studies and methodologies;
- Administration of employment testing programs, the analysis of employment test results, and the type of employment tests;
- Development or evaluation of classification surveys; and
- Utilizing, analyzing, and enhancing automatic employee selection systems.

Be sure to describe your experience in terms of your specific role (e.g. professional, lead worker, supervisor, and/or have trained others), its scope and the specific nature of the duties. Use specific examples that indicate where you gained the experience and clearly demonstrate your level of experience. Also indicate any relevant human resources related courses that you have successfully completed, along with any relevant human resources certifications (e.g. Professional in Human Resources Certification, Senior Professional in Human Resources Certification, etc.).

Question 2: Policy Development and Dissemination

As the Administrator, this position is responsible for interpreting and administering Chapter 230 of the Wisconsin Statutes, the ER-MRS chapters of the Wisconsin Administrative Code (i.e., the rules of the DMRS Administrator), and creating and/or modifying specific Wisconsin Human Resources Handbook Chapters and policy bulletins. In addition, this position may propose changes to Chapter 230 and/or ER-MRS that require the approval of the legislature. Therefore, this position is responsible for interpreting, implementing, and communicating any changes passed into law that is within its realm of its statutory and administrative authority.

Please describe your training and experience in proposing, creating, modifying, and communicating new human resources policies or changes to existing human resources policies. Include the following details:

- The human resources topic, especially as it pertains to merit recruitment and selection or classification management, and whether the topic was controversial;
- The needs analysis performed in recommending changes, and if other stakeholders' opinions were considered during the process;
- The scope (e.g. number or segment of employees impacted, whether statewide, whether multiple agencies, etc.);
- Your role and the steps and/or level of authority in implementing the changes; and
- How the change was communicated and implemented.

Be sure to indicate your employer, and any experience in the public sector including within, but not limited to, the State of Wisconsin.

Question 3: Communication, Policy Interpretation, and Consultation of Human Resources Policies, Practices, and Options

The Administrator's scope of authority is from the point at which a vacancy is open, up to and including the point of certification for merit recruitment and selection. The Administrator is consistently called upon to issue guidance on complex human resources topics that involve consideration of multiple statutes, administrative codes, laws, policies, and best practices. Therefore, the Administrator needs to have an enterprise-wide understanding of the implications and ramifications of the advice given. In addition, this role regularly consults with department heads and state leaders (who have a varied amount of civil service knowledge and understanding) on complex, sensitive, and controversial topics within his/her realm of authority (e.g. reorganizations, reassignments, layoffs, Code of Ethics, political activity policies, etc.).

Please describe your experience in consulting and advising upper management and key decision makers on a variety of complex human resources topics. Include the following:

- The human resources topic and a description of the complexity;
- To whom the guidance was provided to (e.g. agency heads, top managers, first line supervisors, etc.);
- What statutes, codes, or policies were taken into consideration before the advice was given;
- What was the result and ramifications of the advice, including any experience with advising *not* to take a specific course of action and any other options that were recommended.

Be sure to include your role, employer size, and any relevant human resources public sector experience.

Question 4: Management, Leadership, and Supervision of Division

This position manages the Division of Merit Recruitment and Selection, which contains two bureaus (Bureau of Agency Services and Bureau of Outreach Services), and is responsible for advising and counseling other department's Human Resource Managers on a multitude of employment issues. Exceptional management, supervisory, and leadership skills are essential.

Please describe your training and experience in the following areas:

- Hiring and training staff;
- Assigning and monitoring work;
- Evaluating and coaching individual performance;
- Mentoring staff;
- Building effective teams;
- Establishing priorities and work unit goals;
- Developing and implementing work unit procedures and standards;
- Initiating appropriate corrective or disciplinary actions; and
- Monitoring and creating annual budgets.

In your response, please identify your employers, any experience with public sector employers, your role and authority in each activity (e.g. supervisor, project leader, etc.), the number of employees supervised, the type of staff lead (e.g. administrative, professional, human resources personnel, other managers, etc.), and the different program areas for which you were responsible (e.g. staffing, classification, compensation, employment relations, etc.). Also, include any relevant coursework or training completed.

