

Wells Fargo Recruiting Policy changes

Side-by-side comparison of previous and new policies — March 17, 2014

Overview

Wells Fargo Enterprise Talent Acquisition is introducing new recruiting policies effective May 27, 2014. This document outlines the most significant of these new policy changes — those that will most directly affect how Wells Fargo recruiters perform their jobs in 2014 and beyond.

As seen in the comparison section below, many of the new policies clarify and redefine previous policies rather than introduce wholly new changes. By familiarizing themselves with these new policies and implementing them, recruiters can save time and resources in the critical process of attracting and hiring the best individuals for Wells Fargo.

Eight policies become six

The original eight policies — Job Qualifications, Job Requisition & Advertisement, Employment Sourcing, Final Dispositioning, Transactions Not Requiring a Job Requisition, Selection Assessment Validation, Internships and Seasonal Jobs, and the STAR Program — have been reconstituted into six new policies:

1. Planning, Job Requisition, and Posting
2. Sourcing and Advertising
3. Selection and Interview
4. Offer and Final Disposition
5. STAR (Short-Term Assignment Resource) Program
6. Recruitment Recordkeeping

Where to find elements of previous policy documents in the new policies

1. **Planning, Job Requisition, and Posting** — Contains Internships, Executive Selection, Job Requisition, Transactions Not Requiring a Job Requisition, Job Qualifications, and Posting Jobs
2. **Sourcing and Advertising** — Contains Sourcing, Social Media, External Search Firms, and Advertising
3. **Selection and Interview** — Contains Data Management Techniques, Validation of Evaluation Tools and Selection Process, Testing, and Interview
4. **Offer and Final Disposition** — Contains Offer of Employment and Final Dispositioning
5. **Recruitment Recordkeeping** — Contains Recordkeeping Retention and Requirements
6. **STAR Program** — Contains STAR Program

Side-by-side comparison of key policy changes

The most significant changes to policy that will take effect starting May 27, 2014, are listed in the tables below under New Policy. All recruiters and hiring managers should note each of these key changes and how these new policies differ from those listed under Previous Policy below.

Please see the associated policy documents in parentheses for more detail about these critical changes. Recruiters should also review each of the new policy and guidance documents in their entirety to learn about other changes to recruitment policy not discussed in this document.

Positions requiring requisitions (Planning, Job Requisition, and Posting Policy)

Previous policy	New policy
<p>The previous policy required requisitions for many of the same situations as the new policy (as outlined in the bullets at right), but the new policy clarifies and expands the circumstances in which requisitions are required.</p> <p>For example, executive positions now require requisitions.</p>	<p>All positions require a requisition* — including all executive positions**</p> <p>A job requisition is required in the following situations:</p> <ul style="list-style-type: none"> • Hiring any non-Wells Fargo employee • Rehiring a former Wells Fargo team member • Promoting or transferring an existing Wells Fargo team member into a vacant or newly-created position, where the promotion or transfer was a result of a competitive process • Hiring an existing managed resource (temporary worker, contractor, independent contractor, or any other nonemployee) • Filling a flexible (“flex”) position with a regular or part-time team member • Filling a STAR assignment <p>*The following internal transactions that do not involve a competitive process or filling or backfilling a vacant position do not require a requisition:</p> <ul style="list-style-type: none"> • Growth promotion • Acquisition/Merger • Reorganization • Job reinstatement • Conversion of a flex-time team member to part-time or regular full-time with no addition to staff. • Location change (but no change in job title or responsibilities) <p>**Although executive positions now require a requisition, it is not mandatory to post or advertise an executive position when necessary to meet business needs.</p>

Executive selection (Planning, Job Requisition, and Posting Policy)

Previous policy	New policy
<p>The previous policy did not require a requisition for an executive position.</p> <p>The previous policy allowed for a definition of executive that was more open to interpretation. The definition in the new policy allows all recruiters to interpret the definition of “executive” in the same way.</p> <p>This was the definition in the previous policy:</p> <p>“An executive is defined as an individual in a managerial position whose responsibilities require frequent interaction with the Chief Executive Officer (CEO) of Wells Fargo.</p>	<p>It is now mandatory to make a requisition for every executive position.</p> <p>“Executive” is defined as follows:</p> <ul style="list-style-type: none"> • The Chief Executive Officer (CEO) and leaders or managers reporting within three levels down from the CEO, or leaders or managers reporting within five levels down from the CEO with express written approval of the Director of Human Resources. <p style="text-align: center;">[and]</p> <ul style="list-style-type: none"> • In jobs in which the national average salary market reference point is undefined or at least \$200,000 base compensation.

<p>“Examples of these kinds of managers are: chief executive officers, chief operating officers, chief financial officers, line of business heads, presidents or executive vice presidents of functional areas or operating groups, chief information officers, chief human resources officers, chief marketing officers, and chief legal officers.”</p>	<p>Although executive positions now require a requisition, it is not mandatory to post or advertise an executive position when necessary to meet business needs. In all other circumstances, it is required to post or advertise a requisition for an open executive position.</p>
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Criteria for internship (Planning, Job Requisition, and Posting Policy)

Previous policy	New policy
<p>Wells Fargo internships must meet all of the following criteria:</p> <ul style="list-style-type: none"> • The position is only made available to active undergraduates, graduates, MBAs, and current top-performing Wells Fargo team members with their managers’ approval. • The term of employment is fixed (e.g., 90 days). • The internship will provide credible, entry-level, professional work experience (i.e., project-based, not clerical, and require substantive responsibility). • The intern’s daily functions will be supplemented by business-related training and a professional development curriculum. Consult with your line-of-business HR partners to create an appropriate professional development curriculum. • The intern will undergo formal evaluations throughout the term of employment. 	<p>The new policy for internships includes additional parameters on candidacy for internships and the internship hiring process.</p> <p>Lines of business seeking to engage interns as part of the hiring process now must adhere to the following requirements:</p> <ul style="list-style-type: none"> • Positions identified as internship jobs must use the job code 555002 or the line-of-business dedicated internship program job code as documented through an official internship program. • Minimum age: To be considered for employment, all candidates must be at least 18 years of age. • FLSA: As required under the Fair Labor Standards Act, all jobs must be compensated by at least minimum wage. • Background checks: All required preemployment activities must be completed, including background investigations and fingerprinting. • All standard recordkeeping requirements related to job requisition and posting must be followed according to the Recruiting Recordkeeping Policy. <p>Note: No candidates for internships at Wells Fargo may be exempted from the new policy criteria.</p>

Sourcing with a requisition (Sourcing and Advertising Policy)

Previous policy	New policy
<p>Recruiters were required to retain records (such as resumes and contact information) for everyone who met the basic qualifications for a position.</p>	<p>All candidates who appear to meet the final criteria must be invited to express their interest in the specific position through the Wells Fargo website. Candidates must apply through this website because resumes or applications are no longer accepted outside of the Wells Fargo website, except to meet an Americans with Disabilities Act accommodation request.</p>
<p>Retain records at beginning of search</p>	<p>Retain records of the final search only</p>

<p>Previously, if a recruiter contacted a job seeker to assess interest in an open position, a record of that contact — and of the job seeker’s interest or disinterest in the position — had to be maintained in a job folder and those records kept for three years.</p>	<p>When sourcing candidates for a specific requisition, the final criteria used to identify a pool of candidates who may be invited to apply to the position must be maintained. The criteria used to identify the candidates must be based on job-related qualifications. All candidates who appear to meet the final criteria must be invited to apply. If the criteria used to identify candidates results in a candidate pool that is too large for all to receive an invitation to apply, then the criteria may be modified until the appropriate sized candidate pool is reached. Only the final criteria must be maintained. Documentation must include:</p> <ul style="list-style-type: none"> • The requisition number and job title for the position • The date of the search • The number of candidates identified • The source used to find the candidates (such as LinkedIn, career fair, or an internal pipeline) • The final job-related criteria used to identify the candidates • The date the candidates were invited to apply <p>All candidates invited to apply must be directed to the Wells Fargo website to express their interest in the position. Recruiters are required to complete an attestation certifying that all candidates from the documented final search results were invited to apply to the specific position. Only those candidates who apply through the Wells Fargo website may be considered for the position.</p>
<p>Retain records of each search.</p>	<p>Retain records of final search only (see bulleted list above).</p>
<p>Maintain records of invitees who did not choose to apply.</p>	<p>Complete an attestation that candidates were invited to apply.</p>

Selecting and interviewing (Selection and Interview Policy)

Previous policy term	New term	Definition
Selection assessment	Evaluation tools	Any screening device (including tests or interview questions), selection tool, or procedure used to select or deselect job seekers or applicants based on any criteria other than basic qualifications and eligibility requirements.
Objective assessment	Evaluation tools, objective	Tools scored using a standard answer key (as with a multiple-choice test). Examples include job knowledge tests, reasoning tests, and skills tests.
Rated assessment	Evaluation tools, rated	Tools scored or ranked using human judgment. Examples include writing samples, candidate self-evaluations and interviews.
<p>Note: Use the terms “evaluation tool,” “testing,” and “interview” in place of the generic term “assessment.”</p>		

"Assessment" should only be used when it cannot be replaced by one of these more specific terms.

Previous policy	New policy
<p>Assessment taking</p> <p>Recruiters could exempt candidates from taking a given assessment if they determined that accommodation was needed under ADA/WCAG.</p> <p>Previously, lines of business (LOB) could determine the reasons for granting exemptions from assessment. Under the new policy, only the reasons bulleted at right are considered valid for exemption from assessment.</p> <p>From the previous policy:</p> <p>"Each line of business (LOB) should establish a process to approve exemptions. The process itself must be reviewed by the Assessment Review Council and, when implemented, the process must be applied consistently across the entire LOB."</p> <p>[and]</p> <p>"Once vetted and approved, an exemption must be applied uniformly to all similarly situated applicants."</p>	<p>Exemptions from testing</p> <p>There are now more well-defined reasons for which recruiters may grant exemptions from testing:</p> <ul style="list-style-type: none"> • The need to address an ADA accommodation request • A team member is returning to the same job from leave of absence with statutory job reinstatement protection. • A former team member returning to the same job within one year, and who is eligible for rehire, with a last Performance Rating of "Meets or Exceeds Expectations" or higher. • For integrated vendor assessments only, there is an automatic exemption from retaking the test within a vendor's validated expiration timeline for multiple applications to the same job (such as for a Personal Banker 1 position). • An existing team member makes a change within the same job (such as Personal Banker 1 to Personal Banker 1 but at a different location).
<p>Interview guides</p> <p>Interview guides and procedures were not addressed separately in the previous policy; instead, they were included in the broader operational standards and guidance about assessments. The new policy specifically addresses the interview guides and procedures to be used in the hiring process.</p>	<p>Interview guides</p> <p>Any interview tool and process used within the hiring process must be job related and have documented validation evidence. Lines of business should work with the Selection and Assessment team to ensure that the interview tool and process used are relevant to the specific job.</p> <p>Questions asked during an interview must be job-related and asked consistently for all candidates in the interview process. Candidates must be asked the same questions to gather detailed information about each candidate's eligibility and qualifications.</p>
<p>Exemption from interview</p> <p>The reasons an applicant could be exempted from an interview were not specifically addressed in the previous policy; instead, interview exemption was included in the broader exemptions from assessments. The new policy clarifies the only reason for granting an interview exemption.</p>	<p>Exemption from interview</p> <p>Candidates may only be granted an exemption from interviewing when there is an approved ADA accommodation request.</p>

Timing of final dispositions (Offer and Final Disposition Policy)

Previous policy	New policy
Dispositions must be completed within 21 calendar days of the final hire date.	<p>All candidates who have expressed an interest in a specific position are expected to be in an accurate, final disposition status within 30 calendar days but in no event later than 45 calendar days from the date that the last position in the requisition is hired (090 code) or canceled.</p> <p>Complete and accurate final disposition codes must be entered in the recruiting system of record to ensure compliance with recruiting and hiring recordkeeping requirements and regulations.</p>

Rescinding an offer of employment (Offer and Final Disposition Policy)

Previous policy	New policy
There was no policy on rescinding the offer of employment.	<p>An offer of employment may be rescinded only in the following situations:</p> <ul style="list-style-type: none"> • A business reason vetted through Legal (such as the business need has changed so a job is no longer available) • Negative results of a background check • Failed license verification. <p>Rescinding the offer of employment can occur before or after the candidate has accepted either a verbal or written offer of employment. The letter rescinding the offer for employment must be provided to the candidate and a copy must be maintained according to the Recruiting Recordkeeping Policy.</p>

Recordkeeping maintenance (Recruitment Recordkeeping Policy)

Previous policy	New policy
A job folder is required for all job levels and each requisition, even if the requisition is canceled. Retain the job folder for three years from the date of the last activity on the requisition.	<p>Records generated during the recruiting and hiring process must be maintained for:</p> <ul style="list-style-type: none"> • All job levels • Each job requisition created, even if the requisition is canceled • All candidates selected or deselected within the requisition <p>All records must be easily accessible and retained for three years.</p>
Retain all paper recruiting and hiring records in the job folder. (Records maintained outside of the recruiting system of record must be maintained	Retain recruiting and hiring records in the recruiting system of record, in the requisition documentation job folder or in another Wells Fargo

only in the job folder.)	secure environment. (Recruiters have more options for maintaining and storing their records with the new policy.)
Records must be completed within 21 calendar days of the position being either filled or canceled.	All recruiting and hiring records must be accurate and completed within 30 calendar days but in no event later than 45 calendar days from the date that the last position in the requisition is hired (090 code) or canceled.