

WASHINGTON STATE UNIVERSITY

Overview of Recruitment & Selection at WSU



Developed by:
Human Resource Services

June 2016

Key Objectives



- 1) Recruitment Laws & Policies
- 2) How We Recruit
- 3) Individual Recruitment Phases

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Recruitment Laws & Policies

Equal Opportunity in Employment

FEDERAL LAWS	
Title VII of the Civil Rights Act (1964)	<ul style="list-style-type: none">• Race• Color• Religion• Sex• National Origin
Age Discrimination in Employment Act (1967)	<ul style="list-style-type: none">• Age
American with Disabilities Act (1990) Rehabilitation Act	<ul style="list-style-type: none">• Disability
Genetic Information Non-Discrimination Act	<ul style="list-style-type: none">• Genetic Information


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Recruitment Laws & Policies

Equal Opportunity in Employment

STATE LAWS		
WA State Law Against Discrimination	<ul style="list-style-type: none">• Age• Sex• Marital Status• Sexual Orientation• Race• Creed	<ul style="list-style-type: none">• Color• National Origin• Veteran Status• Military Status• Disability Status

WSU POLICIES	
Policy Prohibiting Discrimination & Sexual Harassment, EP #15	<ul style="list-style-type: none">• Gender• Gender Identity/Expression• Genetic Information



Recruitment Laws & Policies

➤ Disparate Treatment is direct intentional discrimination.

➤ Example:

➤ A job ad for an assistant seeking "females" or "recent college graduates." Such an ad discourages males or person's over 40 from applying to the job.



Recruitment Laws & Policies

➤ Disparate Impact

Disparate impact refers to the policies, practices, rules or other systems that appear to be neutral, but result in a disproportionate impact on protected groups




Recruitment Laws & Policies

➤ Reasonable Accommodation

Any change in the workplace (or modification to processes) to help a person with a disability apply for a job, perform the essential duties of a job, or enjoy the benefits and privileges of employment.

Example: Providing a ramp for an applicant who uses a wheelchair or providing an interpreter for a deaf applicant.



Recruitment Laws & Policies

➤ Reasonable Accommodation
Dos & Don'ts

Do's

- Do tell applicants what the selection process involves
- Do ask all applicants whether they will need a reasonable accommodation for this process
- Do ask all applicants whether or not they are able to perform the essential functions of the job either with or without reasonable accommodation


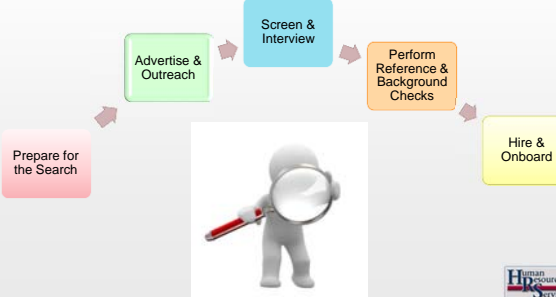
Don'ts

- Do not ask questions in an interview about whether a single applicant will need reasonable accommodation for a particular function of the job.

**Contact your area's/college's HR Consultant if you have questions or concerns regarding the legal framework of recruitment and how it pertains to your particular search.*



Search Phases



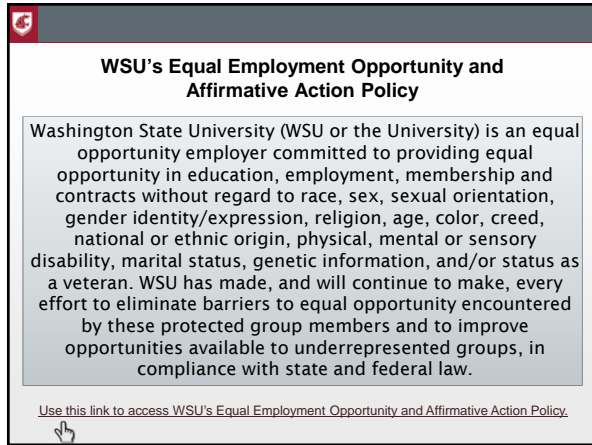


Prepare

Hire the Best

- Review Position Details and Duties
 - Primary Function
- Position Configuration (FT/PT 12 month vs. 9 month appointment)
 - Position Qualifications
 - Create Job Posting
 - Evaluation Tools
 - EEO/AA Goals

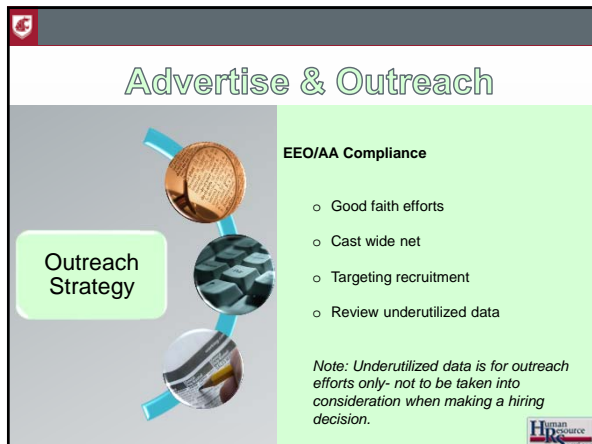
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WSU's Equal Employment Opportunity and Affirmative Action Policy

Washington State University (WSU or the University) is an equal opportunity employer committed to providing equal opportunity in education, employment, membership and contracts without regard to race, sex, sexual orientation, gender identity/expression, religion, age, color, creed, national or ethnic origin, physical, mental or sensory disability, marital status, genetic information, and/or status as a veteran. WSU has made, and will continue to make, every effort to eliminate barriers to equal opportunity encountered by these protected group members and to improve opportunities available to underrepresented groups, in compliance with state and federal law.

[Use this link to access WSU's Equal Employment Opportunity and Affirmative Action Policy.](#)



Advertise & Outreach

Outreach Strategy

EEO/AA Compliance

- Good faith efforts
- Cast wide net
- Targeting recruitment
- Review underutilized data

Note: Underutilized data is for outreach efforts only- not to be taken into consideration when making a hiring decision.

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Advertise & Outreach

Proactive Outreach Ideas

Department/College Suggestions
Nominations
Alumni
Directories/Databases
Professional Contacts
Student Groups




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Advertise & Outreach

Advertising Ideas

National Publications or Websites (Chronicle of Higher Education, Seattle Times, NY Times)
Professional Associations (I.E. SHRM, CUPA, HERC)
Mailings/Listservs
Orgs or Websites for underrepresented groups (i.e. Insight into Diversity)
Department Website



See [Staff Recruitment](#)

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Outreach Tools

Advertise & Outreach

Length of Recruitment Period

Recruitment Periods	
AP - National	30 calendar days
AP - NW Regional/Statewide	21 calendar days
AP - Local	14 calendar days
CS	Minimum of 5 business days



Screen & Interview

Candidate Evaluation

When screening candidates, Search Committee Members:

- o Review all application materials
- o Consider entire career history provided
- o Use pre-established evaluation tools
- o Ensure qualifications clearly demonstrated
- o Refrain from assumptions
- o Do not consider or score answers regarding work eligibility or visa sponsorship status



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Posting Example


<https://www.wsujobs.com/>

Screen & Interview

Developing Interview Questions

- o Standard set of questions
- o Focus on job duties
- o Behavioral vs. open ended questions
- o Application questions

Refer to Sample Interview Questions




Screen & Interview

Interview Questions

Prohibited Pre-employment questions

- o Be vigilant in all interactions with candidates
- o Focus on job-related questions
- o Refrain from questions related to:
Race, Religion, Gender, Age, Citizenship, National Origin, Sexual Orientation, Marital Status, Disability Status, Veteran Status

Refer to the Pre-employment Inquiry Guidelines | BPPM 60.08.




Perform Reference & Background Checks

Reference Checks


- o Purpose – deeper dive; clarify questions or areas of concern which arose during the screen & interview phase
- o Notify candidate references will be contacted
- o Three contacts by two people
- o Same method for all candidates

Sample Reference Check Documents: Staff Recruitment Webpage




Perform Reference & Background Checks

Background Checks
Designated at the beginning of search
Offer may be contingent upon a successful completion
Background check components
Conducted on top 1-2 finalist(s)





Background Checks, BPPM 60.16



Perform Reference & Background Checks

Personnel File
Top Finalists
Current or former employees
Search Chair or Supervisor may review
Visit HRS to review file

Hire & Onboard

Notify Candidates

- o Courtesy notification to on-campus interviewees
- o Email/letter to other candidates

Prepare Onboarding Plan for New Employee

HRS Templates: Staff Recruitment Webpage



 **Recruitment and Selection Activity**

<http://www.superteachertools.us/jeopardyx/jeopardy-review-game.php?gamefile=1902491>

ACTIVITY



 **Resources**

Human Resource Services		
(509) 335-4521	hrs.wsu.edu	hrs@wsu.edu

International Programs – Global Services		
(509) 335-4508	ip.wsu.edu/global-services	ip_globalservices@wsu.edu

Office for Equal Opportunity		
(509) 335-8288	oeo.wsu.edu	oeo@wsu.edu
