WSU Staff Recruitment Basics

Overview of the Staff Recruitment Process

Developed by:
Human Resource Services

Key Objectives

1) Recruitment Laws & Policies
2) Individual Recruitment Phases
3) Recommended Best Practices

Search Phases

Prepare for the Search

Advertise & Outreach

Screen & Interview

Perform Reference & Background Checks

Hire & Onboard
Recruitment Laws & Policies

**Equal Opportunity in Employment**

**FEDERAL LAWS**
- Title VII of the Civil Rights Act
- Age Discrimination in Employment Act
- American with Disabilities Act
- Genetic Information Non-Discrimination Act

**STATE LAWS**
- WA State Law Against Discrimination

**WSU POLICIES**
- Policy Prohibiting Discrimination & Sexual Harassment, EP #15

**Pitfalls to Avoid**
Disparate Treatment Discrimination

- Exists when **similarly situated** individuals are treated differently because of their membership in a protected class.

- Complainant must establish a **prima facie case** by showing that:
  - He/she is a member of a protected class.
  - He/she suffered some adverse action.
  - A similarly situated individual outside of his/her class was treated more favorably.

- Shifting Burden: Once a prima facie case is established the burden shifts to the employer to articulate a legitimate, non-discriminatory reason for taking the action; then shifts back to complainant to argue pretext.

- Intent to discriminate is proven by **three types of evidence**: direct, circumstantial (comparative), and statistical.

Adverse Impact Discrimination

- Exists when a **facially neutral employment policy/practice** disproportionately impacts members of a protected class.

- The burden shifts to the agency to provide a business justification for the challenged policy/practice.

- After management meets its burden, the complainant may prevail by providing an alternative practice that would accomplish the same business objective with a less **adverse impact** on the protected class.

- Discriminatory motive is **not** required.

- Examples of policies that may adversely impact some groups: Educational requirements, tests, height and weight requirements, subjective standards for hiring, promotions, and assignments.


**401 U.S. 424 (1971)**

- Griggs was an African American male;
- He was denied a ditch digger job because he failed to meet selection criteria (possession of high school diploma or passing grade on a written test);
- Supreme Court found that the facially neutral employment criteria violated Title VII because:
  - It had a disproportionate impact on Griggs’ protected group
  - It was not job-related or consistent with business necessity.
Reasonable Accommodation

Reasonable accommodations are effective adjustments made to a job, work environment or application process that enable qualified employees with disabilities to perform the essential functions of the job, and applicants to participate in the application process.

Reasonable Accommodation

Reasonable Accommodation in the Selection Process

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

*Contact your area/college's HR Consultant if you have questions or concerns regarding the legal framework of recruitment and how it pertains to your particular search.*
Benefits of hiring the best candidate for the position include:

- Decrease Costs
- Less Performance Issues
- Lower chance of Lawsuits and Litigation
- Overall increase in Morale

Position Details and Duties

- Official Title/University Title
- Working Title (if applicable) How will this be advertised?

<table>
<thead>
<tr>
<th>University Title</th>
<th>Program Assistant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Title</td>
<td>Recognition &amp; Events Assistant</td>
</tr>
</tbody>
</table>

- Primary responsibilities and duties
  - Why does this position exist? Primary Functions?
- Position configuration
  - Full Time/Part Time
  - 12 month appointment/9 month appointment
### Prepare

**Position Qualifications**

<table>
<thead>
<tr>
<th>Required Qualifications</th>
<th>Demonstrated effective verbal and written communication skills.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Additional Requirements</strong></td>
<td>Two years experience coordinating and/or planning events. Demonstrated experience in marketing or promotions. Demonstrated experience creating complex spreadsheets and databases using Excel and Access. Demonstrated experience creating brochures, flyers, advertising and other public relations materials. Valid driver's license.</td>
</tr>
</tbody>
</table>

### Roles & Responsibilities

**Committee Composition**

- Diverse Group of Individuals
- Cross section of areas
- Neutral Evaluators

**Managing Conflict of Interest**
Confidentiality

Job Postings
- Designed to “sell” the position
- Posted via OPDRS on WSUjobs.com
  - Describe duties
  - Describe department, college, University
  - Diversity commitment/needs

Prepare
- Objective and measurable
- Consistent with position details
- Interpretation consensus
- Specific qualifications
- Qualification weight
- Screening matrix
WASHINGTON STATE UNIVERSITY

Search Phases

Prepare for the Search

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Hire & Onboard

Outreach Strategy

Advertise & Outreach

- Good faith efforts
- Cast wide recruitment net
- Reach passive candidates

- Review underutilized data
- Underutilized data is for outreach efforts only

WSU's Equal Employment Opportunity and Affirmative Action Policy

Evaluation and hiring decisions are to be made 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.

Search Committee may NOT give a candidate an advantage over other candidates simply because he/she may be in an underutilized group.

Use this link to access WSU's Equal Employment Opportunity and Affirmative Action Policy.
WASHINGTON STATE UNIVERSITY

Proactive Outreach Ideas
- Department/College Suggestions
- Nominations
- Alumni
- Directories/Databases
- Professional Contacts
- Student Groups

Advertising Ideas
- Professional Associations
- Mailings/Listservs
- Orgs or Websites for underrepresented groups (i.e. HERC Diversity Resources)
- Department Website

Outreach Tools

See Staff Recruitment
Advertise & Outreach

Length of Recruitment Period

<table>
<thead>
<tr>
<th>Recruitment Periods</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>AP - National</td>
<td>30 calendar days</td>
</tr>
<tr>
<td>AP - NW</td>
<td>21 calendar days</td>
</tr>
<tr>
<td>Regional/Statewide</td>
<td>14 calendar days</td>
</tr>
<tr>
<td>AP - Local</td>
<td>Minimum of 5 business days</td>
</tr>
</tbody>
</table>

OPDRS (Online Position Description and Recruitment System)
- Hiring Manager submits the job posting in OPDRS
- Recruitment documents
- Direct link created
- Guest user accounts

OPDRS System Tips & Tricks
- My Links
- Useful Links
- Tips and Trainings
- Recruitment Toolkit
- Location Language
- Login Posting Sample Language
- WSU Jobs
- WSU Jobs applicant website

http://hrs.wsu.edu/opdrs/
Interview Activity

Search Phases

Prepare for the Search

Advertise & Outreach

Screen & Interview

Perform Reference & Background Checks

Hire & Onboard
Search Committee reviews candidate materials on an individual basis

- Large pools; apportion the applications for initial evaluation
- Minimize risk of potential bias

Implicit Association Test (IATs) are tools to demonstrate and examine conscious and unconscious divergences related to attitudes and beliefs about race, gender, religion, sexual orientation, disability, and other social categories. (Linked on the Staff Recruitment Toolkit)

When screening candidates, Search Committee Members must:
- Review all application materials
- Consider entire career history provided
- Use pre-established evaluation tools
- Ensure qualifications clearly demonstrated
- Refrain from assumptions
- Do not consider or score answers regarding work eligibility or visa sponsorship status
- OPDRS Updates
Interview Question Activity

In your group, develop an interview question to determine the applicant's skill/experience related to the following competency:

- 1) Conflict Resolution
- 2) Communication
- 3) Critical Thinking
- 4) Customer Service
- 5) Problem Solving

Screen & Interview

Developing Interview Questions
- Standard set of questions
- Focus on job duties
- You can eliminate areas you already have adequate information on from the application and focus on those you need to learn the most about.
- Behavioral vs. open ended questions
- Application questions

Refer to Sample Interview Questions
Prohibited Pre-employment questions:
- Be vigilant in all interactions with candidates.
- Focus on job-related questions.
- 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

Interview Questions:
- Short telephone call or videoconference.
- Clarify application materials.
- Job-related questions re: experience/qualifications.
- Gauge level of interest.
- Same opportunities provided to all.
- Take notes; narrow down the pool.
- Provide updates to Hiring Manager.

Screening Interviews:
- Short-list of top candidates.
- Candidate also evaluating WSU.
- Various components included.
- Similar structure and opportunities for all.
- All interactions are potentially considered an “interview.”

On-Campus Interview:
- Various components included.
- Similar structure and opportunities for all.
- All interactions are potentially considered an “interview.”
During the entire interview process remember to think about the "candidate experience".

Prior to the candidate coming on-campus:
- Will someone meet the candidate at the airport? Are they driving?
- Does the candidate know where your office is located?
- Did you provide a campus map?
- Did you provide a parking permit for the candidate?
- Have you prepared an Interview/Welcome Packet?

Before the interview:
- Provide names and titles of interviewers
- Provide an agenda
- Copy of the Position Description

During the interview:
- Does the candidate have everything they need?
- Did you ask if they’d like something to drink?
- Have they been to WSU before?
- Did you offer a campus tour?

After the Interview:
- Thank the candidate for their time
- Make sure to inform them when they will hear back
Search Phases

1. Prepare for the Search
2. Advertise & Outreach
3. Screen & Interview
4. Perform Reference & Background Checks
5. Hire & Onboard

Perform Reference & Background Checks

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

Reference Checks

Sample Reference Check Documents: Staff Recruitment/Reference

Internet Searches

- Internet Searches
  - Google
  - Social Media

“Reference” and/or “background checks” should not be replaced with internet searches.

If departments find something of concern during an internet search they should notify HRS.
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)

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

Hire Recommendation
- Hire recommendation to Appointing Authority
- Summary of strengths/weaknesses
- Hiring recommendation to HRS via OPDRS
- Verbal offer made by Department Head
- Negotiations of additional salary terms may require approval
- Offer letter drafted, approved and sent
- Official signature acceptance distributed to CC's
Search Phases

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Hire & Onboard

Notify Candidates
- Courtesy notification to on-campus interviewees
- Email/letter to other candidates
- Closeout OPDRS; update all candidates’ status with individual “not hired” reasons and complete the hiring proposal

Records Retention

- Ensure recruitment records are kept in accordance with WSU’s Records Retention Policy

OPDRS
- Application materials
- Not hired reasons
- Search Committee Members

Search Committee
- Copies of all advertising
- Candidate evaluation tools
- Screening and interview notes
- Hiring Recommendation
- Copy of final offer letter

University Records – Retention & Disposition, BPPM 90-11
Onboarding plan suggestions
- Orientation Checklist
- Welcome communication
- Review duties/responsibilities, goals & plans
- Department & Area/College orientation

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