

WASHINGTON STATE UNIVERSITY
January 2017

WSU Staff Recruitment Basics

Overview of the Staff Recruitment Process

Developed by:
Human Resource Services

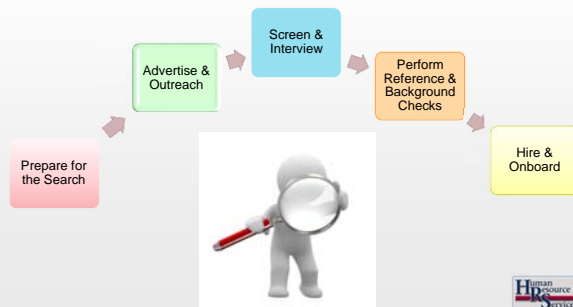
Key Objectives




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



Search Phases




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graph LR; A[Prepare for the Search] --> B[Advertise & Outreach]; B --> C[Screen & Interview]; C --> D[Perform Reference & Background Checks]; D --> E[Hire & Onboard]
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Recruitment Laws & Policies

Equal Opportunity in Employment


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



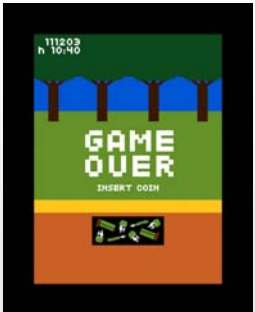
Recruitment Laws & Policies

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 	



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.


Griggs v. Duke Power Co.
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 and
 - It was not job-related or consistent with business necessity.

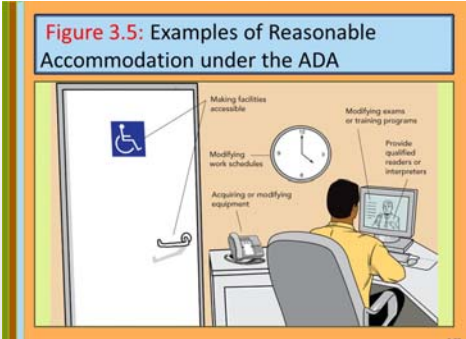
Reasonable Accommodation

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

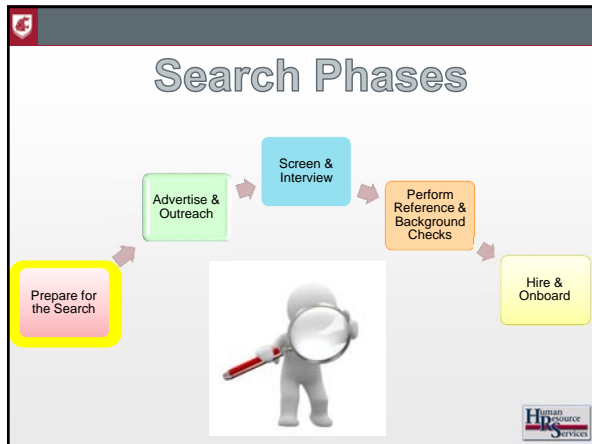
Figure 3.5: Examples of Reasonable Accommodation under the ADA



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'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.



Prepare for the 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

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Prepare

Position Details and Duties

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

University Title	Program Assistant
Working Title	Recognition & Events Assistant

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

Human Resource Services


Prepare

Position Qualifications

Required Qualifications	High school graduation or equivalent AND two years of full-time clerical experience OR equivalent education/experience.
Additional Requirements	Demonstrated effective verbal and written communication skills.
Preferred Qualifications	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, fliers, advertising and other public relations materials. Valid driver's license.


Roles & Responsibilities

Committee Composition




Roles & Responsibilities

MANAGING CONFLICT OF INTEREST



Confidentiality



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Job Postings

- o Designed to "sell" the position
- o Posted via OPDRS on WSUjobs.com
 - o Describe duties
 - o Describe department, college, University
 - o Diversity commitment/needs

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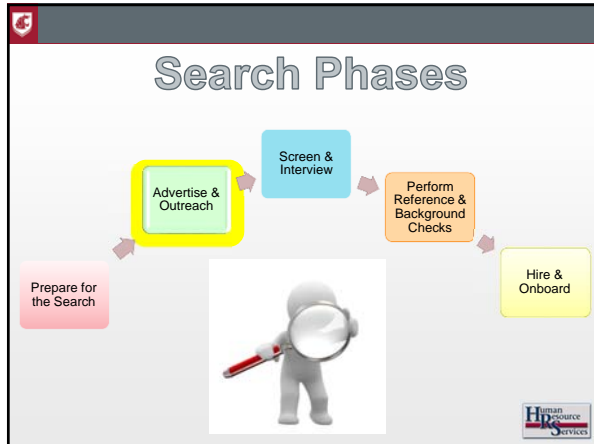
Prepare

EVALUATION TOOLS



- o Objective and measurable
- o Consistent with position details
- o Interpretation consensus
- o Specific qualifications
- o Qualification weight
- o Screening matrix

Human Resource Services



Advertise & Outreach

- o Good faith efforts
- o Cast wide recruitment net
- o Reach passive candidates
- o Review underutilized data
- o **Underutilized data is for outreach efforts only**

Outreach Strategy

The slide features a central graphic of a glowing lightbulb with a pink atomic-style orbit around it, with icons for a telephone, a mail envelope, and a person. The logo for Human Resource Services is in the bottom right corner.

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.](#)

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
Mailings/Listservs
Orgs or Websites for underrepresented groups (i.e. HERC Diversity Resources)
Department Website




See [Staff Recruitment](#)

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



Advertise & Outreach

Washington State University

USERNAME

PASSWORD

Log In

First time here? Request an account
Forgot your password? Request a password reset

OPDRS (Online Position Description and Recruitment System)

- o Hiring Manager submits the job posting in OPDRS
- o Recruitment documents
- o Direct link created
- o Guest user accounts



Advertise & Outreach

My Links

Useful Links

Tips and Trainings
(System training, tips and refreshers)


Recruitment Toolkit
(Recruitment and Outreach tools)

Location Language Samples
(Job Posting Sample Language)

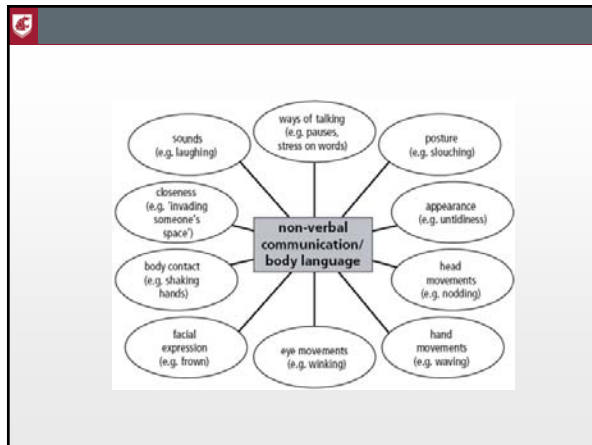
WSU Jobs
(WSU Jobs applicant website)

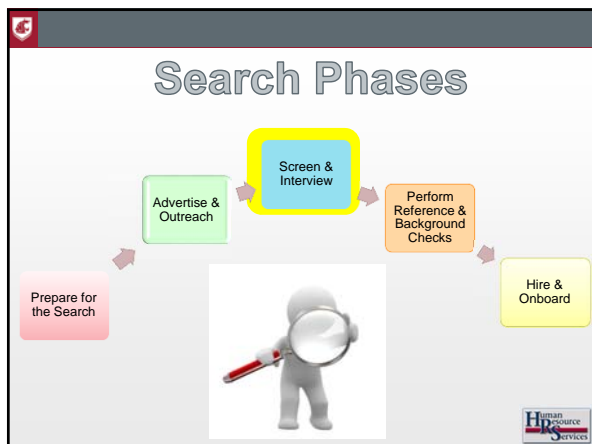
- o Utilize the tools within OPDRS including identifying search committee members and where advertisements are being placed.
 - o OPDRS System Tips & Tricks
 - o My Links
 - o Announcements and Reminders

<http://hrs.wsu.edu/opdrs/>



Interview Activity






Screen & Interview



Candidate Evaluation

- o Search Committee reviews candidate materials on an individual basis
- o Large pools; apportion the applications for initial evaluation
- o Minimize risk of potential bias



Screen & Interview

Implicit Association Test | IATs (Implicit Association Tests) 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)

Screen & Interview

Candidate Evaluation


When screening candidates, Search Committee Members must:

- 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
- o 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

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](#)




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, Martial Status, Disability Status, Veteran Status


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



Screen & Interview

Screening Interviews


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



Screen & Interview

On-Campus Interview

- o Short-list of top candidates
- o Candidate also evaluating WSU
- o Various components included
- o Similar structure and opportunities for all
- o All interactions are potentially considered an "interview"



Screen & Interview

Candidate Experience

During the entire interview process remember to think about the "candidate experience"

Prior to the candidate coming on-campus:

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

Candidate Experience | Sample Interview Packets

Screen & Interview

Candidate Experience

Before the interview:

- o Provide names and titles of interviewers
- o Provide an agenda
- o Copy of the Position Description

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Screen & Interview

Candidate Experience

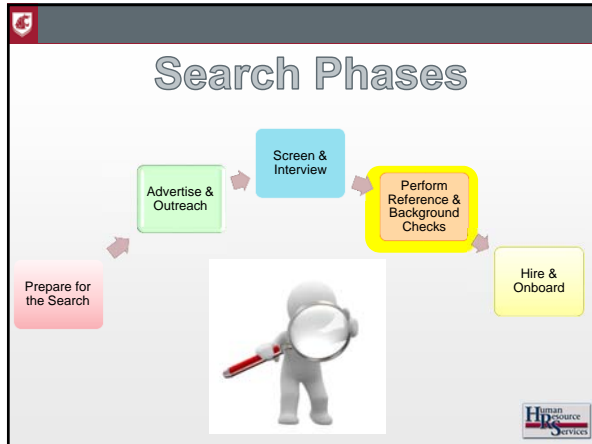
During the interview:

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

After the Interview:

- o Thank the candidate for their time
- o Make sure to inform them when they will hear back

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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

Human Resource Services logo

Perform Reference & Background Checks

Internet Searches

Internet searches should be done appropriately and for professional purposes and not to obtain personal information about the candidate.

- o Internet Searches
 - o Google
 - o 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.


Human Resource Services logo

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

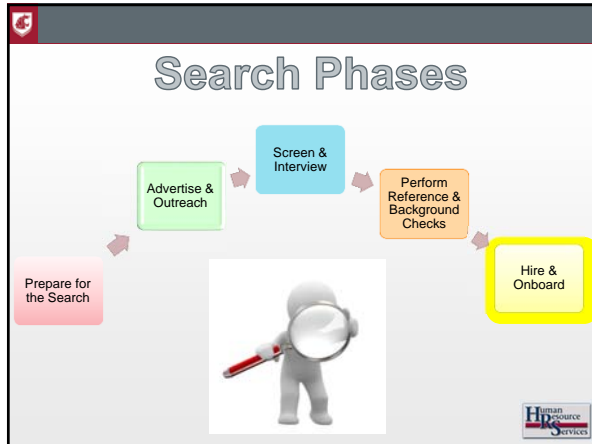


Perform Reference & Background Checks



Hire Recommendation	<ul style="list-style-type: none">o Hire recommendation to Appointing Authority<ul style="list-style-type: none">o Summary of strengths/weaknesseso Hiring recommendation to HRS via OPDRSo Verbal offer made by Department Head<ul style="list-style-type: none">o Negotiations of additional salary/terms may require approvalo Offer Letter drafted, approved and sento Official signature acceptance distributed to CC's
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Hire & Onboard

Notify Candidates

- o Courtesy notification to on-campus interviewees
- o Email/letter to other candidates
- o Closeout OPDRS; update all candidates' status with individual "not hired" reasons and complete the hiring proposal

[HRS Templates: Staff Recruitment Webpage](#)

Hire & Onboard

Records Retention

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

OPDRS

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

Search Committee

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

University Records – Retention & Disposition, BPPM 90.01

Hire & Onboard

Onboarding Process

Onboarding plan suggestions

- o Orientation Checklist
- o Welcome communication
- o Review duties/responsibilities, goals & plans
- o Department & Area/College orientation

New Employee Orientation (HRS)

Human Resource Services

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
