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
- Advertise & Outreach
- Screen & Interview
- Perform Reference & Background Checks
- Hire & Onboard
- Prepare for the Search
Recruitment Laws & Policies

Equal Opportunity in Employment

FEDERAL LAWS

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<tr>
<th>Title VII of the Civil Rights Act</th>
<th>Race</th>
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<td>American with Disabilities Act</td>
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<td>Rehabilitation Act</td>
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<td>Genetic Information Non-Discrimination Act</td>
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STATE LAWS

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<th>WA State Law Against Discrimination</th>
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<td>WAU POLICIES</td>
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<tr>
<td>Policy Prohibiting Discrimination &amp; Sexual Harassment, EP #15</td>
<td>National Origin</td>
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<td>Veteran Status</td>
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<td>Disability Status</td>
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<td>Genetic Information</td>
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Recruitment Laws & Policies

Equal Opportunity in Employment

Pitfalls to Avoid

- Disparate Treatment
  Disparate treatment is direct intentional discrimination

- 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
Reasonable Accommodation

A reasonable accommodation is 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.

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/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 for the Search
Advertise & Outreach
Screen & Interview
Perform Reference & Background Checks
Hire & Onboard
Prepare

Benefits of hiring the best
- Decrease Costs - Turnover, etc.
- Decrease Performance Issues
- Decrease Lawsuits and Litigation
- Increase Morale

Position Details and Duties
- Official title and working title (if applicable)
- Primary responsibilities and duties
- Position configuration

Position Details and Duties Continued
- Minimum/required qualifications
- Preferred qualifications
- Diversity-related needs
WASHINGTON STATE UNIVERSITY

Roles & Responsibilities

Committee Composition

Cross section of areas

Diverse Group of Individuals

Neutral Evaluations

Prepare

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

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

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

Advertise & Outreach

Advertising Ideas
- Professional Associations (I.E. SHRM, CUPA, HERC)
- Mailings/Listservs
- Orgs or Websites for underrepresented groups (i.e. Insight into Diversity)
- Department Website

Outreach Tools
<table>
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<tr>
<th>Recruitment Periods</th>
<th>Length of Recruitment Period</th>
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<tr>
<td>AP - National</td>
<td>30 calendar days</td>
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<tr>
<td>AP-NW Regional/Statewide</td>
<td>21 calendar days</td>
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<tr>
<td>AP - Local</td>
<td>14 calendar days</td>
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<tr>
<td>CS</td>
<td>Minimum of 5 business days</td>
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- **OPDRS (Online Position Description and Recruitment System)**
  - Hiring Manager submits the job posting in OPDRS
  - Recruitment documents
  - Direct link created
  - Guest user accounts

- Be sure to “fully” utilize the tools within OPDRS including identifying search committee members and where advertisements are being placed.

- By completing this information the department will be able to pull and analyze search data to help determine if recruitment methods were successful or how to modify future recruitments.
Application Activity

Search Phases
- Prepare for the Search
- Advertise & Outreach
- Screen & Interview
- Perform Reference & Background Checks
- Hire & Onboard

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

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

Screening Interviews
- Short telephone call or videoconference
- Clarify application materials
- Job-related questions re: experience/qualifications
- Ascertain level of interest
- Conducted by all or part of the Search Committee
- Same opportunities provided to all
- Take notes; narrow down the pool
- Provide updates to Hiring Manager
Screen & Interview

- 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

Screen & 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?

Candidate Experience

Before the interview:

- Provide names and titles of interviewers
- Provide an agenda

After the interview:

- Provide an overview of the expected timeline and next steps

Candidate Experience | Sample Interview Packets
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

- Advertise & Outreach
- Screen & Interview
- Perform Reference & Background Checks
- 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
Internet searches should be done appropriately and for professional purposes and not to obtain personal information about the candidate.

- 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
Perform Reference & Background Checks
- 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
- Prepare for the Search
- Advertise & Outreach
- Screen & Interview
- Perform Reference & Background Checks
- Hire & Onboard

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

HRS Templates: Staff Recruitment Website
- Notify Candidates
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

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**Onboarding plan suggestions**
- Orientation Checklist
- Welcome communication
- Review duties/responsibilities, goals & plans
- Department & Area/College orientation

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**Resources**

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<th>Human Resource Services</th>
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<tbody>
<tr>
<td>(509) 335-4521</td>
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<table>
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<tr>
<th>International Programs – Global Services</th>
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<tbody>
<tr>
<td>(509) 335-4508</td>
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<thead>
<tr>
<th>Office for Equal Opportunity</th>
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<td>(509) 335-8288</td>
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