

WASHINGTON STATE UNIVERSITY

## Overview of Recruitment & Selection at WSU



Developed by:  
Human Resource Services

July 2019

---

---

---

---

---

---

---

---

## Key Objectives



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

HR SERVICES

---

---

---

---

---

---

---

---

## Recruitment Laws & Policies

### Equal Opportunity in Employment

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

HR SERVICES

---

---

---

---

---

---

---


---

### Recruitment Laws & Policies

#### Equal Opportunity in Employment

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

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



---

---

---

---

---

---

---

---

### Recruitment Laws & Policies



Examples of consequences if we do not follow these laws and policies:  
<https://www.eeoc.gov/eeoc/newsroom/release/>



---

---

---

---

---

---

---

---

### 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



HUMAN RESOURCE SERVICES

---

---

---

---

---

---

---

---

**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.*

HUMAN RESOURCE SERVICES

---

---

---

---

---

---

---

---

**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.*

HUMAN RESOURCE SERVICES

---

---

---

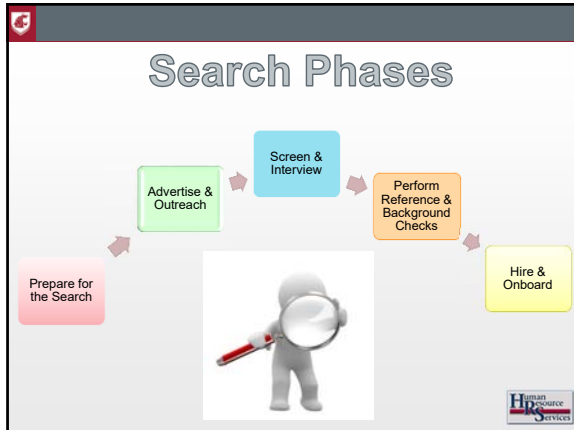
---

---

---

---

---



---

---

---

---

---

---

---

---

### 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

---

---

---

---

---

---

---

---

### 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**

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

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



---

---

---

---

---

---

---



---

### 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](#)



---

---

---

---

---

---

---

---

### 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



---

---

---

---

---


---

---

---

### Screen & Interview


#### Developing Interview Questions



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, Martial 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	<a href="http://hrs.wsu.edu">hrs.wsu.edu</a>	<a href="mailto:hrs@wsu.edu">hrs@wsu.edu</a>
International Programs – Global Services		
(509) 335-4508	<a href="http://ip.wsu.edu/global-services">ip.wsu.edu/global-services</a>	<a href="mailto:ip.globalservices@wsu.edu">ip.globalservices@wsu.edu</a>
Office of Civil Rights Compliance (CRCI)		
(509) 335-8288	<a href="http://crci.wsu.edu">crci.wsu.edu</a>	<a href="mailto:crci@wsu.edu">crci@wsu.edu</a>

---

---

---

---

---

---

---

---