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
### Recruitment Laws & Policies

#### Equal Opportunity in Employment

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<thead>
<tr>
<th>FEDERAL LAWS</th>
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<tr>
<td>Title VII of the Civil Rights Act</td>
<td>Race, Color, Religion, Sex, National Origin</td>
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<tr>
<td>Age Discrimination in Employment Act</td>
<td>Age</td>
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<td>American with Disabilities Act</td>
<td>Disability</td>
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<td>Rehabilitation Act</td>
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<td>Genetic Information Non-Discrimination Act</td>
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<th>STATE LAWS</th>
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<tr>
<td>WA State Law Against Discrimination</td>
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<tr>
<th>WSU POLICIES</th>
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<tr>
<td>Policy Prohibiting Discrimination &amp; Sexual Harassment, EP #15</td>
<td>Gender, Gender Identity/Expression, Genetic Information</td>
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### Recruitment Laws & Policies

#### Equal Opportunity in Employment

**WASHINGTON STATE UNIVERSITY**

**Recruitment Laws & Policies**

**STATE LAWS**

1. Employers may not seek the wage/salary history of an applicant, either from the applicant or their current or former employer, except as allowed in #3 below.
2. Employers may not require applicants’ prior wage/salary to meet certain criteria, e.g., meet a certain level or threshold.
3. To facilitate the employment process, employers may confirm an applicant’s wage or salary history only if:
   1. The applicant has voluntarily disclosed their wage or salary history, or
   2. The employer has negotiated and made a job offer, including the amount of compensation, to the applicant.
4. Post offer, employers must provide the minimum wage or salary for the position for which the applicant is apply (upon applicants request).
Disparate Treatment Discrimination

- **Disparate Treatment** is direct intentional discrimination. It can take the form of treating an individual or several individuals differently from others based upon their membership in a protected class, such as race, gender, age, religion, color, national origin, or disability. Generally, this type of discrimination is easy to spot.

- **Example:** A job ad for an office assistant seeking “males” or “recent college graduates.” Such an ad discourages females or persons over 40 from applying to the job.

Disparate Impact Discrimination

- **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.

- **Example:** A fire department requiring applicants to carry a 100 lb pack up three flights of stairs. The upper-body strength required typically has an adverse impact on women. The fire department would have to show that this requirement is job-related for the position. This typically requires employers to conduct validation studies that address both the uniform guidelines and professional standards.
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.

Figure 3.5: Examples of Reasonable Accommodation under the ADA

- Making facilities accessible
- Notifying when necessary to work in a specific environment
- Providing necessary instructions or prompt assistance
- Notifying non-work locations
- Notifying when modifying the environment
- Notifying when modifying policies or procedures
- Notifying when modifying work attitudes
- Notifying when modifying supervision
- Notifying when modifying training programs
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.

Search Phases

- Advertise & Outreach
- Screen & Interview
- Perform Reference & Background Checks
- Hire & Onboard

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
Washington State University

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>
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<tbody>
<tr>
<td>Working Title</td>
<td>Recognition &amp; Events Assistant</td>
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</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

- 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, flyers, advertising and other public relations materials.
  - Valid driver's license.

Roles & Responsibilities

Committee Composition

- Diverse Group of Individuals
- Neutral Evaluation
- Cross Section of Issues
Roles & Responsibilities

MANAGING CONFLICT OF INTEREST

Confidentiality

Job Postings

- Designed to "sell" the position
- Posted via OPDRS on WSJobs.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

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**Search Phases**

- Advertise & Outreach
- Screen & Interview
- Perform Reference & Background Checks
- Hire & Onboard

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**Advertise & Outreach**

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

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**Outreach Strategy**
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.

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

Advertisement & Outreach

Length of Recruitment Period

<table>
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<tr>
<th>Recruitment Periods</th>
<th>Length</th>
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<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>
<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
Advertise & Outreach

- Utilize the tools within OPDRS including identifying search committee members and where advertisements are being placed.
  - OPDRS System Tips & Tricks
  - My Links
  - Announcements and Reminders
  - http://hrs.wsu.edu/opdrs/

Search Phases

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

Screen & Interview

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

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**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

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**Screen & Interview**

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

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Screen & Interview

Screening Interviews
- 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”

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?
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

Prepare for the Search

Advertise & Outreach

Screen & Interview

Perform Reference & Background Checks

Hire & Onboard

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

Perform Reference & Background Checks

Reference Checks

Internet Searches

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.

Internet Searches
**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)

**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
- Verbal offer made by Department Head
- Negotiations of additional salary/terms may require approval
- Official signature acceptance distributed to CC's
Search Phases

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

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 Webpage

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 90.01
**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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<tr>
<th>Human Resource Services</th>
<th>hrs.wsu.edu</th>
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<tbody>
<tr>
<td>(509) 335-4521</td>
<td><a href="mailto:hrs@wsu.edu">hrs@wsu.edu</a></td>
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<thead>
<tr>
<th>International Programs – Global Services</th>
<th>ip.wsu.edu/global-services</th>
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<tr>
<td>(509) 335-4508</td>
<td><a href="mailto:ip.globalservices@wsu.edu">ip.globalservices@wsu.edu</a></td>
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<tr>
<th>Office for Equal Opportunity</th>
<th>oeo.wsu.edu</th>
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<tr>
<td>(509) 335-8288</td>
<td><a href="mailto:oeo@wsu.edu">oeo@wsu.edu</a></td>
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