

WASHINGTON STATE UNIVERSITY
November 2019

WSU Staff Recruitment Basics

Overview of the Staff Recruitment Process

Developed by:
Human Resource Services

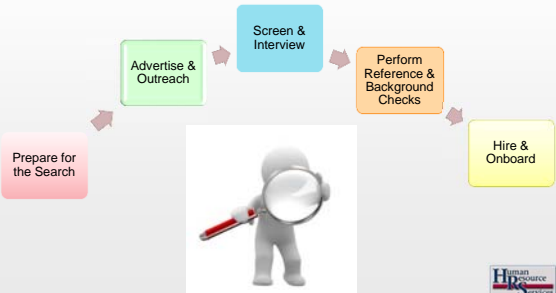
Key Objectives



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

HR SERVICES

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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HR SERVICES

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



Recruitment Laws & Policies

Equal Opportunity in Employment

STATE LAWS	
WA State House Bill 1696	<ol style="list-style-type: none"> 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 Employers may not require applicants' prior wage/salary to meet certain criteria, e/g/ meet a certain level or threshold To facilitate the employment process, employers may confirm an applicant's wage or salary history only <ol style="list-style-type: none"> If the applicant has voluntarily disclosed their wage or salary history, or After the employer has negotiated and made a job offer, including the amount of compensation, to the applicant Post offer, employers must provide the minimum wage or salary for the position for which the applicant is apply (upon applicants request)



Pitfalls to Avoid


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 person's over 40 from applying to the job.

Disparate Impact 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.
- *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.

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.

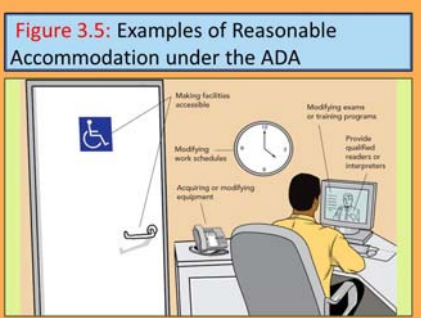
Reasonable Accommodation


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

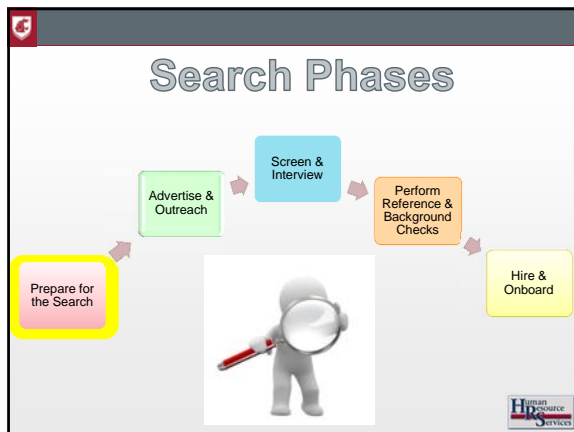





Reasonable Accommodation in the Selection Process

- 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



HR SERVICES

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

Prepare

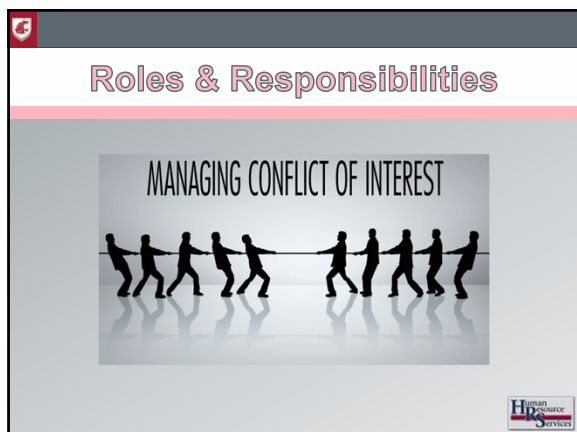
Position Qualifications

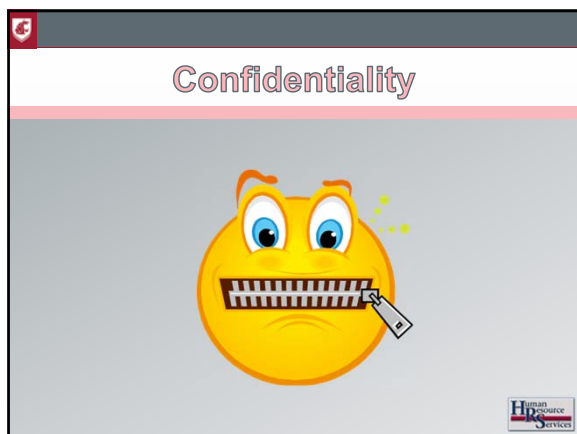
Required Qualifications	High school graduation or equivalent AND two years of full-time clerical experience OR equivalent education/experience.
Additional Requirements	Demonstrated effective verbal and written communication skills.
Preferred Qualifications	Two years experience coordinating and/or planning 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

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Committee Composition







Prepare

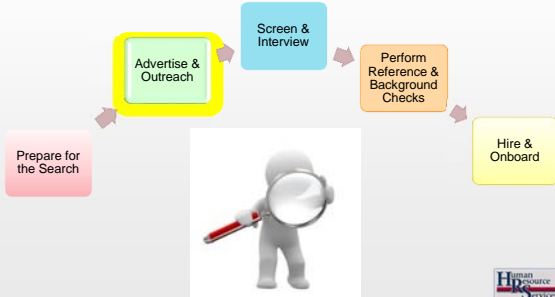



EVALUATION TOOLS

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




Search Phases






Advertise & Outreach

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



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.](#)




Advertise & Outreach

Proactive Outreach Ideas

Department/College Suggestions
Nominations
Alumni
Directories/Databases
Professional Contacts
Student Groups








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*](#)






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)

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



Advertise & Outreach


My Links

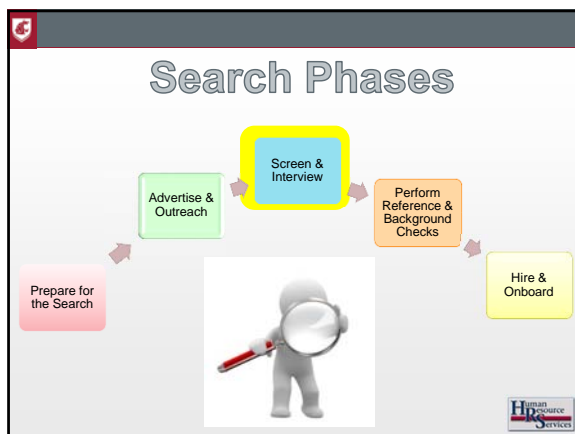
Useful Links

- 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)

- 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/>







Screen & Interview

Candidate Evaluation



- Search Committee reviews candidate materials on an individual basis
- Large pools; apportion the applications for initial evaluation
- 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



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

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

- 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, Martial Status, Disability Status, Veteran Status

[Refer to the Pre-employment Inquiry Guidelines | BPPM 60.08](#)







Screening Interviews

Screen & Interview


- 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



On-Campus Interview

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"



Candidate Experience


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 | Sample Interview Packets

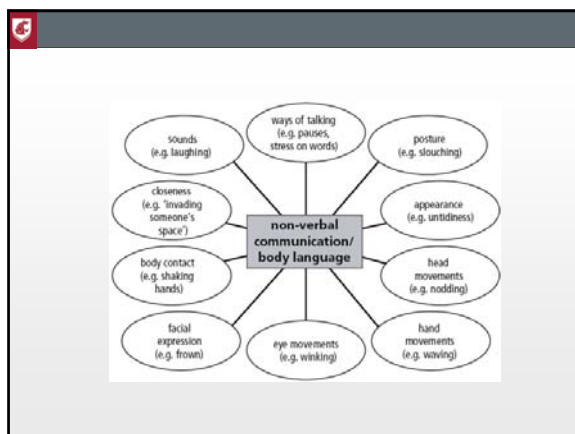



Candidate Experience

Screen & Interview

Before the interview:

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





Candidate Experience

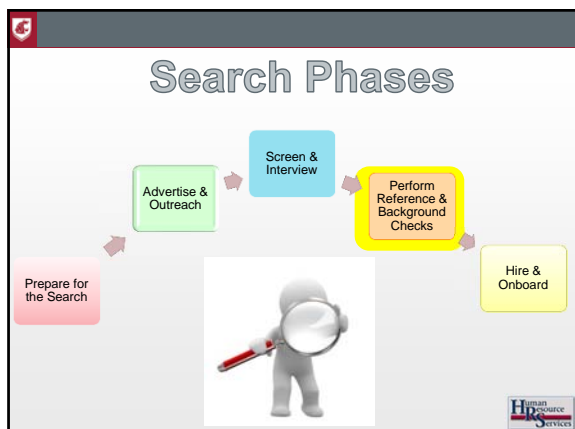
Screen & Interview

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



Perform Reference & Background Checks

Reference 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

Sample Reference Check Documents: Staff Recruitment Webpage

HPS 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.

- 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.


HPS 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




EMPLOYEE'S PERSONNEL FILE

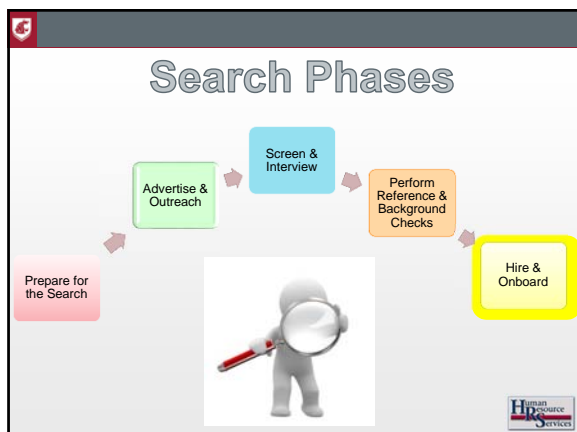


Perform Reference & Background Checks



- 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





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

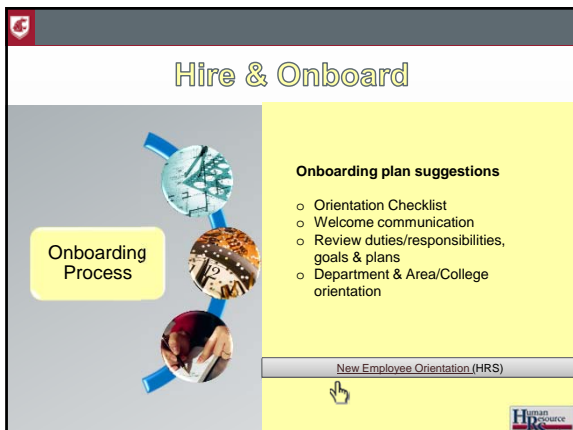
OPDRS

- 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)







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
