

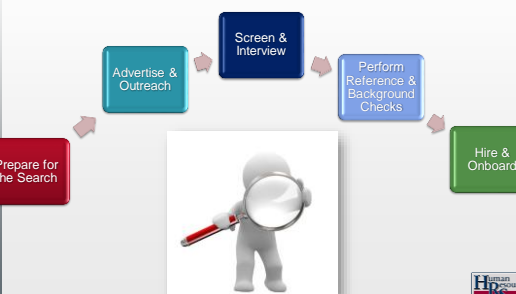
WASHINGTON STATE UNIVERSITY

WSU Faculty Recruitment Basics



Overview of the Faculty Recruitment Process

Presented by:
Human Resource Services

Updated December 2019



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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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Key Objectives

- 1) Roles & Responsibilities
- 2) Individual Recruitment Phases
- 3) Recommended Best Practices





Roles & Responsibilities

OFFICE OF
THE PROVOST

Office of the Provost

Overall University responsibility for recruitment, search and selection of faculty.

All faculty positions and appointments system-wide, specifically including tenure & tenure-track, require final approval from this office.



Appointing Authority

Determine the needs of the vacant position and appoint a diverse, fair and equitable Search Committee.

Ensure the area's or college's recruitment processes are in alignment with the University's policies and goals of identifying and recruiting a highly qualified and diverse individual.





Roles & Responsibilities

WHO MAKES UP
THE SEARCH
COMMITTEE?

Diverse Group
of Individuals

Variety of
Perspectives

Broadly
Representative
of WSU

SEARCH COMMITTEE
COMPOSITION



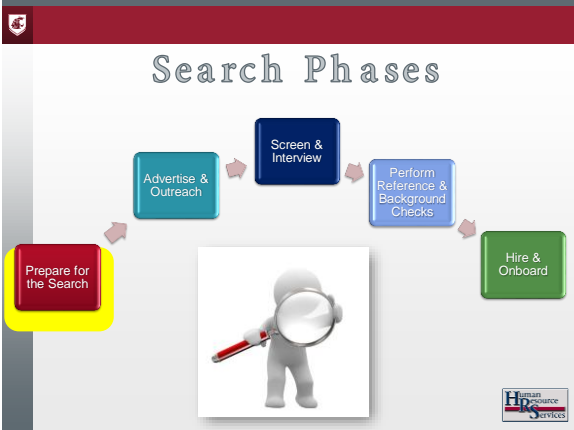


Roles & Responsibilities

Search Support



- Manages all the administrative aspects of the search
- Has access to the Online Position Description & Recruitment System (OPDRS)



Prepare

Hire the Best

Benefits of hiring the best

- o Decrease Costs- Turnover, etc.
- o Decrease Performance Issues
- o Decrease Lawsuits and Litigation
- o Increase Morale

WSU's Strategic Plan

Prepare

Preparation Details

Specific aspects that may influence a candidate's perceptions include:

- o Being candid and forthright with candidates
- o Meeting timelines
- o Being professional in correspondence
- o Politely answering telephone inquiries
- o Conducting interviews that are probing, yet cordial
- o Coordinating campus visits that are well-planned and executed

Human Resource Services



Prepare



Search
Expectations

Develop a centralized and defined process

- o Search timeline and status updates
- o Diversity needs
- o Recruitment and outreach strategies
- o Backgrounds and/or experiences desired
- o Preferred number of final recommendations





Prepare



Notice of
Vacancy

☐ Notice of Vacancy

- o Draft the Notice of Vacancy (NOV)
- o Designed to “sell” the position
- o Posted via OPDRS
- o Modified versions of the NOV are used in advertisements as part of the outreach and recruitment plan.





Prepare



Notice of
Vacancy

☐ Notice of Vacancy

Best Practice Tips

- o Describe duties
- o Broaden appeal
- o Diversity commitment/needs





Prepare




Evaluation Tools

See *Faculty Recruitment Toolkit*

Evaluation Tools


- Objective and measurable
- Consistent with position details
- Interpretation consensus
- Sufficient flexibility
- Qualification weight
- Screening matrix






Roles Overview

PHASE 1: Preparation	
Appointing Authority (or designee)	<ul style="list-style-type: none">Sets the ChargeOutlines Search Expectations
Search Chair/Search Committee	<ul style="list-style-type: none">Preparation tasks and responsibilities
Search Support	<ul style="list-style-type: none">Administrative tasksInputs posting in OPDRSGuest accounts set-up
Human Resource Services	<ul style="list-style-type: none">Serves as a resource
International Programs	<ul style="list-style-type: none">May review draft advertisements for Tenure/Tenure-track teaching positions

 Also see the *Faculty Recruitment Checklist*





Search Phases

Prepare for the Search

Advertise & Outreach

Screen & Interview

Perform Reference & Background Checks

Hire & Onboard







Advertise & Outreach


Outreach Strategy



See Faculty Recruitment Website

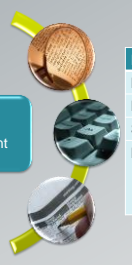
- Attract an appropriately-sized pool of qualified, talented and skilled candidates.
- Good faith efforts
- Cast wide net
- Review underutilized data; This data is for outreach efforts ONLY!






Advertise & Outreach

Length of Recruitment



Recruitment Periods	
National	30 calendar days*
NW Regional	21 calendar days
Statewide	21 calendar days
Local	14 calendar days
*Required for tenure-track/tenured positions	





Advertise & Outreach

Advertisements



See Faculty Recruitment Toolkit

☐ Advertisements

- Consistent with position details
- EEO/AA verbiage
- DOL requirements





WASHINGTON STATE
UNIVERSITY

Department of
Human Resource Services

Sample Faculty Ads that meet Labor Certification/Department of Labor Requirements

FACULTY POSITION IN MECHANICAL ENGINEERING, WASHINGTON STATE UNIVERSITY

The School of Mechanical and Materials Engineering at Washington State University invites applications for a fulltime tenure-track position in the area of energy within mechanical engineering at the Pullman campus. Emphasis research areas include but are not limited to energy conversion systems, energy storage, energy systems for buildings, distributed power generation, integration of renewable energy systems, and nuclear energy. Appointment will be at the Assistant Professor rank. The successful candidate will be expected to teach undergraduate and graduate courses in mechanical engineering, mentor students, develop collaborative research, establish an externally funded research program, and publish scholarly work. It is anticipated that the successful candidate will begin the appointment on **Month Day, Year**.

Qualifications: An earned doctoral degree in Mechanical Engineering or a closely related field is required prior to the start of the appointment. The successful candidate must have a demonstrated record of scholarly work and potential to establish a robust research program. Candidates must be qualified to teach courses in mechanical engineering including fluid mechanics, thermodynamics, heat transfer, and thermal design. Demonstrated excellent verbal and written communication skills are desirable. Application: Applications should include a letter of application, a curriculum vitae, a statement of research plans, a statement of teaching experience and interests, and contact information for three references.

To apply, visit wsujobs.com. WSU is an EO/AA Educator and Employer.

Application review begins **Month Day, Year**. It is anticipated that the successful candidate will begin the appointment on Month Day, Year. For additional information on Washington State University and MME, visit our home page at: <http://www.mme.wsu.edu>




Advertise & Outreach



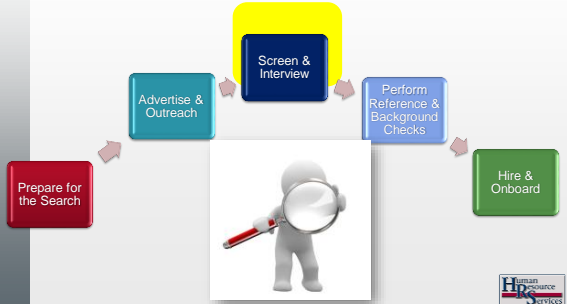
OPDRS
Posting


- Search Support submits the job posting in OPDRS
- HRS and International Programs (IP) reviews
- Recruitment documents
- Direct link created
- Guest user accounts






Search Phases








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• Race• Creed• Color	<ul style="list-style-type: none">• Sexual Orientation• 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">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 below2. Employers may not require applicants' prior wage/salary to meet certain criteria, e/g/ meet a certain level or threshold3. To facilitate the employment process, employers may confirm an applicant's wage or salary history only<ol style="list-style-type: none">1. If the applicant has voluntarily disclosed their wage or salary history, or2. After the employer has negotiated and made a job offer, including the amount of compensation, to the applicant4. Post offer, employers must provide the minimum wage or salary for the position for which the applicant is apply (upon applicants request)



Recruitment Laws & Policies

Pitfalls to Avoid

➤ Disparate Treatment

Disparate treatment is intentional

➤ 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







Recruitment Laws & Policies

Pitfalls to Avoid



➤ 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.





Recruitment Laws & Policies

Pitfalls to Avoid

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.

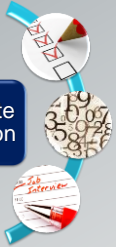


**Contact your area's/college's HR Consultant if you have questions or concerns regarding the legal framework of recruitment and how it pertains to your particular search.*




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

Candidate Evaluation



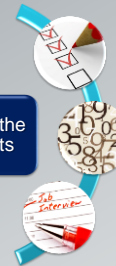
- Review all application materials
- Use pre-establish evaluation tools
- Ensure qualifications clearly demonstrated
 - Refrain from assumptions
- Consider entire career history provided
- Do not consider or score answers regarding work eligibility or visa sponsorship status






Screen & Interview

Vetting of the Applicants



- Allow time to vet each applicant
- Same definition of criteria applied to all
- Avoid "moving target" syndrome
- Document "not selected" reason(s)
- Develop long-list for 1st interviews





Screen & Interview

Development of Interview Questions



Developing Interview Questions

- Develop a standard set of questions
- You can eliminate areas you already have adequate information on from the application and focus on those you need to learn the most about
- Focus on job duties

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 1BPPM 60.80





Screen & Interview

Screening Interviews



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




Provide a
Positive
Candidate
Experience




Search Phases







Perform Reference & Background Checks




Reference
Checks

- Typically conducted after interviews
- Purpose – deeper dive
- References vs. Letters of Recommendation


 Sample Reference Check Documents: Faculty Recruitment Webpage






Perform Reference & Background Checks


Reference Checks



- o Notify candidate references will be contacted
- o Three contacts by two people
- o Same method for all candidates


Sample Reference Check Documents: Faculty Recruitment Webpage





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.

Reference and/or background checks should **not** be replaced with internet searches.

- o Internet Searches
 - o Google
 - o Social Media

If departments find something of concern during an internet search they should notify HRS.





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



- o Hire recommendation to Appointing Authority
 - o Summary of strengths/weaknesses
 - o Potential contributions
- o Verbal offer made upon approval
 - o Negotiations of additional salary/terms may require approval
- o Offer Letter drafted, approved and sent
- o Official signature acceptance distributed to CC's


**Pretest approval and signature required for tenure-track/tenured positions*



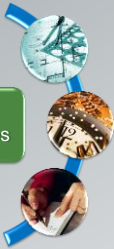
Search Phases







Hire & Onboard




Notify Candidates

Notify Candidates

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

HRS Templates; Faculty Recruitment Webpage





Hire & Onboard



Records Retention

Search Committee

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

OPDRS

- Application materials
- Not selected reasons
- Search Committee Members

University Records – Retention & Disposition, BPPM 90.01





Hire & Onboard



Onboarding Process

Onboarding plan suggestions

- Welcome communication
- Review duties/responsibilities, goals & plans
- Review mentoring desires
- Department & Area/College orientation

New Employee Orientation (HRS)

New Faculty Orientation (Provost's Office)



WASHINGTON STATE UNIVERSITY



This has been a
WSU Training
Videoconference

If you attended this live training session
and wish to have your attendance
documented in your training history,
please notify Human Resource Services
within 24 hours of today's date:

hrstraining@wsu.edu
