WSU Faculty Recruitment Basics

Overview of the Faculty Recruitment Process

Presented by:
Human Resource Services

Search Phases

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

Key Objectives

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

**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.

**Who Makes Up the Search Committee?**

**Search Committee Composition**

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

Search Phases

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

Prepare

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

Prepare Details

- Specific aspects that may influence a candidate's perceptions include:
  - Being candid and forthright with candidates
  - Meeting timelines
  - Being professional in correspondence
  - Politely answering telephone inquiries
  - Conducting interviews that are probing, yet cordial
  - Coordinating campus visits that are well planned and executed

WSU's Strategic Plan
Prepare

Develop a centralized and defined process
- Search timeline and status updates
- Diversity needs
- Recruitment and outreach strategies
- Backgrounds and/or experiences desired
- Preferred number of final recommendations

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

Notice of Vacancy
- Best Practice Tips
  - Describe duties
  - Broaden appeal
  - Diversity commitment/needs
**Prepare**

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

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**Roles Overview**

**PHASE 1: Preparation**

- **Appointing Authority (or designee)**
  - Sets the Charge
  - Outlines Search Expectations
  - Preparation tasks and responsibilities

- **Search Chair/Search Committee**
  - Administrative tasks
  - Inputs posting in OPDRS
  - Guest accounts set-up
  - Serves as a resource

- **Search Support**
  - May review draft advertisements for Tenure/Tenure-track teaching positions

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**Search Phases**

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

Outreach Strategy

- 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!

Recruitment Periods

<table>
<thead>
<tr>
<th>Recruitment Periods</th>
<th>Length</th>
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<tbody>
<tr>
<td>National</td>
<td>30 calendar days*</td>
</tr>
<tr>
<td>NW Regional</td>
<td>21 calendar days</td>
</tr>
<tr>
<td>Statewide</td>
<td>21 calendar days</td>
</tr>
<tr>
<td>Local</td>
<td>14 calendar days</td>
</tr>
</tbody>
</table>

*Required for tenure-track/tenured positions

Advertisements

- Consistent with position details
- EEO/AA verbiage
- DOL requirements
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 full-time, tenured 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 level. The successful candidate will be expected to teach undergraduate and graduate courses, conduct research, serve on committees, and advise graduate students. In addition, the successful candidate will participate in externally funded research programs, 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 college research program. Candidates must be committed to teaching and have the ability to develop multimedia instructional tools in area(s) that include 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 [WSU Job Board]. WU is an EQUITY/Equal Opportunity 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 WSU, visit our home page at [WSU Home Page].

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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

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Search Phases

- Prepare for
  the Search
- **Screen & Interview**
- **Hire & Onboard**
- Perform reference & background checks
- Advertise & Outreach
Recruitment Laws & Policies

Equal Opportunity in Employment

FEDERAL LAWS

<table>
<thead>
<tr>
<th>Title VII of the Civil Rights Act</th>
<th>Race</th>
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<tbody>
<tr>
<td>Age Discrimination in Employment Act</td>
<td>Age</td>
</tr>
<tr>
<td>American with Disabilities Act Rehabilitation Act</td>
<td>Disability</td>
</tr>
<tr>
<td>Genetic Information Non-Discrimination Act</td>
<td>Genetic Information</td>
</tr>
</tbody>
</table>

STATE LAWS

<table>
<thead>
<tr>
<th>WA State Law Against Discrimination</th>
<th>Age</th>
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<tbody>
<tr>
<td></td>
<td>Sex</td>
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<tr>
<td></td>
<td>Marital Status</td>
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<tr>
<td></td>
<td>Race</td>
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<tr>
<td></td>
<td>Color</td>
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<tr>
<td></td>
<td>Sexual Orientation</td>
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<td>National Origin</td>
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<td></td>
<td>Veteran Status</td>
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<td></td>
<td>Military Status</td>
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<td></td>
<td>Disability Status</td>
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</table>

WSU POLICIES

<table>
<thead>
<tr>
<th>Policy Prohibiting Discrimination &amp; Sexual Harassment, EP #15</th>
<th>Gender</th>
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<tbody>
<tr>
<td></td>
<td>Gender Identity/Expression</td>
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<td></td>
<td>Genetic Information</td>
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STATE LAWS

<table>
<thead>
<tr>
<th>WA State House Bill 1696</th>
<th>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</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. Employers may not require applicants' prior wage/salary to meet certain criteria, e.g. meet a certain level or threshold</td>
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<tr>
<td></td>
<td>3. To facilitate the employment process, employers may confirm an applicant's wage or salary history only</td>
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<tr>
<td></td>
<td>1. If the applicant has voluntarily disclosed their wage or salary history, or</td>
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<tr>
<td></td>
<td>2. After the employer has negotiated and made a job offer, including the amount of compensation, to the applicant</td>
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<td></td>
<td>4. Post offer, employers must provide the minimum wage or salary for the position for which the applicant is apply (upon applicants request)</td>
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</table>
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

Dos
* 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 SIG Consultant if you have questions or concerns regarding the legal framework of recruitment and how it applies to your particular 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

Screen & Interview

- 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

- 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

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 Preemployment 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 60.80

Screen & Interview

Screening Interviews
- Short telephone call or videoconference
- Clarify application materials
- Job-related questions
  - 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
Reference Checks
- Notify candidate references will be contacted
- Three contacts by telephone
- Same method for all candidates

Internet Searches
- Reference and/or background checks should not be replaced with internet searches
- Google
- Social Media

Background Checks
- Offer may be contingent upon a successful completion
- Background check components
- Conducted on top 1-2 finalist(s)
**Perform Reference & Background Checks**

<table>
<thead>
<tr>
<th>Personnel File</th>
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<tbody>
<tr>
<td>Top Finalists</td>
</tr>
<tr>
<td>Current or former employees</td>
</tr>
<tr>
<td>Search Chair or Supervisor may review</td>
</tr>
<tr>
<td>Visit HRS to review file</td>
</tr>
</tbody>
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**Perform Reference & Background Checks**

- Write recommendation to Appointing Authority
- Summary of strengths/weaknesses
- Potential contributions
- Verbal offer made, type approval
- Re- evaluation of additional information may require approval
- Offer contingent upon approval and accept
- Offer consideration, acceptance distributed

**Search Phases**

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

**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

**Records Retention**
- University Records: Retention & Disposition, BRPM 90.01

**Onboarding Process**
- Welcome communication
- Review duties/responsibilities, goals & plans
- Review hiring desires
- Department & Area/College orientation

**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

**Notify Candidates**
- Faculty Recruitment Webpage

**University Records**
- Faculty Recruitment Webpage

**Records Retention**
- Faculty Recruitment Webpage

**Onboarding Process**
- Faculty Recruitment Webpage

**Search Committee**
- Faculty Recruitment Webpage

**OPDRS**
- Faculty Recruitment Webpage
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:

hrtraining@wsu.edu