WSU Faculty Recruitment Basics

Overview of the Faculty Recruitment Process

Presented by:
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Human Resource Services

Search Phases

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

Prepare for the Search

Advertise & Outreach

Screen & Interview

Perform Reference & Background Checks

Hire & Onboard

Key Objectives
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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?

- Broadly Representative of WSU
- Variety of Perspectives
- Diverse Group of Individuals

Search Support

- Manages all the administrative aspects of the search
- Various Workday access
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Prepare for the Search

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

Prepare

Benefits of hiring the best:
- Decrease Costs: Turnover, etc.
- Decrease Performance Issues
- Decrease Lawsuits and Litigation
- Increase Morale
- Advance Research, Innovation & Creativity; Student Experience, and Diversity, Equity and Inclusion

WSU’s Strategic Plan

Preparation 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
Search Expectations

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
- Ensure Workday approval through the Office of the Provost has been completed.

Notice of Vacancy

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

Best Practice Tips
- Describe duties
- Broaden appeal
- Diversity commitment/needs
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)
  - Sets the Charge
  - Outlines Search Expectations
- Primary Recruiter, Recruiting Coordinator, HR Partner and Search Committee
  - Preparation Tasks
  - Administrative tasks
  - Take action on candidates
- Human Resource Services
  - Serves as a resource
- International Programs
  - 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

See Faculty Recruitment Toolkit
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Advertise & Outreach

Outreach Strategy

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

Length of Recruitment

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*Required for tenure-track/tenured positions

Advertisements

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

See Faculty Recruitment Website

See Faculty Recruitment Toolkit
HR Partner or Primary Recruiter submits the job posting in Workday
HRS and International Programs (IP) reviews
Recruitment documents
Direct link created
Search committee access varies

Preliminary Review
Prepare for the Search

Screen & Interview
Advertise & Outreach

Perform Reference & Background Check
Search Phases

Prepare for the Search

Hire & Onboard

FEDERAL LAWS

| Title VII of the Civil Rights Act | - Race
| - Color
| - Religion
| - Sex
| - National Origin
| Age Discrimination in Employment Act | - Age
| American with Disabilities Act | - Disability
| Rehabilitation Act | Genetic Information
| Genetic Information Non-Discrimination Act |
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STATE LAWS

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WSU POLICIES

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<td>- Genetic Information</td>
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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

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

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/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

- 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
**Screen & Interview**

Vetting of the Applicants

- Allow time to vet each applicant
- Same definition of criteria applied to all
- Avoid “moving target” syndrome
- Document disposition reason(s)
- Develop long-list for 1st interviews

**Screen & Interview**

Development of 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, Marital Status, Disability Status, Veteran Status

Refer to the Pre-employment Inquiry Guidelines | BPPM 60.80

Refer to Sample Interview Questions
**Screen & Interview**

- 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 Primary Recruiter

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**Screen & Interview**

"Roll out the Crimson Carpet"

Provide a Positive Candidate Experience

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**Search Phases**

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

Prepare for the Search
Perform Reference & Background Checks

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

Sample Reference Check Documents: Faculty Recruitment Webpage

Reference Checks

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

Sample Reference Check Documents: Faculty Recruitment Webpage

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.

- Internet Searches
  - Google
  - Social Media

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

Sample Reference Check Documents: Faculty Recruitment Webpage
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)

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

Hire
Recommendation

- Summary of strengths/weaknesses
- Potential contributions
- Prior to an offer of employment, WSU must comply with RCW 28B.112.080 in regards to Sexual Misconduct. The sexual misconduct form is part of the application process in Workday. To comply with this law, hiring departments may not make an offer of employment until approved by HRS Employment Services.
- Verbal offer made upon approval
- Negotiations of additional salary/terms may require approval
- Offer Letter drafted, approved and sent
- Official signature acceptance distributed to CC's
*Provost approval and signature required for tenure-track/tenured positions*
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Prepare for the Search

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Screen & Interview

Perform Reference & Background Checks

Hire & Onboard

Search Phases

Hire & Onboard

Notify Candidates
- Courtesy notification to on-campus interviewees
- Email/letter to other candidates
- Update all candidates’ status with “disposition reasons” and complete the hire (external) or change/add job (internal) process.

HRS Templates: Faculty Recruitment Webpage

Records Retention

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

Workday
- Application materials
- Disposition reasons
- Search Committee Members

University Records – Retention & Disposition, BPPM 90.01
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)

Thank you for attending the Faculty Recruitment Basics Training

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