




Roles & Responsibilities

Office of the Provost	Appointing Authority
Overall University responsibility for recruitment, search and selection of faculty.	Determine the needs of the vacant position and appoint a diverse, fair and equitable Search Committee.
All faculty positions and appointments system-wide, specifically including tenure & tenure-track, require final approval from this office.	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?



SEARCH COMMITTEE COMPOSITION

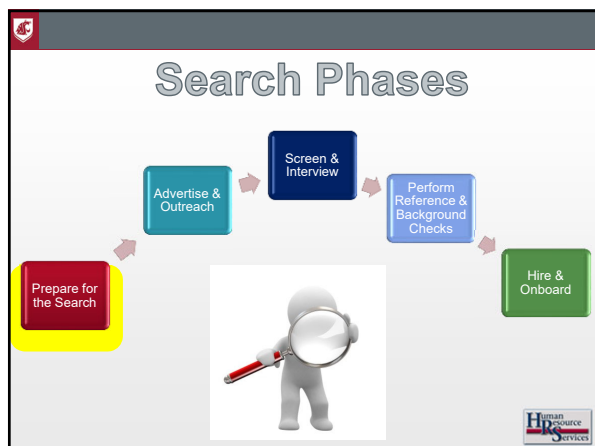


Roles & Responsibilities

Search Support



- Manages all the administrative aspects of the search
- Various Workday access



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
- o Advance Research, Innovation & Creativity; Student Experience, and Diversity, Equity and Inclusion

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

- 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.





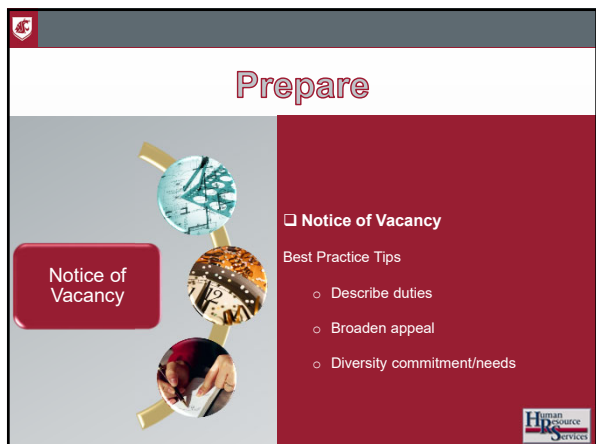
Prepare

Notice of
Vacancy

☐ **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.






Prepare

Notice of
Vacancy

☐ **Notice of Vacancy**

Best Practice Tips

- Describe duties
- Broaden appeal
- Diversity commitment/needs



Prepare

Evaluation
Tools

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

See [Faculty Recruitment Toolkit](#)

Roles Overview

Phase 1: Preparation	
Appointing Authority (or designee)	<ul style="list-style-type: none"> • Sets the Charge • Outlines Search Expectations
Primary Recruiter, Recruiting Coordinator, HR Partner and Search Committee	<ul style="list-style-type: none"> • Preparation Tasks • Administrative tasks • Take action on candidates
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




Outreach Strategy

Advertise & Outreach

- 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!

See [Faculty Recruitment Website](#)






Length of Recruitment

Advertise & Outreach

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





Advertisements

Advertise & Outreach


☐ **Advertisements**

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

See [Faculty Recruitment Toolkit](#)



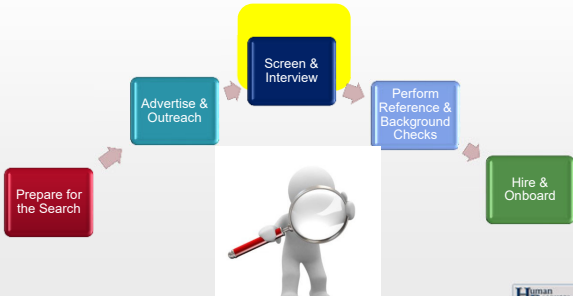
Advertise & Outreach



Workday Posting

- 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

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	<ul style="list-style-type: none"> • Disability
Rehabilitation Act	
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
Equal Pay Act (RCW 49.58.100)	<ul style="list-style-type: none"> • Sexual Orientation • National Origin • Veteran Status • Military Status • Disability Status
<ul 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 	
WSU POLICIES	
Policy Prohibiting Discrimination & Sexual Harassment, EP #15	<ul style="list-style-type: none"> • Gender • Gender Identity/Expression • Genetic Information

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

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Screen & Interview

Vetting of the Applicants



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



Screen & Interview

Development of Interview Questions



Developing Interview Questions


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

[Refer to Sample Interview Questions](#)




Screen & Interview

Interview Questions




- o Prohibited Pre-employment questions
 - o Be vigilant in all interactions with candidates
 - o Focus on job-related questions
 - o 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 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

Screen & Interview



Provide a Positive Candidate Experience

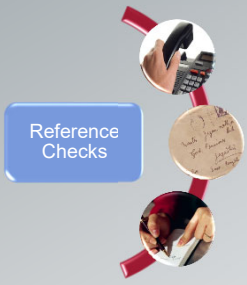
"Rollout the Crimson Carpet"

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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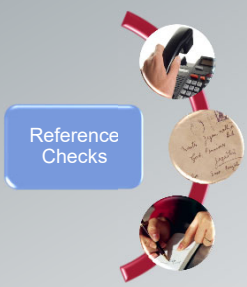


Reference Checks

Perform Reference & Background Checks

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

[Sample Reference Check Documents: Faculty Recruitment Webpage](#)

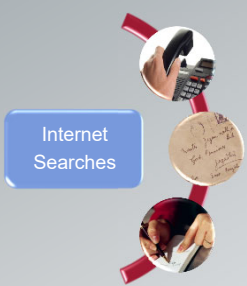


Reference Checks

Perform Reference & Background 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


Perform Reference & Background Checks

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.



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








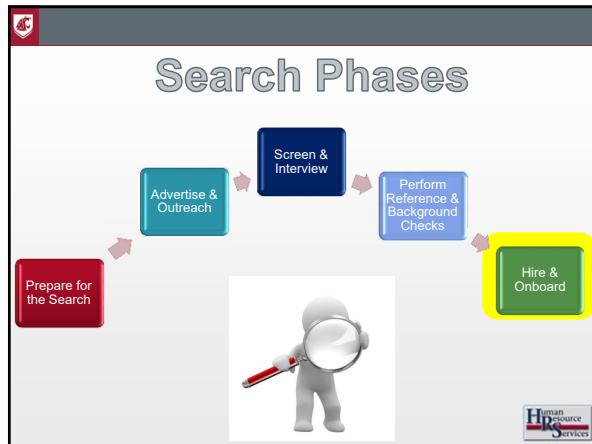
Perform Reference & Background Checks



- o Hire Recommendation for appointing authority
 - o Summary of strengths/weaknesses
 - o Potential contributions
- o 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.
- 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

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





Hire & Onboard

Notify Candidates

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

HRS Templates: Faculty Recruitment Webpage

The slide features a green background with a vertical strip of three circular images on the left. The HRS logo is in the bottom right corner.

Hire & Onboard

Records Retention

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

Workday

- o Application materials
- o Disposition reasons
- o Search Committee Members

University Records – Retention & Disposition, BPPM 90.01

The slide features a green background with a vertical strip of three circular images on the left. The HRS logo is in the bottom right corner.



Onboarding Process

Hire & Onboard

Onboarding plan suggestions

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

[New Employee Orientation \(HRS\)](#)

[New Faculty Orientation \(Provost's Office\)](#)






**Thank you for attending the
Faculty Recruitment Basics Training**

Human Resource Services		
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International Programs – Global Services		
(509) 335-4508	ip.wsu.edu/global-services	ip_globalservices@wsu.edu
Office of Compliance & Civil Rights		
(509) 335-8288	ccr.wsu.edu	ccr@wsu.edu
Office of the Provost		
(509) 335-5582	provost.wsu.edu	provosts.office@wsu.edu
