Key Objectives

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

Search Phases

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

Prepare for the Search

Overview of the Staff Recruitment Process

Developed by:
Human Resource Services
### Recruitment Laws & Policies

#### Equal Opportunity in Employment

<table>
<thead>
<tr>
<th>FEDERAL LAWS</th>
<th>STATE LAWS</th>
<th>WSU POLICIES</th>
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<tbody>
<tr>
<td><strong>Title VII of the Civil Rights Act</strong></td>
<td>· Race</td>
<td>· Gender</td>
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<td>· Age</td>
<td>· Color</td>
<td>· Gender Identity/Expression</td>
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<tr>
<td>· Religion</td>
<td>· Sex</td>
<td>· Genetic Information</td>
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<td>· Sex</td>
<td>· National Origin</td>
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<td><strong>Age Discrimination in Employment Act</strong></td>
<td>· Age</td>
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<td><strong>American with Disabilities Act</strong></td>
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<td><strong>Rehabilitation Act</strong></td>
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<td><strong>Genetic Information Non-Discrimination Act</strong></td>
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### Equal Pay Act (RCW 49.5.100)

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.
2. Employers may not require applicants' prior wage/salary to meet certain criteria, e.g., meet a certain level or threshold.
3. To facilitate the employment process, employers may confirm an applicant's wage or salary history only:
   1. If the applicant has voluntarily disclosed their wage or salary history, or
   2. After the employer has negotiated and made a job offer, including the amount of compensation, to the applicant.
4. Post offer, employers must provide the minimum wage or salary for the position for which the applicant is apply (upon applicants request).
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 persons 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:** Say that job applicants for a certain job are tested on their reaction times, and only people with a high score are hired. This test will discriminate against older workers, who are less likely to have fast reaction times. Whether this test is illegal will depend on whether fast reaction times are necessary for the job.
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.

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.

Search Phases

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

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
- Advance Research, Innovation & Creativity; Student Experience, and Diversity, Equity and Inclusion
Position Details and Duties

- Official Title/University Title
- Business Title (If applicable) How will this be advertised?
  - Title: 12/5E-YN - Human Resource Consultant, Assistant 1
  - Business Title: HR Assistant
- Primary responsibilities and duties
  - Why does this position exist? Primary Functions?
- Position configuration
  - Full Time/Part Time
  - 12 month appointment/9 month appointment

Roles & Responsibilities

Diverse Group of Diverse
Committee Composition
Roles & Responsibilities

Search Support

- Various Roles in Workday
- Various Workday access

Managing Conflict of Interest

Confidentiality
Requisitions designed to "sell" the position
- Posted via Workday on wsu.edu/jobs for external candidates and in Workday Find Jobs for Internal candidates
- Describe duties
- Describe department, college, University
- Diversity commitment/needs

Prepare

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

Search Phases

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

Proactive Outreach Ideas

- Department/College Suggestions
- Nominations
- Alumni
- Directories/Databases
- Professional Contacts
- Student Groups
Advertise & Outreach

Advertising Ideas
- Professional Associations
- Mailings/Listserv
- Orgs or Websites for underrepresented groups (i.e. HERC Diversity Resources)
- Department Website

Outreach Tools

Length of Recruitment Period

<table>
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<tr>
<th>Recruitment Periods</th>
<th>Length</th>
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<tr>
<td>AP - National</td>
<td>90 calendar days</td>
</tr>
<tr>
<td>AP-NW</td>
<td>21 calendar days</td>
</tr>
<tr>
<td>Regional/Statewide</td>
<td>14 calendar days</td>
</tr>
<tr>
<td>AP - Local</td>
<td>Minimum of 5 business days</td>
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**Advertise & Outreach**

**Workday System**
- Primary Recruiter/Manager/HR Partner submits the Job Requisition in Workday
  - Include recruitment documents in attachments section
- HR Partner Approves (if not initiate)
- HRS approves and posts Evergreen Requisition to external & internal site
- Direct link created
- Search committee access varies

**Attachments**
- Utilize the tools within Workday including identifying search committee members and add attachments of where advertisements are being placed.
  - Workday Help Text
  - Add Attachments

**Search Phases**
- Advertise & Outreach
- Screen & Interview
- Perform Reference & Background Checks
- Hire & Onboard
- Prepare for the Search
Search Committee reviews candidate materials on an individual basis

- Large pools; apportion the applications for initial evaluation
- Minimize risk of potential bias

**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)

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
- Workday Disposition reasons
Interview Question Activity

In your group, develop an interview question to determine the applicant’s skill/experience related to one of the following competencies:

- 1) Conflict Resolution
- 2) Communication
- 3) Critical Thinking
- 4) Customer Service
- 5) Problem Solving

Screen & Interview

Developing Interview Questions
- Standard set of questions
- Focus on job duties
- You can eliminate areas you already have adequate information 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
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

Screening Interviews

- 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

- 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”
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?

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

Non-verbal communication/ body language:

- Voice of speaking (e.g., volume, stress or monotone)
- Photos (e.g., listening, etc.)
- Close-ups (e.g., watching
- Body contact (e.g., shaking hands)
- Facial expression (e.g., frowning)
- Posture (e.g., standing)
- Hand movements (e.g., waving)
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

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

Perform Reference & Background 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
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.

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)

Personnel File
- Top Finalists
- Current or former employees
- Primary Recruiter, AA, or Supervisor may review
- Visit HRS to review file
Hire recommendation to Appointing Authority
- Summary of strengths/weaknesses
- Hiring recommendation to HRS via Workday
- Verbal offer made by Department Head
- Negotiations of additional salary/terms may require approval
- Employment Agreement (Offer Letter) drafted, approved and sent in the Workday System
- Official signature acceptance distributed to CC's

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

Hire & Onboard
- Notify Candidates
  - Courtesy notification to on-campus interviewees
  - Email/letter to other candidates
  - Move final candidate to Ready for Hire; update all candidates' status with individual disposition reasons and complete the hire (external) or change/add job (internal) process.
**Hire & Onboard**

Ensure recruitment records are kept in accordance with WSU’s Records Retention Policy

- Workday
  - Application materials
  - Disposition reasons
  - Search Committee Members
- Search Committee
  - Copies of all advertising
  - Candidate evaluation tools
  - Screening and interview notes
  - Hiring Recommendation
  - Copy of final offer letter

**Onboarding plan suggestions**

- Orientation Checklist
- Welcome communication
- Review duties/responsibilities, goals & plans
- Department & Area/College orientation

**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 of Compliance & Civil Rights**
  - (509) 335-8288
  - ccr.wsu.edu
  - ccr@wsu.edu