WSU Faculty Recruitment Basics

Overview of the Faculty Recruitment Process

Presented by: Human Resource Services

Updated March 2021

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.

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Search Chair

Who makes up the Search Committee?

Search Committee Composition

WHO MAKES UP THE SEARCH COMMITTEE?

Search Support

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

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

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
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.

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.

Notice of Vacancy

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

See Faculty Recruitment Toolkit

## Roles Overview

### Phase 1: Preparation

<table>
<thead>
<tr>
<th>Role</th>
<th>Tasks</th>
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<tbody>
<tr>
<td>Appointing Authority (or designee)</td>
<td>Sets the Charge</td>
</tr>
<tr>
<td>Primary Recruiter, Recruiting Coordinator, HRI Partner and Search Committee</td>
<td>Outlines Search Expectations</td>
</tr>
<tr>
<td>Human Resources Services</td>
<td>Preparation Tasks, Administrative tasks, Take action on candidates</td>
</tr>
<tr>
<td>International Programs</td>
<td>Serves as a resource, May review draft advertisements for Tenure/Tenure-track teaching positions</td>
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</tbody>
</table>

Also see the Faculty Recruitment Checklist

## Search Phases

1. Prepare for the Search
2. Advertise & Outreach
3. Screen & Interview
4. Perform Reference & Background Checks
5. Hire & Onboard
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.

Recruitment Periods

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

*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

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Search Phases
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Recruitment Laws & Policies
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Equal Opportunity in Employment

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<thead>
<tr>
<th>FEDERAL LAWS</th>
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<td>Title VII of the Civil Rights Act</td>
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<tr>
<td>Age Discrimination in Employment Act</td>
<td>Age</td>
</tr>
<tr>
<td>American with Disabilities Act Rehabilitation Act</td>
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<tr>
<td>Genetic Information Non-Discrimination Act</td>
<td>Genetic Information</td>
</tr>
</tbody>
</table>
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**Recruitment Laws & Policies**

**Equal Opportunity in Employment**

**STATE LAWS:**
- WA State Law Against Discrimination
  - Age
  - Sex
  - Marital Status
  - Race
  - Creed
  - Color
  - Sexual Orientation
  - National Origin
  - Veteran Status
  - Disability Status

Equal Pay Act (RCW 49.58.100)
- 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
  - Gender
  - Gender Identity/Expression
  - Genetic Information

**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

Pitfalls to Avoid

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 HR Consultant if you have questions or concerns regarding the legal framework of recruitment and how it pertains to your particular search.

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
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

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

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
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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

Screen & Interview

Provide a Positive Candidate Experience

“Roll out the Crimson Carpet”

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

Reference Checks

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

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

Internet Searches

- Internet Searches
  - Google
  - Social Media

If departments find something of concern during an internet search they should notify HRS.
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Background Checks, BPPM 60.16

**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
  - Search Chair or Supervisor may review
  - Visit HRS to review file

**Hire Recommendation**
- Hire recommendation to Appointing Authority
  - 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 CCs
  - Provost approval and signature required for tenure-track/tenured positions

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Prepare for the Search

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Search Phases

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.

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

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Notify Candidates

HRS Templates: Faculty Recruitment Webpage

Search Committee

University Records – Retention & Disposition, BPPM 90.01

HRS Templates: Faculty Recruitment Webpage

Hire & Onboard
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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<th>Human Resource Services</th>
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<tbody>
<tr>
<td>(509) 335-4521</td>
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<tr>
<td>hrs.wsu.edu</td>
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<tr>
<td><a href="mailto:hrs@wsu.edu">hrs@wsu.edu</a></td>
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<tr>
<td>(509) 335-4508</td>
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<tr>
<td>ip.wsu.edu/global-services</td>
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<tr>
<td>p <a href="mailto:Globalservices@wsu.edu">Globalservices@wsu.edu</a></td>
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<td>(509) 335-8288</td>
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<tr>
<td>ccr.wsu.edu</td>
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<td>(509) 335-5882</td>
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<td>provost.wsu.edu</td>
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