

WASHINGTON STATE UNIVERSITY
November 2021

WSU Staff Recruitment Basics

Overview of the Staff Recruitment Process

Developed by:
Human Resource Services

WASHINGTON STATE UNIVERSITY

Key Objectives

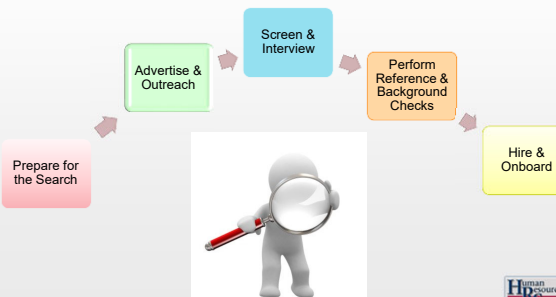


- 1) Recruitment Laws & Policies
- 2) Individual Recruitment Phases
- 3) Recommended Best Practices

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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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Human Resource Services

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
Genetic Information Non-Discrimination Act	<ul style="list-style-type: none"> • Genetic Information



Recruitment Laws & Policies

Equal Opportunity in Employment

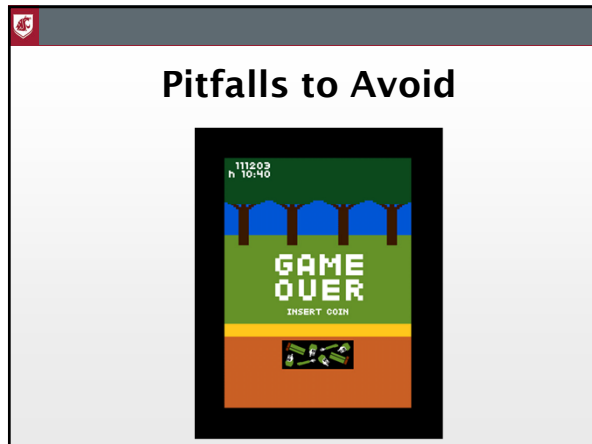
STATE LAWS		
WA State Law Against Discrimination	<ul style="list-style-type: none"> • Age • Sex • Marital Status • Sexual Orientation • Race • Creed 	<ul style="list-style-type: none"> • Color • National Origin • Veteran Status • Military Status • Disability Status • Gender Identity/Expression
WSU POLICIES		
Policy Prohibiting Discrimination & Sexual Harassment, EP #15	<ul style="list-style-type: none"> • Gender • Gender Identity or Expression 	



Recruitment Laws & Policies

Equal Opportunity in Employment

STATE LAWS	
Equal Pay Act (RCW 49.58.100)	<ol style="list-style-type: none"> 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 <ol style="list-style-type: none"> 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 person's 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


Griggs v. Duke Power Co.
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.



Reasonable Accommodation

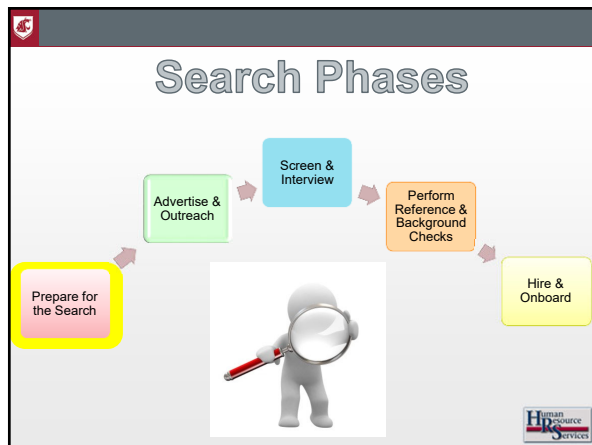
Figure 3.5: Examples of Reasonable Accommodation under the ADA



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.



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

Prepare

Position Details and Duties

- Official Title/University Title
- Business Title (if applicable) How will this be advertised?

Title:

123E-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

Prepare

Required Qualifications:

Position requires a Bachelor's degree and three (3) years of professional work experience in student services or related education experience. Experience leading or directing the work of others. A Master's degree in a related field may substitute for one (1) year of professional work experience. Any combination of relevant education and professional experience may be substituted for the educational requirement on a year-for-year basis.

Additional Requirements:

- Demonstrated experience designing and delivering engaging and persuasive presentations to small and large audiences.
- Two year's experience coordinating on-going programs/activities/events.
- Demonstrated experience developing positive and lasting relationships with colleagues and constituents outside one's organization.
- Strong written and verbal intercultural communication skills.
- Demonstrated experience working collaboratively with others from diverse backgrounds and perspectives.
- Ability to work frequent evenings and weekends with advanced notice. Ability to travel to recruiting events, and visit donor's locations.

Preferred Qualifications:

- Experience as a participant of TRIO programs such as SRI, Upward Bound, McNair, Talent Search (BRAC-UG-GRAD) Street Smart, or similar programs.
- Experience recruiting and working with at-risk and diverse student populations and their parents.
- Strong understanding of the challenges that at-risk and diverse student populations face in higher education.
- Experience developing recruiting strategies and meeting recruiting goals.
- Experience creating or designing effective promotional material, videos, and/or web content.
- Experience teaching, tutoring, or mentoring high school aged students. And experience working with parents of HS students.
- Knowledge of, or experience with the WSU student experience (student life, housing, program services, admissions process, financial aid, enrollment, events, etc.).
- Experience working in higher education admissions, new student programs, student services, or corporate work experience in recruitment or sales.

Roles & Responsibilities

Committee Composition




Roles & Responsibilities

Search Support





- o Various Roles in Workday
- o Various Workday access




Roles & Responsibilities


MANAGING CONFLICT OF INTEREST








Confidentiality







Job Postings

- 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



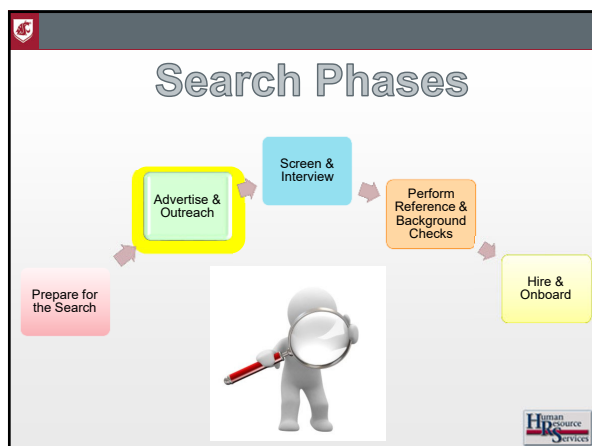



Prepare

EVALUATION TOOLS

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










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.](#)



Advertise & Outreach


Proactive Outreach Ideas
Department/College Suggestions
Nominations
Alumni
Directories/Databases
Professional Contacts
Student Groups





Advertise & Outreach

Advertising Ideas

- National Publications or Websites (Chronicle of Higher Education, Seattle Times, NY Times)
- Professional Associations
- Mailings/Listservs
- Orgs or Websites for underrepresented groups (i.e. HERC Diversity Resources)
- Department Website

 [See Staff Recruitment](#)




Outreach Tools





Advertise & Outreach

Length of Recruitment Period



Recruitment Periods	
AP -National	30 calendar days
AP-NW Regional/Statewide	21 calendar days
AP - Local	14 calendar days
CS	Minimum of 5 business days





Advertise & Outreach

W

Search

Create Job Requisition

The appointing authority is responsible for ensuring the search committee is trained regarding search process.


Copy Details from Existing Requisition


Supervisory Organization

Worker Type Employee

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





Advertise & Outreach

Start

Recruiting Information

Job

Organizations

Attachments

Compensation

Assign Roles


Summary


Attachments

Documents

Add


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

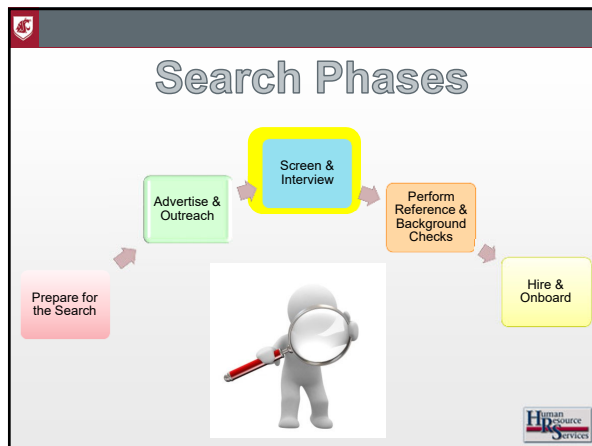


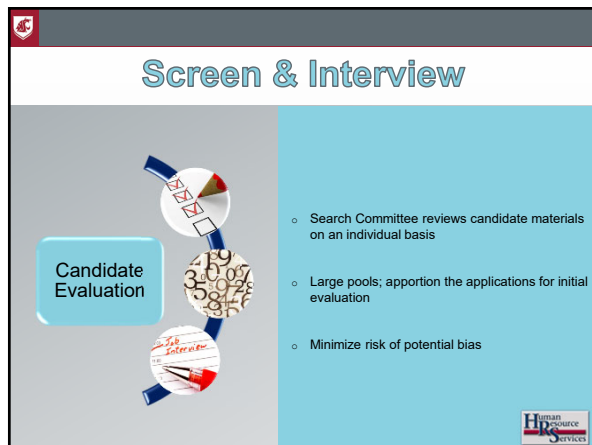


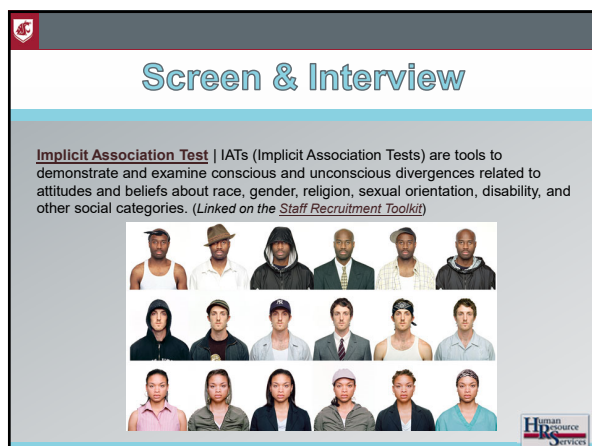
Advertise & Outreach

All requisitions posted through Workday must include the following:
In accordance with Washington State Governor's Proclamation 21.14.2, as a condition of employment, you must be fully vaccinated or have an approved medical/religious accommodation by time of hire. People are considered fully vaccinated two weeks after receiving their last shot in a vaccine series. Vaccine or an approved accommodation will be verified prior to your first day of work. Should you not be fully vaccinated or have an approved medical/religious accommodation you will not be able to start employment with WSU. Information regarding vaccine verification and/or requesting a medical/religious accommodation is available at <https://hrs.wsu.edu/covid-19/vax-verification/>. Please contact HRS at hrs@wsu.edu or 509-335-4521 if you have questions.










Screen & Interview




Candidate Evaluation

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

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Screen & Interview



Developing Interview Questions


Developing Interview Questions

- Standard set of questions
- Focus on job duties
- You can eliminate areas you already have adequate information on 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](#)

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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 60.08.](#)

Human Resource Services


Screen & Interview



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


Screen & Interview



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"

Screen & Interview



Candidate Experience

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?


Candidate Experience | Sample Interview Packets

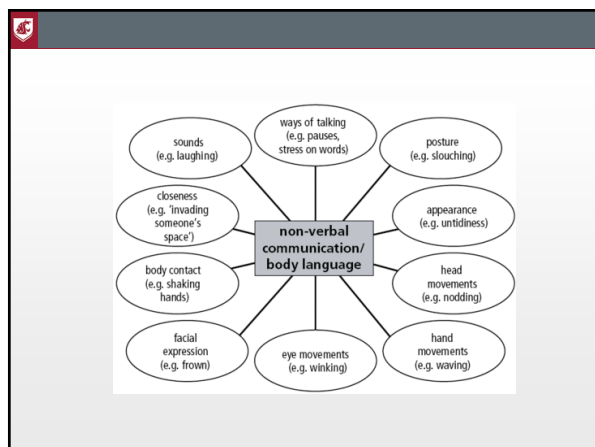
Screen & Interview

Candidate Experience

Before the interview:

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





Screen & Interview


Candidate Experience

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

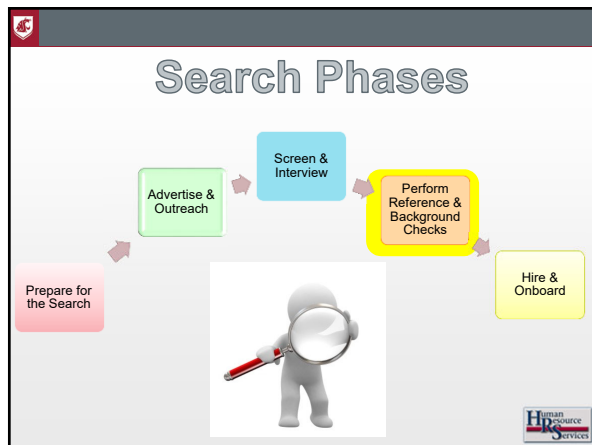


Screen & Interview

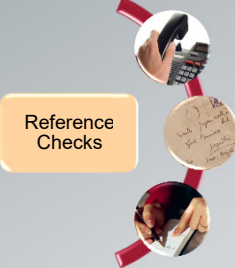
During the interview, provide the following statement related to the COVID-19 Vaccine Requirement:

As a condition of employment, all WSU employees must be fully vaccinated against COVID-19 or have an approved medical/religious accommodation prior to starting work for Washington State University. People are considered fully vaccinated two weeks after receiving their final dose in a vaccine series. Vaccine or an approved accommodation will be verified prior to first day of work.






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 Webpage](#)



Perform Reference & Background Checks




Internet Searches

Internet searches should be done appropriately and for professional purposes and not to obtain personal information about the candidate.

- o Internet Searches
 - o Google
 - o 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.




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

- RCW 28B.112.080 – Postsecondary Educational Institutions – Sexual Misconduct, requires an applicant, **prior to an official offer of employment**, to sign a statement:
 1. Declaring whether the applicant is the subject of any substantiated findings of sexual misconduct in any current or former employment or is currently being investigated for, or has left a position during an investigation into, a violation of any sexual misconduct policy at the applicant's current and past employers, and, if so, an explanation of the situation;
 2. Authorizing the applicant's current and past employers to disclose to WSU any sexual misconduct committed by the applicant and making available to the hiring institution copies of all documents in the previous employer's personnel, investigative, or other files relating to sexual misconduct, including sexual harassment, by the applicant.
- An "applicant" means a person applying for employment as faculty, instructor, staff, advisor, counselor, coach, athletic department staff, and any position in which the applicant will likely have direct ongoing contact with **students** in a supervisory role or position of authority. "Applicant" **does not include enrolled students who are applying for temporary student hourly employment.**
- Based on the State of Washington Sexual Misconduct requirement (RCW 28B.112.080) WSU is unable to make any offers, including contingency offers, prior to completing the SMS process.




Perform Reference & Background Checks


Personnel File
Top Finalists
Current or former employees
Primary Recruiter, AA, or Supervisor may review
Visit HRS to review file




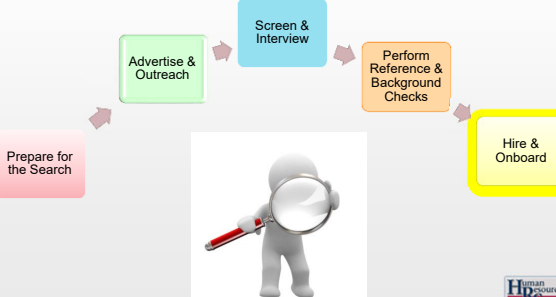
Perform Reference & Background Checks




- 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

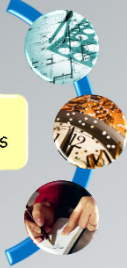


Search Phases





Hire & Onboard






Notify Candidates

Notify Candidates

- o Courtesy notification to on-campus interviewees
- o Email/letter to other candidates
- o 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.

HRS Templates: Staff Recruitment Webpage







Hire & Onboard

All Offer Letters will include the following statement under the I9 information:


- In accordance with Washington State Governor's Proclamation 21.14.2, as a condition of employment, you must be fully vaccinated or have an approved medical/religious accommodation by time of hire. People are considered fully vaccinated two weeks after receiving their last shot in a vaccine series. Vaccine or an approved accommodation will be verified prior to your first day of work. Should you not be fully vaccinated or have an approved medical/religious accommodation you will not be able to start employment with WSU. Information regarding vaccine verification and/or requesting a medical/religious information is available at <https://hrs.wsu.edu/covid-19/vax-verification/>. Please contact HRS at hrs@wsu.edu or 509-335-4521 if you have questions.





Hire & Onboard

After the offer letter stage, the HR Partner will receive a "To Do" to ensure the candidate is contacted to either provide visual proof they are fully vaccinated against COVID-19 or connect them with HRS to complete the exemption process.



Hire & Onboard

Records Retention

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

University Records – Retention & Disposition, BPPM 90.01



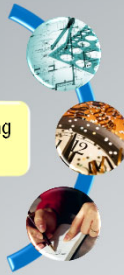


Hire & Onboard

Onboarding Process

Onboarding plan suggestions

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

New Employee Orientation (HRS)

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
