

EXHIBIT 7

Western Washington University

Standard Recruitment and Hiring Procedures

STANDARD RECRUITMENT AND HIRING PROCEDURES

1. Exempt Professional and Faculty Procedures

- a. **Position Approval.** The hiring unit shall prepare a statement of rationale supporting the allocation of a position, including a draft of the position description. The Dean or Vice President shall meet with the Provost or President to discuss the position, including salary range and type of search, and gain approval to open the position. Approval to proceed will be indicated in the Allocation Approvals Section of the *Request to Recruit Form*.
- b. **Recruitment Approval.** The hiring unit shall, in consultation with the Equal Opportunity Center, finalize the position description, draft the position announcement and advertisements, develop a recruitment plan and establish a search committee. Upon receipt of the materials, the EOC shall contact the Dean or Vice President to review utilization statistics for the specific job group to which the position belongs and to determine whether the recruitment plan reflects hiring unit and University affirmative action goals. Particular attention shall be paid to implementing strategies for recruiting faculty and staff from populations presently underutilized in the hiring unit work force. Approval to proceed with the proposed recruitment plan will be indicated on Section 2 (Development and Approval of Search and Screening Documents) of the Request to Recruit Form.
- c. **Establishing the Search Committee.** The unit administrator shall select a search committee chair who is capable of providing leadership and ensuring a legally defensible search process, and search committee members who understand the position to be filled, are committed to equal employment opportunity, and who have the capacity for balanced judgment and discretion. Whenever possible, committees should represent diverse backgrounds and perspectives.
- d. **Initiating the Search.** The search committee shall:
 - (i) At its first meeting, receive orientation from the Equal Opportunity Center regarding the development and use of standard selection procedures (including criteria and rating guides), guidelines for conducting a legal interview, the University's hiring procedures, and principles of non-discrimination
 - (ii) Receive a formal charge from the unit administrator
 - (iii) Set its meeting schedule, establish the applicant review process, and determine record-keeping procedures
 - (iv) Conduct the search, maintain recruitment files, send each applicant an AA data postcard, and maintain professional and timely communication with applicants
 - (v) Maintain an applicant list, using an Applicant Record Form available from the EOC
- e. **Reviewing Applications.** After the advertised closing or review date, the committee shall review application materials using the selection procedures they devised. If the committee chair has concerns about the size or composition of the applicant pool at this stage of the process, s/he is encouraged to consult with the

EOC and the Dean or Vice President to determine if additional recruitment strategies are needed.

- f. **Selecting Finalists.** When the committee has arrived at a list of finalists it wishes to recommend to the unit administrator, it shall note the disposition of all applicants on the Applicant Record Form, attach it to the Request to Recruit Form, and submit it to the following individuals for approval to schedule finalist interviews:

- (i) Faculty Positions: to the Dean, Provost and the EOC
- (ii) Professional Exempt Positions: to the appropriate vice president and the EOC
- (iii) Vice Presidents: to the President and the EOC

The EOC and the unit administrator shall review the search committee's recommendations. Based on this review, the EOC and the unit administrator may request permission from the President or the Provost to interview additional candidates, extend the search process, close the search, or approve the committee's recommendations. The review of interviews is documented in Section 3 of the Request to Recruit Form.

- g. **Conducting the Finalist Interviews.** Upon approval, the unit administrator and search committee chair shall schedule interviews, and ensure that the interview process conforms to nondiscrimination principles.
- h. **Extending the Offer for Employment.** The unit administrator shall inform the EOC of his/her choice, provide written justification for the selection, and meet with the Provost or the President to discuss terms for extending the offer to employ. Section 4 of the Request to Recruit Form shall be completed by the EOC, the unit administrator, and the Provost or President before an offer is extended. Upon acceptance of the offer, the EOC and the President or Provost will be notified.

The offer shall include the following elements, according to employment category:

FACULTY:

"The terms and conditions of employment of a faculty member are contained in the faculty member's contract with the University, and shall include the provisions of this handbook. These terms and conditions, which shall have the approval of the department and the dean, will be described in a letter of offer from the Provost/Vice President for Academic Affairs. This letter and the provisions of this handbook will be the sole basis for determining the contract. The items to be defined in the letter of offer shall be the position to be filled, academic rank, salary, specification of appointment (permanent, probationary, or limited-term), and arrangement regarding the evaluation of previous experience, expectations with respect to the completion of advanced degrees in relation to rank and tenure, and any other special or limiting provisions. The President, as appointing authority, must approve all conditions of initial employment and all renewal agreements until tenure is granted.

The faculty member will be advised by the department chair or appropriate dean or director at the time of initial appointment of the substantive standards and procedures generally employed in decisions affecting

renewal and tenure as well as any special standards adopted by the faculty member's department or college. The faculty member will be advised of the time when decisions affecting renewal or tenure are ordinarily made, and will be given the opportunity to submit material which may be helpful to an adequate consideration of his/her renewal or tenure."

Faculty Handbook, Section IV.B.1.&2.

PROFESSIONAL EXEMPT:

Documentation pertaining to the offer of employment, including copies of the letter of offer, rationale supporting the terms of the offer, the conditions of employment review, an employee role statement, and an expectation of yearly evaluation shall be included in the offer letter and maintained in the committee files.

- i. **Documentation of the Recruitment and Selection Process.** Disposition of search records is coordinated by the EOC, which maintains joint access to the files with the employing department.

2. Classified Staff Procedures

Classified staff recruitment is conducted by the Human Resources Department following procedures and rules adopted by the Washington State Personnel Resources Board. The rules which establish the procedures are contained in Chapters 251-17 through 251-19 WAC (Washington Administrative Code). The law which authorizes the adoption of the rules is found in Chapter 41.06 RCW (Revised Code of Washington). If any rules are adopted by the Washington State Personnel Resources Board or laws are signed into effect by the Governor which conflict with these procedures, those rules apply. Procedures should be amended accordingly. Copies of the current law and regulations are available in the Government Documents Section in Wilson Library and the Human Resources Department.

- a. **Position Description.** Classified staff position descriptions shall be developed by the hiring department in consultation with the Human Resources Department.
- b. **Approval to Recruit.** The hiring department or office shall request approval to recruit for a classified position from the appropriate hiring official (Dean, Vice President or President). Upon approval to recruit for a position, the employing official shall submit a signed Request to Recruit Form to the Human Resources Department. Upon Human Resources Department approval, the Request to Recruit Form shall be submitted to the Equal Opportunity Center.
- c. **Eligibility List Established.** Upon receipt of the Request to Recruit Form, the Human Resources Department will establish an eligibility list, or utilize an existing list to certify candidates. In developing these lists, the Human Resources Department shall consider the utilization analysis provided by the EOC. The recruitment procedure used to establish eligibility lists for classified staff is administered by the Human Resources Department following rules adopted by the Washington State Personnel Resources Board.
- d. **Orientation Required.** The employing official may elect to use a selection committee to consider the certified candidates. Prior to review of the candidates and the interview phase, the Equal Opportunity Center shall provide orientation to employing officials or members of selection committees on conducting legal interviews and the use of standard selection procedures.

- e. **Selection Process.** The selection process for classified staff is also governed by rules adopted by the Washington State Personnel Resources Board. The examination and certification process is designed to evaluate candidates in a fair and consistent manner using standard selection criteria for the job classification. Only a limited number of the most qualified candidates are submitted to the employing official as a list of certified candidates. This list is referred to as the certification record. The certification record will identify the groups which are underutilized in the job classification, and for whom goals have been established by the University's Affirmative Action Plan. The employing official shall meet with the EOC to discuss affirmative action goals for his or her department or office.
- f. **Review by the Equal Opportunity Center.** The employing official shall inform the Equal Opportunity Center of his/her preferred candidate and provide written justification for the selection. In addition, the employing official will provide written justification for not selecting any underutilized affected group candidates on the certification record.
- g. **Offer Made and Accepted.** The employing official will issue an offer to the candidate selected.
- h. **Closure of Recruitment.** Upon acceptance of an offer by a finalist, the employing official will indicate the disposition of each candidate on the certification record and return the applicant material to the Human Resources Department. Upon receipt of all records, Human Resources will provide data indicating the diversity of the applicant pool and the status of each applicant to the Equal Opportunity Center.

Guidelines for Developing Standard Selection Procedures

Employment decisions include such actions as hiring, promotion, transfer, demotion and lay-off. In making such decisions, employing officials and search committees are obligated by university policy to use standard selection procedures to weigh the relative qualifications of the applicants. The procedures developed in each instance shall be:

1. **VALID:** Valid selection procedures are **predictable** (i.e., they would probably result in the same outcome if conducted by another group), **measure what they intend to measure**, and are **relevant to successful performance of the job**.
2. **RELIABLE.** A selection procedure is reliable if it is applied consistently to each applicant for a given job, and to each employee for every promotion, transfer, demotion or lay-off. One of the best ways to ensure the reliability of a selection procedure is to maintain written documentation. **For example**, a reliable selection procedure for a new hire uses written rating guides which identify selection criteria that are consistently applied to all applicants for a given position.
3. **DEFENSIBLE.** A selection procedure is defensible if it conforms to sound principles of public personnel administration. **For example**, defensible criteria for selecting a faculty member include academic credentials which would enable the individual to teach in a given area; a defensible procedure for selecting classified staff employees for lay-off would arise from the written rules and regulations of a bona-fide seniority system or other rules as adopted by the Washington State Personnel Resources Board.
4. **CONSISTENT WITH THE UNIVERSITY'S GOALS AND PHILOSOPHY.** A selection procedure is consistent with University goals and philosophy to the extent that it complies with the written policies and procedures of the institution, and reflects the values inherent in the University's strategic plan. **For example**, a consistent selection procedure for hiring

a probationary faculty member would be to review all candidates' experiences in creating undergraduate research projects as a component of their own scholarship.

Employing officials who have questions about applying standard selection procedures to such decisions as transfer, demotion and lay-off should contact the Equal Opportunity Center. Standard selection procedures vary according to employee category.

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