STANDARD RECRUITMENT AND HIRING PROCEDURES

1. Exempt Professional and Tenure-Track Faculty Procedures

   a. Establishing the Search Committee. The hiring authority 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.

   b. Recruitment Approval. The hiring authority and its search committee shall, in consultation with the Equal Opportunity Office, finalize the position announcement and advertisement and develop a recruitment plan. Upon receipt of the materials, the EOO shall 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. Where women and/or minorities are underutilized for the relevant job group, the EOO shall work with the search committee in an effort to ensure that additional targeted outreach is conducted for the position. Approval to proceed with the proposed recruitment plan will be indicated on the Request to Recruit Form.

   c. Initiating the Search.

   The search committee shall:

   (i) At an initial meeting, before the recruitment documents finalization, receive orientation from the Equal Opportunity Office regarding the development and use of standard selection procedures (including criteria and rating guides), guidelines for conducting compliant reviews of applications and interviews, the University's hiring procedures, and principles of non-discrimination.

   (ii) Receive a 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 copies of search-related records, and maintain professional and timely communication with applicants.

   Human Resources shall:

   (i) Ensure that applicants are given an opportunity to provide AA data when completing their online application in EASE.

   (ii) Maintain a list of applicants in the EASE system.

   d. Reviewing Applications. The committee shall review application materials using the selection procedures they devised. Comparative evaluation of applicants should not occur until after the advertised closing or review date. 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 EOO and the Dean or Vice President to determine if additional recruitment strategies are needed.

   e. Selecting Finalists. When the committee has a list of finalists to recommend to the hiring authority, it shall note the disposition of all applicants and one or more specific reasons for
each applicant who is not a finalist or alternate finalist in the applicant's record in EASE, and complete and route the Request to Interview Form. Human Resources shall upload to the Request to Interview a report showing the dispositions for all applicants. The Request to Interview shall be routed to the following individuals for approval before finalist interviews are scheduled:

(i) Faculty Positions: to the department chair, Human Resources, EOO, appropriate Dean, and Provost

(ii) Professional Exempt Positions: to Human Resources, the appropriate supervisor or program director, EOO, and vice president

The EOO and the hiring authority shall review the search committee's recommendations. Based on this review, the EOO and the hiring authority 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. This review of interviewees is documented in the Request to Interview Form.

f. Concluding the Finalist Interviews. Upon approval, the search committee chair shall schedule and with the committee shall conduct interviews, ensuring that the interview process conforms to nondiscrimination principles and is consistent for all finalists.

g. Extending the Offer for Employment. The search chair shall complete and route the Request to Make Offer form, which shall be approved by all required persons as noted on the Request to Make Offer form before a formal offer is extended. As necessary, the hiring authority shall meet with the appropriate vice president to discuss terms for extending the offer to employ.

h. Documentation of the Recruitment and Selection Process. Documents related to the search are to be retained by the department for three years after the conclusion of the search.

2. Classified Staff Procedures

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 Request to Recruit Form to the Human Resources Department.

c. Collective Bargaining Agreement Processes Followed. Upon receipt of the Request to Recruit Form the Human Resources Department will follow the terms of the applicable collective bargaining agreement, identifying candidates from the layoff list or transfer list, or posting the position internally, when required prior to posting the position externally. The search committee shall review utilization statistics for the specific job group to which the position belongs and ensure that the Recruitment Plan includes any necessary targeted outreach if women and/or minorities are underutilized for the relevant job group.

d. Data Collected. Human Resources shall ensure that applicants are given an opportunity to provide AA data when completing their online application and shall maintain a list of applicants in the online application system.
e. **Reviewing Applications.** The selection process for classified staff is designed to evaluate candidates in a fair and consistent manner using standard selection criteria for the job classification. After the closing date, the search committee shall review application materials using the appropriate selection criteria. When the search committee has a list of finalists, it shall note the disposition of all applicants and one or more specific reasons for each applicant who is not a finalist or alternate finalist in the applicant’s record in EASE, and complete and route the Request to Interview Form.

f. **Conducting the Finalist Interviews.** Upon approval of the Request to Interview Form, the search committee chair shall schedule and with the search committee conduct interviews, ensuring that the interview process conforms to nondiscrimination principles and is consistent for all finalists.

g. **Offer Made and Accepted.** The employing official will issue an offer to the candidate selected after completing and receiving all necessary approvals on the Request to Make Offer Form.

h. **Closure of Recruitment.** Upon acceptance of an offer by a finalist, the employing official will indicate the specific reasons for non-selection of the other finalists and alternate finalists in EASE.

**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 Board.

4. **CONSISTENT WITH THE UNIVERSITY’S GOALS AND PHILOSOPHY.** A selection procedure is consistent with University goals and philosophy to the extent 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 Office. Standard selection procedures vary according to employee category.