
Recruitment Toolkit

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Prior to Recruitment

Things to think about prior to needing to start a recruitment:

Organizational Development. When a position becomes vacant it is essential to do a quick organizational review. Is your organizational chart still effective? Does it accurately reflect the structure of your office/positions? If you have questions regarding your organizational structure, please contact Dennis Dashiell at x7765.

Position Description. Has there recently been a change in position duties? Are you able to clearly articulate your position and department needs? An approved position description will be required to start your recruitment. Now is the time to ensure you have the right responsibilities, qualifications, etc.

Why Is the Position Vacant? Is this a position with high turnover? Was the job accurately described in the previous job announcement to target the right type of skills? The answer to this question can help you determine how the recruitment needs to move forward.

Training Opportunities/Needs. When a new position is coming up for recruitment it is good to plan out any training or leadership development the position may require, this way you are able to set up a training schedule once your candidate accepts the position. Getting these trainings on your new hire's schedule will ensure the time is set aside before other business becomes priority.

Job Titles. Update your job title to be more reflective of the position instead of using the State classification title (for classified staff positions), or the title that was used in the past. We call these "working titles". Please work with your HR department if you need assistance in creating a title for your position. For example: HR Front Desk Assistant (working title) – vs. HR Consultant Assistant (State title). The working title more accurately reflects the position. This will also make it more attractive to applicants looking for your specific position.

Search Committee. A search committee is not a requirement for a classified staff search; however, it is best practice to utilize one with at least three members. Your search committee should be made up of different layers of your department, as well as the person this position will interact with the most. Your search chair should be the one that fully understands the position as well as the needs of the department. The search chair has the final authority on who should move forward to hire. The search committee gives input to the search chair to help make the final decision; however, they do not make the final call for the hire. Your search committee should be able to be there for a majority of the recruitment process.

Refer to [*Equity and Inclusion in Hiring: Best Practices for Faculty and Professional Staff Searches*](#). This guide contains important information for the hiring authority and the search committee. At the outset, the hiring authority should read the section, “Before the Search: Information for Hiring Authorities”. The search committee should read “Before the Search: What Search Committees Need to Know”.

If this is a professional staff or tenure-track faculty search, contact the Equal Opportunity Office at x3307 to schedule an Equal Opportunity and Affirmative Action search briefing for the search committee. In most cases, the search briefing must happen before the search documents are finalized and the department begins advertising the position. The Equal Opportunity Office may suggest additions to the recruitment plan and revisions to the job announcement.

Members of classified staff search committees who have not recently attended an Equal Opportunity and Affirmative Action search briefing for a professional staff search are encouraged to attend a training on Equal Opportunity and Affirmative Action in Classified Staff searches. Employees can register for training by going to Western’s training website, clicking on “Equal Opportunity Office” and selecting an upcoming training date.

How to Write a Job Announcement

A job announcement is a marketing campaign for your open position. Your job announcement should accurately reflect the position while highlighting the overall feeling of the position and department.

Use Active Voice. Using active voice often results in more clear, concise sentences. In *active voice*, the subject of the sentence performs the action.

Active: The candidate *believes* that Congress *must place* a ceiling on the budget.

Passive: *It is believed* by the candidate that a ceiling *must be placed* on the budget by Congress.

Active: Researches earlier *showed* that high stress *can cause* heart attacks.

Passive: *It was* earlier *demonstrated* that heart attacks *can be caused* by high stress.

Active: The dog *bit* the man.

Passive: The man was *bitten* by the dog.

To convert a sentence to active voice:

- Look for a “by” phrase (e.g. “by the dog” in the last example). If you find one, the sentence may be in the passive voice. Rewrite the sentence so that the subject buried in the “by” clause is closer to the beginning of the sentence.
- If the subject of the sentence is somewhat anonymous, see if you can use a general term, such as “researchers”, or “the study” or “experts in the field”

Speak TO the Candidate: Write the job announcement to your potential candidate. Include “You will be responsible for...” “You will supervise...” “You will have oversight of...” “Your team will be...”

Look for Redundant Phrases/Words: You will want to make sure there is not an over use, or repeated responsibility/qualification/information. This will make your job announcement more succinct and easier to read. You will want to focus on the most relevant details of your position.

Attract the Best-in-Class: To attract the best candidates, we need to offer the best. Explain Western’s culture/your department’s culture. Show personality in the job announcement. Give a summary of the benefits they will enjoy with your position. Are there special circumstances with this position that wouldn’t be offered with other positions – Able to flex time? Travel? Work from home? Laptop to utilize at home? Training Certifications? Work clothes/tools allowance?

Position Responsibilities and Required Qualifications: The Equal Opportunity Office recommends that you include one or more position responsibilities related to equity and inclusion, tailored to the role of the position you are seeking to fill. Fostering equitable and inclusive learning and working environments is our shared responsibility at Western, and including position responsibilities to this effect provides a clear way of communicating them expectation to staff and faculty from the very beginning. It also demonstrates to potential candidates that Western is committed to equity and diversity, and in this regard may be helpful in attracting diverse applicants. How such job responsibilities are articulated will depend on the position.

Examples include:

- Develop, implement and access programs and delivery of services in ways that advance equitable and inclusive learning communities [or work environments]
- Participate in professional development opportunities that build effectiveness in areas of inclusion, intercultural communication, and advancing diversity
- Fulfill job responsibilities in ways that support an equitable and inclusive environment for colleagues and students

As the diversity of Western’s student population grows – for example, students of color are now over 25% of Western’s student body – experience or demonstrated ability to serve diverse students becomes increasingly important. You are strongly encouraged to assess candidates on their multicultural competencies and to include one or more qualifications such as the following:

- Experience developing [courses/programs] that inclusively serve a diverse student population
- Demonstrated ability to contribute to the department’s commitment to support underrepresented students
- Demonstrated ability to cultivate learning environments that are equitable and inclusive of students with diverse social identities and backgrounds
- Demonstrated ability to work effectively with diverse students and colleagues
- Demonstrated ability to work effectively with diverse populations, including multicultural and cross-cultural communication skills
- Demonstrated leadership in promoting equity and diversity

In Other Words – How to Utilize Language

Sample Job Announcement

Have you ever wanted to work with an enthusiastic team who helps to ensure accurate and reliable data? Being a member of our team will have you performing specialized technical and clerical tasks which involve human resources information and external systems, all in support of a highly-ranked University and a Human Resources department that strives to be best-in-class.

Your position includes benefits (retirement, medical and dental) as well as access to tuition reimbursement, training and development opportunities, state-of-the-art facilities and an enriching community of students and colleagues.

The Human Resources department is led by Chyerl Wolfe-Lee, AVP. We are located in the Business & Financial Affairs division of the University. The Human Resources department includes Payroll and Information Systems, Labor & Employee Relations, Employment, Benefits, and Classification/Compensation. You would work under the Payroll and Information Systems department within HR.

Position Responsibilities: As part of this position, you will be responsible for:

- Entering a large volume of job, employee and benefit information into our HRIS system, while ensuring accuracy and completeness of human resources forms
- Troubleshooting systems and/or reporting issues while focusing on continuous improvement; this includes analyzing and summarizing data to prepare reports
- Interpreting, explaining and applying human resources and benefits rules and regulations, policies and procedures
- Coordinating various HR programs, which could include Volunteer Tracking, Performance Management, etc.
- Supporting the HR department by covering the front desk, attending meetings and helping with other projects as assigned

The qualifications you list should be straight forward and easy for a candidate to discern if they meet the qualifications prior to applying for the position. This also makes it easier to screen your applications when they are submitted.

How to Advertise – Act as Your Own Recruiter

You will want to take an active role with your recruitment and fully utilize any networks you personally have, as well as any other organizations, groups, email distribution lists, etc. in which you are a member.

The geographic scope of recruitments is governed by Western's Affirmative Action Plan:

- Faculty, administrative officer or manager, director, and academic support professional recruitments (Job Groups 11, 12, 13 and 31) require national searches.
- Professional staff recruitments for other administrative positions and for student support professionals (Job Groups 32 and 33) require at a minimum statewide searches, and regional searches are strongly encouraged.
- Classified clerical, administrative, technical, and skilled craft support (Job Groups 42, 43, 51 and 61) and protective service worker (Job Group 73) requirements require at a minimum statewide searches.
- Other classified position recruitments require at a minimum local searches.

Outreach to veterans and people with disabilities is required for all searches. Outreach specifically to people of color and women is strongly encouraged in all searches, and is required when those groups are underrepresented in the relevant job group at Western. See Section VI, "Building an Excellent and Diverse Applicant Pool," in [*Equity and Inclusion in Hiring: Best Practices for Faculty and Professional Staff Searches*](#), for suggestions about how to build a diverse applicant pool.

In addition to the job announcement listed on our website, try these other ideas:

Social Media. Are you on Facebook? Twitter? LinkedIn? Share your open position with your friends and colleagues.

Publications. Are there publications that the candidates you are looking to recruit commonly read/subscribe? Advertise where your candidates are looking!

Utilize Your Business Contacts. Calling your business contacts can help you find other websites/avenues for recruitment where they have found their best employees. They can also give you referrals and feedback on candidates they may have interviewed in the past.

Business Cards. Hand out business cards when you are out in the community and notice someone who could be great for your department. If you are looking for someone with exceptional customer service, and you come across someone who has given you great customer service – share your business card and let them know you have an opening – or to be on the lookout for an upcoming opportunity.

Employee Referrals. Our current employees can be one of our best sources of recruitment! They are already know Western and can recommend people who they think would be perfect for the position – have them share with their networks/friends/colleagues. Send your staff the job announcement via email so they can easily pass it along and share. You will also want to remind your employees if they are going to a conference/training to get the word out that we are hiring.

Outlook Signature. Add a link to your current job opening in your Outlook signature. You are already sending out emails, why not attach the link and let people know you are looking!

Similar Positions in Other Locations. Are there similar positions located at other Universities? Colleges? City/County? Send them an email letting them know that we have an opportunity open at Western. You can also look for other employees where your position would be a promotion and let them know of the opportunity available at Western.