

Best practices for those  
involved in the recruitment  
and selection process



## Recruitment Guidelines

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## 1. Purpose

This guide provides information and best practices for those involved in the recruitment and selection process. These guidelines should be followed by all individuals involved in hiring to ensure success and compliance with all aspects of the recruitment and selection process.

## 2. Definitions

The terms listed in this section are used throughout the Recruitment and Selection Guide:

### **Applicant / Candidate**

- A candidate who applies to a position within the initial recruitment period.

### **Affirmative Action Statistics**

- Reflects the race/ethnicity and gender of all candidates in the applicant pool
- Available for each open recruitment or pool
- Viewable only in the applicant tracking system in Human Resources. This information is confidential and not made available to the search committee.

### **Applicant Tracking System**

- A resource used by Human Resources that provides a central location and is a database designed for recruitment tracking purposes
- Contains applicant's personal contact information including the documentation they have provided to apply for the position

### **Authorization to Fill**

- A required University form to initiate a recruitment
- Provides information to those approving the recruitment regarding the position, salary, search information (e.g. opening & closing date, advertisement suggestions, recruitment plan, and search committee names).

### **Equal Employment Opportunity Commission (EEOC) – [Equal Employment Opportunity / Affirmative Action](#)**

- Federal agency responsible for enforcing federal laws that prohibit discrimination against a job applicant or an employee because of the person's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information

### **Job Classification**

- A system for objectively and accurately defining and evaluating the duties, responsibilities, tasks, and authority level of a job

- For SEIU Class Specifications, <https://jobs.usse.oregonstate.edu/>

#### **Position Description**

- The identification of a job/role, providing detailed and objective information about a position
- Identifies and determines in detail the particular job duties and requirements and the relative importance of these duties for a given job.

#### **Posting Period**

- The minimum number of days a position is to be posted on WOU's Employment site:
  - Classified - a minimum of five (5) working days before the closing date
  - Unclassified - a minimum of seven (7) working days before the closing date
  - NTT Faculty - a minimum of fourteen (14) working days before the closing date
  - Tenure/Tenure Track – a minimum of thirty (30) calendar days. One of the postings must be in a "National Professional Journal"

### **3. Roles and Responsibilities**

#### **Hiring Manager**

- Identifies hiring need, develops the Position Description, Recruitment Plan, and other related documents
- Identifies Search Committee members and charges the committee with forwarding the most qualified candidates as finalists. It is not best practice for Hiring Managers to serve as search committee members. When this happens, they are more vulnerable to charges of bias and discrimination.
- Conducts recruitments good faith efforts to broaden diversity
- Ensures understanding of collective bargaining agreements' specific provisions with respect to filling of bargaining unit positions

#### **Human Resources Department / Recruitment Manager**

- Works with the Hiring Manager to ensure the proper documents and approvals are secured.
- Initiates the recruitment
- Posts recruitment on selected job boards and maintains status of search
- Provides correspondence with applicants regarding requirements for the position and the status of the search
- Reviews interview short lists to ensure a diverse applicant pool exists
- Notifies applicants that were not selected for the position (search committee chair will notify any applicants that were interviewed and not selected)

### **Human Resources / Classification Manager**

- Reviews Position Description
- Conducts Job Analysis or Classification Review upon request

### **Search Committee**

- Selected by Hiring Manager and assigned to each recruitment
- Participates in a Search Committee Orientation either conducted by the Recruitment Manager or by accessing the online orientation on the HR Training Registration page.
- Reviews applications, participates in the interview process, and recommends final applicant

### **Affirmative Action Officer (or designee)**

- Monitors and evaluates the employment procedures of the university
- Monitors staff / faculty recruitment activity and ensures affirmative action/diversity guidelines are followed for Western Oregon University searches
- Reviews and approves interview short lists to ensure a diverse applicant pool exists

## **4. Affirmative Action/Equal Employment Opportunity and Diversity**

Affirmative Action, Equal Opportunity, and Diversity are not to be considered separate actions or initiatives in the recruitment and selection process. Instead, they are key variables which are woven into each step of the process to support WOU's achievement of excellence as follows:

### **Affirmative Action**

Required by federal regulations focusing mainly on hiring of underrepresented women and ethnic/racial groups:

Universities and those that manage within those institutions, are required to take "affirmative action" (action beyond placing an ad) to ensure a diverse workplace.

Federal regulation required institutions to:

- a) Ensure diverse pools of applicants for campus positions
- b) Develop and implement affirmative action plans that identify areas of underutilization of minorities and women
- c) Develop and disseminate annual placement goals and demonstrate good faith efforts to eliminate underutilization

A solid understanding of Affirmative Action and its integration with the search process is required of anyone having a role in the hiring process. Comprehensive information regarding Affirmative Action can be found on the Human Resources website [Equal Employment Opportunity / Affirmative Action](#)

## **Equal Employment Opportunity**

Equal Employment Opportunity is required by federal and state laws which focus on employment. It provides for equal access to employment opportunities, and prohibits discrimination based on race, gender, color, national origin, religion, physical or mental ability, ancestry, marital status, age, sexual orientation, status as a covered veteran and on the basis of citizenship.

## **Diversity**

Diversity refers to human qualities that are different from our own and those of groups to which we know; but that are manifested in other individuals and groups. Dimensions of diversity include, but are not limited to age, ethnicity, gender physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, parental status, religious beliefs, work experience, and job classification.

Valuing diversity means creating a workplace that values and includes differences, recognizes the contributions that individuals with many types of differences can make and maximizes the potential for all.

For additional resources and information relevant to Western's commitment to diversity, please visit the [University Diversity Committee](#) webpage.

## **5. Recruitment Forms**

During the recruitment process, recruitment related forms may be required to be completed and/or approved.

Recruitment forms typically used in the recruitment process are available on the Forms page of the HR Website [Recruitment Forms](#) or directly from the Human Resources Recruitment Manager, and may include the following:

- [Search Committee Checklist](#)
- [Authorization to Fill](#)
- [Criminal Background Check Special Conditions of Employment](#)
- [Criminal Background Check Special Conditions of Employment Definitions](#)
- [Position Description \(Classified\)](#)
- [Position Description \(Unclassified\)](#)
- [Sample Interview Questions](#)
- [Interview Rating Sheets](#)
- [Reference Check Questions](#)
- Offer letter template (contact HR directly)

## 6. Recruitment and Selection Process

In order to increase efficiency in hiring and retention and to ensure consistency and compliance in the recruitment and selection process, it is recommended the following steps be followed (also refer to the [Search Committee Checklist](#) for a more condensed version)

Step 1: Identify Vacancy and Evaluate Need

Step 2: Develop Position Description

Step 3: Develop Recruitment Plan

Step 4: Select Search Committee

Step 5: Initiate Recruitment

Step 6: Reviewing Applicants and Develop Short List

Step 7: Conduct Interviews

Step 8: Select Your Hire

Step 9: Finalizing Recruitment

### *Step 1: Identify Vacancy and Evaluate Need*

Recruitments provide opportunities to departments such as aligning staff skill sets to the initiatives and goals of the department. Although there is work involved in the hiring process, proper planning and evaluation of the need will lead to hiring the right person for the role and team.

#### **Newly Created Position**

When it is determined a new position is needed, it is important to do the following:

- Develop written rationale and justification for proposed new position
- Develop and identify the funding source and appropriate funding for the proposed position
- Develop and finalize a position description for proposed position
- Develop Request for Position Review Packet to ensure position is appropriately classed
- Submit Packet through appropriate supervisory channels for approval of new position, including budget approval needed funding.

#### **Replacement**

When attrition occurs, filling the position is typically the logical step to take. Before obtaining approval to advertise the position, consider the following:

- It may be helpful to evaluate and tailor the position to what is currently required and to ensure proper classification. The HR Employee Relations /Classification Manager can assist in reviewing any classification changes.



- Review the role/position and decide if there are any changes required as certain tasks and responsibilities performed by the previous person may not or should not be performed by the new person.

Carefully evaluate any changes needed for the following:

- Type of position required performing these tasks; considering the appropriate classification level. Be aware that changes in the classification of positions from represented to non-represented will require union notice and agreement.
- Tasks carried out by the previous employee
- Tasks to be removed or added if any of the work will be transferred within the department
- Supervisory or lead work responsibility
- Budget responsibility (if any)
- Work hours/schedule
- Is there still a requirement for this role at all?

### *Step 2: Develop Position Description*

A position description is the core of a successful recruitment process. Job announcements, interview questions, interview evaluations, and reference check questions are developed from the position description.

A well-written job description contains the following:

- Provides a first and sometimes, lasting impression of the campus to the candidate
- Clearly articulates responsibilities and qualifications to attract the best suited candidates
- Records essential functions, special requirements, knowledge, skills, and working conditions of the position
- Serves as documentation to help prevent, or defend against, discrimination complaints by providing written evidence that employment decisions were based on rational business needs
- Identifies tasks, work flow, and accountability, enabling the department to plan how it will operate and grow
- Assists in establishing performance objectives and expectations

### *Step 3: Develop Recruitment Plan*

Each position requires a documented Recruitment Plan. A carefully structured recruitment plan maps out the strategy for attracting and hiring the best qualified candidate and helps to ensure an applicant pool which includes women and underrepresented groups including veterans and individuals with disabilities.

The recruitment plan is typically developed by the hiring manager in conjunction with the HR Recruitment Manager. The recruitment plan is noted on the *Authorization to Fill* document which is provided to HR to initiate the recruitment.

The hiring department has the option of choosing what type of recruitment it wants to use.

- **Open Competitive (OC):** Competitive recruitments are those that are open to application from anyone – both on and off campus. Human Resources will determine, based on the salary and requirements of the position, if the recruitment will be eligible for foreign nationals to apply and be sponsored for permanent residency. If the position is not eligible, a statement will be placed on the Job Announcement notifying candidates of the inability to provide visa sponsorship.
- **Agency Transfer (AT):** All current Classified employees who wish to apply for an opening on campus, who are currently at an equal or higher salary range than the position being recruited for, and who meet the minimum qualifications for the position, may apply for the Agency Transfer.

**NOTE:** WOU Classified employees will be asked, but not required, to answer the Application Questions so that the department may compare their responses to the applicants on the OC list. Their responses will not be scored, since the university is obligated to offer interviews to current employees. The Collective Bargaining Agreement states:

*“Each university shall promote upward mobility of employees by announcing opportunities as they occur. In all cases, it is the employee’s responsibility to make proper application for such positions. If an employee meets the minimum and special qualifications for a position, he/she will be considered.”*  
(Article 32, Section 3)

A well-written recruitment plan will include the following information:

- A. Posting period: Search opening/close dates
- B. Advertising suggestions
- C. Affirmative Action Considerations
- D. Search timeline
- E. List of Search committee members

#### **A. Posting Period**

- Minimum posting periods are as follows:
  - Classified staff –a minimum of five (5) working days before the application closing date.
  - Unclassified staff - a minimum of seven (7) working days before the application closing date.
  - NTT Faculty - a minimum of fourteen (14) working days before the application closing date.
  - Tenure/Tenure Track Faculty - a minimum of thirty (30) calendar days before the application closing date. **\*\*Specific criteria are required in the job announcement – See Section 3B.**
  - Other Positions open to Foreign Nationals – a minimum of (30) calendar days before the application closing date. **\*\*Specific criteria are required in the job announcement – See Section 3B.**

- “Open until filled” is an option for the closing date which allows the posting to remain open and viewable on the WOU Employment page until filled. This option is recommended for all recruitments.
- POOLs – To be used only for on-going recruitments such as NTT Instructors, custodial, support, assistant coaches, etc. Applications for these POOLs are kept for a specific period of time, and applicants are asked to reapply as stated in the job announcement. There is no advertising budget for POOL positions.

## **B. Advertising**

A variety of recruiting sources (both internally and externally) should be utilized to attract candidates who reflect the diversity WOU values in its workforce. Every effort should be made to conduct a thorough search by advertising widely before filling a position.

**NOTE:** Any advertising related to employment at WOU and/or recruitment (job) advertising should include this statement in the body of the advertisement:

*“Western Oregon University is an EEO/AA/Veteran/Disability employer committed to increasing the diversity of its workforce.”*

### **Advertising for Tenure Track Faculty and Other Visa Sponsorship Positions -**

#### **Tenure Track Faculty Sponsorship**

Western Oregon University has the opportunity to pursue employment-based permanent residence status for full-time tenure-track faculty at the [assistant professor level and above, as well as researchers]. This process is only available when the position was filled at the conclusion of a competitive recruitment that was national in scope and the international faculty member was selected as more qualified than any U.S. Workers who applied for the position. Since we do not know the outcome of a search prior to it being advertised, all Tenure-Track faculty positions must adhere to the following guidelines: [Advertising Tenure-Track Faculty Positions](#)

- Position must be advertised in a national professional journal.
- The advertisement include the following:
  - Specific job title
  - Hiring department
  - Minimum requirements for the position
    - Minimum degree and area of study required (ABD is acceptable with a specified date of completion)
    - Experience required (must be quantified in specific number of months/years and be full-time)
    - Special skills required

- Duties for the position
  - Teaching/instruction
- Tenure or tenure-track
- Length of appointment, when applicable
- Application deadline or screening date (mm/dd/yy or “until filled”)
- Employer contact information

### **Other Positions Open to Foreign Nationals**

Western Oregon University has the opportunity to pursue employment-based permanent residence status for non-teaching employees who the university intends to retain for a minimum of **five years**. The position must meet specific criteria for job requirements, job duties, and wage to be eligible and the foreign national must be the **only** qualified candidate. Applying for permanent residency involves multiple steps and can take years to obtain. The university cannot guarantee if the process will be successful.

**NOTE:** Only the Provost or Vice President responsible for the unit/department can make requests for sponsorship for non-teaching positions, and no commitments to sponsor foreign nationals for permanent residence may be made without prior approval from the President.

- The position must be advertised in three mandatory locations:
  - The State Workforce Agency
  - Newspaper with general circulation in the area of intended employment on two different Sundays, and
  - Three additional advertisements
  - Posted internally for 10 days
- The advertising must include the following:
  - Specific job title
  - Minimum requirements for the position
  - Duties of the position
  - Employer contact information

### **WOU Campus Posting**

All Western Oregon University positions are posted on the [WOU Human Resources Employment](#) page.

In addition, Human Resources will post notices on campus for each classified and unclassified recruitment. Postings will be placed in the Administration Building lobby, the Physical Plant, Campus Dining/Housing, and the Human Resources Office.

Faculty positions must be posted internally in two places. One is on the first floor of the Administration Building and the other in the Division Office in a location that is used for general information or public notices and that can be easily accessed by current employees who may qualify for the job.

## **External Advertising**

The Human Resources department develops a job announcement for openings and submits it to the publications based on the hiring department's suggestions. Recruitments are given an advertising budget, and Human Resources will work with the hiring department to stay within those budget guidelines.

- *Internet Job Boards*
- *Trade Journals (Chronicle of Higher Education must be used for all Tenure Track Faculty positions)*
- *Professional Societies*
- *Print Advertisements*
- *Social Media*
- *Job Fairs*
- *Professional Conference Recruiting*

### **C. Affirmative Action Considerations**

- Suggest advertising in the following locations:
  - i. National Journals
  - ii. Departments at other campuses/ institutions
  - iii. Academic and professional associations
- Search out "niche" sites that market directly to the demographic you are looking for, including sites that market to minorities, veterans and individuals with disabilities
- Seek to form search committees with diverse members

### **D. Search Timeline**

By creating a timeline for review, interviews, and hire, you will create specific goals for the search committee to stay on track during the search process. By communicating this information to Human Resources, they will be able to update statuses on the HR Employment site and answer any questions from the candidates regarding the status of the search.

### **E. List of Search Committee Members**

The names of the search committee members should be listed on the Authorization to Fill document.

### *Step 4: Select Search Committee*

To ensure applicants selected for interview and final consideration are evaluated by more than one individual to minimize the potential for personal bias, a selection committee is formed. The hiring manager will identify members who will have direct and indirect interaction with the applicant in the course of their job. Each hiring manager should make an effort to appoint a search committee that represents a diverse cross section of the staff. Under-represented groups and women are to have equal opportunity to serve on search committees and special efforts should be made to encourage

participation. Departments that lack diversity in their own staff should consider appointing staff outside the department to search committees or develop other alternatives to broaden the perspective of the committee.

- The Hiring Manager will determine the size (3-6) and composition of the committee based on the nature of the position. It is not best practice for the Hiring Manager to serve on the search committee. The best approach is to have the Hiring Manager and Supervisor select a committee that will be responsible for establishing and forwarding the most qualified candidates as finalists. It is highly recommended the committee members include:
  - At least one individual who has a strong understanding of the role/position and its contributions to the department
  - A job specialist (technical or functional)
  - Staff representative if position has supervisory responsibilities
  - An individual who will interact closely with the position and/or serves as a main customer
- Search committee members must ensure no conflict of interest in relation to the applicants under consideration and must never be individuals who may have interest in the position
- Search committee members should ensure they are well equipped for their role in the recruitment process to ensure fairness and compliance.
- Each committee member is expected to be well-versed in the recruitment and selection process and have an understanding of laws related to Affirmative Action and Equal Employment Opportunity. The following training opportunities are available: [Search Committee Orientation](#).
- It is recommended the committee communicate prior to the application review to determine criteria for applicant evaluation
- The Search Committee Chair should ensure that all members of the committee are thoroughly familiar with the job description

## Step 5: Initiate Recruitment

### A. Submit Forms

Once the **Position Description** has been completed, the hiring department should complete an **Authorization to Fill** document. This form is found on the Human Resources webpage under the “Forms” link. In addition, a [Criminal Background Check- Special Conditions of Employment](#) form must be completed to alert Human Resources of a Security-Sensitive position.

- Route the original Authorization to Fill, Position Description, and Criminal Background Check Special Conditions of Employment to the Budget Director then Division Chair/Supervisor, Dean/Director, and the Provost/Vice President for approval. *Faculty positions will not have a Position Description – they will submit a draft of the job announcement.*
- Once approved, those documents will be submitted to Human Resources
- Once all approvals are obtained, the Recruitment Manager will assign a recruitment number and prepare the Job Announcement based on the information in these two documents.

- The Recruitment Manager will forward a draft of the Job Announcement to the Hiring Manager for approval. Once approved, the Recruitment Manager will post the position on WOU’s Employment page and any external sites that have been previously agreed upon.
- Applications can be reviewed by the search committee according to the review date on the job announcement
- Internal candidates will apply through the regular application process and will be included in the candidate pool along with external candidates.

**NOTE:** If it is determined that a position is security sensitive, the following must be noted in the Position Description and Job Announcement: ***\*\*A criminal background check is required as a condition of employment***

## **B. Monitoring Recruitment Plan / Diversity Strategy**

Continuous monitoring of recruitment activity and recruitment plan effectiveness is critical to a successful search.

Special attention should be given to the progress of the diversity strategy. Applicant pools for each recruitment will be monitored by the Recruitment Manager throughout the recruitment cycle by reviewing the Affirmative Action Statistics Sheets completed by the applicant. *Special note: Search committees will not have access to this information.*

## **Step 6: Review Applicants and Develop Short List**

Once the position has been posted, candidates will apply by submitting a WOU Application form and any other required documents listed in the job announcement. Candidates may submit their application package using a variety of methods:

- Apply and submit all documents using the link in the job announcement
- E-mail all attached documents to [employment@wou.edu](mailto:employment@wou.edu)
- Mail them to 345 N Monmouth Ave, Monmouth, OR 97361
- Fax them to 503-838-8144
- Deliver them in person to the Human Resources Office – Administration Bldg. 205

All applicants must be reviewed and considered if they applied during the initial application period. Candidates who apply after the initial application period will be considered “expressions of interest” and not viewable by the search committee.

It is recommended that all search committee members review all applicants to ensure more than one person assesses their qualifications and that individual opinion or biases are avoided. Each committee member may provide comments to each applicant’s qualifications as they relate to the minimum requirements of the position.

Upon the search committee’s review of each applicant, the Chair will review all search committee comments and the committee will develop the short list. Once the short list has been determined, the

Chair will submit the names to the Recruitment Manager (and in some cases, the Dean/VP) for an Affirmative Action analysis. If the short list is deemed to represent a sufficiently diverse applicant pool, the short list will be approved. Once approved, the search committee/hiring department can then contact candidates for interviews.

If the short list is not sufficiently diverse in light of the department's placement goals, the Recruitment Manager will contact the Search Committee Chair to discuss how the pool might be diversified. One option might be to review the existing applicant pool to evaluate any additional qualified applicants prior to reviewing applicants who are expressions of interest status. If it is determined the expressions of interest are to be reviewed, the Search Committee Chair may move those in the expression of interest status to the applicant pool. All expressions of interest candidates moved to the applicant pool are to be reviewed by the search committee.

### Step 7: Conduct Interviews

The interview is the single most important step in the selection process. It is the opportunity for the employer and prospective employees to learn more about each other and validate information provided by both. By following these interviewing guidelines, you will ensure you have conducted a thorough interview process and have all necessary data to properly evaluate skills and abilities.

#### **Preparing for the Interview**

Once the short list (typically 3-5 applicants identified for interview) is approved by the Dean/VP/HR for Affirmative Action, the interview process can begin. It is important to properly prepare for the interview as this is the opportunity to evaluate the skills and competencies and validate the information the applicant has provided in their application and resume. Choose one or two questions from each competency and minimally required skills to develop your interview questions. Review the applicant's application or resume and make note of any issues that you need to follow-up on.

The Committee Chair should determine the following:

- Format of the interview and order of questions
- Questions to be asked of all applicants
- Who is going to ask which questions
- The optimum start date for the position
- Any other details applicants may need about the role/position that were not noted in the position description / job announcement

Prior to the interviews being conducted, the Search Committee Chair will provide the committee with interviewee rating/evaluation tools to assist in the evaluation process.

#### **Reasonable Accommodations**

All applicants who are invited to interview should be given the option of requesting a reasonable accommodation at the time of their interview. This is required of employers by the Americans With



Disabilities Act (ADA) of 1990. You may simply ask the applicant, “Will you require any special accommodations for your interview?” This question should be asked of all applicants, and not just those who have identified themselves as disabled. Contact Human Resources if questions arise in regards to providing a reasonable accommodation to an applicant.

### **Phone / Video Interviews**

A phone interview or video interview may be conducted to narrow down the short list to three or fewer candidates. This is also a way reduce travel costs and time associated with interviewing out of area applicants.

To ensure fairness and equity in the interview process, you must interview each candidate using identical interview methods. For example, if you conduct a video interview with one candidate from your short list, you must conduct video interviews with all candidates from your short list, whether they are out of the area, local, or campus employees.

### **Campus Interviews**

Prior to the campus interview, the Search Committee Chair will contact the Recruitment Manager with the names/dates of campus interviews. The Search Committee Chair will coordinate with any others on campus that may be meeting with the candidate. For example, the candidate may interview with the hiring department, the Dean/VP/Director, students groups, etc. An agenda should be created and communicated with everyone involved, including the candidate.

Each committee member should limit the number of questions they ask to 2-4 to allow sufficient time for all committee members to participate and stay on schedule.

At the start of the interview, introductions of the Chair and committee members, including names and job titles/roles, are given. Next the Chair should outline the format of the interview so that the candidate is aware of what is going to happen.

A typical format might be:

- Introduction of each committee member
- A brief description of the role/position they are being interviewed for
- Describe how the interview committee will conduct the interview (each alternate questions and all will take notes)
- The candidate gives an overview of their experience
- Each committee member asks their questions
- The interviewee is given time at the end to ask questions
- The interviewee is informed of the next step (will be contacted either by phone or in writing of the outcome)
- Thank the candidate for coming and ensure someone shows the candidate out or to their next interview

## **Interview Questions**

Typical interview questions used are those which are relevant to the position and seek information on specific skills and abilities. Interview questions not pertaining to the current requirements of the position are not to be used (e.g. an interview question on supervisory experience if the position will not be supervising employees).

The use of behavioral and/or competency based interview questions are strongly encouraged as when properly crafted, they allow the interviewer to obtain more meaningful data to determine the applicant's ability to carry out the duties and responsibilities of the job. Behavioral/competency based interview questions do not simply ask "if" they performed a certain task, they ask "how". They can be designed to probe specifically for past behaviors, competencies and characteristics which are believed to predict future behavior. [Sample Interview Questions](#) are available on the HR Forms/Resources page.

Examples of behavioral /competency interview questions include the following:

- We often need to explore many details and aspects of a particular problem before coming up with an effective solution. If you can, give me an example of how you've done this in the recent past (Detail-oriented).
- Tell me about a time when you found it necessary to speak to co-workers about the quality of their work because it posed a real or potential risk to the organization (Quality focused).
- Tell me about a time when you were able to maintain your poise and composure in a delicate situation (Emotional Intelligence).
- Some tasks require you to fully think through the results. Tell me about a time when you avoided making a quick decision because you faced these circumstances (Problem Analysis).

Although many interview questions may appear to be harmless, it is illegal to ask applicants questions that are not job related and/or personal in nature or that would otherwise solicit protected information. All interviewers should review the list of [Inappropriate Interview Questions](#) prior to conducting the interview to ensure illegal questions are avoided.

## **After the Interview**

Upon completing the interview, committee members will complete an evaluation. Candidate evaluations should be sure to include only those comments which are relevant to the requirements of the position. The Search Committee Chair will collect these evaluations, and after the search, forward them to the Human Resources office for retention.

## Welcoming the Interviewee

Ensuring a good interview experience increases the likelihood that they will be able to communicate their attributes effectively. From providing the interviewee with proper directions to greeting with a firm handshake, it demonstrates your genuine interest in their time and effort and helps them to feel calm and confident. Interviewing can be a very stressful experience for some and the more at ease an interviewee is, the better you are able to identify true attributes. The following should be considered:

- Panel interviews can be an even more intimidating environment for an interviewee, so remember to break the ice, if possible.
- When organizing interviews, it is best to assign a person who ensures the interviewees have the proper directions, parking details, and who is easily accessible on the date of the interview.
- Allow enough time for the interview so the interviewee does not feel rushed. Let the interviewee do most of the talking. Remember the 80/20 rule. The interviewee should be doing 80% of the talking. While it's important to articulate the needs of your department and the role, this is the one time you will have to gather as much data to evaluate their experience and ensure a proper fit.
- Be sure to review the interviewee's resume in advance to demonstrate your interest in their skills and background as this helps in appearing prepared and organized. Take notes and ask for clarification on responses, if needed.
- Be sure to avoid any inappropriate or illegal interview questions (see [Inappropriate Interview Questions](#)).
- University literature and benefit information should be provided to the applicant at some point during the interviewee's visit. An appointment may be made with the Human Resources Benefits Manager to give the interviewee an overview of Western's benefits.

## Step 8: Select Hire

### Final Applicant

Once the interviews have been completed, the committee will meet to discuss the interviewees. Committee members will need to assess the extent to which each one met their selection criteria.

The search committee evaluation tool will be helpful in justifying decisions and making them as objective as possible.

Your documentation should demonstrate your selection decision. Documentation is required in order to comply with *Office of Federal Contract Compliance Programs (OFCCP)* requirements. As one of the most critical steps in the process, it is important to keep the following in mind:

- The best candidate for the position was chosen based on qualifications
- The candidate will help to carry out the University and Department's missions

The search committee will forward their selection(s) to the hiring manager by means of a [Final Search Committee Report](#). A copy should be sent to the Recruitment Manager.

## Reference Checks

The purpose of a reference check is to obtain information about a candidate's behavior and work performance from prior employers that could be critical to your decision, regardless of their skills, knowledge, and abilities. As past performance is the best predictor of future success, it is recommended references be obtained from current and previous supervisors who can speak to the candidate's on-the-job performance. A hiring mistake is costly in time, energy, and money. Failure to check references can have serious legal consequences. If an employee engages in harmful behavior, which would have been revealed in a reference check, the University can be held legally responsible for "negligent hiring".

It is the responsibility of the Search Committee Chair/Hiring Manager to conduct reference checks. Before starting the phone reference check process, be sure to do the following:

1. Prepare carefully
  - Familiarize yourself thoroughly with the information the applicant has already provided, including the application, resume, work samples, and interview responses
  - Identify areas that require elaboration or verification
  - Set up a telephone appointment with one or more references provided by the applicant
  - Write down your questions before you call or use [WOU's Reference Checking Form](#), highlighting the information you want verified or expanded upon.
  - NOTE: You may consider conducting reference checks on all finalists before the final selection is made.
2. Set up an environment that encourages the reference to respond willingly, cooperatively, and honestly
  - Begin your conversation on common ground by referring to information that has already been provided by the applicant. For example: "John Doe has asked us to speak with you regarding information he has already shared with us during the interview process." Or "I'm calling to verify information provided by Mary Roe."
3. Describe the position
  - Describe the responsibilities, duties, and working environment of the position for which the individual has applied.
  - After describing the position, ask, "Given our requirement, what is your assessment of the individual's qualification for the job?"
4. In addition to your prepared questions, ask follow-up questions
  - If you get a general response ("She's great!"), follow up with a specific question ("What did she do to merit that compliment?" or "Why did she leave?" or "How have things changed since she left?")
  - If the reference provider declines to answer a question, ask if someone else might be able to share information about the topic.

5. Ask questions that are specifically job-related

- Do not talk about race, color, national origin, religion, sex, physical or mental disability, medical condition, ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran.

Ask the same basic questions about all applicants for whom you obtain references to ensure consistency. Weigh information you receive in the same manner for all applicants.

Social network tools such as Facebook, Twitter, and LinkedIn should not be used to conduct reference or background checks.

### **Criminal Background Checks**

A background check is a process in which the specifics of an individual's past history are verified for the purposes of determining qualifications for employment, and may be conducted in addition to a reference check. WOU complies with state and federal laws in conducting any background check.

Contact Human Resources to conduct the Criminal Background Check to ensure that the candidate does not have relevant criminal convictions that would make him or her unsuitable or ineligible to perform the responsibilities of a critical or security-sensitive position.

**NOTE:** If it is determined that a position is security sensitive, the following must be noted in the Position Description and Job Announcement: ***\*\*A criminal background check is required as a condition of employment***

Critical or security-sensitive positions include the following:

- 1) Has direct access to **persons under 18** years of age or to **student residence facilities** because the person's work duties require the person to be present in the residence facility;
- 2) Is providing **information technology** services and has control over, or access to, information technology systems that would allow the person to harm the information technology systems or the information contained in the systems;
- 3) Has access to **information**, the disclosure of which is prohibited by state or federal laws, rules or regulations or information that is defined as confidential under state or federal laws, rules, or regulations;
- 4) Has access to property where **hazardous materials** and other items controlled by state or federal laws or regulations are located;
- 5) Has access to **laboratories**, nuclear facilities, or utility plants to which access is restricted in order to protect the health or safety of the public;
- 6) Has **fiscal**, financial aid, payroll, or purchasing responsibilities as one of the position's primary responsibilities;

7) Has access to **personal information** about employees or members of the public including Social Security numbers, dates of birth, driver license numbers, medical information, personal financial information, or criminal background information

8) Has access to or responsibility for the care, safety and security of **animals**

\*\*A more detailed description of the Special Conditions of Employment may be found on the [“Criminal Background Check Special Conditions of Employment Definitions”](#) document.

A finalist for a position requiring a criminal background check must complete the Criminal Background Check request sent by Human Resources and be approved prior to employment. A finalist who misrepresents or provides misleading or false information, or withholds information as part of the application process or the release authorization form process will be disqualified from further consideration.

Appointment to a position designated as critical or security-sensitive is contingent on the University’s determination of fitness based on the criminal background check. Should the hiring department determine it is important to make an oral or written offer of employment prior to completion of the background check process, the hiring department must notify the finalist of the following: *“This offer is contingent on WOU’s verification of credentials and other information required by WOU policies, including the completion of the appropriate background checks for this position.”* No subject individual for a critical or security-sensitive position will commence employment or service until the criminal background check process has been completed and a satisfactory determination of fitness to hold the position has been made.

The University hiring department is responsible for fees associated with conducting a criminal background check.

## Step 9: Finalize Recruitment

Upon completion of the recruitment process, the offer to the selected finalist is made.

In all searches, a [Final Search Committee Report](#) will be drafted by the Search Committee Chair making the committee’s recommendation to the Hiring Manager. There are essential elements that must be included in the selection committee report, especially when there is a foreign national candidate. The final report making the recommendation or selection at the completion of the recruitment process must be part of the EEO file.

The [Final Search Committee Report](#) should include the following information:

- The name and department of each committee member
- Total number of applicants
- List number of applicants rejected (categorize by reason)
- Narrative of recruitment steps
- List ranking of the candidates
- The candidate the committee selected

- Reasons for selection
- The date the committee selected the candidate
- The signature of the committee chair and each member (no electronic signatures required)

Prior to initiating the offer, the Dean/VP/Hiring Manager and Human Resources will be notified. Once approved, the Hiring Manager/Dean/VP makes the offer to the finalist.

*Note: A verbal offer of employment and the finalist's verbal acceptance creates a contractual relationship – therefore, ensure the offer has been approved prior to verbally offering the position.*

### **Initiate the Offer**

- Whenever possible, it is recommended your best offer be made the first time as this displays proper market and internal equity practices and demonstrates good faith to the applicant.
- When offering the finalist the position, be sure to discuss start date and the total compensation package (in addition to salary) such as paid time off, retirement benefits, and moving expenses, if applicable. Be excited and enthusiastic about the offer and let them know you are excited about them joining your team.
- Western's benefits and retirement programs are great selling points. In many cases, they are a key factor when deciding to accept or decline the offer. Finalists with additional benefit related questions should be referred to the Benefits webpage or the Benefits Manager in the Human Resources office.

### **Declining / Countering the Offer**

- Despite your best offer, there may be instances where the applicant declines.
- Discuss the reasons for the offer being declined with the applicant – and look beneath the surface. Applicants decline offers for various reasons and not always due to the salary being offered.
- If an offer is declined due to salary, a counter offer may be made provided if the amount is within the budget and appropriate guidelines for position.
  - **Classified positions** – Hiring managers may negotiate up to a Step 3 as long as the department's budget allows. Steps 4-10 must be approved by Vice President of Finance & Administration with a justification of the candidate's experience.
  - **Unclassified and Faculty positions** – Counter offers should be reviewed and approved by the VP / Dean.

### **Finalizing the Offer**

It is important that each recruitment be properly closed, including the notification of those interviewed and not selected, as well as applicants that were not considered.

To ensure proper closure, the following actions should be conducted:

- Once a verbal offer has been accepted, the Hiring Manager notifies the Dean/VP and Human Resources. Human Resources prepares offer letters for Tenured Track Faculty positions and unclassified positions that may include moving expenses. Any other offer letters may be prepared and sent by the Hiring Department.
- Once we have a signed offer letter, the search committee chair is responsible for contacting any candidates that interviewed to inform them the position has been filled. It is best practice to notify them by phone, although e-mail notification is acceptable. Human Resources will notify any candidates that were not interviewed.
- Human Resources will remove the Job Announcement from the WOU Employment website and any other external sites where the announcement was placed.
- The search committee chair must collect any documents related to the search and forward them to the HR Recruitment Manager. The [Documents for Retention](#) checklist will be a helpful tool while organizing those documents.

## *7. Hiring Foreign Nationals*

### **Advertising**

Each year, the University sponsors numerous employment-based applications and petitions for permanent residence on behalf of full-time faculty at the [assistant professor level and above, as well as researchers]. Specifically, those positions that entail some classroom teaching may be eligible to participate in the special labor certification process, as the first step in the permanent residence (“green card”) process. This favorable process is only available when the position was filled at the conclusion of a competitive recruitment that was national in scope and the international faculty member was selected as more qualified than any U.S. Workers who applied for the position.

The regulation governing the special labor certification process on behalf of college and university teachers (“Special Handling”) requires that the competitive recruitment and selection process undertaken by the University include advertising the job opportunity in a detailed manner. Since we do not know the outcome of a search prior to it being advertised, all Tenure-Track faculty positions must adhere to the following guidelines: [Advertising Tenure-Track Faculty Positions](#)

### **Notification**

- Departments must contact Human Resources early in the recruitment process when it becomes evident that one or more of the top candidates being considered for a faculty or staff position is not a citizen or permanent resident of the United States. Since the H-1B is an employer-sponsored petition, the hiring department would request approval from the Provost/Vice President responsible for the unit/department. A foreign national may not self-petition.
- The Office of Human Resources may verify status during the post-offer/pre-employment stage.



## Offer of Employment

- When a hiring department is recruiting someone who is not a citizen of the United States or is not a Resident Alien, the prospective employee must be told verbally and in writing: **“This appointment is contingent upon the procurement of an appropriate immigration and/or visa status prior to the effective date of the appointment and maintenance of an appropriate status for the duration of the appointment. This will be the responsibility of (employee’s name).”**
- The Office of International Education & Development is responsible for determining whether the situation of the foreign national is such that he/she can legally be considered for university employment. Because of visa restrictions, some foreign nationals are not permitted to accept employment. Because of required processing time, we should begin obtaining necessary documents to gain governmental approval prior to the extension of a job offer.

## Employment Visa (H1B) Processing

**H-1B Temporary Worker**– used to employ foreign nationals who qualify as individuals engaged in “specialty occupations,” defined by immigration regulations as the “professions” (i.e., university professors and other teachers, engineers, systems analysts and other computer professionals, financial analysts and others in advanced business specialties, accountants, lawyers, architects, and other service professionals, health care professionals, etc.). The position may be of a permanent nature; however, the employment of the foreign national must be considered temporary. An individual may be employed for up to six years in H-1B status. Individuals employed as H-1Bs may remain in that status for a period of up to three years and may be renewed for up to three additional years.

- To allow for sufficient government processing time, hiring department should submit H-1B request materials to the Office of International Education & Development for a prospective H-1B employee 4-6 months in advance of the anticipated start of H-1B employment. If an initial H-1B petition is submitted less than 3 months before the requested start date, premium processing may be necessary for an individual to be eligible to start working by the requested start date.
- USCIS usually takes 3-6 months to adjudicate the petition under regular processing. Under premium processing, USCIS will adjudicate the petition within 15 calendar days of receipt (This 15-day window does not include the time needed to review the H-1B request materials or the time it will take for delivery of the printed approval notice, so it is important to plan ahead even in the case of premium processing. (NOTE: Premium processing does not guarantee approval)

## **Permanent Residency (Green Card) Processing**

**Permanent Residency** – allows one to live and work permanently in the United States. The steps required for a Green Card will vary depending on the individual situation. Human Resources will work directly with the employee to determine eligibility for permanent residency and work through the process. The University cannot predict nor control the amount of time it takes to obtain Permanent Residency or if the process will be successful.

- Sponsorship for Permanent Residency requires a significant commitment of University resources
- Lawful Permanent Residency (Green Card) takes a year or more and usually involves both Department of Labor (DOL) and United States Citizenship & Immigration Services (USCIS)

## **8. Forms and Resources**

All forms and resource listed below may be found on the Human Resources Webpage at [www.wou.edu/hr](http://www.wou.edu/hr)

### **Recruitment and Employee Payroll Change Process Flow**

The Employee Payroll Change Process Flow Chart follows the most common steps of the process and does not reflect every established step of each organizational unit.

[Employee Payroll Change Process Flowchart](#)

### **Related Policies and Procedures**

- [Equal Employment Opportunity and Affirmative Action](#)
- [Criminal Background Check](#)
- [Collective Bargaining Agreements](#)
- [Discrimination and Harassment](#)

### **Internal Search Committee Resources**

- [Affirmative Action Checklist](#)
- [Candidate Rating Sheets](#)
- [Criminal Background Check – Special Conditions of Employment](#)
- [Employee Handbooks](#)
- [Inappropriate Interview Questions](#)
- [Reference Checking Form](#)
- [Sample Interview Questions](#)
- [Search Committee Checklist](#)
- [Search Documents for Retention](#)
- [Secured Document Sharing System/Confidentiality Agreement](#)

## Recruitment Training

- [Search Committee Online Orientation](#)

## 9. References

- University of California Riverside Recruitment Guidelines
- State of Oregon Recruitment Guidelines