

**HIRING REFERENCE MANUAL**

**Classified, Exempt & Faculty Searches**

# TABLE OF CONTENTS

INTRODUCTION. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 4

Recruitment File. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 6

Step 1: Request the Position . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 7

🡺*Define the position, obtain approvals, initiate the PeopleAdmin action*

Step 2: Recruiting Phase. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 12

🡺*Roles in recruiting, advertising, application process, acknowledgements*

Step 3: Certification of the Candidate Pool. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 20

🡺*Review of the pool by AA/EO*

Step 4: Screening the Candidates for Position Qualifications . . . . . . . . . . . . . . . . . . . . . . . 21

🡺*Pre-screening completed by PeopleAdmin*

Step 5: Convening the Search Committee. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 23

🡺*Committee appointment, first meeting, role of the search chair,*

*search ground rules, AA/EO overview, maintaining a recruitment file*

Step 6: Assessing the Candidates . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 28

🡺*Screening and evaluation instrument, requirement for consistency,*

*candidate notifications, unsolicited materials, insufficient volume or quality*

*of applications*

Step 7: Certification of the Candidate Interview Pool . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 31

🡺*Review of the candidate interview pool by AA/EOE*

Step 8: Interviewing Phase. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 32

🡺*Certification of the interview pool, type of interviews, role of the Dean/Managers,*

*handling candidate materials, interview questions and itinerary, conducting the*

*interview, eligibility to work, reference checking, wrapping up the committee’s work*

Step 9: Recommending a Candidate for Hire. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 40

🡺*Making the recommendation, candidate negotiations, reviewing reserve*

*candidates, lack of suitable candidates*

Step 10: Completing the Search. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 44

🡺*Notifying the finalists, closing the recruitment files, candidate inquiries*

Failed Search? Unexpected Vacancy? Procedure for Requesting a Waiver of Recruitment

to Fill the Position on an Interim or Temporary Basis . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 45

# TABLE OF CONTENTS

# APPENDIX LIST

Appendix A: Guidelines Adopted by the AAUP (related to faculty searches). . . . . . . . . . . 46

Appendix B: Additional Resources for the Search Committee. . . . . . . . . . . . . . . . . . . . . . . 49

Sample Script for Confirming Candidate’s Interest in the Position. . . . . . . . . 49

Sample Script for Setting Up the Telephone Interview . . . . . . . . . . . . . . . . . . 51

Pre-Employment Questions . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 52

Confidentiality Requirements. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 55

Sample Interview Questions . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 56

Sample Reference Questions . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 60

Appendix C: Forms and Resources. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 61

Appendix D: Veteran’s Preference in Recruitment. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 62

Appendix E: Open recruitment Consideration and Process. . . . . . . . . . . . . . . . . . . . . . . . . . 63

**INTRODUCTION**

The mission of Eastern Washington University (EWU) is to “prepare broadly educated, technologically proficient, and highly productive citizens to attain meaningful careers, to enjoy enriched lives, and to make contributions to a culturally diverse society.” EWU will achieve its mission, in part, by recruiting and retaining highly accomplished staff and faculty who are strongly committed to the University’s mission and student learning.

EWU is committed to recruiting and retaining highly qualified, accomplished and diverse staff and faculty for all positions in all departments. Each person who fulfills any function related to creating and filling positions are responsible for ensuring that equal opportunity is afforded to all candidates, and to take steps to further the University’s goal of identifying and recruiting highly qualified and acceptable staff and faculty. This manual will provide the guidelines necessary for fulfilling this responsibility.

This manual serves as a resource for individuals having a designated role in the position creation and/or search process. It outlines the steps to be taken to help fulfill the goals of the university with respect to recruiting and hiring. The intent is to inform as much as possible about the search process, and we encourage you to read the overview section of the manual and refer to the detailed information for additional guidance. This manual is available online in the following location:

<http://access.ewu.edu/HRRR> – *Click on the links for Supervisor Tools, then Recruiting Resources*

Human Resource Services will assist you during all searches by providing training, responding to questions related to the search process and/or this manual, maintaining the official university record of the recruitment and serving as a resource on other issues that may arise during the search. Please call your designated Human Resource Services Associate if you have questions or need assistance:

|  |  |  |  |
| --- | --- | --- | --- |
| Associate | Assigned Areas | Telephone Number | Email Address |
| Kim Davis | Athletics  Business & Finance  President  University Advancement | 509-359-6904 | [kdavis2@ewu.edu](mailto:kdavis2@ewu.edu) |
| Saundra Godin | Academic Affairs (Extended Campus, Global Initiatives, Graduate Education, Research & Academic Planning, Undergraduate Affairs)  Information Technology  Student Affairs | 509-359-4681 | [sgodin@ewu.edu](mailto:sgodin@ewu.edu) |
| Lori Livingstone | Academic Affairs (except for those identified above) | 509-359-6931 | [llivingstone@ewu.edu](mailto:llivingstone@ewu.edu) |
| Caren Lincoln | Oversight for all areas | 509-359-2384 | [clincoln@ewu.edu](mailto:clincoln@ewu.edu) |

For information regarding contractual requirements related to recruitment, please refer to the applicable Collective Bargaining Agreements, which can be found on our website at <http://access.ewu.edu/HRRR/Labor-Relations/Contracts.xml>

### Recruitment File

Documentation of the search committee’s activities, including its consensus in determining interview candidates, is extremely important as it creates a record of why committee members selected specific candidates for interview, and why it turned down other candidates. Proper documentation will save time if it becomes necessary to return to the candidate pool at a later date, and will help protect the committee and the university should any candidate file a complaint about the search process.

Documentation will include:

* Candidate Evaluation Instruments
* Search committee meeting notes
* Candidate Screening Record
* Interview notes
* Reference checking notes
* All emails generated by members of the search committee that relate to the search
* Forms, memos or notes generated by the search committee to support the selection of candidates for campus interviews
* Any other written or electronic documentation and communications related to the search
* All copies of candidate materials that were printed out to support the search committee’s process of review and consideration

All forms of documentation as described above must be retained throughout the search. When the search is completed it is the responsibility of the search committee chair to collect all of the search documentation as identified and organized in the order specified above, and send it to Human Resources. Recruitment materials should be sent to Human Resources as soon as possible after the conclusion of the search.

All search documentation will be stored by Human Resources for a minimum of three years as specified in the State Records Retention Schedule.

### STEP 1: REQUEST THE POSITION (Initiation of the Search)

**Overview of the process:**

|  |  |  |
| --- | --- | --- |
| **Process** | **Classified & Exempt Positions** | **Faculty** |
| * 1. **Define the position** | * Create the job description * Route to Human Resources for allocation | * Complete Faculty Profile form * Route for approvals |
| * 1. **Seek advance approval** | VP meets with Dr. Cullinan to seek advance approval if requesting to fill a new position or to make changes to a position that has not already been approved in the current fiscal year allocated budget. |  |
| **1.3 Initiate a position requisition by entering the position into PeopleAdmin to create an “action”** | Same process for all positions – classified, exempt and faculty:   * Contact your Human Resources Associate to assist you in setting up the initial PeopleAdmin action to avoid duplicate entries * When initial action data entry complete, notify your Human Resources Associate for preview * Route action for final approval through PeopleAdmin after Human Resources advises to proceed * When all approvals are received, Human Resources will notify you that recruiting can begin | |

# Define the Position

# A: Classified & Exempt Positions

Review the existing job description, or create a draft for new positions. Job descriptions must include at least three sections:

* Position summary – a brief description of the primary purposes of the job
* Position responsibilities – group the responsibilities into clusters of related tasks, and assign an estimated percentage of time to each group (not each task)
* Position Qualifications – you may have 3 sub-sections for the position qualifications: *qualifications, position specific requirements (a designation used only for classified positions), and preferred qualifications (optional). Care should be taken when defining preferred qualifications to avoid the appearance of preference for specific candidates. If the preferred qualification will be utilized to determine the successful candidate, it should be identified as a qualification.*

There may be other sections needed for a particular job description, depending on the nature of the position. Email the job description to your Human Resources Associate for allocation confirmation.

# B: All Positions

Review and update, or prepare an Essential Function Analysis – an identification of the essential functions; mental, and physical, performance and health and safety requirements of the position. This information will be used by Environmental Health and Safety to determine if the position requires a pre-employment physical, protective equipment, post-employment medical monitoring, or related safety requirements. Environmental Health and Safety will ensure the supervisor and/or department is aware of any positions requiring a pre-placement physical, hearing test, protective equipment, post-employment medical monitoring or related safety requirements.

**1.2 Seek Advance Approval**

**A: Classified & Exempt Positions**

Receive approval from the appropriate authority (i.e., President, Vice President or Provost) to replace all budgeted positions. Changes to budgeted positions and/or new positions require approval by the President before the position is created or initiated within PeopleAdmin.

**B: Faculty Positions**

Tenure Track Positions: Follow your Dean’s instructions for submitting a complete request packet for tenure track positions. Typically the request packets are due no later than June 1st of each calendar year. This packet must include information justifying the need for the position by addressing each of the criteria specified below. Attach the justification information, as well as any other information specified by your Dean, to the Position Request – Faculty Profile form.

**Criteria for Allocating Permanent Faculty Positions**

1. Enrollment pressures and trends;
2. Programmatic coverage (existing programs);
3. Strategic initiatives for curriculum;
4. Compliance with accreditation standards;
5. Advancement of diversity goals in curriculum;
6. Evidence of diverse pool of candidates;
7. Support for department, college and university goals: (*e.g.*, recruitment, retention, PK-12 teacher preparation, community connections);
8. Flexibility in meeting needs of department and college (*e.g.,* interdisciplinary potential);
9. Cost of position, ability of college to provide funding;
10. Enhancement of opportunities for grants and gifts.

Non-Tenure Track: Follow your Dean’s instructions regarding any college requirements to get advance approval to fill non-tenure track positions.

Adjunct Faculty: Approval is only required up to the Dean level. Follow your Dean’s instructions for procedures relating to filling adjunct faculty positions. Adjunct faculty recruitment is handled at the Dean and/or department level.

**1.3 Initiate the Position Requisition (“Action”) within PeopleAdmin**

**A: All Position Types – Classified, Exempt & Faculty**

The same process is followed for all types of positions to initiate an action within PeopleAdmin. Step-by-step PeopleAdmin User Guides are available, and may be downloaded here: <http://access.ewu.edu/hrrr/hiring-process>. Click on the Supervisor Tools link, then click the link for Recruiting Resources.

Prior to beginning an action, you will need several documents available for use when completing the action:

* Position description – including a position summary, list of duties (with percentages), and qualifications; you will be able to cut-and-paste from the position description into PeopleAdmin
* Essential Functions Analysis – you will need to scan the approved document with all applicable signatures so that it can be attached; if your department doesn’t have a scanner, contact Human Resources for assistance
* Performance expectations – must be attached to the action for all classified positions

Screening Criteria – must be identified and forwarded to your Human Resources Associate if different than the posted qualifications. Your Human Resources Associate will review and notify the search chair if the revisions are acceptable. Modifications to the qualifications could result in a failed search.

The PeopleAdmin action is divided into sections which appear as separate blue tabs within the system. Each section or tab requires entry of specific information as summarized below:

* Proposed Classification – select the appropriate classification for the position
  + Contact your Human Resources Associate if you cannot find the appropriate classification
* Position Details– you can cut-and-paste from an existing Word job description; this section includes all job details except the duties which are entered in a separate section
* Funding – enter the index codes
* Proposed Job duties – you can cut-and-paste from an existing job description; however, you must include percentages of time estimates associated with groups of tasks and identify whether the duty is an essential function
* Supplemental Documentation – attach the Essential Functions Analysis, Performance Expectations (for classified positions only) and any other relevant documentation under this tab
* Requisition Form – enter details related to the job posting; see the next section for information on specifying an appropriate application screening date and advertising resources

Once you’ve completed the data entry to initiate the action, contact your Human Resources Associate to preview the action. When the action has been reviewed, then route the action for electronic approvals through the PeopleAdmin system. Instructions for completing sections outlined above and the approval routing are included in the PeopleAdmin User Guides.

**B. Screening Dates – Options and Consequences**

There are multiple options for how to indicate when screening of candidate applications will begin and when screening will end. This information is entered under the Requisition Form tab within PeopleAdmin. Each option and its consequences are described below:

|  |  |
| --- | --- |
| **Option** | **Consequences** |
|  |  |
| Screening will begin after  ***Specific Screening and/or Closing Date*** | Committees may not review applications until after the specified screening date and/or closing date has passed and the AA/EO certification of the candidate pool. |
|  |  |
| ***Open until Further Notice*** – no end date is specified; three days’ notice must be provided to close recruitment. | All applications received throughout the entire process, up until the position is closed with three days’ notice, or a candidate is offered and accepts the position, MUST be reviewed.  Typically, applications are reviewed by the \***full**\* committee as they come in (following AA/EO certification of the original pool).  However, once candidates are approved for campus interviews, any additional applications may be reviewed by a subset of the full committee or just by the Search Chair to determine whether or not full committee review is in order (due to outstanding qualifications of the candidate that exceed the qualifications of the candidates invited to campus). Additional certification of the candidate pool is required by AA/EO prior to any additional screening. Please note: there is no such thing as a late application with this option unless the application comes in after the three day notice period. |

**C. Advertising Sources**

Advertising media will be listed within PeopleAdmin. The use of multiple forms of advertising, such as listservs, professional journals, websites and personal contacts is strongly recommended. All positions must be posted on the WorkSource website. Advertising should include targeted recruitment sources for underutilized groups at the university. It is the responsibility of the university through the department in consultation with Human Resources and AA/EO to publicize the position in a way that will help to enrich the pool of qualified diverse candidates. AA/EO will provide utilization information, for each recruitment, in order to best identify additional recruitment sources.

Among the publications and electronic advertising media in which an advertisement normally would be placed are:

* EWU website, Worksource, and other websites
* Local and regional newspapers – print or online
* The Chronicle for Higher Education (national print ad – used for higher level positions and for all tenure track faculty positions)
* Higher Education Recruiting Consortium (HERC)
* HigherEdJobs.com + Affirmative Action listing
* Appropriate professional and association publications, and listservs
* Diversity sources: A minimum of three diversity sources is expected. Eastern now has subscriptions to multiple diversity sources allowing outreach to underrepresented populations including various ethnicities, women, veterans and the disabled. Your Human Resources Associate will give you guidance as to what standard diversity resources should be utilized for your search. In addition, if you are aware of industry-specific diversity resources, then be sure to list those in the Recruitment Sources field in PeopleAdmin (this is located under the requisition tab).

Diversity advertising is paid out of a centralized diversity budget; contact your Human Resources Associate for more information.

**Special Note – International Candidates:** For positions where there is any anticipation that we will receive applications from international candidates, please discuss with Human Resources for special placement requirements for the advertising. For tenure-track faculty recruitments, one national professional journal should be used to ensure that the recruitment meets immigration requirements. The Chronicle for Higher Education is typically used to meet this need.

**D. Tenure Track Faculty Positions: Flow of Requests from Department to Dean’s Office to Provost**

The flow of Position Requests for tenure track positions will continue to follow existing university practice, but is described below for the benefit of new Department Chairs and Search Committees. Each Dean advises his/her Department Chairs as to College deadlines for submitting Position Requests and information addressing the 10 justification points listed above (Section 1.2.C: Criteria for Allocation Permanent Faculty Positions), as well as any other information requested or required by the Dean.

The Deans prioritize their Departments’ requests for positions, and present their prioritized package of requests to the Provost not later than July 1st (unless another date is specified). Consideration of the Deans’ requests takes place during the summer while the university waits for budget finalization.

The Provost notifies both the Deans and Human Resources when positions have been approved by all necessary parties (Provost, President, and Budget). Preparation of draft advertising takes place upon notification that the position has been approved.

**STEP 2: RECRUITING PHASE**

**2.1 Roles and Responsibilities in the Recruiting Process**

**A. Human Resources**

Human Resources reviews and approves advertising and screening criteria created by departments, creates the job posting on Eastern’s website, places advertising, and maintains a file for retention of all recruiting materials. Your Human Resources Associate monitors the flow of applications, assists candidates as necessary, and requests certification of the candidate pool throughout the recruitment process.

**B. AA/EO**

AA/EO reviews and approves advertising and screening criteria created by departments, ensures qualifications do not create artificial barriers to protected group members, certifies candidate pool, interview pool and hiring recommendation.

**B. Dean’s Office (Faculty Positions)**

The Dean will establish specific guidelines and expectations for departments to follow with regard to faculty searches.

**C. Role of the Search Committee**

Your service as a search committee member is essential for two reasons: to ensure the effective completion of the search leading to the hire of a highly qualified candidate, and to ensure that all candidates are afforded equal opportunity during the recruiting and consideration processes.

This manual serves as a resource for department supervisors, managers, and the search committees. It outlines the steps that should be taken to help fulfill the goals of the university with respect to recruiting and hiring. The intent is to inform search committees as much as possible about the search process, and we encourage members to read this manual.

The University encourages each search committee member to be ***actively engaged*** in the recruiting process in order to ensure the most qualified and most diverse pool of candidates possible.

Opportunities for faculty committee participation include the following:

* Contact colleagues at other universities where relevant programs operate and graduate qualified candidates. Send a copy of the recruiting bulletin and ask your colleague to post and/or circulate the advertisement.
* Contact colleagues who you believe might be interested in the position, and send them a copy of the recruiting bulletin.
* Contact colleagues and ask if they could recommend potential candidates (i.e., you are not asking for a written recommendation, only for names of potential candidates). Then follow-up with the potential candidates, letting them know who referred their name, and send them a copy of the recruiting bulletin.
* Announce the position at professional association meetings and conferences.

##### 2.2 Preparing the Draft Advertisement

**A. All Positions:**

Draft advertisements prepared by departments (or other entities outside of Human Resources) should be reviewed and approved as directed by your organizational unit. Once approved, this becomes the basis for the Job Summary section in PeopleAdmin which will subsequently be posted on Eastern’s website and on the various websites used for advertising. Your Human Resources Associate will edit the “advertisement” (i.e., the Job Summary section) if necessary to ensure inclusion of mandatory language.

All costs for advertising are charged to the Department, with two exceptions:

1. All diversity advertising will be charged to budget index #100311. These are centrally provided dollars to support Eastern’s diversity initiatives by establishing consistent funding for diversity advertising.
2. If another office is providing financial support for advertising, then that office must provide the relevant budget index number to the department and Human Resources, along with the funding level available, prior to placing the advertising.

The budget index number to be used for non-diversity advertising must be entered into PeopleAdmin under the Requisition tab.

See Section D below for required text for advertising.

**B. Classified & Exempt Positions:**

Advertising for most classified and exempt positions will be created for you by your Human Resources Associate. If you have specific ideas or requests as to the content of the advertising, please contact your Human Resources Associate.

**C. Faculty Positions:**

The Dean’s Office will advise whether advertising is to be prepared at the Department level or by the Dean’s Office. The Department Chair may consult with department faculty to gain their feedback as to their expectations for the position qualifications and other details included in the advertising. In any case, the draft advertisement must accurately reflect the position information and qualifications recorded on the Position Request – Faculty Profile form. Revisions to a position’s definition require review by Human Resources to determine whether or not the revised position must be re-submitted for approval by the Provost and/or other parties. Additionally, please note the following:

Adjunct Faculty Searches: The Dean’s Office will specify requirements and expectations for preparing and placing advertising for adjunct faculty positions. This advertising is handled by the department or by the Dean’s office.

**D. Required Text for Advertising**

There are multiple required topical areas that must be addressed within position advertising relating to diversity, background check, special accommodations, and how to contact us. Grant and contract funded positions must include a statement reflecting the position’s grant funding level and next renewal date. Classified positions must also include a statement relating to the union status of our positions, and must clearly describe the position as a “Project Position” if this is applicable. Optionally, you may wish to include general information about the university and unique features of the position that serve to make the position more attractive to candidates.

1. **Diversity:**

All advertisements are required to include text stipulating a diversity qualification and a statement reflecting the university’s diversity commitment. This text is provided below (copy and paste from this document right into your draft advertising).

A frequent question about the diversity qualification is this: *“How can we tell from reading the application materials whether a candidate meets the diversity qualification?”* Information related to the diversity qualification will not typically appear on a candidate’s resume. Instead, the candidate will be directed to include this information within his/her cover letter as part of the ***Special Instructions to Candidates*** field within the PeopleAdmin job posting. The special instruction typically reads as follows: *“Cover Letter: Please explain how you meet each of the qualifications within your cover letter.”*

* + Diversity Qualification: The following qualification stated is identified as a qualification for each recruitment:

Candidate must demonstrate interest, ability and/or experience promoting cultural competency and/or diversity.

* + **Diversity Commitment Statement:**

The diversity commitment statement typically appears as part of the closing paragraph in the advertising.

Preferred Statement:

*Eastern Washington University is committed to increasing the diversity of its faculty, staff, students and academic program offerings and to strengthening sensitivity to diversity throughout the institution. We are an equal opportunity/affirmative action employer. Applications from members of historically underrepresented groups are especially encouraged.*

Abbreviated version for shorter advertisements or with a cost justification:

*Eastern Washington University is an affirmative action/equal opportunity employer, and applications from members of historically underrepresented groups are especially encouraged.*

1. **Requirement for a background check:**

*The successful candidate must pass a background check*

1. **Notice regarding special accommodations**

*SPECIAL ACCOMMODATIONS: Eastern strives to satisfy all requests for special access needs for persons with disabilities. Requests for such accommodation are welcome and may be made by calling Human Resources at: (509) 359-2381.*

1. **Contact information:**

Candidates will be directed to contact Human Resources for classified and exempt positions, and to a designated person within the department (such as a supervisor, manager, department chair, or search committee chair), or to the Dean’s Office for tenure track faculty positions. Example:

*For more information about this position please contact Pat Smith, Director, (509) 359-xxxx.*

1. **Grant or Contract Funding:**

If the position is wholly or partially grant or contract funded, or if funded for a limited duration of time, the advertising must state this; examples:

*This position is \_\_\_% funded under a grant which renews each year on July 1st.*

*This position is funded under multiple overlapping contracts with varying contract end dates. Contracts typically renew on an annual basis.*

*This position is funded with one-time dollars and is budgeted through 6/30/20xx.*

1. **Classified Positions – Union Status:**

The following statement is the required wording that must appear in advertising for classified positions. There are no variations for the required wording which is:

*This is an Agency Shop position.*

1. **Classified Positions – Project Position Status:**

If the position is a project position, the advertising must clearly state that and include language referencing the nature of the project and the duration of the project (must be at least six months plus one day):

*This is a 100% grant funded* ***project position*** *that supports the federal ABC Grant. This grant is subject to renewal every five years; the next renewal date is 7/1/2013.*

*This is a* ***project position*** *created to provide support to a project involving \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. The project is budget through 6/30/20xx.*

1. **All Positions – Safety Requirements:**

The Environmental Health and Safety Office will review the information provided in the Essential Function Analysis, along with the duties of the position, and ascertain the following:

* Will this position require a pre-placement physical?
* Will this position require a hearing test?
* Will this position require protective equipment (i.e., hearing protection, safety shoes, respirator)?
* Will the successful candidate be required to have post-employment medical monitoring?
* Are there other tasks within the position that need special consideration (i.e., exposure to blood borne pathogens requiring hepatitis shot series)?

If Environmental Health and Safety determines that a pre-placement physical and/or post-employment medical monitoring will be required, they will notify the supervisor of the requirement.

1. **Optional – basic information about Eastern Washington University:**

This is just one example of many different possibilities:

***Eastern Washington University*** *is a comprehensive regional university offering a student-centered learning and working environment built on 125 years of tradition. Over 10,000 students, 450 faculty and 850 staff make Eastern their destination of choice for meeting their educational and professional goals and dreams. Our high-quality liberal arts and professional programs are offered on our beautiful main campus in Cheney, just 15 miles from the city of Spokane, as well as through programs offered throughout Washington State. Spokane, as Washington’s second largest city, is a regional center for cultural activities and outstanding four-season recreational opportunities.*

1. **Optional – extra information about the position designed to attract candidates:**

This optional text, if included, should answer a key candidate question: ***“Why should I be interested in this position?”*** This text will vary extensively depending on departmental preferences and the nature of the position. Here are just a few examples:

*The candidate selected for this position will be rewarded with competitive compensation and a comprehensive benefits package which includes highly subsidized health/dental plans, retirement plan with 100% university match, generous paid vacation and sick leave, 11 paid holidays (adjusted accordingly), tuition waiver benefit and more!*

*You will join a high-functioning team dedicated to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.*

*This position supports a program with a track record of successful grant renewals for over 15 years. The program provides critical services to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.*

*This is a position you can take pride in because \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.*

**2.3 Candidates’ Application Process**

1. **Required Steps in the Online Application Process:**

All candidates must submit their cover letters, resumes (or CV’s for faculty positions), and any other required documentation through Eastern’s online jobs portal, PeopleAdmin for Candidates. Departments may **not** accept applications through mail, email, personal receipt, or through any other means. If candidates bypass the Candidate’s PeopleAdmin jobs portal, and submit their application materials directly to the department, you are required to forward those materials to your Human Resources Associate. Your Human Resources Associate will contact the candidate and advise him/her about our application process and requirement for online application submission.

Per Office of Federal Contract Compliance Programs (OFCCP) applications received for a specific position through an alternative source must be reviewed and considered, even though their application materials may be incomplete. Your Human Resources Associate will guide you if this situation occurs.

The PeopleAdmin process for candidates includes the required steps briefly outlined below. If any candidate contacts the department to express questions or difficulty with the PeopleAdmin application system, please refer those candidates to Human Resources for assistance.

* Complete an online application (for faculty positions, the application is called “Faculty profile”). The application form provides us with basic information about the candidate to include voluntary demographic information.
* Include a list of professional references as part of the online application (or include as part of the CV or cover letter for faculty candidates).
* Attach a letter of interest that addresses how the candidate meets the qualifications.
* Attach a resume (or curriculum vitae for faculty candidates).
* Attach other required documentation as determined by the department, which may include the following:
  + Letters of reference (requires discussion with Human Resources)
  + College transcripts (requires discussion with Human Resources)
  + Equipment and/or software checklists
  + Other items if relevant to the position
  + For faculty positions:
    - Statement of teaching philosophy, or other essays reflecting the candidate’s perspective on an area relevant to the position
    - Evidence of teaching which may include student evaluations
    - Evidence and/or description of research focus and/or a sample of research

Individual file size for each document submitted by a candidate must not exceed 2 MB (this is a file size limit imposed by PeopleAdmin and is not subject to alteration).

1. **Optional Steps in the Online Application Process:**

* Provide demographic information (replaces the Applicant Data Sheet)
* Attach a DD214 form (related to veteran’s status if applicable)

**2.4 Acknowledging the Candidate’s Submittal**

The PeopleAdmin system sends out an automated message to each candidate confirming their application is complete, and provides the candidate with an application number. The text of the automated message can be customized for the individual search, but typically includes information about when the screening will begin. This automated messaging completely eliminates the need for departments to send out candidate acknowledgement letters.

**STEP 3: CERTIFICATION OF THE CANDIDATE POOL**

Search committees may not begin screening candidates until after the pool is certified by AA/EO and after certification of candidate pools is initiated by Human Resources through PeopleAdmin. This online certification process completely replaces the need to generate a Recruitment Log.

Human Resources monitors the recruiting timeline; then, when the screening date arrives, Human Resources notifies AA/EO to review the pool through PeopleAdmin. AA/EO reviews candidates’ demographic data within PeopleAdmin, and confirms back to Human Resources when the pool is approved, or whether additional recruiting must take place. Human Resources updates the candidate status in PeopleAdmin and notifies the relevant parties, once AA/EO has certified the candidate pool, that the committee may begin its review of the candidate materials. Your Human Resources Associate will notify you of any additional requirements set by your Vice President.

For recruitments without a specified screening and/or closing date, the candidate pool must be reviewed and re-certified by AA/EO prior to any new candidates being reviewed by the search committee.

**STEP 4: SCREENING CANDIDATES FOR POSITION QUALIFICATIONS**

Human Resources will ensure that PeopleAdmin screening questions are used to review candidate qualifications against the qualifications defined for the position, plus the **Position Specific Requirements** (if any). Candidates who do not meet the qualifications and the position specific requirements will not be forwarded to the Search Committee for review. These candidates will be notified by PeopleAdmin that they do not meet the qualifications for the position. Human Resources will monitor candidates to reaffirm qualifications.

For faculty positions, the pre-screening conducted by Human Resources focuses on verifying whether the candidates offer the required degree. Should questions arise about an unusual degree and whether it qualifies, Human Resources will review the situations with the Department Chair, Dean and/or other relevant party.

Human Resources will not rate faculty candidates on qualifications that require the faculty expertise offered by the Search Committee members. However, Human Resources may also verify other aspects of qualifications that are tied to the following types of criteria: (a) years of experience in a particular field; (b) yes/no questions as to whether the candidate has experience/qualification; (c) other qualifications that do not require the expertise of faculty to fully assess. If Human Resources identifies candidates that do not appear to meet other aspects of qualifications, those candidates will be reviewed with the Department Chair, Dean and/or the Search Committee Chair to verify the screening performed by Human Resources.

To facilitate qualifications screening, departments are encouraged to take advantage of the online screening questions feature of the PeopleAdmin application process. This ***optional*** feature involves creating online application questions that are tied directly to the position qualifications. When candidates apply for these positions, they must respond to the questions as part of the online application process. Questions are typically set up as a multiple-choice type of question, for example:

|  |
| --- |
| **This position requires at least two years of relevant industrial experience. How much experience do you offer?** |
| |  |  |  | | --- | --- | --- | | **ANSWER** | **DISQUALIFYING** | **SCORE** | | I do not offer this experience. | ✓ | 0 | | Less than two years. | ✓ | 0 | | At least two, but less than four years. |  | 1 | | At least four, but less than six years. |  | 2 | | Six or more years. |  | 3 | |

There are two additional, ***optional*** features related to online screening questions. First, in the example shown above, two of the answers have been designated as **DISQUALIFYING** answers. If a candidate selects one of these answers in response to the screening question, his/her application will be disqualified, and it will not be forwarded to the search committee for review. The candidate will receive a system generated email advising that s/he does not meet the qualifications. Human Resources has the ability to assist candidates who inadvertently select a disqualifying answer, where their resume documents that they do meet the qualification in question. As stated above, using the disqualification feature is strictly optional.

The second optional feature related to online screening questions is that the answers can be assigned point values as shown in the example. When a candidate completes all of the online questions associated with the position being applied for, the system calculates an overall score for the individual candidate and displays that score as a factor of 100. When search committees begin their review of the candidates and their materials, the scoring feature allows search committees to quickly sort candidates based their overall scores. It is important to note that use of this feature does **NOT** limit the search committee’s ability to independently determine which candidates are the best fit and should be invited to interview. After all, candidates offer much more that what will be reflected in their scores generated by answering two to six online questions. The points/scoring feature is strictly optional; departments may choose to use the online questions feature without any points assigned to the answers. The points feature should not be set up for recruitment if the search committee does not intend to utilize the point system.

When a department head is interested in the online screening questions feature, your Human Resources Associate may assist by drafting the online questions for department head review (with or without scoring and/or disqualification questions, according to the preference of the department head).

**STEP 5: CONVENING THE SEARCH COMMITTEE**

**5.1 Appointment or Election of the Search Committee and Its Chair**

**A. Classified and Exempt Positions:**

The department supervisor or unit manager determines the membership of the search committee. For positions below the Director level, the recommended size of the committee is at least three people but not more than five. Faculty will participate in the selection process for academic administrative personnel. The search committee should include, whenever possible, diversity among its members.

**B. Faculty Positions:**

The department faculty appoints or elects a search committee of faculty members according to the stated policy and procedures of the department and college. The search committee should include, whenever possible, diversity among its members.

**5.2 Calling of First Meeting**

The search committee chair convenes the first meeting of the search committee as soon as possible after its members have been identified. The initial search committee meeting must include both AA/EO and the responsible Human Resources Associate; together, they provide training to the search committee. The initial meeting may include persons who participate in the hiring decision (at their discretion) to provide their expectations for the search process.

All members of the committee are expected to attend all search committee meetings. Members may attend via teleconference and/or Skype or similar technologies as necessary. Other members of the department play no role in search committee meetings, and do not participate in screening of candidates.

At its initial meeting, the search committee:

* Reviews the committee’s responsibility and authority;
* Reviews the extent to which hiring manager(s) wish to be involved;
* Reviews the expectations of the hiring manager(s);
* Reviews the final position advertisement and ad placement list (if the committee meets before the advertising is created and placed);
* Discusses the timeline for the search;
* Establishes a schedule for future meetings;
* Receives training and information from AA/EO on affirmative action/equal opportunity concerns;
* Receives training and information from Human Resources on confidentiality, steps of the search process, and guidelines leading to a successful search;

**5.3 Role of the Search Committee Chair**

Following is a list of duties of the search committee chair (with assistance from the manager or Department Chair and/or department staff). Although some of the tasks may, at the chair’s discretion, be delegated to other members of the committee, the chair is responsible for ensuring that each is performed:

* Establishing a timely schedule;
* Developing preliminary interview questions based upon the qualifications cited in the position announcement;
* Confirming candidates’ continuing interest;
* Scheduling interviews with finalists;
* Making reference checks;
* Attending to the well-being of interviewees, such as housing, transportation, special needs, *etc.*;
* Writing the committee report.

**5.4 Ground Rules for a Search Committee**

# A search committee needs ground rules and they need to be established right at the start. Ground rules for a search committee should include, at a minimum, agreed-upon standards for:

# Attendance and Professionalism

All search committee members are expected to attend all meetings and to fulfill their responsibilities in a professional manner. Meetings of the search committee should be set up at the start, and members should be expected to attend all meetings to ensure continuity and to avoid rehashing material.

# Communication

Emphasize expectation that all inquiries and requests from candidates be referred to Human Resources outside of the interview process. Candidates selected for interview will communicate with the search chair and/or designee. Determine how committee members will communicate with each other, the campus community, and with candidates.

* **Confidentiality**

The expectation of confidentiality of candidates for all positions is required. All application materials, deliberations, proceedings and written assessments are confidential during the search process. Even the ***names*** of the candidates are considered confidential information.

Candidate application materials are highly protected documents under state law, and may not be disseminated to any party outside of the search committee prior to the campus interview phase. Once finalists are selected for campus interviews, it may be appropriate to share printed copies of the candidates’ resumes (or CV’s for faculty candidates), subject to the following limitations:

* + Shared materials must be limited to the finalists;
  + Recipients of the shared materials must be limited to persons within the “chain of command;” that is, persons who lie within the decision making line of authority for filling the position. There are only two exceptions to this requirement:
    - The CV for finalists for faculty positions may be shared with other faculty members of the department, since the department faculty will typically vote as to the suitability of the finalist candidates. Faculty may not have access to any of the other candidates’ materials who are not identified as a finalist – ***no exceptions!!***
    - Only CV’s for executive level positions (Deans and above) may be posted on a public Eastern webpage to allow broad based access to the candidates’ background information during the campus interview phase, but subject to the following two conditions:

1. The candidate has given permission for his/her CV to be posted; **and**
2. The candidate’s personal information redacted from the posted copy.

All printed copies of candidate resumes or CV’s must be returned to Human Resources after the search has concluded.

* **Conflict of interest**

University policy (901-01) states “University employees shall not initiate or participate in institutional decisions involving a direct beneficial interest . . . to a spouse, family member, or registered domestic partner of the employee.”

It is not uncommon for committee members to know one or more of the candidates. It is less common, but does occur upon occasion, that a candidate will be related to a search committee member. Search committee members are expected to notify Human Resources of potential conflict of interest situations involving family or other relationships between the committee member(s) and any candidate. Human Resources will provide the necessary guidance as to whether or not the committee member can continue in the search process, or whether any modifications are needed (for example: the committee member may participate in the search process, but will not engage in committee discussions pertaining to a specific candidate).

**5.5 Message from the Director of Equal Opportunity and Affirmative Action**

It shall be the policy of Eastern Washington University to provide equal employment opportunities to all persons regardless of race, gender, color, age, national origin, religion, sexual orientation, marital status, or disability, except as may otherwise be required by law. All actions related to recruitment will be in accordance with equal employment laws, policies, and procedures.

The Search Committee must ensure that a thorough job in its recruiting efforts and process for capturing the diversity of its candidate pool, and selecting the best qualified candidate for each position is performed in accordance with equal employment, laws, policies, and procedures. The recruitment and hiring process must not discriminate, preclude or have an adverse effect on any protected group by ensuring that there are no inappropriate or unlawful criteria used in the interview and selection process.

All actions related to hiring will be in accordance with equal employment laws, policies, and procedures. Ensure that each hiring decision is reviewed before final approval to ensure it is fair, appropriate, and non-discriminatory.

The Search Committee must take a positive results-oriented approach to ensure that its employment practices provide an equality of opportunity and/or remedy the effects of any past discrimination, intentional or not, through the implementation of an Affirmative Action Plan. Remember, our primary goal is to recruit and select the best qualified candidate using a diverse pool of candidates (of course meeting qualifications).

Each individual Search Committee member, and any others involved in the hiring process, shall cooperate in prohibiting discrimination against employees and/or candidates for employment or promotion because of race, gender, color, age, national origin, religion, or disability. Each Department must ensure diverse pools of resources are utilized to reach a diverse pool of candidates for each position. Please check with Human Resources and the Affirmative Action Officer (x6874) for assistance with diverse recruitment resources.

Such steps are readily provided for or authorized under Article XIV of the Constitution of the United States of America, Title VII of the Civil Rights Act of 1964 as amended, Presidential Executive Order No. 11246 as amended, and implemented regulations.

**5.6 Setting a Timeline for the Search**

An overview of the entire search process with estimated timelines, from creating a position through completing the hiring recommendation, begins on page 5 of this manual. Additional details relevant to search committee activities are provided below. The committee should establish a reasonable timeline for its activities taking the following guidelines into consideration:

* For tenure track positions, it is a requirement to keep the position open for application for at least 30 days after the advertising first appears;
* Allow time to schedule and conduct the initial search committee meeting;
* Allow two to three weeks for reviewing applications which does not start until after the initial search committee meeting, after the screening date specified in the advertising, and after certification of the pool by AA/EO;
* Allow time for multiple search committee meetings to review and discuss the candidates and their respective qualifications, to discuss interview and reference checking results, and to determine the committee’s recommendations for hiring a candidate
* For faculty positions, allow a minimum of one week to consult with the Department Chair, determine recommendations for interview, and meet with the Dean;
* Allow a day or two for certification of the proposed interview candidates by AA/EO
* For faculty positions, allow two to three days for review and approval of proposed interview candidates by the Provost;
* Allow one to three weeks for arranging and conducting interviews, or more especially if both telephone and on-campus interviews will be conducted;
* Allow one week (or more as necessary) for reference checking;
* Allow time to discuss the results of the search process with the relevant manager (i.e., with the Dean for faculty searches), and to provide information to support a recommendation to hire.

**5.7 The Recruitment File**

A recruitment file should be maintained by the Search Committee Chair for each search. The file will contain all pertinent documents for the search, all written and email communications concerning the search and/or with candidates, assessment sheets and all other documentation that provides the basis for the search committee’s recommendations. All recruitment files are confidential and should be treated as such. Separate files should not be created for each candidate, because the candidates will submit their materials electronically through the PeopleAdmin system. Committee members should not print out candidate materials, except that the Committee Chair may print out one set of candidate materials for use and review during committee meetings.

Recruitment files are returned to Human Resources for retention.

**STEP 6: ASSESSING THE CANDIDATES**

**6.1 Initial Screening**

In the initial screening, candidates are evaluated against the qualifications for the position, not against each other. Candidates who do not meet the advertised qualifications for the position will be marked as “does not meet qualifications” in the PeopleAdmin system. These candidates’ materials will not be forwarded to the committee for consideration; instead, the candidates will receive an email communication advising them that they have been disqualified for not meeting the position qualifications. Should Human Resources have concerns or questions about a particular candidate’s qualifications, and whether or not it meets the position qualifications, the concerns will be resolved through research, conversation with the relevant manager, Department Chair, Dean, and/or other persons, or actions as necessary.

When the candidate pool is certified and screening for qualifications is completed, Human Resources will update candidates’ status in PeopleAdmin, and thereby release the candidate materials for review by the search committee. Committees may not begin their review of the candidate materials until after the committee has met with both Human Resources and AA/EO for instruction on conducting the search.

Instruction on reviewing candidate materials through PeopleAdmin is provided in the “PeopleAdmin Users’ Guide for Search Committees” available on the Human Resources website under the link for Recruiting Resources. As the candidates’ materials are available electronically through PeopleAdmin, committee members should refrain from printing out individual copies of the materials, but should complete an evaluation sheet for each candidate as the materials are reviewed on-line. It would be reasonable, however, for the Search Committee Chair to printout one complete set of the candidate materials for use during search committee meetings.

**6.2 Evaluation Instrument**

Before screening candidates, the search committee should review the screening criteria to be used in the evaluation process which was originally submitted for approval. The criteria should be based on the required and preferred qualifications of the position as defined within the PeopleAdmin action, and as subsequently described in the advertising. Templates are available on the Human Resources website under the link for Recruiting Resources. Changes to pre-approved screening criteria must be submitted to your Human Resources Associate for review and approval. Posted qualifications cannot be modified after the recruitment has begun.

Procedures used in the evaluation should be applied consistently to all candidates. Screening and advancing candidates will be based on job-related criteria as reflected in the candidates’ materials (qualifications, strengths, knowledge, skills, ability, experience, and potential) without regard to subjective judgments or impressions. Considerations based on sex, sexual orientation, ethnicity, race, age, veteran status, marital status, or disability may not enter into the evaluation.

**6.3 Assessing Candidates**

The traditional model for assessing candidates involves creation of an evaluation instrument that focuses on the qualifications of the position as described above in section 6.2. In most cases, each committee member evaluates each candidate and completes an evaluation instrument for each candidate. Strengths and areas lacking are noted. Care must be taken with this approach to give equal weight to each of the required qualifications, unless the advertising made distinctions between the qualifications in the sense of identifying certain qualifications as more important.

Once each committee member completes his/her own individual evaluations of the candidates, the committee will meet and discuss the candidates. The objective is to achieve consensus and rank or sort the candidates into groups (groups are called “Tiers” for faculty searches):

“A Group” or “Tier 1” – the candidates who offer the best qualifications – education, experience, skills and abilities; these are the candidates that the search committee wishes to interview. The selection of candidates to be interviewed is subject to review and approval by AA/EO for all searches, and by the Dean and Provost’s Office for faculty searches. See section 7 below for information about requesting approval for proposed interview candidates.

“B Group” or “Tier 2” – these candidates are qualified, but do not match the level of qualifications offered by the A group; these are the back-up candidates if the university is not able to hire a candidate from the A group.

“C Group” or “Tier 3” – these candidates are minimally qualified, and typically would not be considered for interview.

“Does not meet qualifications” or “Tier 4” – most of these candidates should already be screened out by Human Resources; however, if the committee determines a candidate does not meet the qualifications, the committee chair must notify Human Resources for follow-up action.

**6.4 Requirement for Consistency in Candidate Evaluations**

Great care must be taken to ensure candidate evaluations are made in a uniform and consistent manner, focusing on the following principles:

* Accuracy. For example: if our advertising stated “must have experience teaching in a K-12 system,” then that is the standard that candidates must be assessed by. If a candidate offers K-12 teaching experience, but the experience is in another country, that candidate may not be disqualified unless the advertising was specific to that detail.
* Consistency. For example: if we eliminate one candidate because s/he didn’t offer 3 years’ experience in “X” (assuming “X” is one of the position’s criteria), then no other candidate may be interviewed if they also lack 3 years’ experience in “X”. An additional point relative to consistency has to do with “courtesy interviews.” No courtesy interviews may be given.
* Simplicity. It is not necessary to write up a lengthy explanation of why a candidate is in Group C or Tier 3 or doesn’t meet qualifications. If the search committee members focus on the first two points (accuracy and consistency), then it should be fairly easy to indicate what the candidates lack if they are not included in the interview group. The evaluation instrument will be designed to assist in recording candidate assessments in the simplest possible way, and without the necessity to write up lengthy explanations.
* Free of Bias. When we have diverse candidate pools, if all candidates from underrepresented groups end up in Group C or Tier 3 or assessed as not meeting qualifications, care should be taken to verify that no inadvertent bias compromised the assessment of the candidates.

The willingness of AA/EO to approve a committee’s request to interview specific candidates rests on the quality of the assessment process – was it accurate, consistent, simple, and free of bias? Search committee chairs are encouraged to consult with Human Resources for advice and assistance in determining and recording the disposition of candidates in preparation for requesting approval of the desired interview candidates.

**6.5 Notifying Candidates Eliminated from Further Consideration**

Candidates eliminated from further consideration as a result of the search committee’s assessment will be notified that they are no longer considered to be candidates. The candidate notifications are now handled through PeopleAdmin.

When the search committee achieves consensus as to which candidates will be requested for interview, the committee chair must contact Human Resources to review the results. The candidates’ status in PeopleAdmin will be updated and will trigger the system to send out the candidate notifications at appropriate times.

**6.6 Processing Unsolicited Candidate Materials**

All unsolicited materials sent to committee members, managers or the Department Chair, the Dean or other individuals connected to the search, should be forwarded to Human Resources for retention. This includes materials not sent by the candidate, not requested from the candidate, nor solicited by the committee. Human Resources will retain the materials until finalist candidates are identified to continue to the reference checking phase. Unsolicited materials may be considered by the committee only during this later phase of the search process.

**6.7 Quality of Candidates**

Should the committee have concerns or questions regarding the quality of candidates, it should immediately notify both Human Resources and the head of the department. In its notification, the committee should also (1) request that the search be reopened to additional candidates; or (2) suggest that the search be canceled and a new search conducted; or (3) recommend such other action as it deems necessary and appropriate.

**STEP 7: CERTIFICATION OF THE CANDIDATE INTEVIEW POOL**

**Certification and Approval of the Interview Pool**

Once the committee achieves consensus about which candidates should be invited to interview, the proposed list of candidates must be approved by one or more managers, and must also be “certified” by AA/EO. For all searches, complete the Candidate Screening Record form, and route to your designated Human Resources Associate. Human Resources will evaluate the proposed interview pool against the screening criteria for consistency. Questions regarding why a candidate was/was not recommended for interview will be forwarded to the search committee chair for response.

Human Resources will forward the completed Candidate Screening Record form to the approving parties (as specified by the Vice President for each division of the university), as well as to AA/EO for interview pool certification. AA/EO reviews the requested interviews to ascertain that there is no apparent bias in the selection of candidates, and “certifies” the pool by notifying Human Resources that the interviews may proceed.

Required approvals for interview pools are as follows:

* Academic Affairs: Department head, Dean (or equivalent, such as Executive Directors, Vice Provosts), and Vice Provost – Administration and Planning (who approves interviews on behalf of the Provost)
* Athletics: Must be approved by the supervisor up to the Senior Associate Athletic Director.
* Business & Finance: Must be approved by the supervisor up to the Associate Vice President or head of the major division.
* Information Technology: Must be approved by the position supervisor.
* President’s Office: Must be approved by the position supervisor.
* Student Affairs: Must be approved by the position supervisor.
* University Advancement: Must be approved by the position supervisor.

**STEP 8: INTERVIEWING PHASE**

**8.1 Types of Interviews**

Depending on the size of the proposed interview group, the committee will determine what type of interviews will be conducted with the Group A or Tier 1 candidates. There are three types of interviews:

**A. Telephone screening.**

These brief conversations can be used to:

* Determine whether the candidate is still available and still interested;
* Explain the job in more detail;
* Clarify the individual’s work history and experience level;
* Inform each candidate about the salary range for the position to verify that they would like to proceed given the salary you have to offer. This way, you avoid interviewing people who later refuse a job offer on the basis of salary.

The telephone screening is not intended to be a “complete” interview wherein candidates are asked a series of questions to develop an in-depth understanding of what the candidate has to offer. These short conversations are useful, however, to help finalize the Group A or Tier 1 pool before the committee issues a request to bring specific candidates to campus for formal interviews.

**B. Telephone/Skype interviews.**

These interviews are more extensive than the brief conversations described above as telephone screening. Telephone/Skype interviews entail asking selected candidates a series of questions to gain in-depth information about their qualifications, work history, abilities and potential. This intermediary interview is typically used if the Group A or Tier 1 offers “too many” similarly qualified candidates and where the search committee needs additional information from the candidates before finalizing which candidates will be invited to interview.

**C. On-campus interviews.**

On-campus interview candidates for faculty positions must be approved by the Dean and the Provost’s Office using the Candidate Screening Record as described above in section B – Telephone Interviews.

**8.2 Role of Managers in Considering Non-Faculty Candidates Proposed for Interview**

It is the responsibility of the search committee chair to verify with the relevant managers what their expectations are for being consulted about the selection of finalist candidates prior to interviews.

**8.3 Role of the Dean in Considering Faculty Candidates Proposed for Interview**

A copy of the Candidate Screening Record must also be sent to the Dean’s Office along with a copy of each finalist’s vita. Once the strongest candidates have been identified, the search committee chair, the Department Chair, and the Dean should consult to assure that the strongest candidates identified by the search committee are acceptable to both the Department Chair and Dean. It is the specific responsibility of the Dean to confirm that proper attention was paid to equal employment opportunity requirements or suggest corrective measures to be taken before the Candidate Screening Record and finalist CVs are forwarded to Human Resources. Copies of all advertising placed must also be forwarded to Human Resources at this time. (Note: the Recruitment Log is not completed; it has been replaced by PeopleAdmin processes and the Candidate Screening Record.)

AA/EOE and the Provost will review the list of finalists. Upon approval, the Dean’s office will be notified by Human Resources that the interview process may begin, and the Dean’s office will notify the search committee.

**8.4 Dissemination of Candidate Materials**

Only after selection as a finalist, may the search committee circulate the finalist candidates’ resumes or CV’s to other interested and appropriate parties. Recommended finalists are informed in advance by the search committee chair that their information may be disseminated to other interested parties during the interview process and request their approval in advance. Should any candidate prohibit appropriate dissemination of their resume or CV to relevant parties (such as persons in the decision making line of authority, or for faculty searches, to members of the relevant academic department), notify Human Resources and request assistance in resolving the situation.

Under no circumstances may finalist candidates’ resumes or CV’s be posted to any public Eastern website without the express written permission of the affected candidates, and without advance approval of Human Resources. Moreover, this option is normally limited to executive level searches, such as at the Associate Vice Provost or Dean level and above. Materials approved by the finalist candidates for posting must be redacted to delete personal information such as home address, telephone numbers, and other strictly personal information.

**8.5 Developing Interview Questions**

The guiding principle behind any question to a candidate is: *What do I really need to know about this candidate to decide whether s/he is qualified to perform this job?* When developing interview questions, the search committee should consider the following rules of thumb:

* Questions must have a legitimate job-related reason to support why the question is being asked.
* Interview questions need to be developed based on the qualifications, job duties, and other job-based criteria.
* Identify competencies that are required upon entry to the position. Interview questions should mainly focus on those competencies which will not be learned on the job during initial training or probationary period.
* Make sure the same set of questions is asked of all candidates, to ensure fairness and consistency in the rating of candidates. This will allow comparative judgments while ensuring that crucial job-related information is obtained. A patterned interview of this sort has the beneficial effect of minimizing unconscious biases.
* Include questions that elicit more than a “yes” or “no” response.
* Include problem solving, behavioral/situational questions that allow the candidate to think creatively.

Keep in mind that some questions are never appropriate. Federal regulations prohibit discrimination based on:

* Race • Disability
* Color • Veteran Status
* Age • Reserve/National Guard Status
* Gender • Sexual Orientation
* Religion • Marital Status
* National Origin

Thus, none of the above areas may be used as a basis for interview questions, or as a basis for hiring decisions – including information volunteered by the candidate that is not job-related, such as an candidate’s race or marital status. Please refer to Appendix C for sample interview questions.

Once the committee has reviewed the list of pre-approved interview questions, any changes to those questions must be emailed to Human Resources for review and approval. When notified that the questions are approved, the questions should be converted to an interview sheet allowing sufficient space under each question for committee members to record their notes during the interview process. During the interview, the most common practice for asking the interview questions is to rotate between the different committee members. It is always permissible to ask candidates to provide more information, to explain further, or to give additional examples following the candidate’s initial response to a question. It is not permissible, however, to think up new questions in the middle of the interview.

**8.6 Establishing the Interview Itinerary**

The search committee chair, in consultation with the relevant manager or Department Chair, establishes the itinerary for the candidate’s visit. It is the responsibility of the search committee chair to verify what university parties will require independent appointments with finalist candidates for private interview. Review the following considerations for establishing the interview itinerary:

* The first on-campus interview with the candidate is typically scheduled for the search committee.
* A separate meeting with the position’s supervisor and/or the relevant unit manager must also be scheduled if s/he is not a part of the search committee.
* Academic positions at the Chair or the Director level and above, plus all tenure track faculty positions, should include time to interview with the Provost.
* Positions at the Associate Vice Provost or Dean level and above should include time to interview with both the relevant Vice President and the President.
* Direct reports to a Vice President (other than support staff) must include an interview with the President.
* For positions that have student contact responsibilities (such as positions within Student Affairs, plus academic positions at the Dean level and above), consider whether the students or student representatives should be invited to participate in the interview process.
* For faculty and certain exempt positions where the candidate may be offered tenure as part of the offer package, it is essential that a separate meeting for each candidate is scheduled and conducted with the relevant *Department Personnel Committee*, as this entity will be responsible for submitting their recommendation regarding granting of tenure.
* Determine whether the finalists will be asked to give a presentation as part of their on-campus interview. If so, this must be planned in advance and reviewed by Human Resources before finalization. Each finalist must be notified prior to their campus visit of the expectations related to their presentation including the desired topic and any options, amount of time to be spent in delivering the presentation, availability of resources (such as laptop, projector, etc.), and anticipated audience for the presentation.
* For faculty positions, finalist candidates may also be asked to develop a study plan, submit research studies/papers, and/or teach a class session on a specialized topic of field in their discipline in order to assess teaching style.
* Open forum sessions, to which the greater campus population is invited to meet the candidates and propose questions, are typically scheduled for positions at the Dean level and above.
* Determine whether the finalists will be tested for specific skills as part of their interview. Proposed tests, such as for writing ability, computer skills, etc., must be planned in advance and approved by Human Resources prior to use. Candidates must be notified in advance that their visit to campus will include testing and must be advised of the nature of the test. This process should be included in the Special Instructions to Applications section of the PeopleAdmin posting.

All appointments and arrangements must be made in advance of a candidate’s visit. To ensure that all candidates receive comparable treatment, the visitation schedules should be similar with respect to the different components of the interview process and the different university entities invited to participate in the interview. However, the candidate may be interested in visiting with other constituencies where that interest is not shared by the other finalists. Those individual interests of the candidates should be respected and accommodated if at all possible within the time constraints for the interview process.

When feasible, allow time for candidates to explore the campus. For candidates coming to interview from outside of Eastern Washington, travel arrangements should include some additional time for the candidate to explore the Cheney-Spokane area on his/her own time. During the visit, the committee should see that each candidate’s personal needs are adequately met.

**8.7 Steps in Conducting the Interview**

**A. Opening the interview/setting the tone**

In a job interview, the candidate’s apprehension can impede the flow of useful information. The interview setting, ideally a private office or conference room, should be conducive to good communication.

* Make the candidate feel at ease, by greeting him/her and introducing yourself. Be enthusiastic that the candidate is there. Give the impression that you are ready for the interview and looking forward to the conversation.
* Establish rapport with a friendly attitude. Take a few minutes to break the ice by mentioning either an interesting item from the candidate’s resume, something you may have in common or a more general topic. However, refrain from ice breakers that touch on areas that are inappropriate for interview questions (reviewed in a prior section).
* Describe the position and the university. Provide sufficient facts about the position and the department in a straightforward manner so that the candidate can make an informed decision about the acceptability of the position.

**B. Body of the Interview: Obtaining Job Related Information**

* Begin with an open-ended question for each topic; avoid asking questions that require only a “yes” or “no” answer.
* Short and simple interview questions are better than long and complex ones; avoid “multiple part” questions (Tell us about “X” and “Y” and “Z”).
* Notes taken by committee members should be factual in nature. Personal judgments made by the panel members or physical descriptions should not be part of the notes. All notes become part of the committee file and should be kept in the committee members’ file or folder.
* Listen carefully and allow the candidate sufficient time to respond to inquiries. Combine careful listening with good use of questions to encourage and guide the candidate’s sharing of facts.
* Ideally, the interviewer should talk no more than 25% of the time.
* Keep comments and gestures neutral. Saying “thank you” and/or nodding is more appropriate than saying “That’s great!” Avoid expressing your opinions or judgments about candidate’s responses. This maintains objectivity and reduces the likelihood of leading (or misleading) candidates.

**C. Closing the Interview**

Interviews are a two-way process. Not only is the candidate being evaluated, but the candidate is evaluating the university. It is important to end all interviews on a positive note.

* Allow time for questions from the candidate. Find out what level of interest the candidate has in the position you have discussed.
* Make the candidate aware of the next step. Who will next contact the candidate, and in what timeframe? Be realistic about the timeframe. Don’t promise contact by a specific date if you are not sure you will able to meet that timeframe.
* Thank the candidate for his or her time. Let the candidate know who to contact with questions, and outline what will happen next.

Record your thoughts and document your evaluation of a candidate immediately after the interview session on the interview question sheet. Proper documentation at the conclusion of the interview is very important, since each individual candidate will need to be considered and compared with other candidates.

**8.8 Eligibility to Work in the U.S.**

Positions may be offered to candidates who are legally authorized to work in the United States. All finalists should be notified that they must have the legal right to work in the United States, and that, if hired, proof will be required.

WAC 162-12-130 states: “Discriminatory inquiries are prohibited. Any pre-employment inquiry or the keeping of any record of protected status before employment for a discriminatory purpose is prohibited and may be evidence of an unfair practice when connected to the applicant’s protected status unless the particular quality inquired about is a bona fide occupational qualification.”

The selected candidate may be asked during the hiring process if s/he is currently eligible to work in the United States and, if ineligible, whether he or she will require sponsorship for an employment visa that would allow him/her to be eligible to work in the United States.

A candidate may not be refused because the person is a non-citizen (as long as the person is able to work in the U.S. legally). The fact that the candidate will have to apply for a visa cannot be used as a reason to deny consideration, but EWU is not required to sponsor such a visa. Consideration can be denied if the candidate confirms that s/he is ineligible for a visa or s/he is unable to meet the commitments of the offer (i.e., being able to start work at a specific period of time)

If a prospective candidate indicates that he or she is neither a U.S. citizen nor a permanent resident, the University may assist the individual in seeking H-1B and/or permanent resident status if hired.

For all questions related to obtain visas and/or residency for international candidates, contact Jennifer Miller, the immigration specialist for Human Resources and the university, at 359- 6790.

**8.9 Reference Checking**

It is considered “best practice” to conduct reference checks. Further, it is a **requirement** of the Provost that a minimum of two reference calls will be completed for any person proposed for hire for any tenure track or special faculty position. The references who were contacted, and any supporting or concerning information received from the references, will be identified in the email sent to Human Resources wherein the best qualified candidate is identified and proposed for hire. See section 9.1.C for additional information on hiring procedures for faculty positions.

Reference questions should be planned in advance of making the calls, and draft questions must be emailed to Human Resources for review and approval. Reference checking can be conducted by the search committee and/or supervisor. Typically, search committees and/or the supervisor will develop a core set of reference questions that will be asked of each reference contacted, but there may also be unique questions that would only be relevant to the specific job history of the candidate.

There is flexibility with the timing of the calls, and the number of calls made. Most often, references are contacted after the campus interviews are conducted. However, there may be circumstances where it would be helpful to conduct some or all of the reference checking before the campus interviews. For example, if the committee has the “fortunate problem” of having “too many” similarly qualified candidates remaining in Group A or Tier 1 even after telephone screening and/or telephone interviews, reference checking can be helpful in gathering more information about the candidates in order to narrow the top group. As another example, if the expense associated with bringing one or more candidates to campus is exceptionally high and/or beyond what departmental budgets can sustain, then using reference calls to narrow the top group further may be helpful before committing the expense associated with the subsequent campus interviews.

Regarding the number of candidates for which reference checks are conducted, this can be as few as one: the finalist candidate that the committee wishes to recommend for hire. On the other hand, reference checking can be conducted for all candidates who pass the telephone interview, or for all candidates invited to campus for in-person interviews.

Regarding the number of reference checks conducted for each candidate, this can be as few as one or more commonly, two or three calls at the most. Before any reference checks are conducted, it is an expectation and a professional courtesy to notify the candidate that you plan to initiate the reference checking process.

Prior to contacting the candidate, consider whether the list of references provided by the candidate is adequate; that is, does the list of references provided include more than one person who can speak to the likelihood that the candidate will be successful in our position based on the candidate’s experience and qualifications? Consider whether you need to “call off list;” that is, will you need to contact other persons not included on the candidate’s list of references. Additionally, it may be an expectation of the unit that at some point in the process – and prior to extending an offer of employment – that the current supervisor of the finalist candidate(s) will be contacted for a reference. Contacting the supervisor can be postponed until the end of the process (that is, immediately before contacting the candidate to offer the position). Contact your Human Resources Associate for specific expectations regarding reference checking for your unit.

When contacting the candidate to notify that reference checking will begin, ask the candidate whether his/her list of references is current. Then advise the candidate whether or not you would like to “call off list,” and ask the candidate’s permission to do so. The candidate will typically respond in one of two ways:

For candidates who say “Yes – you may call persons not on my list,” be sure to clarify the possibilities by thanking the candidate and then stating, “Just to confirm, when we make our reference calls, we may contact persons at your current institution including your supervisor. Do you have any concerns about that?”

* For candidates who say “Yes, but not my current supervisor,” respond in a reassuring way that the supervisor will not be contacted unless the university determines to make a job offer to the candidate. Then reiterate that the supervisor will not be contacted without advance notice to the candidate.
* For candidates who say “No,” first gently and professionally probe to uncover what the concerns of the candidate are. In most cases, it will be that the candidate has not yet informed his/her current place of employment that s/he has applied for the position at Eastern. If the candidate reiterates that s/he will not give permission for reference calls to be made to other persons, contact Human Resources for advice and assistance, particularly if the list of references provided are not adequate and/or cannot be reached.

It is the responsibility of the search committee chair to confirm to the hiring manager that reference calls have been conducted.

It is the special responsibility of the relevant Dean to verify that a reference call was made to the **current supervisor** for all faculty positions, and as necessary, to conduct the supervisor reference check before forwarding a recommendation to hire to the Provost if the search committee’s reference calls did not include a call to the candidate’s current supervisor.

**8.10 Summations**

Upon completion of the interviews and assessing the candidates, the search committee should conduct a final meeting to evaluate and compare finalist candidates based on skills, qualifications, experience, abilities and potential. The committee chair may request a confidential report, either oral or written, from each group or individual who interviews the finalists.

If requested by the Dean or other hiring authority, the committee chair should also prepare a final document that will provide a summary of the pro’s and con’s for each finalist candidate.

**STEP 9: RECOMMENDING A CANDIDATE FOR HIRE**

**9.1 Recommending an Appointment & Negotiating the Job Offer**

**A. All Positions**

When the recommended candidate is identified following the procedures described below, the supervisor will notify Human Resources who will inform AA/EO for review of the recommended candidate. Once AA/EO certification is granted, the HR Associate will notify the supervisor, unit manager and up to the relevant VP, and will provide guidelines in negotiating the offer and unit specific requirements.

Additionally, if the position was previously identified as requiring a pre-placement physical and/or post-employment medical monitoring, the HR Associate will send the relevant form to the supervisor via email and will cc that email to EHS.

**B. Classified & Exempt Searches**

The position’s supervisor or unit manager will determine the role of the committee with regard to recommending a candidate for hire. Committees for positions below the Director level typically are charged to make recommendations on the top candidates with the final recommendation to hire made by the supervisor, subject to approval by the unit manager, and up to the relevant VP. it is the responsibility of the supervisor or unit manager to contact the successful candidate and negotiate the terms of the offer of employment, following certification of the hiring pool as described above.

It is the responsibility of the hiring department to enter the hiring recommendation into the PeopleAdmin system. PeopleAdmin routes the hiring proposal through all required levels for “electronic signatures”. Once the President and/or appropriate Vice President approve the hiring proposal through PeopleAdmin, Human Resources prepares the appropriate letter and sends the finalized letter to the candidate.

**C. Faculty Searches**

After consultation among members of the search committee, the department chair and members of the department, the search committee will recommend the candidate who is **best** qualified (i.e., best fulfills the conditions of the position announcement for appointment, and meets the needs of the department.) In the case where more than one candidate is recommended by the search committee for a single opening, the names can be listed in ranked or unranked order as specified by either the Dean or by the Provost. If the search committee has concluded that there are no suitable candidates, the committee may recommend that the position not be filled at this time.

In cases where the search committee members are evenly divided in identification of the best qualified candidate, this may be resolved be deferring the decision to the Department Chair.

Deans are responsible for informing their Department Chairs (and Human Resources) of their expectations related to recommending a candidate for hire. This includes identifying the following:

* Dean’s level of involvement in confirming or determining the finalist who will be offered the position, and whether the Dean’s involvement will be delegated to an Associate Dean,
* Any differences in that level of involvement between special faculty and tenure track faculty searches,
* What documentation, reports, or other materials must be forwarded to the Dean for consideration, and finally,
* Who will forward information about the finalist(s) to Human Resources (search chair, Department Chair, Dean, or other party as identified by the Dean).

The information required to be sent to the Human Resources Associate prior to hiring certification includes:

1. Identification of the best qualified candidate (or multiple candidates if we are filling multiple positions from the same recruitment pool),
2. Identification of the 4 to 6 job-related reasons as to why that candidate(s) is(are) best qualified,
3. Identification of the references contacted for the recommended candidate(s) (who, institution, title) and any supporting or concerning information received from the reference contacts,
4. Identification of back-up hires (if identified), including reasons and references contacted.

The Human Resources Associate will use the hiring information provided to request AA/EO certification of the hire, and any backup hires identified. Once AA/EO certification is granted, the Human Resources Associate will inform, via email, the search chair, Department Chair, Dean, Vice Provost (and Provost for tenure track searches), that the hire has been certified by AA/EO. Next steps are determined based on whether the search is for a special faculty hire or for a tenure track hire.

Hiring to Fill Special Faculty Positions

Upon receipt of the email from HR that the hire has been certified, the Dean (or his/her delegate) may immediately contact the candidate to verbally offer the position.

Verbal offer details are forwarded to the Dean’s Office, who will enter the Hiring Proposal into the PeopleAdmin system, draft the faculty contract and forward the draft to Human Resources. Both the PeopleAdmin hiring proposal and the draft contract must include complete details for the special faculty workload, totaling 45 credits (or credits equivalent) for full time positions, including a list of the classes to be taught, credits per class, and explanation of any release time including identification of credits equivalent for the described release time.

Human Resources finalizes the contract after the Hiring Proposal is approved through the PeopleAdmin system, and sends the contract out to the candidate.

Hiring to Fill Tenure Track Faculty Positions

The Dean must receive clearance from the Provost to negotiate the potential job offer with the successful tenure track candidate. Any preliminary conversations between the Dean and the desired candidate (such as to confirm the level of interest on the part of the candidate) must make it clear to the candidate that the Dean must have written approval by the Provost and the President before the Dean can negotiate and offer the position to the candidate.

The Dean must consult with the Provost via email, addressing each of the following hiring conditions, and request authorization to verbally offer the position and negotiate with the candidate as approved by the Provost and President:

a. Name of selected candidate

b. Qualifications/strengths/contributions to program

c. Rank, department

d. Salary, including:

* A specific salary to be offered, OR a range of salaries that may be used by the Dean for negotiations
* Funding justification if salary exceeds budgeted amount

e. Conditions of early tenure, if negotiated

f. Conditions of reappointment based on PhD completion

g. Moving allowance - include explanation if the amount is higher than $3,000; any subsequent negotiation for a moving allowance that is higher than the original amount requested by the Dean does not require additional Provost approval, as long as the additional amount is paid for by the College and/or Department

h. Start-up funds, if applicable, including what the funds will be used for

i. Number of years of prior professional experience

j. Any other conditional terms of employment to be considered including whether or not the candidate will come early for a summer appointment or to prepare for the fall quarter

The Dean’s email will include the following attachments: written recommendation from the search committee chair, Department Chair, DPC and CPC. The email **must** be copied to Human Resources for inclusion in the hiring packet and subsequently in the candidate’s personnel file.

When the Provost has approved the recommended candidate, the Provost forwards the necessary information to the President for review and approval. When the President approves the hire, he/she responds back to the Provost’s email, and the Provost in turn notifies Human Resources and the Dean of the approval.

At this point, the Dean’s Office will enter the hiring proposal into the PeopleAdmin system and prepare the draft contract. PeopleAdmin routes the hiring proposal through all required levels for “electronic signatures”. Once the Provost or designee approves the hiring proposal through PeopleAdmin, Human Resources sends the finalized contract to the candidate.

**9.2 Review of Reserve Candidates**

Should none of the certified candidates accept a job offer, then the Group B or Tier 2 candidates will be reviewed. If the search is continued, these backup candidates whose credentials are deemed sufficiently strong will be called to verify their continued interest. For those still interested, interviews should be arranged following procedures identified above.

**9.3 Lack of Suitable Appointee**

If none of the backup candidates are available, or after further screening and/or interviews, are deemed to be not suitable for the position, no appointment will be recommended. The committee will report this judgment to the department head and request one of the following actions: that the committee be discharged, that the search be extended, or the position be re-defined and/or re-advertised. The final authority to cancel a search rests with the applicable Vice President. If this occurs, the committee will inform all candidates interviewed that the search has been discontinued without recommending any appointment. The candidate’s status will be updated in PeopleAdmin and the posting cancelled. This will notify any remaining candidates that the recruitment has been cancelled.

# STEP 10: Completing the Search and Records Management

**10.1 Notifying Finalists of the Status**

Once the search and selection procedures are complete, the search committee chair will work with the Human Resources Associate to ensure that each candidate’s status is updated within PeopleAdmin. When the position is designated as “filled” within PeopleAdmin, it will trigger the sending of notification emails advising all candidates that the position was filled. It is the responsibility of the search committee chair and/or the hiring management to ensure that candidates interviewed and not selected have been notified prior to the receipt of an email notification from PeopleAdmin.

**10.2 Closing the Files**

Upon completing the search, all search committee documentation will be forwarded to the Dean’s Office (for faculty positions) and to Human Resources (for classified and exempt positions). This must include any printed copies of the candidate materials. The Dean’s Office will add any additional documentation that the Dean generated, and will forwarded the materials to Human Resources for archiving. Records relating to all types of employment searches are retained for a minimum of three years or longer if there are any pending grievances, complaints, or civil actions stemming from the search.

**10.3 Inquiries from Unsuccessful Candidates**

If an unsuccessful candidate requests an explanation for not being selected, the university contact who receives the inquiry will first consult with Human Resources, and together will determine an appropriate response. Most often, the response will focus on conveying that while the candidate had experience and other qualifications relevant to the position, that the search committee did select a candidate that was a better fit for the position based on the experience offered by the selected candidate. These conversations should be brief. No person should engage in lengthy discussions comparing the relative merits of the hired candidate against the unsuccessful candidate. An additional consideration regarding requests for information from unsuccessful candidates is whether the request is covered under the Public Records Act. Your Human Resources Associate can help determine whether a candidate’s request should be forwarded to Eastern’s Public Information Officer for handling.

**PROCEDURE FOR REQUESTING A WAIVER OF RECRUITMENT**

In order to meet the university’s affirmative action goals and the equal opportunity policy, all positions must be searched following department, college, Human Resources, AA/EO, and other university guidelines. All requests for waiver of recruitment will be made through PeopleAdmin.

If recruitment for a position is unsuccessful, but the need to fill the position remains, the department head should discuss options for filling the position temporarily with the unit manager. Possibilities include the following (subject to approval):

1. Re-recruit to fill the position with possible modifications to the position and/or the advertising as deemed necessary by the department head in consultation with Human Resources.
2. For tenure track positions, consider filling the position at the rank of Lecturer.

Department Chair completes a Position Request form to fill the position as a special faculty, and includes recruitment information and a draft advertisement. These documents are routed to the Dean for approval, then to Human Resources. Human Resources routes the documents for all other required approvals, edits the advertising as necessary, and notifies the Dean’s office when recruitment can begin.

1. Request a waiver of recruitment.

It is the specific responsibility of the unit manager (for colleges, this is the Dean) to verify that timeframes will prevent conducting a successful search prior to the needed start date of the position. If the unit manager concurs with the department’s request, then s/he will submit a request through PeopleAdmin with the written justification, plus any additional supporting information, a statement confirming that the position ***will be properly searched*** and the resume or CV of the proposed candidate at a future point in time.

After review and approval of the waiver of recruitment by the Director of Human Resources, Rights and Risk, the appointment offer letter will be finalized by Human Resources and sent to the candidate.

Other circumstances which may warrant a request to waive recruitment include: unanticipated vacancies that occur too late in the academic year for an appropriate search, temporary replacements for staff or faculty on leave, and/or funding of a position for only one year. Appointments to a position approved under a waived recruitment are normally limited to a maximum of one year and cannot be renewed without a full-scale search.

**APPENDIX A**

**THE ETHICS OF FACULTY RECRUITMENT AND APPOINTMENT**

**A statement adopted by the Council of Colleges of Arts and Sciences in November, 1992.**

**Jointly adopted by the American Association of University Professors in June, 1993.**

**PROLOGUE**

The standards which follow are intended to apply to the recruitment and appointment of faculty members in most colleges and universities. These standards are directed to administrators and faculty members in the belief that they will promote the identification and selection of qualified candidates through a process which promotes candor and effective communication among those who are engaged in recruitment. The standards are offered not as rules to serve every situation, but with the expectation that they will provide a foundation for appropriate practices. The spirit of openness and shared responsibility which these standards are intended to convey are consistent with affirmative action as well as other guiding principles in the recruitment of faculty.

**I. THE ANNOUNCEMENT OF A FACULTY POSITION**

A. Prior to the announcement of a faculty vacancy, there should be agreement among all responsible parties on each major element of the position (e.g., rank, salary, and eligibility for tenure), how the position relates to the department’s (or equivalent unit’s) likely needs for the future, the expectations concerning the professional work of the faculty member(s) being recruited, and the resources that will be provided to help the faculty member(s) meet those expectations.

B. An institution that announces a search should be genuinely engaged in an open process of recruitment for that position. Descriptions of vacant positions should be published and distributed as widely as possible to reach all potential candidates. The procedure established for reviewing applicants and for selecting final candidates should be consistent with the institution’s announced criteria and commitment to a fair and open search.

C. All announcements for faculty positions should be clear concerning rank, the length of the appointment, whether the position is with tenure or carries eligibility for tenure, whether the availability of the position is contingent upon funding or other conditions, teaching and research expectations, and requisite experience and credentials. Criteria and procedures for reappointment, promotion, and tenure at the institution, as well as other relevant information, should be made available to all interested candidates upon request.

D. Interested candidates should have at least thirty days from the first appearance of the announcement to submit their application.

**II. CONFIDENTIALITY, INTERVIEWS, AND THE FINAL DECISION**

A. Institutions should respect the confidentiality of candidates for faculty positions. The institution may contact references, including persons who are not identified by the candidate, but it should exercise discretion when doing so. An institution should not make public the names of candidates without having given the candidate the opportunity to withdraw from the search.

B. Those who participate in the interview should avoid any discriminatory treatment of candidates. All communications with the candidates concerning the position should be consistent with the information stated in the announcement for the position.

C. Candidates for faculty positions should disclose in a timely fashion conditions that might materially bear upon the institution’s decision to offer the appointment (for example, requirements for research funds, unusual moving costs, a delayed starting date, or the intention to retain an affiliation at the institution with which the candidate is currently associated).

D. If candidates request information about the progress of the search and the status of their candidacy, they should be given the information.

E. The institution’s decision about which candidate will be offered the position should be consistent with the criteria for the position and the duties as stated in the announcement of the vacancy. If the selection of the final candidates will be based on significant changes in the criteria for the position or the duties as stated in the original announcement, the institution should start a new search.

**III. THE OFFER AND THE ACCEPTANCE**

A. The institution may wish to provide informal notification to the successful candidate of its intention to offer an appointment, but the formal offer itself should be an unequivocal letter offering appointment signed by the responsible institutional officer. “Oral offers” and “oral acceptances” should not be considered binding, but communications between the successful candidate and those representing the institution should be frank and accurate, for significant decisions are likely to be based on these exchanges. The written offer of appointment should be given to the candidate within ten days of the institution’s having conveyed an intention to make the offer; a candidate should be informed promptly if the offer is not to be forthcoming within ten days.

B. The terms of an offer to an individual should be consistent with the announcement of the position. Each of the following should be stated clearly in the letter offering an appointment: (a) the initial rank; (b) the length of the appointment; (c) conditions of renewal; (d) the salary and benefits; (e) the duties of the position; (f) as applicable, whether the appointment is with tenure, the amount of credit toward tenure for prior service, and the maximum length of the probationary period; (g) as applicable, the institution’s “startup” commitments for the appointment (for example, equipment and laboratory space); (h) the date when the appointment begins and the date when the candidate is expected to report; (i) the date by which the candidate’s response to the offer is expected, which should not be less than two weeks from receipt of the offer; and (j) details of institutional policies and regulations that bear upon the appointment. Specific information on other relevant matters also should be conveyed in writing to the prospective appointee.

C. An offer of appointment to a faculty member serving at another institution should be made no later than May 1, consistent with the faculty member’s obligation to resign, in order to accept other employment, no later than May 15. It is recognized that, in special cases, it might be appropriate to make an offer after May 1, but in such cases there should be an agreement by all concerned parties.

D. The acceptance of a position is a candidate’s written affirmative and unconditional response sent by the candidate to the institution no later than the date stated in the offer of appointment. If the candidate wishes to accept the offer contingent upon conditions, those conditions should be specified and communicated promptly in writing to the institution which is offering the position.

E. If the candidate intends to retain an affiliation with his or her current institution that circumstance should be brought promptly to the attention of the current institution and the recruiting institution.

F. Individuals who accept an appointment should arrive at the institution in sufficient time to prepare for their duties and to participate in orientation programs.

**APPENDIX B**

**ADDITIONAL RESOURCES FOR THE SEARCH COMMITTEE**

**Script for Confirming Candidate’s Interest in the Position**

(Greeting. Introduce yourself – name, title at EWU.)

I am calling to advise you that Eastern Washington University is ready to take the next steps in our search for a (position) in the Department of

The Search Committee has asked me to inquire whether you remain available and interested in the position of (position) here at Eastern. ⬜ Yes ⬜ No

***Assuming a positive response:***The Search Committee would like to schedule a {preliminary}\* telephone interview with you that could take up to \_\_\_\_\_\_\_\_ minutes.

\**Note: Use the word preliminary if the telephone call is for screening only; such a call should take not more than 15 minutes. If the telephone interview will include list of formal questions, then allot 30 to 60 minutes.*

This interview will focus on … *Choose (a) for telephone screening, and (b) for full interviews.*

1. Explaining the position in more detail; clarifying your work history and experience; as well as sharing information about the search process.
2. Several of the key requirements and responsibilities of the position to help us begin to learn about your work history, experience and qualifications. We will also provide additional information about the position, the search process and timelines, and provide an opportunity for you to ask questions you may have.

The following dates and times are available; please let me know which would be more convenient for you:

|  |  |  |
| --- | --- | --- |
| *Day/Time #1* | *Day/Time #2* | *Day/Time #3* |

What telephone number should we use for this call?

|  |
| --- |
| ***This section only applies to full telephone interviews, and is an optional section.***  We do have a request pertaining to this telephone interview. Not all of the Search Committee members will be able to attend the interview. Therefore, we would like to ask for your permission to tape record the interview, with the understanding that use of the recording will be strictly limited to review by Search Committee members. May we have your permission to record the telephone interview? ⬜ Yes ⬜ No |

Thank you for your time today. Speaking on behalf of the Committee, we look forward to the discussion with you, and will call you next (day of week)! In the meantime, if you have any questions or need to contact us regarding the telephone interview session, please call me at (509) 359 - \_ \_ \_ \_. Talk to you next (day of week)!

***If the candidate’s initial response is negative:***

Thank you for the information. I will advise the Committee that you have withdrawn from consideration. Thank you for your interest in Eastern, and best wishes to you in all your future endeavors.

**Script for Setting-Up a Telephone Interview**

* **Call Initiator:**

(Greeting) (Introduce yourself – name, title at EWU)

I am assisting the Search Committee by placing the call for today’s telephone interview. Before the Committee begins, I would like to re-confirm that we have your permission to record today’s interview. **(Wait for candidate to respond “Yes” – then and only then, turn on the recorder.)**

*Identify the interview session at the start of the tape recording:*

This is a recording of a telephone interview with Dr./Mr./Ms. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ who is a candidate for the position of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. Today is (month, day, year) .

I am going to turn over the interview to the Chair of the Search Committee, (state name of Chair).

* **Chair of Search Committee:**

Thank you very much for your time today (or insert other appropriate generic remarks).

We have \_\_\_ questions for you that will touch on a range of topics. We will also want to allow time for you to ask any questions you might have for us at the end. I want to advise that we have \_\_\_\_\_ minutes for today’s interview, as that will help you gauge the time for each response to our questions. Here is the first question…

(Chair asks the first question. Then rotate through the other committee members until all of the questions have been asked.)

**Chair:** Thank you for the information. We have about \_\_\_ minutes left. I’ll provide an update as to next steps in just a moment, but we do want to give you an opportunity to ask us any questions you might have.

(Allow time for candidate’s questions and for the committee to respond.

**Chair:** That will wrap up our session for today. I anticipate the Search Committee will identify final candidates who will be considered further in the next (state timeframe, such as next two weeks). At that point, we will contact candidates to advise that we will be checking references. Following that activity, we will extend invitations to come to campus for personal interviews. That will give you an approximate timeframe. Are there any other questions for us? Thank you again for your time today!

**Pre-Employment Questions**

The following are examples of questions that are generally considered to be appropriate and inappropriate to ask during the pre-employment process. This list is only intended to provide guidance in what questions may be asked and should not be viewed as an all-inclusive list of such questions. It must also be remembered that, as new legislation is passed and decisions are made in the courts, there may be changes in what questions are considered appropriate.

To help ensure Search Committees design appropriate and legal interview and reference questions, the Committee Chair is required to send draft questions to Human Resources for review and approval before any interviews are scheduled.

* **Age**  
  Appropriate: Are you at least 21 years of age? This question should only be asked if age is a bona fide occupational qualification. Inappropriate: How old are you? What is your date of birth?
* **Arrest Record**  
  Appropriate: None  
  Inappropriate: Have you ever been arrested?
* **Citizenship**  
  Appropriate: None  
  Inappropriate: Of what country are you a citizen? Are you a native born or naturalized U.S. citizen? Are your parents citizens?
* **Disability**  
  Appropriate: Can you perform the essential functions of the job for which you are applying for, with our without reasonable accommodation?  
  Inappropriate: Are you disabled? Have you ever been treated for any of the following injuries or illness (followed by a list)? Have you ever filed a workers' comp claim? Have you ever had any mental problems? How long have you been in a wheelchair? Why do you use a cane?
* **Driver's License**  
  Appropriate: Do you have a current driver's license (if driver's license is required for performance of the job)?  
  Inappropriate: Do you have a driver's license (where a driver's license is not required for the job)?
* **Education**  
  Appropriate: Any questions pertaining to requirements that are truly a requirement for the job.  
  Inappropriate: Any questions about a candidate’s educational background that is not a true requirement for the job.
* **Family Status**

Appropriate: None.   
Inappropriate: Do you plan to have children? Do you practice birth control? What does your family think about moving to Cheney?

* **Languages**  
  Appropriate: Do you speak Spanish (or other language required for the job)?  
  Inappropriate: What foreign languages do you speak or write? How did you learn those languages? What is your native tongue?
* **Marital Status**  
  Appropriate: None  
  Inappropriate: Are you married? Do you preferred to be called Miss? Mrs.? Ms.? What is your spouse's name? Have you ever been divorced?
* **Military Experience**  
  Appropriate: Have you served in the Armed Forces of the United States? If so, what were your duties?  
  Inappropriate: Have you ever served in the Armed Forces of a country other than the United States? Have you ever received a discharge under less than honorable conditions?
* **National Origin**  
  Appropriate: None.  
  Inappropriate: What is your nationality? Were you born in the United States? What country are you parents from? Where were you born?
* **Organizations**

Appropriate: Inquiries into organizations of which a candidate is a member, providing the name or character of the organization does not reveal the race, religion, color, or ancestry of the membership. For example: “What professional organizations do you belong to that relate to the field of \_\_\_\_\_\_\_\_\_\_\_\_\_ (state the academic field).”

Inappropriate: “List all organizations, clubs, societies, and lodges to which you belong.” Since the question is not tied back to the job, this question could elicit memberships that indicate a candidate’s race, religion, color, ancestry, or other prohibited area of inquiry.

* **Personal Characteristics**  
  Appropriate: None  
  Inappropriate: What color are your eyes? What color is your hair? What is your height and weight?
* **Photograph**  
  Appropriate: None  
  Inappropriate: Any requirement that an individual provide a photograph before being hired.
* **Race or Color**  
  Appropriate: None  
  Inappropriate: What is your skin color? What is your race?
* **Religion**  
  Appropriate: None.  
  Inappropriate: Are you a Christian? Are you a Muslim? What is your religious denomination? Do you attend church? What religious holidays do you observe? Can you provide a religious reference?
* **Relatives**

Appropriate: Do you have any relatives employed by the university?

In appropriate: Do you have a wife? What is her name? What is your husband’s job?

* **Sex**  
  Appropriate: None unless sex is a bona fide occupational qualification.  
  Inappropriate: Are you male or female? Do you feel like that a woman can handle this job? Do you date men or women? What do you think about citizen groups attempting to ban gay rights?

**Pre-Employment Questions – Additional Comments**

Generally, any question that has direct bearing on a candidate’s ability to do the job is acceptable. However, questions asked of only certain candidates, but not all candidates, can make an otherwise valid inquiry appear to be discriminatory. An example would be to ask a person in a wheelchair how he or she would perform the essential duties of the job, but not asking the same question of other candidates.

The key to staying out of trouble is to ask questions that pertain only to the job and avoid questions that pry into a candidate’s personal background. Even questions that do not fall into the prohibited categories can be problematic. For example, “What was the last book you read,” is a problematic question. What if the last book read was “How to divorce your spouse in 30 days or less.” Using this same example, a better way to ask the question (if it is genuinely relevant to the job), is: “The candidate hired for this position is expected to have current knowledge about best practices in the field of X. What reading or other research have you engaged in recently to help ensure you are current in the field of X?”

Committees will avoid these kinds of pitfalls by ensuring questions relate to the job, and by sending draft questions to Human Resources for review (this is a required step in the search process).

**CONFIDENTIALITY REQUIREMENTS**

You are being provided access to vitas/materials submitted by candidates for a position at Eastern Washington University to facilitate your consideration of the candidates and their respective credentials.

Access is provided to online electronic copies of the candidates’ materials through the PeopleAdmin system. Access is controlled by establishing a guest user identity and password that Human Resources will create and provide for exclusive use by the search committee members. It is a violation of search confidentiality requirements for any committee member to share the guest user identity and password with any party outside of the committee.

You are urged to review the candidate materials online, and to not printout copies for your individual use. The Search Committee Chair may printout one set of the candidates’ materials for use during search committee meetings. These copies may be retained throughout the consideration process until the Chair is instructed to return them.

All members of the search committee are charged with the responsibility to adhere to the strictest requirements of confidentiality pertaining to the individual candidates, their materials and the search process. Applications (including vitas, reference lists, cover letters, and any other materials submitted by candidates) are protected documents under state law. Accordingly, please observe the following:

* Do not leave the PeopleAdmin system open and walk away.
* If the Chair prints out a copy of candidate materials, the materials should never be left out in any open area unattended where a passer-by could pick up, review and/or retain the materials. When not in use, the materials must be filed away for safekeeping.
* It is a violation of state law to discuss, outside of the scope of the Search Committee, any information contained within a vita or other materials – even the names of the candidates are considered to be confidential and should not be disseminated to any party outside of the Search Committee.
* You may not initiate contact with any candidate apart from instructions to do so, provided to you by the Committee Chair or designee, or by Human Resources.
* Should you receive contact from a candidate, instruct the candidate to refer any and all questions to Human Resources (359-2381).
* Any written assessments, including score sheets and/or notes, along with any other documentation or notes prepared by committee members, will be retained in Human Resources along with the candidates’ original vitas for a minimum period of three years. Therefore, you are required to return your materials when instructed to do so. As a result, notes taken while reviewing the vitas and during interview sessions should be focused on the qualifications of the candidates, our requirements for the position and the level of match exhibited by the candidates, and other information relevant to selecting a highly qualified candidate.

Any questions regarding confidentiality and the Search Committee requirements should be forwarded to Human Resources, 359-2381.

**Sample Interview Questions**

These sample interview questions are provided to give you a starting point. Typical interviews will include from 8 to 15 questions. Once you have drafted the list of questions you wish to use, drawing from this list, as well as any new questions the committee develops, send the draft list to Human Resources for review and approval.

**A. General Questions Suitable for Most Positions (Classified, Exempt, and/or Faculty)**

* Tell us about your professional background and how it has prepared you for this position.
* Why are you interested in this position?
* What are your career goals and how does this position fit into those goals?
* What is the biggest conflict you have ever been involved in at work? How did you handle the situation?
* Can you describe how you go about solving a problem?
* What are your strengths relative to this position?
* What new skills have you learned over the past year?
* On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?
* Describe a situation in which you did “all the right things” and were still unsuccessful. What did you learn from the experience?
* In what area or what areas would you like to receive development or training, to increase or add to the skills you have today?
* Why do you want to leave your current position? (Or, if not currently employed, why did you leave your last position?)
* Think about an instance when you were given an assignment that you thought you would not be able to complete. How did you accomplish the assignment?
* Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do?
* Tell us about your preferred work environment.
* Describe your ideal job.
* Tell us about a colleague or co-worker from the present or past whom you admire. Why?
* What would your colleagues or co-workers say about you?
* What would your supervisor say about you?
* What is one or two of your proudest professional accomplishments?
* Tell us how you would learn your new position in the absence of a formal training program.
* What things have you done on your own initiative to help you prepare for your next position?
* Tell us how you go about organizing your work.
* How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar?
* Tell us how you would use technology in your day-to-day job.
* What do you think most uniquely qualifies you for this position?
* Do you have any concerns that would make you have reservations about accepting this position, if it is offered to you?
* Why are you interested in working for Eastern Washington University?
* May we contact your past employers and/or current employer to obtain additional information about your work performance, including information relating to your attendance and dependability?
* May we contact persons to obtain a reference check, including persons who are not on your list of references? If so, are there any persons you do not want us to contact for reference purposes?
* Do you have any additional information that you would like to share?
* If you were offered this position, when would you be able to start?
* Do you have any questions for us?
* How do you prioritize your work? Discuss how priorities are set & balanced depending on the amount of work requests from multiple people.
* What software programs are you proficient in? Which one did you use the most? In what avenue?
* What tasks do you enjoy doing? What tasks do you not like to do?
* What do you think will be the biggest challenge in this position?
* What would co-workers say is your greatest quality at work? What would your boss say? What would you say?
* This position will entail working independently and without direct supervision to complete many overlapping tasks, but to also keep your supervisor informed about progress on projects and any difficulties arise. Please describe how you would ensure that you are meeting a supervisor’s expectations in this scenario.
* What experience or skills do you offer that will help you manage projects?
* What would the people you have worked with say were the qualities that distinguish you from others they have worked with?
* How do you approach a new job, in regard to familiarizing yourself with coworkers, the general population of the organization and its policies and procedures?
* In your previous position, what did you like the least and why?
* What do you need from your supervisor to succeed? From your co-workers?
* What in a work environment and in a supervisor will cause you to fail?
* What characteristics do you value most in your peers?
* Describe your experience working in small and/or growing offices or departments.
* What do you value most in a work place and as part of your job?
* What work ethics do you strive to maintain on a daily basis?
* What time management techniques do you use that are effective? Include any experience in situations involving frequent interruptions.
* Describe a work product wherein there was the greatest requirement for accuracy in your work.
* How did you ensure that the work you produced was highly accurate?
* Please describe the types of responsibilities you’ve exercised involving budgetary or financial records, including how you keep supervisors and other staff aware of budget status.
* Give me two or three examples of types of projects or other types of tasks you’ve had that will demonstrate the complexity of the work you performed.
* Please describe the skills you have that would allow you to work independently, but ensure that you are meeting the objectives of your supervisor.
* This Department and its operations will be enhanced if the candidate selected for the position offers strong “people” or interpersonal skills. What skills do you offer that would support our need for a “people person?”
* Please describe an occasion where you took the initiative to make an improvement or other type of significant contribution to the workplace. Include what you observed that triggered your efforts and initiative, what you did, and the results.
* What is your approach if a decision is made which impacts you or your work, and you don’t agree with it?
* In this position, you will have contact with a highly diverse population in a very broad sense, as you might expect when working with a sizeable student population, staff and faculty. Describe how you would go about creating a welcoming environment for our Department.
* In this job, you would be dealing with students, Administrators, Community Members, Students, Staff, Agencies, Alumni Groups, and a variety of other constituencies. Give us an example of how you have effectively dealt with multiple constituencies.
* How would you work to turn the tide on long-established, but no longer fitting, policies and traditions?
* What expectations do you have of those with which you work (staff, colleagues, students) How do they know this?
* Conflict is inevitable. How do you deal with conflict?
* Please describe a project which required both organizational skills and creativity to complete successfully.
* What do you consider to be good attendance? What do you consider a legitimate reason for missing work?
* How would you handle a visitor who arrives to complain about some departmental issue – shouting, pounding his/her fist on the desk?
* How would you ensure that each departmental visitor – a student, a telephone caller, a staff member, another faculty member, etc. – feels that his or her needs are important and will be met?
* How do you balance the necessity to provide excellent customer service with completion of work tasks involving deadlines or a high volume of work?
* What kind of work pressures do you find the most difficult to deal with?
* Due to the location and nature of this position, there will be many interruptions throughout the day. Using your own work experience, how do you ensure you complete work assignments on time and with accuracy?
* On a scale of 1-5, how would your past/current supervisor(s), rate your reliability and dependability? Why do you think you would receive that rating?

**B. Questions More Suited to Faculty Positions**

* Tell us a more about your professional experiences, particularly those not mentioned on your c.v.
* How do you define good teaching?
* Describe your teaching style.
* How do you feel your teaching style can serve our student population?
* Describe your teaching philosophy.
* What do you think are the most important attributes of a good instructor?
* What do you think are your greatest strengths as an instruction?
* In which areas do you feel you can use some further development?
* Share your ideas about professional development.
* In what professional development activities have you been involved over the past few years?
* What are your current research interests?
* Have you involved your students in your research?
* How do you engage students, particularly in a course of non-majors?
* How do you adjust your style to the less-motivated or under-prepared student?
* Why did you choose this profession/field?
* How would your background and experiences strengthen this academic department?
* In your opinion, how should the workload of a faculty member be split and into what area?
* What pedagogical changes do you see on the horizon in your discipline?
* What technology applications have you utilized in the classroom?
* How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
* What courses have you created or proposed in the past five years?
* What changes have you brought to the teaching of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_?

**Sample Reference Questions**

Reference calls will typically be more productive if you call the reference in advance to schedule a specific time to call back for the required about of time. Reference calls will typically range from 15 to 30 minutes in length, and include six to ten questions.

**A. General Questions Suitable for Most Positions (Classified, Exempt, and/or Faculty)**

* How long have you known ­ , and in what capacity?
* How would you characterize 's strengths relative to the position of ?
* What experience does \_\_\_\_\_\_\_\_\_\_\_\_\_ offer that demonstrates s/he has the potential to be an effective \_\_\_\_\_\_\_\_\_\_\_\_?
* We pride ourselves on being a student centered university. Please describe the experiences you’ve had which demonstrate \_\_\_\_\_\_\_\_\_\_\_’s compatibility with this guiding philosophy.
* As a university community, we are strongly committed to diversity. What is your assessment of

's potential in working on diversity issues?

* If we were to offer the position to , what professional development should we consider providing to , to enhance the skills and strengths s/he offers today?
* How would you characterize 's leadership style? Their management skills?
* I’d like to ask about personal style and personal qualities, including integrity. How would you characterize in these areas?
* Is there anything else about this candidate that you would like to convey to the Search Committee?

Consider describing a couple of the key responsibilities of the position (one at a time) and asking the reference contact for observations that would suggest the level of success that we could expect if we hire the candidate.

Consider describing a workplace scenario that the candidate would face, and ask the reference contact for observations that would suggest how the candidate would handle the scenario.

**B. Questions More Suited to Faculty Positions**

* The candidate hired for this position will be expected to have a strong research agenda. Are you familiar with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_’s current research, and if so, please tell us about \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.
* The candidate hired for this position will also be expected to engage in service to the university, including service on designated committees. What can you tell us about \_\_\_\_\_\_\_\_\_\_\_\_\_’s experience in this area?
* Collaboration is essential to the success of many positions in higher ed, including this position. Describe effective relationships \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ has built that reach outside of his/her current department.
* This position will have some reassigned time to perform administrative duties. In this role, the candidate will be serving as \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. What experience does \_\_\_\_\_\_\_\_\_\_\_\_\_\_ offer that would suggest s/he will be successful in filling this administrative role?
* Does s/he have the capacity to wear two hats? More specifically, this position requires the ability to serve as \_\_\_\_\_\_\_\_\_\_\_\_\_ (role 1), and as \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (role 2). Can s/he juggle the competing demands of this position?

**APPENDIX C**

**FORMS AND RESOURCES**

The following recruitment forms and resources are provided as downloadable documents available on the Human Resources website at the following link: <http://access.ewu.edu/HRRR.xml> - *click on the links for Supervisor Tools, then Recruiting Resources*. The resources and forms are listed below in the order that they are used during the recruitment process. These forms and resources apply to all types of positions unless specifically noted as a “faculty” form.

| **Recruitment Form** | **Definition** |
| --- | --- |
| Recruitment Process Flow Diagram | *Step by step overview of the search process.* |
| Position Request – Faculty Profile | *Use this form to define a* ***faculty*** *position and its qualifications for pre-approval by Dean, AA/EO, Provost, and President. For tenure track positions, these forms are completed by June 1st of each year (or other date specified by the Provost).* |
| Criteria for Allocating Faculty Positions | *The Department Chair and Dean use these criteria to build a justification for filling tenure-track positions, and attaches the written justification to the Position Request form.*  *See Page 10 for a list of the criteria.* |
| PeopleAdmin User Guides | *PeopleAdmin is the online position requisition, job posting and candidate application system. Once positions are requested and approved, followed by posting and advertising, candidates submit their application materials through the PeopleAdmin online jobs portal (only available as a download).* |
| Advertising templates | *Templates provide basic format for a print advertisement, plus required text all ads must include.* |
| Candidate Evaluation Instrument | *Search Committee members use candidate assessment sheets to record their individual assessments of candidates and their qualifications. These may be prepared for you by your Human Resources Associate.* |
| Candidate Screening Record form | *Used to record the search committee’s consensus and ranking of candidates into Tiers. This form replaces the Faculty Recruitment Log.* |
| Interview and reference questions | *Search committees may create their own questions in addition to using questions from the examples provided. Once questions are drafted, the Search Chair must send the questions to Human Resources for review and approval.*  *See* ***Appendix C*** *for example questions.* |

**APPENDIX D**

**VETERANS PREFERENCE IN RECRUITMENT**

Federal laws (commonly referred to as USERRA) and State laws provide preference to qualified veterans in recruitment and hiring. The Human Resources Associate assigned to the recruitment will monitor the progress of qualified veterans to ensure preference is provided, when applicable.

In order to be considered qualified, the candidate must: 1) Be a veteran of any war of the United States, or any military campaign for which a campaign ribbon shall have been awarded **or** be the spouse of a honorably discharged veteran who has a service connected permanent and total disability; and 2) Have received an Honorable Discharge from the army, navy or marines. If the candidate is a veteran, s/he must provide a copy of his/her DD214 form. If the candidate is a spouse of a veteran s/he must provide a copy of his/her spouse’s DD214 form.

In Washington State, the Veteran’s Preference is provided pursuant to RCW 73.16.010. The courts have clarified that RCW 73.16.010 does not establish an absolute preference. The Washington State Court of Appeals has ruled that RCW 73.16.060, which affords qualifying veterans a preference over nonveterans in public employment, commands preferential hiring of a veteran candidate only if the veteran’s qualifications are “substantially equal” to those nonveteran candidates. *See Mitchell v Board of Industrial Insurance Appeals,* 109 Wn.App.88 (2001); and *Gossage v State,* 112 Wn.App.412 (2002).

**APPENDIX E**

**OPEN RECRUITMENT CONSIDERATION AND PROCESS**

Placeholder for further discussion with staff