

Recruitment, Retention, and Hiring

Employees – Human Resources

CWU Policy 301-17

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Policy Executive: Senior Vice President – Finance and Administration

Responsible Office/Unit: Human Resources

Policy Statement:

Applicability:

Content:

Policy

Appendix A – Recruitment, Retention, and Hiring Procedure

Appendix B – Certification Procedure

- (1)** Central Washington University’s recruitment, retention, and hiring processes, policies, and practices affirm and actively promote the university’s mission and the rights of all individuals to equal opportunity in employment. This commitment is afforded without regard to race, color, creed, religion, national origin, sex, sexual orientation, gender identity and gender expression, age, marital status, disability, or status as a protected veteran. The university complies with all applicable federal, state, and local laws and regulations.
- (2)** The university supports the employment of current students, recognizing the reciprocal benefits of their work. Employment of students provides them the opportunity to gain valuable work experiences and assists them with the financing of their education. Student employees are a valuable source of labor and spirit for the university.
- (3) The options for filling vacancies are:**
 - A. Open, competitive searches are considered standard practice because they provide for optimal success in the recruitment, hiring, and retention of a diverse workforce.
 - B. Internal recruitment processes - support career progression or career development for current employees.
 - C. In rare cases, direct appointments are allowed, provided they advance the vision and mission of the university, and help create and retain a diverse workforce.

(4) Oversight of and participation in the search process is accorded to:

- A. Appointing Authorities
- B. Search Committees
- C. Human Resources
- D. Vice President for Inclusivity and Diversity.
- E. The responsibilities of these entities is delineated in Appendix A.

History:

*PAC: 6/26/02; PAC 10/4/06; PAC: 1/16/08; 01/06/10; 06/06/2012; Responsibility: BFA, Authority: BOT
Resolution: 03-04, Reviewed/Endorsed by: Cabinet/UPAC Review/Effective Date: 01/06/2017; 6/17/2020;
03/08/2023; Approved by President A James Wohlpart
Reformatted and Assigned new Policy Number - Previous Policy CWUP 2-30-200, June 2025
Attached Procedure CWUR 3-40-140 as Appendix A and CWUR 3-40-020 as Appendix B, June 2025*

Appendix A - Recruitment, Retention, and Hiring Procedure

(1) Applies to: Civil Service, Exempt, and Faculty Positions

- A. The creation and maintenance of a diverse workforce reflects and supports the changing diversification of the larger society and is critical to our success in serving the diverse and inclusive needs of our student body.

(2) Definitions

- A. **Executive Officers:** President, Provost/Vice President for Academic Affairs, Senior Vice President for Finance and Administration, and Vice President for Student Engagement and Success.
- B. **Appointing Authorities:** As defined in [CWU 108-01](#) Appointing Authority and [CWU 203-02](#) Appointing Authority, Delegation of Authority and Contracting Authority.
- C. **Search Committees:** Search committees are formed by the appointing authority to assist in recruitment and selection of tenure-track faculty and senior administrative positions. Senior administrative positions are defined as the president, members of the president's cabinet, deans, associate and assistant provosts, vice-presidents, directors and any other direct reports to cabinet members.
- D. **Constituents:** Constituents are those groups and individuals who rely on, or collaborate with, a particular university position. Constituents include co-workers, colleagues, students, and customers.
- E. **Diversity:** Diversity includes group, social and individual differences. Diversity for affirmative action purposes as defined by federal guidelines includes sex, race (Caucasian, Black, Asian, Pacific Islander, American Indian/Alaskan Native), ethnicity (Hispanic), status as a protected veteran, and status as a person of disability.
- F. **Diversity Advocates:** Diversity advocates receive university training in best practices for recruiting, hiring, retaining, and mentoring diversity faculty and staff. Diversity advocates are required as full members of all search committees and will be available to participate in events associated with on-campus visits of search finalists.
- G. **Inclusivity:** Inclusivity is the active, intentional, and ongoing engagement with diversity in the curriculum, in the co-curriculum, and in communities (intellectual, social, cultural, geographical) with which individuals might connect in ways that increase awareness, content knowledge, cognitive sophistication, and empathic understanding of the ways individuals interact within systems and institutions.
- H. **Recruitment Area:** Recruitment area is assigned by job group in the university's annual affirmative action plan. It is determined for individual positions by careful consideration of the availability of a qualified and diverse pool of applicants within a geographic area, the feasibility of relocation and/or commuting, and salary range. Recruitment area for external searches may be local, statewide, regional, national, or international. Internal searches are university-wide.

- I. **Availability:** Availability is an estimate of the number of qualified minorities or women available for employment in the job group. It establishes a benchmark to determine the success of a given recruitment process.

(3) Search Process Participant Composition and Responsibilities

A. Departments

1. Departmental responsibilities in the search process are as follows:
 - a. In collaboration with Human Resources, establish written recruitment procedures that are specific to departmental needs and consistent with university policy.
 - b. Search Committees: Search committees will be composed of a diverse cross section (gender, race/ethnicity) representative of position constituents.
 - c. Search committees are responsible to fulfill expectations communicated from the appointing authority, inclusive of the following:
 - i. Review the position description and recruitment plan drafted by the appointing authority and provide any recommendations for additions or changes to the appointing authority.
 - ii. Develop a robust advertising and marketing plan to ensure a diverse pool of qualified applicants.
 - iii. Work with HR to determine the appropriate length of the recruitment period based on the organizational level of the position, advertising lead time, and needs of the department.
 - iv. Actively seek a diverse pool of applicants as described by availability. Use availability compared to actual pool data (provided at three stages—applicants, qualified applicants, on-campus interviews) to gauge recruitment strategies and determine next steps. If the diversity pool is not maintained through each stage, notify the appointing authority, who will decide whether to move forward.
 - v. Screen submitted documents, check references, and conduct remote interviews if appropriate.
 - vi. Forward to the appointing authority a list of final candidates.

B. Appointing Authorities

1. Appointing Authority Responsibilities in the search process are as follows:
 - a. Create a template for the recruitment process that ensures a qualified and diverse pool of applicants.
 - b. Appoint search committees to guide the recruitment and selection process, or delegate appointment to departments.

- c. Ensure that opportunities to volunteer for service on search committees is open to all qualified members of a department and that the selection process is judicious and representative.
- d. Ensure that search committee members have completed implicit bias training.
- e. Develop (or if delegating, review) the charge to the search committee (samples are available from HR).
- f. Discuss requirements for the search process and outcome, including an emphasis on diversity and inclusivity.
- g. Establish a timeline and modalities for various stages of the search.
- h. Discuss interview questions, identifying those that are appropriate, those that are inappropriate, and those most likely to yield information about that candidate that is not contained in resumes or curricula vitae.
- i. Emphasize the importance of maintaining confidentiality throughout the search.
- j. Continually monitor the process to ensure that the charge is being carried out and to answer questions as they arise.
- k. Obtain from the search committee, at each step of the search process, evidence indicating that availability criteria have been met and a rationale when availability criteria have not been met. Continue or fail the search depending upon acceptability of the availability failure rationale presented.
- l. Accept and review the list of finalists presented by the search committee.
- m. If the list of finalists is acceptable, prioritize the list and arrange for offers to be made in priority order.
- n. If the list is not acceptable, for lack of diversity or for other reasons:
 - i. refer the search back to the search committee to bring forth additional candidates from the existing pool; or
 - ii. authorize the search committee to extend the current search to acquire additional candidates; or
 - iii. declare a failed search and work with HR to determine the next steps.

C. Human Resources

- 1. Human Resources responsibilities in the search process are as follows:
 - a. Provide guidance and advice in all things related to recruitment and selection to appointing authorities, supervisors, managers, and search committees on policy,

procedures, timelines, and responsibilities. Ensure that templates, samples, and drafts are updated and available on the HR website at www.cw.edu/hr.

- b. Review search committee composition and solicit approval from the vice president of inclusivity and diversity.
- c. Collaborate with search participants to develop recruitment plans and advertising/marketing strategies.
- d. Provide to the vice president of inclusivity and diversity, search committees, and appointing authorities a comparison of availability to diversity of applicant pool at three stages of the recruitment process: applicant pool, qualified applicants, and on-campus interviews.
- e. Inform appointing authorities and executive officers of recruitment issues as they arise and as early in the process as possible so that alternative strategies can be employed.

D. Vice President for Inclusivity and Diversity

- 1. The Vice President of Inclusivity and Diversity responsibilities in the search process are as follows:
 - a. Annual review of Recruitment, Retention, and Hiring Policy and Procedure documents to ensure currency and to foster discussion of the relationship between current policy/practice and desired outcomes, including progress toward meeting university diverse workforce goals.
 - b. Review and approve the composition of search committees as referred by Human Resources.
 - c. Participate in discussions about the recruitment, hiring, and retention of diverse faculty and staff with selected search committees periodically and with appointing authorities annually.
 - d. Monitor the progress of diverse faculty and staff and recommend changes in process or in policy when difficulties are noted.
 - e. Receive and review an annual report, quantitative and qualitative, on diverse faculty recruitment, hiring, and retention.

(4) Recruitment Period and Screening Statement

- A. The recruitment period is defined as the time period between the commencement of advertising and the date screening of applications will begin.
- B. Open screening dates, rather than firm deadlines, are recommended. Open screening dates allow departments to continue recruiting and accepting applications until the position is filled and are particularly useful when pools lack a sufficient number of applications or sufficient diversity.

- C. Applications received, or made complete, before the screening date will be screened. Applications received, or made complete, on or after the screening date may be screened against the existing pool at the time the application is received or made complete.
- D. The screening process must be consistently applied and documented.

(5) Direct Appointments:

- A. Application for direct appointment must include information about how the individual will support the CWU mission and vision and help create and retain a diverse workforce. For direct appointments of faculty, support from the academic department is required.
- B. Direct appointments must be approved by the division head, appointing authority and President.

Appendix B – Certification Procedure

(1) Applies to

- A. Non-represented classified employees. Also applies to represented classified employees to the extent that this procedure addresses terms not covered under collective bargaining agreements for represented employees, the terms of this procedure shall prevail.

(2) Purpose

- A. To address requirements of [WAC 357-16-125](#). [WAC 357-16](#) allows employers authority and discretion to carry out activities related to recruitment, candidate assessment, the creation of applicant pools and in determining the number of names certified for position vacancies. This procedure is to be used in conjunction with Central Washington University's recruitment and hiring processes for civil service employees.

(3) Number of names to be certified

- A. The interest of the Central Washington University and those that we serve is promoted when we hire the best talent available. Therefore, Central Washington University will consider all candidates who meet the competencies and requirements of the position. Eligible candidates who satisfy the competencies and requirements of the position to be filled will be certified in accordance with rules regarding the order of certification.

(4) Process

- A. In consultation with human resources (HR) the hiring official, will identify position-specific education; experience and competencies prior to posting a position vacancy. Prior to closing the announcement, the hiring official in consultation with human resources will assess and determine whether there are a sufficient number of qualified and diverse candidates in the applicant pool. All candidates in the applicant pool who meet the position-specific education, experience and competency requirements will be certified.
- B. After certification, additional screening methodologies may be used to reduce the size of the applicant pool and will be based on the job related competencies and requirements for the position. Screening methodologies may include, but are not limited to, a review of applications or resumes, pass/fail skill tests and supplemental questionnaires.

(5) Certification

- A. The order of certification of names shall be determined as follows:
 - 1. If there are names on the layoff list HR will contact individuals and confirm their interest in the position. For the individual to be considered a candidate, an on-line application is required. The following candidates will be referred to the employing official in the following order:
 - a. Candidates on the internal layoff list who satisfy the competencies and other position requirements;

- b. Internal promotional candidates who satisfy the competencies and other position requirements.
2. If there are no names on the internal layoff list the following candidates may be referred to the employing official:
 - a. Eligible internal promotional candidates who satisfy the competencies and other position requirements;
 - b. Other eligible candidates who satisfy the competencies and other position requirements.
3. Employees who have completed an approved training program and who meet the competencies and other position requirements may also be referred to the employing official.

(6) Supplemental certification for affirmative action purposes

- A. The university is committed to recruiting broadly for qualified candidates. Because all candidates who meet the minimum requirements for a position as defined above are certified, no supplemental names will be added to the certified pool. Should the pool reflect a minimum number of names, the hiring department will have the option to continue to recruit for candidates.

(7) Veteran's Preference

- A. If a scored examination is used prior to certification, additional points will be added to the qualifying veteran's score in accordance with state law ([RCW 41.04.010](#)).
- B. If there is no scored examination administered prior to certification, the following individuals shall be referred as part of the certified pool to the employing official as long as the individual satisfies the competencies and other position requirements:
 1. Qualifying veterans;
 2. Surviving spouses of eligible veterans; or
 3. Spouses of honorably discharged veterans who have a service connected permanent and total disability.
- C. This is accomplished as described above under supplemental certification by not limiting the number of applicants who are certified. All candidates who meet the position's requirements will be certified.

(8) Method of Certification

- A. All eligible candidates who satisfy the competencies and other requirements of the position to be filled will be certified.

(9) The Interview Process

- A. The applications for all certified candidates must be reviewed and considered before invitations for interviews are extended. The employing official must review screening criteria with human resources prior to determining which candidates will be brought forward for interview.
- B. The employing official is responsible for determining which candidates will be interviewed and for scheduling the interviews or ensuring that the interviews are scheduled. The employing official is required to follow interview processes as outlined in applicable bargaining agreements. The employing official is not required to interview any other candidates.

(10) Removal of Names from Pool

- A. The university may remove an eligible candidate's name from a certified pool for "good and sufficient" reason (per [WAC 357-16-155](#)). The applicant must be notified in writing of the removal from the pool. The notification shall include the applicant's right to request a review of the process. (Written notice may be provided using alternative methods such as e-mail, campus mail, the state mail service, or commercial parcel delivery in accordance with [WAC 357-04-105](#).)
- B. Per [WAC 357-16-115](#), the above does not apply to candidates who are removed during the assessment process for job-related reasons.

(11) Request for Review

- A. An applicant may request a review of the removal from the pool by contacting the Executive Director Human Resources. The request for a review must be received by the university's human resource department within twenty calendar days following notice of the action for which a review is requested.

(12) Review Procedure

- A. When a request for review is received the Executive Director Human Resources will assign the review to a human resource representative who was not involved in the action under review. Per [WAC 357-16-180](#), review decisions are final and not subject to further review or appeal.

(13) Reemployment

- A. The university may reemploy, without certification, former permanent status employees under the following conditions: (employing officials should consult with their human resource representative prior to making a reemployment offer)
 - 1. They submit an application for employment;
 - 2. There are no eligible candidates on either the internal or statewide layoff lists; and
 - 3. The former employee satisfies the competencies and other requirements of the vacant position.

(14) Disability separated applicants

- A. Former permanent employees of the university who were disability separated shall be treated as internal promotional candidates for certification purposes for up to two years from the date of separation.

(15) Definitions (See [WAC 357-01](#))

- A. ***Certification***: The act of referring eligible candidates to the employing official for further consideration.
- B. ***Certified pool***: Those eligible candidates determined by the employer to be among the best qualified for a position, based on position-specific criteria, who are certified to the employing official.
- C. ***Eligible candidate***: An individual who has successfully completed all assessment requirements for a specific position and is eligible to be considered for the certified pool.
- D. ***Employing official***: An administrative or supervisory employee designated by the appointing authority to exercise responsibility for requesting certification, interviewing eligible candidates, and recommending appointment of individuals to classified positions.
- E. ***Reemployment***: Appointment of a former permanent employee who had permanent status in a class with the same or similar job duties.
- F. ***Supplemental certification***: Increasing the normal certification of names to incorporate persons with disabilities, Vietnam-era veterans, disabled veterans or persons over 40.