



University Policy Advisory Committee Policy & Procedure Review

Title:	Recruitment, Retention and Hiring Policy and Procedures
Date Submitted:	December 18, 2022
Submitted by (Individual):	Staci Sleigh-Layman, AVP, HR
Department:	Human Resources
Division:	Finance and Administration
Policy Number:	
Procedure Number:	CWUR 3-40-140

New Revision

The policy or procedure has been formatted to be consistent with CWUP standards.

The policy and/or procedure change has a budget impact. Yes No

Date	No Budget Impact
10.20.22	Exempt Employee Association
11.9.22	Employee Council
10.5.22	Executive Leadership Team
12.6.22	Provost's Council
1.4.23	Faculty Senate Executive Committee
	UPAC

Summary of impact: The reintroduction of direct appointments will give vice presidents and appointing authorities another tool in our recruitment, retention, and hiring toolbox. The addition of direct appointments will allow a) opportunities to be provided to current employees who are prepared for additional responsibilities and/or a different role; b) ensure, in an economy where applicants are at a premium, to act quickly when qualified applicants are found, and c) provide appointing authorities with flexibility in decision-making for individuals whose hiring or promotion will support the mission and vision of CWU.

Summary of policy/procedure: The Recruiting, Retention and Hiring Policy and Procedures provide guidance to the university community on guidelines for creation and maintenance of a diverse workforce. They include prescribed responsibilities for the president and vice presidents, appointing authorities, and division head.

Itemization of changes (revision documents): These proposed changes add direct appointments to the options for hiring. All direct appointments must be approved by the division head, appointing authority, and president.

The AVP for human resources is responsible for this policy and procedures through the Vice President for Finance and Administration.

CWUR 3-40-140 Recruitment, Retention, and Hiring

Applies to: Civil Service, Exempt, and Faculty Positions

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.

(1) Definitions

(A) Executive Officers: President, Provost/Vice President for Academic Affairs, Senior Vice President for Finance and Administration~~Business and Financial Affairs~~, and Vice President for Student Engagement and Success~~Enrollment Management, Vice President for Operations, and Chief of Staff~~.

(B) Appointing Authorities: As defined in CWUP 1-80-010 Appointing Authority and CWUP 2-10-170 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.

(2) Search Process Participant Composition and Responsibilities

(A) Departments

Departmental responsibilities in the search process are as follows:

1. In collaboration with Human Resources, establish written recruitment procedures that are specific to departmental needs and consistent with university policy.
2. Search Committees: Search committees will be composed of a diverse cross section (gender, race/ethnicity) representative of position constituents.
3. Search committees are responsible to fulfill expectations communicated from the appointing authority, inclusive of the following:
 - 4a. Review the position description and recruitment plan drafted by the appointing authority and provide any recommendations for additions or changes to the appointing authority.
 - 5b. Develop a robust advertising and marketing plan to ensure a diverse pool of qualified applicants.
 - 6c. 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.
 - 7d. 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.
 - 8e. Screen submitted documents, check references, and conduct remote interviews if appropriate.
 - 9f. Forward to the appointing authority a list of final candidates.

(B) Appointing Authorities

Appointing Authority Responsibilities in the search process are as follows:

1. Create a template for the recruitment process that ensures a qualified and diverse pool of applicants.
2. Appoint search committees to guide the recruitment and selection process, or delegate appointment to departments.
3. 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.
4. Ensure that search committee members have completed implicit bias training.
5. Develop (or if delegating, review) the charge to the search committee (samples are available from HR).
6. Discuss requirements for the search process and outcome, including an emphasis on diversity and inclusivity.

7. Establish a timeline and modalities for various stages of the search.
8. 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.
9. Emphasize the importance of maintaining confidentiality throughout the search.
10. Continually monitor the process to ensure that the charge is being carried out and to answer questions as they arise.
11. 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.
12. Accept and review the list of finalists presented by the search committee.
13. If the list of finalists is acceptable, prioritize the list and arrange for offers to be made in priority order.
14. If the list is not acceptable, for lack of diversity or for other reasons:
 - a. refer the search back to the search committee to bring forth additional candidates from the existing pool; or
 - b. authorize the search committee to extend the current search to acquire additional candidates; or
 - c. declare a failed search and work with HR to determine the next steps.

(C) Human Resources

Human Resources responsibilities in the search process are as follows:

1. 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.
2. Review search committee composition and solicit approval from the vice president of inclusivity and diversity.
3. Collaborate with search participants to develop recruitment plans and advertising/marketing strategies.
4. 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.
5. 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

The Vice President of Inclusivity and Diversity responsibilities in the search process are as follows:

1. 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.

2. Review and approve the composition of search committees as referred by Human Resources.

3. Participate in discussions about the recruitment, hiring, and retention of diverse faculty and staff with selected search committees periodically and with appointing authorities annually.

4. Monitor the progress of diverse faculty and staff and recommend changes in process or in policy when difficulties are noted.

5. Receive and review an annual report, quantitative and qualitative, on diverse faculty recruitment, hiring, and retention.

(3) 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.

(4) 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.

~~(A)~~ (B) Direct appointments must be approved by the division head, appointing authority and President.

[01/16/2008; 01/06/2010; 03/30/2012; 06/06/2012; 06/05/2014; 01/22/2016; Responsibility: BFA; Authority: CWUP 2-30-200; Reviewed/Endorsed by: Cabinet/UPAC; Review/Effective Date: 04/15/2020; 06/17/2020; XX/XX/XX23; Approved by: President]