RECRUITMENT GUIDE
INTRODUCTION

The purpose of this information is to provide hiring managers with an easy to follow step-by-step guide to the recruitment process and to assist them in evaluating and selecting the best applicant for each position.

Hiring the best provides the foundation for Facilities Services vision as a world-class organization providing exceptional service anywhere, anytime to enable discovery and excellence at the University of Washington.

The recruitment process starts with the need to fill a vacant or new position and ends with a job offer being accepted by the best qualified applicant and the final disposition of all applicants being entered into UWHIRES.

This recruitment information takes you through those steps, as well as the in-between ones. It does not replace the process each department follows, but instead provides hiring managers with general recruitment information that enhances what the department may already have.

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FS RECRUITMENT CHECKLIST

Position Title_________________________________________________________ Requisition #__________________

_____ Job description reviewed and updated if necessary

_____ FS Position Request Form submitted to Facilities Employee Services Director for approval

_____ Requisition entered in UWHIRES and approval process initiated

_____ Requisition posted by the Central Human Resources Employment Specialist

_____ Resumes received by Hiring Manager

_____ Resumes reviewed and top applicants selected by Hiring Manager

_____ Interview panel and panel leader selected and approved

_____ Interview questions developed, reviewed and approved

_____ Pre-interview meeting with interview panel conducted

_____ Interview schedule developed according to panel member’s availability

_____ Top applicants contacted and scheduled for interviews

_____ Interviews conducted, signed Reference Checking Consent and Authorization Form collected from each applicant, and panel recommends top applicant(s) for position

_____ Reference checks completed

_____ Salary approved

_____ Conditional offer made to applicant

_____ Background check completed by Central Human Resources Employment Specialist

_____ Final offer made and accepted

_____ Appointment confirmation letter sent

Employee Name________________________________________________________

Start Date______________ Range/Step/Grade______________ Monthly Salary______________

FES (Updated 10/17)
STEP 1: GETTING STARTED and JOB DESCRIPTION

Position vacancy occurs. Determine position needs/requirements, establish preferred criteria, develop job description, seek internal review and finalize.

JOB DESCRIPTION

A job description tells what the job entails: job purpose, core competencies, duties / responsibilities / expectations, minimum / additional / desired qualifications, and conditions of employment.

Check to see if a job description already exists before creating a new one. If one is already on file, review and update it to fit the current position. If this is a classified position and one is not on file, then go online for the specific job specifications under the Classified Compensation Plan website at: http://www.washington.edu/admin/hr/ocpsp/compensation/index.html. This will provide basic information, such as: definition/basic function, distinguishing characteristics, typical work and minimum qualifications. This information can guide you in creating a new job description.

The job description should contain the following:

- statement about your department’s mission, vision, and values;
- the position’s primary purpose;
- the standardized core competencies;
- general duties/responsibilities/expectations, including process improvement (Lean) and Balanced Scorecard;
- any duties that make this position unique to your department;
- lead or supervisory responsibilities, including FS Leadership Standards;
- required skills, knowledge, abilities, and experience;
- desired skills, knowledge, abilities, and experience;
- conditions of employment, including physical/cognitive requirements, licenses, certifications, and personal protective equipment (PPE).

If this is a new professional staff position the Professional Staff Position Description Form will need to be completed and attached to the requisition in UWHIRES. This form can be found at Facilities Employee Services website under FS Leader’s Toolkit: http://www.washington.edu/facilities/orgrel/human_resources/resources
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STEP 2: UWHIRES

Before creating a requisition in UWHIRES, an FS Position Request Form must be submitted and approved by the Facilities Employee Services (FES) Director. After this approval, designated staff then creates the requisition in UWHIRES.

The employment process for all staff employment programs is handled through the UW online hiring system, UWHIRES. Additional resources and a glossary defining each requisition field are online at: http://www.washington.edu/admin/hr/jobs/mgr/help/index.html or click on Help on the Manager Workbench.

When creating a requisition in UWHIRES, the system will auto-fill the approvers with the list below specific to Facilities Services.

1. FSFES (Place Holder for department Assistant Director or department designee)
2. FSFES (Place Holder for department Director)
3. Lori Natsume
4. Anne Marie Marshall
5. Reggie Taschereau
6. Donna Schmidt
7. Patricia Colaizzo
8. Katie Savoie
9. Jim Angelosante
10. Charles Kennedy (professional staff and supervisor and above only)

The first two approvers (FSFES) are place holders only and must be replaced with department specific approvers or deleted. Replace approver #1 (FSFES) with the department Assistant Director or designee and approver #2 (FSFES) with the department Director. Charles Kennedy’s name should be removed from the approval list if the position is not at the supervisor level or higher.

The only people who can make a change to a requisition are the creator of the requisition, the Hiring Manager, or the Central HR Employment Specialist.

After the final approval, the status of the requisition in UWHIRES will change from “pending approval” to “open,” and the Central HR Employment Specialist will be notified via email that the requisition is approved and ready for posting. The Central HR Employment Specialist will then post the position.
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STEP 3: JOB POSTING and RESUMES

JOB POSTING

The Central HR Employment Specialist continues the process by posting the position on the web. The posting period is usually for two weeks. The department posts the job announcement in the designated department areas.

If this is a new position, the Central HR Employment Specialist will forward the requisition to Compensation for review and classification determination prior to posting the position.

For classified staff positions, at the end of the posting period, the Central HR Employment Specialist will screen the applications and send the resumes of the top applicants meeting the requirements to the Hiring Manager. The Hiring Manager will review all the resumes and narrow the selection to those applicants who best meet the position qualifications. From that group, the Hiring Manager will determine who is to be interviewed. Note: If there are regular monthly employees who are covered by a collective bargaining agreement (SEIU, WFSE) in your applicant pool, at least one must be interviewed. See applicable collective bargaining agreement for specifics.

For professional staff positions, during and/or at the end of the posting period, the Central HR Employment Specialist will forward all resumes to the Hiring Manager without screening the resumes. The Hiring Manager will review all the resumes and narrow the selection to those applicants best meeting the qualifications and then determine which applicants will be interviewed.

RESUMES

In reviewing an applicant’s resume, consider how their qualifications compare with the job requirements, job duties and responsibilities.

Key factors to consider:
- meets requirements as stated in the job posting;
- number of years of applicable experience;
- applicable education;
- meets desirable qualifications as stated in the job posting.

Secondary factors to consider:
- incomplete applicant address, telephone number, and employment dates;
- gaps in employment history;
- errors, including spelling, grammar, typos, etc.;
- objectives do not match the position.
STEP 4: INTERVIEW PANEL and PANEL LEADER

Depending on the level of the position, the Hiring Manager determines whether to have one or two interview tiers. Next, the Hiring Manager determines the interview panel for each tier and will either select the panel leader or direct the panel members to do so.

INTERVIEW PANEL SELECTION

Select the panel members with care. They are a very important part of the recruitment process. Factors to consider in selecting interview panel members include: someone who is invested in the process and cares about the outcome; has knowledge of the job; will maintain confidentiality; has good judgment; wants to be on the panel and will actively participate in the interview process. For supervisory and higher level positions, include a member of the FS HR team on the interview panel on at least one tier.

Ensure that there are no conflicts of interest between the panel members and the applicants to be interviewed. If there is a perception or possible conflict of interest, contact the FS HR Specialist for further discussion.

Possible conflicts of interest include, but are not limited to:
- panel member is related to an applicant
- social interaction outside of work
- outside business together/work together outside of the UW
- consider a friend

First Tier:
The interview panel may include, but is not limited to:
- Supervisor
- objective third party (FS HR, FS representative, client, etc.)
- a person with job knowledge/technical expertise relevant to the position

Second Tier:
The interview panel may consist of any combination of the following:
- Supervisor
- Manager
- Director
- FS HR
- client
- other
STEP 4: Continued

PANEL LEADER

The panel leader is selected by the Hiring Manager or the panel members prior to the first interview.

The panel leader:

- oversees the interview process, ensures that the procedures are consistent for each applicant interviewed, and that the interviews start and end on time
- checks that the panel members are prepared and answers questions
- greets the applicant and provides a copy of the Reference Checking Consent and Authorization Form for their review and signature. This should be done before the interview starts in order to allow the applicant time to read and sign the form
- collects the signed Reference Checking Consent and Authorization form at the beginning of the interview
- introduces panel members to the applicant and explains how the interview will be conducted
- facilitates the post-interview discussion with panel members and documents the discussion on the interview summary form
- collects and compiles interview notes and resumes from panel members at the end of each interview
- notifies the Hiring Manager of the panel’s recommendation(s)
- provides the Hiring Manager with compiled interview materials after all the interviews are completed

In general, the panel leader is the one who sees that everything goes smoothly and the interview process is followed. The panel leader may also delegate some of the duties to other panel members, but still oversees that they are carried out.
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STEP 5: PRE-INTERVIEW MEETING and CHECKLIST

PREPARING FOR THE INTERVIEWS

A pre-interview meeting with department’s FS HR Specialist and interview panel members is recommended. All panel members should attend this meeting.

At this meeting review the applicants’ resumes, interview questions and any additional material prior to the interview. It is also a time to discuss any possible conflict of interest between interview panel members and applicants, and answer panel questions.

Make sure to provide each panel member with the following:
- a copy of each applicant’s resume
- interview questions
- job posting and/or a job description
- interview schedule with each applicant’s name, the time, date and location of the interviews

Attached is the FS Pre-Interview Meeting Checklist for use and completion by the FS HR Specialist or the panel leader at the pre-interview meeting. Provide the completed checklist to the Hiring Manager for the recruitment file. This checklist is available on the Facilities Employee Services (FES) website under Leader’s Toolkit/Employment Forms, see: http://www.washington.edu/facilities/orgrel/human_resources/resources
FS PRE-INTERVIEW MEETING CHECKLIST

Position Title________________________________ Requisition # ________________

Department/Shop__________________________________________________________

Hiring Manager____________________________________________________________

Interviewer Panel Members_________________________________________________

FS HR Specialist/Panel Leader______________________________________________

Review/discuss the following:

__Confidentiality of interview process

__The interview process to be followed

__Conflict of interest with any applicant includes, but is not limited to the following examples: panel member is related; social interaction outside of work; outside business together/work together outside of the UW; consider a personal friend; etc. (Notify the Hiring Manager of any potential conflicts of interest.)

__Criteria for selection of top applicants

__Interview questions that should/should not be used

__Selection and documentation process

__Panel member questions

Ensure that all interview panel members have copies of the following:

__Job description, job posting

__Interview questions (Must be kept in a secure location or may be provided at time of interview.)

__Applications from all applicants (Must be kept in a secure location.)

Completed by ________________________________________ Date ________________
INTERVIEW QUESTIONS

Hiring Manager determines/approves interview questions.

A set of questions should be prepared prior to the interviews. The Hiring Manager or designee develops the questions so that they balance technical and interpersonal skills (e.g., communication, customer service, team interaction, etc.) that the position requires. Consider the time allowed for the interview when determining the number of questions being asked.

Prior to the first interview, determine the process to be used for asking questions.

A follow-up question may be asked if needed. It is a tool to assist the panel in getting clarification regarding the applicant’s qualifications.

To avoid asking inappropriate questions, see Fair Pre-employment Inquiries at: http://www.washington.edu/admin/hr/roles/mgr/hire/interview-select/fair-preemploy.html

INTERVIEW

Before the interview begins, each applicant is given a Reference Checking Consent & Authorization Form to review and sign, which is then collected by the panel leader. This form can be found at: http://www.washington.edu/facilities/orgrel/human_resources/resources

During the interview, each panel member must take notes and document answers. The interviewer’s hand writing needs to be legible, but don’t worry about grammar, spelling or complete sentences. What’s important is getting down what the applicant is saying about his/her experience, skills, knowledge and abilities.

At the end of the interview and after the applicant has left the room, the panel members should review their notes and share their assessment of the applicant with the rest of the panel members. The designated panel member should document this discussion and assessment. It is important that all panel members participate in the discussion and assessment. Be sure that the panel member documenting the assessment discussion is able to participate and provide feedback. He/She can ask for pauses as needed in order to share his/her comments and/or complete the entries on the Interview Summary Form. See the attached form.

While assessing the applicant, consider how well he/she demonstrated the qualifications, requirements and preferred criteria for the position.
STEP 6: Continued

FS INTERVIEW SUMMARY FORM

Assessing the applicants’ qualifications is an important part of the recruitment process. To assist in doing this, use the FS Interview Summary Form or a similar department form. Only one FS Interview Summary Form should be completed for each applicant. This form should be completed by the panel leader or designee and reflect the entire interview panel’s assessment. The completed form needs to provide enough detail so that it is clear, understandable, and makes sense to everyone, even someone who did not take part in the interviews.

The FS Interview Summary Form supports the panel’s hiring recommendation and should include the good with the bad (i.e., strengths/weaknesses).

Don’t be vague. List what the strength or weakness is and explain why it is a strength or weakness. The explanation does not need to be long, but it does need to be clear.

It is very important for the panel to review all of the information on the FS Interview Summary Form and make sure it reflects their assessment of the applicant. Everyone on the panel has equal responsibility for the contents of the FS Interview Summary Form.

The comments section is for other thoughts and impressions of the applicant (e.g., the applicant appeared very nervous; asked to have questions repeated several times; gave rambling answers; seemed unprepared; arrived late; didn’t answer the questions; had discrepancies on the resume, etc.).

All interview documents are collected and retained by the panel leader and given to the Hiring Manager after all the interviews are completed.
FS INTERVIEW SUMMARY FORM

Position Title________________________________ Requisition____________________

Department/Shop_________________________________________ Date___________

Interview
Panel Members_______________________________

____________________________________________________________________

Applicant Name___________________________________________

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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Comments

Completed by____________________________________________________ Date________

FES (01/02/14)
STEP 7: REFERENCE CHECKS

The Hiring Manager or designee completes the reference checks on the top applicant(s).

The standard for checking references is to check three references provided by the applicant. These should be prior supervisors, not co-workers or personal references. Pay attention not only to what is said, but also to what is not said (i.e., long pauses; difficulty answering questions; being vague; avoiding the question; giving rambling answers that provide a lot of verbiage, but don’t really say anything, etc.). Make sure the answers are understood and ask for clarification if needed. A good rule of thumb is to clarify the answer by repeating it back and writing it verbatim.

For the Telephone Reference Check Form, see: http://www.washington.edu/admin/hr/forms/employment/telephone.check.form.pdf
STEP 8: SALARY APPROVAL and MAKING THE JOB OFFER

Once a salary has been determined, enter the amount into UWHIRES. It will then be reviewed and approved by the Central HR Employment Specialist, the FS department director, and Facilities Employee Services (FES) Director and Assistant Director. In determining the salary, consider the years of applicable experience, education/training, specialized skills/knowledge, and department salary alignment (i.e., what others are paid in the same job classification).

After the salary is approved, make the conditional job offer. Inform the applicant that the job offer is contingent upon a successful background check. When the conditional offer is accepted, ask for the applicant’s birthdate. This is needed in order for the Central HR Employment Specialist to complete the background check.

When the conditional offer is accepted, also notify the Central HR Employment Specialist who will then initiate the background check and will let the Hiring Manager know the results. If the applicant passes the background check, the official job offer can be extended. Upon acceptance by the applicant, enter the start date and change the applicant’s status in UWHIRES. Note that the conditional offer can be rescinded if the background check is not passed.

Follow up with an appointment confirmation letter to the new employee.
STEP 9: POST JOB OFFER

Congratulations! The official job offer has been accepted by the selected applicant and the recruitment process has been completed. Make sure to update in UWHIRES the status of the applicants who were not selected. For directions on completing the requisition in UWHIRES post job offer, go to:

Contact your Central HR Employment Specialist if there are any questions.

For processing a new hire, see Onboarding a New Facilities Services Employee at:
I wish to verify some of the information given to us by (applicant), who is being considered for employment at the University of Washington as a/an (position title).

1. What were the dates of his/her employment with your firm?

2. What was his/her job title and primary responsibilities when he/she started?

3. How would you describe the quality of his/her work?

4. How well did he/she respond to pressure (e.g., from high volume, deadlines, multiple tasks, public contact)?

5. How well did he/she plan and organize his/her work, and were assignments completed in a timely fashion?

6. What was the amount of supervision required for him/her?

7. How well did he/she get along with other people (e.g., clients, co-workers, supervisors)?

8. How did he/she respond to criticism/interpersonal conflict?
9. What are his/her strongest skills as an employee?

10. What areas of his/her performance needed improvement?

11. What was the reason for termination?

12. Would you rehire him/her at the same level? If no, why not, and for what level of work would you rehire him/her?

**SPECIFIC SKILLS/EXPERIENCE**

In addition to the above questions, which address general performance areas common to most jobs, questions addressing specific duties of this particular position should be included. For example, such questions might cover one or more of the following areas:

- Technical knowledge or skills applicable to this type of work
- Experience in the applicable professional field
- Clerical skills/experience
- Lead/supervisory experience
- Budget/bookkeeping
- Fiscal management
- Computer applications (software, hardware, operating systems, etc.)
- Program/project development
- Writing
- Interpreting and applying rules and regulations
INTERVIEW ETIQUETTE - DO’S & DON’TS

DO...

• Provide a job description or briefly summarize the position and how it fits into the department
• Explain the role of the department within the University of Washington
• Bring extra pens/pencils and paper
• Start and end on time
• Be professional (clean clothes/hands, no joking, no slouching, no baseball caps)
• Be present, give the applicant your full attention
• Introduce yourself (name, title, department)
• Speak clearly
• Take good notes (no personal comments)
• Be consistent, treat applicants the same
• Smile, be pleasant
• End interview appropriately (“thank you,” “nice to meet you”)

DON’T...

• Be late (the applicant is expected to be on time, and panel members should be too)
• Engage in pre-interview chit-chat
• Leave your cell phone turned on or answer phone calls
• Eat food or chew gum
• Look bored, yawn or fall asleep
• Pre-judge
• Make or use inappropriate facial expressions or body language
• Tap pen or pencil on the table
• Keep looking at your watch or clock
• Read questions too quickly

Keep in mind that you are not the only one making an assessment. The applicant is assessing you too. Make sure you are representing yourself and Facilities Services in a positive and professional manner.
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WARNING SIGNS

Be aware of applicant warning signs when making a hiring decision. These signs may show up on the resume, when an interview appointment is scheduled, during the interview, when references are checked or a combination of all these. Here are a few for your consideration.

1. Doesn’t follow directions
2. Uses current employer’s stationery or email account
3. Unexplained gaps in the work history
4. Many short-term employments
5. Poorly proofed resume, misspellings, poor grammar, wrong job title
6. Poor communication skills, difficulty answering interview questions
7. Unverifiable work experience
8. Is difficult to reach, doesn’t return calls/emails in a timely manner
9. Makes negative comments about current/past employers
10. Doesn’t seem interested in the position
11. Doesn’t provide a phone number or home address
12. Omits specific employment dates
13. Inflates job titles/responsibilities
14. Doesn’t provide former/current supervisor names for references
15. Arrives late for the interview
16. Attire is inappropriate for the interview
17. Poor hygiene
18. Is rude to person who scheduled the interview and/or other staff
19. Uses inappropriate language
20. References seem reluctant to answer questions
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RESOURCE REFERENCES

FACILITIES SERVICES

Facilities Employee Services Home Page
http://www.washington.edu/facilities/orgrel/index

FS Resources and Leader’s Toolkit
http://www.washington.edu/facilities/orgrel/human_resources/resources

FS Onboarding Check List for a New FS Employee
http://www.washington.edu/facilities/orgrel/human_resources/resources

Facilities Services Interview Questions
http://www.washington.edu/facilities/orgrel/human_resources/resources

FS Policies
http://www.washington.edu/facilities/orgrel/human_resources/policies

Facilities Services Job Descriptions

UNIVERSITY OF WASHINGTON

Fair Pre-employment Inquiries:
http://www.washington.edu/admin/hr/roles/mgr/hire/interview-select/fair-preemploy.html

Hiring Classified Staff Begin Recruitment:
http://www.washington.edu/admin/hr/roles/mgr/hire/classified/index.html

Hiring Professional Staff Begin Recruitment:
http://www.washington.edu/admin/hr/roles/mgr/hire/prostaff/index.html

UWHIRES – Hiring Manager Help:
http://www.washington.edu/admin/hr/jobs/mgr/help/index.html