

Staff Recruitment and Hiring Best Practices

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Where do you work?

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What do you do?

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Have you hired staff positions before?

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Introductions

School of Medicine (SoM)

- Angela Moore, *Associate Dean, Administration and Operations, School of Medicine*
- Judith Rapp, *Director, Academic & Staff HR, Department of Surgery*
- Bryn Vaswig, *HR Director, Department of Medicine*
- Jessica Zheng, *Recruiter, School of Medicine*
- Maria Zontine, *Associate Director, People and Workforce, Department of Pediatrics*

Total Talent Management (TTM)

- Kathleen Farrell, *Director, Total Talent Management*
- Jordan Richardson, *Recruiter, Total Talent Management*



Trainings for hiring managers

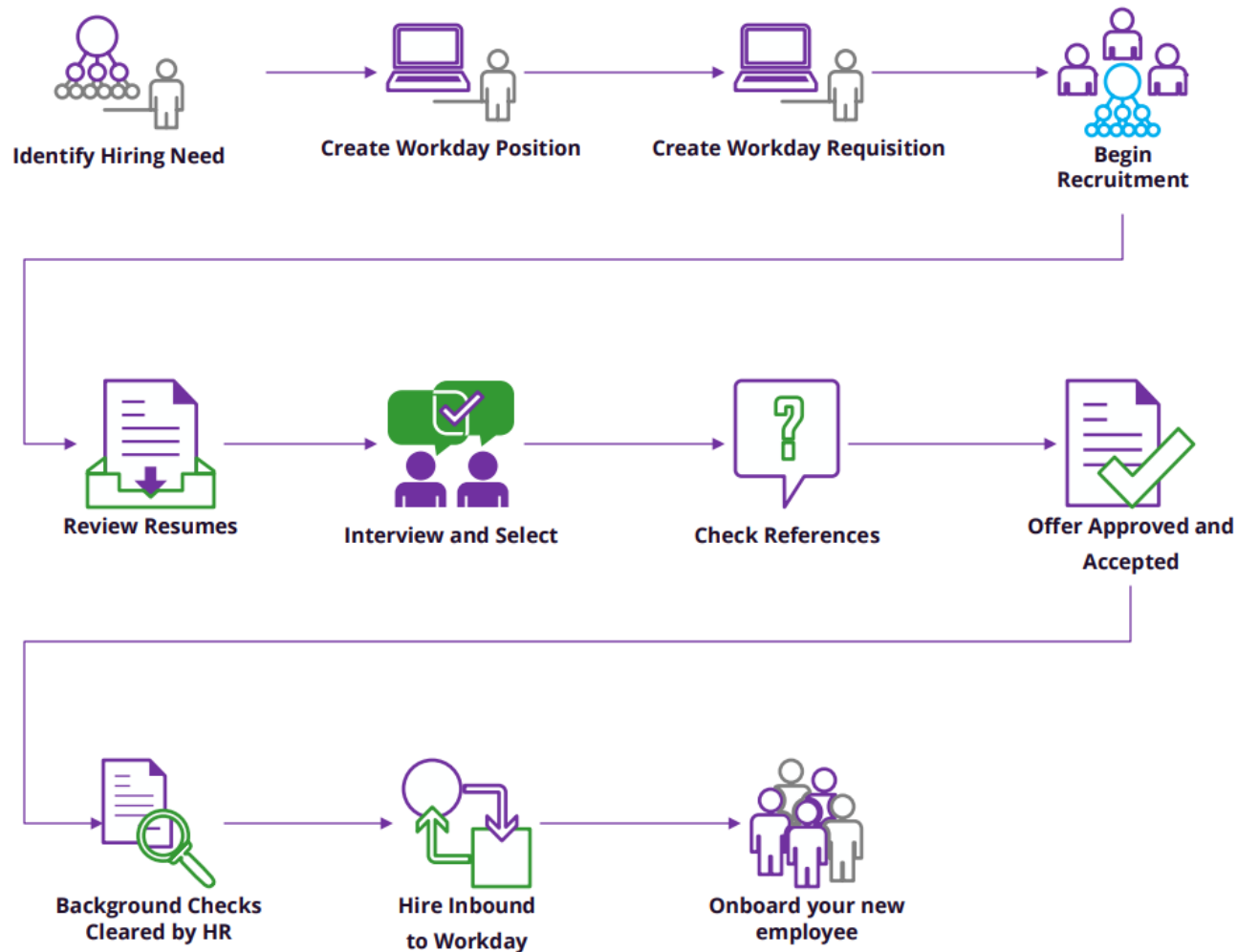
Required: Anyone (Delegates, watchers, and hiring managers) requesting access to UWHires and staff hiring for the first time are expected to complete both [trainings](#).

- Implicit Bias
- Record Keeping

Optional: [POD trainings](#)

- Professional & Organizational Development (POD) offers a number of courses throughout the year with topics around supervision, leadership, and EDI in the workplace.

Staff recruitment lifecycle



Where hiring managers are involved in the overall lifecycle:

- Identify Hiring Need
- Begin Recruitment
- Review Resumes
- Interview and Select
- Check References



Staff recruitment timeline

Before a position is posted:

- Department/division HR (takes 2 weeks)
 - Review intake form (if applicable based on department process)
 - Discuss with the hiring manager on recommended salary range
 - Submitting the position into Workday
- Compensation, ISC (takes 2-4 weeks)
 - Position and salary range approval
- TTM
 - Creating job posting preview (up to 1 week)
 - All open recruitments must be posted for a minimum of 7 calendar days.
 - If a closing or priority date was posted, candidates are only forwarded after the date passes.
 - Candidates for positions open until filled will be forwarded generally on a weekly basis.

After a final candidate is selected for offer:

- Hiring manager (up to 1 week)
 - Reference checks
- Department/division HR (takes 1-3 weeks)
 - Submitting a request for offer approval
 - SMD must be completed by the candidate
 - Hire confirmation (Required for all positions)
 - Department pre-hire within UWHires (ATS system)
 - Background checks (takes 2-14 business days)
 - Waived for current UW employees with a background check on file
 - Employee onboarding/orientation (varies based on department)



Classified vs Professional staff position

- How to identify the right job type

Classified staff (contract and non-contract)

- Salaried/Hourly
- Up to 100% FTE
- Open recruitment
- Benefits eligible

Professional staff

- Salaried/Hourly
- Up to 100% FTE
- Open recruitment
- Benefits eligible
- Exempt from state civil service
- **Other represented staff**
 - United Auto Workers (UAW)
 - **Common job titles:** Research Scientist/Engineer A-4, APL, Postdocs



Classified vs Professional staff position (temporary/direct Hire)

Classified staff

- **Fixed duration –Salaried**
 - FTE, weekly hours assigned
 - Max 12 months (can request extension for another 12 months)
 - Benefits eligible
 - Governed by a union
- **Hourly**
 - Requests processed for a max of 12 months (can request extension for another 12 months)
 - Minimal benefits (sick time, vacation based on hours paid)
- **Intermittent**
 - No end date
 - Work is sporadic and no pattern
 - Minimal benefits (sick time, vacation based on hours paid)
 - Governed by a union

Professional staff

- **PSTP – Salaried**
 - FTE, weekly hours assigned
 - Minimum 6 months, max 12 months
 - Exempt from state civil service
 - Benefit eligible
- **PSTP – Hourly**
 - No predicable schedule or FTE
 - Requests processed for a max of 12 months (can request extension)
 - Exempt from state civil service
 - Minimal benefits (sick time, vacation based on hours paid)



Common job titles

Classified staff (contract)

- Research Analyst series
- Research Study Coordinator series
- Research Technologist series
- Research Study Assistant series
- Program Coordinator
- Budget Fiscal Analyst
- Fiscal Specialist series

Professional staff

- Research Consultant series
- Research Manager series
- Research Scientist Engineer Senior, Principal, Sr. Principal
- Program Operations Specialist series
- Grants/Contracts manager

Other represented staff

- Research Scientist/Engineer 1-4
- Research Scientist/Engineer - Assistant

How to identify the best job title? (research)

- If the primary role is...
 - Performing entry-level research without participating in research design?
 - Research Analyst series, Research Study Coordinator series, Research Technologist series
 - Designing research database systems?
 - Research Consultant series (pro staff)
 - Performing research, and designing experiments more than 50% of the position?
 - UAW Research Scientist Engineers 1-4
 - Managing the lab personnel (at least 2.0 FTE) and overseeing research?
 - Research manager series (pro staff)
 - Designing experiments close to faculty-level expertise?
 - Research Scientist Engineer Senior, Principal, Sr. Principal

New Hire Intake Form

All Positions

| | | |
|---|--|--|
| Job Details: For additional details please visit: Professional Staff Classified Staff | Proposed Job Profile (payroll title) | |
| | Business title (working title) | |
| | Is this a new position or replacement? If the latter note prior person's name and use track changes while updating the job description | |
| | Proposed <u>Grade</u> if Prostaff/<u>Step</u> if Classified (if Prostaff replacement, indicate if there is a change in grade) | |
| | Proposed Salary | |
| | FTE | |
| | Supervisor | |
| | Timesheet approver | |
| | Proposed Start Date (at least 2 weeks out) | |
| | Job Location (If multiple please indicate) | |
| | Desk Space Location (If multiple please indicate) | |

Volunteer & Internship positions

What is a Volunteer?

- “A volunteer freely gives their time and talents without expectation of pay. A volunteer can only work for an educational, charitable, religious, state or local government, or non-profit organization.”
- Many volunteers are in lab environments; some do administrative volunteer work.

Determine eligibility to volunteer:

5 questions established by Department of Labor: (Yes/No or T/F)

1. Does the volunteer have authorization to work in the US? (Immigration views volunteering as work).
2. Volunteer will provide an unpaid service with no pressure or coercion to serve.
3. Volunteer has no expectation of pay or tangible benefits (such as promise of a future position) for the work they perform?
4. Volunteer does not displace a previous or current paid position and the work is not substantially the same as a paid position.
5. The volunteer does not currently and did not previously hold paid employment for performing the same tasks.

Process after determination of eligibility:

- Discuss with Department HR representative on required Volunteer forms and trainings (e.g., HIPAA and others).
- Supervisor provides an appropriate orientation.
- Supervisor must track hours of volunteer (essential for any L & I claim).

What is an Intern:

A student or trainee who works, sometimes without pay, at a trade or occupation in order to gain work experience.

What is an Internship?

A structured opportunity in a professional setting to learn, to grow and to contribute.

Varieties of Internships:

1. Paid or unpaid; 2. credit or no credit; 3. full or part-time.

Internships requirements:

Pre-work

1. Setting learning goals/experiences
2. Advertising, Interviewing & selecting interns
3. Work with other appropriate bodies (e.g., to assign credit or award a stipend)

During the Internship

1. Provide the learning tools and experience
2. Train, mentor and supervise
3. Manage time and overall experience

Post Internship:

1. Evaluation of intern(s);
2. Ensure post-internship paperwork is completed.



How to create a job description – minimum qualifications

Classified staff

- For contract classified positions minimum qualifications (MQs) must contain the **exact** language of the MQs on the job classification negotiated with the union. Exception: Program Assistant and Program Coordinator position MQs need to be customized to reflect the needs of specific program.
- For classified non-union positions, **desired qualifications** are assumed to follow the desired qualifications on the state [job class specifications](#).

Professional staff

- Must include required education and years of work experience in **minimum qualifications that match the PN**.
- Must include a detailed description of position's **specific job responsibilities with estimated percentage of time**. Total must be 100% regardless of position's % FTE, typically in blocks of time 5% or larger.



How to set salary ranges & pay transparency

- [Washington state law](#) requires the UW to disclose the pay range and all other compensation benefits in job postings for all positions.
- To ensure compliance with pay transparency posting requirements, hiring managers should identify the minimum to maximum pay range before posting a position.
- All final salary offers made must be within the original salary posting range.

Classified staff

- All classified positions are assigned to a fixed pay table with steps based on experience and market factors.
 - [Job profile and job code](#)
 - [Pay scale table](#)

Professional staff

- Partner with Department HR
- Unlike classified staff positions, professional staff salary ranges are more flexible and market ranges are normally narrower than the compensation grade; based on the most current Professional Staff Salary Survey, adjusted for market trends.



Recruitment best practices

Job Posting

- Use position closing dates to your advantage.
- Cover letters are not required for professional staff positions and should be used intentionally.
- Use working titles that accurately reflect the job duties performed.
- Ensure the job description has been vetted to remove bias and promote inclusion. Use a [gender decoder tool](#) and gender-neutral language.
- Create a hiring committee and hold interview time slots on the calendar.
- Prior to reviewing applications, prepare interview questions & evaluation rubrics with the hiring committee.

Review resumes & Interview stage

- Consistency is key! Conduct structured interviews that ask the same interview questions and by the same person(s)/panel.
- Ensure you are asking legally permissible interview questions. See the [list](#) of illegal questions.
- Start with assessing each candidate individually before moving to a side-by-side evaluation of all candidates to analyze the areas of strength and opportunity each candidate brought to the interview.
- Ensure candidate feedback is given promptly. Keep them updated of their candidacy status even if it is as simple as letting them know that interviews are still occurring.



Resources & updates

Resources

- Departmental HR Contact
- Total Talent Management Website – [Staff Hiring Overview](#)
- [UW Staff Diversity Hiring Toolkit](#)
- [Hiring | UW School of Medicine Intranet](#) - [Jessica Zheng](#)
 - Recruitment best practices
 - Templates (Dept intake form, interview questions, evaluation rubrics, reference checks, etc)

Updates

- Background check vendor
- Workday recruiting implementation

THANK YOU!

- Please use the QR code to share your feedback.

