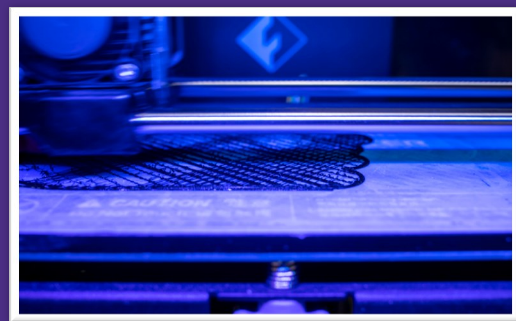
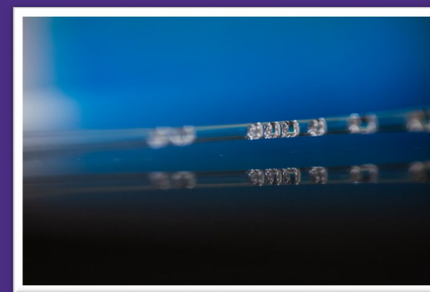
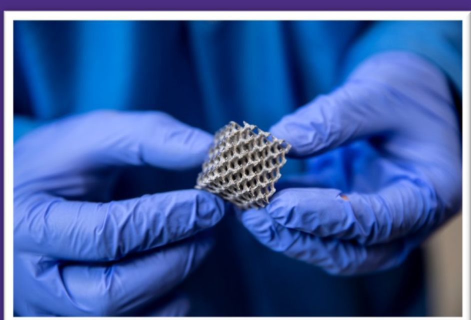
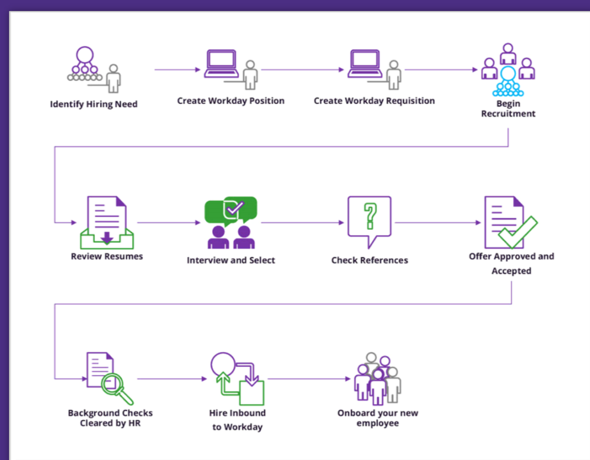
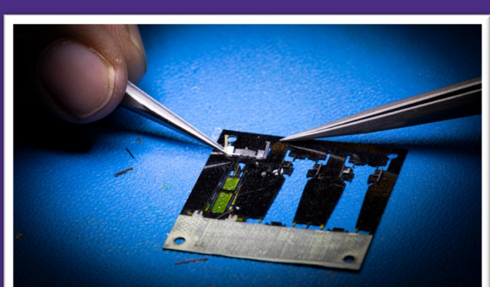
Hiring Manager Reference Guide

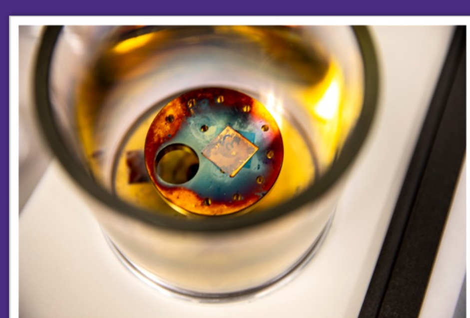


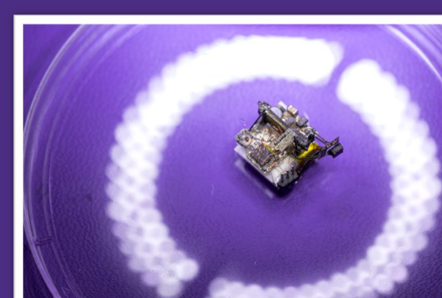












College of Engineering
University of Washington

Spring 2024

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INTRODUCTION

Message to the Hiring Manager

Dear Hiring Managers,

The College of Engineering is committed to ensuring you are properly equipped to onboard new employees.

This resource has been developed to facilitate collaboration between the CoE Dean's Office and unit hiring managers to ensure an effective, consistent, and fair hiring process. By following these helpful guidelines, you will be better equipped to ensure successful collaboration, and a superior candidate experience, as well as a sustainable, lasting hire for the College of Engineering.

The information contained within this packet includes:

- Sample recruitment timelines
- Position creation and posting on UWHIRES
- The hiring process – mandatory raining through resume review
- Conducting interviews – phone screening through making an offer
- Onboarding from day 0 through beyond the first 90 days

Happy onboarding!

CoE Human Resources

GUIDE OVERVIEW

The purpose of this guide is to assist your navigation in the College of Engineering's internal hiring process, as adapted from KUOW's Hiring Manager Toolkit and the University of Washington's hiring policies, procedures, and best practices.

These procedures and guidelines have been put in place to support the College of Engineering's Equity and Inclusion (DEI) objectives, as outlined in the Implementation plan for the College's Strategic Plan, to "attract, recruit, select, and retain" diverse staff. The College of Engineering's Hiring Manager Guide was put together as an effort to maintain transparency in our hiring practices and retain a diverse community.

As a hiring manager, you will be expected to complete several crucial tasks to ensure a successful recruitment process:

- Writing a job description for new positions or updating an existing job description to address changes in job duties or market conditions.
- Complete the Professional Staff Position Description (PSPD) or Professional Staff Temporary Position (PSTP) form (*if required*).
- Communicating space and technology needs as soon as you recognize the need to fill/create a position.
- Keeping a detailed digital record of recruitments, job description writing, performance tracking, and other documentation.
- Timely assisting the College of Engineering's Deans Office Human Resources team as they review your submitted materials.
- Making decisions on if/where you will advertise your job outside of UWHIRES, and the language you will use in the posting.
- Envisioning a plan for success for the position and how it will contribute to the College's strategic plan in the next 12 months. Think about how you will measure that success.
- Timely reviewing resumes and developing meaningful questions based on the success plan and job description, leveraging the values of the College of Engineering.
- Selecting representative and diverse interview panelists from the College of Engineering community or relevant University of Washington partners.
- Utilizing an appropriate numerological scoring system to avoid bias.
- Selecting the desired candidate and making a hiring recommendation.
- Developing an offer letter, to be reviewed by your Human Resources Partner (HR Partner).
- Assisting with new employee onboarding.

The steps required to comply with University of Washington's practices and the College of Engineering protocols mean that the process from creating a new position to onboarding can take up to 26 weeks. Bandwidth of central University offices, who approve position creation and updates, varies throughout the year.

SAMPLE TIMELINES

The following timelines are to serve as examples to give hiring managers a general idea of how long their recruitment is expected to take. Some recruitments may move faster than others depending on the applicant pool, the Total Talent Management partner, and hiring committee availability.

Sample Timeline for a New Professional Staff Position

	Average Time	Hiring Manager	HR Partner	UW HR Functions	UWHIRES
Prepare job description and PSPD or PSTP	"Time Zero"	**X**			
Create position in Workday	Week 1 (can take up to a week for approval)		**X**		
Compensation Approves	*Weeks 2-5	*May need to respond to questions*	*May need to make corrections*		
Determine Salary Range	*While pending compensation's approval*	**X**	**X**		
Create Job Requisition in Workday	*Week 5 (takes up to 7 days)		**X**		
Determine space and technology needs	*While pending requestion approval*	**X**			
Total Talent Management reviews	*Weeks 6-8			**X**	
Hiring Manager reviews posting and approves	*Week 9	**X**			
Job is posted on UWHIRES	*Week 10			**X**	**X**
Resumes pushed Manager Workbench for review	*Weeks 12-13			**X**	**X**
Interviews and reference checks	*Weeks 14-20	**X**			
Request Approval to Hire	*Week 21	*Notifies HR Partner of final candidate, submits all interview documentation*	**X**		
Pre-hire background checks, disclosure form, and hire is completed	*Week 22-24			**X**	**X**
New hire gives notice	*Week 22-24				
Start Date	*Week 25				

**Time period based on UW HR bandwidth and/or scheduling availability of the interview committee*

Sample Timeline for a Replacement Professional Staff Position

	Average Time	Hiring Manager	HR Partner	UW HR Functions	UWHIRES
Review existing job description	"Time Zero"	X			
Determine Salary Range	*Before submitting requisition*	X	X		
Update position if necessary and/or create job requisition in Workday	Week 1 (can take up to a week for approval)		X		
Compensation approves any changes	*Weeks 1-3	*May need to respond to questions*	*May need to make corrections*		
Determine space and technology needs	*While pending requestion approval*	X			
Total Talent Management reviews	*Weeks 3-4			X	
Hiring Manager reviews posting and approves	*Week 5	X			
Job is posted on UWHIRES	*Week 5-6			X	X
Resumes start being pushed to Manager Workbench for review	*Week 8			X	X
Interviews and reference checks	*Weeks 10-15	X			
Request Approval to Hire	*Week 15	*Notifies HR Partner of final candidate, submits all interview documentation*	X		X
Pre-hire background checks, disclosure form, and hire is completed	*Week 16-17			X	X
New hire gives notice	*Week 17	*Prepare the workspace and ready supplies*			
Start Date	*Week 18				

**Time period based on UW HR bandwidth and/or scheduling availability of the interview committee*

Sample Timeline for a Classified Staff Position

	Average Time	Hiring Manager	HR Partner	UW HR Functions	UWHIRES
Review existing job description	"Time Zero"	X			
Update position if necessary and/or create job requisition in Workday	Week 1 (can take up to a week for approval)		X		
Compensation approves any changes	*Weeks 2-4	*May need to respond to questions*	*May need to make corrections*		
Total Talent Management reviews	*Weeks 4-5			X	
Hiring Manager reviews posting and approves	*Week 6	X			
Job is posted on UWHIRES	*Week 7	*Must be posted with a closing date*		X	X
Review resumes and cover letters	*Week 8-11	*Resumes will be sent to the unit after at least one union member has applied.*		X	X
Interviews and reference checks	*Weeks 12-15	X			
Request Approval to Hire	*Week 16	*Notifies HR Partner of final candidate, submits all interview documentation*	X		X
Pre-hire background checks, disclosure form, and hire is completed	*Week 17			X	X
New hire gives notice	*Week 17-18	*Prepare the workspace and ready supplies*			
Start Date	*Week 20				

**Time period based on UW HR bandwidth and/or scheduling availability of the interview committee*

POSITION CREATION AND POSTING

Before jumping into position reviews and job descriptions, you as the Hiring Manager need to determine where the need is in your unit and what sort of case you have – is this a new position, a class change, or filling a vacant position?

Next, you will need to notify the Associate Dean of Finance & Operations and the Senior Director of Human Resources of your hiring case for approval to move forward. Funding must be available for new any hires or class changes. Once you have their approval you will move on to reviewing your existing position or writing a new job description from scratch.

Don't worry! Your HR Partners are there for support when you have questions and will review your complete drafts along the way. Do keep in mind they **will not** be writing the job description for you, as only you know the specific needs and functions that the new hire will be fulfilling.

Updating an Existing Vacant Position

When having your HR Partner update a vacant position's job description, you will email them all supporting documentation for review. Once it is approved, they will create the requisition in Workday and update the vacant position's job description. In some cases, this may be adding a missing job description to a position that existed before Workday implementation.

Creating a New Position

When creating a new position first review your vacant position and make sure that you are not duplicating a position that already exists. You may be able to reuse a position number and can instead follow the procedure to update an existing vacant position. If you realize that you have many outdated positions that you will never use again, take note of those position numbers and work with your HR partner to close them, then move through the steps to create a new position.

To create a new position:

1. Determine the specific need.
2. Using Microsoft Word and the Track Changes function, work with your HR Partner to write a job description. This process can take several weeks to complete.
3. Once finalized, transfer information into the PSPD, and forward it to your HR Partner for final review.
4. Your HR Partner will enter the position into Workday. From here UW Compensation work with your HR Partner with any further questions until the position is approved.

CHECKLISTS FOR HR PARTNERS AND ADDITIONAL APPROVERS

- Checklist – Create Regular Professional Staff Position
- Checklist – Create Professional Staff Temporary Position
- Checklist – Create Classified Staff Position

Job Description Basics

If you are planning to fill a vacancy in your unit, now is the time to review that position's job description and determine if the needs are still relevant or if the duties and tasks have changed since it was last occupied. If you do not have a copy of the current job description, reach out to your Human Resources partners or UW Compensation.

As you review the job description you will want to be sure that the essential functions are listed in the job description, or you may discourage prospective applicants from applying. You'll want to ask yourself several questions:

- Are the "responsibilities" current and accurate? Remove anything outdated.
- Do the "requirements" align with the responsibilities?
- Is the "years of experience" requirement excessive?
- Is the "desired" section necessary? What can be eliminated?
- Is the level of degree truly needed?
- Is there language in any of the sections that is unnecessarily limiting, or exclusionary?

What does "unnecessarily limiting or exclusionary language" mean? Unnecessary or exclusionary language is phrasing that is biased or discriminatory against a protected class of people. When reviewing the job description, ensure that the language encourages equity, diversity, and inclusion. Check for any language in the requirements that could be rephrased to be more inclusive. The following chart gives examples of exclusionary phrases and their inclusive replacements.

Exclusionary Words	Bias Category	Inclusive Replacements
a cakewalk	race	an easy task
blacklist/blacklists	race	blocklist, deny list
brownbag session	race	lunch and learn, learning session
criminal background check	former felons	background check
culture fit	race	culture add
degree from a top school	elitism	a degree
digital native	age	passionate about technology
English native speaker	race	fluent in English
he/his/she/her	LGBTQ+	they/their/you/your
lift/lifting	Physical disability	move/moving, hold/holding
maternity/paternity leave	LGBTQ+	parental leave, parental time off
new graduate / recent graduate	age	a graduate
sanity check	mental health	review, audit, double-check
servant leadership	race	growth leadership, supportive leadership
sit/sitting/stand/standing	Physical disability	be stationary/being stationary
the men and women	LGBTQ+	the team, the people
tribe	race	team, network
typing	Physical disability	inputting, entering
walk/walking	Physical disability	move/moving, traverse/traversing

Retrieved from: https://npaworldwide.com/blog/2022/08/17/review-job-postings-for-bias-and-exclusionary-words

Position Introduction

All job descriptions should include short introductory paragraphs about the unit, with an overview of the position, and an equity statement. Your goal is to pull the candidate into the posting, engaging them, and inspiring them to want to join your team. Keep the introduction light and utilize common terms. By swapping the traditional phrase "ideal candidate" for the more personal "you," your posting will be more conversational. The potential candidate will be able to read your posting and make a connection to it, hopefully allowing them to see themselves in the position.

You'll also want to leave out any day-to-day jargon - while candidates may come from the same field, it is very possible that they could use different terminology for the same process your team does.

Lastly, leave out statistics and rankings that can be easily searched, applicants want to have a general idea of the duties and the environment they will be working in. Strong candidates will do their research when they are preparing for their interviews!

The examples shown here are taken from various job postings across the University and can be found in the UW Human Resources' "Attracting Candidates" guide.

KUOW:
You like checklists and calendars, and you recite payroll policies just for fun. You are a confident communicator with a service mindset and a realistic view. You look for ways to contribute, solve problems, and make improvements. You're not satisfied until the job is done, and then you do it all again the next day.

KUOW, licensed to the University of Washington, is the Puget Sound Region's NPR-affiliated public radio service delivering local, regional, national and international news, information and cultural programming. With an audience of over one million users each month, KUOW's mission is to create and serve a more informed public. Our vision is to broaden conversations and deepen understanding. KUOW strives to be the finest possible provider of news – both from within our region and beyond. To help in this mission, KUOW has an outstanding opportunity for a Finance Assistant. Reporting to the Assistant Director of Finance, the Finance Assistant is responsible for supporting all payroll and recruiting functions for the station and assisting with fiscal functions as required.

Graduate School:
The Graduate School provides instrumental services to UW graduate programs, faculty and students while championing the enterprise of graduate education itself.

The Graduate School has an outstanding opportunity for a Program Administrator within the Interdisciplinary Master of Human-Computer Interaction + Design Program.

Are you energized by work that is varied, harried, and appreciated? Do you want to be part of a small team that makes a big difference, where "please" and "thank you" are often heard? Do you have skills laying dormant in your current position? Are you longing for the opportunity to grow unappreciated skills? Do you want to use everything you've got to contribute to a successful venture?

Department of Laboratory Medicine and Pathology:

Who we are:
Our department maintains all clinical testing and laboratory operations at the UW Medical Center, from sample collection to analysis and final reporting. We employ over 900 people and handle 30 million tests each year. In parallel, we research, develop and operationalize novel diagnostics, in particular novel next-generation sequencing (NGS) and genomics applications.

About the job:
This is an excellent opportunity to work in a challenging and rewarding environment that includes the development of bioinformatics tools to facilitate the implementation of genomic medicine. In this position, you will be responsible for evaluating, architecting and implementing bioinformatics pipelines and tools in order to support the growing needs of our exome sequencing and germline testing. The ideal candidate will have substantial expertise with analysis and manipulation of large next-generation sequencing data sets, common tools such as GATK and background knowledge of human genetics variation.

You'll work closely with our laboratory directors and with our laboratory staff, bioinformatics, and infrastructure teams to gather requirements and interface with existing systems. Excellent project management and communications skills are highly desired.

Unit Descriptions for College of Engineering Job Postings

To maintain consistency across the College, a list of introductions was compiled into a shared Google sheet document for hiring managers to use as part of their job postings. All job descriptions should include one of the following, on top of whatever relevant information you wish to include. *If you do not see one for your unit, use the general College of Engineering description.*

College of Engineering

Together with world-class partners, the University of Washington's College of Engineering is developing a new generation of innovators. A national leader in educating engineers, each year the College turns out new discoveries, inventions, and top-flight graduates, all contributing to the strength of our economy and the vitality of our community. As a College of Engineering employee, you can help create a real impact for our students, faculty, friends, and fellow staff while joining a community of innovators committed to building a culture where all members thrive, are valued, and feel a sense of belonging.

William E. Boeing Department of Aeronautics & Astronautics

The University of Washington's William E. Boeing Department of Aeronautics & Astronautics (A&A) has helped shape one of the most influential and dynamic aerospace regions over the past century. Every day the future is expanding in our labs. From the development of advanced unoccupied aerial vehicles to new aerodynamic techniques and unconventional space propulsion concepts, the faculty and students of UW Aero & Astro are honing the cutting edge of tomorrow's technologies.

Bioengineering

UW Bioengineering is a vibrant community driving advances in health care. As a joint department in the College of Engineering and School of Medicine, we bring together students, scientists, engineers, and clinicians to develop innovative and cost-effective health care solutions that improve lives. Our inclusive and collaborative culture empowers our students, faculty, and staff to make an impact through new fields of research and clinical products. Our award-winning faculty are national leaders in biomedical education, research, and technology transfer.

In UW Bioengineering, we are bound by a belief that public health and human dignity are inseparable. One is impossible without the other. Equity and inclusivity are fundamental to our mission of inventing the future of medicine.

Chemical Engineering

The Department of Chemical Engineering (ChemE) has 26 faculty, 10 postdocs, 15 staff and more than 250 students. The department supports a sizable research portfolio in fields including clean energy, biotechnology, advanced materials, and data science, with yearly spending across all operations of approximately $17M. ChemE has a long tradition of openness and innovation. We value the perspectives and contributions that everyone, including women, ethnic and racial minorities, veterans, LGBTQ+, disabled and under-served individuals, can bring to our discipline. We actively advance the inclusion and representation of these groups, whose views, goals, and participation support ChemE's mission to educate the next generation of leaders and generate solutions to broad societal problems.

Civil & Environmental Engineering

The UW Department of Civil & Environmental Engineering (CEE) headquarters research and education that aims to solve problems and critical challenges of the 21st century — from combating the climate crisis and natural hazards to designing solutions that support an equitable future. To improve people's lives, CEE prepares students with the skills and leadership abilities needed to design, build, and maintain solutions that increase resilience and sustainability in the built and natural environments. Comprised of 50 faculty, 45 staff and 700 students, the CEE department welcomes and values people of all backgrounds, who offer a range of perspectives and life experiences.

Paul G. Allen School of Computer Science & Engineering

The Paul G. Allen School of Computer Science & Engineering at the University of Washington educates tomorrow's innovators, conducts cutting-edge research in core and emerging areas of the field, and leads a broad range of multi-disciplinary initiatives that demonstrate the transformative power of computing. Consistently ranked among the top computer science programs in the nation, the Allen School is widely recognized for the excellence and impact of our research and teaching across the region and around the globe.

As a leader in efforts to broaden participation in computing, we are committed to advancing diversity, equity, and inclusion in our program and in our field. Members of the Allen School actively work to cultivate a welcoming community in which students, faculty and staff with diverse backgrounds, identities and experiences can thrive. The Allen School occupies two spectacular buildings — the Paul G. Allen Center and the adjacent Bill & Melinda Gates Center — located at the heart of the UW campus in Seattle. Visit us online at www.cs.washington.edu.

Electrical & Computer Engineering

At the UW Department of Electrical & Computer Engineering, we cultivate innovation and inspire through high-impact research. We educate and develop tomorrow's leaders to solve the world's most pressing challenges. UW ECE's position as a top-ranked electrical and computer engineering department provides our faculty and student body with a vibrant learning culture. Students receive a robust education through a strong technical foundation, group projects and hands-on research opportunities. Our faculty work in dynamic research areas collaborating with academia, industry, and government institutions. UW ECE is a leader in cutting-edge science and technology while advancing socially responsible innovation. Our innovation ecosystem is critical in promoting an entrepreneurial mindset in our teaching, and it is strengthened through diverse partnerships that address complex global challenges in health, energy, technology, and the environment. Learn more at www.ece.uw.edu.

Human Centered Design & Engineering

The Department of Human Centered Design & Engineering (HCDE) focuses on the design of systems and technologies for people to create accessible, sustainable, and prosperous futures. The Department has a world-renowned reputation for excellence in interdisciplinary research. Researchers study novel technologies and systems to maximize benefits while anticipating and minimizing possible harms. HCDE students, faculty, and staff work to create environments and practices that are safe and inclusive of perspectives from all social identities. HCDE graduates find jobs as User Experience (UX) designers and researchers, usability evaluators, web and information developers, interaction designers, systems analysts, and more.

Industrial & Systems Engineering

The Department of Industrial and Systems Engineering (ISE) maintains an internationally recognized research program with three core research areas (operations, applied statistics and production systems, and human factors and ergonomics) applied to health care, transportation, energy, and manufacturing. ISE prepares students for careers in a diverse and dynamic global environment, by providing them with the skills to foster a sustainable and safe future. Students learn to take a systems approach to problem solving and to recognize the larger societal impact of each engineering decision. We offer degrees at the bachelor's, master's, and doctoral level, and our professional Master of Engineering program provides individuals in the workplace the opportunity to sharpen their leadership and entrepreneurship skills.

We are known for our supportive atmosphere, the accessibility of our faculty and staff, and the inclusiveness of our community. Our alumni serve on the ISE executive advisory board and have supported us through student scholarships, fellowships, and endowments.

Materials Science & Engineering

Pending submission – use general College of Engineering introduction.

Mechanical Engineering

The faculty and students of the Department of Mechanical Engineering (ME) are creating a healthier, cleaner, and more prosperous future. ME's vision is to promote a community where students, faculty and staff can excel, provide, and take advantage of diverse perspectives. Our students and faculty work in collaborative environments, forging partnerships across campus and with government agencies and industry partners. ME's graduates are making a difference in diverse sectors such as biotechnology and health, environmental engineering and energy, transportation, manufacturing, and information systems. A leading department for commercialization and industry collaboration, ME is proud to drive innovations for the state and nation.

eScience Institute

The eScience Institute at the University of Washington empowers researchers and students in all fields to answer fundamental questions using large, complex, and noisy data. eScience collaborates with students, faculty, and researchers across the UW and beyond to make sense of their large datasets with tools like machine learning, data visualizations, and cloud computing. As the hub of data-intensive discovery on campus, we lead a community of innovators in the techniques, technologies, and best practices of data science and the fields that depend on them.

Required Forms

Several forms may need to be completed depending on the class of the position and whether the position is permanent or temporary.

PSPD or PSTP

To hire any Professional Staff, be it permanent or temporary, a Professional Staff Position Description form (PSPD) or Professional Staff Temporary Position form (PSTP) must be completed. If you are creating a permanent position that you wish to fill temporarily while recruiting, you will need to complete both, so UW Compensation can properly assess the position's job description and class. *These forms apply only to non-classified positions.*

As a hiring manager, **it is your responsibility** to complete the forms and submit them to your Human Resources partner so they can assist you with position updates and recruitment. Position creation or updates cannot move forward unless these forms are accurate and complete, as they ensure that the position is created correctly within Workday, serving also as a record for the University's compensation office. Any incomplete information in these forms will delay position updates and recruitments.

Professional Staff Position Description form

The five-page Professional Staff Position Description (PSPD) form can be retrieved from UW HR's forms library. The forms are regularly updated with new formatting and data needed. You will need to complete all mandatory fields on the form – putting "NA," "Not Applicable," or checking "None" in fields that do not apply. This form is formatted to help you with calculations and to expand where needed, you should not have to modify the document.

If the professional staff position is a research position **not** in the Research Scientist/Engineer series, such as a Research Coordinator, Research Consultant, or Research Manager, a "Professional Staff Research Activities Form" must be submitted with the PSPD. This form can also be found in UW HR's forms library.

Professional Staff Temporary Position form

The Professional Staff Temporary Position (PSTP) form can also be retrieved from UW HR's forms library and may be listed as the "Professional Staff Temporary Position Supplemental Questionnaire." As stated previously, forms in the library are updated regularly with new formatting and data needed. You will need to complete all mandatory fields on the form – paying special attention to the "Additional Information" section.

Research Scientist/Engineer Questionnaire

The Research Scientist Questionnaire form can be retrieved from UW HR's forms library and will be listed as "Professional Staff Research Scientist-Engineer Questionnaire." This form is required for all Research Scientist/Engineer positions and will be attached to the position creation in Workday for compensation to review. You will need to complete all fields on the form as instructed. The text boxes are formatted to expand as you work.

LINKS TO USEFUL RESOURCES FOR WRITING JOB DESCRIPTIONS

- Attracting Candidates
- University of Washington – Equitable Language Guide

Determining the Salary Range

Before your vacancy can be posted you will have to determine the salary range for it. Per the state of Washington's Pay Transparency Law that went into effect January 1, 2023, each job posting is required to list the salary range and the general benefits offered. **You cannot negotiate outside of this range once it has been posted.**

When determining the salary range of your position, you must first determine if your position is classified or professional. All classified positions will follow a specific pay table determined by union negotiations and thus are predetermined. For more information about Classified staff classification and pay please visit UW Compensation's website.

For **professional staff**, work with your HR Partner and the CoE Dean's Office HR team to determine the average pay range for the job profile of your position. These ranges may differ across not only the college but also the University due to funding allocations. Please refer to the Professional Staff Compensation Guide, found on the UW HR website. Towards the bottom of the page, in the Appendices, you will see the market ranges for each grade level – your salary range is required to fall within this range for UW Compensation's approval.

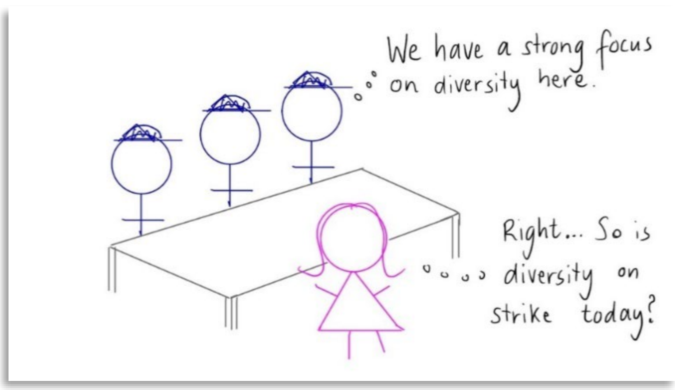
The Dean's Office HR team can run a comparison report that may help in determining salary ranges if your unit HR Partners and fiscal team do not have access to a similar tool.

Creating the Job Requisition

Now that the job description has been reviewed and edited, it will be ready for Workday! There are two different scenarios that you will be facing – updating an existing vacant position or creating a new position. There will always be a chance that once the requisition reaches compensation, there will be questions or edits that need to be made. Compensation will work with your HR Partner to determine what needs to be updated, and who will, if needed, forward you any questions, comments, or concerns.

Pick Your Panel

One of the other tasks that you must do as a hiring manager is putting together your interview panel. Your panel should ideally be a mix of experience levels, ages, gender, and race – with members from across the College. If possible, try to include University partners from central offices that your team works with. Be sure that you are showing your commitment to DEI, not just talking about it.



When you have your panel together, let your HR Partner know so they can jointly send out information about the mandatory training, along with sample rubrics, and interview questions. **This training is required to be completed and/or renewed by all panel members and the hiring manager before resumes are forwarded.**

You will want to meet before you receive resumes to discuss the position, block out times for panel meetings, and draft/finalize your rubrics and questions. You will also determine the structure of the interview process, from who will conduct the phone screens through the final round of interviews.

The committee should be reviewing the resumes and deciding who to phone screen together, as well as meeting each candidate put through to the panel round. If an emergency does arise, let your HR Partner know so they can step in and take the place of a committee member if necessary.

Approving the UWHIRES Posting

When the job requisition has been approved in Workday, a recruitment specialist with UW HR will review the job description and draft a posting. This is the time to review what will be public-facing for typos or odd formatting. Let your HR Partner know if you would like to add a priority application deadline for applicants or make resumes a required part of the application, as they are not by default. They can add this to the top of your posting along with any additional introductions.

Alternative Position Promotion

Temporary positions can be filled without competitive recruitment with "direct hires" and will not be posted publicly. All permanent positions require competitive recruitment and will be posted to UWHIRES until your position is filled.

UW jobs are reposted by Direct Employers, on the Greater Washington Higher Ed Recruitment Consortium (AK, ID, MT, & WA), LinkedIn (through Direct Employers), Google Jobs (through HERC), then picked up by Indeed, Glassdoor, Zip Recruiter, High Ed Jobs, etc. However, you and your panel may want to post the link to your position on your department or personal LinkedIn accounts and other social media, to reach out to your network directly.

HIRING PROCESS

Recruitment is a multipart process, from completing the mandatory training (or giving yourself a refresher), to creating meaningful rubrics and writing relevant interview questions. Picking your panel and proper time management will keep you on task throughout this process, and keeping your HR Partner looped in will ensure that your vacancy is filled in no time!

Mandatory Training

The University of Washington requires all hiring managers and interview panelists to complete two courses before they can access the UWHIRES Manager Workbench. Both trainings can be accessed through the University of Washington's DEI website, under training for hiring managers. You must sign in with your NetID to access the training. Upon completion, please screenshot the entire page, including your name and the toolbar time stamp, and email the image to your HR Partner and they will reach out to get you and your panel members UWHIRES access.

Implicit Bias

This training will help you identify unintentional bias, based on generalizations, stereotypes, and attitudes, giving you a greater understanding of how bias affects our professional and daily lives. This free self-paced training will give you the tools to help you manage and disrupt your own bias.

Required for all hiring managers and staff with UWHIRES access. Strongly encouraged for all staff.

Record Keeping in the Hiring Process

This training will help you understand the framework that guides the University's staff hiring process and your role in ensuring the process is transparent, objective, and equitable to the candidates. This training will also give you information on the University's Equal Opportunity (EEO) policies and affirmative action commitments under Section 503 of the federal Rehabilitation Act. It will also introduce best practices for records retention both during and after the hiring process. It is the College of Engineering's expectation that all notes and rubrics be submitted to the Human Resources team when you are ready to make an offer, including but not limited to resume assessment rubrics, interview notes, interview rubrics, and reference check forms.

Required for all hiring managers and staff with UWHIRES access.

Inclusive Hiring

It is human nature to want to make sense of life but put the people and events we interact with into categories. These categories are created subconsciously from cultural values, beliefs, and general experiences throughout our lifetimes and impact how we interact in the world both socially and professionally. Part of the reason we require all panel members to complete the Implicit Bias training is to make you aware of these biases and help you develop more inclusive hiring practices.

What does inclusive hiring look like?

1. It starts with the job description. Ensure that your position description is not inadvertently exclusionary.
2. Take your mandatory training seriously and take a refresher every year!
3. Make sure the entire interview process is accessible to your candidates. *Have you thought ahead to ask about, and arrange the accommodation needed for candidates as needed from DSO?*
4. Think about where you are advertising your job posting outside of UWHIRES.
5. Be intentional and pick a diverse panel of University partners.
6. Utilize rubrics and behavioral questions that make sense and that are relevant to the position. Be specific!

RESOURCES FOR INCLUSIVE HIRING PRACTICES

- Tips for inclusive hiring practices
- Staff Diversity Hiring Toolkit
- Hiring for Diverse Staff Checklist
- Harvard Implicit Association Test

Questions about diversity hiring and best practices?
Contact the Diversity Policy Coordinator at staffdiv@uw.edu**.**

"The state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting."
- Washington State Initiative 200 (1998)

Workbench Access

Depending on the unit, the hiring manager and interview panel may be added as "watchers." However, **this step is not required**! Below are examples of situations when they would not be added:

- Anonymous Search - HR Partners redact personal information (name, address, name of educational institution, etc.) from resumes/cover letters and assign them numbers to ensure bias does not interfere with resume evaluation. *UW HR strongly recommends this practice!*
- If a hiring manager has a history of going against recruitment best practices and contacts applicants before the panel has had a chance to review each resume, jeopardizing the search.

Developing Questions

As the hiring manager, you are responsible for developing meaningful questions that will allow you to understand how the candidates will utilize their existing skill set and experience to fulfill the duties of the role. Questions should be thoughtfully constructed, specific, and related to the duties, utilizing a behavioral-question style format, and including at least one DEI-themed question. Your panel should help you to keep the questions on task and check for bias.

Guidelines for Pre-Employment Inquiries

When developing your interview questions, it is important to first review the "Guideline for Pre-Employment Inquiries" page, which is regularly updated by the UW Office of Academic Personnel. On this page you will find general guidelines to avoid discrimination of any kind, ensuring you are operating within the legal limits. These guidelines apply to any inquiry made by applicants to all UW positions. Below is a sample of those guidelines for quick reference.

Subject	Fair Inquiry	Unfair Inquiry
Age	Inquiry related to birth date and proof of true age.	Any inquiry not necessary to establish that applicant meets a minimum legal age requirement, including any inquiry that implies an age preference for persons under 40.
Citizenship	Whether applicant can be lawfully employed in this country because of visa or immigration status; whether applicant can provide proof of legal right to work in U.S. after being hired.	If the applicant is a citizen; requirement before hiring that applicant present birth certificate, naturalization, or baptismal record; any inquiry into citizenship that would tend to divulge applicant's lineage, ancestry, national origin, descent, or birthplace.
Family	If the applicant can meet specified work schedules or has activities, commitments, or responsibilities that may prevent meeting work attendance requirements.	Specific inquiries concerning spouse, spouse's gender, spouse's employment or salary, children, childcare arrangements, or dependents.
Marital Status	None.	Any inquiry about the applicant's marital status whether an applicant is married, single, divorced, separated, engaged, widowed, has same sex spouse, etc. Any form requesting identification by Mr., Mrs., Miss, or Ms. status.
National Origin	Inquiry into the applicant's ability to read/write/speak foreign language when such inquiries are based on job requirements.	Any other inquiry into applicant's lineage, ancestry, national origin, descent, birthplace, native language, or national origin of an applicant's parents or spouse.
Pregnancy	Inquiry as to duration of stay on the job or anticipated absences made to males and females alike.	Any inquiry related to pregnancy, medical history concerning pregnancy, and related matters.
Sex	None.	Any inquiry concerning sex or gender.
Sexual Orientation, Gender Expression, or Gender Identity	None.	Any inquiry regarding sexual orientation, gender expression, or sexual identity, transgender status, or sex assigned at birth.

Behavioral/Competency Questions

These questions are based on past and future performance goals of the position, and candidates can apply their knowledge, skills, and abilities to answer the question. When drafting your questions, you want to be sure you have specific questions that give the candidate a chance to demonstrate their competency with accountability, adaptability, collaboration, communication, critical thinking, service orientation, decision-making, interpersonal skills, innovation, and of course, their commitment to DEI initiatives.

The most successful answers will utilize the STAR method – **S**ituation, **T**ask, **A**ction, and **R**esult. If you cannot answer your question using the STAR method, your candidates will not be able to either!

BEHAVIORAL QUESTION EXAMPLES

- Tell me about a time when too successfully persuaded someone with a differing opinion to come to your side of the table.
- Describe a time when you failed to meet a deadline at work.
- Tell me about a time you took the initiative at work or in your career.

DEI Questions

The University of Washington is an equal-opportunity employer and seeks to build an inclusive community. One way you can contribute is during the interview phase by asking questions of candidates that will allow you to assess their values and understanding of DEI practices or initiatives. When developing your questions, think about specific competencies and criteria to help extract their experience. Not everyone will immediately identify their own experiences as being directly DEI-related when they may be.

DEI QUESTION EXAMPLES

- How do you build your understanding of colleagues from backgrounds that are different than yours? What steps do you take to ensure you are inclusive of their identity during your interactions?
- Please describe how you work to create a welcoming and inclusive campus environment.
- Working in academia presents an excellent opportunity for creative collaboration. Tell us about a time when a project or decision was enhanced by including diverse perspectives?

Need to revamp your questions? Visit the UW HR website, where you can find sample questions for most job profiles in the University.

Developing Rubrics

Rubrics for reviewing resumes and cover letters will be the best way to ensure both transparency and rating consistency when narrowing down your candidates. The rubric is used as your scorecard for each candidate at each stage of the process, from resume review through the final stage and may look different at each point as well. Pull major pieces from the job description and use those duties and responsibilities as markers in your rubric.

For example, when reviewing resumes, you may use a spreadsheet to score candidates against the job description to determine who to phone or email screen. If the position requires that the candidates have had experience managing employees in the past, review their resume for supervisory experience and determine the number of years. While it may not be spelled out directly in the description, the titles and years of service should be able to clue you in. Using a predetermined numbering system, mark if the candidate has a low, average, or high score in the category, then more to the next skill category.

During the panel interview, you may have a rubric to measure interview answers against, and lastly during an open forum, you may use Microsoft or Google Form to gather feedback on the candidate from those who attended. Each of these options are efficient and excellent ways to evaluate candidate competencies during an interview and ensure bias does not creep into the process. When developing your rubrics, be sure to have your HR Partner review them to for any internal bias prompts!

SAMPLE RUBRICS

- UW - Candidate Evaluation Form Template 1
- UW - Candidate Evaluation Form Template 2

Reviewing Resumes and Cover Letters

When you are reviewing resumes, remember that you are comparing candidates to the job description not to one another. While it may be tempting to compare them against each other, in the initial stages you are looking specifically at who at the best fit for the role.

If you have required a cover letter as part of your application, you want to be sure you are reviewing it for content and relevancy. If a candidate has written a cover letter that seems as though it may have been for another UWHIRES posting by accident keep in mind that the system does not prompt candidates to update the cover letter before applying to a new posting. If they are new to applying for jobs with the University, they will not know that they must edit their cover letter each time in their profile before applying to each new job posting. If based on their resume they are a very qualified candidate, decide as a panel if you would like to have your HR Partner reach out to the candidate for a new cover letter.

Next, using a resume review template, begin to review resumes. First, verify that candidates do have the minimum education requirement OR equivalency, then go through and determine if they meet, exceed, or do not have the predetermined skills needed on day one to be successful in the role. After scoring the candidates, determine who your top group members are as well as your backups.

We strongly recommend using a spreadsheet that will auto-calculate your averages to ensure consistency in score calculations and faster calculations. You can also keep scores in one shared document, which is easily accessible by all panel members and your HR Partner during candidate discussion.

	Minimum Requirements			Rate Skill: (0) Low/NA, (2) Average, (4) High							
Candidate	High School Diploma/GED (0) No, (4) Yes	5 years office/admin support experience (0) No, (4) Yes	1 year full-time lead (0) No, (4) Yes	skill 1	skill 2	skill 3	skill 4	skill 5	Average	Comments	Recommend to move forward? (4) Yes (2-3) Maybe (0-1) No
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CONDUCTING INTERVIEWS

University policy does not require that you interview every candidate who applies for the position, it is important however that you interview enough applicants to ensure a fair comparison. Certain collective bargaining agreements may require a minimum number of candidates, please consult the appropriate agreement and your HR Partners in advance. Also, keep in mind that your candidates need to be meeting with the same panel members and individuals for one-on-one meetings.

Things to Keep in Mind

Whether you will be interviewing candidates in person or virtually, there are a few important pieces of information that you should include at the beginning of the interview phase once you've moved past the phone screening process.

- Before you dive in with the questions, you should review the essential duties of the job description and explain how the position fits within your unit.
- Ask the candidate if they would be able to perform the essential duties with or without reasonable accommodation.
- Advise candidates of the recruitment timeline and keep them informed of any delays or changes to the schedule.

- Make all candidates aware of the UW reference check policy, especially for those who may be internal candidates.
- Talk about UW's excellent benefits package including a wide range of insurance options, retirement program, tuition exemption, U-PASS, etc. If a candidate has specific questions, please refer them to the University Benefits Office.
- Don't forget to allow candidates to ask questions and listen! They are interviewing you as much as you are interviewing them. Interviews are open conversations, not cross-examination.

Effective July 28, 2019, employers are prohibited from requesting pay history from any applicant. You should, however, reiterate the salary range at each stage of the interview process to ensure the candidates would be willing to accept an offer within that range.

Phone Screening

The first rule of phone screens – **do not cold call your candidates**. Just like with in-person or virtual interviews, you should email your candidates stating you would like to schedule a time to chat about the position and offer them at least three times and/or provide them a link to your Microsoft or Google Bookings page to schedule a time to meet. Be sure to reiterate the salary range and ask that should they no longer be interested, that they respond via email for the record.

Phone screens should be a tool to narrow down your candidate pool, discuss the "conditions of employment," reiterate the approved salary range, talk about the work shift, and ensure that your candidates do wish to continue with the recruitment process. Keep in mind that phone screens are an official part of the recruitment record and will be kept for three (3) years. Utilize the telephone screen template linked below to develop your assessment.

Your HR Partners can do the phone screens for you, however, please have your list of final candidates ready and your interview dates held along with information on who will be reaching out to schedule the interviews so they can relay this information to the candidates during the screens.

While this is not intended to be an interview, you can include basic technical questions, if they are on your phone screen form and asked of all candidates. Questions that would result in a more detailed answer should be left for the panel interview.

You do not have to schedule an interview with a candidate if the phone screen does not go well or seems strange. Talk to your HR partner if you have concerns. Be sure to email them thanking them for their time and letting them know that you will be moving on with other candidates before your HR Partner updates their disposition code in the Workbench.

TIPS FOR PHONE SCREENS

- University of Washington Phone Screen Guidance
- Telephone Screen Template (MS Word)

Email Screening

You may opt to do an email screen if you do not have anything specific that you want to clarify with your candidates. This is completely okay to do as well! If you opt to go the email screening route, be sure that you have reviewed your resume rubric well first and discussed your finalists with your HR Partner first.

Next, you'll want to reach out to your candidates individually letting them know that you would like to set up an interview with them but first share some more information with them about the position. In this email, share a summary of the job duties, reiterate the salary range, and give the candidates a date to respond with interest. Remember to ask them to respond should they want to withdraw from the search as well.

If your HR Partner was not copied, forward all candidate responses to them for the record so Workbench disposition codes can be updated timely. Your follow-up email to the screen will be scheduling their panel interview.

Interview Scheduling

One of the first tasks you and your panel should do before candidates are contacted is block out available spots on your calendars for the interviews. If you haven't done so already, take the time to review your calendars together or utilize a web application such as When2Meet to coordinate times. This will be incredibly helpful if you are from different departments and cannot "see" each other's calendars.

If you will be scheduling without the aid of a calendaring tool, send an email to the candidates with at least 3-time slots, with varying days and times. In the initial stages, you want to offer some flexibility to your candidates, it is highly likely that they are working and will need to request time away. It is alright to be a bit more rigid with the final rounds, as typically this is when panels choose to do the one-on-one interviews with higher-level management (Deans, Administrators, Chairs, etc.) or student forums. Remember to set at least 15 to 30 minutes after the interviews so the panel can debrief.

For longer interview days, be sure you are scheduling in time a break for your candidates to go to the bathroom and get a drink of water.

In-person Interviews

Planning is key to a successful interview process. If you know your building is having elevator issues, reserve a room in a quiet, ground-level conference room. The initial interview will typically take place with the entire panel, be sure to book a space where both panel and candidate will be comfortable and have the technology that may be needed if candidates are giving a presentation. If you've prepared well, you've thought ahead about making sure that the room will have enough clearance for anyone using mobility aids or service animals.

Be sure that once you've confirmed the date and time, you email specific instructions and a campus map to the building location, along with any other information that the candidate may need. If you know already that the building's temperature runs hot or cold during that time of year, let the candidates know so they can dress accordingly! You will also want to prepare water or tea for unseasonable hot or chilly days, to help them relax and settle in before you begin. These small considerations can make an enormous difference to a candidate when they are deciding if your job is right for them.

Be sure that you have access to the room at least an hour before the interviews begin to test technology and arrange the seating so everyone can see and hear each other. You'll also want to make sure to provide everyone with a copy of the resumes and cover letters, including the candidate if you have specific questions and the interview questions. If a translator or interpreter will be present, be sure to ask that they have a place to sit where they will be most effective for the group.

Virtual Interviews

Virtual interviews are conducted by video conferencing via Zoom or Microsoft Teams. Traditionally they were done for out-of-state employees, now they are more commonplace, especially for longer, multiple-part interview days. It is the College of Engineering's best practice that if any candidate in your pool requires a virtual interview, all interviews are to be held virtually.

You still will want to prepare as you would for an in-person interview, reviewing the resumes, job description, etc. Before your interviews begin, make sure all technology is functioning properly and have an agenda set. Be sure to paste each interview question into the chat. Candidates will appreciate that they can see what you are asking and will not have to ask you to repeat. As you would in person, give your candidate time to answer your questions while being mindful of the time. Feel free to also email candidates the questions ahead of their interview but no more than 24 hours ahead **unless** they are being asked to prepare a presentation.

TIPS FOR VIRTUAL INTERVIEWS

- University of Washington Virtual Interviewing Guidance
- Telephone Screen Template (MS Word)

Interviewing Candidates with Disabilities

Diversity in the workplace is not limited to culture, creed, gender, or social class, but includes those with disabilities. As you move through your interviewing process you may come across applicants that are neurodiverse, need mobility aids, or have speech, hearing, or vision impairments. Do not discount these applicants! While the applicant may need a reasonable accommodation to complete the essential duties of the positions, they still bring knowledge and experience to the table, just as any other applicant would.

With any schedule, you should inform the candidates of what to expect during the interview. Because you will more than likely not know if a person has a disability from looking at their resume, be sure to ask your candidates if they will need reasonable accommodation. Having reasonable accommodation will ensure equity in the search process and will not take away from the other candidates.

Interviewing candidates with mobility aids

If interviewing in person and your candidate lets you know they use a wheelchair or similar mobility aid, be sure you schedule the interview in an accessible location. If you know your building elevators will be out of service, book a space on the ground floor and let them know the room number before the date of the interview. Be sure you and your interview panel sit as close to eye level as possible to ensure comfortable eye contact. Some people may use crutches or canes so be sure to have something to lean them against.

Interviewing vision-impaired candidates

When greeting someone with a vision impairment, both in person and virtually, be sure to introduce each person on the panel. If they have asked to be guided to their seat for an in-person interview, let them take your elbow and give directions to the location of the seat. During the interview, when it is the next panel member's turn to ask a question, inform your candidate who will be speaking next. Should a response be running too long, you will need to specify that it is time to move to the next question, as they cannot read your body language. Finally, if you will be including a written portion of the interview that needs to be completed, find out during your scheduling if they notify you that they need accommodation, find out if they need the documents tape-recorded, printed in braille, or larger font.

Interviewing speech-impaired candidates

Your candidate may have a speech impairment, be it a speech impediment they were born with or a side effect from a stroke. Either way, exercise patience and allow them time to respond to your questions. If you do not think you heard them completely, it is okay to ask them to repeat or rephrase their response. Whatever you do, do not try to complete their sentences, or raise your voice.

Interviewing hearing-impaired or deaf candidates

When using a Sign Language Interpreter, they should be seated beside the interviewer/panel, across from the interviewee. Be mindful that the interpreter will be at least a few words behind the speaker, so allow for extra time before the interviewee begins to respond. Their job is to facilitate communication. They should not be consulted or regarded as a reference for the interviewee.

If the candidate lip-reads, look directly at them. Speak clearly at a normal pace. Do not exaggerate your lip movements or shout. Speak expressively because the person will rely on your facial expressions, gestures, and body movements to understand you. Maintain eye contact.

In either situation, place yourself facing the light source and keep your hands away from your mouth when speaking. Speak directly to the candidates and always maintain eye contact with them. Use a normal tone of voice and only raise your voice if requested.

To request Sign Language Interpreting Services for an interview, contact the Interpreter Coordinator at Disability Services, dso@u.washington.edu. Phone (206) 543-6450; (206) 543-6452/TTY; (206) 685-7264/Fax at least **10 working days** before when services are required. You may ask the interviewee if he or she has a preferred interpreter and provide this information to the Interpreter Coordinator when placing the request.

RESOURCES FOR INTERVIEWING CANDIDATES WITH DISABILITIES

- University of Washington Accommodating Candidates with Disabilities
- University of Washington Disability Services Office

Feedback and Discussion

When scheduling interviews, you must build in time to debrief between candidates. While interviews may be back-to-back because of tight scheduling, allow at least 15 minutes to finish notes and rubric, as well as general reaction discussion amongst panel members. It is best to do this while the interview is fresh in your mind. When interviews are done, be sure to set a time to discuss the finalized rubrics. For any forum rounds, you will discuss the feedback given by those who attend the forums to narrow down those who will move onto your one-on-ones.

Discuss the strengths of every candidate first, then examine their differences. You will have candidates that stick out on both ends of your rubric, it is the candidates that fall within the middle that you and your panel will want to focus on. After, be sure that everyone uploads their notes and rubrics into a shared folder (Google Drive or SharePoint) for easier download by your HR Partner.

After your one-on-one stage, review notes and reach out to your HR Partner for a final discussion on who your final and potential alternate candidates are. From here you will confirm references so that your HR partner can conduct the checks on your behalf.

Reference Checks

When you have determined your final candidates, have them sign off on the Reference Check Consent Form and provide you with at least three (3) supervisory references. If they are newer to the workforce or unable to provide you with a reference for a specific employer, references from volunteer site coordinators, college advisors, or professors who know their work ethic are acceptable. You will want to collect these references before you begin your final round of interviews – let your finalist know that only the references for the final candidate will be contacted and that you or your HR Partner will reach out ahead of time.

It is CoE HR's best practice to not cold call references and to allow candidates a window to notify their references that they will be contacted, just in case a supervisor is not aware they are seeking employment elsewhere.

In the case that your finalist is or was a UW employee, it is **required** that one of those 3 references be their immediate supervisor. It is also mandatory that the HR Partner requests a review of the candidate's official personnel record; this request can take up to two weeks depending on the bandwidth of the central offices and may be longer if the candidate worked for the medical system at any point.

REFERENCE CHECK FORMS

- UW Reference Checking Consent & Authorization Form
- UW Request for Review of Candidate's Official Personnel Record

Request Conditional Offer Approval

Once you and your HR Partner have reviewed the notes from the reference checks, your HR Partner will complete a "Request Approval for Offer" from UW HR Recruitment office partners in the Manager Workbench. This step is required to be completed before an offer can be made to the final candidate.

> *If the position is a professional staff position*, the recruiting partner will verify that the proposed offer is still within the approved salary range, as well as the current market rate.
>
> *If the position is a classified position*, the recruiting partner will verify that the proposed offer is at the appropriate "step" per the union as well as within the current market rate.

During this time, an email may be sent your final candidate notifying them to complete mandatory sexual misconduct disclosure if was not completed during their initial application process. Washington state law and University policy prohibits the hiring of anyone who does not complete the disclosure. It is best practice to notify your finalist that they should expect an email notification and ask them to complete it as soon as possible. *The process cannot move forward if the disclosure is not completed.*

Make the Conditional Offer

When the salary has been approved, your HR Partner will notify you that you have been cleared to make the conditional offer, which is contingent upon a satisfactory criminal history background check. Work with your

HR Partner to draft the offer letter, paying close attention that you have entered the correct salary and a tentative start date, at least three weeks out from the date you will be calling your finalist (two weeks for internal candidates is fine).

If they make a counteroffer, another "Request Approval for Offer" must be done. Please contact your HR Partner for further guidance. Any relocation reimbursements must be approved by the Dean before you can offer them to your finalist. If this is something you are considering, contact the Dean's Office HR and finance teams as soon as possible to seek approval.

When the candidate accepts, sign and email your finalist the offer letter, blind copying (BCC) your HR Partner. Your finalist should sign the letter and email it back to you within five (5) business days OR they can respond stating that they accept your offer.

Once they have signed the final offer letter and emailed it back to you, forward it to your HR Partner, who can then initiate the "Department Hire (pre-hire)" stage.

When you receive the signed offer from your candidate, let them know to be on the lookout for more notifications for direct communications from UW Human Resources and UW Information Technology, if they are new to the University system.

Please also inform them that once they have activated their Workday account, the Affirmative Action Data Form in Workday is a required form that needs to be completed by all university employees. This data is required by federal and state laws. Please let your new hire that this is a mandatory form and if they wish to not disclose something, then that option should be selected where available.

Remote and Out-of-State Employees

The University of Washington is not considered an E-Verify employer and therefore cannot conduct remote verification of I-9 documentation for new hires. Employees who are working remotely/out-of-state must meet with a notary public or agent of the University of Washington to complete the I-9 form and mail the I-9 form along with the Remote I-9 Supporting Information form to the unit's on-site I-9 Coordinator for entry into Workday within three (3) business days of their first day.

It is the responsibility of unit I-9 Coordinator to complete the "Remote I-9 Supporting Information" form and ensure they include the correct mailing address. **It is strongly recommended to include a self-addressed envelope for the employee to avoid any confusion.**

Remote Employees can visit the U.S. Citizenship and Immigration Services website to find the most updated information and forms as well the lists of acceptable documents to bring with them when meeting with a notary public.

QUICK LINKS

- Remote I-9 Supporting Information Form
- USCIS Completing Form I-9 Instructions and Forms
- USCIS Acceptable Documents

ONBOARDING

Space Setup

Throughout this process, you should have been considering your space and technology needs. To ensure your new hire will have a computer and place to sit, please reach out to your computing services team and your space coordinator(s), including their name, position, expected start date, unit, and direct supervisor as soon as possible, ideally, as soon as you know you are going to begin the search. When you have established their workspace, make sure that it is clean, fully supplied, and ready to go. If they are to have keys, make sure they are ready to hand off on day one.

Next, welcome them! Whether it's a nice sign on their door or a desk plant, make a small gesture that will make your new hire feel welcome to the unit. You'll also want to plan out an agenda for their first day, including a campus tour and introductions. Include time to take them to get their Husky Card, if needed, and set up a coffee or lunchtime with their immediate team members. If you have training that they will need to complete, such as Workday Security Role training, be sure to have all that information ready for them. Don't forget, they have several mandatory training courses to complete and the UW Welcome Day to attend, so ensure they will have time to get these tasks done!

As the hiring manager, you are tasked with ensuring they have the tools to be successful in the role and feel comfortable in your unit; this begins before they do!

What is Onboarding?

Onboarding is the process of acclimating your new hire to your unit and familiarizing them with the tools they will need to be successful. To ensure success, this process should go beyond their first day. For classified staff, this also means explaining how the six-month probation period [or six-week trial period] works. While the process goes well beyond the first 90 days, we will stick to the basics of a 90-day onboarding plan for this guide.

90-day Onboarding Plan

The 90-day onboarding plan is broken down into 30-60-90-day periods. These 90 days help the employee successfully learn the role and expectations while giving the manager immediate insight into areas that may need improvement. Part of this process is learning how to openly communicate with your employees. An amazing tool to help managers is the Employee Experience Conversations toolkit, as well as the MyCoE hiring page. Use this section as a starting point for building a 90-day onboarding plan for your team.

Before they Begin

- ☐ If their first day is far out, or they will be starting via telework, stay in contact with them!
- ☐ Make sure they have a copy of their offer letter and job description.
- ☐ Communicate the exact address of where they will be working (when reporting to campus), start time, parking information and bus information, dress code, who to ask for, and what they should expect.
- ☐ Remind them to bring their I-9 documentation for verification. If they are starting remotely, they will have taken care of this step already.

- ☐ Send a welcome email to your department introducing them to the team. Ask first if sharing any personal details.
- ☐ Make sure their campus workspace is clean and complete, including an updated computer with an additional monitor, phone, trash can, office supplies, etc.
- ☐ If your team has business cards, order them. Have a name tag made with their preferred name as well.

During the First Week

- ☐ Meet with HR to do general onboarding.
- ☐ Discuss reasonable accommodations they may need.
- ☐ Conduct space and campus tours.
- ☐ Introduce them to college and campus partners.
- ☐ Explain office norms and procedures. Provide them with guides and resources to tools your team uses.
- ☐ Have a one-on-one chat to set SMART goals and learning objectives for the next few months. *For classified employees, this is an important part of the probation period.*
- ☐ Establish how they best receive feedback and set daily one-on-one times on your calendars.
- ☐ Discuss the annual performance evaluation process and merit review period. If they are hybrid eligible, complete their telework agreement and send a copy to the CoE HR Team for the record.
- ☐ Make sure they are all on all listservs and have invites to all upcoming events.
- ☐ Set time aside for them to complete the required employee training.
- ☐ Get them signed up for the mandatory Welcome Day.
- ☐ Before any security roles can be assigned, Workday training must be done. Be sure you show them how to navigate the Workday Learning Library and show them which training to complete.
- ☐ For new supervisors, make sure they have signed up for SLP Supervisor Orientation.
- ☐ Have an immediate team lunch or coffee hour so they can get to know their colleagues.

During the First 30 Days

- ☐ Meet daily for at least an hour. Check progress on all mandatory training and ensure that is complete before setting them on task with any official work.
- ☐ Assign them a colleague to shadow who does similar work.
- ☐ Remind them of the additional benefits and advantages that UW offers, such as discounts/perks, cultural events, transgender resources, veterans' resources, diversity resources, and Faculty and Staff Affinity Groups.

During the First 60 Days

- ☐ Update one-on-ones to once a week if they are progressing well and assign meaningful tasks that allow them to contribute to the team. Avoid giving them busy work.

- ☐ Ask for feedback from them – how are things going? Do they need more support? If so, how? Always be open to growing!
- ☐ Review SMART goals and establish new ones!
- ☐ Take note of any repeat concerns that you've addressed and continue to document – alert your HR Partners so they can help you with performance management tips.

During the First 90 Days

- ☐ Continuing holding weekly one-on-ones.
- ☐ Be available outside of those set times to be available for questions and to give feedback, especially if they do not have a peer mentor that they are working with.
- ☐ Go overview the certificate and course offerings from UW Professional & Organization Development and get them signed up for any courses that will help them grow in their role.
- ☐ Check in and see how they are adjusting to the team.

Beyond the 90 Days

- ☐ Continue to document any lingering performance issues and track improvements. For more serious matters be sure that you alert your HR Partners as soon as possible in case they warrant formal corrective action.
- ☐ Seek ways to foster team connections, such as scheduling periodic team lunches or encouraging the team to sign up for a WholeU activity together.
- ☐ Encourage open communication and transparency – your team will value this. Remember, not everything is "need to know," it is okay if you cannot share everything.

KEY TERMS

Applicant: Someone who has submitted as application in UWHIRES.

Business Title (*also*, Working Title): The common title used in everyday practice, such as "Director of Special Projects & Administrative Operations" or "Director of Institutional Research and Planning."

Candidate: An applicant whose resume was screened by UW Human Resource and sent to the Workbench for review by the hiring manager and interview panel.

Hiring Manager: The direct supervisor or administrator of the unit needing to fill a vacancy or create a new position. In the Manager Workbench, this is the HR Partner.

Manager Workbench: The section of UWHIRES where HR Partners can view the resumes and cover letters of vetted applicants, pushed through by UW Recruitment.

The Hiring Manager role will be assigned to the HR Partner and Delegate will be a secondary HR Partner. In some units this may be the Administrator, Chair, Assistant to the Chair, or fiscal personnel.

Payroll Title: The payroll title is a category of job descriptor, with the FLSA status, pay type, and salary grade. Positions that are ineligible for, or exempt from, overtime (FLSA status) and paid a salary you will see (E S *salary grade*). If they are not exempt, it will be "NE" instead of "E." If they are paid hourly, it would be "H" instead of "S." Sometimes there may be a union code included as well, particularly for classified positions.

Examples

- Program Coordinator (E S 9) – Ineligible for Overtime, salaried, Compensation Grade
- Program Coordinator (NE H SEIU 925) – Eligible for Overtime, Hourly, Union
- Program Coordinator (NE S WFSE) – Eligible for Overtime, Salaried, Union

UW HR Functions: Compensation, Recruiting, labor Relations, and the HR Consultant assigned to the College of Engineering.

UWHIRES: The University of Washington career platform managed by UW HR, where candidates apply to job postings.

Workday: Human resources management system used by the University to manage all HR and fiscal needs, which directly routes "actions" performed by a unit to the appropriate approvers. Allows central offices to review job descriptions and send them back to the correct person for any edits that may be needed.

Comments should always be entered when utilizing Workday, especially when changes have been made – reference the email you were given instructions, reference you corrected the issue, state you've uploaded amended documents, etc.

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