

Effective Hiring Practices for Staff Positions



Washburn is committed to ensuring fair and consistent practices as they relate to the recruiting, hiring, and onboarding of our faculty, instructors, staff and student workers.

We are able to maintain these practices by having all parties involved in the recruiting, hiring and onboarding processes be familiar with the policies and processes in place and regularly trained on the importance of hiring talent at Washburn.

This course will review not only the information needed to protect the integrity of our searches but also the hiring process for Washburn staff.

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The Importance of Effective Hiring

People Are at the Heart of Everything We Do

Our **mission** is to create educational pathways to success for everyone.

Educational - Rigorous and intellectually stimulation. Washburn will provide learners with quality opportunities to learn from expert faculty, engage in critical thinking and explore new ideas.

Pathways - A variety of options for learners to pursue their educational, civic and career goals. This includes two-year and four-year degrees, Masters and Doctorate degrees, continuing education, technical certificates, diplomas and apprenticeships. Pathways also means learner will have flexibility to choose the path that best meet their individual needs and interests, including inter-university and K-12 partnerships.

Success - As determined by each learner's unique perspective, dreams and journey.

Everyone - People of all backgrounds and life experiences.

Our **vision** is to be a premier community of higher learning focused on life and careers.

Premier - Providing outstanding academic quality, teaching excellence, learner success and community engagement; qualifying as an Employer of Choice.

Community of Higher Learning - A supportive and collaborative environment where learners, faculty and staff can come together to learn from each other and to grow intellectually.

Focused on Life and Careers - Committed to preparing learners for success in both their personal and professional lives. This includes providing learners with the

knowledge, critical thinking and problem-solving skills and civic values to develop to their full potential as individuals, citizens and professionals.

The reality is that Washburn would never be able to achieve its mission and vision without the faculty, instructors, staff and student workers who are charged each day with helping students and each other make Washburn a great place to learn and work.



People Make it Possible

The Right Hire Can Make or Break the Team

Hiring the right talent is essential. Washburn is only as good as our talented employees. From the support positions to the executive staff, every employee represents a facet of the University to our students and to the community at large. Hiring the wrong talent can cost us more than just money.

- **Our culture.** Washburn thrives when teams work together toward a common task or goal. Bringing in effective team players will contribute to our culture of partnership and teamwork, just as bringing in an ineffective person will disrupt the team.
- **Our performance.** The hiring process takes time away from our daily tasks. A quick and *thorough* hiring process allows you to select the right talent and minimize disruption.
- **Our future.** Getting talented employees on board ensures *they grow with us*, contributing to Washburn's overall success.

Staying true to Washburn's Values

In keeping with Washburn's founding heritage, we commit ourselves to creating positive ***IMPACT*** through our values. These are also what we look for in our candidates.

Value 1

Inclusion

Creating a welcoming and supportive environment for all learners, faculty, staff and visitors, regardless of their background or identity.

Value 2

Modernization

Ensuring financial stability while developing new ideas, methods and technologies that improve teaching and learning, scholarship and the lives of others.

Value 3

Partnership

Fostering collaboration among learners, faculty, staff and external partners to solve problems and achieve common goals.

Value 4

Achievement

Demonstrating excellence by providing high-quality teaching and learning, conducting meaningful scholarship and producing graduates who are prepared to make a difference in the world.

Value 5

Community

Being a valued community asset and an Employer of Choice.

Value 6

Transformation

Helping learners to develop knowledge, skills and values.

CONTINUE

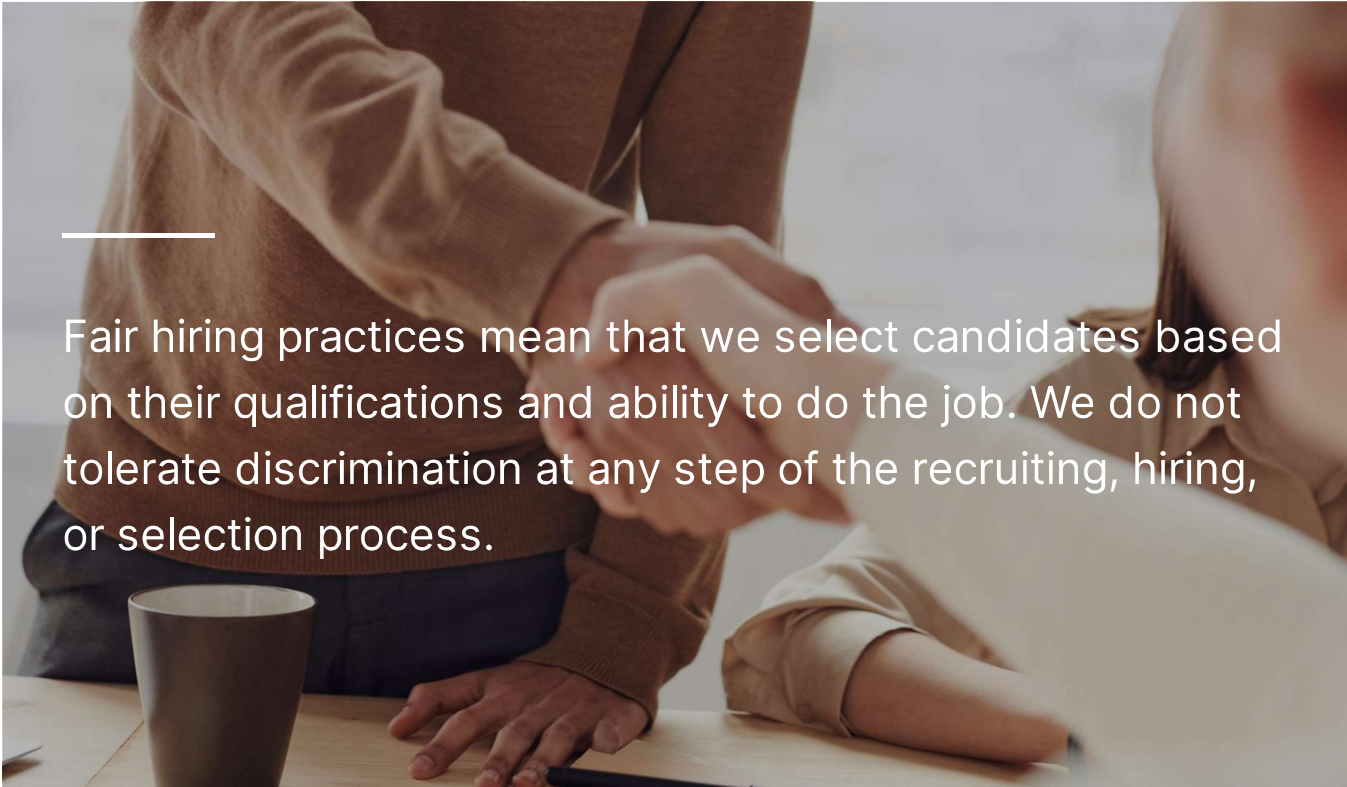
Exceptional talent starts with exceptional hiring. In the next lesson, we'll share why fair hiring practices are essential to our process.

Our Commitment to Fair Hiring Practices

Washburn Is Committed to Fair Hiring Practices

Washburn is committed to providing an environment for individuals to pursue educational and employment opportunities free from discrimination and/or harassment.

Washburn prohibits discrimination on the basis of race, color, religion, age, national origin, ancestry, disability, sex, sexual orientation, gender identity, genetic information, veteran status, or marital or parental status. Each unit within Washburn is charged with conducting its programs and activities in accordance with the University's commitment to equal opportunity for all.



Fair hiring practices mean that we select candidates based on their qualifications and ability to do the job. We do not tolerate discrimination at any step of the recruiting, hiring, or selection process.

Unfair or discriminatory hiring practices aren't just against Washburn's values and commitment to equal opportunity for all, they're also against the law.

An Overview of Anti-Discrimination Laws

These laws require that equal opportunities be afforded to all applicants for employment

1964

Title VII of the Civil Rights Act of 1964

Prohibits discrimination against qualified applicants or employees based on religion, gender, national origin, race, or color.

1967

Age Discrimination in Employment Act (ADEA)

Prohibits discrimination against qualified applicants or employees who are 40 and older.

1972

Title IX of the Education Amendments

Prohibits sex discrimination in any education program or activity receiving federal financial assistance.

1973

Section 504 of the Rehabilitation Act

Prohibits organizations and employers from excluding or denying individuals with disabilities an equal opportunity to receive program benefits and services.

1978

Pregnancy Discrimination Act

An amendment to Title VII of the Civil Rights Act of 1964 to prohibit sex discrimination on the basis of pregnancy.

1990

Americans with Disabilities Act (ADA)

Prohibits discrimination against qualified applicants or employees based on physical or mental disabilities.

2024

Kansas House Bill 2105

Prohibits the hiring of an applicant for employment or hiring, reappointing or promoting a faculty member, on the applicant's or faculty member's pledging allegiance to or making a statement of personal support for or opposition to any political ideology or movement, including a pledge or statement against diversity, equity or inclusion, or to request or require any such pledge or statement from an applicant or faculty member.

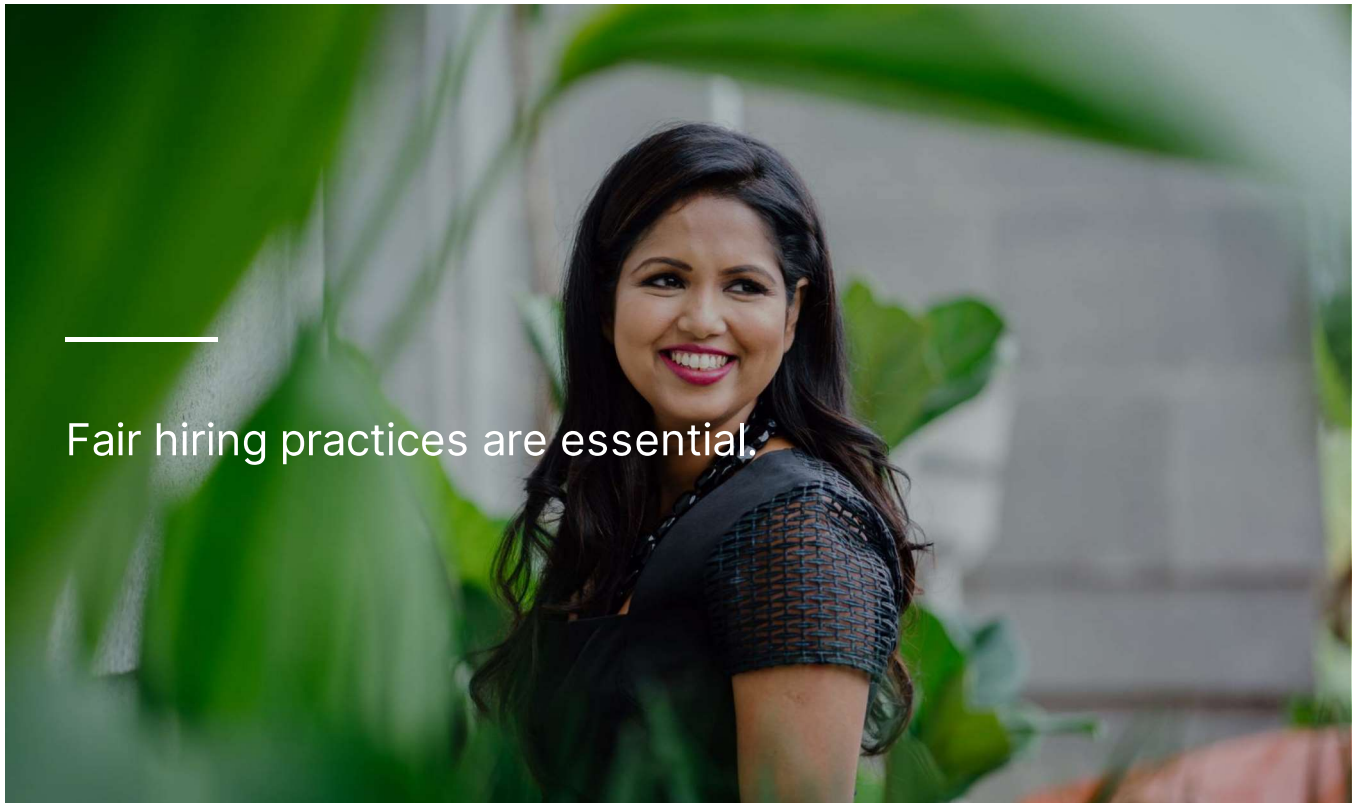


The federal and state anti-discrimination laws listed above are not exhaustive. Also, note that laws may be different or more stringent depending on state laws.

I UNDERSTAND

Discrimination Isn't Always Overt—or Intentional

Hiring managers and screening committees may not intentionally discriminate against applicants in the hiring process. Sometimes, discrimination happens as a result of personal bias.



Ways We Promote Fairness and Combat Personal Bias in the Hiring Process

Below are a few strategies Washburn University uses to combat discrimination and bias in the hiring process.

We base our hiring decisions on job-specific qualifications. —

This is why it's so important we get our position descriptions right before ever posting the ad. We set up our screening rubrics to align with job duties and qualification requirements.

We look for culture-add and not culture fit. —

At Washburn we value differences and recognize the benefits of a team full of different ideas and perspectives. We want a team of individuals who are working together to contribute to a common goal, not a set of identical thinkers. We look for candidates who can bring those new thoughts and ideas to the teams while still demonstrating our values.

We standardize interview questions. —

All of the interview questions we use are selected before the position is ever posted. This practice ensures that we never tailor our questions to fit a specific applicant and ensures all candidates receive a fair and consistent interview experience.

We utilize skills assessments when appropriate —

Certain positions require specialized skills. In many cases, we can utilize an external skills assessment to determine the level of competency the candidate has for those specific qualifications. Relying on data versus answers to interview questions can ensure we are making the right hiring decision.

We encourage variety on the screening and/or interview committees. —

Consider whether the screening and/or interview committees represent the variety of skills, backgrounds, and experiences necessary to properly assess candidates for the position.

We don't research our candidates on the internet —

At Washburn we understand that researching candidates on the internet, including social media, may identify information that would otherwise be protected or contribute to a bias. The information used to determine a candidate's ability to do the job they have applied for is based solely on the information provided in their application materials. Hiring managers and screening committee members may not utilize the internet to research candidates. If the committee and hiring manager believe there is additional information available on a reputable, third-party maintained, fact-based site, that is beyond the information requested and provided in their application materials, including references, please contact a talent acquisition team member or the Equal Opportunity Employment Director.

CONTINUE

We'll continue to reference ways to help ensure fairness within each respective step of the hiring process. For now, let's take a step back, and share an overview of our hiring process, systems, and tools in the next lesson.

Overview of Our Hiring Process

The Standard Process

Most of the hiring efforts for staff positions at Washburn follow a similar process. This is the standard; however, some hiring managers may adjust or tailor the standard hiring process to fit their needs.

For example, you may conduct fewer interviews when hiring for an entry-level position compared to hiring for a senior-level position. Or, some hiring managers may decide to introduce a skills test at different times during the application process. It's OK to tailor the standard hiring process to fit your role, team, and needs as long as all applicants for the position are treated equally.

These adjustments are to be made in partnership with Human Resources.

Note: Certain professions within Washburn may have differing requirements for conducting interviews, background screens, and/or references. In those instances, documented procedures are expected to be on file with Human Resources.

A Complete Overview of Our Hiring Process

This is a high-level overview of Washburn's hiring process—from start to finish. Remember, there may be occasional needs for deviation and those can be determined in partnership with the Human Resources talent acquisition team.

Step 1

Plan and Prepare

There is a lot of work that goes into publishing a posting. The more time spent preparing for a job posting, the more smoothly the posting process will go.

- Establish the need for a new hire and obtain appropriate approvals
- Review the current position descriptions and make updates as needed to job duties and qualifications in partnership with the Human Resources talent acquisition team
- Identify your screening committee
- Review budget and salary guidelines
- Set timelines
- Identify what interview questions and other evaluative criteria you would like to use

Step 2

Create and Publish a Job Posting

Creating and posting a job in our applicant tracking system is done in partnership with the Human Resources talent acquisition team. As you begin the posting process you need to ensure you have following information identified.

- The days/hours/times the position works
- A justification for why this position should be filled including the value this position brings to Washburn.
- Budget information, including FOAPAL
- Screening committee members or hiring manager
- Evaluative criteria including screening/rubric questions, interview questions, and reference questions.
- Any special instructions for applying

Step 3

Screen Applications and Select Candidates to Interview

The hiring manager or screening committee members will begin receiving notifications as soon as applications are submitted. These individuals can then log into the PageUp applicant tracking system (ATS), review the applications and screen the candidates based on the screening rubric questions.

Screening committee members may begin screening application materials as they arrive. All application materials received by the "Apply By" date will be screened. Based on results, screening committee members or the hiring manager may begin reaching out to qualified candidates to proceed with the interview process.

Step 4

Conduct a Screening Interview

In an effort to ensure we are identifying the most qualified candidates for the role, the screening committee or hiring manager is encouraged to conduct phone or virtual interviews (e.g, Zoom) with candidates to determine who will move through the interview process.

Step 5

Administer a Skills Assessment (Optional)

Hiring managers may choose to have candidates participate in a skills assessment to help identify their level of competency with the skills and abilities identified in the job posting.

Step 6

On-Campus Interviews

Utilizing a consistent interview agenda and pre-selected interview questions, candidates may be asked to campus to meet with the screening committee, hiring manager and others for an in-person interview experience.

Step 7

Check References

Using the preselected reference questions, the hiring manager or a designated member of the screening committee will contact references listed on the candidate's application. The expectation is that at least one reference will be obtained from the candidate's current or recent supervisor.

Step 8

Make an appointment recommendation

Once you have identified your finalist candidate, you will begin the Appointment Recommendation process which involves obtaining approvals, salary discussions, background screening, and ultimately onboarding for the new hire.

Summary

The hiring process does take time and effort in order to hire top talent but following these steps will help ensure we make the best hiring decisions for Washburn.

CONTINUE

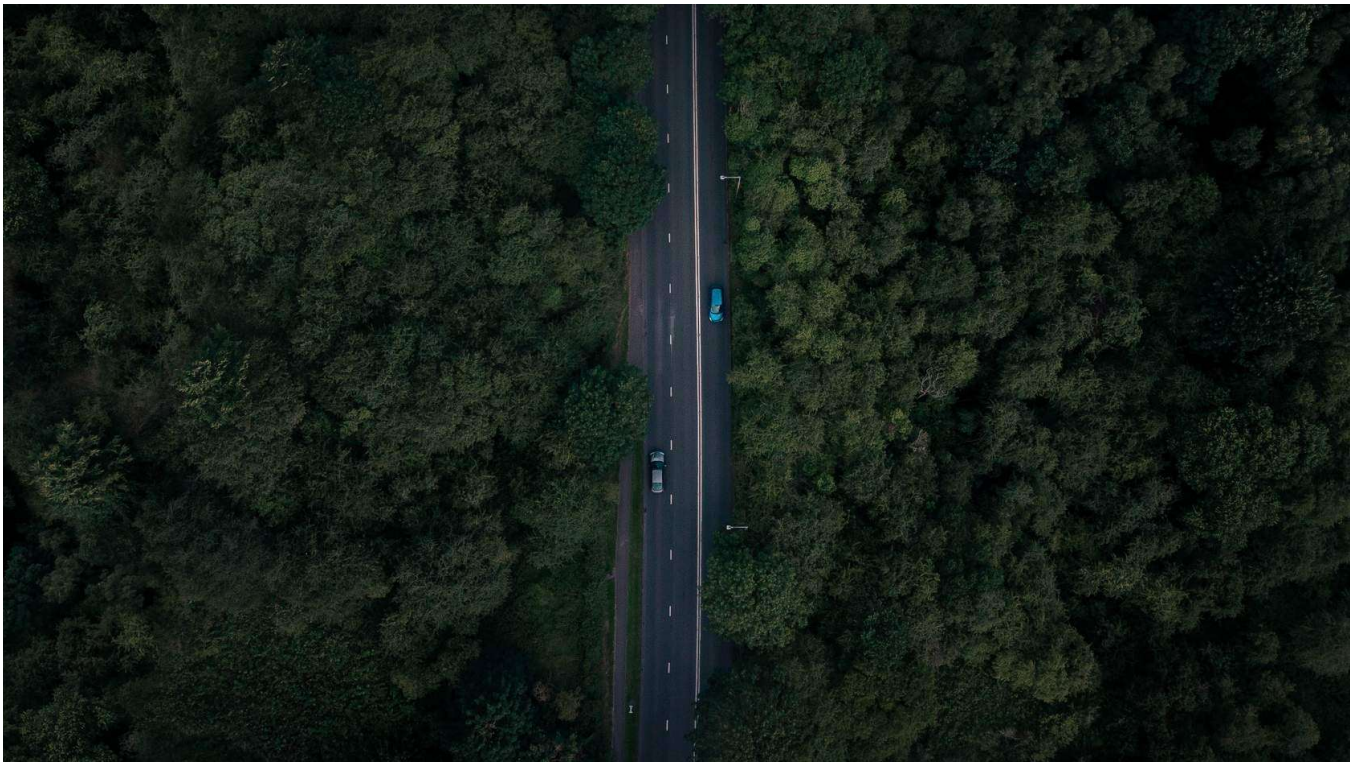
In the next section, we'll deconstruct how to complete each step of the hiring process individually. This starts with preparation and planning.

Preparation and Planning

The Hiring Process Is a Two-Way Street

From the beginning, we want to demonstrate to applicants that Washburn is a great place to work. We aren't just looking for the best candidate, we want the best candidate to want to work at Washburn. If first impressions are everything - that starts with the preparation and planning that goes into the process.

Just like you're evaluating candidates to see who's the most qualified for the position, candidates are evaluating us to discover if we align with their career values and goals.



Things to Do Before Posting a Position Opening

1

Establish the Need for a New Hire and Obtain Appropriate Approvals

Is this a new position or the recruitment for an established position (backfill)? Have you had the appropriate conversations with your director, dean, or area head to gain approval and move forward with the selection and hiring process?

Review the Current Position Description

Have you reviewed the position description? Is it accurate? Positions can evolve quickly so even if the position was just filled a year ago some of the duties may have shifted or changed. These updates should be reflected in the most current position description.

If the position is new, you will want to work with the Human Resources talent acquisition team to ensure that titles, duties and qualifications align with similar positions across campus.

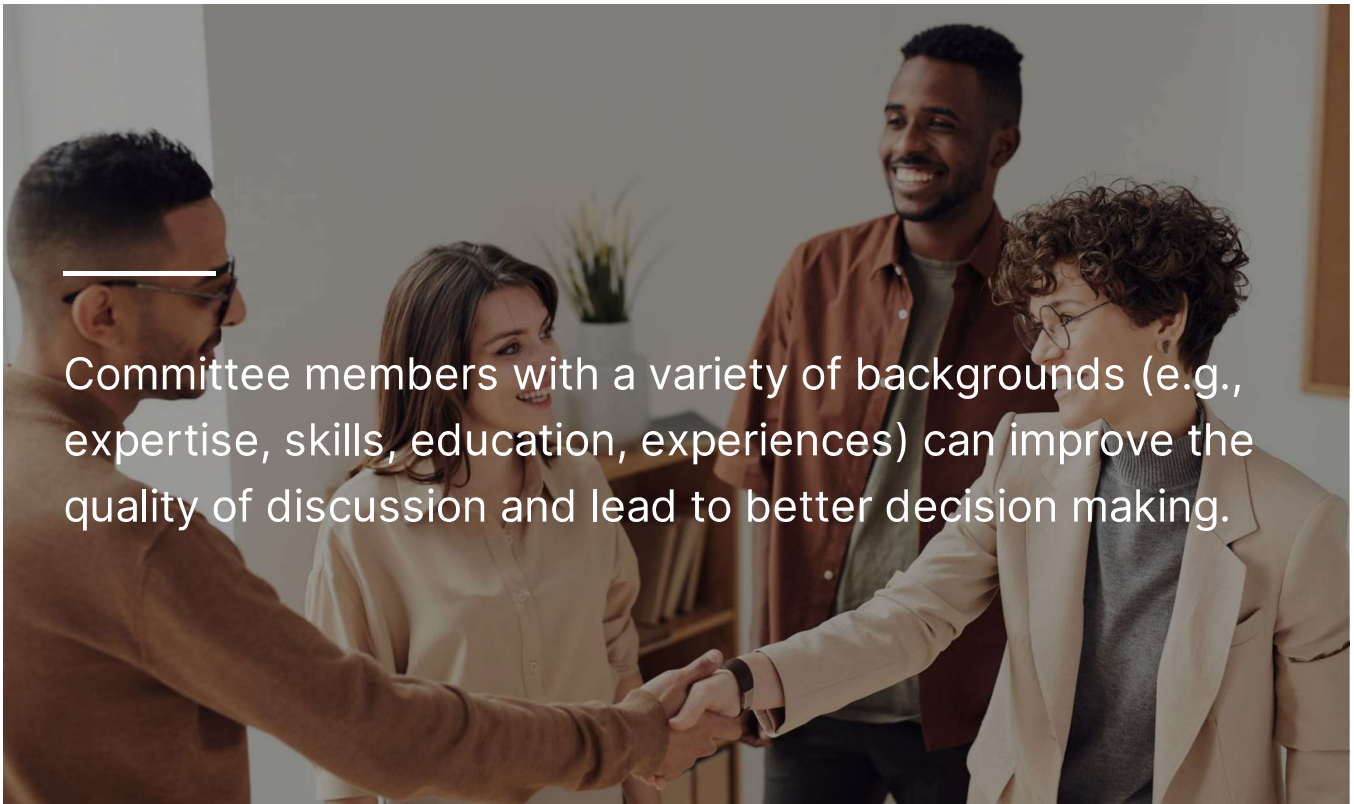
Choose Your Screening Committee

It's important to establish your screening committee or identify your hiring manager before the position is posted. Screening committee members and hiring managers need to be trained on the expectations of their role. They also need to be familiar with the screening and hiring processes at Washburn to ensure our fair and consistent hiring practices are maintained throughout the screening, selection and hiring processes.

When selecting your screening committee, consider the following:

- Who is the direct supervisor for this position?

- Who will work closely with the individual(s) hired for this position?
- Who has relevant skills, background, experience which may help you assess a candidate's qualifications for this role?
- Smaller committees can be more efficient, better coordinated, and still achieve more optimal outcomes.
- Is the committee representative of the variety of skills, backgrounds, and experiences necessary to properly assess candidate's for this role?



Committee members with a variety of backgrounds (e.g., expertise, skills, education, experiences) can improve the quality of discussion and lead to better decision making.

Determine the Job Responsibilities and Requirements

If this is an established position, most of the job responsibilities and requirements will already be identified in the position description. As previously mentioned, it's important to look at the responsibilities listed to ensure they still align with the duties of the job.

The talent acquisition team is your partner throughout the process.

Job Responsibilities

Job responsibilities are the primary tasks this position will be expected to perform on a regular basis. These may also be identified as essential or non-essential functions of the job. Job responsibilities may include running reports, answering phones, leading a team,

Job Requirements

Job requirements are the education, experience, skills and abilities necessary to perform the job functions or responsibilities. Job requirements may include a particular degree or education level received, relevant years of experience, or specific certifications or



Knowing the specific responsibilities and requirements for the position will help you develop an effective hiring process that's tailored to the position needs.

CONTINUE

Summary: A Final Checklist

Make sure everything is in place before beginning the posting process.

Establish the need to hire and obtain appropriate approvals.

Compose, review or edit the position description to ensure accuracy.

Choose your screening committee or identify hiring manager.

Determine the role's responsibilities and requirements.

CONTINUE

Once you've completed these steps, you're ready to create a job posting, which is up next.

How to Create a Job Posting

The Role of the Job Posting

The job posting is the applicants first glimpse into what it may be like to work at Washburn. Our job postings are designed to demonstrate not only the position duties but also our institution's values while conveying we are a great place to work and a place where students and staff alike can be their best self.



Your job posting may be the first experience prospective candidates have with Washburn. When done well, a job posting gives an accurate description of the opportunity and inspires qualified candidates to apply. When done poorly, a job posting can mislead candidates, deter top talent from applying or reduce the applicant pool.

Your role in creating the job posting

While the position description becomes the bulk of the job posting, there is still additional information that is required for each specific posting before the posting can be published.

Include Additional Information about the Position —

While the position description will already be included in the posting, there is still additional information that you will be able to add. This may include the scheduled work hours, posted salary, and additional instructions for the applicant to follow when applying for the position.

Provide evaluative criteria —

The evaluative criteria you will add includes the screening rubrics and all questions (e.g., interview, reference) which will be asked during the screening process. By selecting all criteria prior to the position being posted, we are able to maintain fair and consistent hiring practices.

- **Application Screening Matrix/Rubric:** These questions/rubric are used to evaluate the candidate based solely on the application materials provided. More information regarding screening candidates is included in the screening applications section of this training.
- **Interview questions:** This includes all questions you expect to ask of each candidate during the interview process. This includes initial phone screening questions, virtual interview questions, and on-campus interview questions. Additional information regarding interview questions is included in the interview section of this training.
- **Reference questions:** Our current hiring practices require the checking of references for your final candidate(s). The questions you will use for reference checks will be selected

during the posting process.

Identify your screening committee —

It is important to select your screening committee prior to the posting process. During the posting process you will formally identify who will serve on the committee. By identifying your screening committee during the posting process it ensures that once the posting is active, all members of the committee will be able to receive applications and begin the screening process.

Determine required application materials —

Does your position require specific certifications or professional licenses you'd like the applicants to include in their application materials? Would a portfolio be an appropriate request? During the posting process you can determine any additional materials you would like submitted in addition to the cover letter and resume.

Note: Because employees are required to submit transcripts as a condition of employment, they will be collected by Human Resources as part of the onboarding process. Postings for staff positions will not need to require them during the application process.

Route for approvals —

Once all additional information has been created, the posting will be routed for the necessary approvals prior to being posted to careers.washburn.edu

CONTINUE

Let's take a deeper look at our evaluative criteria and the role it plays in simplifying the hiring process while helping us maintain consistent hiring practices.

Screening Applications



Finding a way

Identifying the top candidates to bring on campus begins with the application screening process.

By effectively screening candidates, we ensure that those brought onto campus can best demonstrate the skills and abilities necessary to successfully perform the job they are applying for.

Understanding the Screening Rubric

The screening rubric is one of the most effective methods to maintain balance, consistency and mitigate bias in our hiring practices. Creating a rubric may be time-intensive but is time well spent as it helps maintain our fair and consistent hiring practices.

The screening rubric is used to screen the applicant's application materials to identify which applicants will be chosen for the initial interviews. The hiring supervisor will review the description and create the rubric based on the required and preferred qualifications, experience, education, knowledge, skills, abilities, licenses, certifications, and physical demands. Not every required and preferred qualification, experience, etc. can be assessed from an applicant's application materials, some are best reviewed during interviews.

NOTE: All screening committee members must complete their own individual screening rubric for each applicant. Completing this task individually also helps to eliminate bias in the screening process.

Step 1

Selecting the right question

Each question or category on the rubric should be objective, not subjective. Answers are assigned values and questions.

Step 2

Know what you can and can't screen for

Do not include items that were not identified in the position description. If the hiring supervisor remembers a vital skill to the position which was not included in the position description, the supervisor should contact the talent acquisition team to discuss any revision. Once the description is modified, the screening criteria can also be updated. Any candidate who was already screened will need to be rescreened using the updated criteria.

Step 3

Set your scoring

Create appropriate scoring for your questions. Are there certain requirements for the position that will more significantly impact an applicants success in that role? If so, consider adding additional weight to those questions or higher point values to specific answers.

Step 4

Go beyond "Yes" and "No"

If there is limited information available from the position requirements, consider asking screening questions related to the job duties and any experience which should be demonstrated within their application materials.

Summary

Utilizing a screening rubric is an important part of a selection process for candidates and creating a strong screening rubric helps ensure we are selecting the best candidates to continue in the hiring process.

Eliminating bias in the screening process

Because the screening rubric is based solely on the application materials, it helps to eliminate bias in the recruiting process. Beware of over-valuing applications that arrive early in the process, or simply giving them more attention.

CONTINUE

Once you have successfully screened your applicant pool, you should have a shortlist of prospective

candidates to interview. In the next lesson, explore our best practices for conducting effective interviews.

Interviewing Best Practices

Goals of the Interview

As mentioned earlier, the interview process is not just about us determining if we want a candidate to work with us at Washburn, but it's also an opportunity for the candidate to determine if they want to work with us. The interview process is designed to ensure we select the best candidate for the position while also providing the candidate with a positive experience.



A good interview—like a good conversation—depends on asking insightful questions.

When it comes to interview questions, you're already good to go!

Because the selection of our evaluative criteria takes place during the job posting process, all of your interview questions are ready to go! If you have trouble accessing the questions you selected please contact a Human Resources talent acquisition team member for assistance.



Ask every candidate the same questions to ensure consistency and combat bias. As mentioned earlier, this is one of the strongest steps we can take to avoid discrimination complaints.

By ensuring we ask all candidates the same questions - it supports a fair and consistent candidate experience.

Types of Questions You Might Ask

Asking good questions during the interview helps promote positive dialogue and gives both the applicant and the employer a chance to get to know one another better. The questions you choose to ask can help determine the success level of your interview. All of the questions asked need to relate to the position they are interviewing for.

While we may ask questions about why the employee is interested in the job or how their experience relates to the position they have applied for, we will also want to ask behavioral based interview questions to use their previous experiences to help determine their future behavior.

Consider the following types of questions for your interviews:

- Questions about the candidate's relevant job experience, accomplishments, skills, training, or other predetermined qualifications
- Questions about the candidate's **professional, job related** interests
- Behavioral (tell me about a time when ...) questions

4 Steps to Craft Tailored Behavioral Interview Questions

Using past behavior is a proven technique used to more accurately predict the future performance or success of the individual. Behavioral based questions will ask the applicant to describe actual past behavior, which in turn helps you predict their future behavior. Conversely, traditional questions such as “What are your strengths and weaknesses?” and “How do you define success?” are more generic with straightforward answers. Behavioral answers should give you stronger comparisons between candidates.

Step 1

Focus on behaviors most important to the position

Review the job description and determine the knowledge, skills and abilities necessary for a person to satisfactorily perform the duties of the position. What behaviors might demonstrate those skills, abilities and attributes?

Step 2

Translate those identified behaviors into questions

Using the "tell me about a time..." model, formulate a specific question in which the candidate will recall a previous experience to demonstrate how they behaved or performed.

Utilize the **STAR** method for creating questions:

- **ST: Situation or Task** - What was the context?
- **A: Action** - What was done and how?
- **R: Result** - What was the effect of the action?

Step 3

Look for only one specific example with each question

Ask the candidate for only one specific example per question and ensure that the question is posed in the past tense.

Step 4

Ask for successes and failures

We can learn a lot about a candidate based on the way they handle both success and failure. Vary your questions to incorporate both. Start by seeking a few positive examples. Balance the questions equally between those utilizing positive examples and negative examples.

Note: You can make it easier for a candidate to share negative examples by leading into your question with a relatable statement such as "Everyone makes mistakes. Tell me about a time you made a mistake at work..."

Inappropriate Interview Questions

While there are a lot of great questions that you can ask your candidates, there are certain topics and questions that should be worded very carefully or avoided all together. Review the cards below to learn more.

Age

Avoid questions about age or date of birth. Do not ask a candidate to provide proof of age. This information can be obtained after hire if needed.

Sex or Gender

You **may** ask if the applicant meets the age requirement as set out by law, if you

Do not ask any questions which could only be posed to one specific assumed sex or gender.

Race, Color, or Ethnicity

Do not ask questions about organizations and activities a person belongs to that indicate race, color, or ethnicity.

You **may** ask about professional and job-related organizations if the question is asked of all candidates.

National Origin

Do not ask questions about a candidate's

Do not ask questions about a foreign address that would indicate national origin.

Do not ask questions about a candidate's native-born or naturalization status.

You ***may*** ask if the candidate is eligible to work in the U.S. if the question is asked of all candidates.

Disability Status

Do not ask questions about disabilities and the time needed for treatment of the disabilities unless this information is necessary to determine the candidate's ability to perform an essential function of the job without significant hazard.

Military Status

Do not ask questions about past, present, or future marital status, pregnancy,

Do not ask questions about military service and/or questions regarding their type of discharge.

You **may** ask questions concerning service in the U.S. armed forces only if such service is a qualification for the position being sought and the question is asked of all candidates.

Pledges or Statements

Do not ask an applicant to make a pledge or statement of personal support for or opposition to any political ideology or movement, including a pledge or statement regarding diversity, equity or inclusion, or to request or require any such pledge or statement



Please note, the list above is not all inclusive. Don't hesitate to consult with a talent acquisition team member if you're ever

unsure whether an interview question is appropriate or not.

Tips to Create an Exceptional Interview Experience

The job interview is not one-sided. While we assess prospective candidates, the candidates will also assess Washburn. We want to present our best and create a positive experience with Washburn from the start.

Be Thoroughly Prepared —

Review the job description and application materials prior to the interview. Showing the candidate that you have taken the time to familiarize yourself with their background as well as the position they are interviewing for can go a long way in making them feel like a valued candidate.

Make Candidates Feel Comfortable —

Interviewing can be a stressful event. Take time to help put the candidate at ease. Greet the candidate cheerfully and explain what the interview process is going to look like for them.

For example:

- Provide introductions for all screening committee members
- Start with *appropriate, job related* "warm-up" questions before building up to more challenging behavioral based interview questions.
- Use encouraging body language and tone of voice
- Be available to repeat a question when asked.
- Answer questions willingly and appropriately

Approach the Interview as a Conversation —

While the interview process itself is a formal process, approach your time with the candidate as a conversation. You are trying to gain information about their skills and abilities to do the job they applied for, this can be done by asking the interview questions with a conversational approach, which includes a back and forth dialogue. Be willing to ask follow-up and clarifying questions if needed to gain further clarity and to keep the conversation moving forward.

Be Professional, Polished, and Prepared —

You are a representative of Washburn. During the interview process you will want to represent Washburn appropriately. By preparing for the interview and conducting it in a professional manner you have the ability to further demonstrate Washburn as a great place to work.

Communicate Timelines and Next Steps —

Do not leave the candidate with questions. Let the candidate know what the timeline is for the selection process and when they may hear from someone regarding potential next steps.

Do not promise or extend an offer of employment during the interview process.

Take Interview Notes

There are many advantages to taking notes during an interview. Consider the following when taking notes:

- Taking notes helps you remember the specifics about each candidate
- Taking notes lets the candidate know you are listening
- Taking notes demonstrates to the candidate that what they are saying is important
- Notes help document the interaction and make it easier to share information with other interviewers.

Helpful hints when taking notes

- Don't try to write it all down. Record only key words and phrases
- Use an approach that works for you but can be easily explained. Abbreviations and symbols are okay, as long as you can understand and describe them.
- Avoid acronyms
- Organize your notes using the same **STAR** method used to create the question. This will help you know if you have all the information you need.



REMEMBER: Interview notes are collected following the selection process. This information is discoverable through a legal process or complaint. Do not list anything on your notes that may be mistaken as discriminatory (e.g., race, marital status, religion).

Combat Interviewer Bias

Being aware of the following biases and their definitions can help evaluators avoid making quick judgements or inappropriate decisions during the selection process.

First Impressions

While you never get a second chance to make a first impression, placing too much weight on a less than perfect first impression may mean missing out on an otherwise talented candidate.

Contrast Effect

This bias comes from comparing an applicant to the candidate before them. It's easy to avoid this bias by choosing to only compare each candidate to their ability to demonstrate the knowledge, skills and abilities needed to do the job. Comparing candidates to each other should only be used when deciding between final candidates.

Negative Information

Are you weighing negative information more highly than positive information? Focus on what their application materials say about their ability to do the job to avoid this type of bias.

Halo/Horn Effect

This is about allowing one strong point that you value highly to overshadow all other information; when this works in the candidate's favor, it's the halo effect; when it works in the opposite direction, it is called the horn effect.

Understanding that the values of the University take priority over our own can help diminish this bias.

Similar to Me Effect

This comes from rating candidates who are more like you higher than those who are less like you. Continuing to hire individuals "just like us" simply does not provide Washburn with a robust talent pool.

Physical Characteristics

Scoring a candidate higher based on their perceived attractiveness is unacceptable.

CONTINUE

The next and final step of the hiring process is selection and follow-up. Let's explore what that entails.

Selection and Follow-Up

How Do I Evaluate Candidates Fairly and Effectively?

Once the interview process has concluded, it's time to recommend the top candidate for the job. Below are some things to consider.

1

Review the job responsibilities and requirements. Did all of the candidates interviewed meet the requirements for the position as stated in the job posting? Did all of the candidates demonstrate an ability to meet the responsibilities of the position?

2

Consult your interview notes and skills test results. This information was collected for this very reason! Now that all interviews are completed, you are able to compare the demonstrated knowledge, skills and abilities of the candidates.

3

Critically evaluate your reasoning and base decisions on the predetermined hiring criteria. Our hiring decisions are based on the candidates knowledge, skills and abilities based on the criteria set during the position description process. When deciding between two candidates - refer to the job duties and requirements of the position to ensure you're making the best decision for the role.

4

Get another perspective. You aren't in this alone! That's why many jobs have screening committees so you can solicit

feedback. In the event you are hiring for a role without the use of a screening committee, you're welcome to ask for another perspective from a colleague or consult a talent acquisition team member.



Feel confident about your final candidate selection by reviewing your notes, reviewing the job description and responsibilities, and basing your decision on the predetermined hiring criteria.

How to Make a Job Offer

Before reaching out to the candidate to extend the job offer, you will need to recommend the candidate for hire and ensure the proposed salary is approved. Once you have worked with a talent acquisition team member to ensure the salary is

appropriate you can reach out to the candidate to extend an offer contingent on the completion of a background screening.

Following Up With Unsuccessful Candidates

The system will automatically notify any candidate who is not selected to move forward in the interview or hiring process. However, we want to ensure that our internal candidates are notified by the hiring manager or screening chair prior to receiving the email. There may also be circumstances or situations where the hiring manager or screening chair wants to personally reach out to external candidates to inform them they won't be moving forward in the process. In those situations, hiring managers or screening chairs should contact a talent acquisition team member to discuss best practices for those conversations.

Why It's Important to Follow Up —

- **Show common courtesy.** In order to maintain positive working relationships with our internal candidates it's important we extend them the courtesy of a personal conversation regarding why they were not selected for the position.
- **Maintain engagement.** For the candidate, finding out they haven't been selected for an internal position can be disheartening and disengaging. By contacting the candidate and offering appropriate feedback you can minimize the risk the candidate will leave Washburn as a whole.
- **Nurture your talent pipeline.** Just because this candidate wasn't selected for this position doesn't mean they wouldn't be the most qualified candidate for another position open in your department or within Washburn. By notifying the internal candidate in person of the decision not to move forward in the hiring process, it can still encourage them to be on the lookout for new positions in the future.

What You Should Say —

While these conversations can be uncomfortable, they don't need to be complicated.

- **Thank the candidate for their time.**
- **Communicate that they were not selected.** You do *not* need to provide a specific reason why they weren't selected.
- **Encourage qualified candidates to apply again.**

Tip! While an email communication may seem to be the easiest option for having these conversations, a timely phone call or in-person conversation for our internal candidates is important.

CONTINUE

Continue to the next section to get comfortable using our internal hiring systems, technology, and tools.

PageUp Resources



Resources

Utilize the information below for creating a posting for a staff position in PageUp

Login and Home page

[PAGEUP LOGIN](#)

PageUp Training

Find user guides for all steps in the recruitment and hiring process on the PageUp Training SharePoint page.

[PAGEUP TRAINING](#)

Student Hiring

This user guide provides you with step by step instruction for posting and hiring student workers in PageUp

[STUDENT HIRING](#)

Hiring Do's and Don'ts

Final Do's and Don'ts

Below are some statements which relate to Washburn's Effective Hiring Practices for Staff Positions training. Drag the statement into the "Do" or "Don't" box based on the information you've learned.

Do

Review your position description every time you have an opening.

Select your evaluative criteria prior to posting the job.

Ask interview questions based on the job duties and

Take notes during the interview to refer back to

responsibilities.

later

Provide each individual we bring on campus with a great candidate experience.

Don't

Vary your interview questions and schedule between candidates.

Compare each candidate to the one right before them. Were they better or worse?

Promise a candidate a job offer during the interview.

Make sure everyone on the screening committee thinks just like you!

CONTINUE



Continue to the next lesson to review the course summary and additional contact information.

Conclusion and Contact Information

"Nothing we do is more important than hiring and developing people. At the end of the day, you bet on people, not on strategies."

Lawrence Bossidy



Conclusion

Thank you for taking part in our Effective Hiring Practices Training for Staff. This training is valuable not only for those who serve as supervisors or managers, but for

anyone who may be part of the hiring process as everyone plays a part in ensuring we maintain fair hiring practices!



Promote fairness and combat bias every step of the way. One of the first steps to combating bias is to be aware of it and the different ways in which it can creep into hiring practices.

Have Additional Questions? We are here to help!

- careers@washburn.edu
- HR@washburn.edu
- **785-670-1538**
- [Washburn University Human Resources Homepage](#)

Please complete the Knowledge Check to receive your certification for course completion.

Notification of completion will automatically be routed to Human Resources.

KNOWLEDGE CHECK

Thank you for completing this course!

