EarthLab Hiring Guide

For Professional Staff Positions

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EarthLab Hiring Guide: Introduction

This hiring guide will…

- Walk you through the steps of the UW hiring process and the things we do at EarthLab to ensure an open and fair process to bring a diverse pool of candidates
- Provide the general timeline
- Describe what we need from you (hiring manager/supervisors)
- Provide tips, resources and templates for each step of the hiring process

…to create a successful recruitment from identifying the hiring need to onboarding the new employee.

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Hiring Process: Overview

1. Identify Hiring Need
2. Create Workday Position
3. Create Workday Requisition
4. Begin Recruitment
5. Review Resumes
6. Interview and Select
7. Check References
8. Offer Approved and Accepted
9. Background Checks Cleared by HR
10. Hire Inbound to Workday
11. Onboard your new employee
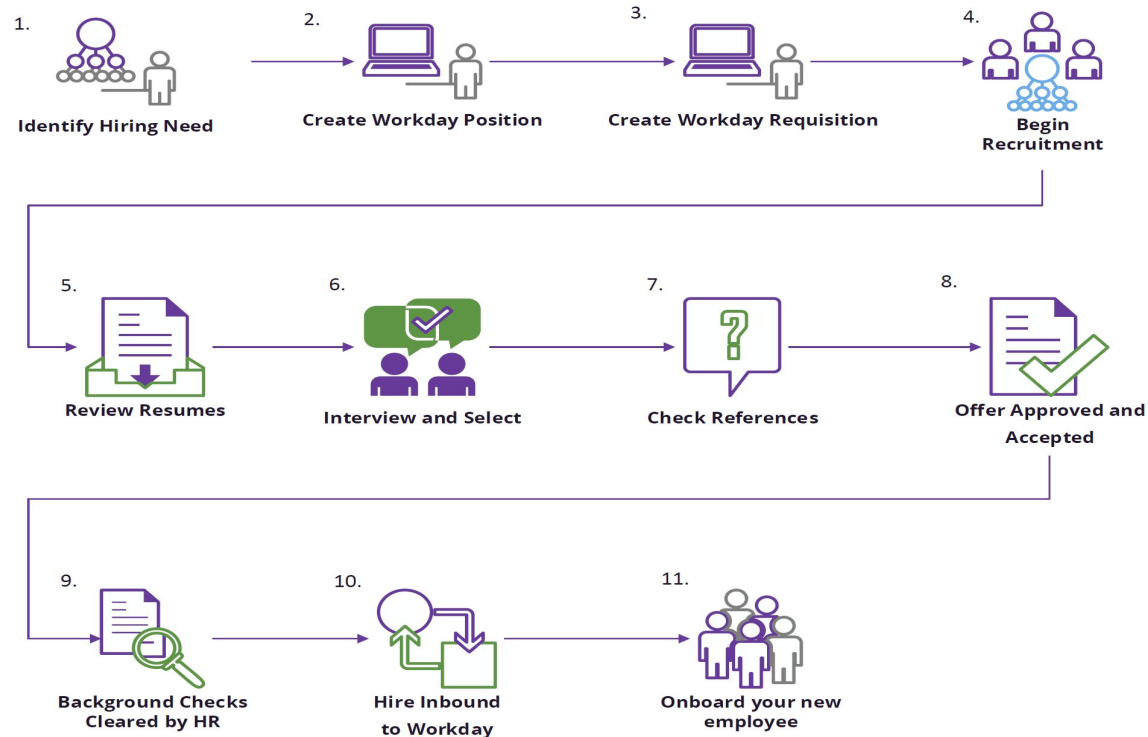
For a deeper dive, a detailed hiring journey map can be found here.

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Hiring Process: Summary of Roles, Tasks & Timeline

The next 4 slides summarize the hiring process. Please consult the specific slide # for details for each step in the hiring process.

Hiring/Recruitment Stage	Hiring Managers	EarthLab HR	UWHR	Timeline	Slide #
STEP 1: Identify Hiring Need	Let EarthLab HR know what kind of position you are hiring and the desired start date. Take required HR trainings	Help the Hiring Manager determine the proper job class and pay range for the position.	X	1-2 days	9
STEP 2: Create Workday Position	Draft the job description & send it to EarthLab HR.	Once the job description is ready, create the position in Workday.	Review and approve the position creation in Workday.	~ 2-3 weeks	10
STEP 3: Create Workday Requisition	Provide following info for EarthLab HR: ● How long do you want to keep the position open. 7 days - 4 weeks. ● Confirm pay range. ● For direct hire positions: Provide the person's name and	Check the proposed salary range is appropriate for the job position. Create the job requisition in Workday.	Review and approve the job requisition.	2-4 days	11

Hiring/Recruitment Stage	Hiring Managers	EarthLab HR	UWHR	Timeline	Slide #
STEP 4: Begin Recruitment	Preview the job ad before it goes live; add a catchy opening statement & additional application instructions, such as cover letter & DEI question. Set up a hiring committee.	Final review and approve the job ad before it goes live. Help advertise the job.	Provide the job ad preview; post the job on UW Jobs page & affiliated sites.	1-4 weeks (depends on how long the position is open.)	12-13
STEP 5: Review Resumes	Identify at least 2 people on the hiring committee to review all the applications. Utilize a rubric to score the applications in a clear and consistent manner.	Help download the applications from Workbench.	X	1 week (depends on # of applications received.)	14
STEP 6: Interview & Select	Oversee the interview process & hiring committee. Capture the interviewers' scores & notes in a rubric. Discuss scores & qualifications of the final 1-2 candidates with the hiring committee.	Provide guidance as requested.	X	1-2 weeks	15

Hiring/Recruitment Stage	Hiring Managers	EarthLab HR	UWHR	Timeline	Slide #
STEP 7: Check References	Request 3-4 professional references from the final candidate. After this step, if you wish to make an offer, notify EarthLab HR. Provide: ● Name of the candidate ● Proposed monthly salary ● Proposed start date DO NOT make an offer without checking references & getting the proposed salary approved.	Enter the candidate's name and the salary offer into Workbench for approval by UWHR.	Review and approve the proposed salary.	2-3 days	16
STEP 8: Offer Approved & Accepted	Contact the candidate to make a verbal offer and request their preferred start date. When they have accepted, notify EarthLab HR and provide their start date. Sign the offer letter & send it as a PDF to the candidate to sign. Ensure that EarthLab HR receives a fully executed copy.	Start pre-hire process in Workbench. Draft the offer confirmation letter & send to the hiring manager. Notify UWHR when the candidate has accepted the offer.	Review and approve offer, and conduct required action in UW HIRES.	3-5 days	17

Hiring/Recruitment Stage	Hiring Managers	EarthLab HR	UWHR	Timeline	Slide #
STEP 9: Background Checks Cleared by HR	Ask the candidate to check their inbox and spam folder for an email from UWHR to complete required forms.	Notify the hiring manager when the candidate has cleared the back-ground checks.	Initiate background checks.	1 week	18
STEP 10: Hire Inbound to Workday	Welcome the new employee. Re-confirm their schedule and first day in the office. Provide the EarthLab HR Team with the interview list so they can disposition all the candidates in Workbench.	Notify the hiring manager when the person has been hired and can begin work. Set up a time with the new employee to check their I-9 documentation.	Confirm background checks have been cleared, re-confirm the candidate's start date, enter their info into Workday. Inform EarthLab HR when the person is officially hired.	1-2 days	19
STEP 11: Onboard Your New Employee	Provide a strong onboarding plan for your new employee. EarthLab has a template that you are welcome to use.	EarthLab Administrator will set up a time with the new employee to provide an overview of EarthLab.	X	Employee's first week-90 days	20
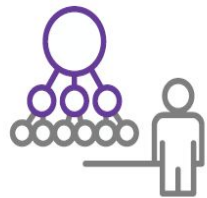
You've identified a role that needs to be filled on your project team. EarthLab is available to help you with the recruitment process!

These are some initial consideration:
1. Is this a new position or filling an existing position?
2. Who will be the supervisor?
3. What job position are you hiring? Professional staff positions must fall within the job classes as noted in this list of Professional Staff Payroll Titles. Utilize the job profiles to also check job duties, overtime exemptions, position limitations, typical working job titles. Payroll titles also determine the salary range.
4. What is the preferred start date? Keep in mind that the entire hiring process takes approximately 8-10 weeks*.
5. EarthLab F&A Team can help identify the pay range for the position. WA State law now requires that job announcements publish a salary range.

Has your hiring team completed the required HR trainings - Implicit bias and record keeping? These help support a fair hiring process. Ensure they are completed before conducting interviews.

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Step 2: Create Workday Position

To create a new position in Workday, we first need a job description. The job description should include the following information:

This step takes about 2-3 weeks.

1. Job title (UW job title & working title)
   ○ Job position/profile - this is a resource for UW job titles, we are happy to answer questions about picking the appropriate UW title.
2. Is the position part-time, full-time?
3. Job summary - what the job entails? What are you looking for in an ideal candidate? Who they will be reporting to?
4. Job duties/responsibilities
   ○ Provide a breakdown of the expected time allocation for each job category, using increments no less than 10% and totalling 100%.
5. Position requirements: minimum, additional, desired
   ○ Minimum requirements are qualifications necessary to carry out the job.
6. Salary range: EarthLab HR will help you find the appropriate range for the job you are hiring. This is now required by WA State law to be published.

Once the job description is ready, the EarthLab HR team can create the position in Workday. This process can take up to 2-3 weeks for approval.

DO:
- Keep minimum requirements to the basics; education & experience sub for min requirements.
- Use inclusive language
- Consider including a DEI statement
  ○ EarthLab sample text
  ○ Other examples

DON'T
- Use unnecessary technical terms and acronyms; avoid gendered words.

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Once the new position is approved, the EarthLab HR team will create the job requisition. Follow this step if you are filling a position that already exists.

This step takes about 2-4 days.

At this step, we need the following information from the supervisor/hiring manager:

- How long do you want to keep the position open. **Min 7 days and up to 4 weeks.** EarthLab recommends 3 weeks to ensure a broad audience. However, it's possible to post a job for the minimum window and reopen it if necessary.
- Confirm the proposed monthly or hourly pay range. Check with EarthLab HR to get the specific range for the job position.
- For temporary/direct hire positions: Provide the person's name and email address.

After EarthLab creates the job requisition, it goes through a series of approvals in UWHR. This process can take 2-4 days.

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The job requisition is approved; now we can begin recruitment.

*This s[...]
about [...]
depen[...]
how lo[...]
is post[...]*

- **UWHR provides a preview of the job posting.** EarthLab HR team reviews it for accuracy and makes any necessary changes. This is a good time to add:
  - A catchy opening statement that will gain attention.
  - Any additional information that you would like included in the cover letter (i.e. diversity question.)
    - Standard diversity question to add to cover letters:
      - "At EarthLab, we focus on equity and justice in all that we do. In your cover letter, please include your experience, lived or professional, in the area of justice, equity, diversity, and inclusion."
- **The job is posted!**
  - UWHR posts the position on UW Jobs and it gets forwarded to a variety of sites (including Indeed, Google Jobs, etc.) through the Direct Employers Association Job Syndication Alliances.
- **EarthLab can help advertise and amplify your job opening.**
  - We will post it on the EL website and share it through our social media
  - We can recommend other job boards to post your job announcement. There are paid sites that are available to increase the diversity of the candidate pool. Let us know if you would like to explore those.

DO:
- Include a catchy opening statement in the job advertisement
- Include any other application requests such as DEI question in the cover letter.
- Advertise positions widely & in diverse places
- We recommend posting for 3 weeks.

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Recruitment process continued:

Once the job closes:

- The recruitment partner in UWHR will do an initial screen of applications and then forward eligible ones to Workbench where the hiring manager can review them. Typically, applications are referred once a week or, if there is a close date, when the job posting closes.
- EarthLab HR can help download the applications from Workbench and save them in a Google Drive folder where the hiring committee can access them.
- While waiting for applications, this is a good time to establish the hiring/search committee. "Ensure that all participants are aware of the timeline, commitment, roles and responsibilities of the search." Questions to consider when forming a search committee" (Staff Diversity Toolkit/Planning).
- You can also prepare documents for the application review and interview processes. EarthLab has templates for those! [See next slide]

DO:
- Establish a diverse & inclusive hiring committee that offers diverse experiences, skill-sets and outlooks.
- Ensure members of your hiring committee have completed the HR required trainings.
- Ensure application materials are saved securely and only shared with hiring committee members.
- Start to prepare interview materials.

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Managing the application review process.

This step takes about 1 week.

You have received the applications. Now, it's time to review them. These recommended steps will help with that process.

- ○ Set-up a rubric [template] or scoring system for the application review and the interviews. The scores will be helpful for the evaluation process.
- ○ Provide examples of what to look for in scoring the applications. Use the minimum and additional requirements listed in the job description in the initial screening process.
- ○ Decide who on the hiring committee will review and score the resumes. It should be minimum of two people.
- ○ Set a deadline for completing the resume review; it should be realistic but not be too long to avoid losing candidates.
- ○ Consider the size of the applicant pool and capacity of the hiring committee when deciding how many applicants to interview.
- ○ Discuss scores and top candidates with the hiring committee. Decide which candidates will be invited for a phone/Zoom/in-person interview.
- ○ Notify the candidates not advancing to the next stage.

DO:
- ● Use a clear and consistent scoring system
- ● Always have at least 2 people review ALL the resumes and conduct the interviews
- ● Ideally, have 1 person on the hiring committee participate from resume review to final interview
- ● Be aware of potential biases & take steps to reduce them

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Conduct the interviews & select a final candidate

This step takes about 1 -2 weeks.

- The interview process usually consists of a phone screen, Zoom or in-person interview and final interview with the top candidate(s). This may be streamlined for a smaller candidate pool.
- Decide which members of your hiring committee will conduct which interviews. Make sure they all have access to the candidates application, rubric and interview questions.
- Schedule interviews soon after completing the application review to avoid losing candidates.
- **Phone Interviews**
    - Generally 20-30 mins long and 4-5 questions
    - Ask questions that establish the candidate's interest in the position and the organization.
    - We recommend including a question that confirms the candidate is okay with the FTE% and proposed pay rate to avoid taking someone through the interview process who cannot accept the pay range.
- **Zoom Interviews**
    - Generally 45 min long and 4-6 questions
- Capture the interviewers' scores & notes in the rubric. EL has a rubric template that you're welcome to use.
- Discuss scores & qualifications of the final 1-2 candidates with the hiring team; possibly bring back for one more interview.

DO:
- Use consistent interview questions & scoring.
- EL recommends sending interview questions to the candidates 24-hr in advance.
- Conduct the interviews in the same manner for each person.
- Use a rubric.
- Try Doodle Poll (1:1 meeting) or a similar tool to help schedule interviews.

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Check references for the final candidate & get the salary proposal approved

This step takes about 2-3 days.

- Once you have identified a final candidate, request 3-4 references.
  - Sample reference questions. Select the ones that are appropriate for the position you are hiring for.
- After checking references, notify EarthLab HR if you wish to make an offer. Provide the following information:
  - Full name of the candidate
  - Proposed monthly salary
  - Proposed start date
- It is necessary to get the salary offer approved by UWHR before making a verbal offer to the candidate.
  - EarthLab HR will complete the "Request for Approval for Offer" activity in Workbench, which will trigger the salary review process.

DO:
- After checking references, do notify EarthLab if you wish to hire the candidate
- Make sure the proposed salary is within the published salary range for the position.

DON'T:
- Make an offer without checking references AND getting the salary offer approved.

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Now it's time to extend an offer and get it approved.

This step takes about 3-5 days

- Now the salary proposal is approved, contact the candidate to make a verbal, conditional offer for employment and request their preferred start date.
  - Verbal offers are contingent upon completion and review of sexual misconduct declaration and criminal background check (if required).
  - Tips for extending an offer.
- When the candidate has accepted the offer, notify EarthLab HR and provide their start date. EarthLab will select "Department Hire (Pre-Hire)" in Workbench, to trigger the pre-hire activities including criminal background checks.
- EarthLab will prepare an offer/hire confirmation letter.
- The offer letter is signed by the hiring manager/head of the unit.
- Send the offer letter as a PDF to the candidate for their review and signature. Be sure to CC the EarthLab Administrator.
- Once the candidate sends it back, forward the fully executed letter to EarthLab. We will notify the UWHR Recruitment Partner that they have accepted the offer.

DO:
- Give a deadline by which the candidate needs to accept the offer.
- Notify EarthLab as soon as the candidate has accepted the verbal offer.

DON'T
- Send the formal offer letter until the candidate has accepted the verbal offer.

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Pre-Hire Background Checks

This step takes about 1 week.

The candidate has accepted your offer of employment. Before they are hired, there are background checks that need to be completed

● EarthLab will indicate in Workbench that the candidate has accepted the position. This will trigger the hiring process in Workday.
● The candidate will receive email notifications from UWHR to complete certain forms.
● Ask the candidate to check their email and respond at their earliest convenience to the requests by UWHR.
● It can take up to a week to receive results of background checks.
● EarthLab will notify the hiring manager/supervisor when the candidate has cleared all the background checks.

DO:
● Have the candidate check their spam folder for email from UWHR.
● Have the candidate notify you if they don't receive any email from UWHR.

DON'T:
● Have the candidate start working until EarthLab notifies you they have been hired.

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Hiring the candidate into Workday

This step takes about 1-2 days

- Once the candidate's background checks have been cleared, the UWHR Recruitment Partner will re-confirm their start date with EarthLab HR and then enter their information into Workday.

- UWHR will notify EarthLab HR when the person is officially hired. EarthLab HR will relay this info to the hiring manager. That is the point when the person can officially start and begin being paid.

- EarthLab HR will set up a time with the new employee to check their I-9 documentation.

DO:
- Re-confirm the new employee's first day in the office and schedule.
- Start/finalize their onboarding plan.

- If you have not done so already,
  - Call or send a decline message to other top candidates who were not selected.
  - Provide the EarthLab HR Team with the list of candidates who were interviewed (phone/Zoom/in-person) so they can disposition all the candidates in Workbench. *See more info about dispositioning on slide 17.*

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Onboarding your new employee

It is important to have a strong onboarding plan for a new employee. We have some tools that you can use or if you already have a tool in your organization.

- **New EarthLab Employee Plan for Success** [template]. This version was developed for EarthLab Core Team members but it can be adapted for any EarthLab/Member Org employee.
- POD has created a helpful onboarding toolkit for supervisors that offers checklists & tips to ensure your new team member is set-up for success.
- EarthLab Administrator provides an orientation to all new EarthLab staff (including part-time, temporary and student employees). The Welcome PPT provides an overview of the "EarthLab universe" and helpful resources for new employees.
- **Welcome Day** is required for all new benefits-eligible staff and should be taken within the first few weeks of employment
- **ONE UW** is an online onboarding checklist tool, including links to all the required UW trainings. We recommend providing time for the employee to complete the trainings in the first 30 days.

Closing Out the Hiring Process

Congratulations, your new team member is hired and onboarded! Before moving on, it is important to save all the recruitment and hiring documents and close out the job requisition in Workbench.

- [Dispositioning](#) is "the action of indicating where in the process an individual is considered, rejected, and by whom. EarthLab HR staff take care of dispositioning.Please provide EarthLab HR with the names of all the candidates you interviewed at each stage of the recruitment process. EL will add the appropriate disposition activities in Workbench. Once all the candidates have been assigned a code, the requisition will be closed. If you want to take care of this step, please ask for training.

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Documentation & Record Retention

Maintaining complete hiring folders in secure locations for the proper retention period helps ensure the University is compliant with federal and state employment laws and regulations.

- Ensure the hiring folder includes the published job description, rubrics with scores and notes, interview questions, record of where the job was advertised. If these documents were on a Google Drive, please move them to EarthLab Sharepoint Drive for record retention. EarthLab HR staff is happy to help you with this step.
- **Document Retention:** Hiring folders should be retained for **3 years years** after the end of the recruitment. Visit the UWHR hiring process documentation retention page for more info and a complete list of documents to be saved.

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Resources & Templates found in this Hiring Toolkit

Resources

- UW Hiring Journey Map [deep dive-might be more detail than people need.]
- Professional Staff Payroll Titles
- Direct Employers Association Job Syndication Alliance – list of job boards where UW jobs get cross-posted in addition to the UW Jobs webpage.
- UW Staff Diversity Hiring Toolkit
- UW Professional & Organizational Development (POD) Toolkit for UW Managers
- Dispositioning/Requisition Closeout Guide
- Documenting & document retention guide for the hiring process

Templates

- Sample job description and DEI statement
- Application review & interview rubric
- Sample questions for reference checks
- Email templates for messages to candidates
- EarthLab Employee Plan for Success template

HR Trainings - Required

- DEI-related trainings

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