



HIRING MANAGERS' ***TOOLKIT***

KUOW PUGET SOUND PUBLIC RADIO

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Introduction

Hiring Managers,

No function that a hiring manager at KUOW can perform is more important or potentially more transformative than the selection of who next joins our team.

Every role at KUOW — no matter what its discrete responsibility — makes a critical contribution toward KUOW's mission to create and serve a more informed public. KUOW's effectiveness in accomplishing our mission and achieving our vision to broaden conversations and deepen understanding depends upon a foundation of personnel willing to exemplify KUOW's values of Trust, Curiosity, Diversity, Integrity, Growth, Collaboration and Acting In Service.

We realize that there is a great deal to which a hiring manager must be attentive in order to maintain consistent best practices for recruitment and hiring — and to be accountable to KUOW's aspirations to be an anti-racist and anti-oppressive organization. We are here to support your needs, answer your questions and guide you through this process. You are not alone.

Thank you for endeavoring to continually improve KUOW through our hiring process. Your work here directly supports our mission and the community we serve.

Caryn Mathes

President and General Manager

Mandatory Trainings

Before getting started on your hiring process, we require all hiring managers and interview panelists complete the following University of Washington trainings.

IMPLICIT BIAS TRAINING

Required for all hiring managers.

Heighten your awareness around how implicit bias negatively impacts workplace practices and learn how to manage and disrupt your own misconceptions and become part of a collective solution. This 60-minute self-paced course is free-of-charge and is required for all hiring managers with access to UWHIRES and strongly encouraged for all staff.

RECORD KEEPING SUPPORTS A FAIR HIRING PROCESS TRAINING

Required for all hiring managers and interview panelists.

Understand the compliance framework that guides the University's staff hiring process and your associated record keeping responsibilities. This training also includes important information about UW's Equal Opportunity (EEO) and affirmative action commitments under Section 503 of the federal Rehabilitation Act. This 60-minute self-paced training is required for hiring managers and others who participate in the staff recruitment, selection and hiring process such as hiring managers and interview panelists.

Toolkit Overview

The purpose of this document is to assist your navigation of KUOW's internal (and the University of Washington's) hiring processes.

These procedures and guidelines were also developed to support KUOW's Diversity, Equity and Inclusion (DEI) objectives that are a major component of the Organizational Excellence Goal within our Strategic Plan. The racial equity workplan sets a goal to "Achieve racial equity in the staff, board, sources, content makers and presenters, speakers and sponsorships". **To that end, the Hiring Managers' Toolkit is a crucial effort to reach the aspirational goal of racial diversity of staff at KUOW to best serve our mission and our community.**

The crucial tasks you'll be asked to complete as a hiring manager are:

- Writing a job description (if position is new within the UW system) and/or updating an existing job description to address changing station needs or market conditions.
- Filling out the Professional Staff Position Description (PSPD) or Professional Staff Temporary Position (PSTP) form (if required).
- Completing the New Hire Request form.
- Assisting KUOW and UW HR staff as they review your materials.
- Deciding where you want to advertise the job in addition to KUOW's standard posting locations, for how long, and what language you want to use in the posting.
 - **NOTE: KUOW's DEI objectives emphasize:**
 - Advertising widely and with organizations and on platforms with diverse constituencies and affinity
 - Paying for advertisement if deemed necessary to obtain the widest exposure to diverse constituencies
 - Analyzing proposed job ad wording to remove/minimize exclusionary language
 - Analyzing whether job requirements, including education and experience levels are excessive and exclusionary to diverse applicants
- Envisioning a success profile for the position. How does this position advance our business plan? What does success look like 12 months from now? And what metrics will you use to measure success?
- Reviewing resumes and developing interview questions based upon the success profile and [KUOW values](#).
- Selecting representative and diverse interview panel participants from among KUOW's staff (may also include PSPR Board members where appropriate).
- Utilizing an appropriate scoring system for applicants to avoid bias.
- Selecting the desired candidate and making a hiring recommendation.
- Developing a salary offer for the desired candidate that aligns with departmental, station-wide and/or collective bargaining salary structures (approval from KUOW Division Head required).
 - **NOTE:** Relocation expense reimbursement provisions must be discussed with KUOW Finance and approved by the KUOW Division Head.
- Completing the hire in UW Hires on the Manager Workbench.
- Obtaining the necessary information from the desired candidate to allow UW HR to conduct the background check and for KUOW Finance to facilitate the Letter of Offer.
- Assisting with the new employee's on-boarding:

- On-boarding checklists are provided by KUOW Finance; this alerts supporting departments of the new employee’s arrival and triggers implementation of business and equipment needs.
- Hiring managers are also encouraged to support the new employee’s social/cultural integration especially if they are relocating. KUOW’s Racial Equity Team has programs to assist with this.

The number of steps required to comply with UW practices and KUOW protocols mean that the process of creating, valuing, advertising, recruiting, hiring and onboarding can take anywhere from 4 to 18 weeks.

Please review this entire document now, and then keep it on hand as a reference tool going forward. As changes are made this information will be updated. Contact KUOW Finance (financestaff@kuow.org) with questions.

Descriptions of Key Personnel and Functions in the Hiring Process

Hiring Managers are the KUOW employees who hire, supervise, etc.

KUOW Facilitators are the members of the finance team who work on hiring, employee changes, payroll, and other tasks that touch the university’s HR functions. These are [REDACTED] and [REDACTED]. The “HR Partner” is [REDACTED]. *Any questions at any point along the way? Ask [REDACTED].*

The **Interview Panel** is a diverse group of KUOW staff members tasked with interviewing candidates and providing feedback to the hiring manager. Panel participants are advisors in the hiring process, but the hiring manager is the ultimate decision maker.

The **KUOW Racial Equity Team** supports the **President and General Manager** in tracking progress toward our goal to “achieve racial equity in staffing.”

UW HR Functions* include Compensation, Recruiting, Labor Relations, and the HR Consultant who has legal expertise.

UW Hires is a software platform accessed by the Hiring Manager and UW Recruiting.

Workday is another software platform that is used to initiate most of our HR needs. In the hiring process, it is accessed multiple times for data entry, as well as status tracking. Workday communicates directly with the UW Hires platform.

*Our contacts in UW HR Functions are:

Compensation:

[REDACTED]

Recruiting:

[REDACTED]
[REDACTED]

Labor Relations:

Work with Compensation contact

HR Consultant:

[REDACTED]

Sample Timeline for a New Professional Staff Position

	Timeline	KUOW HIRING MANAGER	KUOW FACILITATORS	UW HR FUNCTIONS	UW HIRES
Prepares job description and PSPD or PSTP	"Time Zero"	X			
Create position in Workday	Week 1 (takes 3-4 days)		X*		
Recruitment office reviews	Week 1 (takes 1-2 days)			X	
Compensation office reviews	Weeks 2-5	May need to respond to questions	May need to respond to questions/make corrections	X	
"Create Job Requisition" in Workday	Week 5 (takes 1-2 days)		X		
Recruitment office reviews	Weeks 6-8	May need to respond to questions	May need to respond to questions/make corrections	X	
UW Hires ask Hiring Manager to approve posting	Week 9	X			X
Job is posted in UW Hires	Weeks 10-13				X
Interviews, reference checks	Weeks 14-16	X			
Pre-hire, background checks, disclosure form, hire is completed	Week 17	X			X
New hire gives notice	Weeks 17-20				
Start Date	Week 21				

***For fundraising positions, UW Advancement has input in creating the position.**

NOTE: Pledge drives, holidays, and other factors could slow the process.

Hiring Managers can check WorkBench for position status updates at

<https://uw hires.admin.washington.edu/>.

Sample Timeline for a Replacement Professional Staff Position

	Timeline	KUOW HIRING MANAGER	KUOW FACILITATORS	UW HR FUNCTIONS	UW HIRES
Reviews job description for any minimal changes	"Time Zero"	X			
Create job requisition in Workday	Week 1 (takes 1-2 days)		X		
Recruitment office reviews	Weeks 2-4	May need to respond to questions	May need to respond to questions/make corrections	X	
UW Hires ask Hiring Manager to approve posting	Week 5	X			X
Job is posted in UW Hires	Weeks 6-9				X
Interviews, reference checks	Weeks 10-12	X			
Pre-hire, background checks, disclosure form, hire is completed	Week 13	X			X
New hire gives notice	Weeks 13-16				
Start Date	Week 17				

NOTE: Pledge drives, holidays, and other factors could slow the process.

Hiring Managers can check WorkBench for position status updates at <https://uw hires.admin.washington.edu/>.

Planning a Hire

There are a lot of questions to answer when you're planning a hire. This manual will provide you with resources to get the ball rolling, including information on:

- Working title
- New position or replacement position? (And if replacement, for whom?)
- Desired start date
- Proposed job description and profile
- Proposed salary
- Ad copy (top of job description)
- Advertising the job and recruiting a diverse candidate pool
- Creating a search committee to assist with recruitment and resume reviews (optional)
- Creating a diverse interview panel
- Determining interview structure and timeline
- Using a candidate assessment rubric for the interview
- Collecting feedback from your interview panel
- Making the final hiring decision
- Making an offer
- Onboarding your new employee

Read on for resources and information for every step of the hiring process at KUOW. You can also check out the UW's description of the hiring process here: <https://hr.uw.edu/talent/hiring/hiring-process-guide/>

Creating the position and posting the job

IDENTIFY A NEED

Who: Hiring Manager

Hiring Manager identifies the business case for hiring a new employee. There are three types of positions:

- **New Position:** when a position is brand new.
- **Replacement/Class Change:** when a position is/will be vacant but changes to the job description are needed.
- **Replacement Position:** when a position is/will be vacant and there is a need to fill the same position.

NOTIFY DIRECTOR OF FINANCE & ADMINISTRATION

Who: Hiring Manager

Hiring Manager informs the Director of Finance & Administration (HR Partner) of a need to hire/recruit. Director informs the Facilitators. (This will be done by SharePoint /Crow Canyon form when the rollout is complete in mid August.)

WRITE THE JOB DESCRIPTION

Who: Hiring Manager and UW Compensation (if needed)

Tools:

- [Job description template](#)

Reach out to Finance for the most recent job description, if hiring for a replacement position. The “Hiring Managers/Resources” folder on SharePoint has tips and trouble spots for Job Descriptions from the UW Compensation folks. Work with the Compensation office, as necessary. Facilitators can provide examples of other existing job descriptions, if you need a place to start.

The Hiring Manager creates a job description (if a new position) or reviews and updates current job description for accuracy. Hiring managers must write job descriptions that encourage **equity, diversity and inclusion**. Draft job descriptions should be sent to your department head for review.

You may discourage prospective applicants by failing to review the essential functions listed in the job description to determine whether they are truly necessary. Carefully review each component of the job description and report on the following:

- Are the “Responsibilities” current and accurate?
- Do the “Requirements” align with the responsibilities? Is the “Years of Experience” requirement excessive? Is the “Desired” section necessary?
- Is a college degree or advanced degree truly needed?

- Is there language in any of the three sections that is unnecessarily limiting and has the effect of "weeding out" your applicant pool?
- Are there items in the job description that are unnecessary or outdated that should be reconsidered?

JOB DESCRIPTION INTROS

Every job posting is an opportunity to showcase KUOW. Make sure that your opening paragraph "sells" KUOW and the position. It should be compelling and attractive – and excite the potential applicant about the possibilities at KUOW.

EXAMPLE OF GOOD JOB DESCRIPTION INTRO

Open with this short intro about KUOW.

KUOW Puget Sound Public Radio is Seattle’s NPR news station. We are an independent, nonprofit news organization producing award-winning journalism, podcasts and events in service to the 3.9 million people in our coverage area. As a self-sustaining service of the University of Washington, our mission is to create and serve a more informed public.

This is your pitch paragraph. Write it in a way that is exciting and inviting.

*KUOW has an exciting opportunity for a **Marketing Communications Manager** to develop digital marketing content across the organization – finding better ways to engage existing and new audiences in order to make KUOW a brand more people love every day. The ideal candidate for this position is excellent writer and content creator, who can wear many hats to strategize and collaborate with diverse teams and is highly comfortable with digital marketing tools. This position will lead communications projects with various teams and develop content for a wide variety of projects including: podcast launches, digital advertising campaigns, social media campaigns, email marketing and fundraising campaigns, KUOW email newsletters, major donor appeals, press releases, and much, much more.*

Close your intro with this short paragraph, making sure that our racial equity mission is shared upfront.

KUOW believes attracting and retaining diverse staff is crucial to serving our community and fulfilling our mission to create and serve a more informed public. Women, Black, Indigenous and people of color (BIPOC), LGBTQ+ individuals, people with disabilities and veterans are highly encouraged to apply.

EXAMPLES OF NOT IDEAL JOB DESCRIPTION INTRO

This is a fine opening, but it's not the standard KUOW intro (see above) we should be using for all job postings.

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.

This pitch paragraph doesn't say much about the job or "sell it." It also doesn't say anything about our racial equity hiring goals. An easy way to fix this would be to add the final paragraph from the above example, and spend more time talking about this position and why it's AWESOME.

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 local Morning Edition Senior Producer. Reporting to the Morning Editor, the Senior Producer assists in managing editorial process and produces local news segments for broadcast in KUOW daily news magazines.

JOB DESCRIPTION OUTRO

Every job description should end with the following. This is repetitive to the intro, but it's important to reinforce this information – especially as people skim job descriptions before deciding whether or not to apply.

ABOUT KUOW

KUOW Puget Sound Public Radio is Seattle's NPR news station. We are an independent, nonprofit news organization producing award-winning journalism, podcasts and events in service to the 3.9 million people in our coverage area. As a self-sustaining service of the University of Washington, our mission is to create and serve a more informed public. [Read our latest Annual Report to learn more.](#)

COMMITMENT TO DIVERSITY AND RACIAL EQUITY

KUOW and the University of Washington are equal opportunity employers. KUOW is dedicated to building a culturally and ethnically diverse staff and creating a working environment that promotes racial equity and inclusiveness. We believe attracting and retaining diverse staff is crucial to serving our community and fulfilling our mission. Women, Black, Indigenous and people of color (BIPOC), LGBTQ+ individuals, people with disabilities and veterans are highly encouraged to apply.

COMPLETE PSPD OR PSTP (FOR PRO STAFF)

Who: Hiring Manager

Tools:

- PSPD = Professional Staff Position Description form – use this for all permanent non-classified positions. [Download here.](#)
- PSTP = Professional Staff Temporary Position form – use this for all non-permanent non-classified position. [Download here.](#)

Complete all necessary fields – *for Pro-staff positions only*. These are forms to help the UW set up the position correctly.

PREPARE THE NEW HIRE REQUEST FORM

Who: Hiring Manager

Tools: [New Hire Request Form](#)

Sign it and have your department manager sign it if you're not the manager. Submit it electronically to the Director of Finance with the Job Description (and PSPD/PSTP where needed).

SEND FINANCE AD COPY

Who: Hiring Manager

Finance will reach out to request the ad copy for your position. The "ad copy" is simply the introduction to your job description (see above). Again, think of it as your short pitch. It should be designed to get people excited about the job and encourage diverse candidates to apply.

APPROVE THE JOB POSTING

UW will reach out to request your approval of the job posting. Be on the look out for a couple of changes they might make. You can request they adjust.

UW Defaults

- UW will default to making a Bachelors degree required for Professional Staff roles. If it not necessary for the role, you must request them to omit it. If they insist on including, you may request they add "or equivalent experience."
- Make sure the salary range is added to the job description. It will be automatically added for Classified Staff, but not necessarily for Professional Staff.
- They will add a standard UW intro to the top. Request they move the standard UW language to the bottom of the job posting, so it begins with your intro.
- Make that a cover letter is required for pro staff positions
- Make sure that the question "How did you hear about this job" is required

BEGIN RECRUITMENT

One of the best ways you can reach your target audience is by **leveraging your personal networks**. Do not just rely on where KUOW and UW are posting the position for recruitment. Start with established university networks: UW campus affinity groups, KUOW’s Racial Equity Committee, and alumni organizations.

The facilitator will ask you to select which job boards you'd like to utilize in addition to KUOW's standard posting locations. Typically, job boards will post an open position for a minimum of thirty days. Additionally, some of the boards cross-post, so you will automatically reach a broader audience by making a strategic selection from these options

In addition, post to the MOSAIC Listserv, which has been operating since 1995 and features information about events, jobs, and issues related to diversity in the Pacific Northwest and abroad. **If you are well-networked within diverse communities, send the posting to listservs and Facebook groups you participate in and post on your LinkedIn page.**

Track your results to see how effective your efforts are and to gauge which of these channels yields the best results. Be sure to provide a list of all postings to the Project Manager of Finance and Administration so that they can include it in the recruitment source list as per FCC requirements.

KUOW will automatically post to the following job boards for recruitment of diverse candidates. Hiring managers may post to additional job boards as they see fit. Hiring managers may also propose to the Finance team job boards to add to KUOW's standard list.

Content/ Programming	Development	Marketing	Admin/Finance	Ops/Engineering/ Facilities
UW Hires	UW Hires	UW Hires	UW Hires	UW Hires
KUOW.org	KUOW.org	KUOW.org	KUOW.org	KUOW.org
KUOW social media (Facebook, Twitter, LinkedIn)	KUOW social media (Facebook, Twitter, LinkedIn)	KUOW social media (Facebook, Twitter, LinkedIn)	KUOW social media (Facebook, Twitter, LinkedIn)	KUOW social media (Facebook, Twitter, LinkedIn)
Seattle Times online/NW Jobs (posted by UW)	Seattle Times online/NW Jobs (posted by UW)	Seattle Times online/NW Jobs (posted by UW)	Seattle Times online/NW Jobs (posted by UW)	Seattle Times online/NW Jobs (posted by UW)
Diversity Employers	Diversity Employers	Diversity Employers	Diversity Employers	Diversity Employers
NABJ	AFP Advancement NW	Public Media Women in Leadership	PMBA	iHire Broadcasting
NAHJ	PRADO Listserve	Idealist	Idealist	WA State Association of Broadcasters

AAJA	Idealist	Greater Public	Public Media Women in Leadership	Public Media Women in Leadership
NAJA	Greater Public		Greater Public	
Online News Association	Public Media Women in Leadership			
CBP Jobline				
Current				
Journalism Jobs				
Public Media Women in Leadership				
Mediabistro				
Mediajobs				
Poynter Jobs Board				

OTHER RECRUITMENT METHODS TO CONSIDER

- Fundraisers of Color Facebook page (Administrator: Sachi Kobayashi)
- Public Media POC (send listing to administrator Consuela Steward sway@greaterpublic.org)
- POCinAudio.com
- Public Radio Millennials (Facebook)
- Next Generation Slack job channel
- Public Media Millennials slack channel

Hiring for your position

Once you complete the steps above, UW HR Functions and Facilitators will see to the following:

- Create the position
- Create the job requisition
- Post the job

Note for hiring managers: After the job has been posted, the Hiring Manager’s job in the next few steps is to deliberately recruit applicants and answer any questions the Facilitators and UW HR Functions might have. Once resumes are in, the Hiring Manager has many tasks.

CREATE THE INTERVIEW PANEL

Who: Hiring Manager

KUOW requires diverse interview panels to help the hiring manager interview and assess candidates. The interview panel can help the hiring manager review resumes, though this is not required. Your interview panel should consist of no more than six people. Everyone selected for the panel should check in with their supervisor to make sure that this important work is prioritized in their schedule and other tasks are adjusted as needed.

The committee should include members with different perspectives and expertise, and with a demonstrated commitment to equity, diversity and inclusion. Everyone on the interview panel must have attended KUOW's racial equity trainings on leading with a racial equity lens and implicit bias.

Interview panels should be comprised of individuals with a diversity of experience levels and ages and must include women and persons of color. A mixed panel, not just in terms of racial diversity, but also across departments, helps address unconscious racial bias and allows candidates to experience our workplace culture.

The hiring manager must provide the panel with a **written charge that clearly states the requirements of the position, the skills and competencies the interviewers will be assessing (see scorecard and rubric guide) and expectations for the interview panel.** It is necessary that hiring manager meets ahead of time with the interview panel to discuss the position, answer any questions, and make a plan for the interview process – including reviewing the interview scorecard.

Again, persons on the interview panel must have a thorough understanding of:

- The present and future needs of the department
- The University’s policies regarding equal employment opportunity
- Racial Equity and Diversity as an essential component of the KUOW’s excellence and an ability to articulate why we are committed to racial equity and diversity
- How they are expected to review candidates and provide feedback in an equitable way

REVIEW RESUMES ON THE UW HIRES MANAGER WORKBENCH

Who: Hiring Manager (with help from interview panel, if desired)

Tools: UW Hires Manager Workbench; The university has tools to help promote fairness in hiring and combat implicit bias when reviewing resumes. See this page: <http://www.washington.edu/diversity/staffdiv/hiring-toolkit>.

(Note: Resumes for classified positions will be delivered to the Manager Workbench only after the close of the posting period)

UW recommends that Hiring Managers create and implement an assessment rubric to evaluate candidates (you can use KUOW's [interview scorecard](#) for resume review). As you review resumes, you are assessing applications for the minimum qualifications as an initial screening tool. At this stage, and at every stage, knowledge and experience with racial equity practices and racial diversity are a priority.

If using the interview panel to help assess resumes, Hiring Managers should have the panel review either all or an assigned number of resumes, and then send hiring managers the candidates they'd recommend for phone screens. The Hiring Manager must set guidelines and a timeline for the review process.

Managers are required to be intentional and deliberate in attracting BIPOC applicants for the position and having a racially diverse viable candidate pool (people you consider for in-person interviews). KUOW's stated goal is that all viable candidate pools for a position consist of at least 25% persons of color.

If your viable candidate pool does not seem to present suitable racial diversity, the hiring manager should check in with their division head to assess the recruitment process and whether more aggressive efforts to recruit diverse candidates are needed before moving forward.

DEVELOP INTERVIEW QUESTIONS

Who: Hiring Manager

Tools:

- [UW fair and unfair question guide](#)
- [UW behavioral question guide](#)
- [KUOW Competency Rubric and Interview Scorecard](#)

Before writing your interview questions, take time to again reflect on the skills and competencies required for this job – and how those might be demonstrated in an interview. See [KUOW's competency rubric and interview scorecard guide](#), which walks you through how to assess the competencies you're looking for in a candidate.

Whether you interview candidates by telephone, in person or both, **you must ask all candidates the same questions** to allow for comparison, to ensure that job-related information is obtained, and to ensure that each candidate is treated equally and provided the same opportunity. For this reason, it is important to develop your list of interview questions before the candidate interviews begin.

When developing questions, in addition to thinking about competencies, consider how your questions map to our values and how the candidate's answer might demonstrate examples of living our values.

One of the more effective interviewing techniques is to conduct a performance-based interview by asking behaviorally based questions and doing an evidence-based assessment. Hiring managers should develop situational questions such as “Describe a situation where you had to say ‘no’ to a customer, co-worker, or

supervisor because you didn't think saying 'yes' would be right"; and technical questions such as "If you are asked to operate a new piece of equipment, what would you want to know first?" Interview questions should be a combination of accomplishment-based questions and behavioral fact-finding questions.

SAMPLE EQUITY, DIVERSITY AND INCLUSION QUESTIONS

One method for assessing an applicant's competence as it relates to equity, diversity and inclusion is to pose questions related to diversity during the hiring process – in the initial candidate phone screen and then again in final interviews.

Diversity questions provide the following for applicants:

- An opportunity to articulate how their work or other experiences have contributed to their engagement and interaction with a broad range of individuals;
- An opportunity to communicate how they envision equity, diversity and inclusion in their prospective role at KUOW;
- An opportunity to focus on their experience and expertise, not on their personal characteristics or attributes.

Here are examples of diversity related questions that you may adopt or modify for your search:

SAMPLE QUESTION #1: What kinds of experiences have you had in relating with people whose backgrounds are different than your own?

SAMPLE QUESTION #2: What efforts have you made toward racial equity in any organization with which you've been involved?

SAMPLE QUESTION #3: What efforts have you made or been involved with to improve your diversity competence and understanding of racial equity? What have you done to further your knowledge about equity, diversity and inclusion? How have you implemented what you have learned?

Additional samples of Diversity, Equity and Inclusion questions can be found [here](#).

CONDUCT INITIAL APPLICANT SCREENING

Who: Hiring Manager (with help from hiring committee as needed)

Tools:

- [EEO Recruiting Form](#)
- [KUOW Competency Rubric and Interview Scorecard](#)

For phone screens, make sure that you:

- Ask everyone the same questions.
- Find out how they learned about the job (e.g. LinkedIn, KUOW website). Enter this information in the [EEO Recruiting Form](#), which you should be maintaining throughout the interviewing and hiring process. EEO = Equal Employment Opportunity.
- If asked about compensation, state the position's salary range as listed on the job description. Reminder: it is illegal to ask candidates about their salary history.

- Again, you should be asking questions related to diversity, equity and inclusion during the phone screen (see samples above).

When conducting an initial screening, consider questions that assess the factors necessary in the role, such as skills, behaviors, experience and achievements related to the role. A formalized assessment in this manner allows for an equitable and meaningful process rather than only relying on an absolute e.g. “must have 5 years of experience.” Score applicants using 0-4 ranking for each factor.

CONDUCT IN-PERSON INTERVIEWS

Who: Hiring Manager and Interview Panel

Tools: [KUOW Competency Rubric and Interview Scorecard](#)

You may choose to have each committee member meet individually with the candidate or have a panel interview. One-on-one interviews should be focused on 1 to 2 very specific job-related skillset questions. Again, hiring managers should outline the skills and behaviors necessary for success in the role before the interviews take place and communicate this to the interview panel.

Having multiple perspectives in the room during an interview will give a more nuanced understanding of a candidate's answers. With panel interviews, it is essential that everyone on the panel understands the purpose of each question, who will be asking it, and in what order.

You do not need to have the entire panel participate at the same time – breaking the panel up into smaller groups or individual interviews gives panelists more time to dive deep into specific skills and behaviors. For example, one interview group could focus on equity, diversity, culture and values and the other group might focus on technical, management, and other specific core competencies.

For all interviews:

- Be consistent – use the same questions for each candidate.
- Each panelist must deliver feedback to hiring manager in a consistent format before discussing the candidate with other hiring panelists.
- The hiring manager should keep all interview notes, candidate assessment rubrics and other records from the process.
 - Candidates who were not hired: keep for 3 years
 - Candidates who were hired: duration of employment plus 3 years
- It is the responsibility of the hiring manager to ‘train’ the panelists and to lay out expectations for how to conduct the interview.

The university’s resources include guidance about fair and unfair pre-employment questions, as well as best practices for interviews. See: <http://hr.uw.edu/talent/hiring/interview-tips/fair-pre-employment-inquiry/> and <https://hr.uw.edu/talent/hiring-process/interviewing/>.

PAY INQUIRIES

Washington State has a law prohibiting asking a candidate to disclose pay history. The hiring manager must also disclose the salary range for a position if asked by the candidate. Again, it should be listed in the job posting and your answer should be consistent with it. [Read more about this in the “Pay History” document.](#)

GATHER FEEDBACK AND MAKE DECISION

Who: Hiring Manager and Hiring Committee

In order to evaluate each candidate in an equitable way and avoid “group-think,” it is important that the hiring manager establish **clear expectations** for how the committee members should send the hiring manager feedback after the interview.

The hiring manager should provide panelists a formal [assessment scorecard \(rubric\)](#) to assess the candidate on the specific skillsets and behaviors identified before the interview as necessary for success in this position.

Once all the feedback is collected, the Hiring Manager can compile into one document and bring to the debriefing session to share everyone’s ‘evidence’. **Hiring panelists should not discuss the candidate with each other until the scheduled debrief, and every panelist should submit written feedback to the hiring manager before any in-person debrief. During the conversation, interview panelists should be mindful of and voice instances where bias or "group think" are playing out in the assessment of a candidate.**

Remind your panel to use evidence, not emotions, to assess a candidate. Words like “feel”, “think” and “gut” are evidence of emotion and biased decision making. Use the scorecard to guide your decision. Focus on each candidate’s track record of achievements and qualifications to meet the requirements of the position as they have been ranked in the assessment rubric. In order to reduce the impact on candidates of inequitable access to resources and opportunity, it is important to compare candidates to the job requirements—not to each other. For example, a candidate with qualifications beyond the job requirements should not necessarily be scored higher than a candidate who also meets all the stated job requirements.

Veterans’ Preference

In 2020, the UW released guidance that makes veteran status (including spouses, in some cases) a tie-breaker when deciding between two equally qualified candidates.

The Hiring Manager Workbench has a column showing which applicants have a veteran status.

See <https://hr.uw.edu/diversity/veterans-resources/veterans-preference/> for more information.

Our recruiting partner can also answer questions about the policy.

CHECK REFERENCES

Who: Hiring Manager

Tools: [Reference Checks Process](#)

Reference checks are always advisable when deciding on the preferred candidate. They are **required** when the candidate is a current or former university employee. There’s more about the process in the “Reference Checks” document noted above.

For Current or Former UW Employees

When the finalist for a position is a current or former UW employee, you must obtain a reference from the candidate’s current (or most recent) UW supervisor. If the immediate supervisor is unavailable or if the

employee asks that you not contact their current UW supervisor, you should request help from your HR employment representative.

Additionally, contact your HR consultant to request a review of the candidate’s official personnel record. Your HR consultant will provide a summary of any documented performance or employee relations issues that occurred over the last three years of the candidate’s employment at the UW.

Off-List References

Pursuing off-list references is allowed.

Social Media

Using social media to gather information on candidates may open a multitude of undesired and/or unintended risks and issues. Therefore, we do not recommend using social media resources for pre-employment hiring and promotion decision-making.

REQUEST CONDITIONAL OFFER APPROVAL

Who: Hiring Manager

Tools:

- [You’ve Picked Your Top Choice for a Classified Job](#)
- [You’ve Picked Your Top Choice for a Pro Staff Job](#)
- [Benefits Summaries](#)

A Conditional Offer can be made *only after an approved request* through the Manager Workbench. When you put in this request, UW will send the candidate a mandatory sexual misconduct disclosure. They must complete this before the conditional offer is included. See more below.

UW Disclosure on Sexual Misconduct Violations

Prior to official offer of employment, final candidates to [sign a statement](#) where they are instructed to disclose information regarding current or past sexual misconduct investigations and/or findings. The UW cannot hire an external applicant who has not signed the statement. This requirement applies to external candidates for all academic personnel, staff, and graduate student positions.

It is advisable to give your candidate a heads up that this will coming at the reference check stage. They will be sent the form once you put in the request for offer approval.

Information about sexual misconduct disclosure may be found on the [UW Human Resources webpage](#) for staff and graduate student employees and in the [recruitment section of the Office of Academic Personnel \(OAP\) website for academic personnel](#).

MAKE THE CONDITONAL OFFER

Who: Hiring Manager

A Conditional Offer can be made *only after an approved request* through the Manager Workbench.

Tools:

- [You've Picked Your Top Choice for a Classified Job](#)
- [You've Picked Your Top Choice for a Pro Staff Job](#)
- [Benefits Summaries](#)

Instructions in docs linked above. Instructions are there for counter-offers, too, as well as information about the benefits we offer.

Once the conditional offer is accepted, the candidate will have to go through a background check and complete UW's form on mandatory reporting (more on that below) before the formal offer is extended.

CHOOSE “DISPOSITION” CODES FOR ALL THE APPLICANTS

Who: Hiring Manager

Tools: [Disposition Codes ALL APPLICANTS NEED ONE](#)

UW HIRES MANAGER WORKBENCH

Disposition codes are selections hiring managers make in the UW Hires Manager’s Workbench to indicate at what stage and for what reason a candidate was not selected – and to indicate which candidate is being hired. The right code will help us and the university keep accurate records.

SET UP NEW HIRE

Who: Hiring Manager

Tools:

- New hire setup forms to be sent to you via Finance
- [EEO Recruiting Form](#)

Fill out “New Hire Set Up” forms sent to you by Finance. You’ll need information like the person’s start date, where they’ll sit, and preferred e-mail address.

EEO information and resume of hired candidate sent to financestaff@kuow.org. [EEO = Equal Employment Opportunity] We collect information about how applicants found us and keep it on file to report to the federal government. We need the resume for the hired person’s personnel file.

ONBOARDING

Who: Hiring Manager, Supervisor and Finance Staff

Tools:

- [I-9 Documentation](#)
- [Orientation Checklist](#) (this shows what will be covered in the orientation).

Finance staff will handle certain UW and administrative elements of onboarding. Department-specific and general KUOW culture onboarding is the responsibility of the Hiring Manager.

Please schedule an orientation for the new hire's first day with Finance staff. They'll need to bring documentation to complete the I-9. Your department may want to supplement the orientation with department-specific information.

90 DAY ONBOARDING PLAN

Who: Supervisor

Create a 30-60-90-day Onboarding Plan. Break the plan up in four phases:

- 0 day, Defining Purpose
- 30 days, Learn
- 60 days, Build
- 90 days, Execute/Act

Before a new hire's first day, communicate with them what time to show up, who they will be meeting with, and what they should expect. You should share their 30/60/90 day plan with them on their first day, if not sooner. They should understand the purpose of their role and the expectations for success right away.

0 DAYS

Managers should provide a vision statement for work outcomes, roles and responsibilities overview, key performance indicators (if applicable), and milestones. Develop and share a schedule that includes initial meet and greets to assist new hire with understanding roles, departments and responsibilities. Allow time to complete mandatory trainings and attend key staff meetings. Assign a work buddy and make introductions.

30 DAYS

The first month is all about learning and building relationships, but it also helps to give them concrete things to work on right away. The 70:20:10 leadership development model suggests learning comes from 70% challenging projects, 20% coaching and mentorship, and 10% structured learning. Think about what projects you can give to a new hire to sink into, make sure to provide time for coaching them, and finally, set up necessary time for them to learn our many tools (ex. Office 365, Salesforce, etc.)

Managers should prepare a checklist of expectations to go over with new hire. Set up small, 1-2-1 meetings throughout the first month, arrange discovery meetings, system trainings, job shadowing or collaboration on projects, and provide documents/data necessary for familiarization.

60 DAYS

Focus on strategy, development and implementation, goal setting, individual personal successes and skill-building.

90 DAYS

Evaluate new hire's progress, check in and plan next steps.

Special Instructions for Hiring Contract Classified Staff (SEIU)

Several members of the KUOW staff are in jobs governed by the SEIU contract. These jobs include program coordinators, project coordinators, photographer, office assistants, database manager, fiscal specialists, graphic designer, chief engineer, and broadcast technicians.

Employment and personnel practices for contract classified positions are governed by a negotiated labor contract. Please review these important contract provisions pertaining to the employment process:

Contract classified candidates must be considered before non-contract-classified candidates. Contract classified candidates will appear on the requisition with Promo, Lateral Transfer/Move, or Voluntary Demotion noted in the Last Activity column after "Resume sent to HM".

At least one bargaining unit applicant per job requisition, who is a regular monthly employee and who possesses the essential skills, shall be among those granted an interview for bargaining unit positions. Be sure to update your Manager's Workbench to reflect the interview activity for all candidates interviewed.

The contract stipulates that "where the skills, abilities, and experience of the vacant position are considered equal, the Employer will offer the position to a bargaining unit applicant." The contract also provides that "applicants from the bargaining unit who possess the essential skills but are not offered the position may request an explanation, written or oral, as to why the position was not offered."

Union Shop: You must inform/remind all applicants of the union shop provisions of the contract. Questions about union shop provisions may be referred to the Labor Relations Office at 206-543-6236.

Trial/Probationary Period: (1) A classified employee serves a six-week trial period following promotion/transfer. During this period, the employee or employer may opt to return the employee to his/her former position. (2) A new employee will serve a six-month probationary period. (3) During probation, a contract classified employee who moves to a new contract classified position, in a different classification, will serve a full six-month probation in the new position.

The current SEIU contract with the university is here: <https://hr.uw.edu/labor/staff-unions/seiu-925/contract> (You can also find it by searching on uw.edu for "SEIU Contract.")

Special Instructions for Hiring Civil Service-Exempt Represented Staff (SAG-AFTRA)

Most of the journalists/content producing staff at KUOW, are in jobs governed by the SAG-AFTRA contract. None of the supervisors are members of this union.

The represented job classifications are Show Host, News Host, Producer Host, Producer Announcer, Producer 1 – 4, Newscaster Reporter, Reporter 1 -2, Board Operator, Announcer, Web Producer, Online Editor Reporter, and Production Engineer.

No hourly or other temporary staff are members of this union.

Please review these important contract provisions pertaining to the employment process:

Employees on the rehire list. Bargaining unit members who were laid off can request to go onto a rehire list. Per the contract, “the Employer shall make a concerted effort to re-employ bargaining unit members on the rehire list.”

Notification. The station needs to notify the union when a hire is made. Finance provides a partially completed form to the employee with a stamped envelope. The employee needs to complete the form and put it in the mail.

Trial/Probationary Period: A new employee will serve a six-month probationary period.

More details are found in the contract.