



THE GEORGE WASHINGTON UNIVERSITY

# Competitive Recruitment Guide

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STAFF POSITIONS

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THE GEORGE  
WASHINGTON  
UNIVERSITY

WASHINGTON, DC

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# INTRODUCTION

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Conducting an EFFECTIVE and EFFICIENT Competitive Recruitment process for open staff positions helps meet the university's goal of attracting a high-qualified workforce to support the mission of excellence in education and research.

This guide provides hiring managers, HR representatives, and other stakeholder's with logistical and strategic guidance, tools, best practices and step-by-step direction to advance understanding of the Competitive Recruitment process.

This Competitive Recruitment guide can be used for all open staff positions from service and support positions to individual contributor, management, and executive positions by adjusting the effort towards certain aspects of the recruitment process based on the career stream. For example, you may spend more time and effort in the advertising and Sourcing stages of the Competitive Recruitment process for an executive director opening as opposed to a maintenance mechanic opening.

## Keys to Success

### **BEFORE**

1. Plan and Strategize

### **DURING**

1. Advertise and Source Applicants
2. Charge the Search Committee
3. Screen Applicants
4. Interview
5. Identify Finalist(s)
6. Conclude the Search

### **AFTER**

1. Document
2. Evaluate

# Roles and Responsibilities

## [RECRUITMENT RESOURCE - CHART OF ROLES AND RESPONSIBILITIES]

1. **HIRING MANAGER.** The hiring manager is the Accountable stakeholder who defines the job and requests the position to be filled. The position to be filled generally reports to the hiring manager. The hiring manager is the person who owns the process. He/she has the most to gain or lose after the investment in onboarding, training, relationship-building, and ultimate job success or failure.
2. **SEARCH COMMITTEE.** The search committee is a Responsible group of professionals convened for the sole purpose of identifying the most qualified Candidate(s) to fill a vacant position. The hiring manager selects the search committee.
3. **SEARCH COMMITTEE CHAIR.** The search committee chair is the Responsible person who manages and coordinates the overall Competitive Recruitment process including the logistical efforts, managing communications to Applicants and between search committee members, and ensuring a proactive, timely, fair, and legally compliant process. The hiring manager selects the search committee chair. See Appendix A.1 for information on the responsibilities of the search committee chair.
4. **HR REPRESENTATIVE.** The HR representative is the Responsible person who closely supports the hiring manager during the full-life cycle of the Competitive Recruitment process with the following: development of the Position Description and recruitment guidance, strategy, and logistical support. Additionally, the HR representative is responsible for transactional processes in PeopleAdmin related to the Competitive Recruitment process such as submission of the Position Description, posting, disposition of Applicants in PeopleAdmin, and submission of the hiring proposal.
5. **TALENT ACQUISITION AND RECRUITMENT (TAR).** Within University Human Resources, TAR is a Consultant and provides expert HR recruitment guidance and (upon request by the HR representative) actively participates in the Competitive Recruitment process including recruitment strategy, Applicant Sourcing, and interviewing. Additionally, TAR is Informed by the HR representative through the PeopleAdmin system to execute transactional and oversight activities related to posting the position internally and externally, background checks, and creation and distribution of the offer letter.
6. **COMPENSATION.** Within University Human Resource, Compensation is a Consultant providing data-driven and market based consulting services to allow informed decision making on position classification and pay. Additionally, Compensation is Informed through the PeopleAdmin system to execute expert guidance and oversight activities related to the PD, posting, and hiring proposal.
7. **EQUAL EMPLOYMENT OPPORTUNITY (EEO).** Within University Human Resources, EEO is the champion to the university's commitment to fair treatment of all members of its community and the main source of education to the university community on how to further the success and understanding of the value of a diverse workforce in our global environment. EEO is a Consultant to help ensure a diverse pool of qualified Applicants is considered and an Accountable stakeholder to monitor compliance with local, state, and federal employment laws. Additionally, EEO is Informed through the PeopleAdmin system to execute oversight activities related to the hiring proposal. An EEO statement is required to be included on all university job postings. See Appendix B for additional information on EEO compliance as it relates to hiring.



## Plan and Strategize

- 1. DEFINE THE POSITION.** The hiring manager and the HR representative meet to perform a job analysis. A job analysis provides a way to develop an understanding of the job by examining the tasks performed in the job, the competencies required to perform those tasks, and the connection between the tasks and competencies. Information from the job analysis will be used to determine the position classification and hiring pay range.
  - *If needed*, the HR representatives can [Consult](#) University Human Resources' Compensation for additional expert guidance with establishing the appropriate position classification.
- 2. CREATE THE POSITION DESCRIPTION AND SUBMIT FOR APPROVAL IN PEOPLEADMIN.** The HR representative submits the Position Description through PeopleAdmin. Depending on the department's approval structure, the approvals may include the hiring manager, director, finance director, administrative/dean head. Additional information on position management can be found in the supervisor's guide.
- 3. DEVELOP A RECRUITMENT STRATEGY.** The hiring manager develops a recruitment strategy. The recruitment strategy is a comprehensive blueprint for helping you identify the qualities you are looking for in applicants, the timeframe of the Competitive Recruitment process, where you should target advertising and the logistics plan of the Competitive Recruitment. See Appendix C on steps to developing a Competitive Recruitment strategy. Information gathered from the recruitment strategy will be used to focus on the following elements of Competitive Recruitment:
  - Development of the job posting
  - Selection of advertising sources (internal and external websites, job boards, etc.)
  - Determination of an Applicant Sourcing strategy. Sourcing is the proactive searching for qualified job Applicants.
  - Development of a résumé review and interview implementation plan which includes a recruitment timeline [[Recruitment Resource: Résumé Review and Interview Implementation Plan](#)]
- 4. FORM A SEARCH COMMITTEE.** The hiring manager forms a search committee to participate (Applicant screening, interviews, etc.) in the Competitive Recruitment process. See Appendix A.3 on forming a search committee.
- 5. PREPARE FOR HOW TO HANDLE INTERNAL EMPLOYEES WHO APPLY.** See Appendix D for considerations when GW employees are Applicants.



# DURING



## Advertise and Source Applicants

1. **CREATE THE JOB POSTING.** The HR representative creates the job posting in PeopleAdmin and submits for approval. Depending on the department's approval structure, the approvals may include the hiring manager, director, finance director, administrative/dean head. [\[Recruitment Resource - Hiring Guidelines for Regular Staff\]](#)
2. **ADVERTISE.** TAR will advertise the job on the internal job board (<https://www.gwu.jobs/>) and external sites indicated in PeopleAdmin by the HR Representative. Additional information regarding the PeopleAdmin workflow and recruiting for a staff position can be found in the supervisor's guide.
3. **ACCEPT APPLICATIONS.** Applications are accepted for the time period agreed upon in the recruitment strategy and indicated as the job posting close date in PeopleAdmin.
  - EEO requirements: positions should generally remain posted for a minimum of three calendar business days.
4. **EXECUTE THE APPLICANT SOURCING PLAN.** The Applicant Sourcing plan is indicated in the recruitment strategy.
5. **IDENTIFY ADVERTISING GAPS.** Monitor the Applicant pool weekly to ensure you are receiving a suitable number of Applicants. Conduct a brief review of Applicant materials to ensure you are receiving qualified Applicants. If needed, consider extending the advertising time period and/or make adjustments to your advertising plan. [\[Recruitment Resource - Advertising Plan\]](#)
  - In rare cases, after you completed 4 weeks of advertising, sourcing, and appropriately adjusting your advertising plans to address identified gaps, your efforts may not have yielded a suitable number of qualified Applicants. In this situation, refer to Appendix E for considerations.

## Charge the Search Committee

1. **SEARCH COMMITTEE CHAIR EXECUTES A CHARGE MEETING.** The hiring manager will Charge the search committee by setting forth the performance expectations for the position, providing information on the qualities Candidates should possess, and clarifying the search committee's role in helping to find the best Candidate to fill the position. See Appendix A on search committees.

## Screen Applicants

1. **REVIEW AND EXECUTE THE RÉSUMÉ REVIEW AND INTERVIEW IMPLEMENTATION PLAN.**
2. **THE SEARCH COMMITTEE CHAIR (OR DESIGNEE) IS RESPONSIBLE FOR SCREENING ALL APPLICANTS.** The search committee chair may designate the entire search committee or the HR representative to assist with screening Applicants. TAR may also be requested through the HR representative to assist with screening Applicants. Additional information on the selection process can be found in the supervisor's guide.
3. **RÉSUMÉ REVIEW – INITIAL SCREENING.**
  - An initial screening of Applicant materials is conducted to ensure that Applicants meet the basic/minimum qualifications (level of education or job experience) specified in the posting, have submitted all required documents, and have fully completed their application. Identify initial screening criteria to guide decision making. Consider the following questions when initially screening Applicant materials:
    - i. Did Applicant include all requested items (e.g., résumé, cover letter, professional reference list)?

- ii. Did Applicant respond to supplementary questions?
  - iii. Does Applicant have minimum degree requirements for the position?
  - iv. Does Applicant have minimum relevant certifications/licenses for the position?
  - v. Does Applicant have the minimum relevant professional work experience?
  - vi. If applicable, does Applicant have the equivalent combination of education, training, and experience in lieu of degree requirement?
  - vii. Does the Applicant's salary expectation fit into budget and market compensation data?
- Applicants who do not meet your initial screening should not be considered for the next stage.

#### 4. **RÉSUMÉ REVIEW: SECOND SCREENING: IDENTIFY HIGH-QUALIFIED APPLICANTS.**

- Identify second screening criteria to guide decision making with finding high-qualified Applicants. Review Applicant materials to determine if they have additional qualifications (useful to have) and the preferred qualifications indicated in the job posting. Consider the following questions when conducting your second screening to identify high-qualified Applicants:
  - i. Are Applicant materials clearly written, proofread, and articulate a clear reasoning for applying to the position and an interest in GW?
  - ii. Are the responses to posting specific questions articulate and well-reasoned? (If applicable)
  - iii. Does the Applicant have relevant previous work experience needed for success considering their previous level of responsibility, role in previous organizations, achievements at previous organizations, and skills developed and demonstrated?
  - iv. Does the Applicant meet the preferred qualifications? Candidates who meet the preferred qualifications must also meet the minimum qualifications.
  - v. Does the Applicant relate their qualifications to aspects of the position?
  - vi. Does the Applicant demonstrate he/she understands the position?
  - vii. How does the Applicants' previous positions and employers compare with the posted job? (think about workplace culture)
  - viii. How long did the Applicant stay in each position with each employer? Was there reasonable career progression?
  - ix. Are there unexplained gaps between jobs? Don't assume they reflect negatively on the Applicant, but do raise the question during the interview.
  - x. Determine whether the résumé reflects particular achievements and results, or simply lists tasks and duties.
  - xi. Would the Applicant succeed in the position?
- When appropriate, the search committee chair (or designee) conducts a telephone screening interview to shorten the pool of Applicants
  - i. **Telephone screening interview.** A brief (30-minute) question-and-answer conversation to complement your evaluation of Applicant materials and to get more information from Applicants. The following are examples of questions that could be asked during the telephone screening interview:
    1. Why are you interested in this position GW, and/or working in the field of higher education?
    2. Detail your scope of authority, responsibilities, and your accomplishments at your current or most recently held position.

3. What are your salary requirements? This question will allow you to assess whether an Applicant meets your budget requirements and whether their salary expectations compare to their experience, skill level, and the market compensation data.
    - Applicants who do not meet your second screening should not be considered for the next stage.
5. **CREATE A SHORT LIST OF CANDIDATES TO BE INTERVIEWED BY THE SEARCH COMMITTEE.**
    - Ensure a fair selection process.
    - Establish adequate records in the event that the hiring decision must be justified.
    - GW EEO requirements: assuming you have more than one qualified Candidate in your pool, you are required to interview at least three Candidates before a hiring decision is made.
    - In rare cases, the initial screening, second screening and telephone screening may not yield a short list of qualified Candidates to be interviewed. In this situation, refer to Appendix E for considerations.
  6. **DISPOSITION APPLICANTS.**
    - Within 24 hours after the résumé screening is completed, the HR representative is *Informed* to Disposition Applicants (through the PeopleAdmin system) who are not considered for the next stage.
    - **BEST PRACTICE:** To maintain a high quality Applicant experience, Applicants who were telephone screened should receive a telephone call or personal email that they did not make it to the next stage in addition to the change in Disposition of their application in PeopleAdmin. See Appendix F.1 for a sample communication to Applicants.

## Interview

1. **REVIEW AND EXECUTE THE RÉSUMÉ REVIEW AND INTERVIEW IMPLEMENTATION PLAN.**  
See Appendix G for interview types.
2. **THE SEARCH COMMITTEE IS RESPONSIBLE FOR INTERVIEWING ALL CANDIDATES.**  
Additional information on interviewing Candidates can be found in the supervisor's guide.
3. **DEVELOP INTERVIEW QUESTIONS.**
  - To aid your development of interview questions, review the job posting and compile a list of required Attributes identified from the job posting.
    - i. Required Attributes can be identified by reviewing the job posting.
    - ii. Required Attributes can also be identified by taking a look at your top performers. What professional qualities do your top performers have in common? What did your top performers accomplish prior to working at your organization?
    - iii. Required Attributes can also be identified by reflecting on the key relationships and clients this position engages with and understanding what would be required to build and maintain strong relationships. For example, if this position works closely with strongly opinionated faculty and would also work closely with a manager with the opposite personality, adaptability would be an attribute to include on your list.
  - Based on your list of Attributes, construct "open-ended" questions (instead of yes or no) that elicit detailed responses, and that give Candidates the opportunity to offer examples and/or provide insight as to how they would approach challenges that highlight each attribute. For example, if the required Attribute is flexibility, the open-ended question could be the following: how would you handle making an important decision for which no policy/procedure exists?
  - Consider Competency-based interview questions.
    - i. A Competency is a particular quality that is identified as desirable for employees to possess.



During the interview and assessment processes, competencies are used as benchmarks that the interviewer can use to rate and evaluate Candidates. For example, you may need to know about someone's ability to deal with conflict. You will then seek evidence from the Candidate by asking them about their experience of dealing with conflict and getting them to outline what happened, how they approached it and the outcome. The Competency based question on conflict could be the following: Describe two situations in which you exhibited foresight to identify and diffuse conflicts before they occurred.

ii. Examples of interview questions based on competencies can be found here.

- Six to ten interview questions are appropriate for a 45- to 60-minute interview
- All interview questions must be relevant to the performance of the applicable position.
- Certain subjects or areas of inquiry are unlawful or inappropriate topics for interviews. Refer to the **[Recruitment Resource: EEO Considerations in Interview Questions]**.

#### 4. **SCHEDULE INTERVIEWS.**

- Interviews are scheduled within the timeframe established in the résumé review and interview implementation plan. The search committee chair (or designee) leads the effort of scheduling interviews. See Appendix H for sample communications inviting Candidates to interviews.
- Barring emergencies, all committee members should attend all interviews.
- Interviews should be scheduled at least a week in advance (longer lead times needed if travel is required).
- Be flexible when setting interview times. Some Candidates may have current jobs without flexibility to attend an interview in the middle of the day. In those cases, consider early morning or late afternoon interviews.
- Set a strict time limit for each interview.
- Don't be afraid to ask experienced colleagues for interview scheduling tips.
- Provide the following information to Candidates prior to the interview:
  - i. Location, time, and approximate length of interview.
  - ii. Instructions and directions for reaching the building, clearing security, and contacting the appropriate person on the day of the interview.
  - iii. Names and titles of search committee members.
  - iv. Any additional materials they are expected to bring (e.g., writing sample).

#### 5. **CREATE AN INTERVIEW AGENDA. [Recruitment Resource: Interview Agenda and Questionnaire]**

6. **SCHEDULE AN ADDITIONAL 15-30 MINUTES AFTER EACH INTERVIEW.** The extra time after each interview will allow the search committee an opportunity to complete their note taking, have thoughtful reflection, and determine if any follow-up questions are needed from the Candidate.

#### 7. **CONDUCT THE INTERVIEW.**

- Follow the established interview agenda
- Ensure success. The following are elements of a **SUCCESSFUL INTERVIEW:**
  - i. Starts and ends on time.
  - ii. Interviewers are prepared and have reviewed the interview agenda, Applicant materials, and interview questions.
  - iii. Stressors are limited:
    - 1. Interview location is comfortable and free of distractions.

2. Interviewers are relaxed and exhibit collegial behaviors towards the Candidate.
  3. Candidates are provided (in advance) names and titles of search committee members, informed if they are expected to bring additional materials to the interview, and provided clear and easy directions to the interview location.
- iv. Interviews are conducted fairly and consistently.
1. What applies to one Candidate should apply to all Candidates.
  2. Additional follow-up questions during the interview are okay.
  3. Cover all planned questions with all Candidates.
- Be aware of the following bias during the interview process:
    - i. Halo Effect. Interviewer lets one favored qualification, trait, or experience influence all other factors resulting in an unduly high overall rating.
    - ii. Horns Effect. Interviewer lets one unfavorable qualification, trait, or experience influence all other factors resulting in an unduly low overall rating.
    - iii. Similarity Effect. Interviewer judges a Candidate based on characteristics the interviewer sees in himself/herself.
    - iv. Stereotyping. Assumptions that certain Candidate traits will make them better or worse in the job.

## Identify Finalist(s)

### 1. CONDUCT A SEARCH COMMITTEE DELIBERATION.

- Deliberate after all interviews are completed.
- Schedule the deliberation no later than the day after the final interview.
- The deliberation process should be consistent with expectations established at the Charge meeting.
- All search committee members should participate and provide observations of each Candidate.
- If any ranking or rating system is applied, it should be applied consistently to all Candidates.
- If needed, the search committee chair (or designee) can contact a Candidate with clarifying follow-up question(s). For example, "name the specific technology software mentioned during the interview." Be careful not to introduce an entirely new question unless there is an agreement to follow up with all Candidates who were interviewed.

### 2. FINALIST(S) RECOMMENDED.

- Finalist(s) are identified based on the terms agreed upon at search Charge meeting.
  - i. In rare cases, the search committee could reach this point without being able to identify Finalist(s). In this situation, the Applicant pool could be reviewed to determine if there are other Applicants in the pool the search committee would consider qualified and interview. If no other qualified Applicants are in the pool, actions can be taken outlined in Appendix E.
- Ensure decision is based on sound judgement, is nondiscriminatory, and complies with applicable federal, state, and local EEO laws as well as GW's hiring policies (e.g., at least three Candidates were interviewed).
- Disposition Applicants: Within a couple of days after the search committee concludes deliberation, the search committee chair communicates to Candidates with a telephone call (at minimum a personal email) informing them that they are not a Finalist. See Appendix F.2. for a sample communication to Candidates interviewed but not selected. The HR representative is *Informed* to Disposition Applicants (in the PeopleAdmin system) who are not considered for the next stage.

- i. In some cases, the search committee could decide to not select an Applicant but not reject them entirely. In these cases, the search committee chair communicates to these individuals with a telephone call (at minimum a personal email) within a couple of days after the search committee deliberations conclude. See Appendix F.3. for a sample communication to Candidates interviewed but not selected but not removed from consideration. Do not disposition these Applicants through PeopleAdmin until the recruitment process is complete.
- Search committee chair present Finalist(s) to the hiring manager based on the terms agreed upon at Charge meeting.
- Hiring manager conducts interview with the Finalists(s) or the next appropriate recruitment action is taken as indicated in the résumé review and interview implementation plan.

## Conclude the Search

1. **HIRING MANAGER IDENTIFIES A SELECTED CANDIDATE.** The hiring manager communicates the decision to the search committee chair (in some cases a runner-up may also be identified).
2. **SEARCH COMMITTEE CHAIR INFORMS THE HR REPRESENTATIVE OF THE DECISION.**
3. **HIRING PROPOSAL (HP) FOR SELECTED CANDIDATE SUBMITTED THROUGH PEOPLEADMIN BY HR REPRESENTATIVE.**
  - Additional information on the finalist approval process can be found in the supervisor’s guide.
4. **EEO REVIEW OF HP THROUGH PEOPLEADMIN.**
5. **HIRING MANAGER (OR DESIGNEE) CONDUCTS PROFESSIONAL REFERENCE CHECK(S).** [\[Recruitment Resource: Telephone Reference Check\]](#) [\[Recruitment Resource: Telephone Reference Check Fundamentals\]](#)
  - At least two supervisor references are required for external hires.
  - Internal transfers do not require two professional reference checks; however, they still do require follow-up with the employee’s current HR Director. This check should be done at the same time that the professional reference check would be taking place.
  - Telephone reference check form can be found in the PeopleAdmin system.
  - Additional information on checking references can be found in the supervisor’s guide.
6. **CONDITIONAL OFFER.**
  - The Hiring Manager (or designee) assesses the qualifications of the Selected Candidate, considers budget constraints and compensation market data to identify a proposed salary.
    - i. Consult your HR representative to assist with obtaining compensation market data and for additional expert guidance with identifying a proposed salary.
  - The hiring manager (or designee) communicates conditional offer to the Selected Candidate and makes a case for GW. See Appendix I for considerations.
  - Additional information on extending an offer can be found in the supervisor’s guide.
    - i. The Selected Candidate may counter-offer. However, no final decisions as to salary, incentive amounts or any other terms and conditions of employment are agreed upon in that first negotiation unless there is prior explicit approval from the appropriate GW stakeholders (i.e. Department, FD, and/or Compensation). It is generally recommended that you extend a note of thanks to the selected candidate for their interest, note their proposal will be presented for consideration, and let them know that you will be back in touch as soon as is practical. Tips for negotiating salary with the selected Candidate can be found here.
    - ii. The hiring manager (or designee) consults with the HR representative, department and FD to see if the counter-offer is possible. Additionally, if the counter offer is outside of the relevant “entry”, “emerging”, and “expert” salary ranges based on the selected candidates

experiences, then the counter-offer must also be approved by Compensation.

- iii. Once the counter-offer is finalized with GW stakeholders, the hiring manager (or designee) contacts the selected candidate and finalizes the offer.

**BEST PRACTICE:** Take an interest in the Selected Candidate's decision process, reach out with a telephone call, "as you consider our offer, is there anything I can answer for you to help you make a decision?" Share GW resources or put the Selected Candidate in contact with potential future colleagues who share an interest, or a future colleague who will assist the new employee on the first day of working at GW.

7. **KEEP FINALIST(S) ENGAGED:** If the time between the conclusion of the Finalist interviews by the hiring manager and the offer is longer than anticipated, the search committee chair (or designee) communicates to Finalist(s) the status of the process. Consider sending a communication such as the following: *I wanted to touch base with you so that you wouldn't think I had forgotten you! The hiring manager expects to make decisions for his/her XXXX position by XXXX. I'll be getting back to you as soon as I can after I hear from him/her. In the meantime, please let me know of any questions you have for me or anything new on your end that the hiring manager should know about.*
8. **SELECTED CANDIDATE ACCEPTS CONDITIONAL OFFER.** See Appendix J for considerations if the Selected Candidates rescinds the conditional offer.
9. **DISPOSITION OF FINALIST(S):** Within 24 hours after the Selected Candidate accepts the conditional offer, the search committee chair communicates to Finalist(s) with a telephone call (at minimum a personal email) informing them that they are not the selected Candidate. This communication is followed by the dispositioning of the Finalist(s) in PeopleAdmin by the HR representative. See Appendix F.4 for a sample communication to Finalists(s) interviewed but not the Selected Candidate.
  - In some cases, the hiring manager may have identified a runner-up. In these cases, the search committee chair communicates to the runner-up with a telephone call (at minimum a personal email) within 24 hours after the Selected Candidate accepts the conditional offer. See Appendix F.5 for a sample communication to the runner-up. Do not disposition the runner-up through PeopleAdmin until the recruitment process is complete.
10. **HIRING PROPOSAL (HP) FOR SELECTED CANDIDATE WITH CONDITIONAL OFFER INFORMATION IS SUBMITTED THROUGH PEOPLEADMIN BY HR REPRESENTATIVE.**
11. **TAR REVIEWS THE HP, CREATES THE OFFER LETTER AND SENDS TO THE SELECTED CANDIDATE.**
12. **BACKGROUND SCREENING INITIATED BY TAR.**
  - If the Selected Candidate is determined to be ineligible for hire based on the background screening results, TAR will notify the hiring manager, designee, or HR representative, followed by taking the appropriate steps to have the offer rescinded.
13. **SELECTED CANDIDATE SIGNS OFFER LETTER.** See Appendix J for considerations if the Selected Candidates rescinds the conditional offer.
14. **FINAL DISPOSITION OF APPLICANTS.** Within five (5) days after the Selected Candidate signs their offer letter, the search committee chair communicates to the runner-up and Candidates that were not selected but not removed from consideration via a telephone call (at minimum a personal email) informing them that they are not the Selected Candidate. This communication is followed by the dispositioning of their application in PeopleAdmin by the HR representative. See Appendix F.6 for sample final communications to the runner-up and/or candidates that were not removed from consideration.

# AFTER



## Document

### 1. RETAIN HIRING RECORDS.

- Based on several federal laws, GW must retain hiring records for each position for at least two years from the date of the hiring decision (i.e., the date the position was filled). Hiring records include, but are not limited to, all applications and résumés considered for the position, selection testing (employment tests, drug tests) and investigations (reference checks, background or credit checks).

## Evaluate

### 1. EVALUATE THE PROCESS.

- Conduct an evaluation of the Competitive Recruitment process. Reflect on the following questions:
  - i. Was the Competitive Recruitment process carefully planned and flowed accordingly?
  - ii. Were postings, advertisements, and communications an accurate view of the position?
  - iii. Were communications with Candidates timely, professional and fair?
  - iv. Were the search committee chair, hiring manager, and HR representative a valuable resource?
  - v. Did recruitment efforts (e.g., advertising, Sourcing) yield a diverse pool of highly-qualified Candidates?
  - vi. Did screening criteria, interview questions, and rating tools reflect the position and reduce bias?
  - vii. Did the Competitive Recruitment process result in identifying a Selected Candidate who received and accepted an offer of employment?
  - viii. Did all stakeholders involved in the Competitive Recruitment process meet records retention requirements?

# APPENDIX A



## A.1. Forming a search committee

1. The hiring manager as the *Accountable* stakeholder for the Competitive Recruitment process will form a search committee and designate a search committee chair to lead various activities of the Competitive Recruitment process such as screening Applicants and interviewing Candidates. The following is best practice guidance to assist with forming a search committee:
  - Select three (3) or five (5) members. **Odd number is used for voting purposes.**
  - Members selected should be well qualified and able to provide a variety of perspectives on the role and function of the position being filled.
  - Select members that ensure the committee is well balanced in terms of gender, race/ethnicity.
  - For staff positions, the search committee typically consists of other staff but may include faculty, students and/or alumni as appropriate to the position.
  - Upon identifying members, send an invitation (copy supervisors).

## A.2. Search committee chair responsibilities

### CHARGE MEETING

1. **PARTICIPATE IN THE CHARGE MEETING.**
  - The Charge is a meeting between the search committee and the hiring manager.
  - The hiring manager clarifies the roles and expectations of the search committee.
  - The search committee Charge meeting typically covers the following essential topics:
    - i. The position to be filled with the job posting attached.
    - ii. The tasks and role of the search committee.
    - iii. How many Candidates should be forwarded to the hiring manager?
    - iv. Whether the Finalists are to be ranked or unranked.
    - v. Whether pro/con feedback on each Candidate is given to the hiring manager.
    - vi. Identification of the final decision makers.
    - vii. Discussion of the résumé review and interview implementation plan.
2. **ENSURE THE CHARGE IS CLEAR AND PRECISE.** Ambiguity in the Charge, in the role of the search committee, or in the extent of the search committee's authority can create confusion that could hinder and delay the Competitive Recruitment process at critical points.

### SCREEN APPLICANTS, INTERVIEW, IDENTIFY FINALIST(S), AND CONCLUDE THE SEARCH

1. **LEAD THE SEARCH COMMITTEE DURING THE COMPETITIVE RECRUITMENT PROCESS.**
  - Promote a collegial atmosphere.
  - Manage confidentiality and determine how the search committee will communicate with each other, the campus community, and with Applicants.



- Promote and practice compliance with applicable laws and policies.
  - Screen Applicant(s)
  - Decide on who opens/closes/guides the interview(s).
  - Establish a process to ask interview questions and follow-up questions. **[Recruitment Resource - Interview Agenda and Questionnaire]**
  - Schedule interviews.
    - i. Provide search committee with Candidate materials, interview questions, interview evaluation forms, interview location, interview agenda and questionnaire.
    - ii. Ensure interview rooms are equipped with proper technology (if necessary), chairs, and water
    - iii. Serve as point of contact to the search committee and Applicants/Candidates to answer any questions.
2. **SCHEDULE A SEARCH COMMITTEE DELIBERATION MEETING. SCHEDULE THE DELIBERATION MEETING AFTER THE FINAL INTERVIEW.**
    - Maintain discussions that treat all Applicants/Candidates with respect and equity.
    - Consider diversity and underutilization.
  3. **ENSURE APPLICANTS/CANDIDATES RECEIVE ACCURATE AND TIMELY COMMUNICATIONS.** Keep Applicants/Candidates informed of process and timelines.
  4. **COMMUNICATE TIMELY TO UNSUCCESSFUL APPLICANTS/CANDIDATES.**
  5. **PROVIDE THE HIRING MANAGER FEEDBACK ON CANDIDATES AND PRESENT FINALIST(S).**

### **DOCUMENT AND EVALUATE**

1. **MAINTAIN** recruitment documentation as required by applicable laws.
2. **EVALUATE** the Competitive Recruitment process and share feedback with the hiring manager.

## **A.3. Search committee responsibilities**

### **PARTICIPATE IN THE CHARGE MEETING, SCREEN APPLICANTS, INTERVIEW, IDENTIFY FINALIST(S), AND CONCLUDE THE SEARCH**

1. **PARTICIPATE** in the Charge meeting.
2. **REVIEW** Applicant (as appropriate) and Candidate materials, interview questions, and complete interview evaluation rating forms.
3. **FOLLOW** interview agenda and attend all scheduled interviews.
4. **MAINTAIN** confidentiality.
5. **ASSESS** Applicants/Candidates and participate in deliberation to identify Finalist(s).
6. **COMPLETE** interview evaluation forms

### **DOCUMENT AND EVALUATE**

1. **MAINTAIN** hiring records as required by applicable laws.
2. **PROVIDE** evaluative feedback to search committee chair as requested.

# APPENDIX B



## B.1. Understanding EEO compliance as it relates to hiring

1. As a “federal contractor” (receiving Federal funds such as student financial aid, grants and research funds, etc.) there are compliance requirements that GW must adhere. These compliance requirements are monitored by the Department of Labor, Office of Contract Compliance Program (OFCCP) and by the Office of Equal Employment Programs. The following are a few compliance highlights:
  - GW is required to engage in affirmative outreach and recruitment to expand the pool of applicants to include those groups previously excluded from consideration.
  - Equal employment opportunity (EEO) ensures individuals the right to be considered for employment on a non-discriminatory basis.
  - Affirmative action (AA) is a set of positive steps the employer utilizes to promote access and opportunity and to eliminate discrimination.
2. To monitor compliance with EEO/AA, GW must complete an annual Affirmative Action Plan (AAP). The AAP is a statistical workforce analysis and contains placement goals to assist the employer in addressing any existing underutilization in its workforce of women, minorities, individuals with disabilities, and veterans (“underutilized groups”).
3. GW is required to engage in “good faith efforts” to broaden outreach and recruitment of individuals in the underutilized groups by making them aware of opportunities and providing access to be able to pursue such opportunities. Although placement goals are important, legal compliance is primarily based on an employer’s ability to demonstrate its good faith effort to achieve those goals.
4. Accordingly, GW must be able to show that it has taken aggressive, active, measureable steps to ensure that qualified individuals are included in its applicant pools and be able to objectively demonstrate that the selection process was fair and consistent.

# APPENDIX C



## C.1. Five steps to developing a competitive recruitment strategy

### 1. STEP ONE: COMPETITIVE RECRUITMENT STRATEGY MEETING.

- The Competitive Recruitment strategy meeting convenes the hiring manager and other responsible stakeholders of the Competitive Recruitment process (e.g., HR representative, search committee chair) for the purpose of gathering critical information to ensure an effective and efficient Competitive Recruitment process. Use the [\[Recruitment Resource: Competitive Recruitment Strategy Meeting Questions\]](#) to develop questions that will guide the meeting conversation. A lead for the meeting should be identified. See Appendix C.2 regarding responsibilities of the lead.

### 2. STEP TWO: ANALYZE AND SYNTHESIZE THE INFORMATION GATHERED FROM THE RECRUITMENT STRATEGY MEETING.

- Information gathered from the recruitment search strategy meeting will drive the development of the job posting, identification of advertising sources, development of the résumé review and interview implementation plan.

### 3. STEP THREE: THE HIRING MANGER IN COLLABORATION WITH THE HR REPRESENTATIVE IDENTIFIES ADVERTISING SOURCES AND APPLICANT SOURCING PLAN. [\[Recruitment Resource – Advertising Plan\]](#).

- If needed, the HR representative can *Consult* TAR for additional expert guidance with advertising sources and Applicant Sourcing plans.
- Consider a plan to reach out to GW faculty that has expertise in the area of specialization you are recruiting. For example, if you are recruiting for a Director of Communications, consider contacting faculty in The School of Media and Public Affairs for guidance on where to advertise and get potential Applicant referrals.
- Consider a plan to share the job posting with professional networks and colleagues. Employee referrals have shown to improve the quality of Applicants.

### 4. STEP FOUR: THE HIRING MANAGER DEVELOPS THE RÉSUMÉ REVIEW AND INTERVIEW IMPLEMENTATION PLAN. [\[Recruitment Resource: Résumé Review and Interview Implementation Plan\]](#)

- The résumé review and interview implementation plan is your blueprint and identifies the following:
  - i. Dates you will conduct your résumé screening(s), interview(s), and decision making.
  - ii. Identifies the names and/or roles of all participants in each stage of the résumé review and interview process.
  - iii. Identifies the structure of interview(s) at all stages (e.g., telephone, in-person panel). See Appendix G for consideration of various interview structures.
- Use the Competitive Recruitment guide timeline to aid with the formulation of your plan. [\[Recruitment Resource: Competitive Recruitment Guide Timeline\]](#)

### 5. STEP FIVE: THE HR REPRESENTATIVE IN COLLABORATION WITH THE HIRING MANGER CREATES THE JOB POSTING IN PEOPLEADMIN.

- To narrow Applicant pools, include posting specific questions in the application process. [\[Recruitment Resource: Writing Effective Job Description Summaries\]](#)

## C.2. Competitive recruitment strategy meeting: lead responsibilities

1. **DECIDE WHO SHOULD ATTEND THE COMPETITIVE RECRUITMENT STRATEGY MEETING** (e.g., hiring manager, HR representative).
2. **PREPARE MEETING ATTENDEES IN ADVANCE.** Provide the Position Description; communicate to attendees the purpose of the meeting and their roles and expectations.
3. **GATHER COMPENSATION MARKET DATA AND FORMER INCUMBENT SALARY.**
4. **GATHER DOCUMENTS FROM PREVIOUS POSTING AND PREVIOUS COMPETITIVE RECRUITMENT EFFORTS.**
5. **DEVELOP QUESTIONS THAT WILL GUIDE THE MEETING CONVERSATION AND THAT WILL AID IN THE DEVELOPMENT OF THE COMPETITIVE RECRUITMENT STRATEGY.**  
**[Recruitment Resource: Competitive Recruitment Strategy Meeting Questions]**

### **The following are examples of questions:**

- What unique characteristics/credentials would a Candidate in this role need to have to be successful?
  - i. Response will help with the writing the posting.
- What professional experiences would give a Candidate immediate credibility in this role?
  - i. Response will help when reviewing résumés to identify key professional experiences.
- What are the top three “must-haves” for the ideal Candidate?
  - i. Response will help with identifying key characteristics during interview process.
- Where should we advertise?
  - i. Response will help ensure advertising is reaching the right individuals thus yielding a strong viable pool of Applicants. **[Recruitment Resource: Advertising Plan]**
- What recruiting challenges will we face?
  - i. Response will help identify gaps in advertising strategy. For example, advertising during the Thanksgiving to New Year holiday season may not generate a sufficient number of Applicants.

# APPENDIX D



## D.1. When GW employees are applicants

1. If a University employee applies to a vacant position, in addition to determining whether he or she meets the definition of an Applicant, the hiring manager must ensure that the employee is eligible for a transfer (not in introductory employment period, not in a transfer not in a probation period or on probation for poor work performance or habits). The HR representative can assist with determining the transfer eligibility. The following is best practice guidance on how you can handle internal Applicants:
  - Do not extend an internal Applicant a courtesy interview.
    - i. Courtesy interviews may give internal Applicants the impression that he or she has a better chance of being offered the position than is actually the case.
    - ii. External Applicants may have the impression that GW is not conducting a fair Competitive Recruitment.
  - Once an internal Applicant has applied to an open position, he/she should not be involved in the Competitive Recruitment process in any other way.
  - When internal Applicants are identified to be interviewed as a result of your normal screening process, these interviews should take place before external Applicant interviews.
    - i. Internal Candidates would have an unfair advantage if they knew who the external Applicants were and how they performed.
  - The Competitive Recruitment process for the external Applicant should be identical for the internal Applicant.
    - i. For example, do not conduct a lunch interview for an internal Applicant because of their proximity and conduct telephone interviews for external Applicants. The face-to-face lunch interview gives the internal Applicant the advantage of visual cues.
  - Once an internal Applicant has completed the interview, he/she should not be involved in the Competitive Recruitment process in any other way.
  - When internal Applicants are NOT identified to be interviewed as a result of your normal screening process, the search committee chair communicates in-person, at minimum a telephone call, to the Applicant to inform of the reasoning behind the decision. Additionally, the internal Applicant should be informed that their application will be appropriately dispositioned in PeopleAdmin which may result in an automated message.

# APPENDIX E



## E.1. Options to take when the competitive recruitment process is not yielding suitable applicants/candidates

**OPTION 1.** The search committee chair notifies the hiring manager and closes the Competitive Recruitment process and re-launches using the same or a new search committee but an updated recruitment strategy. See Appendix C for considerations.

**BEST PRACTICE:** If a new search committee is formed, feedback from the previous search committee should be gathered to promote future success.

**OPTION 2.** The search committee chair notifies the hiring manager and the decision is made to close the Competitive Recruitment process and procure a temporary associate through ColonialTemp (GW temporary employment service) for a discounted fee.

- If a ColonialTemp cannot fill the need, a temporary associate can be procured through an external staffing agency. The external staffing agency will charge the employer an hourly fee for the procurement of a temporary associate. Contact your HR Representative for external temporary hiring information.
- Additionally, an external staffing agency can find a direct hire to fill the position. For a direct hire, the temporary staffing agency may charge the employer between 20% and 50% of the direct hires annual salary as their fee to find the right Candidate for the position.

**OPTION 3.** The search committee chair notifies the hiring manager and the decision is made to close the Competitive Recruitment process and retain an executive search firm. An executive search firm could charge the employer between 20% and 50% of the Candidate's annual salary as their fee to find the right Candidate for position. See Appendix K for considerations.

**OPTION 4.** The search committee chair notifies the hiring manager and the decision is made to close the Competitive Recruitment process and reassess the position description.

**BEST PRACTICE:** If it is determined that Competitive Recruitment is no longer needed and the posting will not be re-posted; the posting is cancelled in PeopleAdmin by the HR representative and Applicants/Candidates are appropriately Dispositioned.



# APPENDIX F



## F.1. Sample communication: initial telephone screening but not selected

I regret to inform you that you were not identified to move on to the next round of interviews.

On behalf of the search committee I would like to thank you for your interest and the time and effort you took to complete your application and participate in the telephone interview. It has been a pleasure getting to know you better.

Please be aware that you may receive an automated message regarding your application status from our Applicant tracking system.

I wish you success in your future endeavors.

## F.2. Sample communication: interviewed but not selected as finalist

I regret to inform you that you were not identified to move on to the next round of interviews.

On behalf of the search committee I would like to thank you for your interest and the time and effort you took through this entire recruitment process. The search committee appreciated the opportunity to talk with you.

We do hope that you will pursue future opportunities with the George Washington University. You may learn about these opportunities by viewing our online employment site at <https://www.gwu.jobs/>.

Please be aware that you may receive an automated message from our Applicant tracking system regarding your application status.

I wish you success in your future endeavors.

## F.3. Sample communication: interviewed but not selected as finalist: not removed from consideration

On behalf of the search committee I would like to thank you for your interest and your time and effort through this recruitment process. The search committee appreciated the opportunity to talk with you.

We have made initial decisions and have entered the final phase of the selection process. Although the search committee did not include you on its list of finalists for further consideration at this point, I wish to convey that your candidacy was competitive and will be retained for possible reconsideration until the selection process is complete. I will contact you again if your application comes up for reconsideration or with our final decision.

## **F.4. Sample communication: interviewed but not selected candidate**

On behalf of the search committee I would like to thank you for your interest and the time and effort you took through this entire recruitment process. The search committee and hiring manager appreciated the opportunity to talk with you.

The interview pool was very competitive. After careful consideration another candidate has been selected. We do hope that you will pursue future opportunities with the George Washington University. You may learn about these opportunities by viewing our online employment site at <https://www.gwu.jobs/>.

Please be aware that you may receive an automated message regarding your application status from our Applicant tracking system.

I wish you success in your future endeavors.

## **F.5. Sample communication: interviewed but not selected finalist - identified as runner-up**

On behalf of the search committee I would like to thank you for your interest and your time and effort through this recruitment process. The search committee and hiring manager appreciated the opportunity to talk with you.

We have made initial decisions and have entered the final phase of the selection process. Although the hiring manager did not identify you as his/her Selected Candidate, I wish to convey that your candidacy was competitive and will be retained for possible reconsideration to the position of XXXX until the selection process is complete. I will contact you again if your candidacy comes up for reconsideration or with our final decision.

## **F.6. Sample communication: final communication to runner-up and/or candidates that were not removed from consideration**

We have made a final decision. After careful consideration another candidate has been selected. We do hope that you will pursue future opportunities with the George Washington University. You may learn about these opportunities by viewing our online employment site at <https://www.gwu.jobs/>.

Please be aware that you may receive an automated message regarding your application status from our Applicant tracking system.

I wish you success in your future endeavors.

# APPENDIX G



## G.1. Interview structures

1. **IN-PERSON INTERVIEW PANEL (STRUCTURED).** An in-person interview panel (structured) brings together a group of *Responsible* professionals (usually the search committee) who meet with individual Candidate(s) to learn all they can about the Candidate(s) through pre-determined questions. Department/Divisions/Schools may consider paying for a Candidate(s) travel costs to attend in-person panel interviews as funding permits and as appropriate to the position. For example, it is appropriate to pay Candidates travel costs to attend an in-person interview panel (structured) for a difficult to fill executive classified position.
2. **IN-PERSON INTERVIEW PANEL (UNSTRUCTURED).** An in-person interview panel (unstructured) brings together Responsible professionals (or their designees) to meet with Candidates to learn all they can about the Candidates through question and answers. These responsible professionals (or their designees) are asked to complete a Candidate feedback form that is provided to the search committee chair to be used in assessing Candidates. In cases where multiple stakeholders have been identified to participate in the interview process, an in-person interview panel (unstructured) format can ease scheduling challenges. **[Recruitment Resource: Candidate Feedback Form]**
  - An example of in-person interview panel (unstructured): A representative (or their designee) from the following groups are invited to attend one of two in-person interview panel (unstructured) sessions to meet the Candidate(s) for the Dean of Student: the Dean of Students, Office of General Council, External Relations, Operations, Diversity and Inclusion, Human Resources, EVPT, Law School, Greek Life, Multicultural Student Services Center, Residence Association, and the Student. Representatives who attend are asked to complete a Candidate feedback form and submit to the search committee chair.
3. **VIDEO CONFERENCING INTERVIEW.** Video conferencing tools (e.g., Skype) can be used when Candidates are unable to attend in-person panel interviews due to distance or when recruitment travel funds are limited. The cons of using videoconferencing technology include the following: technical issues (quality of camera, microphones, and internet connections), camera angles can reveal distracting backgrounds, downloading of new software; loss of visual cues (e.g., eye contact, enthusiasm).
4. **AIRPORT INTERVIEWS.** In-person panel (structured) interviews conducted at an airport hotel not too far from the campus. Meeting at an airport enables a large number of Candidates to be interviewed in a short period of time and improves confidentiality. At the conclusion of the airport interviews, a more limited number of Candidates are invited to campus for additional in-person interviews. Airport interviews are effective for executive classification E3 and E4 positions when large numbers of high-qualified Applicants are identified. Airport interviews are generally part of the process of executive search firms but can be costly as travel costs are paid by the School/Division/ Department.
5. **CAMPUS VISIT.** Candidates are invited to campus for a full or partial day of Competitive Recruitment activities. The itinerary may include panel interviews, a presentation, lunch with hiring manager or other stakeholders, question and answer with direct reports, and office/department/campus tour. Campus visits are an effective tool for observing a Candidates interaction and comfortability in a variety of environments. Campus visits also allows the Candidate to get a more authentic experience of what it would be like to work in the GW environment. Campus visits can be costly and challenging to schedule. This process should be limited to executive, high level individual contributor, or high level management positions.
6. **PRESENTATION:** Candidates are asked to prepare and deliver a presentation on a pre-determined topic to a group of stakeholders. Evaluations of the presentation are submitted to the search committee chair and used as part of the Candidate evaluation process. Presentations are an effective

assessment tool for identifying a Candidate's ability to synthesize information, write, and speak publicly. Presentations can be combined with an in-person panel interview (structured or unstructured) or can be incorporated into a Candidates campus visit day.

**BEST PRACTICE:** The chair of the search committee or one of the search committee members should attend all interviews to moderate, articulate next steps, collect feedback forms, and answer questions related to the Competitive Recruitment process.

# APPENDIX H



## H.1. Sample communication: candidate invitation to interview

Thank you for your interest in the XXXX position at the George Washington University (GW). My name is XXXX. We are very impressed by your professional experiences and qualifications. I am pleased to invite you to the Foggy Bottom, D.C. campus of GW for the XXXX round of interviews. I hope you are still interested in moving forward.

Your total time commitment for the day will be one (1) hour. Additional information will be provided. If you are interested, please review the dates/times below and let me know your 1st and 2nd preference for your visit to GW:

- Friday, February 26, 9:00am - 10:00am
- Friday, February 26, 3:00pm - 4:00pm

I will be your primary contact moving forward in the recruitment process. Hope to hear from you soon.

### FOLLOW-UP

I am able to accommodate your choice of Friday, February 26, from 3:00 p.m. to 4:00 p.m. This confirms your interview at our Foggy Bottom location. The location is the following:

University Human Resources  
Rice Hall  
2121 Eye Street N.W., Suite 101  
Washington, DC 20052

From the lobby in Rice Hall, enter the glass doors to your left and inform the staff at the desk that you are interviewing for the HR Director position. They will most likely have you take a seat in the lobby until an HR Representative can escort you.

If you are taking the metro- we are the Foggy Bottom metro stop. You will exit the metro and walk straight up past WHOLE FOODS and the GW Hospital. Rice Hall will be on your left. If you are driving, we have a public parking garage at our Science and Engineering Hall. The link to the information can be found at: <https://transportation.gwu.edu/visitors>

The interview panel will consist of the following individuals:  
XXXX

Please feel free to reach out to me if you have any questions and contact me on my mobile phone at XXXX if needed on the day of the interview.

# APPENDIX I



## I.1. Making a case for GW

### WHY IS GW A GREAT PLACE TO WORK?

GW offers an experience that is special – something that you do not find just anywhere.

- Working at GW is an experience that allows each individual an opportunity to grow both personally and professionally.
- With a talented workforce that is 11,000 strong, we are committed to our institutional values of excellence, diversity, and teamwork, just to name a few.
- Our community includes individuals of diverse and unique backgrounds whose individual contributions builds the momentum to make GW a great university and indeed, a great place to work.
- As a top employer, we want to do all we can to attract the best people who connect to our mission of excellent teaching, research and community engagement. Those who are here are “Proud to be GW”!

### WHAT EMPLOYEE BENEFITS DOES GW OFFER?

#### Healthcare

- Comprehensive benefits package at a competitive cost
- Medical, dental, and vision benefits
- GW covers 100% of costs for in-network preventive care

#### Learning and development

- Discounted GW tuition for employee, spouse/domestic partner, and/or dependents
- Access to self-guided and on-demand learning allowing development of individual, interpersonal, and operational skills

#### Retirement savings plans

- Retirement plan package with a selection of investment options
- Once eligible to participate, GW contributes the equivalent of 4% of base salary to the GW Base Retirement Plan
- GW will also contribute an amount equal to 150% of the first 4% of eligible compensation. The maximum GW contribution is 10% and this money is 100% immediately vested.

#### Leave programs

- Annual and sick leave in addition to 11 paid holidays
- Regular employees receive paid parental leave, bereavement time, jury duty and birthday time off.
- Options for unpaid leave including Federal and DC Family and Medical leave, DC Parental Leave and Military Duty Leave.



**Wellbeing programs**

- Wellbeing Hotline is a one stop shop for help with personal issues, planning for life events, or simply managing daily life. Key features of GW's wellbeing hotline include: work-life referrals, counseling services, identity theft, and legal counseling at no cost
- Free wellness programs include exercise classes, walking clubs, smoking cessation benefits, free flu vaccinations, GW's Healthy Pregnancy Program, a faculty and staff summer softball league, and much more

**Child and elder care**

- Up to five days per year of discounted backup care for children, adults, and elders
- 10% discount on tuition at KinderCare® Learning Centers, Champions® Before-and After-School Programs and participating CCLC® Child Care Centers across the U.S.

**Income protection**

- Life insurance, accidental death & dismemberment (AD&D) insurance as well as disability benefits such as GW paid short-term disability and long-term disability for eligible employees

**MORE INFORMATION**

Additional information can be found at the university human resources webpage (<https://hr.gwu.edu/>) or contact the Human Resources Representative assigned to your area.

# APPENDIX J



## J.1. What happens if the selected candidate rescinds the conditional job offer?

1. In rare cases, the Selected Candidate could rescind their decision before or after signing the offer letter or the Selected Candidate could be determined ineligible for hire based on the background screening results. In these situations, any of the following actions could be taken followed by the appropriate Dispositioning of applications through PeopleAdmin:
  - The hiring manager decides to move forward with the runner-up. In this situation, go back to the conditional offer step in the “conclude the search” section of the Competitive Recruitment guide.
  - If the runner-up does not accept or if there is not a runner-up, the search committee chair could present to the hiring manager Candidates interviewed but not removed from consideration. The hiring manager then conducts interview with these Candidates or the appropriate recruitment action is taken as indicated in the résumé review and interview implementation plan.
  - The decision is made to close the Competitive Recruitment process and procure a temporary associate through ColonialTemp (GW temporary employment service) for a discounted fee.
    - i. If a ColonialTemp cannot fill the need, a temporary associate can be procured through an external staffing agency. The external temporary staffing agency will charge the employer an hourly fee for the procurement of a temporary associate.
    - ii. Additionally, an external staffing agency can find a direct hire to fill the position. For a direct hire, the temporary staffing agency may charge the employer between 20% and 50% of the direct hires annual salary as their fee to find the right Candidate for the position.
  - The search committee chair notifies the hiring manager and the decision is made to close the Competitive Recruitment process and retain an executive search firm. An executive search firm could charge the employer between 20% and 50% of the Candidate’s annual salary as their fee to find the right Candidate for position. See Appendix K for considerations.
  - The search committee chair notifies the hiring manager and the decision is made to close the Competitive Recruitment process and reassess the position.
    - i. The posting is cancelled in PeopleAdmin by the HR representative.

# APPENDIX K

## K.1. Working with an executive search firm

1. Procure an executive search firm for support with Sourcing, pre-screening, interviewing, and generating a pool of high qualified Candidates that might not be identifiable in the open job market.
2. An executive search firm could charge between 20% and 50% of the Selected Candidate's annual salary; therefore, limit the use of executive search firms to executive classification E3 and E4 positions (e.g., Vice President, Development and Alumni Relations).
3. Executive search firms may be considered in executive classification E2 and E3 positions and high level management classification positions that are highly specialized (e.g., Director, Sustainability).
4. The following are circumstances when an executive search firm might be appropriate:
  - The competitive recruitment process for a Vice President E3; after multiple attempts, has not yielded a Selected Candidate.
  - Colonial Temps and external staffing agencies are unsuccessful in filling your need for a Vice President E3.
  - Competitive recruitment is for a highly specialized M4 position and it is known that Candidates are limited in the open market.
5. Work with your HR Representative who may Consult TAR for expert guidance during the process of deciding the appropriateness of engaging an executive search firm.
6. Active participation and engagement with an executive search firm is critical to ensure success. One person (e.g., hiring manager, search committee chair, HR representative) should be designated the primary liaison with the executive search firm. The steps below will advance understanding.
  - **Step One: Research and select an executive search firm.** While some executive search firms are able to fill a variety of jobs in various job industries and/or job disciplines, other firms may be experts in specific job industries (e.g., higher education) and/or specific job disciplines (e.g., mental health).
    - i. Generate a list of specific criteria required for the executive search firm to succeed such as expert knowledge of industry and/or discipline.
    - ii. Consult with colleagues who may have successful experiences working with specific executive search firms.
    - iii. Consult with the Office of Procurement and Travel Services who maintains a list of executive search firms through the Virginia Association of State Colleges and Universities Purchasing Professionals (VASCUPP) cooperative contracts.
    - iv. Generate a list of up to ten (10) executive search firms for consideration
    - v. Contact executive search firms from list and have a discussion that focuses on specific criteria.
    - vi. Invite top three (3) executive search firms to present a proposal.
    - vii. Select an executive search firm and check references.

- **Step Two: Craft contractual agreement between GW and executive search firm**

- i. Standard template for executive search firm contractual agreements is available from OGC ([contracts@gwu.edu](mailto:contracts@gwu.edu)).
- ii. The following GW Offices along with the Division/School and executive search firm are required to participate in the crafting of the agreement: OGC ([contracts@gwu.edu](mailto:contracts@gwu.edu)), Risk Management (Insurance and Contract), Division of Information Technology - Information Security and Compliance Services, Financial Director of Division/School.
- iii. Route agreement via routing sheet to EVP&T or Provost for final approval.

- **Step Three: Conduct a competitive recruitment strategy meeting with the executive search firm.**

- i. Ensure the executive search firm clearly understands the following:
  1. The position such as the role, responsibilities, qualifications and appropriate experiences needed to succeed.
  2. Institution and employee culture and Division/School culture.
  3. Key marketing points of GW and Division/School.
  4. Challenges and strategic goals of GW and division/school.
  5. The communication style, interpersonal skills, and minimum and desired qualifications Candidates need to succeed.
- ii. Ensure GW stakeholders understand the following:
  1. The executive search firms Sourcing strategy and resources they utilize to locate high-qualified Candidates.
  2. The executive search firms Candidate screening process. Will they conduct in-person interviews? Will the executive search firm use a selection assessment tool? Voice any concerns you may have with the executive search firms screening process.

- **Step Four: Collaborate with the executive search firm on the job prospectus and GW job posting.**

- i. The job prospectus (to be placed on the executive search firm's website and other external job sites) includes a description of the institution/school/division, a biography and professional head shot of key stakeholders, job description, minimum and preferred qualifications, traits and attributes needed from successful Candidate, and instructions on how to apply.
- ii. Create GW formatted job posting and post on [gwu.jobs](http://gwu.jobs).
  1. The abbreviated executive profile application can be used in PeopleAdmin.
  2. To ensure required federal EEO demographic information is gathered from all Candidates, the how to apply section of the executive search firm job prospectus and the GW formatted posting must include a statement requiring applications be sent through the executive search firm website and through [gwu.jobs](http://gwu.jobs) portal. For example: *Review of applications will begin immediately and continue until the position is filled. Applications, nominations, or requests for the complete job prospectus should be sent electronically via e-mail to XXXX which is conducting the national search for this position, at XXXX.com. Additionally, please complete the online application at the George Washington University: <https://www.gwu.jobs>*

**BEST PRACTICE:** Oftentimes, Candidates may submit applications to either the executive search firm website or to the [gwu.jobs](http://gwu.jobs) portal; therefore, establish a process, such as giving the executive search firm guest user access to PeopleAdmin, to monitor Candidate submissions at both sites.

- **Step Five: Plan for Interviews.**

- i. The executive search firm will help manage all aspects of Candidate interviews and will optimize the process to be efficient, discreet, productive, and engaging for all involved.

- ii. Collaborate with the executive search firm to develop an interview implementation plan that answers questions such as, how many rounds of interviews will occur?

**[Recruitment Resource: Résumé Review and Interview Implementation Plan]**

• **Step Six: Interview.**

- i. The executive search firm will present a short list of high-qualified Candidates. These Candidates would have been thoroughly assessed and interviewed by the executive search firm.
- ii. The executive search firm will prepare you for the interview by discussing each Candidate's résumé, qualifications, personal strengths, and their motivation for applying and level of interest in the open position.
- iii. The executive search firm will provide an interview questionnaire and other interview assessment tools and resources
- iv. Conduct the interviews and narrow down the pool of Candidates.

• **Step Seven: Decision on Selected Candidate.**

- i. Evaluate the interview process with the executive search firm and discuss strengths and weaknesses of each Candidate.
- ii. A Selected Candidate may emerge but sometimes the executive search firm may need to go back and broaden the search.
- iii. The executive search firm will coordinate a thorough professional referencing process that provides information, both positive and negative, about the Candidates.

**BEST PRACTICE:** Stay in close communication with the executive search firm during the decision making process to avoid delaying the process and risk losing Candidates.

• **Step Eight: Conclude.**

- i. A Selected Candidate is identified.
- ii. Work with the executive search firm on who will make the offer to the Selected Candidate. The executive search firm can assist with understanding the compensation and relocation issues most important to the Selected Candidate and help shape the most compelling offer possible for the Selected Candidate.
- iii. Conclude the search (submit HP, background check, etc.) as outlined in the Competitive Recruitment Guide.

7. **ADDITIONAL RESOURCE.** **[Recruitment Resource: Checklist for Working with Executive Search Firm]**

## Additional Questions and Answers

- 1. Can I administer an Employment Test?** Federal law requires that employment tests be job related and valid predictors of job performance. The office of Equal Employment Opportunity must approve all other employment tests. Additional information can be found [here](#).
- 2. What is the procedure for University Sponsored Work Authorization?** When the university hires foreign nationals either temporarily or permanently, it is subject to federal laws and regulations. Additional information can be found [here](#).
- 3. How do I know if an applicant is eligible to work at GW?** Applicants are asked in their employment application, "Are you legally authorized to work in the United States or for any employer?" Additional information can be found [here](#).
- 4. What if I determine that an Applicant is better suited for a different position?** If as part of your résumé review, you believe an Applicant is better suited for a different position, you may consider the Applicant for the position if you have another identified posted open position. If contact is made, you must notify the Applicant that she/he is being considered for a different opening and not the one they had originally applied to confirm interest from the Applicant. If interested, the Applicant must be notified to apply to the opening through PeopleAdmin. Notify your HR representative that the Applicant is also under consideration for another posted position.

## Definitions

**ACCOUNTABLE:** The responsibility assignment matrix (RACI) for which the Competitive Recruitment guide follows, describes the participation by various roles in completing tasks for the Competitive Recruitment process. The Accountable role in RACI is the individual who is ultimately answerable for an activity or decision. This includes "yes" or "no" authority and veto power.

**APPLICANT:** An individual who applies to a posted position via our online applicant tracking system, PeopleAdmin, and satisfies the stated minimum qualifications of the position outlined in the classification description.

**ATTRIBUTE:** A quality or feature regarded as a characteristic or inherent part of someone (e.g., flexibility).

**CANDIDATE:** An Applicant who meets the stated minimum qualifications for an announced position and receives consideration for employment by the hiring department. Evaluations made in determining who is a Candidate must be based on job-related criteria and departmental need.

**CHARGE:** The process by which the hiring manager provides clear and precise instructions to the Search Committee regarding their role in helping to find the best Candidate to fill the position, the performance expectations for the position, and information on the qualities Candidates should possess.  
Competitive Recruitment: The process of Applicants competing for an open position in a school/department/division.

**COMPETENCY:** Competencies are the measurable or observable knowledge, skills, abilities, and behaviors critical to successful job performance.

**CONSULTANT:** The Responsibility Assignment Matrix (RACI), for which the Competitive Recruitment guide follows, describes the participation by various roles in completing tasks for the Competitive Recruitment process. The Consultant role in RACI is an individual(s) or subject matter expert that provides input prior to a decision being made or action being taken.

**DISPOSITION:** The process of updating an Applicant's application status in PeopleAdmin. For example, the Applicant status is changed from "under review" to "recommend for interview". Additionally, Disposition is the process for indicating the reasons why an Applicant was not selected. For example the reason an Applicant was not selected is changed to, "does not meet minimum qualifications." A change in an Applicant Disposition may trigger an automated email to the Applicant. Updating an Applicant's Disposition ensures the university has accurate records to monitor compliance with EEO/AA for completion of the annual Affirmative Action Plan (AAP).

**FINALIST(S):** Finalist(s) in this Competitive Recruitment guide are defined as individual(s) identified by the search committee (after the appropriate résumé screening, interviewing, etc.) as the final few top individual(s) competing for the job.

**INFORMED:** The Responsibility Assignment Matrix (RACI), for which the Competitive Recruitment guide follows, describes the participation by various roles in completing tasks for the Competitive Recruitment process. The Informed role in RACI is the individual(s) who is kept up-to-date on the progress after a decision or action is taken and takes action if appropriate.

**POSITION DESCRIPTION:** A formal document that summarizes the important functions of a specific job, using clear and concise language. It should accurately represent actual duties and responsibilities as well as job specifications.

**RESPONSIBLE:** The Responsibility Assignment Matrix (RACI), for which the Competitive Recruitment guide follows, describes the participation by various roles in completing tasks for the Competitive Recruitment process. The Responsible role in RACI is the “doer”. The “doer” is responsible for action/implementation and completion of tasks.

**SELECTED CANDIDATE:** For the purposes of the Competitive Recruitment guide, the Selected Candidate is the finalist identified by the hiring manager to fill the position and proceed with the conditional offer.

**SOURCING:** Sourcing is proactive searching for qualified job Candidates for current or planned open positions; it is not the reactive function of reviewing résumés and applications sent to the company in response to a job posting or pre-screening Candidates. An example of a Sourcing technique is scouring LinkedIn profiles to search for qualified individuals who could be invited to apply to an open position.