

Hiring Manager/Supervisor Guide

Purpose: This guide was developed by Otolaryngology - HNS Human Resources (OTO HR) to help our department managers understand the UW and department hiring and employment policies so they can succeed in their supervisory roles. Please contact otohr@uw.edu with any questions – we are here to help!

DEFINITIONS

Hiring Manager = HM

- The hiring manager is the staff or faculty member who is either hiring for the position or who has been assigned to help with the hiring process. This role will be established and confirmed when the position is submitted to OTO HR. The person in this role is responsible for the steps outlined below under "Hiring new staff members." Throughout this guide the terms Hiring Manager, HM, Manager and Supervisor will be used interchangeably.

Department HR Managers = OTO HR

- The OTO HR Managers are the Staff HR Managers for the department. This role is currently held by Jason Gordon (Academic Affairs and HR Manager) and TBD. OTO HR will help establish who the HM is and work closely with them to advise and support them through the hiring process. OTO HR will facilitate any questions from employment or compensation during the hiring and/or personnel change process.

Supervisor/Manager

- Though the HM and the Supervisor are often the same person, the roles can belong to separate people depending on how your unit is configured. The Supervisor of record is the individual labeled as "Manager" in the Workday Supervisory Organization in which the position/employee exists.

Workday

- [Workday](#) is the HR system used to process hires at the UW. It is also the system used by managers and employees to record/approve time and leave, view payroll information, and maintain/access employee data. Workday is organized hierarchically into [Supervisory Organizations](#).

Integrated Service Center (ISC)

- The Integrated Service Center ([ISC](#)) is the central UW source for HR, Payroll and Benefits. The ISC website hosts [Workday training](#) videos and other important resources for managers and employees. ischelp@uw.edu is the main contact address for questions on benefits and Workday-related concerns.

HIRING NEW STAFF

Purpose: These are the official steps and processes to follow in regards to hiring staff. Please review the steps below and contact otohr@uw.edu for more information.

TIMELINE FOR STAFF HIRING

Permanent: 6-10 weeks

Professional and classified permanent positions: it takes approximately 4 weeks to post a job. Roughly 1 week to iron out the position description, title etc., and then 2-3 weeks for HR approvals before the position posts on UW Hires. Most positions must be posted for a minimum of 1 week. The resume review/candidate selection process is dependent on the HM but generally takes at least 2 weeks. Final background check and hire takes 1 week.

Temporary: 4-5 weeks

If a candidate is already identified for a temporary position, the average processing time is approximately 4 weeks: Roughly 1 week to iron out the position description, title etc., 1-2 weeks for HR approvals, 1 week for the background check and official hire notice.

As soon as you recognize the need to hire, please contact otohr@uw.edu immediately in order to confirm the timeline.

Hiring Steps

1. HM contacts grant manager (if position is grant funded) to determine if there is funding for a new position.
2. HM determines the duties and qualifications for the new position.
3. HM contacts OTO HR Team to help determine the following:
 - a. Appointment type; temporary vs. permanent (see Appendix I – Types of Appointments for more details)
 - b. Classification; classified vs. professional staff
 - c. Workday org assignment
 - d. Payroll title; based on job duties
 - e. Grade (professional staff only)
 - f. Salary range
 - g. Desired start date
 - h. OTO HR will identify if any other forms or additional information may be required
4. HM assembles draft job description (JD). Please see Appendix II. Contact OTO HR for sample descriptions if necessary.
 - a. Search [UW job site](#) for similar job titles to view current examples across the University.
5. HM submits Job Description to otohr@uw.edu for review and approval. OTO HR will reach back out with questions and any additional forms that may need to be completed.

6. Oto HR will review and submit the position for approval. If any questions arise during review from central employment/compensation, OTO HR will liaise with HM.
7. When the position is formally approved by UW HR and UW compensation, a preview link of the job posting is sent to OTO HR.
8. OTO HR sends the preview link to the HM for approval prior to posting on the UW Employment website.
9. Once approved, the position is formally posted to UW Employment website.
10. After posting the position for a minimum of 1 week, OTO HR will email resumes to HM when available. HM is responsible for: overseeing the application review, [interviewing](#), [reference check](#), final candidate selection, contacting OTO HR to determine salary offer, making offer and initiating hire. Please see the candidate selection section of this document for more details.
11. OTO HR will send a new hire welcome letter and onboarding materials to the candidate.
12. HM will work with CSS to arrange a computer, if needed.
13. New hire will be processed in Workday. HM should follow-up with OTO HR close to the start date to confirm the hire process is complete.
14. Notify OTO HR and costing allocations coordinator to assign cost center(s) to salary.
15. HM/Supervisor is responsible for onboarding the new staff member, which includes reviewing the onboarding checklist with the employee and making sure they complete I-9 verification within the first 3 days of employment.

CANDIDATE SELECTION

Purpose: Candidate Selection includes reviewing resumes, conducting phone screenings and interviews, completing a thorough reference check, and making an offer. Please see below list of resources and contact otohr@uw.edu for more information.

Interviewing

Interviews are your opportunity to ask qualified candidates relevant questions regarding their skills and to sell the position. As a hiring manager or interview panelist, you are responsible for following federal and state employment laws and [University Administrative Policy 46.1](#) on unfair pre-employment inquiries. [Read more](#)

If you'd like more guidance on conducting interviews, please reach out to otohr@uw.edu

***Note on asking about salary/wage history - employers are prohibited from:

- Asking an applicant for wage or salary history;
- Asking an applicant's current or former employer wage or salary history;
- Requiring an applicant's prior wage or salary meet certain criteria, e.g., meet a certain level or threshold.

The law also requires employers to:

- Provide the minimum wage or salary for the position if asked for by the final candidate after the job offer has been extended;
- Provide the minimum wage or salary for the new position when an internal employee asks and is offered a promotion/demotion/transfer;
- Provide the minimum wage or salary expectation set by the employer prior to posting the position, making a position transfer, or making the promotion if no wage scale or salary range exists.

Reference Checks

Reference checks are required prior to hiring an applicant, regardless of the position or whether the candidate is an internal or external applicant. [Read more](#)

Please ensure your hiring managers are following the [reference check guidance](#) including seeking references on internal employees.

Two-step reference check process for current and former UW employees

Step 1: 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 OTO HR.

Step 2: 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 within the last three years of the candidate's employment at the UW.

Providing references for [internal hires](#)

UW supervisors must provide other UW hiring officials (including hiring managers from other UW-affiliated entities) accurate and verifiable (e.g., documented in a performance review, correspondence, etc.) information concerning job performance, experience, and other qualifications for the purpose of evaluating a current or former UW staff member for another University or UW affiliate position.

Hire for Success

Hiring the right person for the position makes performance management much easier - to hire the right person, you need a clearly defined position. Make sure you have an up-to-date job description. When filling a vacant position, consider whether unit needs have changed since the last time you hired for the position. Also consider the role the position plays within the organization and what success would look like for the position.

When assessing candidates for the open position, ask:

- Does the candidate meet the qualifications for the position?
- Does the candidate possess the necessary competencies to perform this job? Or, if not, can the candidate be trained easily after hire?
- Is the candidate well suited for the department's and your team's work environment and able to uphold the [UW's institutional values](#)?

Salary Offer

Depending on the job classification, you may have limited wiggle-room on salary. Once you have a final candidate selected, contact otohr@uw.edu to receive salary offer approval before making a salary offer.

A salary offer MUST be approved before extending it to a candidate. A verbal offer may be made only if the HM includes the statement, "this offer is subject to completion of a satisfactory background check."

Onboarding

Effective onboarding is essential to set up your new employee for success. In addition to going over the onboarding packet with your new employee, encourage them to register and attend [Welcome Day](#) and explore [One UW](#).

PERSONNEL CHANGES

Purpose: There are official steps and processes to follow in regards to ending, extending, reclassifying, and altering appointments. Please contact otohr@uw.edu for more information.

Ending Classified Staff appointments

- Classified positions are covered by a collective bargaining agreement.
- If the position needs to be eliminated due to lack of funds, lack of work, or other reason, contact OTO HR to begin the layoff process as soon as possible. We need a minimum of 8-12 weeks' notice.

Action: If the employee wishes to end his/her appointment, he/she should email his/her supervisor with his/her resignation. The supervisor should then submit a termination/resignation request to otohr@uw.edu

Ending Professional Staff appointments

- Professional staff appointments are at will and are not covered by a bargaining agreement.
- If the position needs to be eliminated due to lack of funds, lack of work, or other reason, contact OTO HR to begin the layoff process. We need a minimum of 8-12 weeks' notice.

Action: If the employee wishes to end his/her appointment, he/she should email his/her supervisor with his/her resignation. The supervisor should then submit a termination/resignation request to otohr@uw.edu

Ending temporary appointments

Action: If the supervisor wishes to end an appointment, he/she should submit a request to otohr@uw.edu the staff member wishes to end their appointment, he/she should email his/her supervisor with his/her resignation. The supervisor should then submit a termination/resignation request to otohr@uw.edu

Extending temporary appointments

It is the responsibility of the supervisor to keep track of when temporary staff appointments are ending (employment end dates are visible in Workday). The supervisor should notify OTO HR in advance if they should be extended.

Action: If the supervisor wishes to extend a temporary appointment, he/she will submit an extend current job request otohr@uw.edu with relevant details. OTO HR will direct on next steps.

Change in FTE (decrease/increase)

Classified staff

Action: A) If the FTE change is voluntary, submit an FTE change request to otohr@uw.edu and attach a document outlining the change in duties and schedule. B) If the FTE change is involuntary, consult with OTO HR about the layoff process.

Professional staff

Action: Manager will submit a FTE Change Request to otohr@uw.edu with relevant details

Reclassification - Classified Staff

If a classified staff member has taken or plans to take on higher level duties, a reclassification may be needed to make sure his/her current duties align with the job classification.

Action: To reclassify a classified staff member, read through the [classification review process](#) and attach the provided form to an email to otohr@uw.edu. OTO HR will follow up with necessary forms/ justification if needed

Position Review – Professional Staff

- A position review may be requested when a position’s responsibility level has significantly changed in one or more of the following:
 - Staff supervision
 - Financial and/or budgetary matters
 - Policy development
- Or where there has been a significant increase in:
 - Level of judgment required
 - Level of knowledge or skill required
 - Complexity of duties and responsibilities

Action: Read through the [Position Review Process](#) and attach the necessary forms to an email to otohr@uw.edu.

COMPENSATION CHANGES

Purpose: This section will summarize options to increase staff compensation.

Classified Staff

Automatic movement on general pay schedule

Classified staff who are hired at the minimum available step of their pay range will receive a two (2) step increase to base salary following completion of six (6) months of continuous service and the date they receive that increase will be the employee's periodic increment date. Thereafter, employees will receive a two (2) step increase annually, on their periodic increment date, until they reach the top of the pay range.

Recruitment/Retention Program

Supervisors may award additional salary increment steps to both classified non-union and contract classified staff to address serious salary equity/alignment or retention issues if they have budgetary approval.

There is no limit to the number of additional steps that may be approved at one time, but the additional salary increment increase cannot exceed the top automatic increment step of the employee's range, and it does not change the employee's periodic increment date.

<p>Action: Manager should email a compensation change request with justification to otohr@uw.edu. OTO HR will follow-up with necessary forms/ justification if needed.</p>

Career Enhancement/Growth Program (CEGP)

The Career Enhancement/Growth Program applies only to contract classified staff covered under the SEIU 925 and WFSE collective bargaining agreements. Please consult with OTO HR. This program allows supervisors to recognize and reward contract classified staff who:

- Have been in the same job classification at the highest automatic increment step, or an intermediate CEGP step in the same job classification, for a minimum of one year; and,
- Whose development of skills, increased productivity, or permanent assumption of higher-level duties have resulted in service enhancements or efficiencies exceeding those normally expected of someone in the employee's classification (but which do not otherwise qualify the employee's position for reclassification).

A manager or the employee may request a CEGP step. Employees requesting a CEGP step should give a completed form to their manager for review. Employees may include up to three letters of recommendation. Use the [Salary Adjustment - Career Enhancement Growth Program \(CEGP\) \(PDF\)](#) form to begin the increase process.

CEGP requests are reviewed by HR Operations and then approved or denied by the HR Compensation Office.

<p>Action: Manager should email otohr@uw.edu with a completed CEGP form attached.</p>
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Temporary Salary Increase (TSI)

- Classified Staff who are taking on higher level duties (increased scope/responsibilities) for a temporary period may be eligible for a temporary salary increase. Typically these increases are 5-10% of base salary. These increases must be first approved by the Dean's office before they can be entered into Workday.

Action: Manager will email otohr@uw.edu with request details.

Professional Staff

Discretionary time off

Discretionary time off is paid time off awarded to a professional staff employee for a noteworthy achievement or effort that contributes to the unit's mission, goals, or objectives. Department or division heads may award up to six days of discretionary time off per calendar year per professional staff employee. The [UW Professional Staff Program](#) offers details about awarding and using discretionary time off.

Action: Manager should contact otohr@uw.edu if interested in awarding discretionary time off to one of your staff.

Professional Staff in-grade increase

An in-grade salary increase may be requested if the current compensation grade is appropriate, but there has been a:

- Change in level of duties and responsibilities
- Meritorious performance with increased level of functioning
- Market-related pressures (external equity)
- Employment offer or active recruitment from outside the University
- Misalignment of salary relationships (internal equity)

Action: Manager should email otohr@uw.edu with justification for the increase provided in the body of the email or attached document.

Temporary Pay Increase (TPI)

- Professional Staff who are taking on higher level duties (increased scope/responsibilities) for a temporary period may be eligible for a temporary pay increase. Typically these increases are 5-10% of base salary. These increases must be first approved by the Dean's office before they can be entered into Workday.

Action: Manager will should email otohr@uw.edu with justification and details of temporary increased duties

MANAGING YOUR STAFF

Performance Management

Performance management isn't simply a once-a-year evaluation. Good performance management is a continuous, positive collaboration between you and your employees all year round.

Most employees want to be successful contributors. They want to know what is expected of them and how they can most effectively achieve those expectations. As a supervisor, it is your job to:

- Clearly communicate expectations
- Provide employees with the tools, training, and information they need to succeed
- Offer regular, timely, and constructive feedback
- Be reasonable and fair when evaluating performance
- Recognize successes and achievements
- Address performance issues in a proactive and timely manner in order to resolve them before they become significant

[Read more](#)

Corrective Action

The objective of corrective action is to correct and resolve employee performance problems in order to retain the employee as a productive staff member. [Read more](#)

Staff Evaluations

Staff should be formally evaluated a minimum of once a year. OTO HR will initiate the process with an email to all supervisors in the Spring of each year. Evaluations should be completed in a timely manner to ensure eligibility for annual COLA/merit increases. [Read more](#)

Employee Development/Recognition

[UW Professional and Organizational Development](#) offer training and other professional development opportunities to UW employees. Also, [UW HR resources for new employees](#) include information on professional development, tuition exemption, employee discounts, and more.

MANAGER TRAINING

Purpose: Effective management is not a talent but a learned skill. The department strongly encourages managers to take advantage of the trainings available at UW.

Strategic Leadership Program (SLP)

The Strategic Leadership Program (SLP) provides a comprehensive education in the essential elements of leadership, in general and specific to the University. If you are a supervisor with at least one direct report who's a permanent UW employee, you're expected to attend SLP. Because SLP is centrally funded, there's no cost to you or the department. [Learn more and register](#)

Professional and Organizational Development (POD) Classes

POD offers several courses related to management including "Managing Employee Performance," "Supervision Basics" and "Building a Positive Work Culture." [Learn more](#)

Workday for Managers

Managers should be familiar with Workday, especially the time/leave approval functions. Workday training is available on the ISC site: <https://isc.uw.edu/video-library/manager-videos/>

POLICIES

Purpose: As a state institution, UW employees are considered Washington State employees and it's important that Supervisors understand and inform their staff of WA State, UW, School of Medicine and department policies.

Professionalism

UW Medicine values professionalism among its members in carrying out UW Medicine's mission of improving the health of the public through teaching, research and patient care. Professionalism includes demonstrating excellence, integrity, respect, compassion, accountability, and a commitment to altruism in all your work interactions and responsibilities. UW Medicine Policy on Professional Conduct can be found on the UW Medicine website: <https://www.uwmedicine.org/about/policy-professional-conduct>. Employees at UW Medicine are expected to conduct themselves in a professional manner. An assessment of professionalism will be a factor considered in performance reviews, salary adjustments and promotion to successive ranks in the department.

Outside Work

Staff may engage in outside consulting work or part-time employment provided that it is not to the detriment, or conflict with their University obligations and job performance. In order to do so, you would be required to obtain *pre-approval* for the proposed activity by completing the UW Form, "*Request for Approval of Outside Work-Professional and Classified Staff.*" This form may be found at the following UW web link:

<http://www.washington.edu/admin/hr/forms/>.

Please refer to UW policy link for more info:

<http://www.washington.edu/admin/rules/policies/APS/47.03.html>

Ethics

UW/State of Washington managers and employees should be familiar with ethical guidelines around personal use of University resources, etc. [Learn more](#)

Overtime

Overtime Eligible (non-exempt) employees receive a minimum overtime pay of 1.5 times the employee's regular pay rate for all hours worked over 40 hours in a seven-day workweek. Supervisors should approve any overtime in advance. [Read more](#)

Flexwork

A flexwork arrangement is a work plan that differs from the standard workweek (M-F 8-5). University policy permits employees to have a flexwork arrangement when the employee's supervisor (and OTO HR) evaluates the flexwork request and approves it. [Read more](#)

Telework

Telework refers to an arrangement where an employee works from home or from another location away from the usual workplace. University policy permits employees to telework when approved by the employee's supervisor or other designated official. If you and your employee

agree on a telework arrangement, please document using the [Telework Agreement](#) and send a copy to otohr@uw.edu for the employee's personnel folder.

Campus Closure/Suspended Operations

Campus may close due to inclement weather or other conditions that make coming to the workplace hazardous. In cases of campus closure, all non-essential personnel should not come in. Those with an approved telework agreement may be able to work from home. Depending on the classification of the employee, work missed due to a campus closure may need to be made up. [Read more](#)

Drugs and Alcohol

The University of Washington is a drug and alcohol free workplace. Use of drugs or alcohol at work will not be tolerated. [Read more](#)

Sexual Harassment

The University of Washington does not tolerate sexual harassment of any type. If you believe that you have been impacted by sexual harassment, you should report it to your supervisor, to the Ombudsman's office (<http://www.washington.edu/ombud/> or 206-543-6028) and/or to a confidential advocate. [Read more](#)

Workplace Violence

The University of Washington is committed to providing a safe, healthful workplace that is free from violence or threats of violence. The University does not tolerate behavior, whether direct or through the use of university facilities, property or resources that:

- Is violent;
- Threatens violence;
- Harasses or intimidates others;
- Interferes with an individual's legal rights of movement or expression; or,
- Disrupts the workplace, the academic environment or the University's ability to provide service to the public.

If you are concerned about the behavior of a co-worker or customer, you should report it to Safe Campus <https://www.washington.edu/safecampus/>, for urgent threats call 911, for potential or suspected threats call 206-685-7233, and at Harborview call 4-5555). [Read more](#)

SUPPORT FOR STAFF

UW Staff have support systems in place. Some are listed below:

- Supervisor or Manager
- OTO HR (Jason Gordon, 221-2430, otohr@uw.edu)
- HR Consultant (Anita Gross, 616-4433, anitag16@uw.edu)
- UW Carelink <https://hr.uw.edu/benefits/uw-carelink/>
- University Complaint Investigation and Resolution Office <http://www.washington.edu/compliance/uciro/>

Appendix I:

TYPES OF APPOINTMENTS

Purpose: There are many appointment types available to suit your staffing needs. Please review the summary below and contact otohr@uw.edu with any questions.

Permanent Appointments

Professional Staff – Job Titles

- Minimum 50% FTE
- Exempt from state civil service
- Open recruitment
- Benefits eligible
- Accrues sick time and annual leave

Classified Staff – Job Titles/Specs

- Minimum 50% FTE
- Open recruitment
- Layoff list check
- Benefits eligible
- Accrues sick time and annual leave

Temporary Appointments

Professional Staff Limited Term appointment

- Hourly appointment (On average, 20 hours or less per week)
- Appointment duration usually less than 6 months
- Not benefits eligible
- Cannot exceed 950 hours in a 12 month period

Professional Staff Project appointment

- Salaried, 50% FTE or more
- Minimum 6 months, maximum 9 months appointment duration
- Benefits eligible
- Accrues sick time and annual leave

Classified Staff temporary appointment

- Hourly appointment
- Not benefits eligible
- cannot exceed 950 hours in a 12-month period

Classified Staff fixed duration appointment (FDA)

- Salaried, 50% FTE or more
- 6 - 12 months, no extension allowable after 12 months

- Benefits eligible
- Accrues sick time and annual leave

UTEMP Appointments

UTEMP is the UW's internal temp staffing agency. When you need to fill a staffing need quickly, UTEMP is a good resource: <https://hr.uw.edu/talent/hiring/temporary-fixed-duration/utemp-staffing/>

Student Assistant Appointments: <https://hr.uw.edu/comp/student-employees/>

- Must be an enrolled UW Student
- Hourly Appointment
- Generally for non-skilled work that does not require graduate level skill/education. Graduate students can be hired in this classification, provided their field of expertise is not necessary for the work.
- Limited to 19.5 hours a week when classes are in session

Graduate Student Appointments (Academic Student Employees)

Graduate student Staff Assistant (SA), Research Assistant (RA) and Teaching Assistant (TA) Positions are covered by the UAW/UW Academic Student Employee union contract. These positions can be hired for one or more quarters and often involve tuition reimbursement. Contact otohr@uw.edu with questions or to start the process.

Appendix II: Job Description Template

PAYROLL TITLE:

WORKING TITLE:

DEPARTMENT: Otolaryngology - HNS

SUPERVISOR:

FTE:

SALARY RANGE:

PREFERRED START DATE:

TEMPORARY OR PERMANENT POSITION:

POSITION PURPOSE

This paragraph should consist of a broad outline of the position's responsibilities and characteristics. It should briefly summarize why the position exists and how it fits into the department/hiring unit's overall operations.

POSITION COMPLEXITIES

This section should briefly describe the most demanding/difficult aspects of the position including any unique aspects that add complexity (supervising remote employees for example).

POSITION DIMENSIONS AND IMPACT TO THE UNIVERSITY

Briefly describe this position's impact on its work unit, department, program or project, and the University as a whole. Provide information that indicates the magnitude of the position's impact, such as: Number and size of budget(s) the position is responsible for developing or overseeing; Number of students or customers for whom the position provides services.

DUTIES AND RESPONSIBILITIES

Provide a bulleted list all major or critical duties, including those performed infrequently that are important to the position's function. Exclude minor or incidental tasks. Understanding the job duties performed and percent time devoted to them is key to the Compensation Office being able to properly evaluate the position. Please break into categories and assign percentage effort to each. Example:

Research Duties -60%

- Bullet1
- Bullet2
- Bullet3

Administrative Responsibilities – 30%

- Bullet1
- Bullet2
- Bullet3

Other Duties - 10%

- Bullet1
- Bullet2
- Bullet3

SUPERVISORY RESPONSIBILITIES

Describe the position's responsibilities for supervising staff.

MINIMUM QUALIFICATIONS

This is how applicants will be screened. Please provide a bulleted list of all minimum requirements. Specifically state the education level/specialty and the number of years of work experience needed.

Include below statement if accurate:

Equivalent education/experience will substitute for all minimum qualifications except where there are legal requirements such as license/certification/registration.

DESIRED QUALIFICATIONS

Bulleted list of all qualifications you'd like the candidate to have.

WORKING CONDITIONS

Bulleted list of working conditions. Common examples:

- Typical office setting
- This position requires the ability to work a flexible schedule to meet deadlines as needed.
- May be required to lift/move objects up to 40lbs

