

## PEAR Team Meeting 9 – Meeting Notes– February 7, 2024 12-2 pm

Welcome & Icebreaker – Melinda/Janette 12:05 pm

Icebreaker asking the group to respond to the prompt below.

- Name
- Pronouns
- Role(s) if you like
- Highlight / Lowlight

### Facilitators Present:

Janette Chien, she/her, State Parks DEI Director

Melinda Posner, she/her, State Parks DEI Manager

### PEAR Team Present:

Megan Grisso, she/her, Social Worker, Community Member

Reco Bembry, he/him, Big Tent Coalition

Jeff Vassallo, he/him, Parks Area Manager

Stacey Coltrain, she/her Ranger 1 Sequim Bay

Curt Fackler, he/him, Campground Host WA & AZ

Cassandra Alarcon, she/her, Admin Assistant 3 Operations

Michael Hankinson, he/him, Parks Planning Program Manager

MJ Sampang, she/her, WTA Community Partnerships and Leaderships Development Coordinator

Denice Rochelle, she/her, Bronze Chapter

Clare DeLong, she/her, Parks Communications Director

### Observers Present:

Tonna Jensen Sigler, she/her, State Parks Administrative Assistant

Jerell Borman, he/him, Parks Talent Acquisition and Training Manager

Amber Erdahl, she/her, Parks HR Director

Heather Carrington, Parks Administrative Assistant 2 Central Lakes

Jenee Kramer, she/her, Parks Recruiter

Alicia Burki, Parks Maintenance Mechanic 1

## Agenda

Janette welcomed the group at 12:05. Janette reminded the team of our community norms. We can work to support one another to be accountable for these norms. Please reach out if you would like to make any adjustments to these community norms. Janette also reminded the group we will record the presentation portion of meeting.

Janette started the meeting with our check-in, reviewed the agenda and shared that we have Jerell, Amber and Jenee joining us today from HR Recruitment.

- Equity Impact Review (EIR) Topic: **HR Recruitment**
- Small group work
- Updates
  - Staffing
  - PEAR Team recruitment
- Closing

## Equity Impact Review (EIR) HR Recruitment

Janette welcomed Jerell Borman! Jerell Borman brings over twelve years of experience and a wealth of strategic expertise in the talent acquisition and training field. Prior to joining us, he held positions as the Recruitment Team Supervisor at Washington State's Health Care Authority and as a Regional Human Resources Manager in the United States Air Force. Jerell is deeply passionate about problem-solving, public speaking, and staying at the forefront of emerging technologies. Jerell holds a bachelor's degree in human resource development and a master's degree in business administration. When he's not immersed in talent acquisition and training, he enjoys CrossFit, reading, and dedicating his time to coaching youth sports. Jerell's unwavering commitment to the world of technology and his strong desire to make a positive impact drive both his professional and personal endeavors.

Jerell thanked Janette for the introduction and asked for people to hold questions until the end of the presentation or put them in the chat.

Jerell shared that his presentation covers diversity, equity and inclusion (DEI) and how we can include that in our recruitment processes moving forward. One of the reasons DEI is so important is because it's state law. The Revised Code of Washington (RCW) 43.06 states to promote equitable opportunities for all individuals and additionally, we have an executive order 22-04, by Governor Inslee to create an anti-racist government state.

One of the goals should be for our workforce to reflect the communities we serve. Having more diverse representation also enables better collaboration, innovation of ideas and the development of effective strategies for the people we serve, especially to address inequities. Studies have shown that an inclusive work environment results in employees that take less time off, are more engaged, have better productivity, and feel respected.

We also must be mindful of individuals that historically did not have the same educational and employment opportunities. We should have a vision to be an equitable place to work where race and other identities are not predictors of success. We also want to eliminate racial and other disparities and welcome candidates with diverse backgrounds and multicultural skill sets and experiences. A diverse workforce allows us the capability to approach situations from different lenses to provide alternative

solutions to issues. We should value the importance of creating an environment in which all employees can feel respected, included and empowered to bring unique ideas to our agency. Our diversity and inclusion efforts include embracing different cultures, backgrounds, and viewpoints, while fostering growth and advancement in the workplace. We should all practice values that respect and create and sustain a culture where our employees are empowered to bring their authentic selves to work, to be the best version of themselves.

We can also use data to help us tell the story. At Parks, we're now reviewing agency specific demographic data to create awareness of any workforce gaps. We have to remember though, it's not all about the numbers, but it's about values, respect and culture.

To incorporate DEI in our recruitment processes Jerell first plans Jerell to look at our recruitment processes on a regular basis. We want to provide a more inclusive way to assess potential. We have to ask ourselves the question, are they inclusive and inviting to a diverse variety of talented candidates, or do we have room for improvement?

#### Inclusive language

We also want to emphasize a commitment to DEI, for example, including a statement about our work toward creating a more inclusive workplace, which can help candidates from communities that have been marginalized to feel welcome. We also want to ensure our job postings are created with the DEI perspective in mind, which helps us to ensure every element of our recruiting process is supporting our DEI hiring goals and are related talent acquisition strategies.

We also ask ourselves: Do we have DEI language in our job postings that encourages all individuals to apply regardless of their circumstances? We also want to ensure that our DEI language in our job postings is inclusive, friendly and inviting to a diverse variety of talented candidates. Jerell wants to avoid gender requirements and discuss partner benefits, discuss parental leave rather than maternity leave. We also must know exactly what tasks and skills will be required for the specific position. This helps ensure that the job requirements match the requirements for the position, so if they are too high, that can deter qualified candidates from applying.

We're also looking at including language for job seekers that may require accommodations to require help in in the application process or require help in the application process. For instance, they can receive our job announcements in alternative formats, or we can provide a phone number to call.

#### Qualification equivalencies

We're also looking to ask ourselves the question; what's truly needed to be successful at the position? Putting a focus on skills provides a more inclusive way to assess potential. This approach can help even the playing field, especially in higher paying roles where higher education is often mandatory. A combination of skills, knowledge and experience might be suitable equivalencies to a specific degree and help lessen the gap between groups who haven't traditionally had the same access to education. We're looking at qualification equivalencies, education, substituting for experience or vice versa, semester and quarter hour equivalencies. We're reviewing listed minimum qualifications within the position descriptions. If there are qualifications listed that are not truly necessary, we can remove them in consultation with the recruitment team. That's something that we're exploring right now. We also have to remember that including requirements in the job postings that are not needed to succeed in the

job creates unnecessary barriers that can limit the size of the candidate pool. For example, do the candidates really need a master's degree or a bachelor's degree combined with experience?

There are two reasons for ensuring that the job requirements are truly the minimum needed. First, education can be more difficult to obtain for people from communities that have been marginalized, whether as a result of inequitable funding systems, lack of encouragement from teachers, their location in rural areas or urban centers, or a number of other factors. And second, studies have shown that most females will only apply to jobs where they meet 100% of the job requirements, whereas men will apply when they meet 60% of the job requirements. So if our job requirements are too high, chances are we're screening out too many qualified applicants. Therefore, we should encourage all to apply for our jobs.

### Mitigating Implicit Bias Training

What else can we do? At parks we can attend the mitigating implicit bias training offered by DES. We can prioritize key individuals first, who are very likely to participate in and influence agency hiring processes. Jerell believes all the recruiters should take the course. That is one of the courses that he took prior to me coming to Parks when I was at the Health Care Authority, and it was great. And additionally, it's also to comply with Governor Inslee's executive orders 22-02 and 22-04.

### Inviting applicants to apply / Diversity jobs

Next, we want to cast a wide net to ensure a strong candidate pool, for instance, reaching out to our statewide business resource groups to share our job postings, such as the Disability Inclusion Network. We can look at job posting sites such as Diversity Jobs to help boost our job postings. When we post a particular position, generally it will have a start date and an end date and what we can do is we can pay a fee, for instance on diversity jobs where it becomes a featured job on that hiring platform for the duration of the listing. So that gives it additional exposure.

We can also look at parks-specific demographic data before interviews to understand workforce gaps. We can check our interview questions for bias. We want to ensure that the questions we ask candidates are structured in a way that eliminates or mitigates the potential for bias in their interviews, and we can create a scoring matrix for the interviews based on the required skills and competencies. Using a scoring matrix helps the interview stay focused, improves interview consistency of experience for the panel and interviewees, and keeps evaluations as objective as possible. The scoring criteria should be standardized. All interview panel members should have common understanding. Additionally, the hiring manager should explain the process to the candidates, so they understand how they are being evaluated. We can also reach out to candidates that previously made it to late stages of interviews when new positions are posted to provide them with another chance to come work at parks.

We can diversify our hiring panel membership. For instance, invite people to serve on your interview panels of different ages, genders, race, and backgrounds. You can also invite at least one person from outside of your division, especially if some of the applicants are internal.

We can reach out to new talent pools, such as our veterans and diversified communities such as Joint Base Lewis-McChord (JBLM) hiring events. Please remember the talent pool of veterans is embedded with diversity of gender, race and age.

## 2023 Recruitment Team Accomplishments

- 41 Hiring Fairs
- Tracking Recruitment Data
  - We've hired 116 permanent and 418 nonpermanent new staff this past calendar year
  - Parks has promoted 50 employees
  - There was also one voluntary demotion and 15 transfers
- Policy Update – last recruitment policy update in 2005
- YesVets – tracking veteran employees

Jerell shared the Parks Diversity Profile as of 12/31/2023 (slide 9)

## Veterans

Why is it so important to hire our veterans?

- Served our country
- RCW & EO (Employment Preference) 19-01
- Smaller veteran population
- 1 in 5 served since 9/11
- Underemployed

Slide 16 shows our employed veterans have decreased in comparison to our sister agencies. The state average is at 5.9% and we are at 4.4%.

Slide 18 shows Age 40 and older by fiscal year. We have stayed fairly consistent from fiscal year 2019 and we're currently at the state average at 52.5% per fiscal year 2023.

## Questions

- Any idea what percent of state residents are veterans?
  - Will look up number
- How do you ask demographic data for those who applied for WSP jobs?
  - Voluntary data
  - Demographic data is recorded into the Human Resources Management System (HRMS) system
- Is it my assertion that your new focus will primarily target Veterans as opposed to people of color such as Black and Brown candidates for "FULLTIME employment, the referral/hire rate seems significantly low."
  - No, we are not emphasizing one area over another we have a lot of diverse categories we need to reach.
  - We want to encourage everyone to apply
- Is there a significantly high number of veterans that currently work in the State Parks system?
  - We are currently under the state average when it comes to employing veterans.
  - 4.4% state average is at 4.9%

- How do we recruit for some of these science, technology, engineering and mathematics (STEM) positions diversely when we know diverse candidates aren't getting educated in these fields? We can't necessarily exchange education for experience when licensure etc. is required. How can we encourage more diverse people to go into the field earlier on?
  - Certain positions require licensure or education if that is what is required, we won't be adjusting there.
  - Once we post a job in NEOGOV it is used nationwide and submits to a variety of hiring platforms.
  
- What helped Parks with hiring more people with disabilities?
  - We have been able to get creative with reasonable accommodation so those with disabilities are accommodated with their work.
  
- Do you know the average age of those who apply for park aid positions?
  - This is data we can pull, will follow up.
  
- If having outdoor experience is not necessary, it will not be required in the position description.
  - No formal pathways from office to field or visa versa
  - Transfer language is within the collective bargaining agreement
  
- There are a lot of positions in state government that many agencies recruit for. Is there a state led recruitment effort?
  - All agencies do their own recruiting
  - We network with other agencies HR and Recruitment teams.
  
- Based on the four DEI categories, learning opportunities, workplace culture, community engagement, equity frameworks, which of those four is the highest priority to create change?
  - It is a lot of community engagement work, how are we reaching candidates.
    - Not just posting widely posting strategically
    - Community engagement and learning opportunities go hand in hand. Create opportunities to apply and interview without barriers. How can we navigate through these barriers to get diverse candidates hired.
    - Training existing and new employees is equally important for retention.

Amber shared we have in-training programs, the largest being Park Ranger 1 to Park Ranger 2 programs. One of Amber's goals for 2024/2025 is to identify how we can build in compacity to develop more training pathways.

### 5 minute break

Janette shared the small group work questions and asked the group to take a 5-minute break to return at 1:15 pm.

## Small group work

Janette welcomed the group back from break and reviewed the questions below. Each small group was asked to take time to read through the draft POL # 70-33 Recruitment, Selection, and Promotion (attached) and draft POL # 70-33-01 Recruiting, Assessing, and Certifying Applicants (attached) and answer the questions as a group. Each group then had time to share out.

<b>GROUP 1</b>	<b>Names: Heather Carrington, Denice Rochelle, Megan Grisso, Jeff Vassallo, Stacey Coltrain, Cassandra Alarcon, Curt Fackler, Tonna Jensen Sigler</b>
<p><b>As you read through these policies and procedures...</b></p> <ul style="list-style-type: none"><li>• What stands out to you?<ul style="list-style-type: none"><li>○ Nothing seems to stand out that's not normal HR language</li><li>○ Lengthy, repetitive</li></ul></li><li>• What are areas that need to be improved and why?<ul style="list-style-type: none"><li>○ The hiring process seems to take forever. Sometimes months go by</li><li>○ timeliness</li></ul></li><li>• What recommendations do you have to support equity and inclusion in the hiring process?<ul style="list-style-type: none"><li>○ Remove the stigma of contacting HR to ask for an accommodation. Clearly define who to contact? Make it clear that it is acceptable to contact HR prior to applying without fear of being disregarded for asking. Welcome questions!</li></ul></li></ul> <p><b>Consider....How can this policy document support hiring managers to apply an equity lens in the hiring process?</b></p> <p>An equity lens could look like...</p> <ul style="list-style-type: none"><li>• How are we considering historical inequities in the hiring process?<ul style="list-style-type: none"><li>○ There seems to be a little preference to current/former employees, this could limit external candidates. "Parks may directly reemploy former candidates..."</li></ul></li><li>• How are we considering accommodations (meeting individual needs versus providing the same to everyone)?<ul style="list-style-type: none"><li>○ We talked about rethinking employment to make accommodations for disabled people<ul style="list-style-type: none"><li>▪ Are there additional barriers that can be removed in the application process?<ul style="list-style-type: none"><li>• Resumes, cover letters, etc. are a traditional format, many decisions are made based on interview</li></ul></li></ul></li></ul></li></ul> <p><i>Capture your thoughts here!</i></p> <p>On average how long is the recruitment process taking? Six weeks. Trying to communicate timeframe expectations with candidates</p> <p>How can we make this shorter?</p>	

**Consider the avenues we share our job openings...**

What are some strategies you would recommend to recruit a diverse pool of candidates?

**What are your suggestions for DEI-related interview questions that hiring managers can use?**

What does DEI mean to you?

Tell about a time when...DEI prompt

**GROUP 2**

**Names: Michael Hankinson, Reco Bembry, Jenee Kramer, Clare Delong Tuminez, Alicia Burki, MJ Sampang**

**As you read through these policies and procedures...**

- What stands out to you?
- What are areas that need to be improved and why?
- What recommendations do you have to support equity and inclusion in the hiring process?

**Consider....How can this policy document support hiring managers to apply an equity lens in the hiring process?**

An equity lens could look like...

- How are we considering historical inequities in the hiring process?
- How are we considering accommodations (meeting individual needs versus providing the same to everyone)?

*Capture your thoughts here!*

***"How does the policy embrace EO 22-02 changing the culture "Washington will be an Anti Racist State?"***

- *Does not feel like the main theme of this document*
- *When the focus shifts away from historic inequities and systemic racism, then it becomes diffused - the language is not emerging in this document*

***There is no clear decisive language about trying to build a diverse antiracist workforce (from 22-02 EO) the messaging was kind of just diffused***

***favoring internal hires works against these goals***

- Lengthy document
- Thinking about how little to higher education fills in the needs or requirements of the job (examples: learning on the job, bachelors degree versus associate's degree requirements)
- Can we implement the recruitment policy in a hiring procedure as a basic practice?

**Consider the avenues we share our job openings...**

What are some strategies you would recommend to recruit a diverse pool of candidates?

1. Specific job boards that cater to BIPOC professionals and region
  2. Career fairs at specific locations or with trade schools/similar trades
- a. What does it look like to break the mold of outdoor industry and show a range of opportunities at Parks (e.g. highlighting admin positions)
  - b. Going to trade schools (Maintenance program does a good job of this)
  - c. Think about everyone in your ecosystem and how they would find avenue to apply

**What are your suggestions for DEI-related interview questions that hiring managers can use?**

The team suggested more time to review and reflect on the policy and procedure documents since they were quite long. Janette shared that we will provide this feedback to the HR Team to process. They will return to a future PEAR meeting to allow the opportunity for more feedback.

### Updates

- Staff Transitions, Co-facilitation.
  - Melinda is transitioning out of the DEI Team.
  - Melinda thanked the PEAR team for all their work. Melinda will be back in April with the planning team for the EIR
  - Co-facilitation of these meetings with Janette and a community member, more details to come
- PEAR Team recruitment
  1. Invite a friend to submit interest form
  2. Invite from waitlist
  3. New round of recruitment
  4. Other ways?
- Janette reviewed the 2024 PEAR Workplan/ EIR Impact review schedule.

### Closing

Type an affirmation for Melinda in the chat. Janette ended the meeting at 2:02 pm



## POLICY

Effective Date: November 29, 2023

Approved By: \_\_\_\_\_

Cancels/Supersedes: POL. # 70-33 (July 1, 2005)

References: [Chapter 41.06 RCW](#)

[RCW 41.04](#)

[RCW 42.56.250](#)

[Chapter 49.58 RCW](#)

[Chapter 357-01](#)

[Chapter 357-16 WAC](#)

[Chapter 357-19 WAC](#)

[Chapter 357-58 WAC](#)

[Executive Order \(EO\) 12-02](#)

[EO 13-02](#)

[EO 19-01](#)

[EO 22-02](#)

[Parks Administrative Procedure 70-33-01, Recruiting, Assessing, and Certifying Applicants](#)

[Parks Administrative Policy 70-32, Salary Determination](#)

[Parks Administrative Policy 70-25, WMS Compensation](#)

[State HR Directive 20-02](#)

[Collective Bargaining Agreements](#)

Applies to: All employees

### **POL # 70-33 Recruitment, Selection, and Promotion**

#### **Purpose**

To provide sound guidelines in filling positions according to current federal and state law and public administration ethos. Parks also considers the needs of the populations it serves, as well as evidence-based industry practices, and equitable and inclusive processes.

#### **Definitions**

Diverse

A group of people who have varied life experiences or perspectives. This can include people who identify as diverse regarding race, national origin, gender, gender identity, ethnicity, age, veteran status, educational

background, socio-economic status, religion; or physical, hidden, or developmental disabilities.

Preference	Within the recruitment and selection context, this is guiding criteria for certification of qualifying applications to ensure that identified groups (based on legislation, state HR directives or agency goals), get an opportunity to interview.
Applicant	Any person applying for a job posting.
Candidate	An applicant who becomes certified by meeting minimum qualifications and is eligible to be placed on the certified list and referred to a Hiring Manager.

### **Policy Requirements**

1. Parks is committed to the recruitment, selection, and promotion of diverse, qualified, and competent applicants based on merit and identified competencies.

Parks considers knowledge of the needs of the populations that we serve to be a bona fide qualification/competency for positions within the agency. These populations include but are not limited to: people with lived experience, people with visible and invisible disabilities, rural populations, American Indian and Alaska natives, people of color, migrant workers, sexual and gender diverse people, religious minorities, low-income people, the elderly, and veterans.

2. Parks uses fair and focused recruitment and selection processes. Consistent with Executive Order 22-02, Parks Human Resources (HR) Recruitment Team is trained on how to mitigate implicit bias and provides guidance to hiring managers on how to mitigate bias at all stages of the recruitment and selection process. The Recruitment Team reviews interview questions and assessment activities as needed to ensure they match job qualifications and are bias-free.
3. Recruitment is a partnership between the HR Recruitment Team and program stakeholders. The HR Recruitment Team leads or assists in coordinating all aspects of the recruitment process, as well as providing agency-wide comprehensive recruitment training based on diversity, equity and inclusion, and compliance with state and federal law. Recruitment strategies take into consideration a number of factors to ensure the most effective, efficient, and useful methods of recruitment:
  - a. Scope, responsibilities, and qualifications of the position
  - b. Knowledge of the needs of the populations we serve
  - c. Executive Order 19-01 Veteran and Military Family Transition and Readiness Support
  - d. Executive Order 13-02 Employment Opportunities for People with Disabilities
  - e. State HR Directive 20-02

4. Recruitment and Selection

- a. Managers and supervisors, with the assistance of Parks HR, review the position description and if needed perform the appropriate job analysis to identify the position competencies before the recruitment process is initiated.

- b. The following applies when determining appropriate recruitment activities:
  - i. Managers and supervisors consult with the HR Recruitment Team on procedures for recruiting and selecting qualified individuals to include mutually identifying sources to attract qualified and diverse candidates that have a knowledge of the needs of the populations we serve.
  - ii. Managers and supervisors work with the HR Recruitment Team to develop the recruitment and selection plan and process before the recruitment announcement is published. The recruitment announcement and all applicant-facing communication is gender neutral.
- c. Parks may directly reemploy, without certification, former permanent status employees who have submitted an application for employment if:
  - i. There are no eligible candidates on either the internal or statewide layoff lists, and
  - ii. The former employee satisfies the competencies and other requirements of the position for which the employee is being considered.

Before former permanent employees can be reemployed, they must submit an application for reemployment and other documents required by Parks at the time of application. Former permanent employees of Parks who were separated due to disability and are eligible for reemployment according to WAC 357-19-465 are treated as internal candidates for certification purposes. Internal standing lasts for a period of up to two years from the date of disability separation in accordance with WAC 357-19-465.

- d. Parks may directly employ any transitioning military service members who have completed a Veteran Placement Program (such as the Parks WorkEx Internship Program or the DOD SkillBridge Program).
- e. The HR Recruitment Team assists managers and supervisors in developing all pre-employment screening and assessment tools and reviews the recruitment and selection process to ensure compliance with state and federal law. This includes coordinating and preparing reasonable accommodations for applicants requesting special assistance with any part of the application or assessment process.
- f. Screening and assessment methods are based on the job analysis of the position and must be equitable and inclusive, including meeting accessibility requirements and proactively providing any reasonable accommodations. These screening and assessment methods may include:
  - i. Initial questionnaires to identify desirable or other published qualifications, including knowledge of the needs of the populations served;
  - ii. Resumes and cover letters;
  - iii. Supplemental questionnaires, including obtaining information regarding knowledge of the needs of the populations served;
  - iv. Telephone screenings;
  - v. In-person Interviews;
  - vi. Virtual Interviews; and

- vii. Pre-determined written or verbal exercises.
- g. Parks ensures the applicants are selected based on merit and assessed competencies. Applicants receive appropriate consideration for documented training and experience applicable to the position or classification.
- h. Hiring Managers and if applicable, subject matter experts, should be involved in:
  - i. The application review process;
  - ii. The development and evaluation of supplemental questionnaires;
  - iii. Pre-determined written or verbal exercises; and
  - iv. Any other method of screening considered appropriate for the position.
- i. The HR Recruiting Team certifies eligible candidates.
  - i. Only eligible candidates who have submitted all appropriate material before the interview and are best qualified are certified.
  - ii. If needed, the HR Recruitment Team assists in narrowing the pool of certified candidates for interviews using position-specific criteria.
  - iii. The Recruitment Team will notify all external applicants who are not certified via system-generated messages and personally contact any internal applicants who are not certified.
- j. To ensure a fair and objective selection process, interviews are conducted to allow a panel of people to assess the candidate(s). Subject matter experts, supervisors within the vacant position's reporting structure, and if applicable, tribal representatives or other stakeholders may be considered for the interview panel. Hiring managers work with the HR Recruitment Team to identify the appropriate interview format. In consideration of an equitable and inclusive process, interviewees are informed ahead of time of the number of panel participants.
- k. Certified candidates who are veterans will be invited to an interview.
- l. Parks encourages the practice of interviewing all qualified internal candidates.
- m. At any point in the process, Parks may decline to consider an applicant who:
  - i. Does not meet established competencies.
  - ii. Indicates they are unable to satisfy job related requirements (e.g., shift assignment or geographic availability); or
  - iii. Is found to have provided false information.
- n. Candidates no longer being considered in the recruitment process are notified.
  - i. Supervisors/managers are responsible for contacting all candidates who were interviewed to notify them of their status in the recruitment.
  - ii. The HR Recruitment Team notifies candidates of their status at the conclusion of the recruitment if notification has not been previously communicated by the supervisor/manager.

## 5. Pre-Appointment Requirements

The Appointing Authority or designee is responsible for ensuring the following actions are conducted regarding the preferred candidates before making an employment offer:

- a. Submission by the candidate of the signed Authorization to Release Information for Employment/Service Disclosure. This release must be received by Parks before any background check, reference check, or verification activity.
- b. Verification of any required license or certification, if required for the position or used as selection criteria.
- c. Completion of professional reference checks, if available.
  - i. When professional references are not available or are limited, exceptions may be made to include personal references by non-related professionals, such as educators or other professional associates.
  - ii. The Appointing Authority or designee may waive the reference check requirement if the candidate is currently employed by Parks in any capacity, including temporary employment and by contract. In these cases, a professional reference is requested from the candidate's current supervisor.
- d. Review of the candidate's personnel file for current or former state employees, as available.
- e. For promotional candidates and former Parks employees, the Appointing Authority or designee reviews the personnel file.

## 6. Promotion/Transfer

Managers and supervisors consult with HR regarding procedures and criteria for promotion, (i.e. applicable authorizing environments and rules of employment when appointment to a position with a higher salary range maximum, salary standard, or evaluation points resulting in a salary increase) or lateral transfer of qualified employees into vacant positions throughout the agency. The consultation may also include review of the job description, the scope of the position, and the review of any requirements of familiarity with the experiences and needs of the diverse population we serve.

- a. An agency/internal promotional candidate is defined as any candidate currently employed with Parks, including permanent, non-permanent, and project employees and interns.
- b. A statewide/external promotional candidate is defined as any candidate who holds permanent status with another state agency.
- c. Parks may exclusively recruit for agency/internal promotional candidates.
- d. Parks designates the entire agency as a promotional organizational unit.

## 7. Appointment Approval Requests

The manager or supervisor:

- a. Notifies the Recruitment Team a top candidate has been identified.

- b. Receives salary negotiation guidance from the HR Team that complies with the Equal Pay and Opportunities Act, Parks Administrative Policy 70-32, Parks Administrative Policy 70-25, and the applicable Collective Bargaining Agreement.
- c. Upon approval of the hire and salary by the Appointing Authority, extends offer to and negotiates with candidate.
- d. After receiving confirmation from the Recruitment Team that the candidate meets the conditions of employment, the offer can be finalized, and a start date identified.

DRAFT



## PROCEDURE

Effective Date: November 29, 2023

Approved By: \_\_\_\_\_

Cancels/Supersedes: POL. # 70-33 (July 1, 2005)

References: [Parks Administrative Policy 70-33, Recruitment, Selection, and Promotion WFSE CBA](#)

### **POL # 70-33-01 Recruiting, Assessing, and Certifying Applicants**

#### PROCEDURE

**Action By:**

Hiring manager

**Action:**

1. Vacancy occurs and there is an intention to fill, if needed:
    - a. Updates position description, including the essential functions and preferred job-related competencies, as well as knowledge of the needs of the populations served.
    - b. Obtains approval verbally or in writing from Appointing Authority to complete action.
  2. Completes recruitment request form and ensures the updated position description and org chart are attached.
  3. Emails completed recruitment request to Parks DL.
  4. Confirms program has accounted for fiscal impact associated with request.
  5. If confirmed, provide approval via email in a “reply all” response to the original recruitment request.
  6. If not confirmed, provides explanation via email in a “reply all” response to original recruitment request.
  7. Upon receipt of approved recruitment request, reviews documentation addressing any concerns with the Division Administrative Assistant.
  8. Reviews the position description for appropriate classification, and essential job functions.
  9. Establishes/updates position in HRMS, if applicable.
- Division Administrative Assistant
- Budget
- Human Resources

10. Meets with hiring manager to discuss recruitment strategies including:
    - a. Qualifications and other requirements for position.
    - b. Sourcing for applicant pool.
    - c. Assessment process, accessibility, pre-requisite panel training on bias, preference, and screening tools.
  11. Develops and posts recruitment announcement with gender neutral language, and to include a standard supplemental question to establish knowledge of the needs of the populations served.
  12. Conducts any advertising and other outreach efforts as needed.
  13. Screens applicant pool against required and preferred qualifications. This may be a multi-step process to refine the candidate pool.
  14. Certifies qualified candidates and provides certified list to hiring manager.
- Hiring manager or designee(s)
15. Upon receipt of certified list:
    - a. Reviews resumes and applications.
    - b. Determines the candidates to interview; reviews with Human Resources as appropriate; including all veterans who were certified.
    - c. Schedules and conducts interviews with universal design and accessibility consideration. Interview invitations to be gender neutral, and to include information on the number of panel members expected to participate.
    - d. Discusses interview results with Human Resources and Appointing Authority.
    - e. Recommends top candidate to Appointing Authority.
- Appointing Authority or delegate
16. Approves or denies recommended candidate.
- Hiring manager
17. If denied, discuss the next steps with Human Resources.
  18. If approved:
    - a. Conducts reference checks.
    - b. Conducts personnel file review, if current or previous state employee; with assistance of Human Resources as needed.
    - c. Notifies Human Resources of review results.
- Human Resources
19. If references are favorable, conduct background check.
  20. If background check is favorable, provides salary negotiation guidance.
  21. If references or background check(s) are not favorable, discuss the next steps with the hiring manager.
- Appointing Authority
22. Approves hire and salary negotiation terms.
- Hiring manager
23. Makes conditional offer of employment to top candidate.
  24. If accepted, negotiates salary, and start date.
- Human Resources
25. Notifies the Hiring Manager if the candidate meets all conditions of employment.

Hiring manager

26. Confirm employment offer and start date with candidate.
27. Notifies Division Administrative Assistant of acceptance and provides applicable hiring information.
28. If rejected, discuss next steps with Human Resources.

DRAFT



# PEAR Team Meeting 9

February 7, 2024



Community Norms	Practices
<b>GOAL ORIENTED &amp; STRUCTURED MEETINGS</b>	<ul style="list-style-type: none"> <li>• Facilitators provide agenda, meeting notes, and organization</li> <li>• Time checks – limit tangents to keep us on track</li> <li>• PEAR Team meetings recorded during presentation portions</li> </ul>
<b>THOUGHTFUL PARTICIPATION</b>	<ul style="list-style-type: none"> <li>• Center PEAR goals to empower discussions</li> <li>• Raise your virtual hand</li> <li>• Balance speaking and active listening</li> <li>• Open-minded observations and feedback, lean into curiosity, ask questions before assuming, seek to understand</li> <li>• Use accessible language (explain acronyms, terms, etc.)</li> <li>• Practice compassion, patience, and understanding</li> <li>• Trust the process; be open to feedback</li> <li>• Trust that we are stronger together than alone</li> </ul>
<b>RECOGNIZE EACH PERSON HAS UNIQUE EXPERIENCES</b>	<ul style="list-style-type: none"> <li>• Speak your truth</li> <li>• Appreciate everyone’s differences and commonalities</li> <li>• Awareness of diversity within BIPOC (Black, Indigenous, People of Color) community</li> <li>• Awareness of privilege (white, able-bodied, education, etc.)</li> <li>• Notice and re-consider blanket statements</li> </ul>
<b>SUPPORT PSYCHOLOGICAL SAFETY</b>	<ul style="list-style-type: none"> <li>• Judgment-free zone</li> <li>• Recognize this is an intergenerational space</li> <li>• Consider the role(s) of silence and its impact in our space</li> <li>• Take care of yourself</li> <li>• Acknowledge intent, assess impact</li> <li>• Honor confidentiality for the group’s contributions</li> </ul>



# Let's check in!

- Name
- Pronouns
- Role(s) if you like
- Highlight / Lowlight



# Agenda

- Equity Impact Review (EIR)  
Topic: **HR Recruitment**
- Small group work
- Updates
  - Staffing
  - PEAR team recruitment
- Closing



# Welcome Jerrell!



# DEI

- RCWs & EOs
- Reflection of our community
- Education & Employment Opportunities
- Review agency specific demographic data



# DEI

- Inclusive language
- Qualification equivalencies
- Mitigating Implicit Bias training
- Inviting applicants to apply
- Diversity jobs
- Veterans



# 2023 Recruitment Team Accomplishments

- Hiring Fairs
- Recruitment Data
- Policy Update
- YesVets



# Parks Diversity Profile as of 12/31/2023

EE TYPE	TOTAL COUNT	MALE	FEMALE	NATIVE AMERICAN	BLACK	ASIAN	HISPANIC	TOTAL POC	CAUCASION	OVER 40	DISABLED	VIETNAM VET	DIS VET
ALL EMPLOYEES	750	454	296	19	8	24	42	93	657	440	32	5	8
NON-PERMANENT EMPLOYEES	79	54	25	0	0	1	6	7	72	31	5	3	0
PERMANENT EMPLOYEES	671	400	271	19	8	23	36	86	585	409	27	2	8
PERMANENT WGS	607	362	245	14	7	21	34	76	531	354	27	2	8
WMS	53	35	18	2	1	1	2	6	47	46	0	0	0
EXEMPT	11	3	8	3	0	1	0	4	7	9	0	0	0

# Percentage of Candidates By Ethnicity

January 01, 2023 - December 31, 2023

Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
White	5117 (79%)	3466 (80%)	3193 (80%)	1131 (80%)	322 (84%)	273 (85%)
Two or more races	571 (8.8%)	397 (9.2%)	365 (9.2%)	139 (9.8%)	31 (8.1%)	25 (7.7%)
Hispanic or Latino	370 (5.7%)	212 (4.9%)	190 (4.8%)	75 (5.3%)	18 (4.7%)	16 (5%)
Asian	163 (2.5%)	98 (2.3%)	96 (2.4%)	26 (1.8%)	5 (1.3%)	4 (1.2%)
Black or African American	101 (1.6%)	43 (1%)	39 (1%)	7 (0.5%)	3 (0.8%)	3 (0.9%)
Not Answered	90 (1.4%)	61 (1.4%)	55 (1.4%)	18 (1.3%)	5 (1.3%)	2 (0.6%)
American Indian or Alaska Native	43 (0.7%)	28 (0.6%)	28 (0.7%)	10 (0.7%)	0 (0%)	0 (0%)
Native Hawaiian or other Pacific Islander	36 (0.6%)	19 (0.4%)	17 (0.4%)	6 (0.4%)	0 (0%)	0 (0%)

## Percentage of Candidates By Disability

January 01, 2023 - December 31, 2023

Disability	Applied	Eligible	Referred	Interviewed	Offered	Hired
No	5761 (89%)	3839 (89%)	3523 (88%)	1264 (90%)	357 (93%)	303 (94%)
Yes	663 (10%)	439 (10%)	419 (11%)	135 (9.6%)	25 (6.5%)	19 (5.9%)
Not Answered	67 (1%)	46 (1.1%)	41 (1%)	13 (0.9%)	2 (0.5%)	1 (0.3%)

## Percentage of Candidates By Veteran

January 01, 2023 - December 31, 2023

Veteran	Applied	Eligible	Referred	Interviewed	Offered	Hired
No	5667 (87%)	3814 (88%)	3501 (88%)	1257 (89%)	357 (93%)	303 (94%)
Yes	766 (12%)	470 (11%)	448 (11%)	145 (10%)	25 (6.5%)	19 (5.9%)
Not Answered	58 (0.9%)	40 (0.9%)	34 (0.9%)	10 (0.7%)	2 (0.5%)	1 (0.3%)

## Percentage of Candidates By Gender

January 01, 2023 - December 31, 2023

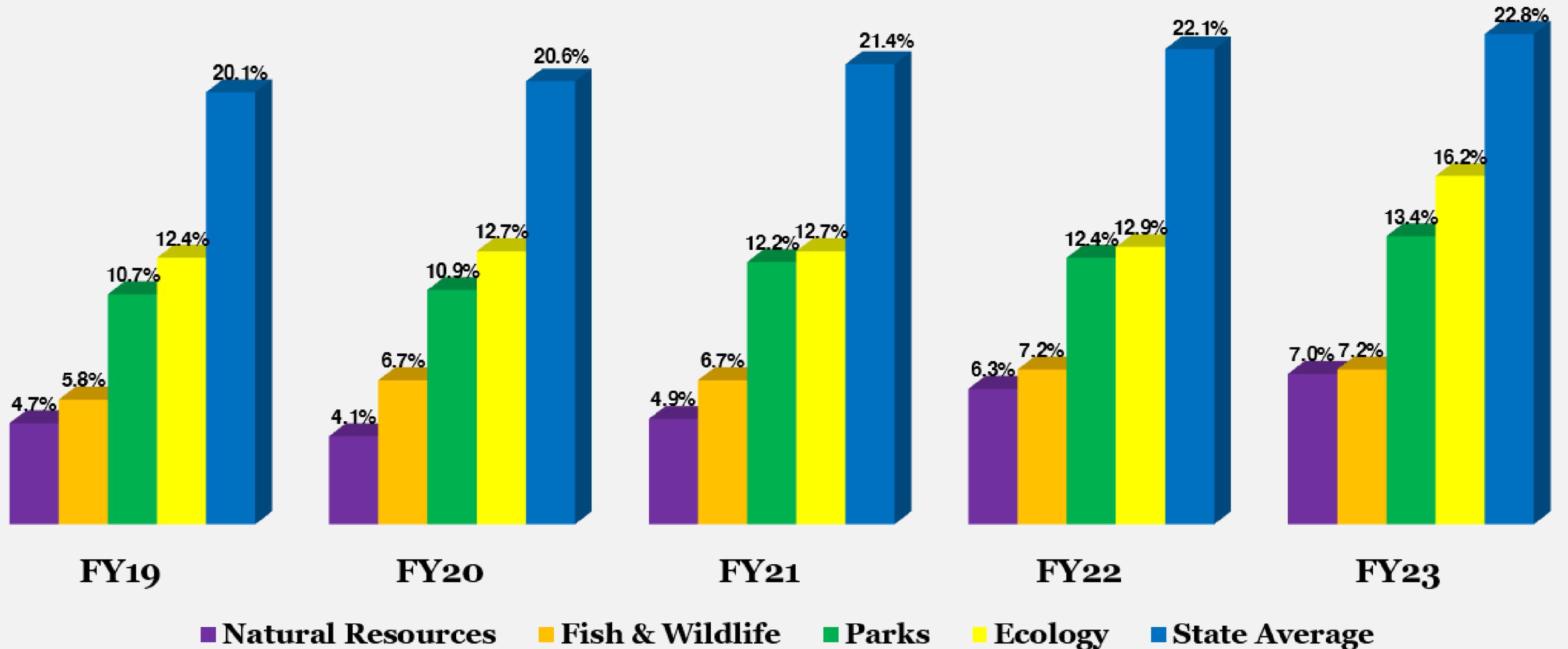
Gender	Applied	Eligible	Referred	Interviewed	Offered	Hired
Male	3709 (57%)	2408 (56%)	2244 (56%)	775 (55%)	206 (54%)	181 (56%)
Female	2541 (39%)	1743 (40%)	1589 (40%)	585 (41%)	167 (43%)	135 (42%)
X	194 (3%)	140 (3.2%)	122 (3.1%)	45 (3.2%)	7 (1.8%)	4 (1.2%)
Not Answered	47 (0.7%)	33 (0.8%)	28 (0.7%)	7 (0.5%)	4 (1%)	3 (0.9%)

## Percentage of Candidates By Age Group

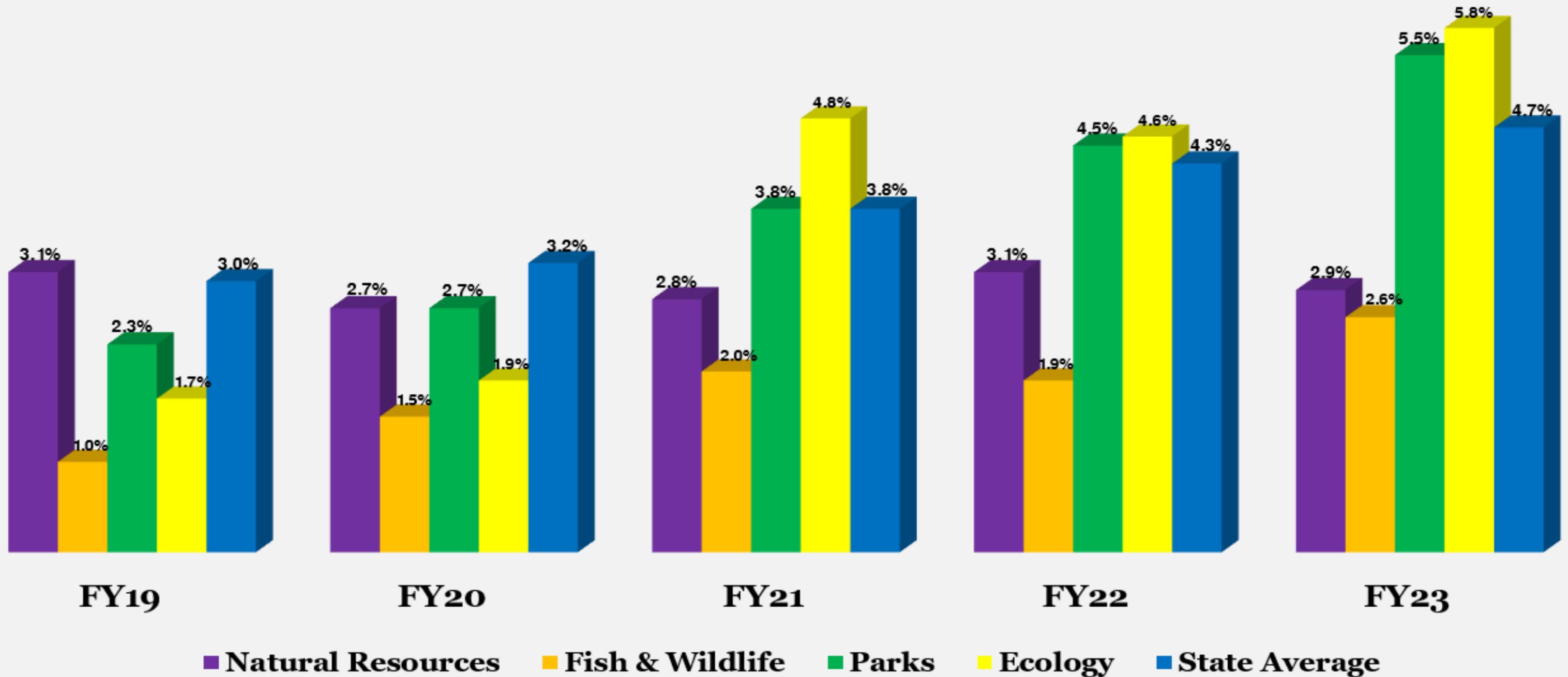
January 01, 2023 - December 31, 2023

Age Group	Applied	Eligible	Referred	Interviewed	Offered	Hired
No	4361 (67%)	2851 (66%)	2594 (65%)	938 (66%)	263 (68%)	225 (70%)
Yes	2078 (32%)	1435 (33%)	1356 (34%)	462 (33%)	118 (31%)	97 (30%)
Not Answered	52 (0.8%)	38 (0.9%)	33 (0.8%)	12 (0.8%)	3 (0.8%)	1 (0.3%)

# People of Color by Fiscal Year



# People with Disabilities by Fiscal Year

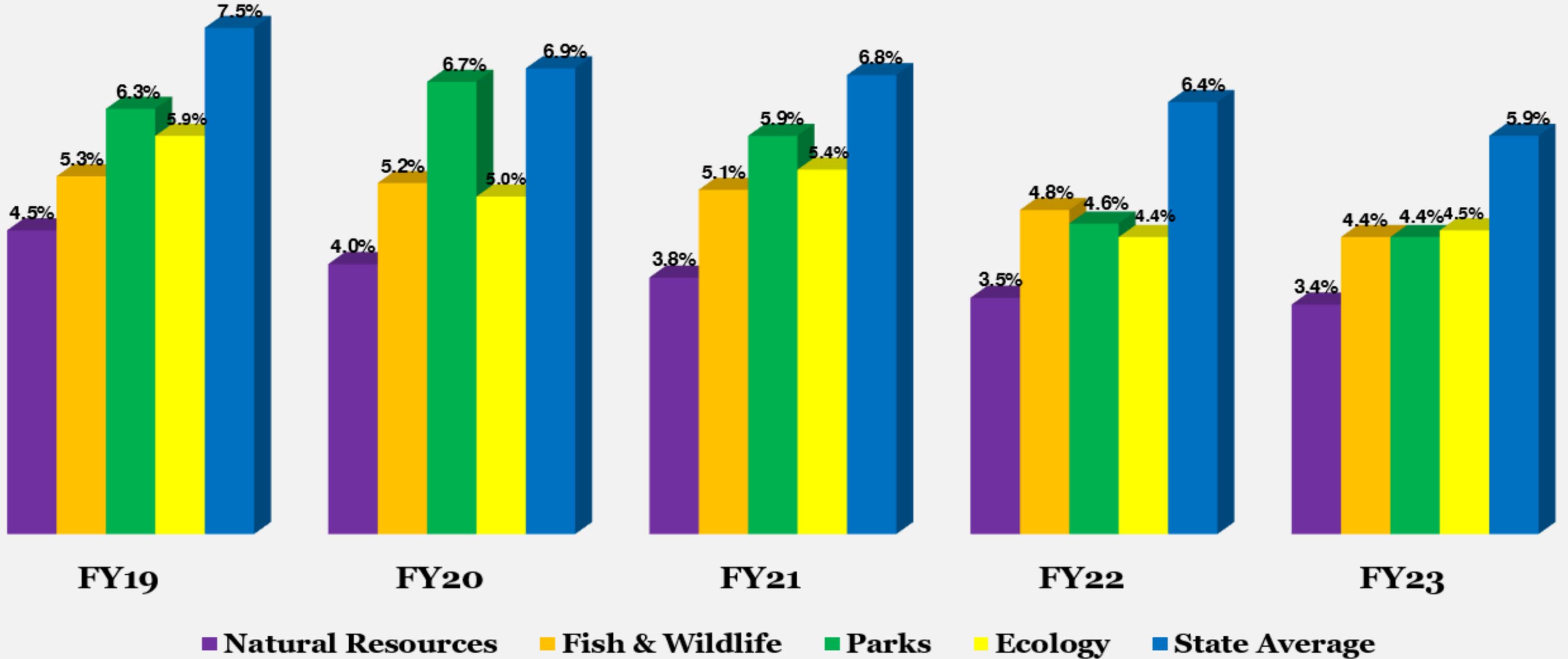


# Veterans

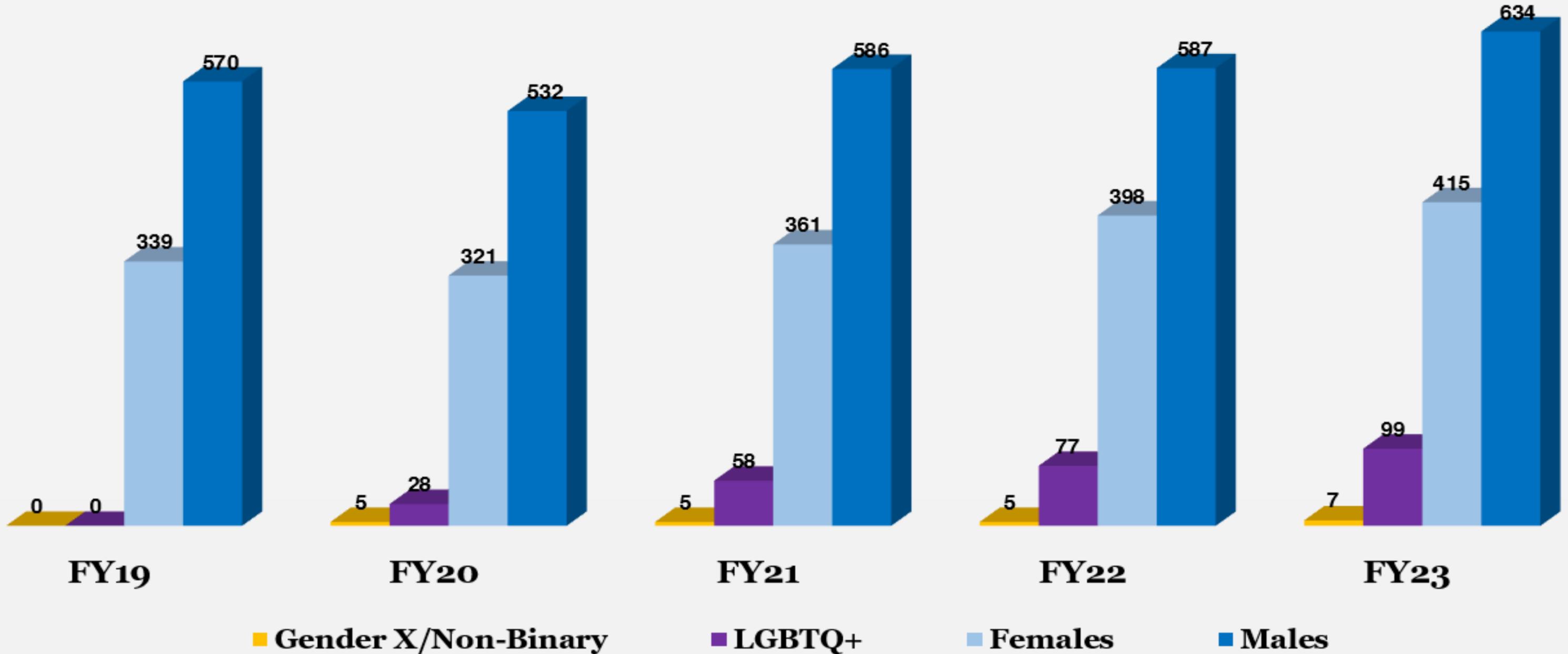
- Served our country
- RCW & EO (Employment Preference)
- Smaller veteran population
- 1 in 5 served since 9/11
- Underemployed



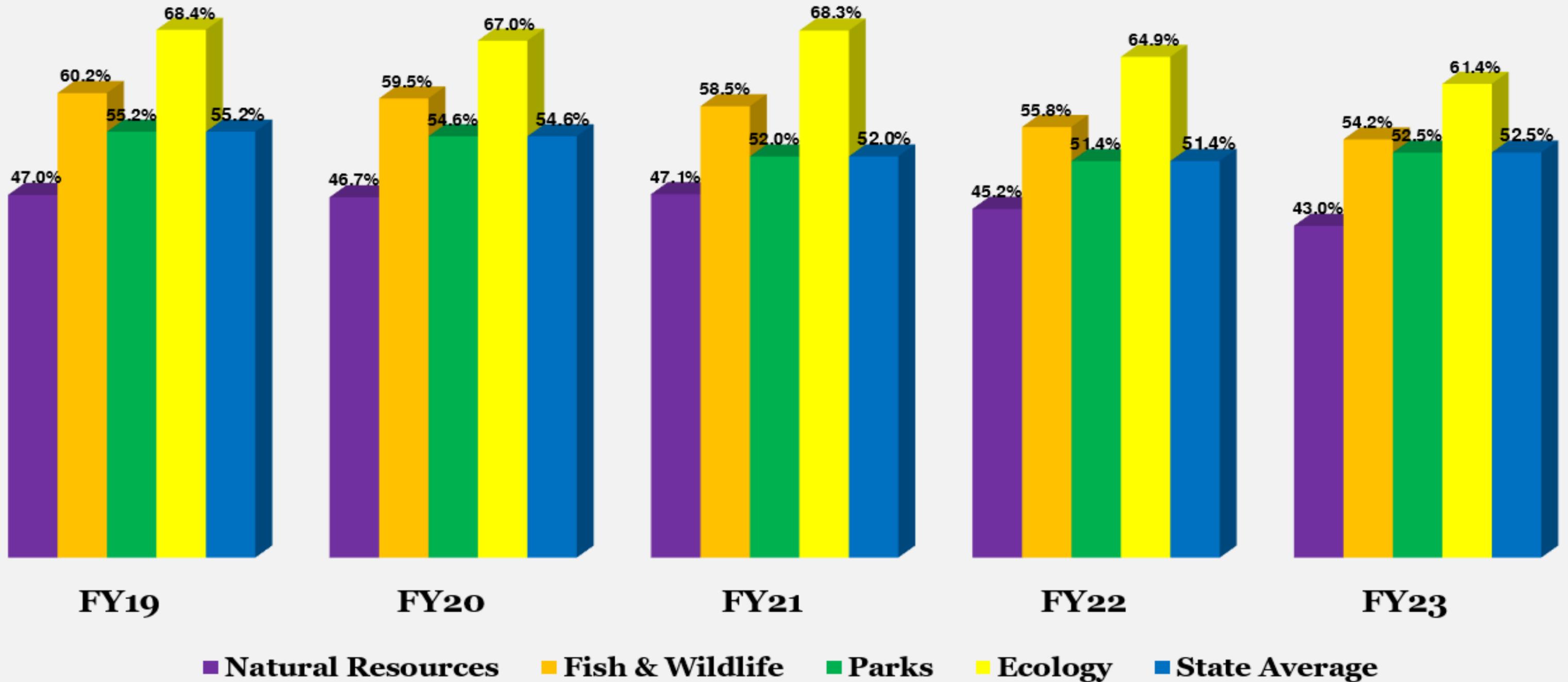
# Veterans by Fiscal Year



# Parks Gender Identity by Fiscal Year



# Age 40 and Older by Fiscal Year



**Questions?  
Comments?**



# A closer look at recruitment

## **Review Parks recruitment policy & procedure**

1. What stands out to you?
2. What are areas that need to be improved and why?
3. What recommendations do you have to support equity and inclusion in the hiring process?

## **How can this policy document support hiring managers to apply an equity lens in the hiring process?**

- An equity lens could mean...
  - How are we considering historical inequities in hiring process?
  - How are we considering accommodations (meeting individual needs versus providing same to everyone)?



**BREAK!**



# Other questions to consider:

Consider the avenues we share our job openings...

**What are some strategies you would recommend to recruit a diverse pool of candidates?**

What are your suggestions for **DEI-related interview questions** that hiring managers can use?



# Small groups - share out



# Updates

- Staff Transitions, Co-facilitation
- PEAR Team recruitment
  1. Invite a friend to submit interest form
  2. Invite from waitlist
  3. New round of recruitment
  4. Other ways?



# 2024 PEAR Workplan / EIR (Equity Impact Review)

Date	EIR Topic	EIR Priority Category
Jan 17	Volunteer program	Visitor Experience / Community Engagement
Feb 7	HR Staff recruitment	Workforce Development
March 27	Interpretation	Visitor Experience / Community Engagement
April 17	Parks planning public input process	Community Engagement
May 15	Discount pass programs	Visitor Experience
June 5	Partnerships program	Community Engagement
Aug 21	TBD	
Sept 18	TBD	
Oct 16	Reservations program	Visitor Experience
Nov 20	TBD	
Dec 18	2025 work planning	

**Ongoing:** DEI Learning, PEAR team feedback, reflection on PEAR team "roles in social change ecosystem"  
**Future Possibilities:** PEAR team community building, participating in Parks events



# Closing

