

Staff Recruitment and Selection Hiring Checklist

This checklist is designed to help guide you through the standard hiring process and ensure key aspects of the recruitment have been addressed. Temporary, emergency, and other abridged-process hires will not require all steps to be completed. Each step in the hiring process is listed below and described further in the *Recruitment and Selection Guidelines*.

1. Identify Vacancy and Evaluate Need

- Has approval been obtained to replace or hire the additional employee?
- Has the department or University's strategic goals been considered?
- Have the core skills of current staff been reviewed to determine any competency gaps?
- Has an analysis of the job been completed to ensure the proper classification?

2. Develop Position Description

- Has the position description been drafted which conforms to the standard University format to include position purpose and essential functions?
- Have you specified the minimum qualifications needed to be successful in the position?
- Is the announcement specific yet broad enough to cover contingencies, so that re-advertising is not required?
- Is the position purpose written to attract a talented diverse applicant pool?

3. Develop Recruitment Plan

- Does the search strategy include sourcing channels to address placement goals?

4. Select Search Committee

- Has a Search Committee of 3 to 6 members been organized?
 - Has an Affirmative Action & Compliance Liaison – Search Committee Role been selected?
 - Does the Committee include male and female representation and underrepresented racial/ethnic groups?
 - Have you considered adding search committee members from other departments?
 - Have Committee members been fully informed (in writing) of their responsibilities for ensuring equal employment opportunity?
 - Have Committee members completed one (at a minimum) recruitment and selection related UC sponsored trainings?
 - Are the Committee members fully aware of the job-related criteria relevant to the job?
 - Are the Committee members fully aware of the need to evaluate candidates without regard to stereotypes or presumptions regarding ability or disability?
 - Has the Committee developed a means for consistently evaluating and ranking the applications according to job-related criteria and standards?

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5. Post Position and Implement Recruitment Plan

- Has the position been adequately advertised within the (national/regional/state) search area?
- Have you taken every possible step to enable members of underrepresented groups to learn of and apply for this job?

6. Review Applicants and Develop Short List

- Has the Committee waited to review applications until the end of the advertised recruitment period?
- Has the Committee reviewed and provided comments on all applications by uniformly applying its job-related criteria?
- Has documentation been maintained of the review process and results?
- Have the Committee members reviewed all applications and materials?
- Has the short list been reviewed and determined to be sufficiently diverse by the Office of Faculty and Staff Affirmative Action?

7. Conduct Interview

- Has the interview been used as an opportunity to "sell" UCR by conveying positive and accurate information about the job, the department, the University, its administration and the community?
- Has a set of acceptable job-related questions addressed to every interviewee been developed and consistently used?
- Have tests provided to interviewees been validated and approved by the Office of Staff and Affirmative Action Compliance and Human Resources?
- Have all of the candidate's questions been addressed even if they raise prohibited subjects, such as availability of childcare facilities or location of a church of a particular denomination?
- Have notes for the file concerning the questions and answers received been made?
- Has the formal interview process been enhanced with other recruiting activities such as a campus tour, or social events? (If necessary)
- Have requested job-related work samples been collected for all interviewees?

8. Select Hire

- Has the Committee developed a system of weighing job criteria and the information obtained?
- Are the Committee's deliberations based on the applicant's ability to perform the job as evidenced from the resumes, references, interviews, and other job related criteria?
- Has the Committee provided the person making the initial hiring decision with the strengths and weaknesses of each acceptable candidate?
- Is the decision to hire based on the applicant's ability to perform the job?
- Has the Affirmative Action and Compliance Liaison – Search Committee raised any issues concerning biased comments or unfair treatment of any applicants?
- Have you developed a non-discriminatory means for deciding which applicants' references should be checked (e.g., the top 3 candidates)?
- Have you developed and used consistently a set of core questions in every reference interview?

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- Have you solicited only job-related information?
- As a courtesy, have you obtained the candidate's consent to obtain references from persons not named by the candidate?
- Is the job related information obtained from the references treated as one, but not the only, factor in the hiring decision?
- If negative information is obtained and would otherwise be a contributing factor in rejecting the applicant, has the applicant been given an opportunity to rebut the information? Or have you otherwise independently verified the information?
- Have you made notes for the file of each reference check and the answers received?

9. Finalize Recruitment

- Were the duties and responsibilities of the position and accurately described and reflected in the job description and interview process?
- Did the interview questions clearly match the selection criteria?
- Were all candidates treated uniformly in the recruitment, screening, interviewing and final selection process?
- Are the selected candidate's salary requirements known?
- Was a competitive offer developed displaying proper market and internal equity practices?
- Have all of applicants on the requisition been given a decision code?
- Has the offer been initiated?
- Has the offer been approved and made to the finalist?
- Has the HR Departmental Coordinator been notified of the offer acceptance?

- Have all necessary documents been uploaded to the requisition in iRecruit?
- Have the non-selected interviewees been contacted?
- Has the requisition been finalized in iRecruit?