Staff Recruitment and   
Selection Hiring Checklist

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| 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. | | | | | |
| **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? |
| **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? | |

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| **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? |
|  | | | 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? |