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?
### 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?
Staff Recruitment and Selection Hiring Checklist

☐ 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?