Recruitment refers to the process of attracting, screening, and selecting qualified people for a job.

1. **Identify vacancy and evaluate need** – The recruitment and selection process begins with the creation of a new position or an existing vacant position arising.

2. **Develop job description** – If it is a new position or no job description exists then it is important to create a job description. A well-written job description is the core of a successful recruitment process. It is used to develop interview questions, interview evaluations and reference check questions. With HR assistance, develop the salary range for the position.

3. **Select search committee** – A search committee is formed to ensure more than one individual evaluates applicants for interview and final consideration. The hiring manager should make an effort to appoint a search committee that represents a diverse cross section of the staff. Under-represented groups should have equal opportunity to serve on search committees and special efforts should be made to encourage participation. The hiring manager will determine the size (no more than 6) and composition of the committee on the nature of the position. It is highly recommended that committee members include at least one individual who has a strong understanding of the role and its contribution to the department, a job specialist, and an individual who will interact closely with the position. Search committee members should ensure they are well equipped for their role in the recruitment process to ensure fairness and compliance.

4. **Posting positions** – once the job description has been completed, develop and prioritize the key requirements needed for the position and the special qualifications, traits, characteristics and experience you seek in a candidate. This will assist you in creating the job posting. All jobs are posted in UltiPro. To post the position, a requisition is created by the hiring manager and approved by their VP. Once approved, the requisition is then routed to either the HR Assistant or Provost Assistant who will post the position.

5. **Review applicants and develop short list** – Once the position has been posted, candidates will apply through UltiPro’s job board. Candidates will complete an electronic application for each position and upload their resume, cover letter etc. It is recommended that all search committee members review all applicants to ensure more than one person assesses their qualifications. A phone screen may be conducted to obtain information such as availability, salary requirements, ascertain minimum requirements and other preliminary information to assist the search committee with the review. The purpose of screening is to remove form the recruitment process at an early stage, those applicants who are unqualified for the job. Care must be exercised to assure that potentially good employees are not lost. Upon the search committee’s review of the applicant, a short list should be developed. It is strongly recommended that the short list be diverse.
6. **Conduct interviews** – The interview is the single important step in the selection process. It is an opportunity for the employer and prospective employee to learn more about each other and validate information provided by both. Once the short list has been developed, the interview process can begin. It is important to properly prepare for the interview, as this is the opportunity to evaluate the skills and competencies and validate the information the applicant has provided on their resume. Choose one to two questions from each minimally required skill and competency to develop your interview questions. Questions should be relevant to the position. Same set of questions should be asked of all candidates. (If needed, HR can provide a list of compliant questions). Review the applicant’s question resume and make note of any issues that you need to follow-up on. The committee chair should determine the format of the interview and order of questions, questions to be asked of all applicants, who is going to ask which questions, and any other details applicants may need about the role that were not noted in the position description. A typical format may include: introductions of each member, a brief description of the role they are being interviewed for, candidate gives an overview of their experience, the interviewee is given time at the end to ask questions and the interviewee is informed of the next steps. Upon completing the interview, committee members should complete a rating sheet/tool with their comments.

7. **Select hire** – Once the interviews have been completed, the committee will meet to discuss the interviewees. Committee members will need to assess the extent to which each one met their selection criteria. Once a decision has been made, a recommendation to hire will be submitted to HR. A committee member or HR can check references.

8. **Finalize recruitment** – Upon completion of the recruitment process, the offer to the selected finalist is made. Prior to initiating the offer, make sure you check with HR for salary, start date and benefits. Once the offer has been accepted, the hiring manager will notify HR and request an offer letter be sent. It is important for the committee members to provide notification to those who were interviewed and not selected through the UltiPro system. Upon notification of the recruitment being closed, the HR Assistant will close out the requisition in UltiPro.

Submitted by Julia Foust, Director of Human Resources