

1. Identify needs for the position

- a. Consider what might have changed since the position was last posted
- b. Input can be sought from: collaborators, stakeholders, clients, peers, [Career Tracks](#)
- c. All qualifications must be job related and relevant to the position

2. Develop recruitment strategy

- a. Overall plan for the hiring process, from start to finish: stages, goals, diversity outreach, ensuring equity, special considerations. rough timeline

3. Form a diverse hiring/search committee

- a. Review with committee: legal/policy considerations, confidentiality and bias management

4. Draft job posting

- a. Prioritize essential qualifications
- b. Avoid excessive qualifications that could deter qualified applicants

5. Publicize the job posting in ways that maximize applicant pool quality and diversity

- a. Local HR, EEO/AA and EDI offices can help identify Diversity Outreach Goals and strategize for their achievement
- b. Leave social media/networking to UC's specially trained and qualified personnel

6. Develop standardized evaluation methodology

- a. Based on the qualifications established in the job posting
- b. Quantify as much as possible to better detect bias and avoid subjectivity

7. Develop interview questions

- a. Target the qualifications established in the job posting
- b. Aim for open-ended and behavior-/experience-based questions

8. Select applicants to interview

- a. Based on satisfaction of the qualifications established in the job posting

9. Screen candidates before interviews

- a. Clarify/confirm
 - i. Information collected through application materials
 - ii. Key details about the position: e.g., salary range, schedule, etc.
 - iii. Candidate's continued interest in pursuing the position
- b. Test all phone or virtual conference equipment before meeting with any candidates

10. Schedule and coordinate interviews

- a. Share transportation directions and options; provide parking pass, if allowed
- b. Arrange necessary reasonable accommodations
 - i. Ensure that any disabilities revealed at this stage (or at any stage) are not factored into candidate evaluations or decision-making

11. Interview candidates

- a. Review legal considerations in advance of interviews
- b. Assess which candidates have the most potential to succeed in the position and contribute to UC's mission
- c. Ensure each candidate has an equitable interview experience
- d. Provide candidates with the best impression of you and UC

12. Evaluate interview performance

- a. Based on the qualifications established in the job posting
- b. Utilize standardized evaluation methodologies established earlier

13. Select finalist(s)

14. Conduct reference checks

- a. If a candidate is a current UC employee, review their personnel file as well

15. Make employment offer

- a. Verbal offer, followed by formal offer letter
- b. Contact local HR, Compensation or Talent Acquisition for assistance with salary offers and negotiations
- c. Remember the legal parameters established by AB 168 and AB 1008
- d. Remind candidates that their employment will ultimately be contingent on the results of required background checks

16. Conduct background checks

- a. Conducted by HR after the candidate has officially accepted the employment offer

17. Finalize the recruitment file

- a. Retain all records, documentation and copies used in the hiring and decision-making processes

18. Onboard your new colleague!