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!