



## Recruitment & Hiring Checklist — Appointing Authority —

As the appointing authority, you hold a position of influence and responsibility as well as one of compromise. You serve as the leader of your organization. You are the catalyst for excellence in the recruiting, evaluating, and hiring of new staff. Per CWUP 1-80-010, the CWU Board of Trustees, through the president, delegates to you the power and authority to employ, discipline or terminate classified or administrative civil service exempt employees. The appointing authorities are arguably the most important component to creating and sustaining a diverse and inclusive faculty and staff. This is fundamental to our mission as an institution committed to teaching and access. Each appointing authority, during each search, has the opportunity to transform CWU. Do not miss this opportunity.

<i>Approve Position</i>		<i>Partner with:</i>
<input type="checkbox"/>	<p><b>Ensure funding for position:</b> Include, in positioning your organization for the future, analyze and create an organizational structure, and positions, that will optimally enhance the chances for a diverse applicant pool: conduct research into the diversity of candidates in specific fields or specialties.</p>	Human Resources <i>(Submit MSS action in MyCWU to begin process.)</i>
<i>Search Committee and Support</i>		<i>Who</i>
<input type="checkbox"/>	<p><b>Establish search committee/hiring manager:</b></p> <ul style="list-style-type: none"> <li>• Invite committee members that understand and will implement strategies toward achieving a diverse applicant pool.</li> <li>• Additional search committee factors to consider: faculty who are particularly engaged in emerging research, who you know are proactive in recruiting and who understand the importance of a diverse faculty for our students.</li> <li>• Consider including a faculty member from a different but related department or a staff member who would serve as advocates for diversity.</li> </ul>	
<input type="checkbox"/>	<p><b>Choose search secretary:</b> Assign/choose a search secretary that will keep the process moving and contribute in meaningful ways to a positive search experience. This is not always the secretary employed by the searching department. The secretary is probably the most important person in keeping the established timeline. Searches with an ineffective secretary often languish without an effective rudder to keep the process moving.</p>	Search Secretary (Ensure search secretary enters information about the search committee, etc. in Recruiting Solutions.)
<i>Position and Search Specifics</i>		<i>Who</i>

<input type="checkbox"/>	<p><b>Meet with the search committee/Hiring Manager:</b></p> <ul style="list-style-type: none"> <li>• Ensure the committee/hiring manager and search secretary understand your charge and their responsibilities. Share with them how the final position fits into the larger department and institutional context. Talk with them about your expectations for a diverse group of applicants at each stage of the process. Encourage them to ask questions.</li> <li>• Ensure HR/Talent Acquisition Team (TAT) meets with the committee/hiring manager to share information about the process, equal opportunity, etc.</li> </ul>	<p>Search Committee/ Hiring Manager, Search Secretary</p>
<input type="checkbox"/>	<p><b>Establish search timeline:</b></p> <p>Ensure search is conducted at the most optimal time of the year in order to ensure a diverse applicant pool. If timing is not optimal, consider a plan where others accomplish the work temporarily until a better time.</p>	<p>Search Committee/ Hiring Manager, Search Secretary</p>
<input type="checkbox"/>	<p><b>Approve position description:</b></p> <p>Ensure position information, qualifications (both required and preferred), and position posting are constructed in the best way possible to attract a diverse applicant pool.</p>	<p>Search Committee/Hiring Manager, Search Secretary (Ensure search secretary works with HR to finalize PD/posting in Recruiting Solutions.)</p>
<input type="checkbox"/>	<p><b>Approve advertising sources and timeline:</b></p> <p>Ensure hiring manager and/or search committee has been intentional in determining best possible recruitment sources. Explore unconventional venues. Ensure networking possibilities both inside and outside the department are utilized. Consider providing additional funding if necessary.</p>	<p>Search Committee/Hiring Manager, Search Secretary (Ensure search secretary actually places advertising in selected venues.)</p>

**Actions During Recruitment Period**

NOTE: The recruitment period is an ideal time to develop screening tools, interview questions, on-site interview particulars, etc.

<input type="checkbox"/>	<p><b>Develop screening tools/process:</b></p> <ul style="list-style-type: none"> <li>• It is important that you continue to work with the hiring manager/search committee throughout the process. Ensure that you see and give input into the screening documents. Consider how the tools and interview questions are constructed. Try the tool on your own resume to see if it is successful.</li> <li>• Work with the hiring manager/search committee to ensure the on-site interview puts our best foot forward. What do we want candidates to know? To experience? Will students or other staff members have input? Will there be an open forum? Will you provide flowers, an information packet at their hotel? Who should each candidate meet with when on-site?</li> </ul>	<p>Search Committee/ Hiring Manager, Search Secretary</p>
<input type="checkbox"/>	<p><b>Diversity of the applicant pool:</b></p> <ul style="list-style-type: none"> <li>• Check in frequently with HR/TAT to ensure the quantity and diversity of applicants. Determine as the recruitment period progresses if additional recruitment strategies are needed. If you wait until the screening date, you have waited too long to establish additional recruitment venues or make more network contact.</li> <li>• Consider, before the end of the recruitment period, if additional time is needed. However, do not extend the screening date and then do nothing, hoping the extra time will bring you additional candidates. You must take action!</li> </ul>	

**Evaluate Applicants**

<input type="checkbox"/>	<p><b>Day after screening date, determine sufficiency of the applicant pool:</b></p> <ul style="list-style-type: none"> <li>HR/TAT will e-mail and the hiring manager and search secretary a demographics summary the success of the recruitment effort. The decision about the next step is yours. Do you feel you have an adequate number of applicants? Do you have a diverse pool? Are you absolutely confident that you and the search committee have done everything possible to generate applicants? Involve the department chair and search committee in the decision making.</li> </ul> <p><b>NOTE:</b> It defeats the purpose of this demographic “pause” (in fact, makes it meaningless) to move forward with the screening process (including scheduling phone/Skype interviews) before this conversation has taken place.</p>	<p>Search Committee/ Hiring Manager, Search Secretary</p>
<input type="checkbox"/>	<p><b>After sufficiency of applicant pool has been deemed acceptable, give permission to the hiring manager/search committee to begin screening. It is important for you to keep in touch with the process. For example:</b></p> <ul style="list-style-type: none"> <li>Questions about whether or not an applicant meets the minimum qualifications should be discussed by the hiring manager/entire committee.</li> <li>Perhaps you discover the screening tool is eliminating most of the diversity of the pool. Take another look at the screening tool. Examine what is happening. Encourage the hiring manager/search committee to make changes as necessary.</li> </ul>	<p>Hiring Manager/ Search Committee</p>
<input type="checkbox"/>	<p>Ensure applicant status is updated at each step of the process. It is important to provide a status update email to the applicants, keeping them informed of the search process. It’s also good PR for CWU (or bad if it is not done)!</p>	<p>Search Secretary</p>
<input type="checkbox"/>	<p><b>Minimum Qualifications Diversity Check:</b></p> <ul style="list-style-type: none"> <li>As soon as the search secretary updates the candidate list in Recruiting Solutions (noting who did not meet minimum qualifications), HR/TAT will provide a demographics summary to the you, the hiring manager and search committee.</li> <li>The same assessment as was done at the initial screening, should be done here. Has the diversity of the pool been maintained? If not, why not? Is it the tool? Check for implicit bias. If you need assistance, contact HR.</li> </ul>	<p>Search Secretary/TAT</p>
<input type="checkbox"/>	<p><b>Initial Interview Diversity Check:</b></p> <ul style="list-style-type: none"> <li>As soon as the search secretary updates the candidate list in Recruiting Solutions (noting who the hiring manager/committee intends to invite for phone/Skype interview), HR/TAT will provide a demographics summary to you, the hiring manager, and search committee.</li> <li>Has the diversity of the pool been maintained? If not, why not? Is it the tool? Check for implicit bias. If you need assistance, contact HR.</li> </ul>	<p>Search Secretary/TAT</p>
<b>Interviews</b>		
<input type="checkbox"/>	<p><b>On Site Diversity Check:</b> As soon as the search secretary updates the candidate list in Recruiting Solutions (noting who the committee intends to invite for on-site interviews), HR/TAT will provide a demographics summary to you, the hiring manager, and search committee. Does the interview group reflect diversity? If not, why not? Make an intentional decision to move forward.</p>	<p>Search Secretary/TAT</p>

<input type="checkbox"/>	<p><b>On-Site Interview Approval:</b></p> <ul style="list-style-type: none"> <li>You, as appointing authority are responsible for approving on-site interviews. Evaluate the application materials. Are you proud of the interviewees? Is there diversity in the group? It is better to have an honest conversation with the hiring manager/search committee now than to let questionable interviews take place.</li> <li>Consider making the invitations yourself as it begins to build rapport between you and individual employees.</li> </ul>	<p>Ensure Search Secretary finalized on-site interviews in Recruiting Solutions and initiates interview details.</p>
<input type="checkbox"/>	<p><b>Conduct on-site interviews:</b></p> <ul style="list-style-type: none"> <li>Ensure the hiring manager/search committee understands their role and puts their best foot forward.</li> <li>Ensure the candidates meet with people/roles they are interested in meeting (benefits, advocacy group, faith community, K-12 schools, etc.).</li> <li>Ensure a diverse group of people participates in the on-site interviews (students, faculty, staff, people of color, student success, academic advisors, etc.)</li> <li>Collect feedback from constituencies.</li> </ul>	

<b>Make an Offer</b>		
<input type="checkbox"/>	Collect feedback and consider pros and cons: Depending on your expectations, receive the recommendations from the hiring manager and search committee. Carefully consider the entire breadth of what each candidate brings to the department and to the university. Ask yourself in what ways each candidate brings diversity to our community.	Hiring Manager/Search Committee
<input type="checkbox"/>	Make your selection for the position. Ensure you have a conversation with TAT. Ensure the search secretary updates Recruiting Solutions.	Search Secretary
<input type="checkbox"/>	Make an offer to the finalist contingent upon a successful background check and discuss any other hiring details.	
<input type="checkbox"/>	<p>Candidate accepts offer! Congratulations.</p> <p>Consider contacting other candidates who were interviewed on-site. This ensures they have the best possible impression of CWU, you and the search process.</p>	<p style="text-align: center;">Search Secretary (Ensure <i>Prepare Job Offer</i> is done in Recruiting Solutions. This will route the offer for approvals and prompt HR to process a background check and prepare the appointment letter.)</p> <p style="text-align: center;">(Ensure updates in <i>Recruiting Solutions</i>. Ensure other candidates are contacted.)</p>
<input type="checkbox"/>	If candidate declines offer, refer back to the hiring manager/search committee to bring forth another pool of finalists; extend the search to find additional candidates, or declare a failed search and work with HR to determine next steps.	Administrative Specialist (Update online status to <i>Reject</i> and include appropriate rationale.)
<input type="checkbox"/>	Repeat last steps until a successful candidate is hired.	
<input type="checkbox"/>	Ensure you inform the hiring manager/search committee of the outcome. Consider sending the committee a thank you.	