



Recruitment & Hiring Checklist — Hiring Manager —

As hiring manager, you hold a position of influence and responsibility as well as one of compromise. You serve as the leader of your part of the organization. You are the catalyst for excellence in the recruiting, evaluating, and hiring of new staff. The hiring manager is arguably the most important component to creating and sustaining a diverse and inclusive faculty and staff. You and your work teams are important to retaining valued employees. This is fundamental to our mission as an institution committed to teaching and access. Each hiring manager, during each search, has the opportunity to transform CWU. Do not miss this opportunity.

Approve Position		Partner with:
<input type="checkbox"/>	<p>Ensure funding for position: As you work with your Appointing Authority, think about your organization. Do you need a replacement for someone that has left, or do you need something different? Think about the future. How will the organizational structure, and positions, need to change? What changes can you make to ensure a diverse applicant pool and workforce?</p>	<p>Appointing Authority, Human Resources <i>(Submit MSS action in MyCWU to begin process.)</i></p>
Recruitment and Screening Structure		Partner with:
<input type="checkbox"/>	<ul style="list-style-type: none"> • How will you generate and review applications? This can be done through a search committee. Or you may use an alternative process. Talk with TAT and your appointing authority to establish your process. Maybe you tap into people who have great networks to work to generate applicants. Other staff members may be best utilized to screen applicants. • Consider reaching out to employees who have recently been through a search who understand the importance of diversity and inclusion for CWU. • Consider engaging with employees from different but related departments. This may enhance how applicants are found as well as increase cooperation across department lines. 	<p>Appointing Authorities</p>
	<p>Choose search secretary: Assign/choose a search secretary who will keep the process moving and contribute in meaningful ways to a positive search experience. This is not always the secretary employed by your 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>	<p>Search Secretary (Ensure search secretary enters information about the search committee, etc. in Recruiting Solutions.)</p>
Position and Search Specifics		Partner with:

<input type="checkbox"/>	<p>Meet with those involved in your search process:</p> <ul style="list-style-type: none"> • Ensure employees 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. • Ensure HR/Talent Acquisition Team (TAT) meets with you and any others you deem appropriate to share information about the process, equal opportunity, etc. 	<p>Search Secretary</p>
<input type="checkbox"/>	<p>Establish search timeline:</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 Secretary</p>
<input type="checkbox"/>	<p>Approve position description:</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>Appointing Authority Search Secretary (Ensure search secretary works with HR to finalize PD/posting in Recruiting Solutions.)</p>
<input type="checkbox"/>	<p>Approve advertising sources and timeline:</p> <p>Ensure you 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>Appointing Authority Search Secretary (Ensure search secretary actually places advertising in selected venues.)</p>
<p>Actions During Recruitment Period</p> <p>NOTE: The recruitment period is an ideal time to develop screening tools, interview questions, on-site interview particulars, etc.</p>		<p>Partner with:</p>
<input type="checkbox"/>	<p>Develop screening tools/process:</p> <p>Consider how the tools and interview questions are constructed. Try the tool on your own resume to see if it is successful. 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?</p>	<p>Search Secretary</p>
<input type="checkbox"/>	<p>Diversity of the applicant pool:</p> <ul style="list-style-type: none"> • 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. Talk with the appointing authority if you wait until the screening date, you have waited too long to establish additional recruitment venues or make more network contact. • 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! 	<p>Appointing Authority</p>
<p>Evaluate Applicants</p>		<p>Partner with:</p>

<input type="checkbox"/>	<p>Day after screening date, determine sufficiency of the applicant pool:</p> <ul style="list-style-type: none"> HR/TAT will e-mail you, Appointing Authority, and Search Secretary a demographics summary the success of the recruitment effort. The decision about the next step belongs to the appointing authority with input from you. Do <u>you</u> feel you have an adequate number of applicants? Do <u>you</u> have a diverse pool? Are you absolutely confident that you have done everything possible to generate applicants? <p>NOTE: 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>Appointing Authority, Search Secretary</p>
<input type="checkbox"/>	<p>After the Appointing Authority has deemed the applicant pool sufficient, begin screening:</p> <ul style="list-style-type: none"> If you have a question about whether or not a particular applicant meets the minimum qualifications, move them forward. The next phase will eliminate them if they have minimal experience. Keep in mind who is being eliminated with the screening tool. Is diversity being eliminated? Take another look at the screening tool. Examine what is happening. Make changes as necessary. 	<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. This can be done by you, as hiring manager, or by the appointing authority. It’s also good PR for CWU (or bad if it is not done)!</p>	<p>Search Secretary</p>
<input type="checkbox"/>	<p>Minimum Qualifications Diversity Check:</p> <ul style="list-style-type: none"> 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 you, the appointing authority, and search committee. 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. The appointing authority makes the decision to move forward. 	<p>Appointing Authority, Search Secretary/TAT</p>
<input type="checkbox"/>	<p>Initial Interview Diversity Check:</p> <p>As soon as the search secretary updates the candidate list in Recruiting Solutions (noting who the committee intends to invite for phone/Skype interview), HR/TAT will provide a demographics summary to you, the Appointing Authority, and search committee. 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. The appointing authority makes the decision to move forward.</p>	<p>Appointing Authority, Search Secretary/TAT</p>
<p>Interviews</p>		<p>Partner with:</p>

<input type="checkbox"/>	<p>On Site Diversity Check: 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 appointing authority, and search committee. Does the interview group reflect diversity? If not, why not? The appointing authority makes the decision to move forward.</p>	<p>Appointing Authority, Search Secretary/TAT</p>
<input type="checkbox"/>	<p>On-Site Interview Approval: The appointing authority is responsible for approving on-site interviews.</p>	<p>Ensure Admin Search Secretary finalized on-site interviews in Recruiting Solutions and initiates interview details.</p>
<input type="checkbox"/>	<p>Conduct on-site interviews:</p> <ul style="list-style-type: none"> • Work with the Appointing Authority to ensure the search committee understands their role and puts their best foot forward. Ensure the candidates meet with people/roles they are interested in meeting (benefits, advocacy group, faith community, K-12 schools, etc.) Ensure a diverse group of people participates in the on-site interviews (students, faculty, staff, people of color, student success, academic advisors, etc.) • Gather feedback from the search committee and forward to appointing authority. 	<p>Appointing Authority, Search Secretary/TAT</p>

<i>The Offer</i>		
	Ensure the Appointing Authority informs the search committee of the final outcome. Consider sending the committee a thank you.	Appointing Authority
<input type="checkbox"/>	Ensure Search Secretary closes out search records.	Search Secretary