**THE HIRING PROCESS: CRITICAL STEPS CHECKLIST**

Finding and hiring the most qualified candidates requires a step-by-step process. You

have to carefully define the job and what’s required to perform it, while avoiding

definitions that would discriminate against qualified candidates.

**Goals: This training will help you:**

● Become familiar with the steps in the hiring process.

● Know how to proceed to fill a job opening.

**STEP ONE: Describe the Job Opening in Detail**

1. Create or update a full description of the job to be filled, including:
   * Functions and responsibilities in order of priority.
   * Experience, skills, and/or education required.
   * Personal traits or characteristics important to performing essential functions (e.g., clear
   * speaking voice and patience for a telephone customer service representative).
2. Identify which qualifications are essential and which are desirable.
3. Determine if applicants will have to complete any pre-employment tests.
   * Be sure that any physical, skills, drug, or other tests are necessary.
   * Identify any needed tests in a job category to avoid discrimination.
4. Review the job description with others in your group and HR to be sure it:
   * Includes all essential functions and necessary skills.
   * Doesn’t include any requirements or descriptions that could discriminate against qualified applicants with disabilities or of a particular sex, age, etc.
5. Be sure you know the salary range for the position.

**STEP TWO: Determine How and Where You Will Seek Qualified Applicants**

Work with others (HR, Managers) to identify the best means of finding qualified candidates for the particular

job, including:

* Internal postings
* Advertisements in local publications
* Trade or industry publications or Web sites
* State Labor Department
* Employment agencies
* Job fairs

**STEP THREE: Review Applications to Identify the Most Qualified Candidates**

* Determine which candidates most closely meet the most important skills, experience, and other qualifications covered in the job description.
* Follow organizational policy for scheduling interviews with candidates.
  + Be sure you know your responsibilities and HR’s responsibilities.
* Seek interviews with all qualified candidates to avoid any appearance of discrimination.

**STEP FOUR. Schedule and Conduct Interviews**

* Schedule interviews with qualified candidates.
* Plan interviews carefully to allow enough time to:
  + Explain the job and its place in the department and organization.
  + Ask the candidate job-related questions.
  + Answer the candidate’s questions.
  + Evaluate the candidate.
* Plan questions and topics in advance to be sure you:
  + Cover essential job-related and qualification subjects.
* Avoid questions about age, race, disability, personal life, or other possibly discriminatory areas.

**STEP FIVE: Evaluate Candidates and Select the Most Qualified**

* Review and compare the qualifications of the candidates you believe will be most successful in the job.
  + Keep your focus on qualifications.
  + Avoid any form or appearance of discrimination.
  + Conduct reference checks and background screening
* Make your offer to the best candidate.
  + Make it clear what job title, salary, starting date, etc., you’re offering.
  + Make the offer in writing.
  + Make it clear that the job offer is fully contingent on results of drug testing and physical exam.
  + Make it clear what job title, salary, starting date, etc., you’re offering.

**STEP SIX: Evaluate Candidates and Select the Most Qualified**

**Applicable Regulations:** Following the steps above will provide for compliance with the following laws: Age Discrimination in Employment Act, Americans with Disabilities Act, Civil Rights Act Title VII, Equal Pay Act, Pregnancy Discrimination Act, Rehabilitation Act of 1973, and Vietnam Era Veterans Readjustment Act of 1974

**HIRING CHECKLIST SUMMARY**

* **Describe the Job Opening, Develop a Job Description**
* **Determine How and Where You Will Seek Qualified Applicants**
* **Review Applications to Identify the Most Qualified Candidates**
* **Schedule and Conduct Interviews**
* **Evaluate Candidates and Select the Most Qualified**
* **Perform Post Offer Employment Testing, Drug Screening and Background Checks**

**O**utline

**HR T**

**!**

**H**

**Nee**