

THE RECRUITMENT PROCESS

PRESENTED BY:

OFFICE OF HUMAN RESOURCES

RECRUITMENT AND SELECTION OBJECTIVES



There are two overall objectives of the recruitment and selection process.

- ❖ The first objective is to attract a highly qualified and diverse candidate pool.
- ❖ The second objective is to carry out a valid process, i.e. One that measures the skills and qualifications of each candidate consistently and equitably so that the process is implemented fairly and objectively.

DIVERSITY HIRING

Peralta community college district is committed to honoring diversity by providing students and staff with an environment that is inclusive and free from prejudice.

Diversity

The mosaic of people who bring a variety of backgrounds, styles, perspectives, values, and beliefs as assets to the groups and organizations with which they interact.

EQUAL EMPLOYMENT OPPORTUNITY (EEO)

- Equal employment opportunity ensures that recruitment efforts afford all groups equal opportunity to apply for job opportunities.
- Equal employment opportunity means that all qualified individuals have a full and fair opportunity to compete for hiring and promotion and fully enjoy the benefits of employment.

WHAT HAS CHANGED

- Law has long required "equal opportunity" employment
- Meaning of "equal" has changed

Equal access - to equal treatment

Equality vs. Equity



EQUALITY=**SAMENESS**

GIVING EVERYONE THE SAME
THING → It only works if
everyone starts from the same
place



EQUITY=**FAIRNESS**

ACCESS to SAME
OPPORTUNITIES → We must first
ensure equity before we can
enjoy equality

CALIFORNIA STATE LAW

- **California fair employment & housing act (1959)** - prohibits discrimination in employment on the basis of race, religious creed, color, national origin, ancestry, physical handicap, mental condition, marital status, sex, age, (over 40), and pregnancy.
- **California government code section 11135 through 11139.5** – prohibits discrimination against any person or denial of benefit on the basis of ethnic group identification, religion, age, sex, color, or physical handicap or mental disability under any program that is funded by the state or receives any financial assistance
- **California labor code 1102.1** - prohibits discrimination or different treatment in any aspect of employment based on actual or perceived sexual orientation.

FEDERAL LAW PROHIBITS DISCRIMINATION

Equal Employment Opportunity Commission

- **EEOC** enforces federal statutes that prohibit discrimination.
- Provides oversight & coordination of all federal EEO regulations, practices and policies

When it all began

- 1961-affirmative action linked to civil rights.

Title VII of the Civil Rights Act of 1964

- Prohibits discrimination on the basis of race, color, religion, sex, pregnancy, or national origin.

Title IX of the education amendments of 1972

- Prohibits sex discrimination

ADA PROTECTION

- **Rehabilitation act of 1973**, section 504 prohibits recipients of federal funds from discriminating against individuals with disability in employment and other programs and activities.
- **Title I of the Americans with Disabilities Act of 1990** prohibits private employers, state and local governments, employment agencies and labor unions from discriminating against qualified individuals with disabilities in employment.
- **The ADA amendments act of 2008 (ADAAA)**, expands coverage and protection in several ways including the definition of disability.

CANDIDATES WITH DISABILITIES



- It is unlawful to ask an applicant questions about his/her disability before a job offer is made. Even if the committee becomes aware of an applicant's disability during the hiring process, the committee may NOT ask about its nature or severity. These questions can only be asked after a job offer is made.
- Do not make a note or write down the nature of the disability or any information relating to it.

RECOGNIZING BIAS

- If you are human, you are biased.
- Biases may be conscious (explicit) or unconscious (implicit).
- We **all** have unconscious biases, and they influence the decisions we make every day in favor of one group or individual, and to the detriment of others, without even realizing we're doing it.
- Unconscious biases are a result of our upbringing, our culture, our religious beliefs, our experiences, our education, etc.. We can't "cure" unconscious bias but we can address it.
- To address unconscious biases, we must first recognize, accept, and admit that we have them.

"If you hire only those people you understand, the company will never get people better than you are." - Soichiro honda

UNDERSTANDING UNCONSCIOUS BIAS

- What is unconscious bias?

Basically, unconscious bias is when individuals make judgements about other people based on various characteristics without knowing they are making those judgements. Experts say about 80 -90% of our mind works unconsciously.

- Unconscious biases for or against people because of ethnicity, race, gender and age are most common and well documented. However, unconscious bias may exist based on many other characteristics.

Examples include:

UNDERSTANDING UNCONSCIOUS BIAS

- Religion (sometimes identified through hobbies and volunteer activities)
- Sexual orientation
- Gender identity
- Weight
- Visible tattoos
- Marital and parental status.
- Disability status (for example, the use of a wheelchair or cane).
- Perceived accents.
- College(s) attended.

STRATEGIES TO ADDRESS UNCONSCIOUS BIAS

Individual strategies to address unconscious bias include:

- **Understand the nature of bias.** The mind's ability and need to categorize information is a normal aspect of human cognition, yet this categorization is what also gives rise to unconscious bias.
- Promote **self-awareness**. Recognizing one's biases using the implicit association test (or other instruments to assess bias) is the first step.
- Utilize **self-reflection**. It is important to constantly check for biases during evaluation and decision-making processes.
- Take advantage of opportunities to have **discussions with others (especially those from socially dissimilar groups)**. Sharing your biases can help others feel more secure about exploring their own biases. It's important to have these conversations in a safe space-individuals must be open to alternative perspectives and viewpoints.

WHAT IS RECRUITMENT?

- In human resource management, “recruitment” is the process of finding and hiring the best and most qualified candidate for a job opening, in a timely and cost-effective manner. It can also be defined as the “process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization”.
- It is one whole process, with a full life cycle, that begins with identification of the needs of the department with respect to the job and ends with the introduction of the employee to the organization.

REQUEST TO ADVERTISE

- To fill a vacant position, you must submit a request to advertise packet containing the follow items:
- Personal action form
- President/vice chancellor memorandum
- Job description
- Organization chart
- Position request form- this form should only be included in the packet if:
 - A. There are changes to the position attributes
 - B. Or if a new position is being requested.

REQUEST TO ADVERTISE

1. Personnel action (paper form) request to advertise (RTA) form

In addition to the standard fields, the following information must be included on the form:

- A. Position control number (consult HR, if none or if it is a new position, HR will create a new position number)
- B. Job code & title
- C. Hours/week. (Specify work schedule if less than 40 hours/week)
- D. Budget code
- E. Comments – **always** include name of the **prior incumbent**.

REQUEST TO ADVERTISE

PERALTA COMMUNITY COLLEGE DISTRICT

PERSONNEL ACTION FORM

☐ Classified

☐ Academic

☐ Management

☐ Other

Personal Information

Name (L/F/M):

Address:

Employee ID (if applicable)

Day Phone:

Evening Phone:

Date of Form:

College/Site:

Department:

Position Control Number:

EFFECTIVE DATE:

ENDING DATE (if known):

I

Action Requested

a. ☐ Initial Employment

b. ☐ Employment w/prior Peralta service

c. ☐ Reclassification

d. ☐ Work Out of Classification

e. ☐ Additional Assignment

f. ☐ Change in Status, Dates, Pay Rate, Time Base, Fund Source, etc.

g. ☐ Termination

h. ☐ Resignation

i. ☐ Retirement

j. ☐ Death

k. ☐ Load Exception

l. ☐ Request To Advertise

m. ☐ Fee Based/Contract Education

n. ☐ Extend Management Contract

o. ☐ Increase in Contract

p. ☐ Other (Specify in Comments)

II

Assignment Status

a. ☐ Regular

b. ☐ Extra Service

c. ☐ Temporary as Needed (Attach Form for SEIU positions)

d. ☐ Substitute as Needed

e. ☐ LTS (Long-Term Substitute)

f. ☐ Retiree

g. ☐ Categorical- / Grant-Funded

h. ☐ Head Coach

i. ☐ Asst. Coach

j. ☐ Increase in Contract

k. ☐ ZZOIS (Specify in Comments)

l. ☐ Other (Specify in Comments)

III

Position Information

a. JOB CODE

b. TITLE

c. TIME BASE *

CURRENT STATUS

NEW STATUS

* Time Base: for Classified & Managers (hrs & days/week, months/year) – for Faculty (PTE and months/year)

d. TEMPORARY FACULTY: Equated Load

e. ACADEMIC DISCIPLINE/TEACHING AREA:

Meets MQs by (Please check one) ☐ Masters, ☐ Non-Masters & Experience, ☐ Equivalency, ☐ Credential.

IV

Salary Information

a. SCHEDULE (PFT, 60%, 75%, Local 39, etc)

b. RANGE/STEP

c. SALARY (Hourly rate for temporary personnel)

d. BENEFITS PROGRAM

e. STIPEND AMOUNT: (Describe)

f. SHIFT DIFFERENTIAL: (Swing/Graveyard)

g. BUDGET CODE(S) /%

CURRENT STATUS

NEW STATUS

1)

2)

3)

h. Pay Rate x Time Base + Fringe Cost = Est Cost

V

Comments

COMMENTS (if faculty hire, must list degree(s) for eligibility)

Approvals & Budget Verifications

Area Manager / Date

College President/Area Vice Chancellor

Vice Chancellor, Educational Services / Date

Chancellor / Date

Area Manager / Date

HR Generalist / Date

HR Director / Date

Vice Chancellor, Human Resources / Date

College Business Officer / Date

Special Projects / Date

District Budget Director / Date

Vice Chancellor, Finance / Date

Prepared By: (Print Name)

Revision Date: April 2011

REQUEST TO ADVERTISE

2. President/vice chancellor memorandum

Justification memorandum

Explains the reason why the college/department is requesting to fill the position.

Needs to be addressed to vice chancellor of HR and signed off by the vice chancellor or the college president

This memorandum should also address:

- Any special advertising requests (subject to review and budget).
- Details around any testing/evaluation requirements of applicants and/or semi-finalists

REQUEST TO ADVERTISE

3. Job description

Hiring manager reviews and updates existing job description. If the position has previously been filled, the draft should be a copy of an already approved job description with any changes either highlighted or underlined. Changes may include duties and desirable qualifications. **(Any changes to A CLASSIFIED job description/title will need to be approved by SEIU)** if a new job title is being proposed, a process will have to be initiated to determine the proper title, salary, duties, etc.

4. Completed faculty hiring process checklist per AP 7121 (for faculty positions only) faculty hiring checklist

5. Organization chart

Displays the department, the position, and other positions within the department.

6. Additional requirements

- Grant information - if this is a new grant-funded position, include a copy of the grant.


REQUEST TO ADVERTISE

Position request form

This form should only be included in the RTA package if:

- A. There are changes to the position to be advertised
- B. Or if a new position is being requested

POSITION REQUEST FORM

PCCD Position Request Form						
(For Permanent Positions)						
<p>The employing department must complete this form to request new positions and to inactivate existing budgeted positions. Please attach supporting documentation, including job description, and justification memo for new position requests.</p>						
					<div>CLEAR FORM</div> <div>PRINT SAVE</div>	
Approval is Requested for the Following Action (check one):						
Establishment of New Position or Reactivate a non-active position		<input type="checkbox"/>		Position Update/ Deactivation		<input type="checkbox"/>
Position Information						
Job Title (or new information)			Job Code		Location	
Position Number			Department/Division		Previous Incumbent (if applicable)	
FTE	Months Per Year	Salary Schedule	Salary Grade/Range	Estimate Cost of Salary and Benefits		
Budget String (if using multiple budget strings, include percentage for each fund)						
Comments						
Approvals (sign and date)						
Vice President						
College Business Office						
College President/VC						
District Budget Director						
Vice Chancellor of HR						
Chancellor						
			For Office of Human Resources Use Only			
			HR Analyst Review		Initial:	Date:
			HR Director Review		Initial:	Date:
			Board Approval Date			

PCCD HR 11/18

RTA REVIEW & APPROVALS

- HR will confirm job description with the hiring manager, to discuss changes, revisions, etc. This will be a comprehensive review of the duties, somewhat similar to a desk audit.
- HR will send a copy of new **management** job descriptions to the college or district academic senate for review. They have five (5) days to respond with any input, as stated in administrative procedure. If a response is not received, human resources will proceed with the advertisement.
- HR will send a copy of new **SEIU** job descriptions to the union for review. Human resources will proceed with the advertisement ONCE THE JOB DESCRIPTION IS APPROVED.

RTA REVIEW & APPROVALS

- **HR Analyst will route all requests to advertise for approval as follows:**
 - Vice chancellor for finance or budget director
 - Director of human resources
 - Vice chancellor of human resources
 - Chancellor
- **If review and analysis of the job description or class is ongoing after the chancellor approves the request to advertise, HR will complete that work before the position is posted.**

ADVERTISEMENT

- **Internal advertisement process for classified positions:**
 - **Local 1021** - in compliance with the SEIU local 1021 hourly contract, new article 8.7 filling new vacancies, a position announcement will first be advertised internally throughout the district to provide all permanent and current hourly employees the opportunity to apply for a regular position. The internal position announcement will be advertised for a period of ten (10) working days.

ADVERTISEMENT

Internal advertisement process for custodian positions:

- **Local 39** - in compliance with article 10.1- custodial vacancies, full-time custodial vacancies will be advertised internally for a period of five (5) working days. Hourly custodian applicants shall complete the required job application prior to the deadline date indicated on the job announcement.

ADVERTISEMENT

- **Internal advertisement process for faculty positions:**
 - Per article 9 of the district's collective bargaining agreement (CBA) with the Peralta federation of teachers, all openings for vacant faculty positions shall be posted in an internal announcement for 10 working days. Any internal applicants will be interviewed before external applicants or hourly instructors are given consideration.)
 - Faculty positions are posted internally and externally simultaneously.

ADVERTISEMENT

- **External advertisement process (administrator, classified & faculty positions):**
 - Positions are posted on the district website, the CA state chancellor's office website, and other venues depending on the position. HR encourages your suggestions on specific strategies for marketing your particular position.
 - Marketing of all positions is subject to budget constraints and personnel.
 - Per administrative procedure 7122, management positions will be posted at least 30 calendar days.
 - Classified positions will be posted externally at least 21 calendar days.
 - Faculty positions will be posted externally four to six weeks.
 - During the advertisement period, HR may consult with you if there is a need to extend the advertisement period.

SELECTING A SEARCH COMMITTEE

- Invite persons who are subject matter experts to be members
- Include employees who will interact with this position although not SMEs
- Membership of the committee should be diverse
- Ensure committee members commit to being present at all interviews
- Understand that members would need to withdraw if there is a conflict of interest

SELECTING A SEARCH COMMITTEE

Faculty position:

- HR will send a copy of the faculty screening committee composition form to the college president and president of the college academic senate (AS). The committee is composed as follows:
 - At least three (3) full-time regular faculty (i.e., Tenure, tenure track and non-tenure track faculty) at least one of whom shall be from the discipline and the remaining faculty can be decided by the college academic senate president, in consultation with the faculty of the discipline, one of which shall be the department chair, if one exists;
 - One administrator (usually the area administrator) appointed by the college president.
 - ✓ The committee may also include a classified staff member (such as a lab assistant) from the discipline, or a closely related discipline, appointed by the academic senate president in consultation with the classified senate and/or union.
 - ✓ A faculty member is to be selected as chairperson.

SELECTING A SEARCH COMMITTEE

Classified position:

The committee is composed of at least three (3) people:

- Classified representative – appointed by the bargaining unit (SEIU AND Local 39) (not applicable to confidential positions.)
- At least one additional classified member. (At least two additional members if the position is confidential.)
- Manager (chair) – appointed by the hiring manager. May not be the direct supervisor/hiring manager.

SELECTING A SEARCH COMMITTEE

Management position:

- See administrative procedures [AP 7122](#) for details
- The committee is composed of three (3) administrators, three (3) faculty members and three (3) classified professionals.
- Two associated student appointees may be selected by the college president for college management positions.
- One community representative will be selected by the chancellor for college president positions.

Upon notification, the appointing bodies are responsible for making recommendations for committee appointment (s) within 7 business days. An additional three (3) business days may be granted, upon request, if additional time is needed beyond the initial 7 business days. If the appointing body fails to make a recommendation for the committee appointment(s) within the prescribed time, the chancellor, the president or the supervising vice chancellor shall either directly appoint a replacement from the constituency or instruct the committee to proceed without representation from the body that failed to make an appointment.

SCREENING COMMITTEE PROCESS

Initial meeting

- All COMMITTEE MEMBERS and an HR analyst must attend the first meeting.
- **Optional:** the hiring manager may attend the first meeting to speak briefly about her/his vision and priorities with the position. This should only be done at the beginning of the meeting. The hiring manager may not participate in the remainder of the meeting or in any deliberations.
- The HR Analyst will conduct necessary training for the committee and answer questions. Among other topics, this training will include information about confidentiality, the process, diversity, and interviewing best practices.

CONFIDENTIALITY



- Do not discuss any candidates or the committee process outside of committee meetings
- Maintain detailed, accurate, job-related written materials
- Do not release any information to unauthorized persons
- Refer all hiring process inquiries to HR
- Return ALL materials with signatures to the committee chairperson after the final candidates have been selected

Important

A breach of confidentiality may result in suspension of the privilege to serve on a recruitment committee.

CONFLICT OF INTEREST

May occur when committee members are:

- Related by blood or marriage to an applicant OR
- Have a personal or financial relationship with an applicant that would prevent the committee member from being objective during the screening process.

Committee member's responsibilities:

- Recognize potential biases or conflicts of interest.
- Discern whether or not a close friend, or a possible dislike of someone would be so compelling that you cannot remain **fair** or **impartial**.
- Understand that not revealing a conflict of interest could lead to a complaint of an unfair hiring practice.
- Withdraw from the committee if a conflict of interest exists

SCREENING COMMITTEE PROCESS

Paper-Screening

- This part of the process is carried out to identify the most qualified candidates for interview.
- Paper-screening is conducted when the committee does not intend to interview every applicant.
- The committee reviews the minimum qualifications, desirable qualifications, and the duties outlined in the job description in order to develop paper-screening criteria.
- Each criterion is measured by each committee member against the applicant's materials.
- The paper screening summary scores are used to determine who will be invited for an interview.
- Paper-screening criteria must be approved by HR.

SCREENING COMMITTEE PROCESS

Paper-screening

- Members of the committee may begin to paper screen the applications after HR has approved the criteria.
- Every application must be screened by every member of the committee. (Except for current adjunct instructors who are guaranteed an interview.)
- Use the 0 – 4 rating key shown at the bottom of criteria form.
- After compilation of scores, the committee comes to agreement on the “cut-off score.” Any candidate whose paper-screening score meets or exceeds the “cut-off score” is to be invited for interview. **No exceptions.**
- After the committee has completed the paper screening of applications, the chair will email the following information to the HR analyst:
 - Paper screen summary sheet with semi-finalists’ names highlighted
 - Paper-screening worksheet from each committee
 - The cut-off score and interview date(s). Iv. Interview questions draft – if applicable
- The HR analyst will notify those candidates not forwarded for interview.

SCREENING COMMITTEE PROCESS

Before the interviews begins

- Review the job description
- Chair assigns questions to committee members
- **Note:** failure to attend any portion of any candidates' interview will disqualify the committee member from further participation in the process. There is need for consistency.
- **During the interview process, please keep in mind ...**
- That the candidates are interviewing us the with the same level of interest. Candidates should always leave feeling that the process was handled professionally.....And that they were treated with respect!
- Your demeanor should be friendly but professional
- Allow time for candidate to ask questions.
- Write down the summary of the candidate's answers to each question
- Your camera must be on during zoom interviews

DO NOT ASK PERSONAL QUESTIONS

It is unlawful to ask an applicant questions about the following:

- Race, color, or national origin.
- Religion.
- Sex, gender identity, or sexual orientation.
- Pregnancy status.
- Disability.
- Age or genetic information.
- Citizenship.
- Marital status
- Number of children
- See [prohibited interview questions\(pdf\)](#).
- Do not make a note or write down information on the above, even if the candidate volunteers such information. Do not ask a follow-up question either.

FOLLOW-UP QUESTIONS

"Follow-up questions" are permitted but must be included in the interview question.

The committee should discuss the format for follow-up questions. For example, if an interview question asks the applicant to describe an accomplishment that had an impact on the organization, examples of follow-up questions that can be included in an interview question might be:

- ❑ How did you accomplish it?
- ❑ What resources did you use?
- ❑ When did this take place and/or how long did it take for you to accomplish the required tasks?
- ❑ What were some of the key challenges you faced and how were they addressed or overcome? (Define your specific role.)
- ❑ What would you have done differently?
- ❑ What did you learn from this experience?

Example: describe an accomplishment that had a positive impact on an organization. How did you accomplish it? What did you learn from this experience?

These questions cannot be used to go on a "fishing expedition." Remember, the purpose of the interview is to obtain detailed information about the background and experience of the candidate that will assist the committee regarding the candidate's ability to be successful in the position.

RATING CANDIDATES DURING INTERVIEWS

- Complete one interview SCORE SHEET per candidate
- Evaluate each candidate only based on their responses to the interview questions.
- Write down as much information as possible that weighs into your overall summary
- Be consistent: evaluate each applicant in the same fair and impartial manner
- Fully complete, sign and date each interview SCORE SHEET.

SCREENING COMMITTEE PROCESS

Interview Process

- HR Analyst makes revisions as necessary and approves interview questions at least 3 days before the interview date.
- HR Analyst sends the commitment form to the chair . the chair is responsible for making sure that the commitment form is signed by all members prior to the interviews.
- HR Analyst emails chair interview summary forms
- Committee chair or designee (ie. Staff assistant) invites the selected candidates from the paper screening for an interview.
 - Candidates must be given at least 5-6 days notice of the interview date.
- **Committee chair or designee sends confirmation emails to candidates who have accepted the invitation to interview.**
 - HR Analyst will send a confirmation email template to chair, if needed.
 - HR Analyst approves confirmation email draft before it is sent to candidates, if needed

SCREENING COMMITTEE PROCESS

- **Items to complete with candidates before interview begins**
 - Chair shares signed commitment form with each candidate
 - Chair shares interview questions (with no answers) with each candidate (and any written exercise or teaching demonstration instructions) if applicable.
 - Committee members introduce themselves to candidates
 - Committee interviews candidates.
 - Chair will input all scores into interview summary sheet
 - Committee deliberates to select top number of scores (appropriate number for classified, faculty, or management) as finalists and complete the strengths and weaknesses memo.
 - Information on the strengths and weaknesses memo should only be objective and state the strengths and weaknesses noted per the candidate's responses in the interview related to their experience. Statements should not be subjective such as opinions.

AFTER INTERVIEWS ARE COMPLETE

Time to Disclose

Previously known information relative to a candidate. Information must be:

- **Factual**
- **Verifiable**
- **Reliable**

****No Personal Opinions****

During committee discussion, never share personal experiences involving candidates.

To do so can create bias and influence the judgments of other committee members as well as subject you to personal liabilities.

AFTER INTERVIEWS ARE COMPLETED

- Analyst emails finalist packet to hiring manager
- Hiring manager invites and interviews finalists
- Hiring manager conducts 3 reference checks for the selected candidate, one reference must be from a direct supervisor
- Hiring manager emails HR Analyst the completed finalist packet, which includes the recommendation memo and hire ePAF along with the other required documents
- **It is important to note that the hiring manager does not speak to the selected candidate regarding any hiring details**

Recommendation from Hiring Manager

After final interviews are completed, hiring manager emails HR analyst required items per the return checklist included in the finalist packet email.

The required items are:

- Confidentiality agreement is required from the hiring manager and anyone else who participated in the final interviews
- 3 references for the selected candidate are required, AT LEAST ONE FROM A DIRECT SUPERVISOR
- Reference authorization form signed by each finalist
- Any writing exercises that were used for the interview
- Final interview approved questions
- Recommendation memo
- Interview score sheets

Recommendation from Hiring Manager

CONTINUED.....

- Interview schedules
- ePAF must be created and in HR's queue
- Returned checklist – all the items must be checked off from the checklist
- Analyst reviews finalist packet for completeness and will contact the hiring manager if there are any missing documents
- Analyst will contact the candidate once the packet is complete

OFFER OF EMPLOYMENT

- Once HR has determined the salary, HR makes an offer and discusses start date with the new hire
- HR emails the hiring manager to inform them that the candidate has accepted the offer verbally
- HR sends the offer letter to the candidate via adobe sign.
- The candidate has up to 3 days to sign and return the offer
- The signed letter is forwarded to the hiring manager and the HR generalist.
- The HR generalist will contact the candidate for the intake process

SAMPLE RECRUITMENT TIMELINE

Activity	
Analyst will route RTA for approval.	1 - 3 business days
Committee paper-screens applicants.	5 – 7 business days
Return paper-screening materials to analyst after paper-screening is complete.	1 – 3 business days
Analyst reviews/approves paper-screening results & updates PeopleAdmin.	1 – 3 business days
Analyst approves interview questions.	At least 3 days before interviews.
Committee will complete all interviews.	3 – 5 business days
Return first level interview materials to analyst after interviews are complete.	1 - 3 business days
Analyst reviews/approves interview results, updates PeopleAdmin & sends finalist packet to hiring manager.	1 -3 business days
Hiring manger will complete all final interviews.	1 - 3 business days
Hiring manager will conduct reference checks.	3 – 5 business days
Return final interview materials to analyst after interviews & references are complete.	Immediately
Analyst reviews finalist packet, determines initial salary placement, and makes official offer of employment.	1 -3 business days
Recommended candidate returns offer letter	3 business days
Analyst sends signed offer letter, application, and job description to Generalist to begin onboarding process.	Immediately



**HIRING THE BEST FIT FOR A POSITION LAYS
THE FOUNDATION FOR A STRONG AND
PRODUCTIVE WORK FORCE FOR AN
ORGANIZATION ...**

**MAKING AN ORGANIZATION DIVERSE
STARTS WITH A FAIR AND UNBIASED HIRING PROCESS!
(HR Director, Immaculate Adesida)**