## Recruitment Lifecycle

### Considerations for an Inclusive Recruitment Process

<table>
<thead>
<tr>
<th>Stage</th>
<th>Questions</th>
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| **Cultivation** <br> (ongoing) | - Has your department built a pipeline of applicants to consider before a job vacancy opens?  
- What community, campus and professional networks has your department built relationships with and have an understanding of your department’s work and workplace?  
- Are there specific individuals that you have identified through this cultivation process that you believe could be successful in this role? Have you considered scheduling a phone or in-person meeting to discuss the role and how their experience/skillset may align? |
| **Position Description** | - Is the language in the position description inclusive (not UW-Madison specific)?  
- How are requirements/skills needed for the positioned framed? Are the minimum requirements identified absolutely needed for this position?  
- Has your department considered a plain language review of your description/summary to ensure that the language is clear and reaches a broader audience? |
| **Search & Screens** | - Is there a diverse representation of identities, perspectives, experiences, thoughts, etc. represented on your committee?  
- Does the committee have an understanding of unconscious bias and how it may show up in recruitment/hiring processes? Has your department considered an unconscious bias training for those involved in the review/search process?  
- Has the committee developed key criteria needed in an application before the review process that will be referenced throughout the recruitment process?  
- Is there a committee member that the new employee will work with or that may be present during the future onboarding stage? |
| **Recruitment** | - Where and how is the committee/school/unit searching for diverse applicants? Is the department utilizing the applicant pipeline they have built through the cultivation phase/partnerships on campus and in the community?  
- Is there support from the dean/formal leaders to continue the search process (beyond a position close date) if an applicant pool is not diverse (HR)?  
- Would you do anything differently during this time to yield different results? |
| **Application Review** | - Has the committee considered utilizing a blind application review process to mitigate bias?  
- Is the committee utilizing the key criteria identified prior to the search throughout every phase of the review process?  
- Are committee members and those involved in the interview process aware and have a shared understanding of the selection criteria identified?  
- Are committee members who know or have a close relationship with any potential candidate recusing themselves from the review process? Or is the committee discussing the potential for conflicts of interest? |
| **Inteviews** | - How are interview questions developed at every stage of the interview process (phone, in person)?  
- Are interview questions and the interview process inclusive? Inclusive of different needs for applicants? Inclusive of different perspectives?  
- Do interview questions address behaviors that demonstrate job knowledge, skills, abilities, etc.?  
- Are you avoiding questions about any protected classes identified by the city, state, or federal law?  
- Are other unit/campus stakeholders involved in the interview process and given the opportunity to provide feedback?  
- Are candidates aware of the campus and community resources and support networks available to them if they join the department/UW-Madison community?  
- Are candidates aware of the current organizational culture, values and norms? |
| **Selection** | - Does the selected candidate have the relevant experience and/or skillset to perform the duties of the position?  
- Has the selected candidate demonstrated the knowledge needed to fulfill the requirements of the position?  
- Will this candidate provide a diverse perspective and diverse experiences to the team and work environment?  
- Is there a clear and shared understanding of why other final candidates are not selected for the position? |
| **Onboarding** | - Have you created a structured, individualized and thorough training plan for the new employee?  
- Has the plan been shared with the necessary stakeholders?  
- Does the plan contain clear expectations that go beyond the first day?  
- Have you discussed the new employees goals and what development opportunities are available to help them meet their goals?  
- Are you checking in with the new employee and providing them with the resources needed to be successful in their role?  
- Is the plan reflective of the organizational culture, value and norms that were shared during the interview process? |