

# RECRUITMENT LIFECYCLE

## CONSIDERATIONS FOR AN INCLUSIVE RECRUITMENT PROCESS

### CULTIVATION (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 position 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?

### INTERVIEWS

- 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 employee's 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?

