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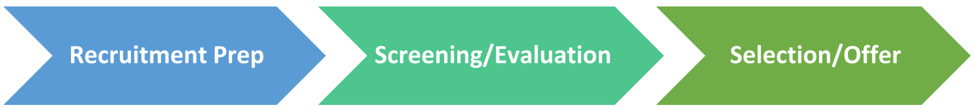
EMPLOYEE SERVICES

Hiring Process: Stage 1 -Recruitment Prep

OVERVIEW
The hiring/search process is a collaborative effort designed to identify and match highly qualified professionals. Led by the hiring manager or a search chair and search committee, applicant evaluation and selection is guided by the Talent Acquisition Team.



Step 1: Position Identification and Review
Owner: Hiring Manager
- Determine whether you are filling a vacant position or filling a new position.
- Obtain Department Head approval to fill
- Update job description & send to SystemHR.Compensation@cu.edu
    - Request JD from HR if you do not have it
    - Important to ensure the job description is accurate and up to date
    - Follow suggestions in job description template to include review of language in JD and ensure you add a commitment to diversity, equity, inclusion in the JD.
    - Consider – Do you need to backfill at the same level? Different?
- Provide job description edits to Comp & Class team via SystemHR.Compensation@cu.edu inbox.

Owner: Compensation & Classification Team
- Review job description
- Provide edits and/or meet with manager for JD Audit
- Establish salary range and classification based on final JD
    - Internal equity will be reviewed, and a target range will be determined
- Once the JD edits, compensation range and internal equity range are finalized, the compensation team will run the JD through Textio, which looks for bias language
- Compensation team lets hiring manager know of Textio edits and answers questions, if any
- Route JCRF through proper approval channels/schedule PPR

Step 2: Pre-Posting Review Meeting – The PPR (Pre-Posting Review) is useful for System HR to make sure that the departments know what they can expect from us, as well as understanding what the departments are looking for in an ideal candidate.
Owner: Comp & Class/Talent Acquisition Teams
- PPR Meeting to be scheduled by Comp & Class Team
    - Hiring Manager, Budget, UIS, Talent Acquisition, Comp & Class Teams to be included on these meetings
- Discuss compensation and targeted posting range/salary
- Establish recruitment timeline and logistics
- Hiring Manager lets TA Team who will serve on the search committee.
- Hiring Manager lets TA Team know if they would be able to sponsor an international work visa for the position. (If not, TA Team will include language in the posting)
- TA Team talks with hiring manager about importance of sharing the job posting widely with diverse audiences and discusses which organizations the hiring manager is considering within their specific area of expertise.

Hiring Process: Stage 1 -Recruitment Prep

Step 3: Position Generation & Posting
Owner: Talent Acquisition Team (TA Team) & Hiring Manager
Every effort should be made in the search process to utilize a wide variety of sources in soliciting applications from a diverse candidate pool, including minorities, women, veterans, person with disabilities, and other under-represented groups.

- Recruiter generates a draft posting of what the position will look like on CU Careers and sends to Hiring Manager for approval.
- Hiring Manager reviews draft posting and provides any final edits to TA Team. If no further edits are needed, Hiring Manager provides approval via email.
- Recruiter posts position to CU Careers which will trigger the position to be automatically posted to Indeed.com, ZipRecruiter and LinkedIn. Other posting channels available for posting listed below:
  - CoCEAL (Colorado Coalition For The Educational Advancement of Latinxs) - *CoCEAL is to influence, challenge, and lead higher education systems that advance equitable Latinx student access, success and graduation in Colorado.*
  - Higher Ed Jobs - *HigherEdJobs is the leading source for jobs and career information in academia. More colleges and universities trust HigherEdJobs to recruit faculty and administrators than any other source.*
  - NEOGOV – *NEOGOV's goal is to provide HRMS systems that helps government agencies recruit, hire, and nurture a workforce that is inclusive and representative of the population.*
  - Direct Employers - *DirectEmployers recognizes cultural differences, drive innovation and broaden perspectives. We strive to help employers hire and retain diverse talent by understanding the power of inclusivity.*
  - Job Elephant – *JobElephant leverages proprietary technology and research to make strategic recruitment ad placements*
  - ForeverBUFFS – *Posting roles to engage alumni from CU in our hiring pools*
- In addition to the posting channels above, Recruiter & Hiring Manager will discuss during the PPR other places to post to cast a wider/diverse pool.
- Hiring Manager and Hiring team should utilize their own networks to share the job posting/s. Feel free to email, post to social media and ask your networks to share widely to reach a diverse and talented candidate pool.

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Hiring Process: Stage 2 – Screening & Evaluation

Step 4: Prepare for Applicant Review & Evaluation

Owner: TA Team, Hiring Manager & Search Committee Chair (if applicable)

- Recruiter will screen all applicants for minimum qualifications (and preferred qualifications if requested) and send the candidate workbook to the Hiring Authority (manager) within 3-5 business days of the posting full consideration date passing.
- TA Team will provide candidate demographic data at various stages of the search to ensure we have a diverse pool. Before interviews commence, the TA team will provide demographic data to the hiring manager and department head/VP to ensure they are aware of the applicant pool diversity statistics. If the pool is lacking diversity, the TA Team may recommend extending the posting date and finding other places to post and/or source. Demographic data will be provided for:
    - Entire applicant pool after posting full consideration/close date
    - Candidates who meet all minimum qualifications
    - Candidates who are selected to interview
    - It will include gender, race and ethnicity data in the overview
- Ensure consistent evaluation of candidate qualifications.
    - Utilize the candidate workbook provided by Human Resources to consistently review and evaluate materials.
    - Avoid making assumptions about candidates' motivations or interests that could unfairly exclude them from consideration - can you provide a job-related reason for non-consideration?
- Hiring Manager and/or Search Committee Chair reviews application materials submitted by the applicants and lets the designated recruiter know who they want to interview as a search committee and who can be dispositioned (handled by recruiter).
- Provide information to selected candidates on timeline for interview process.

Step 5: Interviews and Applicant Recommendation

Owner: TA Team, Hiring Manager & Search Committee Chair (if applicable)

Prior to setting up first round interviews, the Chair and committee will formulate interview questions to be used in the interview process. Please ensure that interview questions are non-discriminatory and designed to assess each candidate's skills and experience as related to the requirements of the job.

- All members of a search committee should take this LinkedIn Learning course on Unconscious Bias in the Recruiting Process before search committee interviews begin.
- Designee to schedule interviews according to discussed timeline (phone screens, zoom interviews, etc). Zoom interviews should be used at least once during the recruitment process. (If there are issues with accessing Zoom effectively (internet issues, tech issues, etc.) the candidate could be rescheduled to another time).
- Search Committee & Hiring Manager complete interviews. After completion Hiring Manager let's recruiter know who they'd like to move forward as their finalist. Keep in mind, interviews are one part of this important process, and each candidate should be evaluated holistically on their merits.

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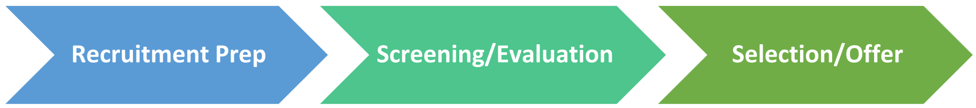
Hiring Process: Stage 3 – Selection & Offer



Step 6: Reference Checks

Owner: TA Team

Reference checking is mandatory prior to extending an offer letter to a candidate. Reference checks must be completed for either one finalist or multiple finalists.

- Recruiter kicks off reference check notification to candidate/s via Crosschq. Crosschq is a company that provides a cloud-based platform designed to help businesses improve their hiring process by offering comprehensive reference checking and talent analytics, allowing them to make better hiring decisions based on data-driven insights.
- It is recommended that the Hiring Manager or Search Chair inform the finalist/s that they will receive an email notification from Crosschq to provide 5 references (2 previous managers/supervisors and 3 peers/coworkers).
    - If a finalist refuses to allow contact with a potential reference the committee deems important, the finalist should be informed that this refusal limits the committee's ability to complete its evaluation and that the candidate may not receive full consideration.
    - In some instances, the hiring manager may prefer to call references in addition to using Crosschq.

Step 7: Compensation Analysis & Offer

Owner: TA Team, Hiring Manager, Comp & Class

- Once reference checks have come back complete and a finalist has been identified, Human Resources will conduct a compensation analysis. An offer recommendation will be provided to the hiring manger.
- Recruiter will call the candidate to extend verbal offer. When the candidate verbally accepts the position, recruiter will initiate background check and send the candidate the offer letter for signature. At this point, the hiring manager can follow up with the candidate to discuss first day details, answer remaining questions, etc.
- Hiring manager and recruiter should touch base to ensure all candidates have been notified they were not selected for the position.
- Hiring manager will be contacted by onboarding team to fill out new hire questionnaire and schedule UIS meeting.

Step 8: Wrap-up Recruitment & Onboarding Preparation

Owner: TA Team, Hiring Manager, People Operations Team

- Recruiter to work with Hiring Manager and Search Committee chair to collect any interview documentation to save in shared folder per retention guidelines.
- Hiring manager will be connected with someone from the People Operations Team to start the onboarding process: fill out new hire questionnaire/checklist, schedule UIS meeting and review goal setting documents.