



## Best Practices for Successful Recruitment

**Clearly define the job.** Outline the position needs in conjunction with the organization structure and priorities. Ensure the position is clearly defined and the preferred and required qualifications accurately reflect the talent needs—be careful not to set a requirement that will disqualify candidates the unit or division might want to consider. Using the University job description template, prepare the job description so that it accurately reflects the position’s current job duties and qualifications. Determine appropriate pay range for position, using internal peer and external market base pay comparisons.

**Create a sourcing strategy and comprehensive search plan.** Brainstorm recruiting strategies based on the department’s recruiting and affirmative action objectives. Source candidates from a range of different places to target both passive and active job-seekers. Consider these questions:

- Where might the ideal candidates work now?
- To which professional organizations would the ideal candidate belong?
- What social networks would the ideal candidate utilize?
- What events would the ideal candidate attend?

**Identify interview committee and meet with them before interviews begin.** Brief the team so that everyone knows exactly what the position involves and which competencies and skills they should target when they meet with candidates. Work as a team to determine the candidate screening and interview process, which includes timelines and evaluation tools. Ensure the interview committee is trained and aware of relevant employment law and interview dos and don’ts.

**Define interview, selection and onboarding process.** Determine whether phone interviews will be completed before in-person interviews and how many rounds of interviews each candidate should complete. Create an interview guide with questions that should be asked in the interview process and assign questions to interviewers to avoid duplication. Determine how final decisions will be made. Debrief as a committee, focusing on required job qualifications and competencies, and make an informed selection decision. Determine who will formally extend the employment offer and who will lead the onboarding process. Decide when reference checks will be completed and when regret letters will be sent.

**Provide an excellent candidate experience.** Consider the interview as an opportunity to market UChicago as an employer of choice by conveying positive and accurate information about the job, the department, and the University. Provide candidates with an itinerary ahead of time that includes building or parking information. Choose someone to greet them and make them feel welcome. Keep candidates updated on timing – hiring managers do not want to lose a top candidate due to lack of communication. Follow up with a regret phone call or email for those who are not selected. Update each candidate’s status in Workday and select appropriate “not hired” reasons for candidates eliminated from consideration.

**Conduct effective reference checks.** Be sure to specifically request references from people managers for whom the candidate has worked in the past. Develop a list of questions that provide further clarification from the interview—were there any concerns on which a former people manager might be able to shed additional light? As a courtesy, obtain the candidate’s consent to contact references.

**Be thorough and consistent.** Talent Acquisition is a process and how well it is executed is a huge factor in determining success. Follow all of the steps with candidates; take the time to provide a realistic job preview, ensure they meet with the entire committee and conduct a reference check before extending an employment offer. Skipping steps or moving too hastily may result in having to start again if the selected candidate does not work out as planned.

**Build a pipeline for the future.** As the process unfolds, consider meeting qualified candidates for whom there is currently no position. Keep their resumes on file for future reference and consider contacting them later to gauge their continued interest.