RECRUITING TOOLKIT

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WHAT YOU'LL FIND IN THIS TOOLKIT

The key to any successful hiring process is effective planning. This includes trying to diversify outreach and recruitment practices as you seek to successfully onboard a new hire. Consider the following items to contribute to a successful hiring process.

Planning Phase
- Timeline
- Budget and Market Rates
- Banner Position Numbers
- Search Committee
- Hire Types
- Diversity and Inclusion (D&I)
- Unconscious Bias
- Job Postings
- Inclusive Job Description and Qualifications

Outreach Phase
- Targeted Advertising
- Intentional Outreach

Candidate Review and Selection Phase
- Structured Interviews, Rubrics and Considerations
- Making the Offer
- Onboarding
Create a Timeline

Set an anticipated start date for when the new hire will begin and work backward from that date. By considering each step in order, your timeline becomes a helpful road map. Also consider building in time for contingencies, as no search transpires perfectly. Take a look at our recommended Hiring Process Timeline.

Budget and Market Rates

Before posting the position, you'll need to know the budget you have available. You'll also want to consider the market rate for the position as well as the salaries of current employees within your area. We want to post the salary that is equitable as well as competitive for the market. Ultimately, the salary that is offered determines the quality of candidates that apply. When you request the posting, the Compensation Analyst will conduct a salary analysis to inform you of the position's market rate. If a position's salary is below 80% market rate, you will need VP approval to continue. Learn more about Compensation at UCO.

Banner Position Numbers

When requesting a job posting, you have to know the Banner position number. More often than not, you'll use the Banner position number of the previous incumbent. If you're creating a “new” position or wanting to modify a current position, research the current Banner numbers in your org (email the Budget Office or search NBIPORG in Banner). If you have unused banner position numbers, we can easily modify the Banner position number to reflect the changes. If all position numbers are being used, we will create a new one.

Form Search Committee

The search committee can be made of participants from your department and departments you work closely with. We recommend 2-3 committee members. Ensure that all participants are aware of the timeline, commitment, roles and responsibilities of the search. Questions to consider when forming a search committee:

- Is the composition of the search committee diverse and representative?
- Are members of the search committee able to offer diverse outlooks?
- Are members committed to advancing diversity & inclusion at UCO?
New Hires, Transfers and Promotions

When you're recruiting one of the first steps in the process is to determine if you're going to post the position externally or if you're going to post it for internal candidates only.

**Posting Externally (jobs.uco.edu):** Provides an opportunity for outside applications. We recommend you encourage current staff to apply if interested.

**Hidden Posting (internal):** An application link is emailed to predetermined applicants. It is utilized for 1) rehires, 2) student becoming staff or 3) promotions.

**HIRE TYPES**

- **New Hire:** New employee, never worked at UCO
- **Transfer:** Current employee, can transfer to a new department or within current department to a role that is the same level as their current position
- **Rehire:** Previously worked at UCO
- **Promotion:** Internal hire, moving to higher-level position - review this [Promotion Guide](#)
- **Student to Staff:** Current student employee who is moving into a staff role

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<tr>
<th>Full Time with Benefits</th>
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**Inclusion and Diversity**

**Definitions**

**Inclusion** is the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization’s success, all while being their authentic selves.

**Diversity** in the work environment refers to the individual characteristics that make people unique. These characteristics can include biological sex, gender identity, race, ethnicity, education level, religion, age, sexual orientation, ability, life experiences, etc.

Diversity refers to the traits and characteristics that make people unique while inclusion is about the behaviors and social norms that ensure people feel welcome. Inclusion is crucial for diversity efforts to succeed. **To bring in more diverse talent, you must create a workplace environment where diverse individuals want to be... where individuals feel they can thrive, contribute, and be authentic to their identities.**
Understanding Unconscious Bias

The Equality Challenge Unit defines unconscious bias as the brain making incredibly quick judgements and assessments of people and situations without our realizing. These judgements can be influenced by our background, cultural environment, and personal experiences, and may result in feelings or attitudes towards others based on their race, ethnicity, age, appearance, accent, etc.

Important Data

Unconscious bias introduces unintentional discrimination and results in poor decision-making. Studies continually show these biases can have a negative impact on recruiting, mentoring, and promotions.

A Yale University study found both male and female scientists who are trained to be objective, were more likely to hire men, and consider them more competent than women, and pay them $4,000 more a year than women. Source

In one study, researchers from MIT and UChicago submitted 5,000 identical resumes responding to jobs in Boston and Chicago. They used random names that sounded stereotypically white or African American. The fake applicants with white-sounding names received 50% more requests to interview for the open positions. Source

How to Begin Combatting Unconscious Bias

It's important to note that unconscious biases are malleable, therefore, one can take steps to minimize the impact of unconscious bias and gradually over time, unlearn it. Source

Take Harvard's Implicit Association Test to understand your biases. Understanding your unconscious biases will bring them to a conscious level. You will then be aware of how these biases can influence your decision making when it comes to hiring, promotions and mentoring.

Standardizing the interview and using rubrics are also proven methods in reducing your unconscious bias in the recruiting process. (More information following)
Write a Job Posting that Attracts Individuals Committed to Diversity, Equity and Inclusion

Emphasizing the value placed on diversity, equity, and inclusion (DEI) may increase the pool of diverse candidates while attracting those candidates who are more likely to contribute to and/or advance DEI at UCO. Use the job posting section as an opportunity to describe how your department values and contributes to DEI. Explain how this position may contribute to the department and university's mission of DEI.

Including the Department's Commitment to DEI

Be sure to include your department's commitment to DEI. Integrate your department's DEI mission throughout the job posting and description. Do not only list it as a stand-alone statement. See the following example of a department's stated commitment to DEI:

*Diversity, equity, and inclusion are core values at UCO and the Department of [name]. We encourage applications from individuals who will contribute to diversity in higher education and the potential to advance the department's goal of a more diverse, equitable, and inclusive scholarly environment. Additional information is available on [website].*

Also include UCO's broader commitments to diversity, equity and inclusion.

*The University of Central Oklahoma is committed to recruiting and maintaining a diverse workforce and to creating a welcoming environment for all. If you'd like to learn more about our Inclusive Community, visit the Office of Inclusive Community website.*

Inclusion and Diversity Statements

One method for assessing an applicant's competence as it relates to inclusion and diversity is to require an inclusion and diversity statement. This can be requested at a point in the process that is the most practical for your hiring team and for prospective candidates. This option is recommended for Management level positions and above. It also might be appropriate for select individual contributor roles.

Inclusion and Diversity statements provide applicants the following opportunities:

- An opportunity to articulate how their work, volunteer, or other experiences have contributed to their engagement and interaction with a broad range of individuals.
- An opportunity to communicate how they envision diversity and inclusion in their prospective role at UCO.
- An opportunity to focus on their experience and expertise, not on their personal characteristics or attributes.
You are looking for candidates who describe their specific plans and current activities for advancing diversity, equity, and inclusion (DEI), as well as their current understanding of the barriers that exist for underrepresented groups. You want to look for an established track record of their work with DEI, whether professionally or personally.

Here are examples of inclusion and diversity statement requests that you may use or modify for your search:

- Tell us about at least two efforts in which you have been involved with fostering inclusivity as well as diversity competence and understanding at a departmental or organizational level. And, how did you prepare to lead or be engaged in these efforts?
- What does it mean to you to have a commitment to inclusion and diversity in the workplace and how would you apply your commitment to our university?

**Review Job Description, Required and Preferred Job Qualifications**

We all want to widen our applicant pools but a lot of times we are unknowingly discouraging perspective applicants because the job qualifications are too stringent. We ask that you review every piece of the position description and consider the following:

- Are the responsibilities accurate and current?
- Do the requirements align with the responsibilities?
- Is the preferred qualifications section absolutely necessary?
- Is every requested qualification an absolute must have, or could a candidate still be successful without one?
- Is there language in any of these sections that is unnecessarily limiting and ‘weeding out’ your applicant pool?
- Does the description explain how this position may contribute to DEI?
- Did we keep in mind the broad range of interests, backgrounds, and experiences we hope to attract as we wrote the description?

**Tools to Evaluate Job Descriptions**

1. Review job ad for gender coded language on the [Katmatfield Website](#).
2. Review how to write more inclusive job postings on the [Buffer Website](#).
Outreach and Advertising

Create a Budget and Advertise

Most staff searches proceed without recruitment advertising budget. For higher-level searches, however, consider allocating a budget for advertising with sites and publications that attract diverse candidates. Consult with your leadership to review the potential costs in advance of the search. Email Recruitment Specialist at jobs@uco.edu to discuss recruitment marketing ideas and budgeting.

Organic Advertising

When a job posting goes live on the UCO job site, it is automatically posted to Google, LinkedIn, Indeed and numerous other sites. These aggregate sites scrape all job boards for openings. When we first post our positions, they are closer to the top of the search results. As the days go by, they are lower in the search results. Most of our jobs get quality applicants through these sites. However, we also recommend more creative outreach options to widen and diversify your applicant pool. If you’d like to brainstorm more organic advertising options, email a recruitment specialist at jobs@uco.edu.

Promoted Advertising Options

- LinkedIn
- Indeed
- Diversityjobs.com
- ZipRecruiter
- And many more!

Additional Ideas

- Share on Personal LinkedIn
- Post in Hispanic chamber
- Local professional organizations (e.g. OCHRS for HR jobs)
- Employee Referral Program
- Partner with institutions that have higher numbers of underrepresented individuals
- Attend career fairs
- Personally reach out to promising candidates
- Use hashtags when sharing open positions in social media - i.e. #DiversityInAccounting
Interviews, Rubrics and Considerations

Job interviews are especially susceptible to unconscious bias and accidental discrimination. Therefore, it is very important to prepare a list of selection criteria and interview questions before calling in your top candidates. It's also important to standardize the interview and ask every candidate the same questions.

Interview Questions & Template

It is very important to review with the committee the legalities of what interview questions are allowed. Review this list of illegal interview topics. Also be sure to review this helpful Interview Question Template.

Keep in mind that in addition to determining if a candidate will meet departmental needs, you want to interview to reveal their contributions to diversity, equity, and inclusion (DEI).

Evaluation Rubric

As a way to help objectively assess candidates, we recommend utilizing a rubric to score answers to interview questions. This is particularly helpful with team interviews where each screening committee member can use the rubric to rate each candidate independently. Then the committee can come together to compare rubrics, justify their selections and come to a consensus. This also ensures we are not picking candidates based on our own unconscious biases. Check out this carefully drafted Sample Rubric.

Evaluating for Diversity, Equity, and Inclusion (DEI)

In order to evaluate for DEI, consider the following when creating your rubric:

- Specifically which identity groups are currently underrepresented or under-included in the department, and at which levels?
- What backgrounds, perspectives, experiences, and ideas are we missing?
- Candidate awareness of and ability to articulate their understanding of DEI
- Candidate's proven track record of engagement in DEI
- Candidate's specific goals for advancing DEI at UCO

In your evaluation rubric, you might even include some sample areas of evidence for demonstrating contributions to advancing DEI. Examples include:

- Knowledge of, experience with, and interest in dimensions of diversity that result from different identities
- Strategies to encourage both critical thinking and respectful dialogue in the workplace
- Experiences or participation in activities designed to remove barriers and increase participation of underrepresented students, staff, and/or faculty
Considerations and Accommodations for the Interview

Virtual Interviews
If conducting a virtual interview, be aware of bias on video. Candidates may not own computers that are compatible with Zoom backgrounds, they could be sharing a space with limited private quiet areas, or they may be managing multiple responsibilities including child or elder care. None of these factors impact how well a candidate will do on the job. Ask the candidate if they would be more comfortable with a phone interview.

Before the interview contact the candidate to explain the process and to discuss the following:
- Name and title of interviewers
- Time, date and method of interview
- Ask if they need any accommodations (accessible meeting location, sign-language, interpreter, etc.)

During the interview pay attention to how the candidate is engaging.
- Consider accessibility of physical spaces and sensory sensitivity
- Ask one question at a time and confirm they understand your question
- Be willing to customize the process for the candidate (i.e. walking interview)
- Allow 5-minute breaks after 45 minutes of interviewing
- Allow for silence, give the candidate a chance to process and respond

Interview Best Practices
- Provide a realistic job preview
- Send UCO's Total Compensation Package
- Communicate decision time-frame and anticipated start date
- Ask the candidate for feedback on the recruiting process

Conversation with Affinity Group Members
After the screening committee has concluded the interview process, we recommend you provide the candidate the opportunity to meet with a representative from any of our Affinity Groups (Faculty and Staff Associations and other employee resource groups). This is a chance for the candidate to learn more about UCO's inclusive community efforts and potential colleagues. If you'd like to set up an informal meeting, please visit the Inclusive Community Affinity Groups Site to contact a representative from one of the groups.

IMPORTANT NOTE: Save all selection criteria, interview questions and interview notes and store for three years. Store in a department shared drive that is easily accessible.
Before Making The Offer

Check Your Bias

You've reviewed your interview notes and rubrics and had numerous discussions with your screening committee. Now you need to remind yourself of these common unconscious biases:

- We choose who we like
- We choose those who remind us of ourselves
- We make decisions based on assumptions and stereotypes

Check References

Call or email the three references listed on the candidate's application. We recommend also getting a previous supervisor's reference. Why do we require reference checks? To prevent negligent hiring claims amongst many other reasons. Common questions to ask:

- What skills did they bring to the organization?
- Were they successful in their role? Why or why not?
- Would you rehire this person?

REMEMBER: Some organizations do not allow employees to provide references. They can only provide the dates of employment. This is not a red flag as it's a common occurrence.

Check Starting Salary

Before you make the offer to your selected candidate, there are some things to consider regarding their starting salary. When offering the position to a candidate who meets or exceeds the qualifications for the role, please review the salaries of staff in similar positions within the department.

If you want to offer the candidate more than other staff in the same position, they must be more qualified than the current incumbent. We want to avoid multiple people in the same position in a department making different amounts (unless they have differing levels of experience or their positions have been adjusted due to increased responsibilities). This could result in current employees feeling undervalued and ultimately lead to turnover.

Sometimes there are searches that don't produce a candidate who meets all of the qualifications but there's a lot of potential and they'd make a really great addition. When making an offer to a candidate who doesn't meet the qualifications for the role, please contact a compensation analyst at jobs@uco.edu to discuss the starting salary and a Development Plan.
Making The Offer

Departments may extend the offer to the candidate before inputting the offer into Paycom. Take a look at our Verbal Offer Guide. Review our Guide to Input Offers in Paycom as well.

Reminder, start dates are aligned with payroll pay periods. New Employee Orientation dates are synced with payroll dates (applies to transfers, rehires and new hires). Be sure to review the official start dates before telling your chosen candidate when they can start. Also ensure you tell them their offer is contingent upon a background check.

Onboarding

Once the candidate has accepted and is ready to start, there are tasks to be completed to ensure they have a smooth new employee experience. To review best practices and UCO requirements in onboarding and orienting your new staff member, review the Employee Lifecycle/Onboarding intranet site located on the Supervisor Tools & Support web page. Also feel free to utilize this helpful 0-90 Day Supervisor Guide, which helps supervisors acclimate new employees into the UCO community and their specific department.

Contact Us

General Questions & Concerns
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