



Recruitment and Selection

Sample Recruitment and Pre-Offer Screening Process Steps

The sample process steps listed below are offered as a guide to support a sound, legally defensible recruitment and selection program. They suggest best practices that may exceed legal requirements, but serve to promote legal compliance and effective talent acquisition.

1. Identify Vacancy and Evaluate Need	
	Determine that the job vacancy should be filled and obtain approval to fill (if applicable).
	Conduct analysis of vacant position to ensure proper classification.
2. Develop Position Description, Recruitment Strategies, and Interview Questions	
	Develop detailed position description
	Describe position purpose and essential functions that will attract a talented and diverse applicant pool.
	Determine the specific preferred qualifications needed to be successful in the position.
Develop Recruitment Strategies	
	Determine various sourcing strategies that will address placement goals and maximize a talented and diverse applicant pool.
Develop Interview Questions and Job-Related Tests (if applicable)	
	Develop a set of core job-related interview questions to be used consistently on every interviewee.
	Ensure that any tests used are job-related. If a test results in adverse impact in selection, ensure the test is valid for predicting successful employment or consistent with business necessity. (Click here for validation tips.)
3. Post Position Vacancy	
	Utilize the identified sourcing avenues to ensure that the position is adequately advertised within the search area.
	Take necessary steps to ensure that members of underrepresented groups are able to learn of and apply for the position.
4. Establish Interview Panel	
	When available, select a panel that is a diverse representation of the workforce (e.g., male/female, racial/ethnic, age, etc.).
	Select panel members who have experience or training with interview practices and techniques.
	Ensure that panel members are fully aware of the job-related criteria for the vacant position.



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5. Screen Applicants and Develop Interview Pool	
	Review applicants by uniformly applying the job-related criteria (e.g., preferred qualifications, experience, certifications, educational requirements, etc.)
	Develop interview pool from applicants who possess the established job-related criteria.
	Document and maintain records of the review process and results.
6. Conduct Interview	
	Collect any past performance evaluations, education credentials, licensure, certification, or other documentation the candidate may have been asked to provide to support suitability for hire (either before or at the time of the interview).
	Interview panel members should review and familiarize themselves with each candidate's information.
	Conduct a resume'/application review with each interviewee – addressing employment history, previous state employment, gaps in employment, educational background, etc.
	Ask each interviewee the same core interview questions. Each panel member should adequately document the candidate's responses (e.g., relevancy, quality, etc.).
	Ask any follow-up probe questions based on responses given by a candidate. Probe questions may vary from candidate to candidate, but they should always remain job-related and should be documented by each panel member.
	If applicable, administer any job-related tests.
	Determine if any candidates will qualify for Veterans' Preference.
	Panel should identify most suitable candidate(s) for hire based on the resume reviews, references, interview, tests, and any other job-related criteria.
7. Reference and Background Checks	
	Collect signed consent for background checks from top candidate(s) (if applicable). (NOTE: Candidates who do not consent to background checks, should not be considered further for employment.)
	Perform Reference Checks on Top Candidate(s):
	Contact current or most recent employer
	Contact current and former State government employer(s), when applicable.
	Contact any other job-related references provided by the candidate, as needed.
	Verify accuracy of any letters of recommendation or reference



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		provided by the candidate.
		Verify accuracy of any performance evaluations provided by the candidate.
	Perform Background Checks on Candidate(s) selected for hire:	
		Conduct a criminal history check on candidate selected for hire (if applicable).
		Conduct a PeopleSoft check on candidate selected for hire to determine previous State employment history, including dismissals or any "Not Recommended for Rehire" recommendations. (NOTE: This check should be completed on current State employees, as well.)
		Verify validity of any education, certification, licensure, or other credentials that contributed to the selection of the candidate.
		Conduct a search of the candidate through the Applicant Verification Portal of the State's third-party drug testing administrator to determine if the candidate has been disqualified from State employment for a substance abuse testing violation.