



Hiring Enhancement Program: UK Hiring Fundamentals

There are many steps that need to be taken during the hiring and selection process. Below is a checklist of 10 fundamental steps that need to be followed as you go through the process.

- 1. Create, update or review JAQ (Job Analysis Questionnaire)**
 - This is a great opportunity to ensure that the real job, JAQ, job posting and performance evaluation for this position are in sync.
 - The JAQ also outlines what skills and abilities you need to evaluate and assess during the screening and interviewing process to ensure you are hiring the best fit person for your position.
- 2. Create and post job requisition in OES (Online Employment System)**
 - In order to maximize your job posting, develop an engaging job summary using your JAQ. Also create 3-5 strong PSQs (Posting Specific Questions) to provide a built-in screening tool.
 - All positions are required to be posted on the OES for a minimum of 7 calendar days.
- 3. Review application materials for all referred applicants**
 - Review all application materials (resume, cover letter, and application). Evaluate education and related work experience and how it aligns to the outlined skills and abilities of the JAQ.
 - Review the answers to all PSQs. Do the answers match the required skill set needed for this position?
 - Highlight all typos, gaps of employment, reasons for leaving positions and any other information you might want to clarify at the next phase of selection.
 - Review the “relative question” on the application to ensure you will not be creating any nepotism issues as well as the “felony question” to ensure any charges or convictions are not job related.
- 4. Conduct phone interviews with the top 10-20% of qualified applicants**
 - This is a time-efficient way to gather additional information from the selected applicants to ensure they have the required skills. It also allows you to further explain the position, performance expectations, and a more realistic salary range.
 - Create a solid candidate experience by promoting the opportunities the University, the department, and the position have to offer. It also increases the likelihood your top candidate will accept the offer later.
- 5. Conduct in-person interviews with top candidates**
 - This phase allows you to continue to gather information to assess the candidate by using behavior-based questions focused on the major job responsibilities and job fit.
 - It is important to be prepared and organized for the interview to ensure a positive experience.
 - Request the candidate sign a copy of their application certifying the information is complete and true.
- 6. Conduct reference checks/Review personnel file**
 - This allows you to confirm your evaluation of the candidate and follow up on any “red flags.” HR recommends that you conduct 3-4 reference checks per candidate.
 - Review personnel files for all previous or current UK employees. (Contact your Employment Specialist or Consultant for assistance.)
- 7. Salary Recommendation Form**
 - A salary recommendation form must be completed and approved by HR Employment prior to offering a candidate a position.
 - All offers need to be contingent on successful completion of Pre-Employment Screening.
- 8. Pre-Employment Screening (PES)**
 - Depending on a variety of factors this process can take 5-7 business days to be completed.
 - Once a candidate has successfully completed the Pre-Employment Screening an official offer can be made and a start date can be determined.
- 9. Communication with all applicants involved in the selection process (i.e. Phone and In-person Interviews)**
 - Once your top candidate has accepted the position and you have contacted all interviewed applicants, you will need to complete the dispositions in OES for all referred applicants who were not hired.
- 10. PAR (Payroll Authorization Record)**
 - Be sure to include a signed application and any additional documents needed.