

# Diversity Managing Toolkit

## Sample Recruitment Plan Checklist:

(also see "Guide to Hiring Senior Administrator's at Duke" below)

### Preparation

- Establish and maintain a recruitment file for each applicant pool
- Evaluate job description (ensuring details of the position, job duties, competencies and required minimum qualifications are listed)
- Incorporate entity/department specific diversity and hiring goals into the recruitment plan (resources, timeline, budget, recruitment sources, etc.)
- Establish diverse search committees/interview panels
- Provide search committee/interview panel with an understanding of your:
  - ✓ Hiring goals and organizational values for the recruitment, as well as the
  - ✓ Education, experience and competencies, strengths and the desired professional traits of the ideal candidate
- Provide training and guidance on the details of the interview process

### Committee/Panel Process

- Develop interview questions
  - ✓ General - [www.hr.duke.edu/utilities/managers/recruit\\_questions.html](http://www.hr.duke.edu/utilities/managers/recruit_questions.html)
  - ✓ Behavioral - [www.hr.duke.edu/utilities/managers/samples/behavioral\\_interview\\_questions.doc](http://www.hr.duke.edu/utilities/managers/samples/behavioral_interview_questions.doc)
- Review applications and select interview candidates
- Coordinate interview schedule
- Prepare for interviews
  - ✓ Review (job description, applications (*with list of references*) and interview questions)
  - ✓ Organize interview area
  - ✓ Prepare for note taking
  - ✓ Forward all phone calls

## Selection and Conclusion

- Conduct interviews
- Conduct reference checks
- Prepare specific questions
- ✓ Sample - [www.hr.duke.edu/forms/pdf/Telephone-Reference.pdf](http://www.hr.duke.edu/forms/pdf/Telephone-Reference.pdf)
- Contact references to schedule mutually convenient time for discussion
- Clarify the reference's working relationship with the candidate and his/her role in the organization
- Look for a balanced assessment (positives and negatives) of the candidate
- Listen carefully
- Take clear and subjective notes

## Evaluate & Rank Candidates

[www.hr.duke.edu/utilities/managers/samples/ranking\\_feedback\\_forms.doc](http://www.hr.duke.edu/utilities/managers/samples/ranking_feedback_forms.doc)

- Submit finalist for hire processing
- Submit the completed recruitment forms to Human Resources

As a minimum, the recruitment file shall contain a copy of the:

- ✓ Job announcement
- ✓ Applicant interview schedule
- ✓ Applicant Pool List and disposition
- ✓ Evaluation criteria/ranking and feedback form on each applicant
- ✓ Notes on other records, telephone checks or interviews on each applicant, as appropriate

**Sample Recruitment Checklist from:  
“Guide to Hiring Senior Administrator’s at Duke”**

[www.hr.duke.edu/utilities/managers/samples/Recruitment%20checklist.pdf](http://www.hr.duke.edu/utilities/managers/samples/Recruitment%20checklist.pdf)

**Additional samples and templates for the recruitment process**

[www.hr.duke.edu/utilities/managers/samples.html](http://www.hr.duke.edu/utilities/managers/samples.html)

**Recruitment article:**

“Demystifying Hiring” by Dennis Barden (Chronicle of Higher Education, Chronicle Careers, August 4, 2006)

<http://chronicle.com/jobs/news/2006/08/2006080401c/printable.html>

“Diversity: Making a Commitment to Search Broadly for the Best Talent” by Dr. Benjamin D. Reese (Office for Institutional Equity Newsletter, page 4, October, 2006)

[http://www.duke.edu/web/equity/OIE\\_Update-Oct06.pdf](http://www.duke.edu/web/equity/OIE_Update-Oct06.pdf)