



Human Resources / Personnel & Payroll

Recruitment and Selection Checklist for Classified Permanent Positions

This checklist is intended to assist in accomplishing the recruitment initiation, screening, selection, and record keeping procedures to fill a classified vacant position as required by the Montana State University Equal Employment Opportunity/Affirmative Action program and appropriate bargaining contracts. Any questions should be directed initially to your Personnel Technician.

I. **Role Description**

- Review most recent [role description form](#) to be sure current expected duties and knowledge, skills and abilities are reflected in the context; if not, update and forward new hard copy with appropriate signatures to HR/Personnel & Payroll; a review of the updated duties will be done by [Laura Underkofler](#), Compensation Analyst, to determine appropriate title and wage

II. **Initiate Recruitment**

- Complete the [Recruitment Authorization Form](#) (RAF) and submit to HR/Personnel & Payroll
- Draft or make necessary changes to vacancy announcement and email to your Personnel Technician, (samples and previous vacancy announcements can be obtained from us as well)
- If department prefers, draft and email newspaper ad along with vacancy announcement

III. **Screening/Search Committee**

(minimum of three individuals, 10% female representation)

- Schedule Search Committee Orientation with [Janell Barber](#)

IV. **Application Screening**

Each Screening/Search Committee Member individually screens each applicant's responses to the qualifications and application by completing the supplied matrix using the general rating scale

V. **Identify Candidates to Interview**

The search committee should converse together and come to an agreement of the top tier of applicants to interview. *(no minimum number of interviewees is required)*

Obtain Interview Approval from HR/Personnel & Payroll

No applicant should be contacted or any interview conducted until notification has been made to your Personnel Technician

- Personnel Technician notified of Interview Candidates*
- Approval of Interview Questions (email to Personnel Technician)
(sample questions are available and/or refer to ADA Overview, Pre-Employment Inquiry Guide, and ADA Interview and Reference Check Do's and Don'ts)*

Invite Candidates for Interview

Candidates must be treated similarly with regard to timing and structure of the interview and questions asked. Ask candidates if an accommodation is desired for the interview process (i.e. --an accessible location for people with mobility impairments, a sign interpreter for a deaf person, a reader for a blind person) or any on-site testing. Documentation/notes of the responses to the interview questions needs to be done by at least 2 of the committee members

VI. **Reference Checks**

At least 2 search committee members conduct and document at least two current/most recent supervisory reference checks (or line of supervisory relationship) on the top candidate(s) before requesting hiring approval. Reference checks may be used as means of narrowing down the finalist pool.

VII. Selection of Final Candidate

Screening/search committee/hiring authority should document hiring decision, presenting rationale, which is based on specific, advertised, job-related criteria. If applicable, include rankings of the finalists. You may want to use the [Hiring Rationale Form](#) and is required if requesting a wage higher than the entry wage.

VIII. Hiring Approval

***Prior to extending any offer of employment**, obtain hiring approval from your Personnel Technician or Personnel Officer. Written justification may be required before hiring approval is granted.*

IX. Notify Applicants

After your selection has been approved, you may call your selected final candidate and extend the offer verbally.

If the verbal offer has been accepted, your Personnel Technician will send an email with the “wrap-up” information including the New Employee Orientation dates, the employment offer letter, and sample regret letter.

- Employment Offer Letter. The department will receive the employment offer letter electronically to print out on departmental letterhead and review with the new employee before the new employee signs.
- Non-selected interview candidates receive a call from the hiring department to let them know the position has been filled and to thank them for their time and effort through the search process. If you have never conducted this type of phone call, please contact your Personnel Technician before doing so. A minimal amount of information is shared during this conversation to avoid misconceptions.
- Regret Letter. A “regret” letter needs to be generated by using the [sample regret letter](#) provided by Recruitment by making the appropriate changes. These are sent by the hiring department to all applicants who were not interviewed.

X. Record Keeping

All documentation from the search process needs to be returned to HR/Personnel & Payroll as soon as possible after the search process has ended. It should include the following:

- [Hiring Rationale/Wage Request Form \(justification\)](#), if requested by HR/PP
- Interview questions/notes
- Reference check questions/notes
- Screening matrices from each committee member
- All original and/or copies of applications
- Completed PTF w/signatures and signed employment offer letter attached

XI. New Employee Orientation

The supervisor should make arrangements to ensure the new employee is able to attend a [New Employee Orientation and a Benefits Orientation](#) (as paid time). Please contact HR/Personnel & Payroll to get the time and place and to confirm the dates your employee will be attending each orientation.