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Civil Rights Compliance Toolkit for Employee Recruitment, Selection, and Hiring

Stage I: Pre-Recruitment Planning

- ☐ Develop a Job Description that is consistent with business necessity.
- ☐ Familiarize yourself with degree attainment statistics.
- ☐ Consider how the skills and qualifications outlined in the Position Description will influence the applicant pool.
- ☐ If forming a search committee, the employees selected to serve on the committee have specialized knowledge relative to the position.

Stage II: Sourcing and Outreach

- ☐ Develop an outreach plan (or recruitment strategy) describing outreach activity and designate an Outreach Coordinator.
- ☐ Conduct outreach without regard to race, color, age, country of ancestral or national origin, genetic information, religion, disability status, military or protected veteran status, marital status, sex, gender identity or expression, sexual orientation, pregnancy and related conditions, whistleblower activity, or any other protected class, category, or characteristic (also "Protected Status").
- ☐ Review the University of Rhode Island Outreach and Recruitment List. Share the posting with a wide range of associations and service organizations.

Stage II: Evaluating Applicants Fairly

- ☐ Evaluate applicants fairly by using consistent metrics, relying on the required skills and qualifications listed in the job description to establish evaluation criteria.
- ☐ If someone in the applicant pool has listed you as a reference, notify the Office of Human Resources and recuse yourself from the search.
- ☐ Submit the evaluation rubric to the Search Chair, who is ultimately responsible for submitting one master rubric to the Office of Human Resources when selecting candidates for interviews.
- ☐ Clarify the role the Hiring Manager, Search Chair, and search committee members will play regarding who is selected for interviews and subsequently hired.

Stage IV: Interview and Selection

- ☐ The candidate pool will include applicants who meet (or, as appropriate, indicate they can meet) the Required Minimum Qualifications for the position as noted in the Position Description. Protected Status may not be used as a basis for selection.
- ☐ Review the [Guide to Permissible Interview Questions](#).
- ☐ Review the [Accessibility Considerations Checklist](#).
- ☐ If a reasonable accommodation request is submitted to the Hiring Manager, Search Chair, or search committee members, the request must be forwarded to the Office of Human Resources.

Stage V: Hiring

- ☐ Protected status will not be used as the basis for hiring.
- ☐ Individuals interested in filing a complaint of discrimination will be referred to the Office of Equal Opportunity.

Stage VI: Onboarding

- ☐ Do not ask the new hire to complete a voluntary self-identification form to disclose their race, ethnicity, sex, veteran status, or disability status.

Stage VII: Post-Recruitment Evaluation

- ☐ Communicate expectations for job performance and offer periodic feedback.
- ☐ If applicable, notify the new hire that they will be subject to six (6) and twelve (12) month evaluations.
- ☐ Distribute job assignments fairly, and without regard to Protected Status.
- ☐ Evaluate new hires based on the required skills and qualifications outlined in the job description.
- ☐ Be aware of how glamour work, low-profile work, and “office housework” are distributed among the team.