

HIRING CHECKLIST FOR MANAGERS

1. Create a [job description](#)

- ☐ Look at the previous job description, if there is one, and update or modify it to the current position.
- ☐ Utilize hr.sfzc.org and click on [job-descriptions](#) to find blank templates as well as current job descriptions.
 - ☐ Be sure to share the job description with HR.
- ☐ Consider what skills, education, and experience are *requirements for the role and what are “nice to have”. List them that way so more applicants who have the required qualifications apply.

*Women tend to not apply for jobs where they don't match with 100% criteria for a job.
- ☐ If you need assistance, reach out to HR.

2. Understand what your budget is

- ☐ Offering a range to candidates who request it is required by state law to prevent pay inequity. It is encouraged to post the pay range.
- ☐ Hiring managers may not ask for a candidate's salary history; however, you may ask the candidate their desired salary range.

3. Begin the candidate search with HR

- ☐ Look internally
 - ☐ There may be candidates inside SFZC who may want the position and be qualified
 - ☐ Inside the Employee Handbook, we state we will post new positions on the sfzc.org/opportunities page as well as the job board in 300 Page. We also note that we would like to promote from within when possible.
- ☐ Look for external candidates
 - ☐ Give HR at least one week, after giving them the job description, to get it posted.
 - ☐ Decide with whomever has budgetary management/responsibility in the department which websites are appropriate for the search as they cost

different amounts and are frequently utilized by candidates seeking different levels of positions.

- ☐ LinkedIn (~\$495 so generally only used for high level professional and hard to hire positions)
- ☐ Indeed (pay per click, generally \$100-200 per month)
- ☐ Idealist (\$105 per post for 30 days)

- ☐ Send to Sangha News editor to post the position there.

- ☐ HR will vet resumes to be sure minimum requirements are met and send potential candidates to the hiring manager.

4. Begin 1st interviews

- ☐ Be sure to notify the candidate to that SFZC does not offer:
 - ☐ CA State Disability
 - ☐ CA Unemployment Insurance

- ☐ Determine what candidates meet with basic qualifications for the role and who you would like to learn more about.

5. Select 2nd round candidates

- ☐ Include the hiring manager, a team member, when possible, and perhaps a diverse colleague even from a different department to give their perspective and broaden the approach to hiring and who is a good fit. You may also want an HR representative present. It's important to work to have the same group review each candidate.

- ☐ Select two to five candidates to start with. It's good to have a minimum of two so you can see what stands out in each candidate.

- ☐ Have a list of questions that are asked, ideally, by the same person in the interview to each candidate in the same way. Most often, all interviewers have a list of questions and can give a quick numerical rating to the candidate's answer and take notes in a notes section regarding what they liked or felt was lacking in the answer.

- ☐ Discuss benefits (or if there are none, in terms of PT employees) and salary range (generally based on experience). Let them know when they will hear from you if they are the candidate of choice. It's a good practice to call and thank second round candidates and let them know you're moving on with your search, if possible.

- ☐ You may choose to do a third round interview to introduce them to some other key people they may be working with such as lunch with the Abbot/Abbess if they are working on high level campaigns in Development.

6. Determine Finalists

- ☐ Which two or more candidates rise to the top after the second interview? Review the interview ratings. Who best meets the criteria.
- ☐ Be aware that looking for “cultural fit” can be a bias and discount qualified candidates who appear different from the general culture. Work to value different approaches and perspectives as well as work styles that may broaden creativity and diversity in the department.

7. Negotiate and Prepare an Offer Letter.

- ☐ Determine an offer amount. Negotiate with the candidate of choice.
- ☐ Once they have accepted an offer amount, set a start date.
- ☐ Contact HR and the Personnel Manager to alert them to the accepted offer.
- ☐ The applicant will need to fill out an application form, which HR will send to them.
- ☐ HR will prepare an offer letter with information provided at least one week prior to needing the letter.
 - ☐ New Hire letter requires from the hiring manager:
 - ☐ Full legal name
 - ☐ Address
 - ☐ Email address
 - ☐ Pay rate
 - ☐ Number of hours
 - ☐ Start date
 - ☐ Reporting structure
- ☐ Once the offer is accepted, the Personnel Manager will send paperwork via PayCor and enroll them in the payroll/hr system.
 - ☐ The candidate will also be notified that they must bring government identification in order to complete their I-9 on their first day.