1.) **Determine your hiring need:**
   a. Assess staffing needs by analyzing workforce utilization goals, and current workload of existing staff
   b. Determine the type of recruitment (internal vs. external, where to advertise, etc.)

2.) **Identify ASU resources /funding source and obtain budget approval to hire**
   a. Obtain Director approval
   b. Obtain OFA approval (automatically obtained via e-forms)

3.) **Obtain HR approval to hire**
   a. Obtained via OFA e-forms automatically with e-form request
   b. See page 2 or the link below for ASU’s hiring approval matrix
      i. [https://www.asu.edu/hr/documents/jobapprovalmatrix.pdf](https://www.asu.edu/hr/documents/jobapprovalmatrix.pdf)

4.) **Determine job title and description of duties**
   a. For a list of job titles and salary ranges, you may access the University’s job code dashboard.
   b. To review job descriptions, go to [https://hr.sp10.asu.edu/sites/ohrdb/jobcodes/Lists/Job%20Descriptions/pages.aspx](https://hr.sp10.asu.edu/sites/ohrdb/jobcodes/Lists/Job%20Descriptions/pages.aspx)

5.) **Determine minimum vs. desired qualifications**
   a. *Minimum Qualifications* are tied to the job code. Choosing the right job description would be key in having the correct minimum qualifications. These cannot be changed by anyone outside of OHR Compensation.
   b. If a specific title is desired, the *desired qualifications* will be the best way to list the qualifications that the recruiter is looking for.
   c. NOTE: Education levels and years of experience for each position are fixed and cannot be changed

6.) **Determine how long position should be posted (minimum 5 business days)**
   a. Rolling deadlines are suggested to give the recruiter ample time and flexibility

7.) **Determine hiring committee**
   a. Can be one or more people
   b. Should include someone who has attended the ASU recruitment certification training

8.) **Submit request thru e-forms at [https://copp-community.asu.edu/node/add/hr-staff-recruitment-waiver](https://copp-community.asu.edu/node/add/hr-staff-recruitment-waiver)**
   a. All requests will be responded to/started within 2-3 days after unit supervisor has approved
9.) **eForm is reviewed by OFA HR for complete information and routed for approvals**
   a. Recruiter will be asked to submit any missing information and clarify any needed items before request is routed.
   b. eForms will be closed if requests for additional information are not responded to within 5 business days. Recruiter will be asked to submit a new eForm request when they are ready to move forward.

10.) **Once request is approved, OFA HR processes position number in PeopleSoft**

11.) **Once position number is approved, recruitment can be posted in Kenexa**

12.) **Once job posting is live, recruiter must wait the required time frame before requesting interviews**
   a. If the position is a rolling deadline, recruiter must wait until the first deadline passes to interview any applicants that applied from the beginning of the posting to the first close date
   b. Next rounds of interviews would include any applicants from posting until the second close date, etc.

13.) **OFA HR will send recruiter links to the applicants’ materials and the applicant evaluation spreadsheet after the initial close date has passed**

14.) **Recruiter must notify OFA HR of intent to interview**
   a. Recruiter must fill out the applicant evaluation spreadsheet and list the reasons to interview or decline an applicant and submit to OFA HR
   b. Once approval is received from OFA HR, recruiter can proceed with interviews
   c. If interviewing an internal applicant, recruiter must inform applicant that if they should become a finalist, their supervisor will be contacted

15.) **After interviews occur, recruiter contacts OFA OHR to complete interview evaluation form(s) and to request a list of the candidate’s references**
   a. Recruiter should create a set of questions to ask all references.
   b. If candidate is a current ASU employee, the employee’s personnel file must be checked by OFA HR.
   c. Recruiter should also have a discussion with the current supervisor. Recruiter should let candidate know they will be contacting their supervisor before doing so.

15.) **After references are checked, recruiter must fill out the reference check results form**
16.) Recruiter determines amount they would like to offer their selected candidate and notifies OFA HR
   a. If candidate is a current ASU employee, the candidate’s department must be notified of the offer prior to the offer being made.
   b. OFA HR must request approval from Central HR to offer by submitting a form online thru Kenexa
   c. Once Central HR has approved, recruiter can offer the candidate the position
   d. When requesting an offer amount thru OFA HR, we suggest you request the top dollar you would be willing to accept if your original offer is countered by the candidate
      i. Recruiter cannot negotiate more salary than has been approved by Central HR
      ii. If recruiter does want to exceed the previously requested amount, a new request needs to be sent to central HR for approval via Kenexa

17.) Once candidate accepts, recruiter notifies OFA HR

19.) OFA HR will start the background check process

19.) Once the candidate provides electronic consent to the background check, OHR will begin the background check

20.) Once the background check has returned, OFA HR will create the offer letter for the candidate to accept thru Kenexa

21.) If candidate is an ASU employee, recruiter must contact employee’s unit to negotiate a transition schedule and process

Salary offers – Approval Matrix (https://www.asu.edu/hr/documents/jobapprovalmatrix.pdf)

DEAN LEVEL APPROVAL NEEDED FOR:
   a. For up to 20% salary increase
   b. Backfill of a vacant position
   c. Waivers of recruitment (hire without an open recruitment process)
   d. Promotions up to 20% increase

PROVOST APPROVAL NEEDED FOR:
   a. Increase in Headcount /FTE PRIOR to posting the position
   b. More than 20% increase in pay change
   c. Retention offers