Best Practices to ensure Success in the Hiring Process

The selection process includes reviewing applications, conducting interviews and checking references.

The application is the first and most important part of the selection process, as it provides a key legal defense against claims of discrimination and non-compliance with other employment laws.

To review applications for your vacancy, please follow these steps:

1. Print out a copy of the position’s PCQ and job posting.
2. Log into SAP, and choose “UAMS Applicants Department View.”
3. Enter the position number in the “Position/Vacancy to check” box.
4. Enter the dates the position opened and closed in the “Selection Dates” boxes.
5. Click on the clock icon with the green check mark, in the upper left corner to display the names of all qualified applicants.
6. Click on “List” in the upper left corner, and choose “Export” then “Spreadsheet.” A dialog box will open.
7. Click on “Desktop” and change the name of the file to your job title and position number.
8. Click “Save.”
9. Click on “List” in the upper left hand corner and then choose “Print.” Choose the printer you want to use and then click on the green check mark in the lower left hand side of the print box.
10. The printed list will provide the names of all qualified applicants, as well as their veteran’s preference status.
11. Once you have the printed list, choose “Display Applicant Master Data.” Enter the Applicant number from your list into the “Applicant Number” box and hit “Enter.” Verify that the name of the applicant matches the name on your list.
12. Click on the “Short Profile” box in the upper left corner, and a dialog box will open. This box lists all positions for which the applicant has recently applied.

13. Locate your position number and click on “Application” on the right side of the box.

Open your spreadsheet and review the applicant’s knowledge, skills and abilities as provided on the application against the job posting and the PCQ. If an applicant lacks the minimum qualifications, highlight the applicant number on your spreadsheet with red and in the far column objectively state why the applicant was not selected for an interview. If the applicant meets the minimum qualifications, but not the preferred requirements (if any), highlight the applicant number in yellow and objectively state the preferred requirements the applicant is missing in the far left column. If an applicant meets the minimum qualifications as well as the preferred requirements, highlight the applicant number in green.

Because the application provides a first impression of an applicant’s work, it is important to scrutinize the application carefully, looking for the following:

**Incomplete application**
**Lack of attention to detail**
**Unexplained gaps in employment**
**Job Hopping**
**Lack of contact numbers for reference checks**
**Vague reason(s) given for leaving previous employment**
**Inconsistent dates/jobs on application and resume**

Once you print the applications, please review and compare the applications to the resumes. (*Please remember the resume expands the information provided in the application. It is not the primary selection tool, because it does not include a sworn statement stating all information included is accurate and complete.*)

Compare the resume against the application to ensure dates and information are similar and to make note of any particular questions. Once you have identified your top three candidates, please schedule interviews.
It is recommended to conduct structured interviews aimed at asking questions that will determine whether the applicant has the requisite knowledge, skills and abilities to succeed in the position. Structured interviews may also prevent the appearance of discrimination. You may ask additional questions in the interview to clarify information the applicant is providing, or to gain greater insight into the applicant’s knowledge, skills and abilities. An Interview Scoring Guide is available on the Manager’s tab of the OHR webpage, http://hr.uams.edu/managers/.

Please do not write on the application. Instead, please make objective notes about the interview on a separate sheet of paper.