**City of Madison Hiring Checklist Snapshot**

1. **Know your team** – Understand the strengths of your team, the future plans and career aspirations of your team members, and plan for future needs so when a hiring opportunity arises you are well prepared. Meet with HR or DCR when you see a need arising for future seamless planning.
2. **Review resources** – [A Manager's Guide to Interviews and Background Checks pdf](http://www.cityofmadison.com/employeenet/documents/human-resources/ManagerGuideInterviews.pdf)
3. **Recruitment and job posting** – Work with your HR analyst to update the job positing to accurately reflect what skills and experiences are necessary for the position. Work with your assigned HR Analyst and/or Tracy Lomax at [tlomax@cityofmadison.com](mailto:tlomax@cityofmadison.com) to make sure your job posting appears in a diverse set of locations or if there are other recruitment strategies that may help to diversify the applicant pool.
4. **Screening & testing** – Review exam questions to assure they accurately capture the skills and experience needed to perform the job. Assure people involved in ranking candidates understand bias (see Manager’s Guide above) and assure they receive sufficient time to review candidates. Research shows bias is decreased when people take their time.
5. **Interviewing** – Have a balanced panel. Three people are ideal with a variety of racial/ethnic backgrounds. Include both men and women. If you need assistance finding people to serve on your interview panel, contact your HR Analyst or Tracy Lomax at [tlomax@cityofmadison.com](mailto:tlomax@cityofmadison.com). It is important to schedule at least 15 minutes for each candidate to be debriefed between each interview. Sufficient time means less reliance on bias.
6. **References** – Be sure to use the same process for conducting background checks and ask the same questions of all references. One helpful resource is the Manager’s Guide (above). For most departments, HR performs criminal background checks. Hiring managers should not conduct internet searches of job candidates or employees.
7. **Red Flagged** – if the position is red flagged, make sure to contact Tracy Lomax at [tlomax@cityofmadison.com](mailto:tlomax@cityofmadison.com) before offering a candidate the position.