STANDARD OPERATING PROCEDURE

Recruitment and Hiring SOP

Document no.	SOP-HR-001
Revision	1.0
Owner	HR Manager
Effective date	September 15, 2026
Review cycle	Every 12 months

1. Purpose

To hire qualified candidates through a consistent, fair process, from an approved requisition through a signed offer, while protecting candidate data and treating every applicant equitably.

2. Scope

Applies to all external and internal hiring for salaried and hourly roles. Ends when the candidate signs the offer; new-hire paperwork and orientation are covered by the onboarding SOP.

Definitions

Requisition	The approved request to fill an open or new position, including budget, level and target start date.
ATS	Applicant Tracking System. The software used to post jobs, track candidates and store interview notes.
Scorecard	A structured form interviewers complete to rate a candidate against the role's must-have competencies.

3. Responsibilities

Recruiter	Owns the requisition workflow, sources and screens candidates, and manages offers through signature.
Hiring Manager	Defines the role, leads the interview panel, chooses the finalist and agrees the offer terms.
HR Generalist	Runs eligibility and background checks and keeps candidate records compliant and confidential.
Compensation Approver	Reviews and approves pay, level and any exceptions to the standard offer band.

RACI matrix

Activity	Recruiter	Hiring Manager	HR Generalist	Compensation Approver
Approve job requisition	C	R/A	C	I
Source and screen candidates	R/A	C	I	-
Run interview panel	R	R/A	C	-
Complete eligibility and	C	I	R/A	-

Activity	Recruiter	Hiring Manager	HR Generalist	Compensation Approver
background checks				
Approve compensation and send offer	R	C	C	R/A

R = Responsible, A = Accountable, C = Consulted, I = Informed

4. Materials and PPE

Materials, tools and systems

- Applicant tracking system (ATS)
- Job requisition and approval form
- Job description template
- Interview scorecards
- Reference check questionnaire
- Background check vendor portal
- Offer letter template
- Compensation band and approval form

5. Procedure

Step	Task	Owner	Done
5.1	**Submit and approve the requisition** The hiring manager submits a requisition with the role level, budget, must-have skills and target start date. Finance or the compensation approver signs off before the role is posted. **Checkpoint:** No role is posted or sourced until the requisition is approved.	Hiring Manager	☐
5.2	**Write and post the job description** The recruiter drafts a job description with the hiring manager, sets the pay range where required by law, and posts it on the ATS and chosen job boards.	Recruiter	☐
5.3	**Source and screen applicants** The recruiter reviews inbound applications, sources passive candidates if needed, and screens resumes against the must-have criteria before moving candidates forward in the ATS.	Recruiter	☐
5.4	**Conduct the recruiter screen** The recruiter holds a short call to confirm interest, availability, pay expectations and basic qualifications, and logs notes in the ATS for the hiring manager to review.	Recruiter	☐
5.5	**Schedule the interview panel** The recruiter books interviewers, sends the candidate a schedule and any prep materials, and confirms each interviewer has the correct scorecard and interview guide.	Recruiter	☐
5.6	**Interview the candidate** Each panelist interviews the candidate against the assigned competencies and submits a completed scorecard in the ATS within one business day of the interview. **Warning:** Keep interview notes about protected characteristics out of scorecards and out of the ATS entirely.	Hiring Manager	☐

Step	Task	Owner	Done
5.7	**Debrief and select a finalist** The hiring manager runs a debrief with the panel, compares scorecards against the must-have criteria, and selects a finalist or requests another round if the panel is split. **Checkpoint:** A finalist is chosen only when scorecards support the decision, not on interviewer preference alone.	Hiring Manager	☐
5.8	**Complete reference checks** The recruiter contacts at least two professional references using the standard questionnaire and records the responses in the candidate's ATS file.	Recruiter	☐
5.9	**Verify eligibility and run background checks** The HR generalist collects the required work-eligibility documents and initiates any background check through the approved vendor, following company policy and local law on scope and consent. **Checkpoint:** An offer is not finalized until eligibility is confirmed and any required background check has cleared.	HR Generalist	☐
5.10	**Approve compensation and offer terms** The hiring manager proposes pay, level and start date within the approved band. The compensation approver reviews the proposal and approves it or sends it back with changes. **Checkpoint:** Any offer above the standard band requires written approval before it is communicated.	Hiring Manager	☐
5.11	**Prepare and send the offer letter** The recruiter generates the offer letter from the approved template, has it reviewed by HR for accuracy, and sends it to the candidate with a response deadline.	Recruiter	☐
5.12	**Negotiate and close** The recruiter and hiring manager handle any counteroffer discussion within the approved band, escalating to the compensation approver if the candidate asks for more.	Recruiter	☐
5.13	**Obtain the signed offer and close the requisition** The recruiter files the countersigned offer letter in the candidate's file, updates the ATS status to hired, and closes the requisition so onboarding can begin.	Recruiter	☐

6. Quality checks

- Every hired candidate has a completed scorecard from each interviewer on file.
- Offer letters match the approved compensation and level before they are sent.
- Eligibility and background checks are complete before the signed offer is filed as final.
- Candidate data outside the ATS is deleted once a requisition is closed.

7. Records

- Approved requisition and job description
- Interview scorecards and debrief notes
- Reference check questionnaire
- Signed offer letter and compensation approval

8. KPIs

- Time to fill per requisition
- Offer acceptance rate
- Interviewer scorecard completion rate
- Candidate satisfaction with the hiring process

9. Common mistakes

- Interviewing candidates before the requisition is approved.
- Skipping reference or eligibility checks to move faster.
- Verbally promising pay before compensation approval is granted.
- Leaving subjective or protected-characteristic comments in the ATS.

10. Revision history

Revision	Date	Description	Reviewed by
1.0	September 15, 2026	Initial release	Alexa Uskova

Approval

Prepared by	Approved by	Date

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