



University of California
San Francisco

Campus Recruitment Toolkit

Key UCSF Campus Hiring Process Documentation,
Tips, and Guidelines for Hiring Leaders

Campus Recruitment Checklist



Position / Payroll Title

Req ID #

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Posting Position

- Posting by Recruitment** Reviewed & approved jobs received by recruitment through CRM will be open and posted within 48 hours.
- Job Posting Confirmation** The recruiter assigned to the position will send an email confirmation to the hiring team. This email includes the direct link to the job for final review and an invitation for a Recruitment Kick-Off Call to discuss strategy.
- Job Posting Length** Jobs must be posted to the web for 7 days (CNA), 5 days (non-represented), or 14 days (all others); Per Diem: No minimum.

Candidate Sourcing/Interviewing

- Recruitment Plan** The recruiter and hiring team will have a Recruitment Kick-Off Call to discuss recruitment strategy including desired candidate profile, expectations, advertising, social recruitment options, sourcing, etc.
- Receive/Review** Applications forwarded by the recruiter on an ongoing basis until the role is filled. The recruiter or hiring manager can reconvene for a follow up meeting to adjust the recruitment strategy as necessary particularly for hard to fill positions. All candidates must apply to the requisition and be pre-screened by the recruiter in order to be considered for the position. Best practice is to interview a minimum of (3) candidates.
- Communicate** Managers are encouraged to provide feedback on applicants received such as reason for non-selection and include candidate updates for those who are selected for an interview. Once the final candidate has been selected make sure to advise the recruiter to remove the job posting from the UCSF Careers page.
- Interview Scheduling** Managed at the department level.
- Share job description/Job Preview** with interviewees.

Candidate Identified/Hired

- Reference Checks** Contact recruitment to initiate a SkillSurvey reference check which requires assistance from the recruiter.
- Develop Compensation/Offer Package** Initiate a case through CRM and attach the completed Post Interview Data Collection (PIDC) form which lists the names of the candidates interviewed, copy of identified candidate's resume, and Resume Supplement Form (completed by identified candidate).
- Extend Verbal Offer** You may extend a verbal offer once you have received clearance from Talent Acquisition. Must include contingent language regarding completion of the new hire process, rate, union-affiliation, work schedule, start date, and next steps. See Verbal Offer Guidelines for specific language. Notify your recruiter and HR Generalist of the acceptance.
- Onboarding Process** (includes background check, physical, and/or finger printing) Once a case is initiated through CRM, the HR Generalist will be providing more information on the onboarding piece of the recruitment.
- Retain** ALL recruitment documentation for the position in a separate departmental recruitment file for four years.
- Inform** Contact the newly hired employee regarding their work schedule (hours, where to report, etc.) for at least the first two weeks of employment prior to their start date.

Recruitment Guide to OFCCP Compliance

Job Posting and Application

- Required qualifications in the job description (which is used to create the job posting) must:
 - Reflect the qualifications that are essential for any candidate to perform the duties and responsibilities of the position
 - Reflect criteria the hiring manager is using to screen and select candidates for the position.
- All candidates being considered for the job opening must apply to the posted position via the UCSF online career site and must meet all the stated required qualifications of the job posting. The only exception to the online application requirement is for disabled individuals who are unable to utilize the online application.
- Human Resources recruiters will remove a job posting from the UCSF career site after the required posting period is completed, and/or when a pool of qualified applicants is identified.

Candidate Screening

- Human Resources recruiters must screen all applicants based on the posted required qualifications in the job description/job posting.
- Hiring managers will only receive and consider resumes of candidates who meet all the required qualifications of the job description/job posting.

Interview

- Hiring managers must develop interview questions based on the required qualifications of the job description/job posting.
- Hiring manager must not engage in conversation or ask interview questions that inquire about age, race, national origin, children/familial status, marital status, pregnancy status, religion, disability status, sexual orientation, gender, weight, conviction status, or salary history.
- Hiring manager must use an Interview Evaluation Form to record the interviewer's assessment of the candidate's competencies based on responses to interview questions.
- Any notes taken by the interviewers during the interview must be objective and solely related to the required qualifications of the position.
- Hiring managers can find tools and resources on the HR Website at: [OFCCP Compliance Resources](#)

Reference Checks

- A total minimum of 3-5 references (3 references must be current or previous supervisor/manager) must be checked prior to making an offer. Contact recruitment to run SkillSurvey reference report. For candidates who are current or former UCSF employees, the hiring manager MUST review the employee's personnel file or speak with the employee's current or former manager prior to making an offer. Prior to contacting the current employee's manager, the hiring manager must provide advance notice to the employee.

Selection

- The candidate selected for the position must meet all the required qualifications of the job posting.
- The hiring manager, or designee, must provide to the Human Resources recruiter the names of all the candidates interviewed for the position prior to making an offer to the selected candidate.
- The hiring manager must consult with Human Resources regarding compensation prior to making an offer to the selected candidate.

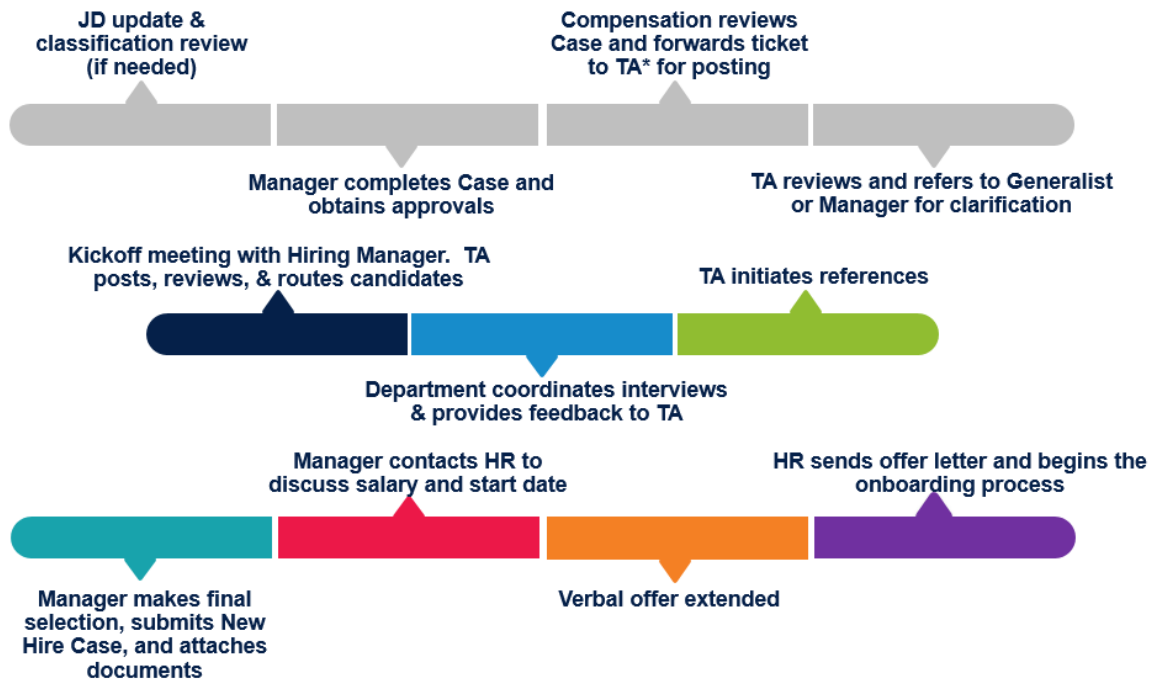
Record Retention

- Hiring manager must retain documentation (interview notes and interview evaluation forms and grids) that were used to inform the hiring manager in making the selection of the final candidate offered the position.
- Records must be retained for 4 years after the conclusion of the recruitment.
- Records should be retained within the department that conducted the recruitment. Departments should ensure that records are not discarded in the event a hiring manager leaves the department or the organization.

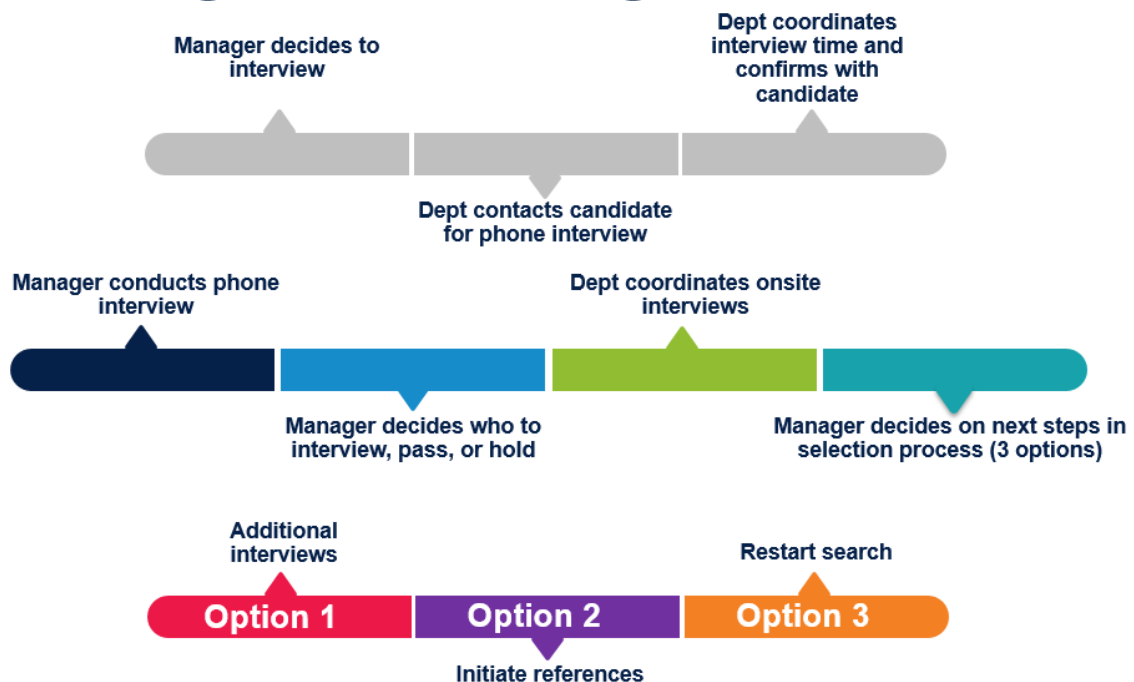
Hiring managers should work closely with their Human Resources recruiter to ensure compliance with OFCCP guidelines throughout the recruitment and selection process.

Campus Recruitment Workflow

Recruitment Workflow ~ UCSF Campus



Focusing on Interviewing → References



*TA = Talent Acquisition

Phone Screen Guide

The phone screen is an opportunity for you to determine if the candidate possesses the skills and qualifications outlined in the job description and whether you want to pursue their candidacy further.

Set-up:

- After reviewing resumes and identifying candidates who appear to meet the minimum qualifications, contact the candidates via email to set up an appointment for a phone interview.
- Make time on your calendar and have a few options open.
- Provide a link to the posting and let them know to plan to spend ~20 minutes for the call.
- Call on time, from a quiet place, rather than on your break or during lunch.
- Print out all the candidate resumes and attach a copy of the phone screen guide for each. At the top of the phone screen guide provide a spot for the candidate name, interview date/time, and position title.

Phone Call:

- **Use AIDET** (Acknowledge, Introduce, Duration, Explanation, Thanks) as a guide for structuring the interview
- **Build rapport** by introducing yourself, noting your job title and department.
- **Describe the purpose of the call** as an opportunity to learn more about their experience, skills, and abilities and to answer any questions they have about the position.
- **Succinctly summarize the nature of the role** so that the candidate can hone in on their most relevant experience for your discussion.
- **Focus your main questions on the specific qualifications, skills and experience needed to successfully perform the essential duties** noted in the job description. See examples below.
- **Offer an overview of other expectations that may limit the candidate pool.** If they need to be available for the occasional weekend or evening shift, their job requires travel between offices, or they need to be able to lift objects of a certain weight, offer that information and confirm their availability or ability through straightforward yes/no questions.
- **Get an idea of the candidate's salary expectations early on** in the recruitment process to understand whether compensation will be a major obstacle, and to help determine their rate later on. It's appropriate to politely ask, "If you don't mind, I'd like to get an idea of the general range of your current compensation, and what you'd be looking for in this role." You can also remind them that a ballpark figure would be fine, and clarify why you're asking this info. Follow-up by providing the general range available for the position.
- **Ask if they have any questions for you** about the role, your department, or working for UCSF.

Phone Screen Guide

Sample Questions:

- What do you need to know at minimum to determine whether the person is a viable candidate and should come for an interview? Prepare 5-10 questions based on the job description covering required and preferred skills.
 - ✓ Do you have a California State CPT-1 Phlebotomy certification? When do you anticipate having it in hand?
 - ✓ What kind of experience do you have working with MS Access?
 - ✓ This role will require frequent presentations, can you tell me about some of your experience leading discussions and presentations in your previous roles?
 - ✓ In your role as a receptionist, did you process insurance pre-authorizations?

The Wrap Up:

- **Is the candidate a weak match?** *“Thank you for your interest in this role and for taking the time to speak with me. Unfortunately, your skill-set and experience is not as strong of a fit for this particular role as some of the other candidates we are interviewing, but I encourage you to look on the website for available openings that are a better match.”*
 - ✓ **Bad news is still good news:** Informing the candidate of the outcome, good or bad, is appreciated. Reach out to the recruiter if you would prefer that they deliver the news.
- **Is the candidate a good match?** *“I think you could be a strong match for this role and I would like to invite you to an on-site interview/to complete another phone interview with another member of the management team.”*
 - ✓ **Keep them informed of next steps:** At this point, you can also solicit their availability for the following week to help expedite scheduling. Let them know who will be contacting them, when, and the timeframe for interviews

Behavioral Questions Exercise

Behaviorally-based questions identify patterns of behavior and logic that arise situationally and rest on research that indicates these patterns are deeply ingrained in us and unlikely to change. In this view, past behavior is the best indicator of future actions. Behaviorally-based questions are historical (what did you do), rather than speculative (what would you do), because how we actually cope with situations differs from how we think we would.

Exercise: Identify the behavior cluster that each behavioral question is targeting.

Example: Tell me about a time when a project you led failed

Behavior Cluster: Makes efforts to identify potential problems; takes steps to mitigate impact; bubbles- up issues to the group.

Tell me about a time when...

1. You disagreed with a teammate about something, and s/he turned out to be right
2. Tell me about a time when you had to switch gears on a project
3. You had to own up to a mistake
4. You were in a high stress/high stakes situation
5. There were significant changes to your position
6. You had to make an unpopular decision
7. Had to work on a project with multiple departments
8. You were dissatisfied with something at work
9. Had a negative teammate (how did you handle it)
10. You had to explain a complex problem to someone
11. When you had too much work on your plate
12. Turned a negative situation into a positive
13. Suggested a new idea to someone
14. You had to say no to someone based on a policy
15. A patient/client was dissatisfied with the care/service they were receiving
16. You went above and beyond to satisfy a client
17. How do you currently organize your day
18. What were the goals you set for yourself during the first 30 days of your current position

Sample Behavioral Questions

The behavioral questions below are grouped by competencies and can be used as is or adapted to specific work-related scenarios.

ADAPTABILITY

- Tell me about a situation in which you have had to adjust to changes over which you had no control. How did you handle it?
- Tell me about a time when you had to adjust to a classmate's or colleague's working style in order to complete a project or achieve your objectives.
- How was your transition from high school to college? Did you face any particular problems? How did you handle them?

ANALYTICAL SKILLS / PROBLEM SOLVING

- Describe the project or situation that best demonstrates your analytical abilities. What was your role?
- Tell me about a time when you had to analyze information and make a recommendation. To whom did you make the recommendation? What was your reasoning? What kind of thought process did you go through? Why? Was the recommendation accepted? If not, why?
- Tell me about a situation where you had to solve a difficult problem. What did you do? What was your thought process? What was the outcome? What do you wish you had done differently?
- What steps do you follow to study a problem before making a decision? Why?

COMMUNICATION

- Tell me about a recent successful experience in making a speech or presentation? How did you prepare? What obstacles did you face? How did you handle them?
- Have you ever had to "sell" an idea to your classmates or co-workers? How did you do it? Did they accept your idea?
- Give me an example of a time when you were able to successfully communicate with another person even when that individual may not have personally liked you (or vice versa). How did you handle the situation? What obstacles or difficulties did you face? How did you deal with them?
- Tell me about a time in which you had to use your written communication skills in order to get an important point across.
- Tell me about a situation when you had to speak up (be assertive) in order to get a point across that was important to you.
- Give me an example of a time when you were able to successfully communicate with another person, even when that individual may not have personally liked you.
- Have you had to "sell" an idea to your co-workers, classmates or group? How did you do it? Did they "buy" it?

CREATIVITY

- When was the last time you thought "outside the box" and how did you do it? Why?
- Tell me about a problem that you've solved in a unique or unusual way. What was the outcome? Were you happy or satisfied with it?
- Give me an example of when someone brought you a new idea that was odd or unusual. What did you do?

Sample Behavioral Questions

DECISION MAKING

- Tell me about a time when you had to make a decision without all the information you needed. How did you handle it? Why? Were you happy with the outcome?
- Give me an example of a time when you had to be quick in coming to a decision. What obstacles did you face? What did you do?
- What is the most difficult decision you've had to make? How did you arrive at your decision? What was the result?
- What kind of decisions do you make rapidly? What kind takes more time? Give examples.

GOAL SETTING

- Give me an example of an important goal which you have set and tell me how you reached it. What steps did you take? What obstacles did you encounter? How did you overcome the obstacles?
- Tell me about a goal that you set that you did not reach. What steps did you take? What obstacles did you encounter? How did it make you feel?

INITIATIVE

- Describe a project or idea (not necessarily your own) that was implemented primarily because of your efforts. What was your role? What was the outcome?
- Describe a situation in which you recognized a potential problem as an opportunity. What did you do? What was the result? What do you wish you had done differently?
- Tell me about a project you initiated. What did you do? Why? What was the outcome? Were you happy with the result?
- Tell me about a time when your initiative caused a change to occur.
- What was the best idea you came up with during your professional or college career? How did you apply it?
- Give me an example of when you had to go above and beyond the call of duty in order to get a job done.
- Give some instances in which you anticipated problems and were able to influence a new direction.
- What are some of the things you have done to increase your own job satisfaction, i.e., to make your job more interesting and/or enjoyable?
- Give some examples of what you have done to make your own job more rewarding and indicate the results.
- Give me some examples of actions that you have initiated which were of benefit to the organization. What were the results?
- What are some examples of the things you have done in your job that made you proud?
- Describe a few of the things you have done in your job that had not been done before – or that were considered not to be part of your regular responsibilities.
- Give me some examples of activities in which you have participated that are not part of your regular job responsibilities. How did you get involved?

INTEGRITY/HONESTY

- Discuss a time when your integrity was challenged. How did you handle it?
- Tell me about a time when you experienced a loss for doing what is right. How did you react?
- Tell me about a business situation when you felt honesty was inappropriate. Why? What did you do?
- Give a specific example of a policy you conformed to with which you did not agree. Why?

INTERPERSONAL SKILLS

- Give an example of when you had to work with someone who was difficult to get along with. How/why was this person difficult? How did you handle it? How did the relationship progress?

Sample Behavioral Questions

- Describe a situation in which you were able to effectively “read” another person and guide your actions by your understanding of their needs and values.
- What have you done in past situations to contribute toward a teamwork environment?
- Describe a situation where you found yourself dealing with someone who didn’t like you. How did you handle it?
- Describe a recent unpopular decision you made. How was it received? How did you handle it?
- What, in your opinion, are the key ingredients in guiding and maintaining successful business relationships? Give me examples of how you have made these work for you.
- Describe a situation where you had a conflict with another individual, and how you dealt with it. What was the outcome? How did you feel about it?

LEADERSHIP

- Tell me about a team project when you had to take the lead or take charge of the project? What did you do? How did you do it? What was the result?
- Describe a leadership role of yours. Why did you commit your time to it? How did you feel about it?
- What is the toughest group that you have had to get cooperation from? What were the obstacles? How did you handle the situation? What were the reactions of the group members? What was the end result?
- Give an example of your ability to build motivation in your co-workers, classmates, and even if on a volunteer committee.
- Have you ever been a member of a group where two of the members did not work well together? What did you do to get them to do so?

TIME MANAGEMENT

- Describe a situation that required you to do a number of things at the same time. How did you handle it? What was the result?
- How do you prioritize projects and tasks when scheduling your time? Give me some examples.
- Tell me about a project that you planned. How did you organize and schedule the tasks? Tell me about your action plan.

TEAMWORK

- Describe a situation where others you were working with on a project disagreed with your ideas. What did you do?
- Tell me about a time when you worked with a classmate or colleague who was not doing their share of the work. How did you handle it?
- Describe a situation in which you had to arrive at a compromise or help others to compromise. What was your role? What steps did you take? What was the result?
- Tell me about a time when you had to work on a team that did not get along. What happened? What role did you take? What was the result?
- Describe the types of teams you’ve been involved with. What were your roles?
- Describe a team experience you found rewarding.
- Describe a team experience you found disappointing. What would you have done to prevent this?

MOTIVATION

- Give an example of a time when you went above and beyond the call of duty.
- Tell me about an important goal that you set in the past. Were you successful? Why?
- Describe a situation when you were able to have a positive influence on the actions of others.
- How would you define “success” for someone in your chosen career?

Sample Behavioral Questions

PLANNING AND ORGANIZATION

- What have you done in order to be effective with your organization and planning?
- How do you schedule your time? Set priorities? How do you handle doing twenty things at once?
- What do you do when your time schedule or project plan is upset by unforeseen circumstances? Give an example.
- Describe how you develop a project team's goals and project plan?

ENTREPRENEURIAL/LIKES CHALLENGES

- Describe for me a venture your organization pursued. What was your role? What was the outcome?
- Tell me about a time when you took initiative to create an opportunity for your organization or yourself. How did you go about doing this? What was the outcome?
- Describe for me a recent time when you recognized an opportunity and acted on it. What was it? What did you do? What was the outcome?

MANAGEMENT ABILITY

- If I asked your staff about issues they have with you or your management approach, what would they say?
- How do you build an effective team? Tell me about a time when someone was not pulling his/her own weight.
- Describe a good work environment. If you could make one suggestion to management, what would it be?
- How would your staff describe you? On a scale of 1 to 5, how would they evaluate your performance as a manager?
- Tell me about the best/worst boss you ever had.
- Tell me how you handled a difficult staff performance issue. Was this approach successful? What would you do differently?
- What are the traits of a successful manager?
- Tell me about your management approach.
- Tell me about a time when morale was low. What did you do about it?
- How would you describe your relationship with your staff? What do you do to promote positive interactions with your staff?
- What goals have you established for your department?
- How do you measure the success of your department?

Interview Etiquette Guidelines

Maintain consistency in candidate experience and create a positive environment for interviews by noting these guidelines:

- Be on time. Candidates make an effort to be on time, as should you
- Welcome the candidate with a smile and a handshake
- Project a professional demeanor; turn off cell phone and leave the computer behind
- Introduce yourself and the panel; describe the interview plan
- Provide an overview of the job description
- Allow the candidate to speak; should be a 80/20 interviewer/interviewee ratio
- Take notes
- This is the time to build rapport and test comfort level
- Sell UCSF! You are being evaluated as much as the candidate
- Be prepared to discuss
 - The job description
 - Department history and organizational changes
 - Common negative perceptions (i.e. strikes, lay-offs, etc.)
- Answer candidate's questions honestly but don't guess; tell them you will get back to them with the correct answer
- Wrap-up with specific next steps and offer your business card

Panel Interview Guidelines

THE OBJECTIVE OF THE INTERVIEW:

- To get to know each candidate so you can determine if that candidate will be a good fit for the position, and if there are any critical issues that would limit his/her success in this role.
- Present the job opportunity in ways that will enhance the candidate's interest in the position.

PREPARATION:

- Take this time to review the candidate's resume and the position requirements to be explored during the interview.
- The Panel should designate a person to kick off the meeting.
- The facilitator will be closely monitoring the time, as it will be very important to allow at least 10-15 minutes at the end of the meeting for each candidate to ask questions and raise issues with the group.

CONDUCTING THE INTERVIEW:

- The interview process should be conversational and free flowing, and panelists should make every effort to put the candidate at ease.
- Panelists should listen, and listen carefully. The advantage of a panel is "extra ears" to pick up on key details and nuances from the candidate.
- Every panel member should be taking notes, while staying engaged in the discussions taking place.
- Please remember the 80/20 rule. The candidate should be talking 80% of the time; the panelists should talk no more than 20% of the time.
- Each panel member will ask predetermined questions (ideally from an interview question guide), any panel member at any time can ask a probing follow-up question for more detail or clarification. This will not only enhance the likelihood of additional key information being captured but also demonstrate the engagement and rapport between the candidate and the entire panel.
- It is not necessary to ask each question listed on the next pages; what is important is to cover the same basic categories with each candidate.
- Don't forget to thank the candidate for their interest and time; remember they are an invited guest.

EVALUATING THE CANDIDATE:

- Evaluating the candidate on the provided Interview Evaluation Form is critical in ensuring and documenting a fair and defensible selection process.
- The interview facilitator will lead a debrief session following the interview, during which time each panelist should complete the evaluation on the candidate.
- The facilitator will collect all the evaluations, tabulate and summarize for the hiring manager who is making the final selection decision.

THINGS TO AVOID:

- One panelist dominating the conversation. Please remember that all panelists have a vested interest in getting to know the candidate and asking pertinent questions.
- Asking questions or engaging in conversation that may link a candidate to a protective class, or be perceived as bias. Please remember to stay away from any questions or conversation related to the following:
 - Age
 - Marital Status
 - Ancestry
 - Color
 - National Origin, Race
 - Religion
 - Gender
 - Sexual Orientation
 - Disability (mental or physical)
 - Medical Condition

Sample Interview Guide & Evaluation

Social Worker (CLIN SOCIAL WORKER 2)

Interviewer: _____ Candidate Name: _____
Interview Date: _____ Interview Time/Location: _____

STAR Note taking Key: S-situation, T-task, A-action, R-result

Likert Scale, 1-5 (1: Is not familiar/Does not perform the task regularly/provided unsatisfactory resolution; 5: Very familiar/track record of excellent performance and/or resolution)

Behavioral Fit (competencies: works independently, strong interpersonal skills, ability to work with diverse populations, ability to work under stress and deadlines)

- 1) Tell me about a time when you worked with a difficult family with and why. How did you overcome it and what did you learn from this?
- 2) Tell me about the most difficult case you ever worked on.

Motivational Fit (competencies: enjoys working with patients, interest in patient education)

- 1) Please tell me about something you are particularly proud of in your social work career?
- 2) Can you tell me about a project that you worked on recently that you are particularly proud of or enjoyed working on?

Technical Skills (competencies: data management and analysis; use of MS Word/Excel/PowerPoint, Endnote, FileMaker Pro, Healthcare database system experience)

- 1) Are you able to assist a client who only speaks in Spanish?
- 2) Are you able to communicate fluently in Spanish with your client?
- 3) Take me through your experience using MS Word, Excel and PowerPoint. How have you used them in the past on the job and on what projects?
- 4) When have you used Endnote and FileMaker Pro? Have you used any other healthcare database systems?

Wrapping up the phone screen interview, these are some questions you can ask.

- 1) What is your interest in UCSF and this job opportunity?
- 2) Are you entertaining any other opportunities at this time? Where are you in the recruitment process?
- 3) Do you have any questions for me?
- 4) Based on your understanding of the position, what would you expect to be paid?

Thank you for your time today. We will be in touch with you with a response soon.

Summary/Notes:

Sample Interview Guide & Evaluation

CONFIDENTIAL

Applicant Name:		Position:				
Date:		University of California, San Francisco				
Please use this form as a guide to evaluate the applicant's qualifications for the XXXX position. Check the appropriate numeric value corresponding to the applicant's level of qualification and provide appropriate comments in the space below						
Rating Scale:	5. Outstanding – exceeds requirements 4. Excellent – in depth competency/experience evident 3. Competent – baseline competency/experience evident 2. Below Average – light competency/experience evident 1. Unsatisfactory – does not meet requirements N/A - Not applicable to this candidate					
	Rating					
	1	2	3	4	5	N/A
Candidate's Understanding of the Position Assess candidate's knowledge of the position, its complexities and its responsibilities						
Professional Impression and Executive Presence Consider self-confidence, presence and emotional intelligence to assess the candidate's level of professionalism						
Environment Assess candidate's understanding of the culture and environment at UCSF						
Interpersonal/Communication Skills Assess ability to express ideas and thoughts clearly						
Career Progression, Depth and Variety of Relevant Experience Assess the scope and diversity of previous experiences in comparable roles						
Position Specific						
Leadership/Management Assess the candidate's ability to effectively partner with key stakeholders in the organization, be perceived as an advocate and consensus builder, elevate a team's effectiveness to meet the needs of the organization, and effectively lead through change						
Client Focus Assess the candidate's ability to enhance customer service to a client base						
Influence Assess the candidate's ability to influence situations through communication, negotiation skills, building rapport and leading by example to meet a certain outcome						
Innovation Assess the candidate's ability to implement creative solutions and think "outside" of the box						

Sample Interview Guide & Evaluation

Overall Evaluation:

Please summarize your evaluation of the candidate's competency/experience strengths and any concerns that should be considered:

Recommendation

Recommend for next round of recruitment process

Hold

Reject

Please return the form to the interview facilitator

Sample Post-Interview Data Collection

POST INTERVIEW DATA COLLECTION

Please list name(s) of each candidate invited to interview along with the appropriate rejection reason.

- Rejection reasons: 1) Candidate accepted another offer 2) Candidate withdraws
 3) Interviewed - less competitive 4) Interviewed - lacks minimum qualifications
 5) Candidate declined interview 6) Candidate declined offer
 7) References unsatisfactory 8) References less competitive

Requisition number/Job opening ID:

Name of candidate hired:

Names of candidates interviewed: (please list names below)

FIRST NAME	LAST NAME	Rejection Reasons
		▼
		▼
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Additional information:

Red Flag Roadmap



RED FLAG ROADMAP



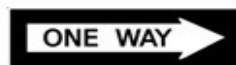
Cannot provide references for his/her last job; has jumped around, holding more than 3 jobs in the last two years; there may be good reasons for this



Conflicts with colleagues, inability to identify when they made a mistake, problems with attendance, you may have a rough road ahead of you; most behavior patterns don't change



Don't be afraid to take a detour, whether it's "Let's talk about the deliverables in more detail," checking additional references or running a skills test, just keep it consistent between candidates



No one should be a doormat, but this candidate is all about "me" and what you can do for them. They aren't a team player, and don't work well with others. Look out for someone who constantly redirects the conversation away from their contributions, to what they have to gain or how others sabotaged their efforts



Not all construction is bad, but identify the gaps. What kind of training will they need to learn Excel; will I have the time to mentor someone with no supervisory experience?



Inability to verify employment, education, or failure to pass a drug screen; you'll want to cut your losses and move on immediately



If they start out saying they did one thing, and then change their story, they might be making it up.



Evidence of improper conduct in a previous role, identity theft, aggressive behavior, lack of PRIDE values like patient-focus/customer service, etc., we should plan on steering clear

Declination Templates

Due to high application volume, our application confirmation email lets candidates know that—unless they are selected to move forward in the process-- it is unlikely that they will hear from us (though we do provide a contact number for questions). When a candidate does interview, we should **always**, “close the loop,” by providing them with an update on the final outcome of their application. Keep track of the candidates you interview and partner with your recruiter to ensure all candidates are notified in a timely manner. A personal note from the hiring manager is always appreciated, but your recruiter is also available to help decline candidates, if you prefer.

Below are two common, customizable templates. Notice that both are general in nature and neither makes specific reference to the reason the candidate was passed over. If a candidate continues to follow-up and you are unsure of how to respond, please direct them to your recruiter.

Sample Template from UCSF Campus:

Dear Candidate,

Thank you for applying for the (TITLE) position, req number_BR in the UCSF (DEPARTMENT NAME). While you were not selected for this position, we encourage you to continue seeking employment opportunities with us. We update our job postings daily at <http://www.ucsf.edu/about/about-working-ucsf>. Best of luck in your job search.

Sincerely,
Hiring Manager

Interview Self-Assessment

Increase your effectiveness as an interviewer by conducting a self-assessment after each interview you conduct. Identify what you did well and how you can improve to become a better interviewer.

Candidate _____

Interviewer _____

Interview Date _____ / _____ / _____

1. Did you begin the interview on time? Yes No

2. Did you prepare for the interview? (Reviewed job description, identified and prioritized core competencies, selected questions in advance, prepared an interview guide, reserved room, etc.) Yes No

3. How could you have improved?

4. Did you put the applicant at ease? Yes No

5. How did you set the tone for a comfortable interview?

6. Did you ask follow up questions when the candidate did not provide specific examples? Yes No

7. What probing questions did you use?

8. Did you ask legal, non-offensive questions of the applicant? Yes No

Note any concerns:

9. Did you allow for silence during the interview? Yes No

10. Did you represent the organization well, without overselling? Yes No

11. Do you think the applicant left with a favorable, professional impression of you/UCSF? Yes No

Comments: