Navigating the Recruitment and Selection Process

Guide for UCLA Hiring Managers/Supervisors

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UCLA Campus Human Resources Employment Services
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I. The UCLA Hiring Process

Campus Human Resources is responsible for establishing the core employment related procedures and in providing guidance to ensure that departmental processes are fair, consistent and the most effective - so that you can hire the BEST qualified applicant.

There are several points that must be followed in your selection process:

- If the position is a career appointment, it must be posted to the UCLA Career Opportunities website, in accordance with UCLA policies and collective bargaining agreements. The official method for which ALL applicants must apply for career appointments at UCLA is by submitting their online applicant materials via the UCLA Careers Opportunities website. [http://mycareer.ucla.edu](http://mycareer.ucla.edu)

- Contract and Limited appointment positions are not required to be posted. The department may choose to post and conduct a full search.

- Once your job requisition is received in Employment Services, your job will be posted on the UCLA Career Opportunities website within 2 business days. Please see details regarding Personnel Policy 20 Recruitment and Personnel Policy 21 for more detailed information. [http://map.ais.ucla.edu/portal/site/UCLA/menuitem.789d0eb6c76e7ef0d66b02ddf848344a/?vgnextoid=cc69e1ae1cd8d010VgnVCM100000db6643a4RCRD](http://map.ais.ucla.edu/portal/site/UCLA/menuitem.789d0eb6c76e7ef0d66b02ddf848344a/?vgnextoid=cc69e1ae1cd8d010VgnVCM100000db6643a4RCRD)

UCLA is an affirmative action/equal opportunity employer. Equal Employment Opportunity requires that all personnel decisions such as hiring, promotion, reclassification, etc., are made without any consideration of race, color, sex, age, national origin, gender identity, pregnancy, sexual orientation, medical condition, ancestry, citizenship, religion, marital status, physical or mental disability, or status as a covered veteran. For more information, please review the Campus Human Resources Staff Diversity Office portal. [http://map.ais.ucla.edu/portal/site/UCLA/menuitem.3f8e7342ad4ca217b66d4ab4f848344a/?vgnextoid=378340012db6ff00VgnVCM1000008f8443a4RCRD](http://map.ais.ucla.edu/portal/site/UCLA/menuitem.3f8e7342ad4ca217b66d4ab4f848344a/?vgnextoid=378340012db6ff00VgnVCM1000008f8443a4RCRD)
II. Plan Your Strategy

You have a vacancy, where do you begin? First, review the job description: Is it up to date? Does it encompass all of the critical competencies necessary for the incumbent to perform the job? Work with CHR Compensation to get the position classified. Submit the job description in the People Admin system for review and classification. Once the job description has been reviewed and classified by Compensation, you may create and enter your requisition in the People Admin system to start the recruitment process.

What is PeopleAdmin?
PeopleAdmin Applicant Tracking System utilizes a Web-based interface that is accessible from any computer with access to the Internet. UCLA utilizes two different PeopleAdmin modules, one for Job Descriptions, and one for Applicant Tracking. These two modules are fully integrated and support the entire process of creating a job through hiring a person to fill it.

There are basically five steps for you to follow:
1. Create a Requisition from a Job Description
2. Review and Interview Candidates
3. Select your final candidate (change applicant status)
4. Change statuses (on the applicant status page in PeopleAdmin) for all remaining candidates
5. Fill the requisition (begin the Closing Document process)

To review the online tutorial for hiring managers, please go to the CHR portal at http://www.chr.ucla.edu/chr/portaldocs/emp/pa/hm/.
II. Plan Your Strategy

Again, the success of the selection depends on a well-constructed job description. The hiring manager must review it and if necessary, revise the job description to accurately represent the actual duties of the position. Inaccurate job duties may result in a poor hiring decision.

1. Go into PeopleAdmin to create your job description
   https://hr.jobs.ucla.edu/userfiles/jsp/shared/frameset/frameset.jsp?time=1186602952756
2. The job description is automatically sent to the Compensation Unit for review and appropriate classification.
3. Once Compensation has approved your job description, go into PeopleAdmin and create your requisition for submission to the Employment Unit.
4. Once received and reviewed by the Employment Unit, your position is posted on the UCLA Careers Website within 2 business days.
II. Plan Your Strategy

Marketing Your Job

Consider external advertising. You may want to increase your applicant pool by placing ads on various Internet job sites. Traditional print ads may no longer yield the pool that you are seeking. The majority of applicants are looking online for jobs through the Internet.

**UCLA is an AA/EOE employer.** As such, any advertising related to employment at UCLA and/or recruitment (job) advertising should include this statement in the body of the advertisement.

Think about a few things when developing advertisements, like: Why should someone work in your department? What are the best things about working in your department? Why do people enjoy working there? Use these answers as part of your overall campaign to attract skilled applicants that meet your requirements.

Ensure that you have a diverse candidate pool by advertising on various diversity sites. CHR has contracted with Careerbuilder.com and Monster.com. If you post jobs on these sites, your job automatically is linked to several diversity sites. The costs for these websites are very economical. Your Employment Consultant can also assist you in finding niche sites that cater specifically to the types of skills and experience needed for your job. CHR also has contracts with the Higher Education Recruitment Consortium (HERC) and InsideHigherEd.com. Advertising on these sites is free – just call your CHR Employment Consultant.
II. Plan Your Strategy

Screening Applicant Materials

This step in the process is extremely important; you want to ensure you thoroughly and accurately review applicant information. The foundation for screening applicant materials against your criteria is accomplished by using the applicant profile that you created. It is the benchmark to be used throughout the recruitment process.

Application Screening

Reviewing an application or resume is the first opportunity in the selection process to assess applicants against the established skills, knowledge, and abilities. As applications and resumes provide only limited reliability and are highly interpretive, at this stage of the selection process the applicants should be assessed using only a few rating categories.

There are several ways to effectively screen applications to increase the likelihood that the most highly qualified individuals will be referred to the next stage of the selection process – the interview.

1. **Review all the material** presented by the applicant. Often a resume or cover letter highlights or contradicts what is contained in the formal employment application.

2. **Verify internal consistency** of the information. For example, if an applicant lists that he/she has supervised 20 people, reported directly to the president of the company, but earned $1,000 per month, clarification is needed.

3. **Avoid making unwarranted inferences** (conclusions). For example, a college degree is not necessarily evidence of satisfactory business-writing skills.

4. **Do not use UC specific qualifications.** This is considered discriminatory since only a UC applicant would have access to such information. If you are conducting an Internal Recruitment only selection process it is permissible to use UC-specific qualifications.
III. Manage the Process

Telephone Screening

A telephone screening is an effective method to identify applicant skills and interests. Remember, a telephone screen or e-mail screen is not an interview. The primary goal of phone screening is to:

- Describe the position in enough detail to give the candidate a reasonable understanding of the position and the department environment.
- Verify information on the resume, fill in gaps of information.
- Determine the level of interest in the position.
- Answer questions raised by the applicant.
- Evaluate information obtained during the phone-screening process to determine if a face-to-face interview is warranted given skill sets and competitiveness of other applicants.
- Disqualify an applicant for an interview based on same criteria used to evaluate information for skill sets and competitiveness.
- Eliminate applicant from pool if required salary range is considered too low for the applicant.
- Obtain a sense of fit via the interpersonal/communication skills of the applicant.

In order to conduct an appropriate telephone-screening process it is necessary to treat the phone call like a formal interview:

- Develop a standardized set of questions ahead of time.
- Schedule a time with the applicant making sure there is an understanding of why you are calling.
- Document date of call, information applicant provided, and assessment notes.
III. Manage the Process

Telephone-Screening Template

Introduction
- Identify yourself and explain your role in the selection process
- Clarify the amount of time you will spend with the individual
- Refer to the position by title and organization

Salary Expectation
- State the salary range as posted
- Discuss the “true” salary proposed by the department
- Ask for current salary or salary range
- Determine if person is still interested based on compensation

Motivation
- Ask how this position fits in the interviewee’s overall career path

Core-Competency Interview Questions
- Begin asking pre-developed interview questions focusing on the core competencies needed such as management, budget, or technical experience
- Drill down for specific information not found on the resume such as number of people managed, amount of budget, etc

Additional Questions
- What unique skills and abilities do you bring to the table for our position?
- How would you describe your work style?
- What do you think are the most important characteristics needed for this position and how do you fulfill those needs?
- How would you describe your most recent accomplishment that is directly related to this position?
- Given your background, what do you see as the most challenging aspect of this position?
III. Manage the Process

Departmental Guidelines for Managing Applicants On-Line

In order to help you manage the sorting of applicants as they apply in PeopleAdmin, we have developed a tool to help you sort, screen and manage the applicant pool for your requisition.

It’s important to remember that the applicant, in “real time” can view changes you make to their individual applicant statuses. Applicants may log into the system at any time to view their status changes.

Below are the guidelines of how you may use the ABC codes.

A = Strong Applicant, meets requirements and some of desirables; You will likely interview these applicants.

B = Good Applicant, meets most of the requirements for the job. May interview if “A” applicants are not available.

C = Moderate Applicant, does not typically meet requirements. Will likely not interview these applicants.

Not Interviewed = Applicants you will not move forward in the process

Once you’ve interviewed your “A” applicants and have decided to move forward with a job offer, you should finish coding your “B and C” applicants based on the screening codes that have been established within the system.

After you have selected your final candidate, be sure to appropriately code the remaining “A” candidates within the system and choose “Candidate Selected” for your final candidate.
III. Manage the Process

How to use the Employment Application

Take a few minutes to review the application for completeness before starting your interview. Answers to the following questions may reveal quite a lot about the application before the interview.

- Are all sections of the application completed?
- Is the spelling accurate?
- Has the applicant correctly interpreted questions asked on the application?

A skilled interviewer never asks an applicant for information that has already been provided on the application. Discuss it, ask for clarification and summarize it, but don’t repeat the facts contained in it.

<table>
<thead>
<tr>
<th>Section of the Application</th>
<th>How to Use the Information Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position applied for</td>
<td>Ask what unique skills the applicant can bring to that particular position.</td>
</tr>
<tr>
<td>Salary</td>
<td>If salary requirement appears high, ask applicant if he/she is firm on the amount. Compare previous salaries to the one being requested. If it seems unreasonably high/low, ask about the discrepancy.</td>
</tr>
<tr>
<td>Start Date</td>
<td>If applicant is currently employed but indicates “ASAP”; ask if current employer requires that notice be given. The response may tell you a lot about his/her work ethics.</td>
</tr>
<tr>
<td>Worked for the University previously</td>
<td>If yes, be sure to get reference information from previous supervisor.</td>
</tr>
</tbody>
</table>
Relatives

Relatives cannot work in a situation where one has influence over another.

Legally able to work in the U.S.

If no, the applicant cannot be considered for employment.

Convictions

If yes, make mental note that employment in critical positions requires successful passing of a background check.

Employment History

A 10-year employment history must be completed. “See resume” is NOT acceptable. Explain that the application is a legal document. By signing the application, the applicant is allowing us to verify the information.

Position Held

Ask the applicant if he/she was originally hired into the position. If not, how did they get the position? Verify that the duties listed coincide with the position title.

Reason for leaving

Even if a reason is listed; ask, “Why did you leave that job?” If layoff is indicated, ask, “Were several people laid off at the same time?” Sometimes individuals who were discharged think of themselves as “laid off.”
Employment gaps

Carefully review dates between employers. Be sure to question all gaps, regardless of duration by asking, “Did you work at all in between these jobs?” If the applicant suggests that he/she wrote in the wrong date, allow him/her to change and initial.

If the applicant states that they did have a job during the gap in employment, they still must fill in the information.

Certifications/licenses

Verify that the applicant holds the appropriate credentials and/or licenses. Makes sure they aren't expired.
III. Manage the Process

Develop your interview questions and an Interview Results Form

Develop job related interview questions. Be sure to cover all the essential areas that the individual will need to perform if hired for the position. Additionally, ask questions which will reveal his/her ability to function in your environment. Remember to use the behavioral interview questions.

Once you have developed your questions, prepare a rating guide so that you and all other interviewers will be able to objectively rate the applicants on how well their experiences and skills met your needs. Remember, all of the interview notes, rating guides and other documents from the interview must be kept for a period of 3 years.

A sample interview results form is available on the CHR portal http://www.chr.ucla.edu/chr/portaldocs/emp/empfrm-guide-interviewrating.doc
III. Manage the Process

Types of Questions

Careful preparation is the key to a successful interview. Well-prepared questions bring out useful information, save interviewing time and help to ensure that all applicants are treated equally. Listed below are the major types of interviewing questions and when each is best used?

**Question: Yes or No**
Description/Definition: Use sparingly because they yield only limited information.
Examples: “Do you know Excel?”

**Question: Direct**
Description/Definition: Use to obtain very specific information. This approach is valuable for questioning applicants in depth or on topics raised by candidates in response to open-ended or situational questions. Take care in wording these questions to avoid giving away answers or causing feelings of anxiety/defensiveness (i.e., instead of asking “Why were you fired from XYZ company?” you may ask, “What were the circumstances that caused you to leave XYZ Company?”)
Examples: “What accounting courses have you taken?”

**Question: Comparison**
Description/Definition: Ask candidate to compare two different situations, only one of which is important to the job.
Examples: “Do you prefer establishing your own work priorities or having them pre-determined for you?”

**Question: Open-Ended**
Description/Definition: Encourage applicants to express ideas and information they feel are important.
Examples: “Tell me about your supervisory experience?”

**Question: Situational**
Description/Definition: Pose job-related situations to evaluate an applicant’s ability to recognize important aspects of situations or problems, analyze them and provide reasonable options. Allow the applicant at least 5 minutes to come up with a workable solution.
Examples: “Describe how you deal with a peer you need information from who is ignoring your request.”
III. Manage the Process

**Question: Subjective Assessment**
Description/Definition: Places the burden of interpretation of facts on the candidate, not on you. By using the third-party's name, you raise the candor level of the answer.
Examples: “If I called your manager, Mr. Jones, why would he say you were promoted so quickly?”

**Question: Continuum**
Description/Definition: Ask candidate to place themselves between two positive qualities, only one that may be very important to the job.
Examples: “Are you better at handling criticism or handling stress?”

**Question: Behavioral**
Description/Definition: Use to make predictions about a candidate’s potential for job success by asking candidate’s to give specific examples (including resolution method and situation outcome) of a past experience that demonstrates their ability to handle a particular position requirement. *General answers are not acceptable.*
Examples: “Describe a situation where others you were working with on a project disagreed with your ideas. What did you do?”
III. Manage the Process

Sample Behavioral Interview Questions

Behavioral-based interviewing is interviewing based on discovering how the applicant acted in specific past employment-related situations. The logic is that how they behaved in the past will predict how they will behave in the future, i.e. past performance predicts future performance.

Behavioral interview questions will be more pointed, more probing and more specific than traditional interview questions. Typically they begin with: give me an example... tell me about a time... describe a situation...

- Give an example of a goal you reached and tell me how you achieved it.
- Describe a decision you made that was unpopular and how you handled implementing it.
- Have you gone above and beyond the call of duty? If so, how?
- What do you do when your schedule is interrupted? Give an example of how you handle it.
- Have you had to convince a team to work on a project they weren't thrilled about? How did you do it?
- Tell me about how you worked effectively under pressure.
- Give me an example of a problem you faced on the job and tell me how you solved it.
- Tell me about a situation in the past year in which you had to deal with a very upset customer or co-worker. How did you resolve the situation?
- Give me an example of an important goal you had to set and tell me about your progress in reaching that goal.

- Can you tell me about a time when you suggested a new way of doing something? What happened?
- Describe a situation where others you were working with on a project disagreed with you ideas. What did you do?
III. Manage the Process

Interview Do's and Don'ts

Before you use any of the following questions be sure you can justify a job- or business-related reason for doing so. Additional information about risks and issues related to interviews can be found at the bottom of this page.

• Once the list of job-related interview questions is created, use it consistently for all applicants for the same position.

• Try to first put the applicant at ease with introductory and welcoming remarks.

• Ask open-ended questions which focus on behavioral descriptions rather than simply "yes or no" questions (i.e. have them describe a work Situation in which they handled stress well rather than just asking if they can "handle stress well").

• Listen; don't do all the talking.

• Stay away from questions that have more to do with personal lifestyles than job experience. Phrase the question so that the answer will describe on-the-job qualities instead of personal qualities. If the question is not related to performance on the job, it should not be asked.

In almost all instances, the following topics should be avoided in an interview:

• Age - is irrelevant unless you are concerned about child-labor violations under the Fair Labor Standards Act, in which case you can ask for proof that he/she is old enough to work.

• Arrest record - do not ask at all

• Association with present employees - this information is not relevant to an applicant's ability to perform successfully in a particular job, and the tendency to either encourage or prohibit the employment of friends or relatives of existing employees may create an adverse impact on members of protected classes.
III. Manage the Process

Interview Do's and Don'ts

- **Bankruptcy and credit affairs** - never ask about bankruptcy since it is illegal to discriminate on this basis under the Federal Bankruptcy Law - all credit inquiries must comply with the Fair Credit Reporting Act.

- **Citizenship** - unless required by law or regulation, you may not ask applicants if they are U.S. citizens since it is considered discriminatory under the Immigration Reform and Control Act. You may ask if candidates are authorized to work in the United States.

- **Disability** - the Americans with Disabilities Act makes it illegal to ask questions about an applicant's disability or perceived disability - it is crucial to focus on the job, not on the disability.

- **Driver's license** - avoid asking about it unless the job requires one since it could statistically screen out females, minorities and/or individuals with disabilities.

- **Educational attainment** - relevant if it is directly related to successful job performance - if not, avoid it because it could potentially screen out minorities.

- **Emergency-contact information** - unnecessary at the application stage - and it can be discriminatory if it reveals information about the applicant's membership in a protected class.

- **English-language skills** - only ask if it is a requirement of the job (i.e. an English teacher) - otherwise it could be construed as national-origin discrimination.

- **Height and weight** - can be discriminatory - it is important to focus on what the job requires, not the person's physical characteristics.

- **Marital status/ name changes/ spouse/ children** - any questions relating to these issues may be construed as discriminatory, especially against women - none are job-related.

- **Organization or club membership** - this might reveal protected-class information and it is irrelevant
III. Manage the Process

Interview Do's and Don'ts

- **Race, color, religion, sex, or national origin** - EEOC guidelines prohibit asking questions that may reveal this information; rejected applicants could have grounds for a discrimination suit if any of these questions were part of the application process.

- **Union affiliation** - could be considered an unfair labor practice under the National Labor Relations Act if the applicant claims he or she was not hired because of the union affiliation.

- **Veteran status/military records** - general questions about a person's background in the military should only be asked if based on business necessity or job-related reasons. If requested, such information should include a statement that general or dishonorable discharge will not be an absolute bar to employment, but that other factors will be taken into consideration.

- **Weekend work/shift changes** - unless required for the job, the applicant should not have to state whether or not they can work on the weekends - this could screen out applicants who cannot work on some weekend days because of their religious beliefs.
III. Manage the Process

Employment Checklist For Hiring Persons With Disabilities

Taken from: U.S. Department of Labor
Office of Disability Employment Policy

Do’s:

- Do learn where to find and recruit people with disabilities.
- Do learn how to communicate with people who have disabilities.
- Do ensure that your applications and other company forms do not ask disability-related questions and that they are in formats that are accessible to all persons with disabilities.
- Do consider having written job descriptions that identify the essential functions of the job.
- Do ensure that requirements for medical examinations comply with the Americans with Disabilities Act (ADA).
- Do relax and make the applicant feel comfortable.
- Do provide reasonable accommodations that the qualified applicant will need to compete for the job.
- Do treat an individual with a disability the same way you would treat any applicant or employee with dignity and respect.
- Do know that among those protected by the ADA are qualified individuals who have AIDS, cancer, who are mentally retarded, traumatically brain injured, deaf, blind, and learning disabled.
- Do understand that access includes not only environmental access, but also making forms accessible to people with visual or cognitive disabilities and making alarms/signal accessible to people with hearing disabilities.
- Do develop procedures for maintaining and protecting confidential medical records. Do train supervisors on making reasonable accommodations.

Don’ts:

- Don’t assume that persons with disabilities are unemployable.
- Don’t assume that persons with disabilities lack the necessary education and training for employment.
- Don’t assume that persons with disabilities do not want to work.
- Don’t assume that alcoholism and drug abuse are not real disabilities, or that recovering drug abusers are not covered by the ADA.
- Don’t ask if a person has a disability during an employment interview.
III. Manage the Process

Employment Checklist For Hiring Persons With Disabilities

*Taken from: U.S. Department of Labor
Office of Disability Employment Policy*

- Don't assume that certain jobs are more suited to persons with disabilities.
- Don't hire a person with a disability if that person is a significant risk of substantial harm to the health or safety of the public and there is no reasonable accommodation to reduce the risk or the harm.
- Don't hire a person with a disability who is not qualified to perform the essential functions of the job even with a reasonable accommodation.
- Don't assume that you have to retain an unqualified employee with a disability.
- Don't assume that your current management will need special training to learn how to work with people with disabilities.
- Don't assume that the cost of accident insurance will increase as a result of hiring a person with a disability.
- Don't assume that the work environment will be unsafe if an employee has a disability.
- Don't assume that reasonable accommodations are expensive.
- Don't speculate or try to imagine how you would perform a specific job if you had the applicant's disability.
- Don't assume that you don't have any jobs that a person with a disability can do.
- Don't make medical judgments.
- Don't assume that a person with a disability can't do a job due to apparent and non-apparent disabilities.
- Don't assume that your workplace is accessible.
III. Manage the Process

Before the Interview

Develop an Interview Plan
Decide ahead of time what information and questions you will cover in the interview.

Establish a Time Schedule
- Schedule the interviews allotting the same amount of time for each applicant.
- Allow 10 - 15 minutes before each interview for the committee to review the interviewee’s materials.
- Allow 10 - 15 minutes after each interview to assess the interviewee.
- Avoid scheduling more than four to six interviews in one day (consider level of the position and number of people involved in the process). Make sure the interviewee has applied online in PeopleAdmin and print their completed employment application for the interview.

Arrange the Setting
- Prepare an interview setting that is conducive to good communication and ensures privacy.
- Hold all incoming phone calls and visitors.

Gather Materials
If possible, have available:
- A copy of the organization chart
- The job description/analysis
- Recruitment material sent to the public
- A listing of the salary and benefits
- Your interview plan

Important: The interviewer format and core questions must be essentially the same for all interviewees to ensure equal treatment.

Review Resume/Application

The interviewer should read (re-read) each applicant’s resume before the interview:
- Knowledge of the interviewee’s background will help you establish good rapport.
- Areas needing clarification will be identified, e.g., unexplained gaps in employment, lack of detail regarding experience, the meaning of job titles (which can vary considerably between companies), etc.
III. Manage the Process

The Interview Process

- The Interview allows you to obtain job-related information about the interviewee’s skills and abilities as related to your opening. Clarify information about their work history, education and background. In addition, you will be able to assess how they answer behavior-related questions regarding past employment experiences - which is a strong predictor of how they will handle future work experiences.

During the Interview - Follow the Interview Plan

I. Introduction
Introduce yourself and describe the role you will play in the selection process. Discuss with the interviewees what is going to happen during the allotted time for the interview and its purpose.

II. Position Review
Summarize the duties of the position and the selection criteria.

III. Questions for the Interviewee
The core questions must be essentially the same for all interviewees to ensure equal treatment.

IV. Questions from the Interviewee
Invite and answer any questions applicants may have.

V. Closing
Review the selection process and explain to the interviewee how and when he/she will be next contacted. Do not give any indication of the applicant’s standing relative to other prospective candidates.

Build Rapport
It is to the interviewer’s benefit to attempt to make the interviewee feel at ease in the interview. A cordial greeting, appropriate verbal communication and a genuine concern for the interviewee’s well being will drastically reduce the interviewee’s anxiety and ultimately encourage them to present their best responses.
III. Manage the Process

The Interview Process

Questions
Ask prepared questions that will elicit responses about job-related skills, knowledge and abilities needed to evaluate the interviewees. Follow up and probe as necessary. Allow enough time for the applicant to add information that may be relevant but may not have been covered by your questions.

Note Taking
Inform the interviewee at the beginning of the interview that you will be making notations to help you remember all the facts.
III. Manage the Process

The Interview Process - Types of Interviews

Interviews can be conducted in a variety of ways. We recommend that you conduct a committee or group interview so that you may gain enough insight into the interviewee’s skills and interactions and have others’ impressions about their answers to the questions. All applicants must be treated consistently and handled in a professional and courteous manner.

The first step is to provide them with a copy of the job description. This helps to ensure they are clear about the requirements for the position.

Build rapport with them, make them feel at ease and offer them water.

Open the interview by telling them how you will be running the process, inform them about how much time they will be spending with you and always give them time AT THE END of the interview to ask you questions.

Don’t tell them about what you are looking for in an ideal employee until after you have interviewed them. If you do this before hand, you will be revealing what your needs are and most bright individuals will easily parrot back to you what you’ve told them.

Ask all of the questions that you have prepared. If you are interviewing in a committee or group, allow the group to share in taking turns asking the questions.

At the conclusion of your questions, allow the interviewee to ask questions.

Close the interview by telling them the next steps in your process and timeline. Thank them for coming in.
III. Manage the Process

Evaluating Interviewees

Assess each applicant immediately following the interview. Base your evaluations exclusively on interview information.

Evaluate the interviewees on each selection separately. Keep in mind that everyone has strong and weak points.

Avoid the tendency to give negative information too much importance. Be careful to balance out good and bad points about the applicant. Use the entire rating spectrum in order to draw distinctions among interviewees. Try not to place all your ratings in the middle or at the extremes.

In making the hiring decision, use your Rating Guides to determine which interviewees rated highest on the selection criteria most important to your position. Then select the interviewee who represents a match to perform the duties of the job most effectively.

If you evaluate two or more interviewees as substantially equally matched, give primary consideration to providing promotional and transfer opportunities to career-status employees. Your Employment Consultant is available to consult with you on comparing and evaluating finalists.

Reference Checks

Reference checks are job-related inquiries that are useful in verifying an applicant’s previous work history and skills, knowledge and abilities. They should be conducted FOR FINALISTS ONLY prior to making a hiring decision and commitment. You must have written authorization from the individual for whom you are seeking the reference before you can contact a current supervisor (university or non-university).

Introduce yourself and state the purpose of your call. Be sure the reference has time to talk.

- Confirm the relationship between the reference and the candidate, i.e., “In what capacity, and for how long, did you know Mary Thompson?” Former immediate supervisors are the most reliable sources.
- Briefly describe the position for which the candidate has applied.
- Verify basic data such as job title, duties, salary and dates of employment.
III. Manage the Process

Ask job-related questions to elicit the reference’s observation and personal assessments of observed work behaviors that will be required by the position for which you are considering the applicant. Do not ask for predictions.

ASK: "What type of business correspondence did Mary compose? Describe the quality of her writing including grammar, spelling and punctuation."

DO NOT ASK: "How well do you think Mary will be able to perform the job for which I am considering her?"

Be Consistent
Obtain references for ALL candidates that you wish to hire.
Ask the same basic questions about all candidates for whom you obtain references.

Weigh information you receive in the same manner for all candidates. What disqualifies one should be a basis for disqualifying any other.
IV. Complete the Process

Making the Job Offer

There are various factors you need to take into consideration before making a job offer e.g., salary, benefits, relocation, moving expenses, etc. Below are a few suggestions to help you through this process. Remember to be cautious. A verbal promise could be legally binding and some offers of employment are contingent upon successfully completing medical or background checks.

Determining the Salary

Factors to consider:
Level of expertise and overall strength of experience
Internal equity issues among existing staff who occupy similar level positions
Recruitment difficulty due to unique technical skills
Current salary of candidate

Offering the Job

After the salary has been determined, you are ready to make an offer.
It is recommended that you follow up a verbal offer of employment with a written letter summarizing the essential information discussed. You will find a Sample Offer Letter on the CHR portal:
http://map.ais.ucla.edu/portal/site/UCLA/menuitem.789d0eb6c76e7ef0d66b02ddf848344a/?vgnextoid=37dc955bfe7d1010VgnVCM1000008f8443a4RCRD

- Ask the selected candidate to sign the letter and return it to you as confirmation of acceptance.
- Include in the letter information about a probationary period if required by personnel policy or the bargaining-unit agreement.

Non-Acceptance

Occasionally a final candidate rejects the job offer. This can be due to a number of different reasons. If possible, elicit the reason(s) why the candidate has rejected the offer and contact your Employment Consultant to discuss options.
IV. Complete the Process

Sample Offer Letter

Date

Joe Bruin
1234 UCLA Drive
Los Angeles, Ca 12345

Dear Mr. Bruin:

The University of California, Los Angeles (UCLA), is pleased to offer you the position of (Position Title). As a part of UCLA, you’ll enjoy rewards such as career growth, outstanding benefits, a competitive employment package, a diverse culture and an environment that supports the spirit of excellence.

Should you accept this offer, the starting salary for the position will be (Salary/Hourly), and the hire date will be (Day/Month/Year). Your immediate supervisor will be Jane Doe, (Job Title), (Department Name).

(If applicable - This position requires a probationary period of ____ months.) (If applicable - This offer is contingent upon successful completion of a criminal background investigation.) In addition, you must show proof of employment eligibility on your first day of employment.

We hope you accept this offer of employment, as your skills, knowledge and professional experience will be an asset to the (Department Name). If you have any questions or concerns, please feel free to contact Jane Doe or me during University business hours at (000) 000-0000 or (000) 000-0000.

We look forward to welcoming you to UCLA.

Sincerely,

Hiring Manager
Title
Phone number, e-mail address
IV. Complete the Process

Background Checks

Background checks are required for all “critical” positions; this applies to Career, Limited and Contract positions. Review the information on the CHR portal to determine if a position is critical and therefore requires a background check. If you are unsure, please speak with your Compensation or Employment Consultant.

http://atyourservice.ucop.edu/employees/policies_employee_labor_relations/personnel_policies/pp21.html

Record keeping - What do you need to keep?

For three years, keep the following:

- All interviewed applicant resumes
- Notes from all interviews
- Advertising information
- List of those who participated in the interviews
- Rating guides, interview forms and other supplemental information

PeopleAdmin stores all applicant resumes and applications; therefore, it is not necessary for you to keep all of the remaining applicant resumes that you did not interview.
IV. Complete the Process

Go into the PeopleAdmin system:

Change the applicant statuses of those you interviewed to appropriately reflect why they were not selected.

Change the applicant statuses of the candidate you are hiring to “Hired,” complete all of the information on the screen associated with the hire. A closing document will be created once an applicant is moved to “Candidate Selected” status. When this applicant status is applied, the “Begin Closing Document” link appears in the status column for the hired applicant. Follow the instructions from there to finish the process. An online tutorial is available for hiring managers on the CHR portal.

Remember, a successful recruitment plan begins with preparing and planning a strategy and ensuring that you effectively manage the process from beginning to end.

You have now successfully completed your process!
V. Tap Into Your Resources

CHR Employment Services

Director, Elaine Peters  eapeters@chr.ucla.edu

Employment Consultants:

Noah Apodaca  napodaca@chr.ucla.edu
Ron Guizado  rguizado@ucla.edu
Gwen Kobayashi  gwen@chr.ucla.edu
Judy Nakano  jnakano@chr.ucla.edu

Employment Operations Team:
Rowena Timoteo  rtimoteo@chr.ucla.edu

Employment Services is available to assist you with your vacancies. Some of the services we provide include the following:

The Role of Employment Services

Employment Services
Delivers strategic, value-added consultation to customers to improve the ability to attract and select the most qualified applicants.

- Profile Development
- Marketing Strategy
- Selection Process Definition
- Develop Assessment Criteria
- Interview Question Development
- Selection Training
- Executive Search Management
- Resume Mining
- Branded Advertising Development
- Recruitment Market Research
- Policy and Employment Law Consultation
Examples of Summary Statements
For Job Description PeopleAdmin System

Scientific:
RESEARCH ASSISTANT (STAFF RESEARCH ASSOCIATE II): Under the supervision of the Principal Investigator (PI) and Co-PI, responsible for the analysis and breeding of a colony of recombinant mice and the maintenance of several stocks of Drosophilae melanogaster. Major duties include maintaining breeding records and analyzing tissue samples by histological and molecular biological techniques; assisting in the characterization of component connective tissue proteins by biochemical methods; carrying out the cell culture production of corresponding recombinant proteins and assisting in the study of their interactions.

Labor:
FACILITIES MECHANIC: Under the supervision of the Sheet metal Supervisor, perform semi-skilled minor repairs to sheet metal products such as drainpipes, ventilators, and ductwork. Major duties include performing simple fabrication and installation of sheet metal ductwork; insulating and sealing ductwork and light welding and oxyacetylene cutting. Operate and maintain sheet metal tools and equipment, (e.g. power shear, power brakes, notching, and hand brakes). Respond to trouble calls involving simple repair or replacement. Ensure the transport of materials, equipment and personnel to and from job site. Clean job site and return equipment and materials at completion of job.

Administrative:
CLINIC ASSISTANT (ADMINISTRATIVE ASSISTANT II): Under the direct supervision of the Administrative Specialist, provide administrative and clerical support to a staff of mental health professionals. Major duties include scheduling client appointments; answering telephones; inputting statistical data in a computerized database; maintaining an alpha-numeric, highly confidential file system and collecting fees. Assess client and staff needs with a high degree of sensitivity and confidentiality. Determine client's eligibility to use departmental services then offering emergency services when appropriate. Participate in the training of new staff in standard office procedures. Set priorities and accomplishing tasks while maintaining high volume patient flow in a busy clinical setting. Perform special projects as needed.

FINANCIAL ANALYST (ADMINISTRATIVE ANALYST): Under the direction of the Manager of the [name], serve as fiscal and operations coordinator for the [name]. Major duties include preparing budgets, financial reports and contract and grants documents. Perform accounts payable transactions; payroll and personnel entries and reporting; purchasing responsibilities. Additional duties are hiring graduate students; managing computing and other equipment and utilizing online financial systems. Attend staff conference and lecture events.
**HUMAN RESOURCES SPECIALIST (ADMINISTRATIVE SPECIALIST):** Under the direction of the Director, provide administrative and analytical support to the Staff Human Resources and Budget Offices for the [name]. Major duties include assisting in the gathering, analysis, auditing and reporting of staff human resources information; designing and maintaining the staff database; and disseminating information and materials related to staff actions. In conjunction with the Budget Office, maintain budgetary and planning data and documents, perform online transfer of funds, download, summarize and report on financial data and perform reconciliation and analyses as necessary. Enters all payroll transactions for the Office of the Deans. Design and maintain information for College website.

**MSP:**

**ACADEMIC PERSONNEL COORDINATOR (DIRECTOR - FUNCTIONAL AREA): $5508 - $9908 MSP Level 3.** Reports to the Executive Dean with operational oversight provided by the Assistant Executive Dean. Works independently in consultation with the Deans and Assistant Deans on academic personnel programs and processes. The [name] incorporates 38 departments and 37 specialized programs with nearly 850 ladder-rank faculty appointments and over 450 temporary appointments. Major duties include formulating academic personnel policies, guidelines and criteria and creating programs to achieve the operational and policy objectives of the College. Act as Chief Advisor on academic personnel matters including appointments, appraisals and advancements. Serve as primary liaison to the campus on academic personnel policies and procedures. Oversee the review of more than 500 ladder faculty dossiers annually and approximately 400 Teaching Apprentice appointments. Develop and maintain academic personnel files and records and audit procedures in conjunction with Campus Information Services.

**FISCAL ADMINISTRATIVE OFFICER (ASSISTANT DIRECTOR - FUNCTIONAL AREA):** Under the direction of the Director, responsible for the day-to-day operations of the Institute. Major duties include long-range planning, development of academic programs and management of resources, personnel, facilities and research centers. Oversee a multi-million dollar budget of approximately 120 extramural grants and sub-contracts in 11 research centers. Supervise staff members in the Administrative and Fiscal Services unit of the Institute. Represent the Institute in interfacing with faculty clients, deans, assistant deans and managers in other units in the College and in the professional schools, and outside the University with federal and private foundations.
UCLA Staff Hiring-Process Checklist

Use the following checklist to ensure you conduct a thorough recruitment process:

_____ Review job description, updated (if necessary) entered it into PeopleAdmin

_____ Job Description reviewed and classified by CHR Compensation Unit

_____ Create job requisition in PeopleAdmin to begin the recruitment process

_____ Develop recruitment plan
  • Marketing/Advertising
  • Flyers/professional associations
  • Develop timeline for recruitment process

_____ Develop applicant profile

_____ Develop interview questions and rating guide

_____ Identify interviewers or interview panel/committee

_____ Review applicants resumes/applications as they apply in PeopleAdmin

_____ Change applicant statuses in PeopleAdmin to reflect A, B, C’s or Not Selected

_____ Identify short list (A’s) to review

_____ Conduct telephone screening

_____ Identify applicants to interview

_____ Schedule interviews

_____ Conduct interviews, evaluate interviewees against the profile and requirements

_____ Conduct reference checks for final candidate(s)

_____ Give a verbal job offer to final candidate, follow up with written offer letter

_____ Go into PeopleAdmin, change the applicant statuses to reflect those who were interviewed and not selected and to reflect your candidate selected

_____ Submit your closing document in PeopleAdmin

_____ Schedule background check (if a critical position)

_____ Schedule the start date of your final candidate