

Reviewing Candidates

Policy & Local Practice

Recommendations

Affirmative Action Goal: Your Recruiter will provide the Affirmative Action Goal for your position once posted, if applicable. [More information about staff affirmative action & diversity goals can be found by clicking here.](#)

Work with your Recruiter on advertising, sourcing, and other outreach options to increase the diversity of your applicant pool.

Applicant Screening Process: Your Talent Acquisition Partner will use your job posting and position description to screen all applications for minimum and preferred qualifications. In some instances, screening will be conducted by the Shared Service Organization. Departments will be provided a full list of their applicant pool once screening has occurred.

A [screening criteria template](#) (Excel) is used to ensure consistent screening.

Preparing for Interviews

Forming the Interview Panel

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Make Up: A diverse interview panel, consisting of 3 or more individuals is highly encouraged.

Diversity may apply to occupational, departmental, race/ethnic, gender characteristics. **For supervisor/manager recruitments**, at least one panel member should be employed outside of the Hiring Department.

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Training: At least one panel member must be current on the following courses:

1. Hiring for Success
2. Managing Implicit Bias in the Hiring Process

Please notify your Recruiter which panel member(s) have completed the courses.

Trainings are available through the UC Learning Center and due semiannually.

1. [UC Hiring for Success](#)

DAC-HRUCPM09-PMC-DAAS

2. [Managing Implicit Bias in the Hiring Process](#)

DAC-CM0606-DA-IMPBIAS6-ECO-DAAS

Conflicts of Interest: Individuals with a near-relative relationship with a candidate, cannot serve on the interview panel.

Panel members must disclose if they know the candidates and the nature of that relationship, to their Hiring Manager and the Recruiter, BEFORE interviews.

Panel members must disclose if a conflict develops DURING the interviews.

Please consider whether there exists a conflict of interest between the candidate and a member of the interview panel. These conflicts could include business relationships, financial connections, close friendships or mentorships.

Interview Plan and Questions

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Questions: Hiring Manager submits interview questions to Recruiter for review.

All candidates **MUST** be asked the same questions.

The Recruiter can provide a list of sample behavioral-based interview questions as well as review questions you have developed in support of our diversity and Affirmative Action goals.

Second-round interviews

(e.g., presentations, meet-and-greets, tests)

All finalists should go through the same second-round interview process.

Please discuss your plans in advance with your Recruiter

Conducting the Interview

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Candidate greeting: All candidates must be given the same length of time for their interview and provided the same instructions.

Prepare an agenda for each interview:

1. Introductions
2. Timelines

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3. Opportunities for questions

Questions: All candidates MUST be asked the same, pre-approved questions.

Questions can be asked by panel members on a rotating basis.

All panel members should record notes during or immediately following each interview, for recall and rating purposes.

After the Interview

Checking References

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This process is done electronically through SkillSurvey, after the interview. Candidates will receive an email requesting contact information for at least five references, two of whom need to be current or previous supervisors/managers. The Recruiter will send the completed report to the hiring manager for review.

The Hiring Manager will notify their Recruiter to begin the reference check process once a finalist has been identified.

Please consider reviewing the most recent performance evaluation for current employees. Appointments can be made by contacting:

- UC Davis Health - HR Records
Unit at: [HS-
HRRecords@ucdavis.edu](mailto:HS-HRRecords@ucdavis.edu)

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- Davis campus - HR Administration at (530) 752-4915

Online Evaluation

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This must be completed by Hiring Manager for all interviewed candidates

Refer to the [eHR Interview Evaluations Reference Document](#)

Making the Offer

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Either the Hiring Manager or the Recruiter can inform the successful candidate.

The Hiring Manager and Recruiter will discuss the results of the reference check(s) and discuss the offer process PRIOR to contacting the candidate.

Candidates NOT selected: it is the department's responsibility to notify these individuals by telephone or email.

Consider this sample communication:

Thank you for interviewing for the _____ position in the _____ Department at UC Davis Health. The selection process for this position was very competitive and unfortunately, you were not selected. We wish you well in your future endeavors.

Documentation

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Recruitment documentation: must be maintained by the Hiring Department for FOUR Years from the date of hire, and available for review.

Documents should be stored in a way that they are easily accessible if requested during an audit.