# Hiring for Success People Management Series Participant Playbook

January 2022

## Using This Playbook

This playbook accompanies the Hiring for Success eLearning module, within the People Management Series. The playbook hosts various brainstorming and practice activities that will help you prepare for future hiring efforts and can be completed in parallel with, or after, completing the eLearning module.

The playbook also hosts numerous resources that are offered through the training.

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## Brainstorm: Describe the Skills and Qualities a New Employee Might Ideally Possess

This brainstorming activity is first mentioned in the Importance of Hiring slide of the eLearning module.

Consider the work your unit does: What are the roles within your unit and how do they work together? What is your mission? What tasks do you commonly perform? What initiatives, projects or changes might be on the horizon? What openings might you have now or in the future?

Think about a new employee who could assist you with all of that and flourish on your team: **What skills and qualities might they possess? What skills and qualities might make the difference between success and failure?** **What about the difference between just succeeding and truly shining?**

*Brainstorm those skills and qualities in the space provided below:*

## Brainstorm: What Makes UC a Preferred Employer?

This brainstorming activity is first mentioned in the UC as a Preferred Employer slide of the eLearning module.

In the eLearning module, we mention a few of the things we think make UC a premiere preferred employer:

* UC offers a competitive benefits program for qualified employees
* UC is an opportunity engine
* UC is one of California’s largest employers, with numerous locations and many opportunities for development and career growth
* UC is one of the world’s preeminent public university and research systems

**Perhaps you can think of even more qualities that might attract top professionals to join UC?**

*Brainstorm additional attractors in the space provided below.*

## Brainstorm: Identifying Position Needs

This brainstorming activity is first mentioned in the Identify Needs for the Position slide of the eLearning module.

*Respond to each question below in the space provided.*

### Describe the position to be filled (position title and, if helpful, a brief description):

### What tasks will the individual in this position perform; what projects will they complete; what responsibilities will they hold?

### What skills/qualities/experience, etc. may aid in successful completion of those tasks/projects/responsibilities?

### What skills/qualities are important to long-term success in the position but are not essential at first and can be developed on the job?

**(Don’t hesitate to include again here, if applicable, answers that you gave to the previous question; doing so can help you prioritize which qualifications to include in the job posting.)**

### How might the position grow/evolve in the future, and what skills may aid in that transition?

### What co-workers, clients, stakeholders, etc. will the individual in this position collaborate with? (These individuals can also help you brainstorm needs for the position.)

## Practice: Prioritizing Position Needs

This practice activity is first mentioned in the Draft the Job Posting slide of the eLearning module.

If you [brainstormed position needs](#_Brainstorm:_Position_Needs) earlier, you can use them to practice prioritizing **which needs are important enough to be required, which needs are only important enough to be preferred**, and **which needs aren’t relevant enough to include as stand-alone qualifications in the job posting** and/or may unintentionally dissuade qualified candidates from applying if they were included as qualifications in the job positing (keeping in mind that those needs can still be spoken to in other areas of the job posting, such as in the role or department descriptions or through other, less specific qualifications).

*Prioritize needs in the following categories:*

### Required qualifications:

### Preferred qualifications:

### Position needs that will not be included as stand-alone qualifications in the job posting (but may be spoken to elsewhere), in some cases because including them as qualifications may dissuade qualified candidates from applying:

## Practice: Quantifying Position Needs Within an Evaluation Rubric

This practice activity is first mentioned in the Quantify Criteria slide of the eLearning module.

If you brainstormed and, perhaps, [prioritized position needs](#_Practice:_Prioritizing_Position) earlier, you can use them again in this activity; if you didn’t and would still like to engage in this practice activity, you can go back now and [brainstorm position needs](#_Brainstorm:_Identifying_Position), or you can borrow position needs/qualifications from a UC job post (such as one provided through this training or one found on the [UC Jobs website](https://jobs.universityofcalifornia.edu/)).

Some position needs/qualifications may translate seamlessly, as is, into the rubric format; some may need to be adjusted or described further within the rubric so it’s clear what is being evaluated relative to that need/qualification.

*Populate the rubric template below with position title, qualifications and each qualification’s relative value; add extra rows, if necessary.*

| **Criterion** | **Points Possible** | **Candidate #1** | **Candidate #2** | **Candidate #3** |
| --- | --- | --- | --- | --- |
| **Required qualifications** | | | | |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **Preferred qualifications** | | | | |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **Other skills, qualities, qualifications, etc. spoken to in the job posting** | | | | |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **Total:** |  |  |  |  |

## Brainstorm: Compile Your Favorite Interview Questions

This brainstorming activity is first mentioned in the Develop Interview Questions slide of the eLearning module.

You’re encouraged to browse the [Behavioral Interview Questions Database](https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/talent-acquisition-employment/index.html#BIQD) to find interview questions you like and may want to use in your own interviews; if you do so, you’re also encouraged to **compile your favorite interview questions here** so that they’re more readily available when needed.

*Type, or copy/paste, favorite interview questions in the space provided below:*

## Brainstorm: Follow-up Interview Questions

This brainstorming activity is first mentioned in the Prepare Potential Follow-up Questions slide of the eLearning module.

If you compiled your favorite interview questions earlier, you can start brainstorming potential follow-up questions. **Anticipate how candidates might respond to an initial interview question, then think of follow-up questions you may want to ask to explore the topic further**.

*It may help to include the initial interview question(s) and anticipated candidate responses in the space provided below, along with the potential follow-up questions you brainstorm:*

## Brainstorm: Onboarding Your New Employee

This brainstorming activity is first mentioned in the Onboarding slide of the eLearning module.

Effective onboarding allows new employees to immediately contribute to UC’s success and feel a part of the team; whereas ineffective onboarding can leave new employees feeling lost and alienated, so make sure you’re taking care of your new employees on their first day and in their first few weeks.

To that end, it may help to brainstorm your onboarding efforts well in advance to ensure you aren’t missing any significant pieces. Inquire with your local office of human resources to learn if they have existing materials that may serve some of these purposes (e.g., instructions on how to enroll in benefits or obtain an employee ID, etc.).

*You may respond to each question in the space provided below it, but please do not include any information that would be personally identifiable and/or create confidentiality and/or privacy concerns.*

### Have you provided the new employee with contact information for the disability management office and, if applicable, taken steps to coordinate with the disability management office and ensure that any requested accommodations are available on day one?

### Have you provided the new employee with details on what to expect on their first day: when and where to arrive; who they should speak to first; how to gain access to workspaces that may require key card access?

### Will you be available at the start of the new employee’s first day; if not, have you assigned someone to greet the new employee and guide them through their start; does the new employee have your phone number, or the assigned greeter’s phone number, in case something goes wrong?

### Are you prepared to provide the new employee with their single sign-on (SSO) system credentials or have you prepared instructions for how the new employee can obtain their SSO system credentials?

### Are there any trainings the employee should take on their first day or within their first week/month (sexual violence and sexual harassment prevention; cyber security; health care privacy; new employee orientation; etc.), and have you prepared instructions on how to access them?

### Are you prepared to provide instructions for how to access UCPath and enroll in benefits?

### Are you prepared to provide instructions for how to obtain an employee ID card and (if applicable) a building or workspace entry card?

**(Such instructions may be available from the departments that oversee those processes.)**

### Will the new employee be working in a lab or other workspace that requires security clearance?

### Have you prepared the new employee’s workspace, including (as applicable): assigned cubicle or office; desk, chair and other necessary furniture; computer preloaded with necessary software; computer accessories such as additional monitors, docking station, laptop bag; office/desk supplies?

### Is there a teammate you could assign as a “buddy” or mentor for the new employee through their first day/week?

### Are you, or the broader team, available for a meet and greet activity on the new employee’s first day or within their first week, such as coffee, lunch or happy hour?

**(Keep in mind that introductory social gatherings like these don’t have to be in-person; they can also be hosted over Zoom or other web conferencing platforms.)**

### When can the new employee expect their first paycheck?

## Resources

[UC hiring websites by location](https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/talent-acquisition-employment/hiring-for-success/location-hiring-resources.html)

[External Resource Library](https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/talent-acquisition-employment/hiring-for-success/external-resource-library.html)

[Equity, Diversity and Inclusion Boosters (pdf)](https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/talent-acquisition-employment/hiring-for-success/edi-boosters.pdf)

[UC’s Diversity web portal](https://diversity.universityofcalifornia.edu/index.html)

[UC Principles of Community](https://ucnet.universityofcalifornia.edu/working-at-uc/our-values/principles-of-community.html)

[Legal Concerns in Hiring (pdf)](https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/talent-acquisition-employment/hiring-for-success/legal-concerns-in-hiring.pdf)

[Title VII of the Civil Rights Act of 1964](https://www.justice.gov/crt/laws-enforced-employment-litigation-section)

[California Fair Employment and Housing Act (FEHA)](https://www.dfeh.ca.gov/employment/)

[Americans with Disabilities Act (ADA)](https://www.ada.gov/)

[Section 503 of the Rehabilitation Act](https://www.dol.gov/agencies/ofccp/section-503)

[Age Discrimination in Employment Act (ADEA)](https://www.eeoc.gov/statutes/age-discrimination-employment-act-1967)

[Vietnam Era Veterans Readjustment Assistance Act (VEVRAA)](https://www.dol.gov/agencies/ofccp/vevraa)

[UC Prop. 209 guidelines (pdf)](https://diversity.universityofcalifornia.edu/files/documents/prop-209-summary.pdf)

[UC affirmative action guidance (pdf)](https://policy.ucop.edu/doc/4000378/GdlnsAACompliPgrms)

[UC Salary Inquiry Restrictions](https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/talent-acquisition-employment/ab-168.html)

[UC PPSM-21: Selection and Appointment (pdf)](https://policy.ucop.edu/doc/4010394/PPSM-21)

[UC Managing Implicit Bias Series](https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/professional-development/managing-implicit-bias.html)

[Sample Bias Interrupters (pdf)](https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/talent-acquisition-employment/hiring-for-success/sample-bias-interrupters.pdf)

[Overview of the Hiring Process (pdf)](https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/talent-acquisition-employment/hiring-for-success/hiring-process-overview.pdf)

[UC human resources offices](https://ucnet.universityofcalifornia.edu/contacts/campus-contacts.html)

[Sample Recruitment Strategy (pdf)](https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/talent-acquisition-employment/hiring-for-success/sample-recruitment-strategy.pdf)

[UC Career Tracks](https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/career-tracks/index.html)

[UC Guidance on Recruitment Through the Use of Social Networks (pdf)](https://policy.ucop.edu/doc/4000582/SocialMediaRecruiting)

[UC Behavioral Interview Questions Database](https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/talent-acquisition-employment/index.html#BIQD)

[EEOC Guidance on Reasonable Accommodations](https://www.eeoc.gov/laws/guidance/enforcement-guidance-reasonable-accommodation-and-undue-hardship-under-ada)

[Sample Reference Check Questions (pdf)](https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/talent-acquisition-employment/hiring-for-success/sample-reference-check-questions.pdf)

[UC Records Retention](https://recordsretention.ucop.edu/)