

## Interviewing

Remember that when you interview candidates, you represent the campus and university. A good interview can leave a candidate with positive feelings about the campus even if no job offer results, while a poor interview may result in a negative reputation for the campus.

The purpose of an interview is to gather information about the applicants' competencies and work experience so that you can select the best qualified candidate. The key to an effective interview is having clearly defined selection criteria with related interview questions, developed before the interview.

## Guiding Principles

Your goal is to have a fair and effective process for conducting interviews. Statutes governing fair employment cover the interview process as well as the selection of the candidate. To ensure fairness, you should:

- Conduct structured interviews in which each candidate is asked a predetermined set of questions and all candidates are measured against the same criteria
- Treat all candidates in a fair, equal, and consistent manner
- Eliminate cultural or other forms of bias in the interview process
- Evaluate candidates effectively by developing and asking a variety of questions, including direct, open-ended, and situational questions
- Keep your top candidates interested by completing the interview process quickly
- Choose the best candidate for the job

## Types of Interviews

**Competency-Based Interviewing.** Competency-Based Interviewing is the most effective method and can be used in all types of interviews. Competency-Based Interviewing identifies the skills, abilities, and talents that account for on-the-job performance. Integrating a behavioral competency model of interviewing, supervisors and managers move beyond exploring the what and when a candidate did something, to how and why they did it. The competencies that the candidate used to perform a function are more important than what duties he was assigned in a previous job and for how long. Confirming transferable skill sets, defining behavioral indicators, and asking self-appraisal or third-party appraisal questions are some competency-based interviewing techniques.

**Panel Interviews.** These are conducted by a small group of managers and/or campus representatives (faculty, staff, students) and are the type most frequently used on the campus. Panel interviews allow for various perspectives on the competencies required for the position and each candidate's qualifications, providing a more objective measurement of the candidate's ability to do the job. If the position requires technical expertise that the hiring authority doesn't have, it is best to include someone who has such expertise.

**Individual interviews.** These are one-on-one interviews. In some instances, the supervisor may conduct the first round of interviews and select one to three finalists for the manager to conduct final interviews.

**Sequential interviews.** Sequential interviews consist of a series of panel or individual interviews; the purpose is to give various individuals or groups a chance to interview and assess a candidate.

## Preparing for the Interview

Careful preparation is the key to a successful interview process:

- Assemble a diverse panel: include supervisors, faculty and/or staff members who are knowledgeable about the job and who have some relationship to the job (e.g., those who the job will provide service to or support). Include individuals of different gender, ethnic groups, and physical abilities/disabilities wherever possible.
- Confirm that all panel members' schedules will allow for full participation.
- Make sure the committee's charge is clear and members know their roles and responsibilities.
- Have the interview/selection committee review the job description to define the job in behavioral terms. Select competencies to describe the desired candidate (experience, knowledge, education, and intellectual, interpersonal, and motivational competencies). This is your job/candidate profile.
- Have the interview/selection committee review and analyze each candidate's resume. Select those who best match your job/candidate profile for interview.

- Have the interview/selection committee prepare interview questions. (See Developing Interview Questions below.)
- Have a copy of the job description and updated department organization chart to provide each candidate before the interview.
- Arrange for interviews to be conducted in a quiet and private place, free of distractions and interruptions. Ensure that appropriate accommodations are made for people with disabilities.
- Allow fifteen-minute breaks between the interviews to make notes.
- Review the candidate's application materials shortly before the interview to refresh your memory.

## Developing Interview Questions

Ask questions that elicit the applicant's competencies, related to the competencies necessary to effectively perform the job. If you maintain a correlation between questions and requirements, you'll get pertinent information about the candidate's suitability.

## Types of Questions

- *Open-ended questions* are basic to any effective interview because they call for candidates to relate information and ideas that they feel are important. Example: "Tell me about your supervisory experience."
- *Accomplishment questions* ask the candidate to identify important accomplishments and what competencies were used to execute them. Example: "Tell me about your most recent important accomplishment in your job. What did you do and what was the outcome?"
- *Situational questions* ask candidates how they handled or would handle job-related situations, to evaluate their ability to recognize important aspects of situations, analyze them, and provide reasonable options. Example: "Describe a situation where you had two assignments with conflicting priorities and how you handled it."
- *Self-Appraisal or Third-Party Appraisal questions* ask for the candidates' perspectives on how they or someone else views their performance. A third party may be a supervisor, manager, faculty, student, customer, etc. Example: "If I asked a student to tell me how you are service-oriented when you are at the front desk, what would he say?"
- *Direct questions* are used to get very specific information, such as "What accounting courses have you had?" They are valuable for questioning applicants in depth or on topics brought up by candidates' responses to open-ended or situational questions. In wording these questions, avoid giving away answers or causing defensiveness. For example, instead of "Why were you fired from XYZ Company?" you could ask "What were the circumstances that caused you to leave XYZ Company?"
- *Alternate choice questions* consist of two or more equally desirable or undesirable options. Example: "Do you prefer establishing your own work priorities or having them pre-determined for you?"
- *Yes or no questions* should be used sparingly because they elicit only limited information from the applicant.

The hiring department should contact selected candidates by telephone or by email to arrange for interviews, giving them reasonable time to respond. The hiring supervisor should have all finalists complete a resume supplement prior to the interview in order to get important information that is not usually provided on resumes, i.e., whether the applicant has relatives working for UCSF and their relationship, whether the applicant was convicted of a criminal offense, and the applicant's social security number, salary history information, etc.

Resume supplement forms are available at <http://ucsfhr.ucsf.edu/pubs/forms/>.

## What You Can and Can't Ask

Ask only questions that specifically pertain to the candidate's skills, knowledge, abilities, and interests related to the position, delineated on the ERF and job description, based on the predetermined selection criteria. Questions related to gender, sexual orientation, age, marital status, color, race, religion, national origin, medical condition, pregnancy, or disabilities are inappropriate and against the law.

Whenever possible, let each candidate see the actual work location. Provide each candidate with a copy of the Job Description, with the essential functions denoted by asterisk. Explain the documents and ask each candidate, "Can you perform the essential functions (denoted by asterisk) of the position?" Please note that questions about a candidate's disability or potential need for reasonable accommodation are prohibited **before** a job offer has been made. **Conducting the Interview**

- *Set the interview climate.* Choose a location free from interruptions and hold all calls. Arrange a casual seating arrangement that doesn't put the candidate in the "hot seat." If it is a panel interview, arrange the panel in a U-shape or circle.
- *Establish rapport.* Put the candidate at ease; refer to something you noted on the application to show you have carefully studied it.
- *Set the agenda.* Describe the interview structure; this will help you (the panel) and the candidate achieve a concise, focused interview.
- *Take notes.* This will help you ask follow up questions and recall specifics about each candidate. Tell the candidate that you (and the panel) will be taking notes. Note key words/phrases – your notes need not be verbatim.
- *Listen carefully.* Don't anticipate the candidate's answers. Reserve judgment until the person has finished.
- *Maintain control.* If the candidate gets off track, ask a specific question that will bring the interview back on the subject.
- *Allow silence and be patient.* The candidate may need some time to put his thoughts together to provide specific answers to your questions.

### **Closing the Interview**

- Ask whether the candidate has anything more to tell you about his candidacy or any questions about the job/employer.
- Explain the next step in the process, including whether there will be further interviews, when you will make your decision, and how the candidate will be informed of your decision.
- Thank the candidate for interviewing for the position.
- Complete your notes and/or rating sheets immediately; don't rely on your memory.
- Decide whether the candidate meets, exceeds, or does not meet the requirements.
- Prepare for your next interview.

If you have questions pertaining to the legality of interview questions or wish to discuss the interview process, call your Staffing & Compensation Analyst.

### **Reference Checks**

After interviewing ***always*** check at least two references of your top candidates regardless of your impressions of the person's qualifications. The working relationship of the reference to the finalist should be verified, and questions asked of the reference should be job-related and asked consistently. A hiring mistake is costly in time, energy, and money; take the time to check references before making a job offer.

Check references *after* you have interviewed the candidate. Checking references before the interview can create false expectations and affect your ability to evaluate the applicant's qualifications objectively. This includes University references.

Advise the candidate that you will be checking references and ask the candidate if it is okay to talk with their current supervisor. Ask the candidate for other references (other supervisors, customers, etc.)

Develop a set of job-related questions to be used on all reference checks. Like interview questions, target your questions to the competencies needed in the job.

*Example:* This job involves writing and editing job listings and promotional material for the unit with minimal supervision. Did the candidate perform similar duties? If so, what is your assessment of the candidate's writing and editing skills?"

A telephone reference check list [can be found on our website](#).

Use the following guidelines when you are conducting all telephone reference checks, whether the candidate is a campus employee or an outside applicant:

- Introduce yourself and state the purpose of your call.
- Be sure it is a convenient time to talk.

- Briefly describe the position for which the applicant has applied.
- Confirm the relationship between the person giving the reference and the applicant. (The most relevant information often comes from the former immediate supervisor.)
- Verify basic data such as job title, duties, salary, and dates of employment.
- For a campus employee, you may ask to review the candidate's personnel file.
- Be consistent. If you check references for some applicants, do not hire another applicant without checking references. Ask the same basic questions about all applicants. Weigh information you receive in the same manner for all applicants; what disqualifies one should be the basis for disqualifying any other.
- Consider the source. Remember that the information is limited by the perception of the person giving it. If you receive negative information about an applicant, weigh it with data from other references before using it to make a decision.

Reference checks can reveal information about an applicant's behavior with prior employers, which could be critical to your decision, regardless of the applicant's skills, knowledge, and abilities. Failure to check references can have serious legal consequences for the University. It is therefore very important that reference checks be conducted for all hiring at UCSF.

## **Selection**

Now that you have interviewed and conducted reference checks on your top candidates, it is time to select the candidate who best meets the requirements of your position.

## **Guiding Principles**

Your goals are to:

- Choose the best candidate for the position based on qualifications
- Help the campus carry out its mission by selecting excellent employees
- Ensure that if applicants are substantially equally qualified, the selection is normally made based on promotional and transfer opportunities
- Establish equitable starting salary rates that will lead to the retention and motivation of competent employees
- Project a professional and positive image of the University by quickly notifying all applicants of your decision

Before you make the selection and notify applicants, review the recruitment and interview process to be sure you followed these guidelines:

- Duties and responsibilities of the position were accurately described and reflected in the qualifications needed to perform those duties and responsibilities
- Selection criteria used to assess a candidate were based on qualifications listed for the position
- Interview questions clearly matched the selection criteria
- Wherever appropriate, Interviews were conducted by a committee to ensure an objective decision
- All candidates were treated uniformly in the recruitment, screening, interviewing, and final selection process

## **Salary Setting**

These guidelines provide information and clarification on procedures and practices related to the staffing and compensation functions for positions in the Professional and Support Staff (PSS) and Managers and Senior Professional (MSP) personnel programs. Questions and/or requests for additional information should be directed to your Human Resources Staffing & Compensation Analyst or Client Services Representative (CSR).

## **UC Employees**

The guidelines provided in this section are framed by Personnel Policies for Staff Members and represent prevailing campus practice. Where salary setting is specifically addressed in collective bargaining agreements, the stipulations of those bargaining agreements should guide salary-setting decisions.

An employee's salary must be set within the defined salary range for their defined title. Any exception must be approved by Human Resources.

The following are general guidelines for salary setting:

A UC employee who is promoted to a step-based position with a higher salary range maximum may receive a salary increase to the minimum of the new salary range or the equivalent of a one-step increase, whichever is greater, provided that the resultant salary does not exceed the maximum of the new salary range.

A UC employee who is promoted to a position with a merit-based salary range may receive a salary increase of up to 15%, provided that the resultant salary does not exceed the maximum of the new salary range.

A UC employee who transfers laterally into a position with an equivalent salary range typically does not receive a change in salary. Exceptions are to be approved on an individual basis with your Staffing & Compensation Analyst.

A UC employee who demotes into a position with a lower salary range maximum may or may not receive a decrease in pay to result in a salary that must fall within the new salary range. Any increase in an employee's salary upon demotion requires approval from your Staffing & Compensation Analyst.

Exceptions falling outside of the above salary setting parameters will require approval from your Staffing & Compensation Analyst. If you have any salary setting questions please contact your Staffing & Compensation Analyst.

### **New Employees**

Salary setting for new employees is framed by more general guidelines. You may consult with your Staffing & Compensation Analyst on available information regarding internal and external compensation trends for the classification. Along with this data, the following issues should be considered:

#### **Market factors, recruitment difficulty and salary history**

Utilize whatever appropriate market data is available to assess what you can reasonably expect to pay in order to remain competitive with the existing labor market. Market data such as salary surveys and current pay practices of local universities, hospitals or other similar organizations should be taken into consideration.

Consideration should be given to recruitment difficulties with relationship to the available trained labor force for the position. Individuals who possess skills that are scarce in the labor force may be in higher demand and require additional salary consideration. Evaluation of factors such as the scarcity of qualified applicants, the number of rejected job offers, and the turnover rate for a position may give insight into existing recruitment difficulties.

An applicant's salary history in positions related to your opening should be taken into consideration. Attention should be given to the relationship of your position to the candidate's previous positions in terms of responsibilities and required skills.

Consideration should be given to the number of years that a candidate has performed similar work and where an individual with that experience might reasonably expect to fall within the salary range for the classification.

Similar consideration should be given to a candidate's educational background as it relates to an open position. Related education, beyond what is required for a position, may be used as you would use additional years of experience in evaluating where to set a candidate's salary within a range.

#### **Relationship to Internal Peers**

Salary equity among internal employees is an important consideration when setting starting salaries. Perceived inequity not only impacts employee morale and motivation but also may trigger contentions of discrimination or grievances. When setting starting salaries, the skills and background of external candidates should be compared to those of internal employees performing similar work, and this comparison should factor into the salary decision.

Salary equity does not imply that all employees within a classification who have similar years of experience and education should be paid the same salary. It is assumed that recognition of varying levels of skills and performance, for example, will result in differences in salary among employees.

#### **Other Factors**

- Do pay practices already exist on campus for employees performing similar duties?
- Is your selected candidate relocating from an area where his/her salary history may not reflect the economic standards of the Bay Area?
- Are there unique circumstances to be considered?

Your Staffing & Compensation Analyst is available to assist you in evaluating individual salary decisions

### **Relocation and Moving Expense Policy**

The University provides for reimbursement for moving expenses and relocation allowances to recognize the higher cost of living in California. Eligibility and the amount of reimbursement for moving and relocation allowances depend on the personnel program that the vacant position is in, related recruitment difficulties for the vacancy, and the particular circumstances of the chosen candidate. Contact your Staffing & Compensation Analyst prior to making a hiring commitment.

### **Search Firm Guidelines**

The purpose of these guidelines is to establish effective guidance to manage the recruitment, selection and work product of search firms when circumstances dictate their use. UCSF is committed to outreach in its methods of recruitment to reach its goal of attaining diversity at all levels of staff employment and business contracting, including the selection of retained firms to conduct searches.

Search firms are sometimes introduced in order to broaden the scope of the search and better meet our goal of attaining diversity. UCSF must respond proactively and strategically to the emerging challenges in a diverse and competitive employment market.

The following are guidelines for departments to follow when utilizing a search firm:

- UCSF departments should engage in extensive outreach and recruitment to ensure that all potential applicants have equal opportunity to compete for the position. Hiring managers should review the campus written Affirmative Action Plan(s) and note whether there are affirmative action goals for hiring women or minorities in the job group for which they are searching.
- Upon decision to use a search firm, hiring managers should ask for and check at least two references from a potential firm. This will provide needed feedback to ensure the integrity and track record of search competency and diversity of their applicant pools.
- In all cases involving the use of search firms, the department should take steps to ensure the quality and value of the services rendered. In particular, it is the policy of the University of California, per Business & Finance Bulletin 43, that the use of any outside firm in which fees exceed \$50,000 requires three proposals to be submitted and considered before a decision can be made. This policy allows for reasonable competition among outside vendors.
- Hiring departments should consult with Purchasing on the terms and conditions set forth in writing by the Search firm to ensure conformance with University policy (proper insurance coverage, etc.).
- When a search firm is retained, the hiring manager is expected to convey to the search firm(s) the University's commitment to and interest in obtaining a diverse pool of candidates. Where there is underutilization and/or affirmative action goals, search processes, including search firms, should engage in targeted recruitment activities that are consistent with University policy and designed to ensure that qualified women and minorities are well represented in applicant pools for staff positions.
- The hiring manager is expected to review the candidate pool to determine whether it is adequately diverse and, if not, she or he should consult with the search firm to consider extending the scope of the recruitment efforts to obtain additional diversity.
- The hiring manager is still responsible for ensuring the resumes of those applicants considered by them apply on line, complete the candidate disposition form on all applicants and the post offer form on the new hire, to Human Resources.

**Signing Bonus Guidelines** If you believe a signing bonus is necessary to effectively recruit for difficult to fill positions please consider the below questions. If you are interested in consideration of implementing a signing bonus program, please contact the Campus Staffing Manager, Frank Tastevin, at 476-2703 or [ftastevin@hr.ucsf.edu](mailto:ftastevin@hr.ucsf.edu). What recruitment challenges does this position pose? What type of responses have you received from the posting on the UCSF website? Have you done any advertising? What sources and when? What does the outside market place demand for these positions and what are your competitors practices? Other issues that may make it difficult to recruit for this position. **Notifying Applicants**

- You may wish to follow up a verbal job offer with a confirmation letter including salary and start date.
- If the position is designated "critical" or safety-sensitive, notify the successful candidate that the required background check or drug/alcohol test must be completed with acceptable results before employment may begin. The job offer should be "contingent" upon successfully meeting these requirements.
- Please notify all non-selected candidates of your decision. To project a professional and positive image of your department and the campus, it's important to properly notify all the applicants by email, phone or mail.

## Documenting the Recruitment Process

**The Hire** In order to comply with Federal regulations and to monitor progress toward affirmative action goals, each department is required to document all recruitment activities. **Recruitment Closure** Once the job offer has been extended and accepted by the candidate, the hiring supervisor must complete the Post Offer Form on line and submit it back to the CSR or Staffing & Compensation Analyst in Human Resources. In addition, all Candidate Disposition forms need to be submitted on line to reflect the entire candidate pool. It is the responsibility of the hiring supervisor to notify other finalists of the outcome. **Recruitment Files** Departments are required to maintain all recruitment files, which include all resumes of applicant's referred and appropriate forms. This information must be maintained for a minimum of three years **Background Checks** Positions that have been designated as "critical" require that the candidate be fingerprinted and a background check conducted. For further information, please contact the campus Police Department. **Immigration Reform & Control Act (IRCA)** Departments are responsible for ensuring that all applicants have the legal right to work in the United States. Contact your Staffing & Compensation Analyst if you have questions. **Fair Labor Standards Act (FLSA)** All applicants for non-exempt positions not covered by Collective Bargaining Agreements must be informed of the FLSA policy that any overtime

worked will be compensated either by cash or compensatory time off at the University's option.

## Personnel Files

The proper handling of personnel records or personnel files in departments often raises questions. The campus keeps only personnel records that are relevant and necessary to the administration of personnel programs. These records should be maintained with accuracy, relevance, timeliness, and completeness, and appropriate and reasonable safeguards should be established to ensure security and confidentiality. Properly keeping personnel records matters because if you don't, the result can be a loss of privacy for the employee and a grievance or lawsuit for the University.

## Questions and Answers

**What is a personnel file?** A historical body of information on an employee from date of hire to present, maintained by the person's name or by some identifying number or symbol. **What belongs in the personnel file?** Job related items, including job descriptions, HRMS Transaction Notices, where appropriate, and Emergency Data records; selection records, including application, resume, tests, and offer/acceptance letters; employee development records, including education updates, classes, degrees, and completed training; performance records, including performance appraisals, counseling memos, disciplinary letters, commendation letters, and Special Performance or Achievement Awards; separation records, including resignation letters, termination checklist, and exit interviews. (See Records Disposition Schedules Manual, contracts, and policies for required purge dates.) **What does not belong in the departmental personnel file?** Anything not directly related to the job, including pre-employment information, reference information, grievances, outside agency complaints, affirmative action/EEO data, credit reports, and garnishments. Workers' Compensation records stay in the file, but should be removed before a file is shown to a potential hiring department. Records pertaining to an employee's medical condition must be maintained in a separate file. Records pertaining to an employee's grievance or complaint filed under a labor contract or personnel policy must be maintained in a separate file. **Where is the file located?** Normally in the School or Department Human Resources Office or the supervisor's office. \*Files should be kept in a locked and secured area. Files should not be accessible without the approval and under the supervision of management. **How is the file maintained?** Before you place any documentation in a personnel file, have a conversation with the employee. The employee should receive a copy of all material placed in the file. **Who can review personnel files?** The employee or designated representative, the employee's supervisor, a prospective hiring department, Labor and Employee Relations staff and other UC offices with a specific need. **When can employees review their files?** As soon as is practical, but no longer than 30 days after making the request, as described in policy and contracts. A designated representative must provide written release for the employee to view the employee's file. A supervisor/manager should always be present when the personnel file is reviewed. **Can employees request a correction or deletion of something in the file?** Employees may request correction or deletion of a record containing information about themselves. Policies and contracts specify method, time frame, and to whom requests should be addressed. **Should we charge the employee for a copy of the file?** You should not charge for the first copy of an employee's own record; a fee of 10 cents per page may be charged for additional copies (no charge for time spent locating or

assembling the file).

## Other Employment Avenues

### Guidelines for Rehiring Retirees

**Background:** Under UC's New Policies for Temporary Employment effective January 1, 2001, employees hired into most temporary/limited positions will begin active membership in the UC Retirement Plan (UCRP) if they work 1,000 hours in a rolling 12-month period. As a result of the new UCRP eligibility rules for temporary employees and the manner in which we must track time worked under our systems in order to properly monitor employment of temporary workers, it is necessary to change our procedures regarding the employment of UC retirees as temporary workers. **Guidelines for rehire of UC retirees:** Departments are expected to follow the University guidelines in the employment of rehired retirees. These guidelines can be found on our [website](#). Failure to adhere to these guidelines would endanger the favorable tax status of UCRP, and could result in adverse tax consequences for all participants. Under the new procedures, retirees who are offered the opportunity to return to work must be offered the option to accept or decline a waiver for future UCRP service credit accrual. This will allow rehired retirees who accept the waiver, to receive continued monthly retirement income benefits while working at UC, without automatically triggering the 1,000-hour rule. Those who decline the waiver will be subject to the 1000-hour rule and if/when 1000 hours is reached within a 12-month period, automatic conversion to "active" UCRP status occurs and "retired" status, including monthly retirement income, must be stopped. **Administrative instructions for the waiver:** The "UCRP Waiver and Release" form can be ordered from the KP Fulfillment House by Department Benefits Representatives and is also available in PDF format at the Exchange website <http://exchange.ucop.edu/documents/0000F6BF-80000002/ucrpwaiver.pdf>. Departments should process a waiver form for the UC retiree as early-on as possible during the re-employment process but under no circumstances prior to the earlier of the employee's receipt of the first monthly retirement income payment or 30 days after the employee's termination date. **New 12/18/01**

**Reversion:** Reappointment of a UC retiree may occur no earlier than 90 days after the retiree's retirement date or receipt of the first retirement payment (or lump sum cashout), whichever occurs first. However, in no case shall a rehired retiree return to work before 30 calendar days from the termination date, even if the retiree has received his or her first retirement payment. In addition, any agreements to rehire such an employee may occur only after a 30-day break in service has passed. Completed waivers should be submitted to the Campus Benefits Office, Box 0918.

**Health and welfare options for rehired retirees :** Effective May 1, 2001, UC retirees who are re-appointed to an appointment that qualifies them for benefits can only be covered as an employee or as a retiree. They will have a choice of either the employee benefits package or the annuitant benefits package. Rehired retirees who decide to continue their annuitant coverage must opt-out of the employee benefits package to avoid the automatic default into Core coverage. This change will be prospective. If there are any rehired retirees currently enrolled in "mix 'n' match" employee and annuitant coverage, they will not be required to change their current coverage. It's important that rehired retirees understand the impact of the waiver on their health and welfare benefits. Go to the Exchange website for a detailed chart that describes this new change to UC Group Insurance Regulations. If you have questions regarding these guidelines, please call the Campus Benefits Office at 476-1400. For Medical Center

procedures, contact Medical Center HR, Benefits & HR Processing at 353-4545

### Equal Employment Opportunity/Affirmative Action

The purpose of affirmative action is to ensure equal employment opportunity by requiring all federal contractors to take affirmative action to prevent discrimination in employment practices and to report on their progress. Specifically, affirmative action requires contractors to implement affirmative action plans to assure equal employment opportunity for underutilized minorities and women, people with disabilities, veterans of the Vietnam era, and special disabled veterans. As supervisors, managers, and administrators, you are responsible for helping the campus fulfill its equal opportunity responsibilities. This is accomplished by making good faith efforts toward meeting affirmative action goals and ensuring a workplace that is free of discrimination and harassment. Our goal is to employ and retain a diverse workforce of the best-qualified individuals. See the Affirmative Action/Equal

Opportunity/Diversity Office website at <http://www.aaeo.ucsf.edu/aamenu.htm> for more information.

### Other Resources

For other forms for hiring managers see <http://ucsfhr.ucsf.edu/staffing/forms/>.