



OFCCP Recruitment Compliance Guidelines for Hiring Managers

As a recipient of federal funds, which are critical to UCSF research, education, and patient care activities, UCSF must comply with the laws and regulations enforced by the Office of Federal Contract Compliance Programs (OFCCP).

Hiring managers are tasked with the critical responsibilities of ensuring that the organization has the necessary human capital. Talent Acquisition partners closely with leaders to identify top talent while maintaining compliance with the OFCCP and other mandated requirements.

Critical components of a successful recruitment process are outlined below:

Job Posting and Applications

- Hiring managers partner with the Compensation Team to develop an appropriate job description based on business needs. Required qualifications in the job description (which are used to create the job posting) must:
 - Reflect qualifications that are essential for any candidate to perform the duties and responsibilities of the position
 - Reflect criteria the Hiring Manager is using to screen and select candidates for the position
- In order to be contacted for an interview, all candidates must apply to the posted position via the UCSF online career site, and must meet all the stated required qualifications of the job posting. Talent Acquisition can provide reasonable accommodations for applicants with special needs.
- Talent Acquisition will post positions for the minimum required posting period or until a position is filled or a pool of qualified competitive applicants is identified.

Candidate Screening

- The Talent Acquisition Team screens all applicants based on the posted required qualifications in the job description/job posting.
- The Talent Acquisition Team routes resumes of candidates that meet posted required qualifications.
- Hiring managers may schedule and interview any candidates that were forwarded by the Talent Acquisition Team.

Interview

- Hiring managers develop competency-based interview questions that reflect the required qualifications of the job description/job posting.
- The Talent Acquisition Team can partner with you in developing interview questions if needed.
- Hiring Managers should provide the candidates with a copy of the job description prior to the interview.

- Hiring Managers should not ask interview questions outside of the required qualifications and job duties. **Please review the Do Not Ask Interview Questions.**
- Hiring Managers should use the Candidate Evaluation Form to document feedback on the candidate's interview.
- Any notes taken during the interview must be objective and solely related to the required qualifications of the position.
- Visit the HR Website to find additional resources under [OFCCP Compliance Resources](#).

Reference Checks

- **Campus:** A minimum of 3-5 references must be checked prior to making an offer. For candidates who are current or former UCSF employees, the hiring manager **must** review the employee's personnel file or speak with the employee's current or former manager prior to making an offer. Prior to contacting the current employee's manager, the hiring manager must provide advance notice to the employee.
- **Health (Medical Center):** Before a verbal offer is made, references must be completed for the final candidate(s). Contact your Talent Acquisition Team to initiate this process.
 - SkillSurvey References: This is required for all external candidates and transfers who do not currently report to the Business Unit.
 - Candidates must provide five recent professional references (last three employers) to share feedback on their work experiences related to the position for which they have applied.
 - Two of the five references must be current or recent managers/supervisors.
 - Talent Plus Assessments: This is recommended for all leadership positions.
- **Performance Evaluation File Review:** Hiring managers are highly encouraged to review the employee's last two performance evaluations in addition to checking references with the employee's current or previous supervisor(s) prior to making a verbal offer. Complete the Request to Review Personnel File Form.

Selection

- The candidate selected for the position must meet all the required qualifications of the job posting.
- Before making an offer to the selected candidate, the hiring manager consults with Human Resources regarding compensation, and works with the Talent Acquisition Team to determine who will deliver the offer to the candidate.
- The hiring manager submits the Post Interview Data Collection Form to the Talent Acquisition Team.

Record Retention

- Hiring managers must retain all documentation related to the recruitment (e.g., resumes, interview notes, and candidate evaluation forms).
- Records must be retained for four years after the conclusion of the recruitment within the department that conducted the recruitment. Departments should ensure that records are not discarded in the event a hiring manager leaves the department or the organization.
 - After four years, the records can be shredded in a secured bin.



- View the [UC Records Retention Schedule](#).

Hiring managers are encouraged to work closely with their Talent Acquisition Team to ensure compliance with OFCCP and other mandated requirements throughout the recruitment and selection process.