



# SELECTING A CANDIDATE

Quotes from stakeholders who have been using the Playbook

“It has helped hiring managers in my department to keep the process consistent and avoid overlooked steps.”

- Hiring Representative, School of Public Health

“Having examples of how to set up a search committee depending on the position that I'm hiring for has been really supportive”

- Hiring Manager, Research

HIRING JOURNEY



## TIPS AND TRICKS

- **Schedule your interview dates and times well in advance** to confirm your Search Committee members and interviewers can participate
- **Screen applications during the posting period**, including any screening interviews
- **If possible all in person interviews should be scheduled the same day** so that the Search Committee can provide a recommendation on that same day
- **Schedule 10 minutes at the end of each interview** to consolidate notes and complete any evaluation materials (e.g., Qualtrics survey)



## FREQUENTLY ASKED QUESTIONS

- **What is the difference between a screening interview and a formal interview?**  
Screening interviews are an optional step that can be conducted before the official interview pool is approved by OHR. They can only be conducted via phone or video conference and they should be coded in PeopleAdmin as a screening interview
- **Does HR need to approve who I formally interview?**  
Yes. The hiring manager should submit the “hiring pool” of candidates who will be interviewed to HR for review. The pool should include any candidates who received a screening interview but are not advancing
- **What happens if a search committee member cannot make a meeting?**  
Search committee members should be expected to attend all meetings and all meetings should be scheduled at or before the time the position is posted. In the case of an unexpected conflict, the search committee member should send an alternate or ask to be updated afterwards
- **Can I talk to a candidate before the posting closes?**  
A candidate can be contacted during the posting period to conduct screening interviews. Formal interviews should not occur until after the posting closes and the hiring pool is approved by OHR
- **When can I start scheduling formal interviews?**  
You can start scheduling formal interviews once your top candidates have been approved by OHR
- **Do I have to interview my final candidates in person?**  
No, but it is a best practice to conduct an in-person interview
- **What if one candidate can only interview via phone or video teleconference?**  
If one or more candidates are allowed to interview in-person, then the same opportunity must be extended to others
- **What if the highest qualified candidate lives outside of the United States and is unable to relocate immediately?**  
A teleworking arrangement must be initiated by the department and approved by OHR with a recommendation by the Global Working Group. The recommendation from the Global Working Group may include engagement with the University's Professional Employer Organization (PEO)
- **What are my options for directly hiring someone to permanently work outside of the United States in order to stay in compliance with University policies?**  
Contact Global Operations (or see the above link) for available options. Direct employment or disbursement of payroll by the university is not permitted for individuals residing outside the United States



## ADDITIONAL RESOURCES

- Download Zoom to host video conferences via [zoom.unc.edu](https://zoom.unc.edu)
- [Sample Interview Schedule](#) (Tier II senior position)
- [Sample Rubric](#)
- [Updated Non-Selection Reason Codes](#)
- [PeopleAdmin Quick Reference Guide](#)
- [Global Employment and Hiring](#)