

# BUSINESS & ADMINISTRATIVE SERVICES

## RECRUITMENT & SELECTION PROCEDURES & GUIDELINES

JUNE 20, 2013

Visit HR's website for related policy guidance

## Introduction

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### □ **Goals and Objectives**

- **Attract and retain** a diverse and talented workforce
- Ensure the successful hiring of **best qualified and diverse individuals**

### □ **Institutional Priorities and Legal Requirements**

- Create a diverse workforce to meet **UCR's 2020 Strategic Plan** that values and includes differences, and recognizes the contributions that individuals with many types of differences can make and maximizes the potential for all
- Take "**Affirmative Action**" (action beyond placing an ad) to ensure a diverse workplace by implementing "good faith efforts" to develop broad and innovative advertising and outreach strategies to ensure diverse applicants pools for campus positions
- Provide for **equal access to employment opportunities**, and prohibit discrimination based on race, gender, color, national origin, religion, physical or mental ability, ancestry, marital status, age, sexual orientation, status as a covered veteran and on the basis of citizenship

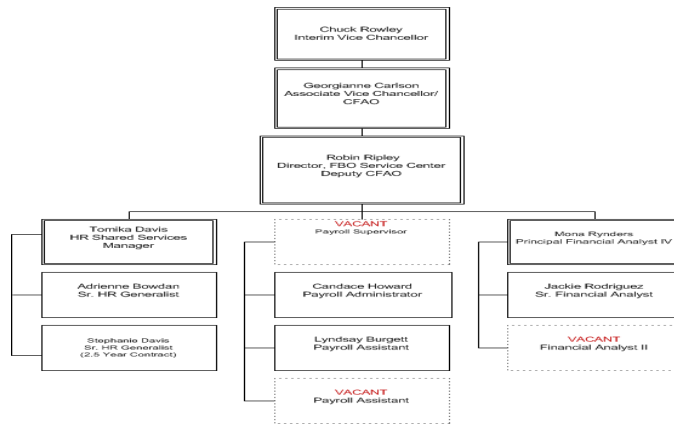
### □ **Implementation Strategy**

- Ensure those involved in the recruitment and selection process are **properly trained and equipped** with current policies, best practices, and organizational process guidelines to ensure the best hire

## BAS Services Team

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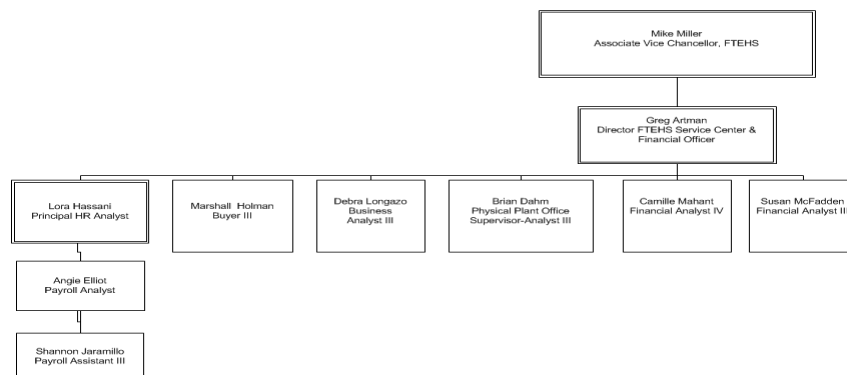
### Shared Services and VC - BAS Leadership



## BAS Services Team

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### FTEHS Service Center



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## Phase 1: Business Need & Approvals

- ✓ Overview
- ✓ Understanding BAS Appointment Types
- ✓ Documenting Business Need
- ✓ Preparing Supporting Documents
- ✓ Using The Case Management Tool (CMT)
- ✓ Phase 1 - Search Committee Activities
  - ✓ Best Practices in Forming a Search Committee
  - ✓ Designating an Affirmative Action Compliance Liaison (AACL)

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## Overview

**DIVISION**  
Division Head & Coordinators

- **Division Coordinator:** Enters request and supporting documents. Checks action out to Division Head for approval. Routes approved request to the Vice Chancellor Coordinator
- **Division Head:** Evaluates and approves request. Communicates VC approval to Hiring Manager and Committee Chairperson

**BAS VC**  
Vice Chancellor & VC Coordinators

- **Vice Chancellor Coordinator:** Reviews request. Follow-up with division for additional information if required for approval. Checks actions out to VC for approval as required. Routes approved requests to Shared Services and FTEHS Service Center for action.
- **Vice Chancellor:** Evaluates and approves or advises on request.

**SS & SC**  
Shared Services & FTEHS Service Center

- **Supervisor:** Prioritizes approved request in queue. Assigns to an Analyst for completion.

**SC**  
Search Committee

- **Chairperson:** Upon receipt of VC approval of the action, form the search committee; designate a member of the committee to act as the Affirmative Action Compliance Liaison (AACL) which may be an HR Analyst in Shared Services or the Service Center upon request; ensure the committee completes required training

## Understanding BAS Appointment Types

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Appointment Type	Appointment Summary	Recruit. Required	DH Division Head	VC Vice Chancellor	HR Human Resources	OFSAA Affirmative Action
Career (Single or Ladder) – External and/or Internal Only	Established at a fixed or variable percentage of time at 50 percent or more of full-time. Expected to continue for one year or longer. Recruited on a single or multiple job levels within the same class series. May be advertised to both the external public and internal staff; or only internally to employees within a division, department, campus, or UC system.	Yes	Yes	Yes	Yes	Yes
Career - Waiver	Recruitment of a regular position may be waived under special circumstances as outlined in policy.	No	Yes	Yes	Yes	Yes
Career - Exception	Recruitment of a regular position may not be required under certain conditions as outlined in policy.	No	Yes	Yes	Yes	No
Contract - Standard	An appointment established at a fixed or variable percentage of time for a definite period. Terms and conditions of employment are specified in a written employment contract.	No	Yes	Yes	Yes	No

## Understanding BAS Appointment Types

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Appointment Type	Appointment Summary	Recruit Position	DH Division Head	VC Vice Chancellor	HR Human Resources	OFSAA Affirmative Action
Contract - Career	An appointment established at a fixed or variable percentage of time for a definite period with the option to become career. Terms and conditions of employment are specified in a written employment contract. Career conversion at a later date requires that contract – career recruitment follow the standards of the open recruitment process.	Yes	Yes	Yes	Yes	Yes
Limited - Standard	Established at any percentage of time, fixed or variable, during which the appointee is expected to be on pay status for less than 1,000 hours in a 12-month period.	No	Yes	Yes	No	No
Limited - Career	Designated as a career appointment when the incumbent has attained 1,000 hours of qualifying service in any 12 consecutive months without a break in service of at least 120 consecutive calendar days. Qualifying service includes all time on pay status in one or more limited appointments.	Yes	Yes	Yes	Yes	Yes
Limited – Retiree Rehire	Reemployed with a limited appointment of no more than 43% during any 12 month period.	No	Yes	Yes	Yes	No

## Understanding BAS Appointment Types

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Appointment Type	Appointment Summary	Recruit Position	DH Division Head	VC Vice Chancellor	HR Human Resources	OFSA Affirmative Action
Casual/Restricted Students Federal Work Study (FWS) & Non Federal Work Study (NFWs)	Reserved for a regular student of the University of California. Such an appointment retains the designation casual/restricted regardless of the percent of full time or the duration of the appointment. NFWs student's wages are paid 100% by the department. FWS student's wages are paid 50% by work study and 50% by the department.	No	Yes	No	No	No
Volunteer(Intern) – Unpaid	Individuals who perform service for their own benefit (including staff, faculty, retirees, students, alumni, and others not associated with the University) in furtherance of the humanitarian, educational, or service missions of the University and/or to gain professional experience through their service to the University. All volunteers covered under this policy are uncompensated and provide services without any expectation of compensation.	No	Yes	No	No	No
Temporary Hire – Agency	Staffing agencies (also referred to as temporary agencies) identify candidates to work on a temporary basis on a specific project or work assignment; and the temporary worker is an employee of the agency and wages are paid through the agency.	No	Yes	No	No	No

## Documenting Business Need

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- **Division Heads or their designees** prepare requests to recruit and/or directly staff open positions
- **Include the following information in your justification, which is entered in the Case Management Tool (CMT) for documentation purposes and then routed for approval:**

Title and Pay	Appointment Type	Business Need	Funding Strategy
<ul style="list-style-type: none"> <li>• Title Code</li> <li>• Payroll Title</li> <li>• Working Title</li> <li>• Grade or Step</li> <li>• Bargaining Unit</li> <li>• Type (Full/Part-Time)</li> <li>• Percent Time (100% or less)</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to slides 5-7 for a summary of common appointment types within the BAS Unit</li> </ul>	<ul style="list-style-type: none"> <li>• New position or replacement</li> <li>• Purpose of recruitment</li> <li>• Summary of duties</li> <li>• Impact on organization goals and objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Projected cost of base salary, benefits, and other expenses if applicable</li> <li>• Description of how the position will be funded</li> <li>• Full Accounting Unit</li> </ul>

## Preparing Supporting Documents

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- **Current Job Description and Org Chart**
  - Contact Shared Services or FTTHES Service Center to obtain the most current job description and chart if one is not on file in your division
  
- **Proposed Org Chart**
  - Prepare a proposed org chart for new or modified positions that alter the department's organizational structure
  
- **Proposed Job Description**
  - The BAS job description template is a resource to assist you with updating existing or drafting a new job description for recruitment and advertising
  
  - The template provides a structured format that aligns with our iRecruit ATS format and includes resources for developing the purpose statement, key responsibilities, minimum and preferred requirements

## Preparing Supporting Documents

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□ **Example – Job Description Development Tool**

Ethics and Enterprise Risk Compliance Management		35%
Manage the effective coordination and implementation of an integrated ethics and compliance program to optimize good business practices that mitigate risk, to include:		
Verb	Object	Explanatory Phrase
WHAT – ACTION VERB	Description of what is done	HOW is the task done? Clarify
Evaluating and translating	informational requests received from Office of the President	to assist the Office of the Vice Chancellor with developing a comprehensive response regarding campus compliance activities
Collaborating and consulting	with campus units	to monitor, track, mitigate, and address complex compliance issues
Implementing	the campus' training and communication strategy	by conducting introductory training for new employees, and informational updates for staff and
Monitoring	campus ethics and compliance activities	to develop reporting and analytics that illustrate campus performance and progress against established benchmarks and develop recommendations to improve the program's effectiveness
Researching	best practices and emerging trends	that ensure the campus' program continually allows for improvement and alignment with other campus units and industry standards

## Using Case Management Tool

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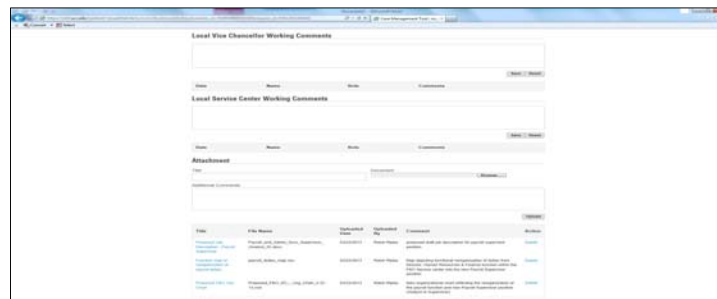
- **Initiating A Request In CMT (Department Coordinators)**
  - Click "Create Request" to initiate a new action
  - Click "Search NetID" to select your user ID. Your contact information will automatically populate
  - Select the "HR" category and the "recruitment" type
  - On "title" line, enter appointment type (Career), payroll title (Analyst III), working title (Payroll Supervisor)
  - Enter your business justification summary (as outlined on slide 9) and save your work



## Using Case Management Tool

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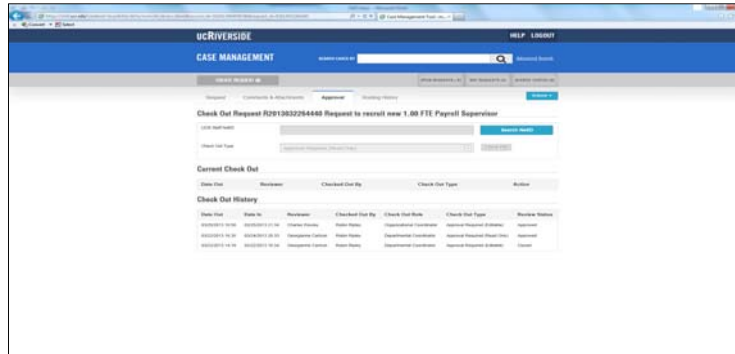
- **Adding Comments and Attachments (Department Coordinators)**
  - Use the "comments and attachments" section to upload supporting documents
  - Click the "browse" button to locate the document on your computer
  - Enter a "title" or name for the document and click "upload" to import the document
  - Add any comments to this section and save your work



## Using Case Management Tool

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- **Obtaining Division Head Approval (Department Coordinators)**
  - Use the “approval” section to check the action out to the Division Head for approval
  - Click the “Search NetID” button to locate your Division Heads name
  - Choose a “check out type” such as approval requested read only
  - Click “check out” and your Division Head will receive an email notice



## Using Case Management Tool

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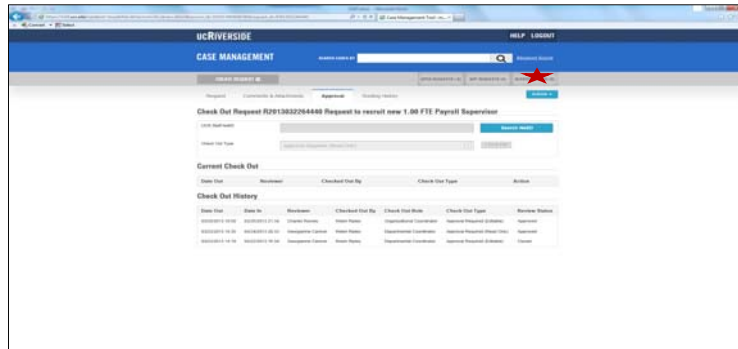
- **Approving Division Actions (Division Head)**
  - Your Division Coordinator will **check the recruitment action out** to you via the CMT for review and approval.
  - You will **receive an email** requesting you to login to the CMT and approve the request
  - Review each tab (**request, attachments, comments**)
  - Enter a **“comment”** on the comments tab indicating your approval of the action or reason for rejection
  - Click the **“approval”** button and either approve or reject the action



# Using Case Management Tool

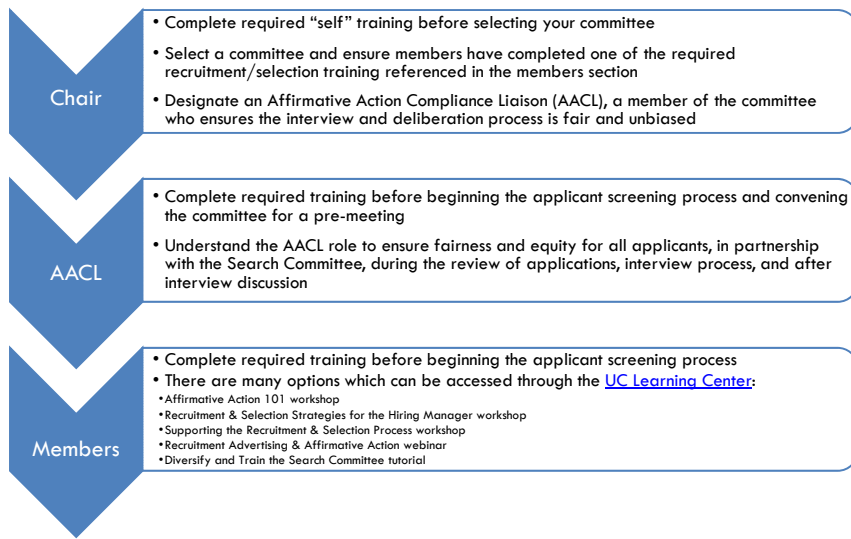
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- **Routing to Vice Chancellor's Queue (Department Coordinators)**
  - Once the action is approved by the Division Head, you will see the approval appear in the check out history for the action
  - Click the "Actions" button and select "route to the Vice Chancellor Coordinator"
    - The VC Coordinator will check out actions for VC and HR approval and/or route them directly to the Service Center if VC approval is not required



# Phase 1 - Search Committee Activities

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## Phase 1 - Search Committee Activities

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- **Best Practices In Forming a Search Committee** (Hiring Manager or Chairperson)
  - **Determine the size and composition of the committee**
    - From 3-6 members including the following recommended roles:
      - Job Specialist
      - Main Customer
      - Department Representative
      - Staff Representative
  - **Build an Inclusive Committee:**
    - Make an effort to appoint a search committee that represents a diverse cross section of the staff, **including veteran staff or reservists**
    - Ensure under-represented groups and women have equal opportunity to serve on search committees and make special efforts to encourage participation
    - For positions that are frequently recruited and utilize a search committee, the mix of search committee members should change frequently, to minimize the risk of “group think” or collective bias

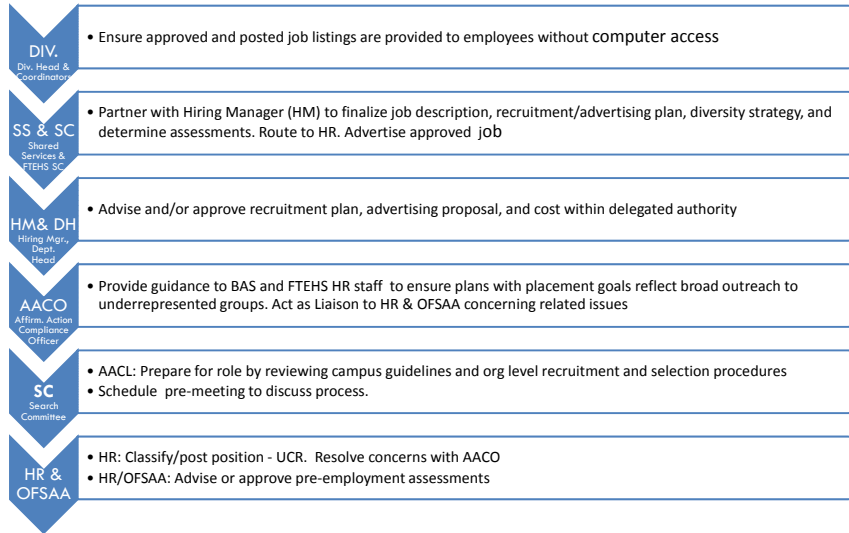
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## Phase 2: Development & Advertising

- ✓ Overview
- ✓ Menu of Services
- ✓ Finalizing Your Job Description
- ✓ Building a Recruitment, Advertising & Diversity Strategy
- ✓ Selecting Validated Assessments
- ✓ Central Human Resources (HR) and Office of Faculty and Staff Affirmative Action Processes
- ✓ Phase 2 - Search Committee Activities
  - ✓ AAAL Role and Responsibilities

## Overview

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## Menu of Services

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- ▣ Finalize the **job description** ensuring alignment with UC job classification standards
- ▣ Create a **job flyer** for distribution to staff without commuter access, posting on BAS Employment Opportunities webpage, and other advertising outlets
- ▣ Develop a **recruitment and advertising plan** for attracting and hiring the best qualified candidate
- ▣ Develop **diversity strategies** to increase diversity of applicant pools and meet department, organization, and campus affirmative action placement goals

## Menu of Services

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- ❑ Create a budget friendly **advertising cost proposal** that includes no and minimal cost sources
  
- ❑ Provide support in identifying **validated assessments** for the recruitment and selection process and obtaining approvals for new evaluation instruments
  
- ❑ Work directly with Central Human Resources to **classify and post your recruitment**
  
- ❑ **Provide AAAL support** or participate on your committees and **act as your AAAL** upon request

## Finalizing Your Job Description

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- ❑ **Job Descriptions are evaluated to reflect the following best practices:**

Position Purpose	Essential Functions	Minimum Requirements	Preferred Requirements
<ul style="list-style-type: none"> <li>•A brief statement summarizing the major functions and/or activities of the job</li> <li>•Typically, it is 3 – 6 sentences in length</li> <li>•Defines how the job supports the objectives of the department, what the job does, and why the job is done</li> <li>•Includes pre-employment assessment requirements</li> </ul>	<ul style="list-style-type: none"> <li>•Defines expectations and ensures employees understand what is expected of them</li> <li>•Reflects the fundamental, crucial job duties performed in a position</li> <li>•Does not include marginal functions, which are extra or incidental duties</li> <li>•Written in verb – object – explanatory phrase format</li> </ul>	<ul style="list-style-type: none"> <li>•Reflects the minimum education, experience, knowledge, skills, and abilities required to perform the essential job functions</li> <li>•Knowledge: reflects the body of information applied directly to perform a function</li> <li>•Skills: observable competence to perform a learned psychomotor act</li> <li>•Abilities: competence to perform an observable behavior or a behavior that results in an observable product</li> <li>•Interviewed applicants must meet all advertised minimum requirements</li> </ul>	<ul style="list-style-type: none"> <li>•Represent optimal and desired education, experience, knowledge, skills, and abilities to perform the essential job functions</li> <li>•Applications are first screened against advertised minimum requirements and then against advertised preferred requirements</li> <li>•Preferred requirements may be used as additional screening criteria to develop a premiere short list of applicants</li> </ul>

## Recruitment, Advertising & Diversity

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### □ Recruitment Profile Summary

Profile Category	Example
Requested Payroll Title	Analyst V
Title Code	0730
Grade (Non-rep) or Step (Rep & Sergeants)	MSP 1
Working Title	UCPath Project Specialist
Organizational Unit	Business & Administrative Services
Work Schedule	8am to 5pm
Working Location	HR – UCR Main Campus
Appointment Type	Contract – 18 Months
Position Type	Full Time
Salary Range & Advertised Range (bold)	<b>Min (58,800), 25<sup>th</sup> (74,950), Mid (91,100), 75<sup>th</sup> (107,200), Max (123,300)</b>
Search Committee Roles	Chair, Chair Associate, AACL, Member

## Recruitment, Advertising & Diversity

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### □ Posting Period Options

<b>Minimum 10 Days</b>	Professional Support Staff (PSS) – 10 business days from date posted beginning the next business day
<b>Minimum 15 Days</b>	Management/Senior Professional (MSP) – 15 business days from date posted beginning the next business day
<b>Open Until Filled</b>	An option for both PSS and MSP positions which allows the posting to remain open and viewable on the career site until filled. This option is recommended for all recruitments. Under this option, there is still a minimum posting period (10 days PSS) or 15 days (MSP)
<b>Continuous Recruitment</b>	To be used only for on-going recruitment such as lab assistants, custodial support, etc.

## Recruitment, Advertising & Diversity

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□ **UCR Sponsored Advertising Sources** (Automatically Posted or Forwarded to Agencies)

UCR HR Jobs Website	HigherEdJobs.com	Riverside County Workforce Development
Southern California Higher Education	Diverse Issues In Higher Education	Department of Veteran Affairs
InsideHigherEd.com	CAL Jobs (State Required)	Ca. Dept. of Rehabilitation

## Recruitment, Advertising & Diversity

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□ **Placement Goals**

- Numerical projections or targets used to **measure progress towards achieving equal employment opportunity** for women and minorities
- A placement goal is **established for a job group** when the percentage of women or the minority groups (Blacks, Hispanics, Asian/Pacific Islanders, and American Indians/Alaskan Natives) employed in a particular job group is less than would reasonably be expected given their availability percentage in the recruitment area
- BAS HR Staff **will develop recruitment, advertising, and diversity strategies** to meet placement goals and ensure an applicant pool which includes women and underrepresented groups including veterans and individuals with disabilities

□ **Example**

ANALYST V EXAMPLE	Female	Black	Hispanic	Asian/Pacific Islander	American Indian
D01103-- HR	0	0	1	0	0
ORG39 -- VC BAS	0	0	0	1	0
CAMPUS -- JOB GROUP A03	3	4	0	4	0

# Recruitment, Advertising & Diversity

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□ **Example – Analyst V**

<b>Placement Goals and Diversity Resources</b>	<ul style="list-style-type: none"> <li>✓ Diverse: Issues in Higher Education</li> <li>✓ Diversityjobs.com</li> <li>✓ Academic Keys - academickeys.com</li> <li>✓ Minority Jobs - Minorityjobs.net</li> <li>✓ Department of Veteran Affairs</li> <li>✓ The Disabled Veterans</li> <li>✓ CA Department of Rehabilitation</li> <li>✓ LinkedIn Women Suite – 3,750 members</li> <li>✓ LinkedIn Hispanic Professionals – 13,253 members</li> </ul>
<b>Job Related</b>	<ul style="list-style-type: none"> <li>✓ Local chapter of PMI – California Inland Empire</li> <li>✓ USA Job TV.com</li> <li>✓ Project Management Institute</li> <li>✓ LinkedIn PeopleSoft Jobs - 9,453 members</li> <li>✓ LinkedIn Oracle Users Group - 3,767 members</li> <li>✓ LinkedIn US Group PeopleSoft Consultants - 1,915 member</li> <li>✓ LinkedIn PeopleSoft Community - 17,494 members</li> </ul>
<b>Education Industry</b>	<ul style="list-style-type: none"> <li>✓ Higher Ed Jobs - Higheredjobs.com</li> <li>✓ Inside Higher Ed - Insidehighered.com</li> </ul>
<b>BAS LinkedIn Group</b>	<ul style="list-style-type: none"> <li>✓ LinkedIn UCR-FBO Connect - Professional networking group for persons interested in working for the FBO organizational unit.</li> </ul>

# Recruitment, Advertising & Diversity

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□ **About LinkedIn**

- BAS contracts with LinkedIn, the premiere professional network for more than 200M job seekers and business professionals around the world
- Many BAS positions are posted on the LinkedIn network, which provides our unit with the opportunity to attract and engage a broader group of qualified professionals

<b>LinkedIn Workflow Process</b>
✓ Advertise job on the LinkedIn Network
✓ Recommend to LI members with similar experience profiles
✓ Post on select diversity & industry groups with memberships up to 744k
✓ Upload to UCR-FBO Connect our own network of business professional

- **Get LinkedIn and join our Org Unit's group **UCR-FBO Connect!****

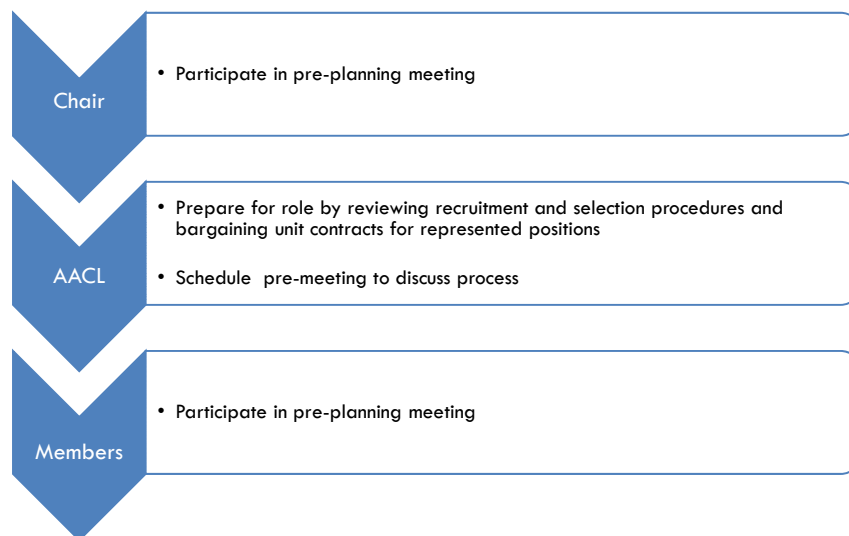
## Selecting Validated Assessments

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- ▣ **Pre-employment Testing and Selection Methods**
  - ▣ Requesting work samples (such as presentations, writing, and skills demonstrations/simulations) are additional tools used to assess candidates
    - Test instruments along with their administration procedure and scoring rubric, must be approved by Human Resources and the Office of Faculty and Staff Affirmative Action prior to use (approx. 5 weeks)
  - ▣ Posted in the advertised job description to inform applicants of the testing requirement
  - ▣ Administered consistently across the hiring process
  - ▣ Contact Shared Services or the FTEHS Service Center for information regarding job assessments that have been validated and approved by HR
  
- ▣ **Pre-employment Testing Alternatives**
  - ▣ Request job related written certifications of completion for coursework
  - ▣ Request technical/industry certifications (as related to the position) to provide a measure of skill aptitude to further evaluate qualifications.

## Phase 2 - Search Committee Activities

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## Phase 3: Monitoring & Sourcing

- ✓ Overview
- ✓ Menu of Services
- ✓ Applicant Pool Review
- ✓ Underperforming Recruitment Strategies
- ✓ Phase 3 - Search Committee Activities
  - ✓ Best Practices in Screening Applications
  - ✓ Screening tools and resources

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## Overview

- DIV.  
Div. Head & Coordinator

- Review applicant pool vs. availability statistics reports
- SS & SC  
Shared Services & FTEHS SC

- Report on applicant vs. availability statistics. Modify advertising & outreach strategy as approved. Create queries & perform outreach to potential applicants upon request
- HM & DH  
Hiring Mgr. Dept. Head

- Advise and/or approve recruitment and advertising plan changes
- AACO  
Affirm. Action Compliance Officer

- Review applicant pools; analyze pool performance; advise on strategies for underperforming recruitments with placement goals in coordination with HM
- SC  
Search Committee

- Screen all applications received during the minimum posting period against advertised minimum and preferred requirements
- HR & OFSAA

- HR: Maintain iRecruit Applicant Tracking System (ATS). OFSAA: Maintain Affirmative Action Information System (AAIS)

## Menu of Services

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- Reviewing **applicant pool demographics** against availability indicators to determine if we have achieved target diversity in the applicant pool
- Analyzing **advertising plan performance** to determine if positions are generating sufficient activity to attract qualified and diverse candidates to our applicant pool and generate return on investment
- Recommending **updates to strategies for underperforming recruitments** with placement goals to avoid failed searches
- Building **key talent searches** on professional social networks based on advertised job requirements to identify qualified passive applicants for positions
- For VC sponsored initiatives, provide full service support including screening applications and coordinating interview logistics

## Applicant Pool Review

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- The AACO, in collaboration with the Hiring Manager and other BAS Unit HR Staff, will review **applicant pools with placement goals** to determine if we have achieved target diversity in the applicant pool
- The “**applicant pool vs. availability analysis**” compares the number and percentage of women and minorities who applied for a given position at UCR against the percentage of women and minorities available in the recruiting area
- **Applicant Pool vs. Availability Results**
  - If the **applicant pool** diversity > **market** availability = **above** availability
  - If the **applicant pool** diversity < **market** availability = **below** availability
    - Only below availability indicators for department placement goals influence short list decisions
    - A below availability indicator is not an automatic denial, provided the recruitment plan design is comprehensive and reflects a good faith effort to eliminate the placement goal

# Applicant Pool Review

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- **Example – Applicant Pool Statistics (Analyst V)**
  - **Department goal = 1 Hispanic** (affects short list decision)
  - **Org and Campus goals = 5 Asian/Pacific Islanders** (does not affect short list decision but important for campus wide diversity goals)

Regulation: 201304238230  
 Department: ORG239A - FBO Service Center  
 Working Title: 0730 - ANALYST V

Applicant Pool Statistics (Download Excel)  
 What are Applicant Pool Statistics?

	White	Black	Hispanic	Asian - Pacific Islander	American Indian	Unknown	Total	Percentage
Male	2	1	1	0	0	0	4	15.4%
Female	10	5	3	3	0	1	22	84.6%
Sex not stated	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>12</b>	<b>6</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>26</b>	<b>100%</b>
<b>Percentage</b>	<b>46.2 %</b>	<b>23.1 %</b>	<b>15.4 %</b>	<b>11.5 %</b>	<b>0 %</b>	<b>3.8 %</b>	<b>100%</b>	

Placement Goals  
 What are Placement Goals?

	Female	Black	Hispanic	Asian - Pacific Islander	American Indian
D01103 -- HUMAN RESOURCES	0	0	1	0	0
ORG29 -- VC FINANCE & BUS OPERATIONS	0	0	0	1	0
CAMPUS -- JOB GROUP A03	3	4	0	4	0

# Applicant Pool Review

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- **Example – Applicant Pool vs. Availability Statistics (Analyst V)**

Applicant Pool/Availability Comparisons  
 What do These Comparisons mean?

Ethnicity

Applicants	Ethnicity	Appl. Pool%	Avail	Difference between Applicant Pool% and Avail
12	White	46.2%	n/a	n/a
6	Black	23.1%	7.5 %	15.6%
4	Hispanic	15.4%	14.7 %	-.7%
3	Asian-PI	11.5%	13.5 %	-2%
0	American/IAN	0%	-3 %	-3%
1	Unknown	3.8%	n/a	n/a
26	<b>Total</b>			

Gender

Applicants	Gender	Appl. Pool%	Avail	Difference between Applicant Pool% and Avail
4	Male	15.4 %	n/a	n/a
22	Female	84.6 %	48.9 %	35.7%
0	Sex Not Stated	0 %	n/a	n/a
26	<b>Total</b>			

## Underperforming Recruitment Strategies

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- The AACO, in collaboration with the Hiring Manager and other BAS Unit HR Staff, will recommend **updates to strategies for underperforming recruitments, specifically those with placement goals**, to avoid failed searches and/or short list concerns
  
- **Strategies include but are not limited to:**
  - ▣ Downloading expressions of interest into the applicant pool to increase the diversity of qualified applicants
  - ▣ Monitoring LinkedIn and Job Target advertisements to determine the amount of internet traffic the posting is generating
  - ▣ Generating a search on the LinkedIn network to identify potential passive applicants who meet our job requirements
  - ▣ Inmail potential applicants on LinkedIn and invite them to apply to the position

## Underperforming Recruitment Strategies

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### □ Example – Job Target Analytics

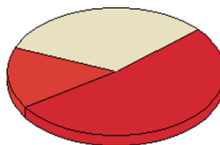
Project Specialist, UCPath (18 month contract)

Site	Views	Clicks	Cost/Click
Academic Keys	39	4	\$48.75
Project Management Institute	117	13	\$30.38
National Veterans Foundation	0	6	\$0.00
Minority Jobs	0	7	\$14.14
Now Hiring Veterans	0	8	\$0.00
Veterans Advantage Job and Career Network	15	2	\$0.00

Clicks by Site



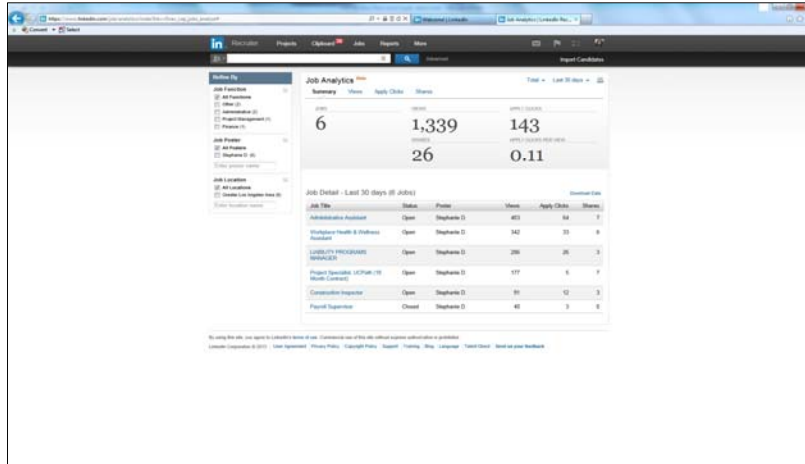
Cost per Click by Site



# Underperforming Recruitment Strategies

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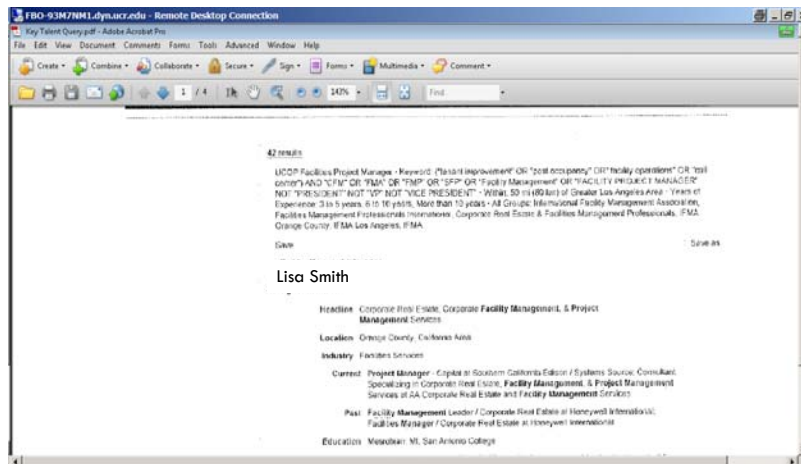
## Example – LinkedIn Analytics



# Underperforming Recruitment Strategies

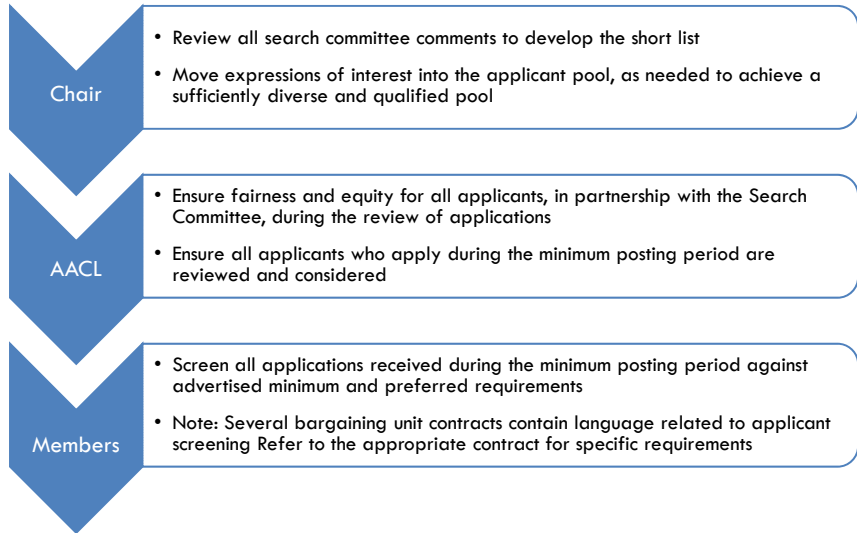
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## Example – Key Talent Search



## Phase 3 - Search Committee Activities

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## Phase 3 - Search Committee Activities

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- **Best Practices In Screening Applications**
  - **All applicants must be reviewed and considered**
    - Applicants are those who apply during the initial application period
    - Candidates who apply after the initial application period will be considered “expressions of interest” and not viewable by the search committee
  - **Multiple reviewers of all Applicants to ensure more than one person assesses their qualifications**
  - **Applications are screened against the advertised/posted objective, non-comparative, and job related minimum and preferred qualifications**
    - New criteria that has not been validated, advertised and included in the posted job description is not introduced into the screening process
    - Applications are screened against education, experience, knowledge, and skill requirements, which are typically observable on the resume
    - Candidates are further assessed during the interview process for softer competencies such as abilities (communication etc.), as they are not typically observable on the resume
    - Refer to bargaining unit contracts for screening requirements for represented staff

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## Phase 4: Interview & Evaluation

- ✓ Overview
- ✓ Menu of Services
- ✓ Phase 4 – Search Committee Activities
  - ✓ Obtaining Interview Short List Approval
  - ✓ Preparing to Interview
  - ✓ Conducting Phone Interviews
  - ✓ Conducting Panel Interviews
  - ✓ Facilitating the Deliberation Process

## Overview

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**SS & SC**  
Shared Services & FTEHS SC

- Prepare Interview Toolkit and forward to AACL
- Act as AACL (full committee member) or Provide AACL Support (facilitate orientation & deliberation process) upon request

**HM & DH**  
Hiring Mgr., Dept Head

- Partner with AACO to resolve short list review concerns
- Conduct final interviews
- Verify references

**AACO**  
Affirm. Action Compliance Officer

- Liaison to OFSAA on short list review concerns to ensure diversity in applicant pool
- Resolve issues with Management
- Provide AACL Support - orient/deliberate committees

**SC**  
Search Committee

- Chair:** Submit applicant short list for OFSAA approval via iRecruit. Partner with AACO to resolve OFSAA short list concerns. Advise and/or approve interview toolkit. Schedule interview location/format. Verify the application is complete. Schedule & proctor assessments. **Committee:** conduct interviews & recommend finalist

**HR & OFSAA**

- OFSAA: Review and approve or advise on short list requests; work with AACO on short list concerns

## Menu of Services

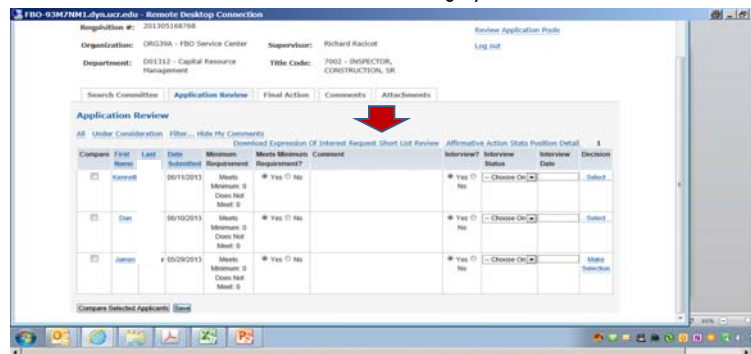
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- Act as a **liaison to OFSAA on short list review concerns** to ensure diversity in applicant pool
- Prepare a **Interview Toolkit and forward to ACL**, upon confirmation of OFSAA's approval of the short list
  - Committee Orientation Guide
  - Behavioral Interview Questions
  - Best Practices in Evaluating Behavioral Interview Questions
  - UCR Competency Model
  - Department Org Chart
  - Advertised Job Description and Job Flyer
  - Individual Evaluation of Candidate Competencies
  - Committee Consolidated Evaluation of Candidate Competencies
  - Committee Recommendation and Decision Form
  - Phone Screening and Reference Check Templates
- **Act as the ACL for a recruitment** (participation as full committee member) or **provide ACL support** by facilitating the orientation and deliberation process (no committee participation or evaluation of applicants).
  - **Shared Services Customers Only:** please send ACL requests to the HR Shared Services Manager

## Obtaining Short List Approval

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- **Submitting Short Lists to OFSAA for Approval** (Chair or Chair's Associate)
  - Login to iRecruit and go to **"review applicant pools"**
  - Select the **name of the recruitment** if there are multiple in your queue
  - Click on the **"application review"** tab
  - Enter a minimum requirement (all applicants), interview code (all applicants) & decision code (applicants not selected for interview) to finalize the short list
  - Click the short list review button. The action will be greyed out and not editable





## Obtaining Short List Approval

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- **Short List Review Process** (OFSAA)
  - Short lists are typically **evaluated and returned within 48 hours** from submission
    - OFSAA approval required before scheduling interviews
  - If the short list is deemed to represent a **sufficiently diverse applicant pool**, the short list will be approved.
    - Once approved, the applicants can then be contacted for interviews.
  - If the shortlist is **not sufficiently diverse** in light of the department's placement goals, the OFSAA will contact the AACO to discuss how the pool might be diversified
    - Ideally, this is a rare or non occurrence as the AACO, in collaboration with the Hiring Manager and BAS HR Staff continuously review applicant pool performance during and immediately after the minimum posting period to identify and develop contingency plans to address underperforming recruitments
    - Additionally, recruitment plans with placement goals are evaluated to ensure broad outreach to diverse applicants, so that such good faith efforts are balanced against below availability indicators to ideally obtain OFSAA's approval

## Preparing to Interview

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- **About the Interview Toolkit**
  - Upon receipt of OFSAA's approval of the short list, BAS Shared Services or FTEHS Service Center staff will prepare a Interview Toolkit
  - The Kit will be finalized in partnership with the Hiring Manager for the position and submitted to the AACL for use by all committee members before, during, and after the interview and deliberation process.
  - The Kit also streamlines administration, as it includes pre-populated data about the recruitment, applicants, and committee members as required for documentation standards
  - As a reminder, HR Shared Services and FTEHS staff are available to act as the AACL for a recruitment (participation as full committee member) or provide AACL support by facilitating the orientation and deliberation process (no committee participation or evaluation of applicants).

## Preparing to Interview

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### □ Anatomy of the Interview Toolkit

DOCUMENT	DESCRIPTION
Orientation Guide	<ul style="list-style-type: none"> <li>➤ Affirmative Action/ EEO/Diversity and Conflict of Interest Reminders</li> <li>➤ Best practices in asking interview questions</li> <li>➤ Interview note taking best practices (uploaded in iRecruit)</li> <li>➤ Logistics: schedule, interview format, roles/responsibilities</li> </ul>
Individual Member Candidate Evaluation Form	<ul style="list-style-type: none"> <li>➤ Recruitment plan, interview schedule, &amp; committee member data</li> <li>➤ Behavioral interview questions and UCR's new competency model</li> <li>➤ Names of all incumbents scheduled to interview</li> <li>➤ Scoring rubric for assigning a rating to candidate's responses</li> <li>➤ Tips for evaluating candidate responses</li> </ul>
Committee Evaluation of Candidate Competencies	<ul style="list-style-type: none"> <li>➤ An electronic spreadsheet that automatically averages and summarizes all individual member scores for each candidate</li> <li>➤ Provides a consolidated picture of the Committee's assessment of the candidates</li> </ul>
Other Documents	<ul style="list-style-type: none"> <li>➤ Current Org Chart</li> <li>➤ Job Description and Job Flyer</li> <li>➤ Phone Screening and Reference Check Templates</li> </ul>

➤ **Note: Search Committees are responsible for printing candidate applications and resumes**

## Conducting Phone Interviews

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- Conducted to **initially screen the applicant** for information such as availability, salary requirements, special position requirements (e.g. ability to perform shift work) and other preliminary information
- Although a phone interview **should not ordinarily take the place of the in-person interview**, it is possible to screen out an applicant due to information obtained during this initial screening
- Phone interviews should be **properly documented on the template provided** and attended by all search committee members if possible

## Conducting Panel Interviews

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### □ Legal, Regulatory, and UCR Institutional Framework

<p><b>Affirmative Action</b></p>	<p>Required by federal regulations focusing mainly on hiring of underrepresented women and ethnic/racial groups</p> <p>Universities, and those that manage within those institutions, are required to take “affirmative action” (action beyond placing an ad) to ensure a diverse workplace</p> <p>Federal regulation requires institutions to:</p> <ul style="list-style-type: none"> <li>a) Ensure diverse pools of applicants for campus positions</li> <li>b) Develop and implement affirmative action plans that identify areas of underutilization of minorities and women</li> <li>c) Develop and disseminate annual placement goals and demonstrate good faith efforts to eliminate underutilization</li> </ul>
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## Conducting Panel Interviews

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### □ Legal, Regulatory, and UCR Institutional Framework

<p><b>Equal Employment Opportunity</b></p>	<p>Required by federal and state laws which focus on employment. It provides for equal access to employment opportunities, and prohibits discrimination</p> <p>A broader scope of protection beyond race, gender, to include: color, national origin, religion, physical or mental ability, ancestry, marital status, age, sexual orientation, status as a covered veteran and on the basis of citizenship</p>
<p>Diversity</p>	<p>Dimension of diversity include, but are not limited to age, ethnicity, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, parental status, religious beliefs, work experience, and job classification</p> <p>Valuing diversity means creating a workplace that values and includes differences, recognizes the contributions that individuals with many types of differences can make and maximizes the potential for all</p>

## Conducting Panel Interviews

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### □ Conflict of Interest

#### Conflict of Interest

- Search committee members must ensure no conflict of interest in relation to the applicants under consideration
- Must never be individuals who may have interest in the position.
- Some examples include but not limited to a relationship to an applicant by any legal definition of family or as a near relative.

## Conducting Panel Interviews

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### □ Best Practices In Developing Interview Questions

- Developed to assess the advertised competencies for the position
- **Aligned with the campus' core competencies**, which are part of the recruitment, selection, and performance management process (example: teamwork & collaboration, results orientation, job mastery etc.)
- Behavioral/competency based interview questions do not simply ask "if" they **ask "how"**. They **probe specifically for past behaviors, competencies and characteristics** which are believed to predict future behavior
- Many questions follow the **S.T.A.R. format** and ask the candidate to describe a situation or task, the action they took, and the result or outcome.
- **Example, to assess the behavioral competency "Quality"**, a behavioral interview question is:
  - Tell me about a time when you found it necessary to speak to co-workers about the quality of their work because it posed a real or potential risk to the organization. How did you approach your co-worker? What was their response?

## Conducting Panel Interviews

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### ▪ Best Practices In Asking Interview Questions

- Ask **approved pre-determined** job related interview questions of all applicants
- **Follow-up and clarifying questions** related to an original question are appropriate, but new questions should not be introduced
- **Avoid** asking questions or engaging candidates in conversations that are **personal in nature**

## Conducting Panel Interviews

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### □ Sample Interview Process/Format

#### Before

- Ensure each committee member receives interview materials before the interview (as assigned)
- Ensure each committee member receives printed copies of interview materials the day of the interview (as assigned)
- Conduct the Committee Orientation (AACL)
- Determine order of questions (Chair)
- Assign a timekeeper (Chair)
- Review interview toolkit, instructions, and applicant materials (Committee)
- **IDEA:** Consider allowing all applicants 15 minutes to review interview questions prior to the interview start time. This method gives the applicants only enough time to organize their thoughts and ensure you receive organized responses. Since the questions are experienced based, the additional time will allow them to highlight factual experience.

## Conducting Panel Interviews

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### □ Sample Interview Process/Format

#### During

- Introduce panel members to the applicant
- Briefly summarize the role they are being interviewed for
- Describe the interview panel process (e.g. each alternates questions and all will take notes)
- Each panel member takes turns asking questions
- Interviewee is given time at the end to ask questions
- Interviewee is informed of the next step (e.g. contacted either by phone or in writing of the outcome)
- Thank the candidate for coming and ensure someone shows the candidate out
- If interview questions provided to the applicant, have them place in a confidential shred bin on their way out. Should not be included in the interview record
- **BEST PRACTICE:** Do not discuss applicants between interviews, so that individual member ratings reflect their assessment

## Conducting Panel Interviews

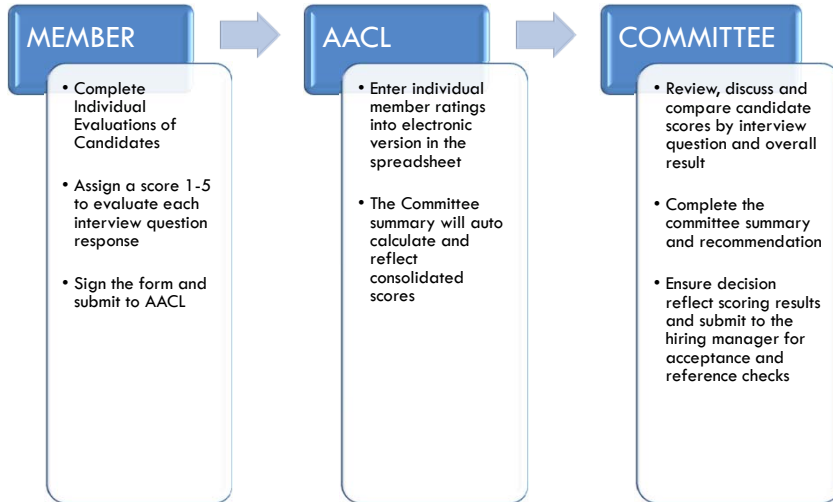
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### □ Evaluating Candidate Responses

Rating	Description	Explanation
5	High (Exceptional)	The candidate illustrates behaviors at the mastery level, that exceed requirements
4	Medium – High (More Than Satisfactory)	The candidate illustrates emerging behaviors at the mastery level, but overall does not exceed requirements
3	Medium (Satisfactory)	The candidate illustrates target behaviors at the operational level that meet requirements
2	Medium – Low (Needs Improvement)	The candidate illustrates emerging behaviors at the operational level, but overall does not meet requirements
1	Low (Unacceptable)	The candidate illustrates ineffective behaviors

## Facilitating the Deliberation Process

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## Facilitating the Deliberation Process

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### Example – Automated Committee Summary

Core Competencies		Combined Interviewee Competence Ratings				
Competency	Quest #	I. Smith	R. Brown	J. Fern	C. Mills	K. Donald
Employee Engagement	1	1.00	2.00	3.00	4.00	5.00
Job Mastery and Continuous Learning	2	1.00	2.00	3.00	4.00	5.00
Communication	3	1.00	2.00	3.00	4.00	5.00
Results Orientation and Execution	4	1.00	2.00	3.00	4.00	5.00
Service Focus	5	1.00	2.00	3.00	4.00	5.00
Results Orientation and Execution	6	1.00	2.00	3.00	4.00	5.00
Employee Engagement	7	1.00	2.00	3.00	4.00	5.00
Job Mastery and Continuous Learning	8	1.00	2.00	3.00	4.00	5.00
<b>Overall Rating</b>		<b>1.00</b>	<b>2.00</b>	<b>3.00</b>	<b>4.00</b>	<b>5.00</b>
<b>Competency Level</b>		<b>Low</b>	<b>Low/Med</b>	<b>Medium</b>	<b>Med/High</b>	<b>High</b>

Committee Recommendation		
Candidate Name	Decision Code	Decision Detail
I. Smith	Not best qualified, skills, knowledge and/or abilities	
R. Brown	Not best qualified, skills, knowledge and/or abilities	
J. Fern	Not best qualified, skills, knowledge and/or abilities	
C. Mills	Best Qualified - Selected for Hire	
K. Donald	Best Qualified - Selected for Hire	

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## Phase 5: Selection & Onboarding

- ✓ Overview
- ✓ Menu of Services
- ✓ Conducting Final Interviews
- ✓ Verifying References
- ✓ Understanding Salary Guidelines
- ✓ Determining Starting Salaries
- ✓ Onboarding New Hires

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## Overview

DIVISION

Division Head, Hiring Manager & Coordinators

- **Hiring Manager:** Negotiate conditional employment offer & start date. Notify committee in writing of final hiring decision
- **Division Coordinator:** Enter request and supporting documents into CMT. Checks action out to Division Head for approval. Routes approved request to the Vice Chancellor Coordinator.
- **Division Head:** Evaluate and approve hire and salary placement request in CMT

BAS VC

Vice Chancellor & Vc Coordinators

- **Vice Chancellor Coordinator:** Review request. Follow-up with division for additional information if required for approval. Check request out to VC for approval as required. Route approved request to BAS-SS or FTEHS for analysis and recommendation. Coordinate HR Approval
- **Vice Chancellor:** Evaluates and approve or advise on request

SS & SC

Shared Services & FTEHS Service Center

- Complete salary analysis for policy exceptions
- Prepare offer letters/contracts
- Complete new hire process and update payroll system

HR

Human Resources

- Review and advise on salary offers that are exceptions to policy



## Menu of Services

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- ▣ Conduct analysis and develop **salary placement recommendations** for exceptional salary offers
- ▣ Coordinate **Vice Chancellor and HR Approvals** of exceptional salary offer placements
- ▣ Provide **support and consultation** upon request on salary offer placements that are within the Division Head's delegated authority
- ▣ Prepare **offer letters/contracts**, schedule fingerprint appointment, and meet with employees to complete **new hire paperwork**

## Conducting Final Interviews

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- ▣ The Hiring Manager will meet with the finalist(s) for the position to evaluate and confirm the committee's hiring recommendation
- ▣ This is a less formal process than the panel interview, but should be documented, including:
  - Interviewer names and titles
  - Final interview questions and responses
  - Finalist names and date interviewed
  - Final hiring decision

## Verifying References

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- **Best Practices for Verifying References**
  - **Reference verifications should be conducted on the final applicant prior to making an offer**
    - Consider conducting reference checks on all finalists before the final selection is made
    - Ask the same basic questions about all applicants for who you obtain a reference
    - Weigh information you receive in the same manner for all applicants
  - **Many employers are prohibited from providing information without release, so if requested, send the signed Applicant Release and Disclosure consent form and the job description (optional) in advance of your telephone call**
  - **Reference verification documentation should include:**
    - Reference provider name, position, professional relationship to finalist, and contact information
    - Job related questions asked and reference provider's responses
    - Recruited position title
    - Interviewer name and position title

## Understanding Salary Guidelines

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- Salary offers that **are an exception to policy**, require analysis by Shared Services or the FTEHS Service Center, HR review and VC and Division Head approval.

Appointment Action	Salary Action	DH	BAS-SS FTEHS SS	VC	HR
External Hire	Above Midpoint	Y	Y	Y	Y
Internal Hire – (promotion or lateral transfer)	Cumulative FY increase is > than 25% of base pay	Y	Y	Y	Y
Internal Hire - (promotion or lateral transfer)	Resulting salary exceeds the midpoint and is > 1.5%	Y	Y	Y	Y
Contract appointment renewal	Cumulative FY increase is > 25% of base pay	Y	Y	Y	Y
Contract appointment renewal	Resulting salary exceeds the midpoint and is > 1.5%	Y	Y	Y	Y

## Determining Starting Salaries

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- **Entering Exceptional Salary Offer Requests Into CMT**
  - Department Coordinators **enter exceptional salary offer requests into the CMT** and check out the action out to the Division Head for approval and upon receipt, route the request to the Vice Chancellor Coordinator.
  - Exceptional salary offer requests are separate action from the recruitment of a position, that requires a specific review or analysis that is associated with the finalist.
  - The Vice Chancellor Coordinator will review and coordinate the Vice Chancellor's approval. If the request is approved, the action will be routed to Shared Services or the FTEHS Service Center
  - Shared Services or FTEHS Staff will conduct a salary analysis, and develop salary placement recommendations for VC and HR approval.

## Determining Starting Salaries

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- **Establishing A Starting Salary**
  - Multiple data **factors** are considered and weighted in determining a **final salary placement** recommendation:
    - UC Policies and Bargaining Agreements
    - Funding availability
    - UC System and UCR salaries for similar positions
    - External labor market salaries
    - Incumbent's education and experience profile in comparison to job requirements
    - Recruitment difficulties and availability of talent

## Onboarding New Hires

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- Division Heads or their assigned designee may submit onboarding requests once the salary placement has been determined and approved
- BAS Shared Services and FTEHS SC Staff will prepare these documents and submit to the Division Head or their assigned designee within 24 - 48 hours of receipt of the approved request
- Upon receipt of the new employee's signed offer letter, Shared Services or FTEHS Service Center staff will contact the employee to facilitate their onboarding process:
  - Complete new hire paperwork
  - Schedule a background check
  - Enter into payroll system
  - Issue an employee number

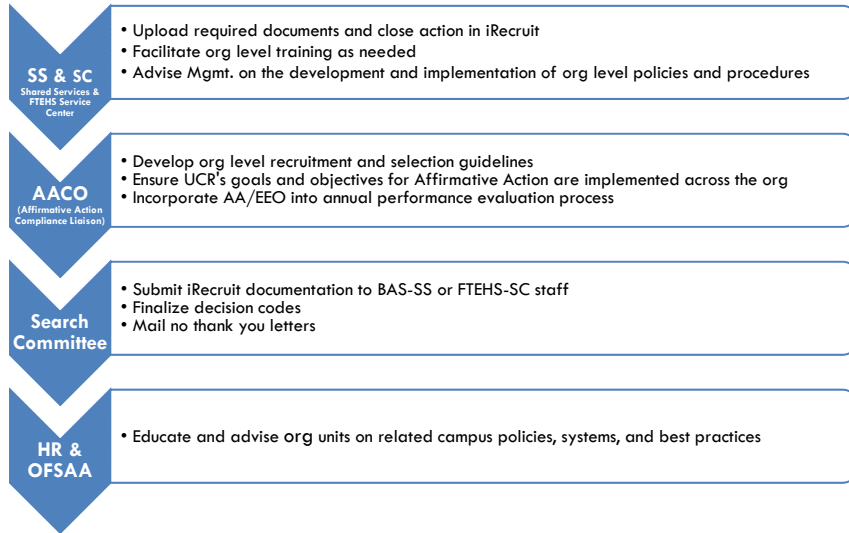
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## Phase 6: Documentation & Administration

- ✓ Overview
- ✓ Phase 6 - Search Committee Activities
  - ✓ Finalizing A Recruitment
  - ✓ Submitting iRecruit Documentation

## Overview

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## Finalizing A Recruitment

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- Enter final decision codes for each person interviewed
- Enter a comment to certify that all committee members completed their training requirements
- Mail “No Thank You” letters to interviewed applicants who were not selected for the position
  - ▣ These letters should be maintained as part of the recruitment file and uploaded into iRecruit

## Submitting iRecruit Documentation

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- Search Committee Chair's, Hiring Managers, or their designees should forward the following documents to BAS-Shared Services or the FTEHS Service Center to close out the recruitment:

Document Summary	Description
<b>Completed Interview Toolkit</b>	Orientation summary, schedule, committee member names, interviewee names, competency ratings, combined committee competency ratings and deliberation decisions
<b>Interview Notes (Phone Panel Final)</b>	Interview questions and applicant responses
<b>Assessment/Tests</b>	Work samples, assessments, instructions
<b>Reference Checks</b>	Notes, questions, name of persons interviewed and their contact information
<b>Applicant Screening</b>	Application materials, Job standards used to screen apps & screening spreadsheets
<b>Other</b>	No thank you letters, offer letter, contract

- **Note: results of the successful applicant's assessments, work samples, & application materials should be maintained in the employee's file**