UC Recruit
Applicant Management

November 1, 2018

UC Recruit applicant processing: *Agenda*

Applicant management

- Applicant processing – overview
- OFCCP applicant definition & protocols
- Initial sort: **Qualified** applicants, MBQ flowchart
- Substantive review evaluation flowchart
- Search Report ➔ Appointment Case ➔ Conclusion flowchart

UC Recruit applicant processing: *Agenda (cont'd)*

- Applicant statuses list
- Hidden applicants
- Pooled search applicant processing
- Disposition Reasons
- Tips for Shortlist and Search Reports
- Where to get help

UC Recruit: **Applicant processing**

Application
Completed
on time

+

Applicant
Meets
*Basic
Qualifications*

MBQ

=

Qualified

…then, review applicants and identify the top candidate

Simple!!

Or is it?

UC Recruit: **Who is an applicant?**

*OFCCP Internet Applicant Rule –*4 criteria

an Applicant is an individual who:

1. submits interest via internet or other electronic means
2. is considered by the contractor
3. has Basic Qualifications for the position
4. does not withdraw

› *Who is not an OFCCP Internet Applicant?*
  • those who submit incomplete applications
  • those who do not Meet Basic Qualifications
  • those who are not considered for the position

In event of audit, OFCCP compares Internet Applicant data against labor force data (availability data)

UC Recruit: **Applicant review protocols**

Protocols define who is considered an Applicant
Protocols must be consistent and uniformly applied

Applicants who do not provide a full set of requirements by a review date are not reviewed for Basic Qualifications, do not advance in candidacy (e.g. to shortlist status), and their diversity data is not included within applicant reports.

- UC Recruit tracks incomplete applicants as a review date approaches and sends an email notice alerting them to upcoming deadlines.

- Incomplete applicants remain in the "Unknown" category as opposed to "Qualified" or "Unqualified."

UC Recruit: **Applicant processing**
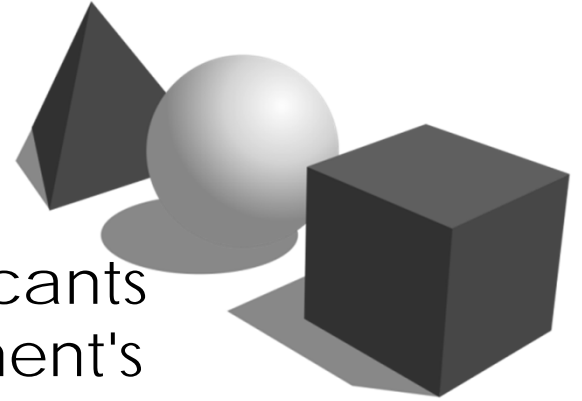
Initial sort of MBQ – which Complete applicants *Meet* and which *Do Not Meet* the recruitment's Basic Qualifications *(objective, non-comparative, relevant, and verifiable criteria)*

- NOT a qualitative assessment
- based on application materials alone, e.g. degree requirement
- essential for accurate diversity reporting (EODP memo)

The department analyst, search chair, or faculty editor all have access to mark applicants as either *Meets* or *Does Not Meet.*

UC Recruit: Applicant processing

Set filters and columns in workspace ribbon in Applicants list

Substantive review of applicants should not begin until after IRD
e.g. Dec 6 IRD ➤ start review Dec 7
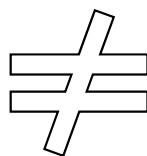
On or before IRD ≠ **Substantive reviewing applicants**

WHY?

➢ Applicants may change out their materials on or before IRD

➢ New completed applications may come in up to the IRD

➢ Fair hiring practices

➢ Sorting for Qualified vs. Unqualified not yet completed

MEETS BASIC Qualifications (MBQ) FLOWCHART – *the first review*
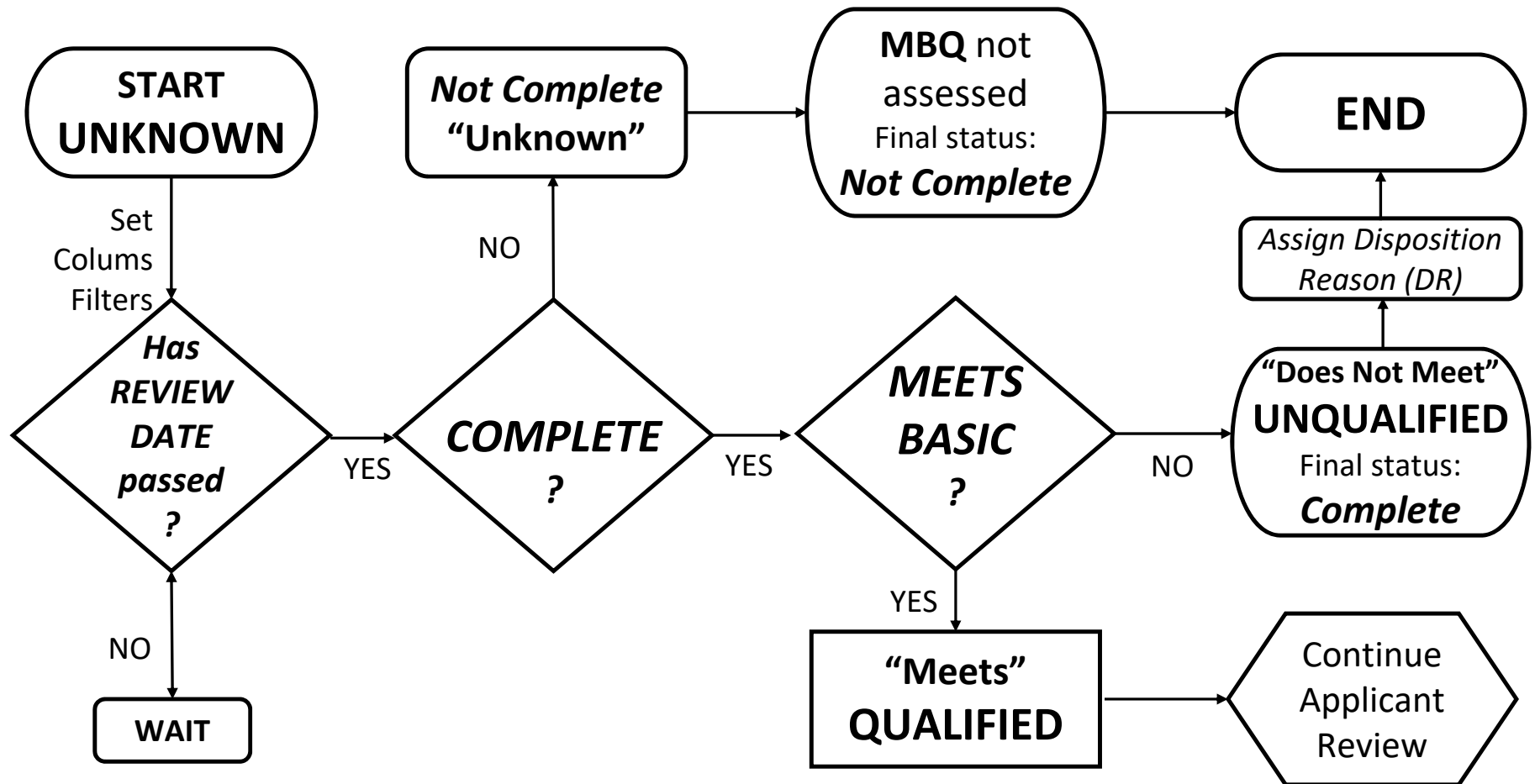
START UNKNOWN

Set Colums Filters

Has REVIEW DATE passed?

NO → **WAIT**

YES → **COMPLETE?**

NO → **Not Complete "Unknown"** → **MBQ not assessed** Final status: **Not Complete** → **END**

YES → **MEETS BASIC?**

NO → **"Does Not Meet" UNQUALIFIED** Final status: **Complete** → *Assign Disposition Reason (DR)* → **END**

YES → **"Meets" QUALIFIED** → Continue Applicant Review

Review of Applicants - *the substantive review*

Question:

After the initial MBQ sort, the Search Committee should be reviewing applicants in which Applicants list filter:

a) Unknown
b) Entire Pool
c) Qualified
d) Unqualified

Review of Applicants - *the substantive review*

Question:

After the initial MBQ sort, the Search Committee should be reviewing applicants in which Applicants list filter:

a) Unknown
b) Entire Pool
c) Qualified ✓
d) Unqualified

Review of Qualified Applicants Flowchart - *the substantive review*

```
Continue Applicant Review
        │
        ▼
Serious Consideration? (Long Shortlist)
```

- **Continue Applicant Review**
- **Serious Consideration? (Long Shortlist)**
  - **YES →** Recommend for Interview? (Shortlist)
    - **NO →** Assign DR Final status: **Serious Consideration**
    - **YES →** Interviewed
      - **ADVANCE?**
        - **NO →** Assign DR Final status: **Interviewed**
        - **YES →** Soft Offer Extended
          - **ACCEPT?**
            - **YES →** Proposed Candidate
            - **NO →** Final status: **Declined Soft Offer**
      - **YES →** Proposed Candidate
  - **NO →** Assign DR Final status: **Complete**

- **Search Report** — *Proposed Candidate*

A word about letters of reference requirements in Senate searches…

Junior searches generally require *Letters of Reference*, while senior searches are often best used with *Only Contact Information* (or None, if preferred)

<u>*When references are set as* **Only Contact Information**</u>:

Dept analyst sends letter solicitations through UC Recruit for **Shortlisted** candidates only

OR

If approved in the Search Plan's Selection Plan, sends solicitations for **Long-Shortlisted** candidates

Recommend for Interview **(Shortlist)**

Serious Consideration **(Long-Shortlist)**

Dept Analyst triggers targeted solicitations through UC Recruit *(Only Contact Info)*

What happens *after Search Report approval?*

Search Report
Proposed Candidate in UC Recruit

⬇

Appointment Case
in AP Folio
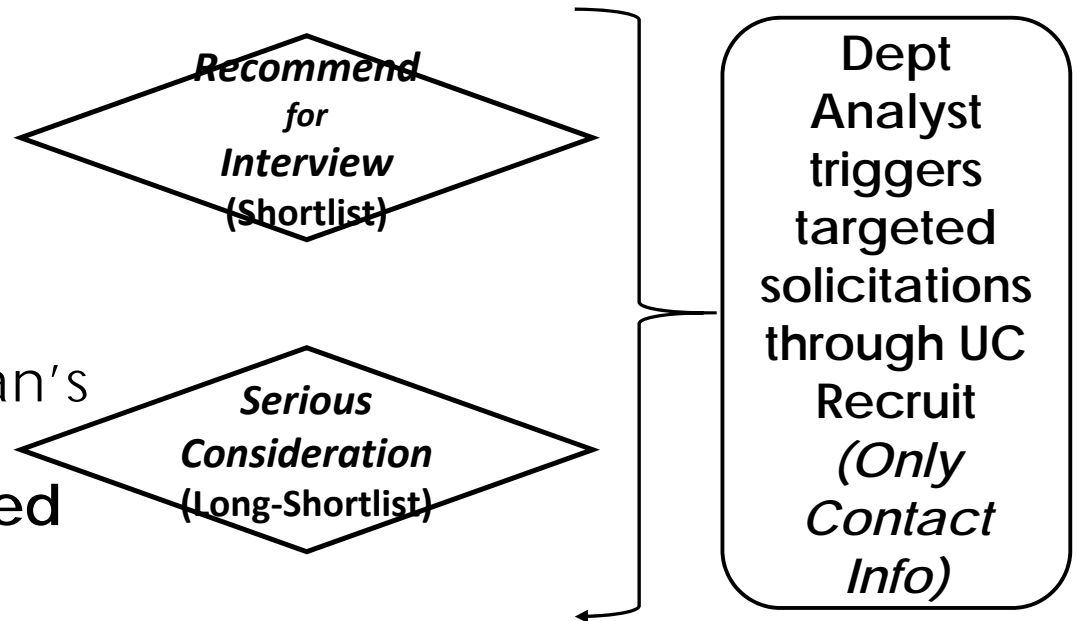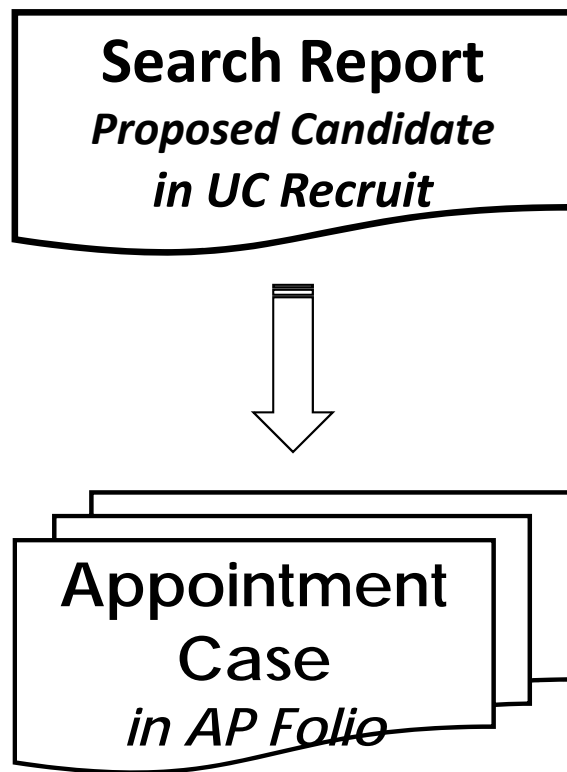
Campus either makes a formal offer *or* does not make a formal offer.

The candidate either accepts *or* does not accept. Either way, should be documented

Notice that *recruitment* occurs in UC Recruit, while *appointment* occurs in AP Folio.

What happens *after Search Report approval? (cont'd)*

1) *Does it matter if departments track search activity in UC Recruit?*
   YES – annual campus hiring reports go to UCOP

2) *How is this activity tracked in UC Recruit?*
   Applicant status updates & recruitment conclusion

Process in UC Recruit via Recruitment Conclusion

Status updates & *Recruitment Conclusion Flowchart* in UC Recruit

Search Report
Proposed Candidate

DENIED   APPROVED

Appointment Case

YES

NO

Offered

ACCEPT ?

NO

YES

Accepted Offer

ENTERED in PAYROLL *and* ON CAMPUS ?

YES

NO

Final status: **Declined Offer**

WAIT

Final status: **Hired**

Final status: **Campus Declined to Make Offer**

→

Conclude Recruitment
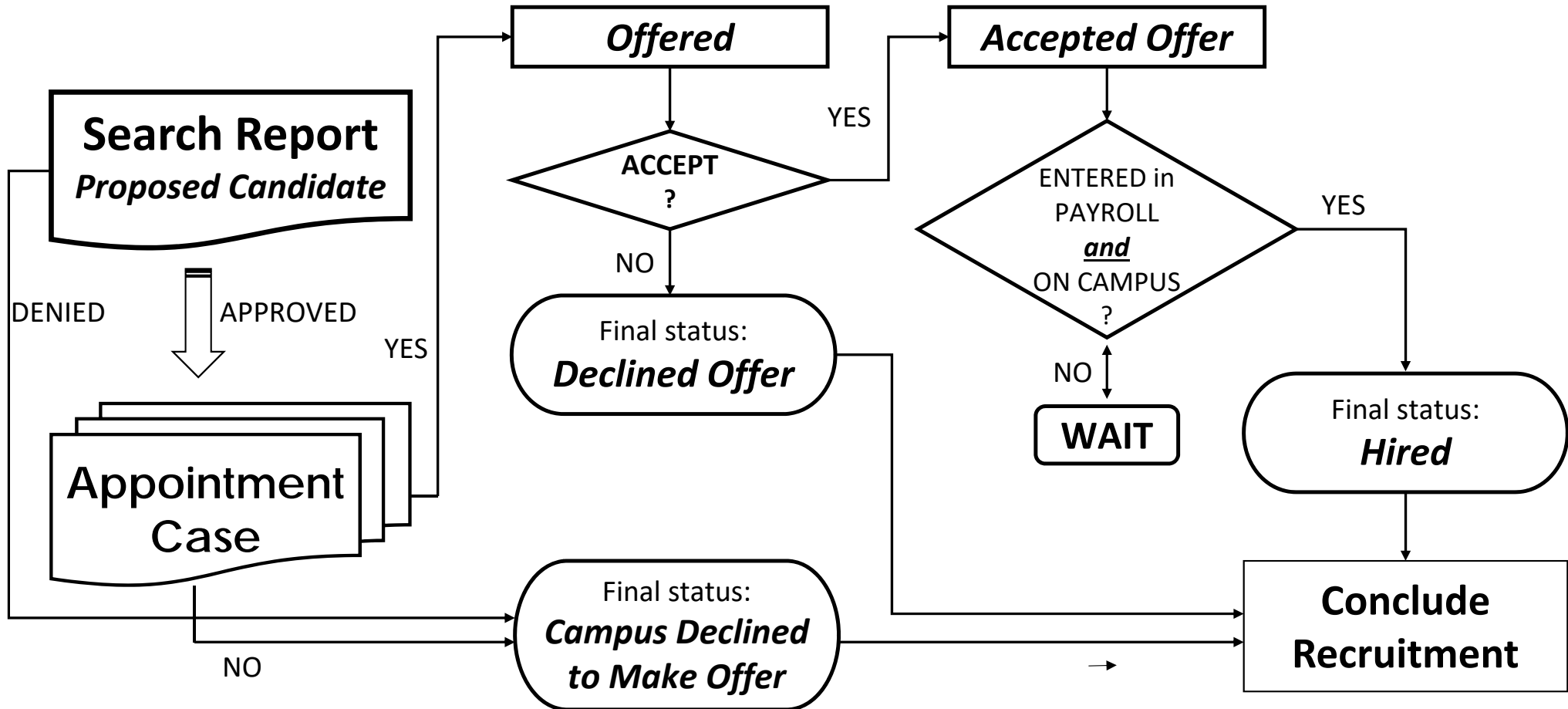
UC Recruit: **Applicant statuses**

**Not Complete:
> *Required documentation not yet submitted*

**Complete:
> *Required documentation has been submitted (or applicant has been manually completed*

**Serious Consideration:
> *Applicant should be considered for the shortlist **(Long Shortlist)***

Recommend for Interview:
> *Applicant recommended for interview **(Shortlist Report)***

> ***a final applicant status*

UC Recruit: **Applicant statuses**

**Interviewed:
> *Applicant has been interviewed*

Soft Offer Extended:
> *A verbal or informal offer has been made to the applicant, even if it lacked some offer details*

**Declined Soft Offer:
> *The applicant declined a verbal or informal offer based on the details they were given*

Proposed Candidate:
> *Applicant recommended for appointment **(Search Report)***

**a final applicant status

UC Recruit: **Applicant statuses,** *cont'd*

Offered:
> *Approvals have been obtained and a formal offer has been made to the applicant*

Accepted Offer:
> *Approvals have been obtained and a formal offer has been accepted by the applicant*

***Declined Offer*:**
> *Approvals have been obtained and a formal offer has been declined by the applicant*

***Hired*:**
> *Applicant entered in payroll system in searched title*

**a final applicant status

UC Recruit: **Applicant statuses,** *cont'd*

**Withdrawn:

Applicant has withdrawn themselves from consideration

Applicants may withdraw from consideration at any point. If withdrawn after ***Recommended for Interview*** status or later, applicant's name will continue to show up on the Shortlist.
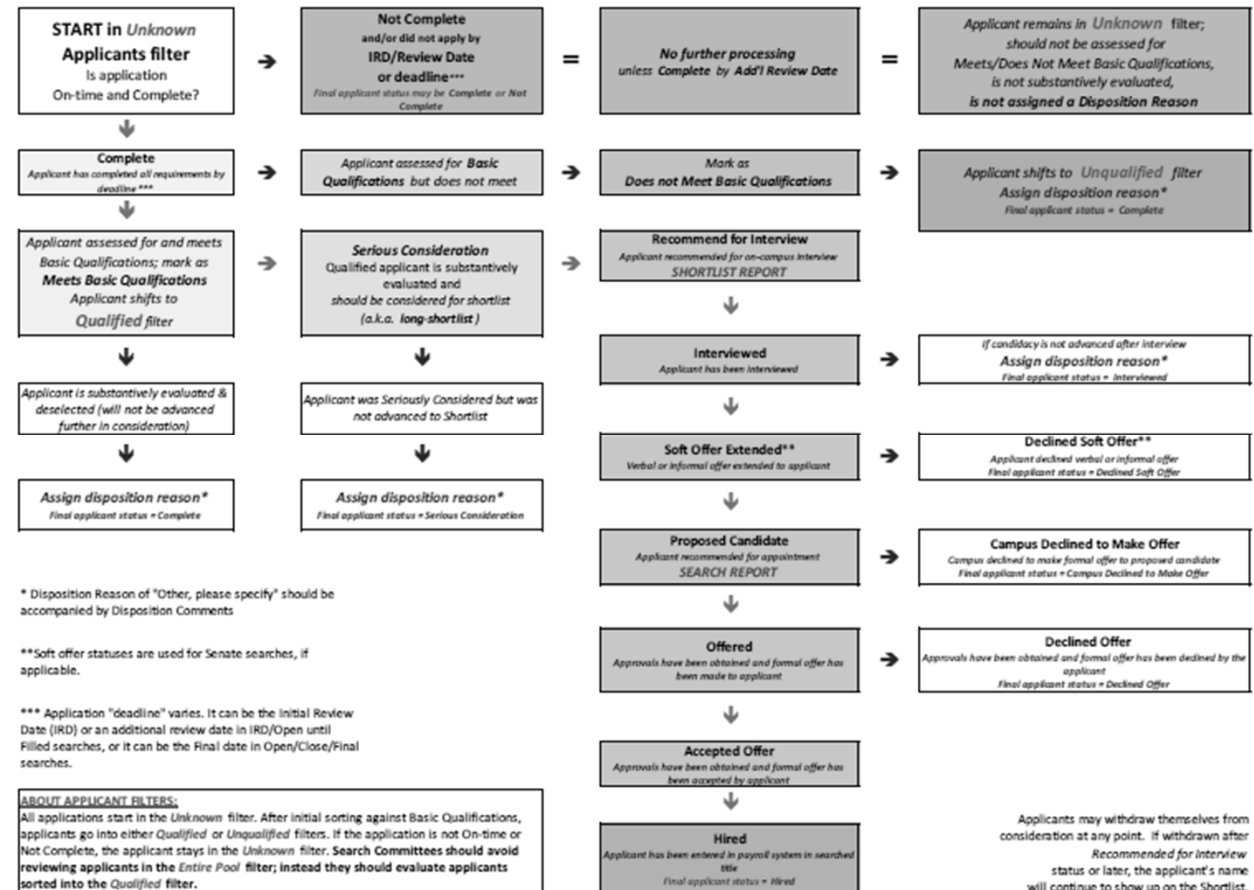
**Campus Declined to Make Offer:

Campus has declined to make a formal offer of employment to proposed candidate

**a final applicant status

UC Recruit: **Applicant statuses,** *cont'd*

Condensed version of MBQ & substantive review, statuses at UC Recruit Resources page
https://ap.ucsb.edu/resources.for.department.analysts/content/applicant_statuses_workflow.pdf

UC Recruit Applicant Workflow

last updated March 2018

START in *Unknown* **Applicants filter**
Is application On-time and Complete?

→

Not Complete
and/or did not apply by IRD/Review Date or deadline***
Final applicant status may be Complete or Not Complete

=

No further processing
unless Complete by Add'l Review Date

=

Applicant remains in Unknown filter; should not be assessed for Meets/Does Not Meet Basic Qualifications, is not substantively evaluated, is not assigned a Disposition Reason

Complete
*Applicant has completed all requirements by deadline ***

→

Applicant assessed for *Basic Qualifications* but does not meet

→

Mark as **Does not Meet Basic Qualifications**

→

Applicant shifts to Unqualified filter
*Assign disposition reason**
Final applicant status = Complete

Applicant assessed for and meets *Basic Qualifications*; mark as **Meets Basic Qualifications**
Applicant shifts to *Qualified filter*

→

Serious Consideration
Qualified applicant is substantively evaluated and should be considered for shortlist (a.k.a. *long-shortlist*)

→

Recommend for Interview
Applicant recommended for on-campus interview
SHORTLIST REPORT

↓

Interviewed
Applicant has been interviewed

→

if candidacy is not advanced after interview
*Assign disposition reason**
Final applicant status = Interviewed

Applicant is substantively evaluated & deselected (will not be advanced further in consideration)

Applicant was Seriously Considered but was not advanced to Shortlist

↓

Soft Offer Extended**
Verbal or informal offer extended to applicant

→

Declined Soft Offer**
Applicant declined verbal or informal offer
Final applicant status = Declined Soft Offer

Assign disposition reason
Final applicant status = Complete

Assign disposition reason
Final applicant status = Serious Consideration

↓

Proposed Candidate
Applicant recommended for appointment
SEARCH REPORT

→

Campus Declined to Make Offer
Campus declined to make formal offer to proposed candidate
Final applicant status = Campus Declined to Make Offer

* Disposition Reason of "Other, please specify" should be accompanied by Disposition Comments

**Soft offer statuses are used for Senate searches, if applicable.

*** Application "deadline" varies. It can be the Initial Review Date (IRD) or an additional review date in IRD/Open until Filled searches, or it can be the Final date in Open/Close/Final searches.

ABOUT APPLICANT FILTERS:
All applications start in the *Unknown* filter. After initial sorting against Basic Qualifications, applicants go into either *Qualified* or *Unqualified* filters. If the application is not On-time or Not Complete, the applicant stays in the *Unknown* filter. Search Committees should avoid reviewing applicants in the *Entire Pool* filter; instead they should evaluate applicants sorted into the *Qualified* filter.

↓

Offered
Approvals have been obtained and formal offer has been made to applicant

→

Declined Offer
Approvals have been obtained and formal offer has been declined by the applicant
Final applicant status = Declined Offer

↓

Accepted Offer
Approvals have been obtained and formal offer has been accepted by applicant

↓

Hired
Applicant has been entered in payroll system in searched title
Final applicant status = Hired

Applicants may withdraw themselves from consideration at any point. If withdrawn after *Recommended for Interview* status or later, the applicant's name will continue to show up on the Shortlist.

UC Recruit: **Applicant processing**

› **Does it matter when applicant statuses are marked in the system?**

  – Yes, applicant review within system in approx. real time is recommended**

    › **Why?**

      – Efficient workflow for department analysts

      – Online system – over-reliance on applicant downloads not recommended

      – Fair hiring practices are documented

      – OEO reports grab recruitment & applicant information

        › ** **Specializations, flags, personal notes, reviewer comments, mark as read, in addition to applicant statuses, disposition reasons.**

UC Recruit: **Committee cannot see all applicants. Why?**

1) User Roles

› **Chair**, **Editor**, **Department Analyst** can:
  › See all applicants, *Complete* or *Not Complete*
  › Assess Basic Qualifications, change applicant statuses, assign disposition reasons, send bulk applicant emails, hide applicants, modify applicant materials
  › Department Analyst (only) can publish Search Plan, process and submit Reports, conclude recruitment

› **Reviewers** can see non-hidden, Completed applicants up to the latest **review date,** enter personal notes, public comments, and flags

2) Hidden applicants…

Beware of Hidden applicants!

Not shown to reviewers: applicant is not yet completed

Zemlak, Eula | PhD
○●● | Yale
≡ Log ☁ Download | 2011-05-24
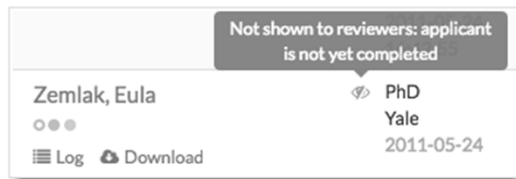
Applicants may be hidden because they:
1) did not apply inside a review date
2) are incomplete
3) have been hidden by the Department Analyst, Chair or Editor

UC Recruit WILL NOT prevent marking of MBQ for applicants who did not apply inside of a review window

Why and when might this really matter to you?

Beware of Hidden applicants!

› You *are able to* mark MBQ, assign *Recommend for Interview* and even *Proposed Candidate status* for (hidden) applicants, even if they applied outside of a review window. It won't <u>seem</u> to matter at the shortlist stage.

› Problem shows up at Search Report stage; if *Proposed Candidate* did not apply inside of a review window, they will not show up as *Proposed Candidate* on the Search Report PDF

› **Hidden applicants tell you an important piece of information. If they are hidden, find out why!**

Beware of Hidden applicants!

"Solution" – set another public or private review date to "catch" the late applicant in a review window

This solution is not a best practice:
- All applicants, up to the new review date, need to be reviewed
- Does not demonstrate good faith fair hiring practices
- Reports, including EEO Recommendation memo, may need to be reprocessed since # applicants who MBQ changes

UC Recruit: IRD or Pooled recruitment management

› **Adding Review Dates after IRD**
  – No viable candidates in pool of applicants _OR_ add'l hiring need after IRD
    › Set as **public** rather than **private**, so applicants see next review date

› Complete applicants since Open date are considered and reassessed in subsequent review pools unless:
  – Did not MBQ
  – Marked MBQ, but permanently de-selected

https://ap.ucsb.edu/resources.for.department.analysts/content/review_guidelines_for_lecturer_research_title_pools.pdf

UC Recruit: IRD or Pooled applicant review windows

Example: Open 9/15/18 – IRD 10/15/18 – Final 1/31/19

Initial Review Date 10/15/18

Primary Consideration (IRD)

Review completed applications from 9/15/18 up to and including 10/15/18

Add'l Review Date 11/15/18

Primary Consideration (IRD) applicants

AND

complete applicants on or before 11/15/18

Add'l Review Date 12/15/18

Primary Consideration (IRD) applicants

AND

11/15/18 complete applicants

AND

complete applicants on or before 12/15/18

Discussion:
What about applications between 12/16/18 and 1/31/19?

UC Recruit: Disposition Reasons

› Department analyst, search committee chair, or faculty editor assigns to **Qualified** and **Unqualified** applicants

› Can assign any time after a review date or final date has passed & at Shortlist Report or Search Report, or both

› Before submitting a Search Report, Disposition Reasons (and related comments) should be assigned to **Qualified** and **Unqualified** applicants *not moving forward*

› Second choice candidates should be marked as "Alternate for position"

› Proposed Candidate **is not assigned** a Disposition Reason

UC Recruit: **Pooled recruitment Search Reports**

Each Search Report must be processed serially (one at a time); if multiple candidates are being proposed, then the position (and PI for research titles) must be exactly the same.

Live updating - avoid making ANY changes to the recruitment unless asked by an approver.

e.g. do not add additional review dates or review new applications until current Report is approved.

UC Recruit: **Shortlist Reports** *– Senate only*

When do you need to run a Shortlist Report?

Search
Plan

Non-Senate
Recruitment

Search
Report

Search
Plan

Short List
Report

Senate
Recruitment

Search
Report

How urgently does the dept need the Shortlist Report approved?

UC Recruit: **Shortlist Reports** *– Senate only (cont'd)*

What is minimally required in a Shortlist Report?

- Completed applicants inside of the review date must have been marked Qualified/Unqualified
- Shortlisted names identified with status of *Recommend for Interview*
- Actual Search & Recruitment Efforts must be completed

UC Recruit: **Shortlist Reports** – *Senate only (cont'd)*

Tips to help ensure quicker Shortlist Report approval…

1. ***Do not mark*** MBQ for hidden applicants outside review window

2. Do not download or otherwise "encourage" committee review of hidden applicants (work in *Qualified* filter)

3. Mark shortlisted applicants "Recommend for Interview"

4. Unqualified applicants may get Disposition Reasons. Applicants marked *Serious Consideration* may be considered in later shortlist

UC Recruit: **Shortlist Reports** *– Senate only (cont'd)*

Tips to help ensure quicker Shortlist Report approval *(cont'd)...*

5. Respond to approver questions promptly & be aware that Shortlists **do not live update** (instructions below)

6. Upload the EEO recommendation memo

7. **If there is a problem, or if changes are needed after approval submission, check with EODP, help@aait.ucsb.edu, AP office**

UC Recruit: **Shortlist Reports** *(Senate only)*

Updating "in-flight" Shortlist Reports (no Live Update function)...

If changes to the Shortlist Report involve candidates, if the EEO diversity report/memo has already been processed, or if a Shortlist Report has already been approved, please contact help@aait.ucsb.edu or your AP analyst *first* for guidance

Do not submit new report for approval

1. After consulting as appropriate, login to UC Recruit, navigate to Shortlist page of Reports tab

2. Make any necessary changes, then click the *Create Report* button

UC Recruit: **Shortlist Reports** *(Senate only)*

Updating "in-flight" Shortlist Reports *(cont'd)...*

3. The new report is added to the list, with date/time it was generated. Replace the already-submitted report with the corrected report, click the link "Update approval" *BESIDE THE ORIGINAL REPORT*

4. Select your replacement report from the drop-down menu, identified by the date/time it was generated.

5. Note a reason for the update in the box provided.

UC Recruit: **Search Reports**

Tips to help ensure quicker Search Report approval…

1. Use the Search Report checklist

2. ***Do not mark*** MBQ for hidden applicants who completed outside review window

3. Qualified & Unqualified applicants get Disposition Reasons, but not Proposed Candidate(s)

UC Recruit: **Search Reports**

Tips to help ensure quicker Search Report approval…

4. Be prepared with Actual Search Efforts*, Ad Evidences, Interview Materials and Selection Process Overview documentation for upload to Documentation section

5. Process Search Report for the correct review date

6. Respond to change requests promptly and let reviewers know via email (comments to the system are not sent out)

* *If not already provided*

Need Help? AP & AAIT Resources & Contacts

› **Helly Kwee** – Math, Life, & Physical Sciences; Engineering; ORUs; Bren

  x5428   helly.kwee@ucsb.edu

› **Lia Cabello** – Social Sciences; Academic Programs; Creative Studies; Educ; HFA

  x5979   lia.cabello@ucsb.edu

› **Joanna Kettmann** – Research Series; Project Scientists; Specialists

  x5048   joanna.kettmann@ucsb.edu

› **Billy Ko** – Post Docs; GSRs; academic student titles

  x4441   billy.ko@ucsb.edu

› **June Betancourt** – Academic recruitment; AP training; general AP policy

  x5728   june.betancourt@ucsb.edu

Need Help? AP & AAIT Resources & Contacts *(cont'd)*

See the UC Recruit Resources pages for help guides, tools, templates, FAQS at https://ap.ucsb.edu/resources.for.department.analysts/recruit/

help@aait.ucsb.edu

(805) 893-2495

Questions?