Academic Recruitments

Policies, Procedures, and Best Practices

September 6, 2018
Campus Resources

› ACADEMIC PERSONNEL

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› June Betancourt – Academic recruitment; AP training; general AP policy
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Campus Resources cont’d

› Equal Opportunity & Discrimination Prevention Office
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  https://oeosh.ucsb.edu/eodp/

  EODP Academic Recruitment Tools at
  https://oeosh.ucsb.edu/eodp/equal.opportunity.and.affirmative.action/academic.recruitment.tools/

› Schedule a Diversity Briefing – Tori Asato, x2701
Campus Resources cont’d

› Academic Affairs Information Technology Helpdesk
   AAIT x2495
   help@aait.ucsb.edu

› Your Division or College Dean analysts
Campus Resources cont’d

› Office of International Students and Scholars

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Online Resources

Academic Personnel

› Red Binder VII – Academic position search policies & procedures

› Academic Personnel Manual (APM)–
  UC system-wide Academic Personnel policies and procedures

› AP website – https://ap.ucsb.edu

  Resources for Department Analysts > UC Recruit
  https://ap.ucsb.edu/resources.for.department.analysts/recruit/
  How-to Guides for UC Recruit Users
Today’s Agenda

› Recruitments
  - Definition, Purpose
  - Compliance
  - Types of Recruitments
  - Titles requiring recruitments

› Pre-Recruitment Activities
  - FTE plan for Senate positions
  - Non-Senate

› UC Recruit overview
Today's Agenda cont'd

› UC Recruit Overview: Recruitment Plan
  – Search Plan: Qualifications & Selection Process
  – Short List Report
  – Search Report

› Academic Review, Appointment Case

› Post-Recruitment

› Search Waivers (formerly EOR)
An open search solicits applications from applicants for the purpose of finding and hiring the best candidate for a position while making good faith efforts towards affirmative action.
The purpose of OFCCP is to enforce, for the benefit of job seekers and wage earners, the contractual promise of affirmative action and equal employment opportunity required of those who do business with the Federal government.
Accountability & Compliance cont’d

CA State Legislature
Proposition 209
California Civil Rights Initiative

State Constitution amendment

Prohibits discrimination based on race, sex, ethnicity in public employment, contracting, and education
Permanent titles

Senate (ladder) faculty (Professor series), Lecturer PSOE, Lecturer SOE
some Librarians

Temporary titles

Unit 18 Lecturers
Research titles: Specialists, Project Scientists, Professional Researchers
Others: Acad Coordinators, Adjuncts (paid), incl. Prof. of Practice, some Librarians, Postdoctoral Scholars
Exemptions from Open Recruitment
RB VII-1

› Admin positions
› Recall appointments
› Visiting (Prof, Researcher, Proj Sci series)
› Unit 18 Lecturers openly recruited previously within same department
› Student Titles
› Change in series
› Postdoctoral Scholars*
› Without Salary (any title)

* If the PI needs to search in order to fill a postdoctoral scholar position, then an open recruitment must be conducted in accordance with open recruitment procedures.
TRUE or FALSE?

The funding a PI wishes to use in order to hire a temporary researcher comes from a private source and not from a federally funded grant. An open recruitment is not required.
Pre-Recruitment Activities

- Annual call for FTE (full time equivalency) Plan
- FTE Plan for Senate Titles
- Campus Consultation

EVC allocates FTEs
Pre-Recruitment Activities

- **Provision number or identifier**
  - e.g. PHIL18
  - aka “salary control number”

- **Level**
  - e.g. Asst, LSOE
  - Open (any level)

- **Approved Area**
  - e.g. “Earth Surface Processes”
  - can also be open or broad area

- **Dept(s)**
  - Single or joint
  - Interdisciplinary
  - e.g. Quantitative Systems Biology
Pre-Recruitment Activities
Non-Senate titles

- Need and funding based
- Can be initiated by PIs or depts
- No FTE process
  - (no "salary control number" in UC Recruit)
UC Recruit: what is it?

- Web-based tool for academic recruitment and applicant management
  - Documentation & reporting features track the outcome of academic searches
    - Official record of recruitment activities; subject to audit
  - Helps ensure that the campus meets its requirements as an equal opportunity employer and as a federal contractor
- Continually being updated (every 2 weeks) with new features to meet business needs of UC campuses and UCOP and to meet national and int’l requirements
UC Recruit: What is it?

UC Santa Barbara Academic Recruitment News & Updates

Using JobElephant and UC Recruit
Read details about Using JobElephant and UC Recruit at:
https://aait.ucsb.edu/projects/recruit/content/memo.20180823.pdf
Published 2018-08-23

2017-18 Recruitment Close-outs Due by August 27, 2018
Read details about the 2017-18 Recruitment Close-outs Due by August 27, 2018 at:
https://aait.ucsb.edu/projects/recruit/content/memo.20180810.pdf
Published 2018-08-10

Search Plans Training Sessions
Read details about the Search Plans Training Sessions on August 8th and 14th at:
https://aait.ucsb.edu/projects/recruit/content/memo.20180726.pdf
Published 2018-07-26
Used by all ten UC campuses; some variation between the way campuses use the system.

When in “conflict,” local usage policies should be observed:
- e.g. salary control number for Senate searches.

System design both gives flexibility and constrains; the system is not designed to prevent ALL mistakes:
- e.g. does not limit marking of “Qualified” outside a review window.
Review and approval required for:

1. Search Plan
2. Shortlist Report
3. Search Report
Review and approval required for:
1. Search Plan
2. Search Report
In a nutshell, the Search Plan involves the following:

1) **VERIFY** that position is authorized
2) **PREPARE** gather information about the search
3) **CONFIGURE** the Search Plan in UC RECRUIT; **include all advertising and ad proofs**
4) **SUBMIT** Search Plan for approval and make any corrections as requested by approvers
5) **WAIT** for approval to be completed by all approvers
6) **PUBLISH** recruitment after final approval notification, place advertising as outlined in the Search Plan

Consider Position Data Sheet
Search Plan *What does it include?*

Use the Search Plan Worksheet

› Title – position, area of specialization, department
› Details – dates, FTE, contacts, description, job code, etc
› Requirements – references, documents
› Diversity – availability, placement goals
› Advertising and Outreach
› Qualifications
› Selection Process
› Search Committee
› Disposition Reasons
Search Plan *What does it include? (cont’d)*

› Description = the job advertisement
   See Red Binder VII-7 Basic Elements of an Advertisement
   – All Descriptions should contain JPF number; include EEO tagline and Diversity statement in all outreach

› Dates:
   – IRD (initial review date, open until filled)
   – Open/Closed/Final
Search Plan  What does it include?  (cont’d)

› Qualifications
  › must be stated in Description
  › locked with Search Plan approval

Basic Qualifications
  › required at time of application
  › objective/quantifiable, non-comparative, relevant to the position, assessable via application materials alone

Additional
  › required by time of appointment

Preferred
  › desirable but not required
Search Plan *What does it include? (cont’d)*

› **Diversity**
  - **Availability Statistics – Fields of Study**
    › **Affirmative Action Plan-AAP (November 1st)**
  - **Placement Goals**
    › Intended to increase diversity outreach
    › Must be selected if applicable in the Diversity section

What if there are no placement goals for position? The department must still make outreach efforts!
UC Recruit: Selection Process

Selection Process

Metrics used to evaluate applicants? Examples:

› PhD in relevant discipline
› Research excellence, particularly in novel or important areas.
› High quality publications in top journals
› Strong reference letters
› Research distinctions and awards
› Potential for teaching excellence
› Ability to establish externally-funded research program
› Contributions to diversity activities (if applicable)
UC Recruit: Selection Process

Selection Plan

What steps to evaluate applicants? Examples:

› Complete applications by IRD will be assessed for Basic Qualifications by dept analyst

› Each Qualified applicant file is reviewed by search chair and one other committee member

› Applicants assessed using a scoring matrix scale (1 to 5) according to how well they meet selection criteria

› Each committee member will create a list of top candidates

› Committee meets to review their lists and votes to select a short list of candidates for interview...
Search Plan

in UC Recruit: Committee

› Search Committee:
  - 3-5 members (usually tenured professors for Senate positions)
  - May include faculty from other departments, Graduate Students
  - Selection follows department procedure
  - Chair, Departmental Equity Advisor (Faculty Editor), Reviewers
  - Whenever possible, diverse membership
  - Have viewing rights to complete applications, can comment and flag applicants

› Additional Access
  - Any additional individuals who need to see applications
Committee Chair:

- Separate from Department Chair and Equity Advisor
- Establishes ground rules
- Leads committee through all stages of recruitment
  - Advertisement
  - Strategies for advertising
  - Evaluation criteria
  - Monitors file review
  - Leads in voting process
  - Liaison to Department Chair/Unit Director
  - Puts selected candidate forward
- Evaluates the search at the end of recruitment
- Can be listed as point of contact
Search Plan

in UC Recruit: Committee

› Equity Advisor:

   AKA Diversity or Equal Opportunity Representative
   - Provides advice to the committee and hiring authority (Control Point)
   - Reviews department search plan, demographic diversity of the availability pool, the applicant pool, the candidates selected for interviews, and the faculty in the academic unit.
   - Ensures good faith efforts are carried out
   - Ensures each applicant is treated equitably during the review, interviewing and hiring process
   - Part of the core committee, i.e. has voting rights
   - Temp work-around: identified via “Editor” designation

› May not be a staff member
Setting up disposition reasons:

Standard Choices
- Custom (up to 5) options can be entered
  - Don’t get too creative
- Can be suppressed on a per-recruitment basis
  - e.g. no clinical experience

Required for all applicants who
- Have complete applications
- Applied within the review window
- Have not withdrawn
Search Plan: Approval

SUBMIT the SEARCH PLAN

› submit to initiate Search Plan review and approval
  – review approval workflow
  – complete missing parts

› approvers may suggest changes
  – the system does not notify approvers automatically when you have made a requested update

Once fully approved, you will receive an automated system notification

Adjust open date if needed, place ads*, and publish to UC Recruit jobs board
TWO STAGES of applicant review may begin once IRD or Close Date has passed

- **Basic** Qualifications are assessed by examining application materials alone
- **Additional & Preferred** review is more substantive

![Diagram showing completion of application, meeting basic qualifications, and qualification]

- Completed Application on time
- Meets Basic Qualification
- Qualified
Applicant review (cont’d):

› Applicant Pool Report

› **Best practice**: review prior to Review/Final date
  - Extend the search if pool not diverse enough (IRD only)

› Shortlist Report (formal use in Senate searches)

Applicant Statuses – see Applicant Workflow chart
[https://ap.ucsb.edu/resources.for.department.analysts/content/applicant_statuses_workflow.pdf](https://ap.ucsb.edu/resources.for.department.analysts/content/applicant_statuses_workflow.pdf)

Real-time processing; don’t plan to do this report “later”
UC Recruit - Senate searches
RB VII-4

Review and approval required for:
1. Search Plan
2. Shortlist Report
3. Search Report
Short List Report

in UC Recruit: Basic Information & Overview cont’d

• Update Actual Efforts
• Status changes: Recommend for Interview
• Short List Report generated in UC Recruit and submitted for approval by Dean’s office
• Candidates may then be invited

Formal Request to Interview Candidates (Senate only)
Applicant review

› Applicant Statuses

**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)

**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
Applicant review

Applicant Statuses (cont'd):

Proposed candidate: Applicant recommended for appointment (Search Report)

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

Withdrawn: Applicant has withdrawn themselves from consideration

Campus declined to make offer: Campus has declined to make a formal offer of employment to proposed candidate
TRUE or FALSE?

Senate faculty search opens on Sept 1st. IRD is Nov 1st and is the only review date set so far.
The short list report is finalized and submitted for approval on Nov 15th.
“Recommended for Interview” (shortlisted) applicants should have applied between Sept 1st and Nov 1st.
Once candidate identified, review and approval required for:

1. Search Plan
2. Shortlist Report
3. Search Report
Review and approval required for:

1. Search Plan
2. Search Report
Search Report in UC Recruit

Formal Request to Propose candidate(s) for hire

- Documents the outcome of the search
- Identifies the selected candidate(s)
- Status changes: Selected candidate(s)
- Disposition reasons for Qualified and Not Qualified
- Update the search fields, e.g. Actual Search Efforts
- Generated in UC Recruit and submitted for approval

- USE the SEARCH REPORT CHECKLIST on the Training Resources page
Be careful with...  

- Search Reports, esp. in Pooled Searches
  
  LIVE UPDATING
  
  one at a time unless multiple hire

- Do not make changes to the recruitment as the Search Report is pending unless asked by report reviewers
Academic Review

Appointment submitted after Search Report approval

› Checklists—RB
› Step, salary, start-up commitment for Senate titles
› Additional letters, if required for the level of appointment
› Approval Authority—RB
› Appointment academic review and approval
› Appointment decision/notification
Recruitments: Final Actions

- Courtesy notices
- Update applicant statuses, e.g:
  - Declined offer
  - Hired (working on campus, in payroll, has employee ID)
- Conclude recruitment
Search Waivers (formerly EORs)  
RB VII-1

Non-Senate title categories

| Emergency Hire | Spousal or Domestic Partner Hire | PI/Co-PI/Leadership Status | Continuation of Training | Research Team |

Dept sends waiver request to OEOSH
- EEO Recommendation memo

Dean or AVC
- Approves or denies search waiver

Dept prepares appt
- If approved; if not, open search must be conducted
Search Waivers (formerly EORs)  
RB VII-1

Senate title categories

<table>
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<tr>
<th>Partner Hire</th>
<th>Exceptional opportunity</th>
<th>President’s Postdoctoral Fellowship</th>
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Dept sends waiver request to EVC via Dean

- Category
- Vote
- Discussion
- Exceptional Opportunity justification

Campus consultation (OEO, CPB, CAP)

- EVC Approves or denies search waiver

Dept prepares appt

- If approved; if not, open search must be conducted
TRUE or FALSE?

Dept needs to find a Unit 18 pre-six lecturer to teach Engineering Ethics 101. You hear about a candidate with an engineering degree and teaching experience at Cal Poly in a similar course.

The candidate seems like a perfect fit for the position. You can use the exceptional opportunity category to justify the search waiver request.
QUESTIONS?

Academic Affairs Information Technology Helpdesk
AAIT
X2495 or help@aait.ucsb.edu