Academic Recruitments

Policies, Procedures, and Best Practices

September 6, 2019
Campus Resources

› ACADEMIC PERSONNEL

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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 an EODP Diversity Briefing – Tori Asato, x2701
Campus Resources cont’d

› Academic Affairs Information Technology Helpdesk
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› Your Division or College Dean analysts
Campus Resources cont’d

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Online Resources

Academic Personnel: https://ap.ucsb.edu/

› 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/

NOT JUST FOR STAFF!!
Today’s Agenda

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

› Pre-Recruitment Activities
  - FTE plan for Senate positions
  - Non-Senate
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)
Recruitments: Definitions

RB VII-1

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.
Accountability & Compliance

Office of Federal Contracts Compliance Programs

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.
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 faculty
  – Professor series
  – Lecturer PSOE, Lecturer SOE, Sr. Lecturer SOE

Librarians (some)

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

› Temp Admin positions with another academic appt
› Recall appointments
› Visiting (must be true visitor; Prof, Researcher, Proj Sci series)
› Unit 18 Lecturers openly recruited within same department
› Student Titles
› Change in series
› Postdoctoral Scholars*
› Without Salary Visitors (RB III-25)

* If search is needed to fill 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
Winter:
- Depts send 3yr FTE plan to Dean

Spring:
- Dean sends Divisional/College 3yr plan to EVC

Summer:
- EVC sends FTEs to Deans
  - Summer: Deans send FTEs “Auth to Search” to Depts
  - Summer/Fall: Departments prepare & submit Search Plans
  - Fall/Winter/Spring: Departmental recruitment activities
Pre-Recruitment Activities

- **Provision number or identifier**
  - e.g. GEOL20
  - 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
  - Divisional
Pre-Recruitment Activities
Non-Senate titles

Need and funding based
Can be initiated by PIs or depts

No formal FTE process
• no “salary control number” in UC Recruit
**Recruitment Life Cycle**

**Search Plan:**
Depts create and submit search plans

**Collect applications:**
14-30 days min until IRD; often longer

**Review applications:**
Search Committee evaluates applications using pre-defined steps, criteria

**Shortlist Report:**
On-campus interviews for shortlisted applicants

**Search Report:**
Department proposes a candidate for hire

**Approved Search Report:**
Authorization to department to submit appointment case

**Conclusion**

**Basic Quals**

**Soft offer**
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
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
UC Santa Barbara Academic Recruitment News & Updates

Search Plans Training Sessions
Read details about Search Plans Training Sessions at:
https://aait.ucsb.edu/projects/recruit/content/memo.20190829.pdf
Published 2019-08-29

2018-19 Recruitment Close Outs Due by August 30, 2019
Read details about 2018-19 Recruitment Close Outs Due by August 30, 2019 at:
https://aait.ucsb.edu/projects/recruit/content/memo.20190816.pdf
Published 2019-08-16

Multi-Level searches, Portfolio and other UC Recruit changes
Read details about Multi-Level searches, Portfolio and other UC Recruit changes at:
https://aait.ucsb.edu/projects/recruit/content/memo.20190617.pdf
Published 2019-06-17
UC Recruit
How to use in Senate searches

RB VII-4

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 Plan

Basic Information & Overview

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 – consult OISS
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
  - All Descriptions (ads) should contain JPF number and other elements
  - Include EEO tagline and Diversity statement in all outreach
  - See Red Binder VII-7 Basic Elements of an Advertisement

- The ad is NOT equivalent to “the recruitment”
Search Plan *What does it include?* (cont’d)

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

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

**Additional**
  – required also, but by time of appointment

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

Basic Qualifications

Required as of the time of application

We recommended that department analysts do this initial review
TWO STAGES of applicant review

1. **Basic** Qualifications are assessed by examining application materials alone – do applicants cross the hurdle?

   - Completed Application on time
   - Meets Basic Qualification

   =

   Qualified

2. **Additional & Preferred** review is more substantive
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

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

Selection Process – Criteria & Plan

What metrics and steps will be used to evaluate applicants? Example steps in a Selection Plan:

› 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 (and so forth...)
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, Faculty Editor, Reviewers
  - Whenever possible, diverse membership
  - Have viewing rights to complete, on-time applications, can comment and flag applicants

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

Not usually Department Chair but can be

- 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: Disposition Reasons

Disposition reasons are entered into UC Recruit to document reasons that an applicant is deselected.

› 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
UC Recruit: Applicant Management

Applicant review

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

Real-time processing; don’t plan to do this “later”
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)

**New**: **Declined Soft Offer After Proposed Candidate**: After being recommended, applicant declined verbal/informal offer

**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
Review and approval required for:

1. Search Plan
2. **Shortlist Report**
3. Search Report
Short List Report

Formal Request to Interview Candidates (Senate only)

- 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
Once Proposed 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
Final documentation of the search

› Documents the outcome of the search
› Identifies the selected candidate(s) and/or documents the search outcome (e.g. failed search)
› 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  Case processing

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

Search

Appt

Hire

› Courtesy notices

› Update applicant statuses, e.g:
  - Declined offer
  - Hired (working on campus, in payroll, has employee ID)

› Conclude recruitment
Search Waivers (formerly EORs)

Non-Senate title categories

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

1. Dept sends waiver request in UC Recruit
   - Campus consultation

2. Dean or AVC
   - Approves or denies search waiver

3. Dept prepares appt
   - If approved; if not, open search must be conducted
# Search Waivers

(formerly EORs)

**RB VII-1**

<table>
<thead>
<tr>
<th>Senate title categories</th>
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<tr>
<td><strong>Partner Hire</strong></td>
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<tr>
<td><strong>Exceptional opportunity</strong></td>
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<tr>
<td><strong>President’s Postdoctoral Fellowship</strong></td>
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### Dept sends waiver request in UC Recruit
- Category
- Vote
- Discussion
- 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?