Applicant management

- Definitions & Protocols
- Search Cycle Overview
- Basic Qualifications, Review Dates, Applicant Statuses, User Roles
- Recruitment Process Flowcharts
- Documentation
- Pooled Searches
- Reports
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 means
2. is considered by the contractor
3. has Basic Qualifications for the position as of time of application
4. does not withdraw

--- **Who is not an OFCCP Internet Applicant?**

- those who submit incomplete applications
- those who withdraw
- those who do not Meet Basic Qualifications at time of application

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

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UC Recruit: **Applicant review protocols**

**Protocols define who is considered an Applicant**

**Protocols must be consistent and uniformly applied**

Applicants who do not meet application and qualification requirements by a review date should not be reviewed. Demographic survey data from such applicants are not included in the applicant pool.

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

**Basic Quals**

- **Search Plan:** Depts create and submit search plans
- **Collect applications:** 14/30 days min until IRD; often longer
- **Review applications:** Search Committee evaluates complete/on-time applications using pre-defined steps, criteria

- **Shortlist Report:** On-campus interviews for shortlisted applicants (senate only)
- **Search Report:** Department proposes candidate(s) for hire
- **Fully approved Search Report:** Authorization to department to submit appointment case

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UC Recruit: **Applicant processing: Basic Qualifications**

**ON TIME**

+ **MEETS BASIC QUALIFICATIONS**

= **QUALIFIED APPLICANT**
UC Recruit: Applicant processing

**Initial sort against Basic Qualifications**
Which Complete applicants Meet 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

UC Recruit: Basic Qualifications

**Scenario 1:** Asst Prof search | IRD Jan 15 | Review starts Jan 16

**BQ:** PhD in Jedi & Ewok Studies or related field by appointment start date of July 1, 2020

One applicant writes to say she will have completed all requirements for PhD as of June, but her institution gives degrees in August only.

She wants to know: will she be considered if she applies by the IRD?
Scenario 1 (cont’d):

• She should not be discouraged from applying. Applicant determines if her skill set and qualifications match those described in the search.

• Make clear that her application will be reviewed and assessed on the qualifications as stated in the advertisement.

• Refrain from providing special guidance/tips on how to apply. May be perceived as providing special treatment or extra info to a potential applicant.

• The committee should not change the basic qualifications at any point during a search to meet an applicant’s qualifications.

Scenario 2:

Applicant writes the Search Committee Chair on Jan 8 to say they cannot meet the Jan 15 primary consideration deadline but would like to be considered.

The position has a placement goal for females and the Chair notices that this person appears to have a female name.

Should the Chair respond directly to the candidate by saying that the department will add a review date of Jan 22?
Scenario 2: Add a review date upon request?:

Yes! 

Yes – In the interest of increasing diversity the department should do everything it can to consider females including adding a review date.

No! 

No – This is special treatment for one applicant. Other potential applicants were not aware that this was possible and may not have thought to ask for an extension.

Scenario 3:

Applicant writes the Department Analyst on Jan 16 to say he had technical difficulties with the system that prevented him from completing his application by the Jan 15 IRD deadline.

Should the Analyst respond to the candidate by saying that the department will consider his application since he had technical issues?
Scenario 3 (cont'd):

Maybe the applicant started his application at 11:50pm on the IRD. Check the applicant log:

If department grants this exception to this one applicant, it must give the same consideration to any other applicants who also applied a day late.

Not generally recommended unless system outage confirmed.

Scenario 4: Okay to Add “Additional Review Date” after IRD?

Yes!  No!

Yes – If the applicant pool is inadequate, does not contain enough qualified candidates for the shortlist, or another legitimate business reason.

No – If the intention is to “catch” one particular candidate.

Additional Review Dates generally best 2 weeks out
Check with your AP or College analyst. Also, EODP for advice about outreach/advertising.
UC Recruit: **Applicant processing**

Set filters and columns in workspace ribbon

See **UC Recruit Saving Workspaces**

https://ap.ucsb.edu/resources_for_department_analysts/recruit/

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**MEETS BASIC Qualifications (MBQ) FLOWCHART** - the first review

**START UNKNOWN**

Set Columns Filters

**Has REVIEW DATE passed?**

- YES: **COMPLETE?**
- NO: **WAIT**

**Not Complete "Unknown"**

- NO: MBQ not assessed Final status: **Not Complete**
- YES: **MEETS BASIC?**

**MEETS BASIC?**

- NO: "Does Not Meet" UNQUALIFIED Final status: **Complete**
- YES: "Meets" QUALIFIED

**END**

Assign Disposition Reason (DR)

Continue Applicant Review
Applicant Review

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

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

Substantive review of applicants should not begin until after IRD e.g. Jan 15 IRD ➞ start review Jan 16

- Applicants may change out their materials on or before IRD
- New completed applications may come in up to the IRD
- Fair hiring practices
- Sorting against Basic Qualifications not yet completed
UC Recruit: **Applicant statuses**

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

**Complete:**
Required documentation has been submitted (or analyst has manually completed the applicant)

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

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

**a final applicant status

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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)

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

**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

**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 processing

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

Yes, applicant review conducted 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, e.g. timestamps and activity logs
– OEO reports grab recruitment & applicant information as of “real time”

Department User Roles

Department Analyst can:

See all applicants, Complete or Not Complete, on-time or outside of review window, assess Basic Qualifications, change applicant statuses, assign disposition reasons, send bulk applicant emails, hide applicants, modify applicant materials

Chair, Editor can:

See Completed applicants up to the latest review date, assess Basic Qualifications, change applicant statuses, assign disposition reasons, send bulk applicant emails, hide applicants, modify applicant materials

Reviewers can:

See non-hidden, Completed applicants up to the latest review date, enter personal notes, public comments, and flags

Only the Department Analyst can publish the Search Plan, process and submit Reports, and Conclude the recruitment.
Beware of Hidden applicants!

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

Beware of Hidden applicants!

› Dept Analysts are able to mark Meets Basic Qualifications, assign Recommend for Interview or Proposed Candidate for hidden applicants, even if outside of review window.

› Not Complete and Late applicants should not be evaluated at all. Do not download these applicant files and share them with the committee.

› Search Committees do not see these applicants in any case, but other system users do, and the system logs any reviewing activity.
Review of Qualified Applicants Flowchart - the substantive review

A word about reference letters...
When references are set as Only Contact Information:

- Applicants should never submit their own letters
- Letters sent directly from references not listed in application should not be shared with committee
- Letters from previous applications might be reused – references always have control
**Documentation Requirements**

1) How much detail needed in UC Recruit?  
   One w/o knowledge about higher ed recruiting/hiring should be able to understand

2) How is this activity tracked in UC Recruit?  
   Applicant Statuses, Disposition Reasons & Comments, Applicant Evaluation Sheets, Search Process Summary, Conclusion

See **Reports** and **Concluding a Recruitment** at [https://ap.ucsb.edu/resources.for.department.analysts/recruit/](https://ap.ucsb.edu/resources.for.department.analysts/recruit/)

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**Applicant Evaluation Sheets**

Some departments have started collecting applicant evaluation feedback online (e.g. on Google forms)

Contact your College/Divisional Faculty Equity Advisor (for senate searches), or AP for additional information
Disposition Reasons

Disposition Reasons and Comments are a critical part of recordkeeping and help tell the story of why a candidate was or was not selected.

Disposition reasons and comments eliminate doubt of discrimination and help save staff & faculty members time.

Federal contractors and subcontractors are required to disposition candidates and keep a clear record of where each applicant fell out of the hiring process if they are not hired.

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, for the 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: Applicant statuses, cont’d

Condensed version of applicant review process, applicant statuses

UC Recruit Resources page
https://ap.ucsb.edu/resources/department_analysts/content/applicant_statuses_workflow.pdf

Status updates & Recruitment Conclusion Flowchart in UC Recruit

Offered

Accept ?

YES

Accepted Offer

ENTERED in PAYROLL and ON CAMPUS ?

YES

Final status: Hired

NO

WAIT

Campus Declined to Make Offer

Final status:

Conclude Recruitment

Search Report

Proposed Candidate

APPROVED

DENIED

Approved Appointment Case

Final status: Declined Offer

Final status:

Conclude Recruitment

Appoint

Case

Search Report

Proposed Candidate

APPROVED

DENIED

Approved Appointment Case

Final status: Declined Offer

Final status:

Conclude Recruitment
How are the Search Report and Appointment process linked?

**Search Report**
*Proposed Candidate in UC Recruit*

**Recruitment** first in UC Recruit

**Appointment** in AP Folio (for most titles, though not all)

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**UC Recruit: Pooled recruitment management**

- **Adding Review Dates after IRD**
  - Appropriate to add review date if not enough 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 Meet Basic Qualifications
  - Marked as Meets Basic Qualifications, but were permanently deselected

https://ap.ucsb.edu/resources.for.department.analysts/content/review_guidelines_for_lecturer_research_title_pools.pdf
**UC Recruit: Pooled recruitment review windows**

Example: Open 2/15/20 - IRD 3/19/20 - Final 5/31/20

<table>
<thead>
<tr>
<th>Initial Review Date</th>
<th>Add'l Review Date 4/22/20</th>
<th>Add'l Review Date 5/10/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/19/20</td>
<td>Primary Consideration (IRD) applicants AND complete applicants on or before 4/22/20</td>
<td>Primary Consideration (IRD) applicants AND complete applicants on or before 5/10/20</td>
</tr>
<tr>
<td></td>
<td>Review completed applications from 2/15/20 up to and including 3/19/20</td>
<td></td>
</tr>
</tbody>
</table>

**Discussion:**
What about applications between 5/11/20 and 5/31/20?

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**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?

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Senate Recruitment</td>
<td>Senate Recruitment</td>
<td>Non-Senate Recruitment</td>
<td>Senate Recruitment</td>
</tr>
</tbody>
</table>

### How urgently does the dept need the Shortlist Report approved?

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UC Recruit: **Shortlist Reports** - Senate only (cont’d)

### What to submit in a Shortlist Report?

- Completed on-time applicants marked Qualified/Unqualified
- Shortlisted “Recommend for Interview”
- Actual Search & Recruitment Efforts completed

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**Advertisements**

- Planned search & recruitment efforts
- Actual search & recruitment efforts

We placed a print advertisement in [Voluptatem](#) Oct Issue. Our online ad in [Quasi](#) recusandae ran for 45 days rather than the original 30 days as planned.
UC Recruit: **Shortlist Reports** - Senate only (cont’d)

Tips for quicker Shortlist Report approval...

1. **Do not process** Unqualified applicants or those outside review window
2. Do not download and share or otherwise “encourage” committee review of hidden applicants
3. Mark shortlisted applicants “Recommend for Interview”
4. Unqualified applicants should get Disposition Reasons as should any Qualified applicants who are permanently deselected
5. Respond to approver questions promptly & be aware that Shortlists **do not live update**
6. Upload the EEO recommendation memo
7. For problems or changes after submission, check with EODP, help@aait.ucsb.edu, AP office

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**Shortlist Reports DO NOT Live Update...NEED TO MAKE CHANGES?**

Contact help@aait.ucsb.edu or your AP analyst **first** for guidance

**Do not create and submit a new Shortlist report if one is in process**

[step by step instructions available on FAQ page:](https://ap.ucsb.edu/resources_for_department_analysts/recruit/reports/faq/index.cfm)

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Do all applicants on an approved shortlist need to be interviewed before any job offers are made?
UC Recruit: Search Reports
Tips for quicker Search Report approval...

1. Use the Search Report checklist
2. Do not process unqualified applicants or those outside review window
3. Qualified & Unqualified applicants get Disposition Reasons, but not Proposed Candidate(s)
5. Process Search Report for the correct review date
6. Respond to change requests promptly and let reviewers know via email**

* If not already provided
** New request changes functionality being developed

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?