 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

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

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**UC Recruit: Applicant review protocols**

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

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

**Examples:**

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

Dept protocol: after the initial review against Basic Quals, search committee members divide up applications and assign scores.
UC Recruit: The search cycle

**Search Plan:**
Units create and submit search plans after search authorization.

**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 (or equivalent) interviews for shortlisted applicants—senate requires report.

**Search Report:**
Department proposes candidate(s) for hire.

**Fully approved Search Report:**
Authorization to department to submit appointment case.

UC Recruit: Applicant processing

Initial sort against Basic Qualifications

Which **Complete, on-time** 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

**ON TIME + MEETS BASIC QUALS = QUALIFIED APPLICANT**
Scenario 1: Should she bother to apply?

Asst Prof search | IRD Feb 17 | Review starts Feb 18

**BQ:** PhD in Jedi & Ewok Studies or related field by appointment start date of July 1, 2021

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

She wants to know: will she be considered if she applies by the IRD? Should she bother to apply?

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Scenario 1: Should she bother to apply?

- Applicant 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 that isn’t available to others.

The committee should not deviate from the stated basic qualifications at any point during a search to accommodate an applicant’s qualifications.
**UC Recruit: Applicant processing – how to make eval easier?**

**Set filters and columns in workspace ribbon**

See UC Recruit Saving Workspaces
https://ap.ucsb.edu/resources.for.department.analysts/recruit/

**UC Recruit: Applicant processing – how to make eval easier?**

**New applicant review pop-up interface**

Application you are currently viewing stays highlighted so you don’t lose your place when they go back to the Applicants list
**UC Recruit:** Applicant processing – how to make eval easier?

**Bulk downloads** of selected applicant files

Document downloads used to require one at a time from each application individually. Bulk Download of applicant files solves this issue.

- Allows users to download **one document type at a time** from **multiple applications** in one action from the applicant list

- Does not download reference letters

Some campuses have piloted reviewing programs that require committees to start their review by viewing only a single document type across all applicants in the pool.
UC Recruit: Applicant processing – how to make eval easier?

Bulk downloads of selected applicant files

Use with caution.

When the selected applications are within a review date that has not yet passed, a warning will pop up to indicate that the data downloaded may change.

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

- **START**
  - **UNKNOWN**
    - Set Columns Filters
    - Has REVIEW DATE passed?
    - **COMPLETE**?
      - **YES**
        - **MEETS BASIC**?
          - **YES**
            - “Meets” QUALIFIED
          - **NO**
            - "Does Not Meet" UNQUALIFIED
              - Final status: Complete
        - **NO**
          - Assign Disposition Reason (DR)
          - "Does Not Meet" UNQUALIFIED
            - Final status: Complete
    - **NO**
      - WAIT
  - **NO**
    - **Not Complete** “Unknown”
      - Final status: Not Complete
  
- **END**
  - Continue Applicant Review
Scenario 2: Add a review date upon request?

Applicant writes the Search Committee Chair on Feb 8 to say they cannot meet the Feb 17 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 to the candidate by saying that the department will add a review date of Feb 22?

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

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 2: Add a review date upon request?

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

- **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.

Substantive review of applicants should not begin until after IRD  
*e.g.* Feb 17 IRD ➔ start review Feb 18

- **On or before IRD** ≠ **Substantive reviewing applicants**
  - 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
Scenario 3: Technical difficulties

Applicant writes the Department Analyst on Feb 18 to say she had technical difficulties with the system that prevented her from completing her application by the Feb 17 IRD deadline.

Should the Analyst respond to the candidate by saying that the department will consider her application since she had technical issues?

Scenario 3: Technical difficulties

Maybe the applicant started the application at 11:55pm on Feb 17. 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 a system outage is confirmed.*
**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.

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**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**
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

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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
**Withdrawn**: Applicant has withdrawn themselves from consideration *(NEW: Applicants may now withdraw themselves within the app)*

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**

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**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”
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

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 few words about reference letters...

- Applicants should never handle or submit their own letters
- Letters sent directly from references not listed in application should not be shared with committee
- Per UC Recruit functionality, letters from previous applications might be reused—however, references make the choice

Search committee members, department chairs, deans, should not write letters of reference for applicants to searches in which they are engaged in the recruitment, selection and review of candidates.

Real, potential, or perceived conflicts of interest should be disclosed, mitigated and documented as appropriate.
A few words about interviews…CONSISTENCY IS KEY

Guidance for COVID-19 interview procedures is available at https://ap.ucsb.edu/resources.for.department.analysts/recruit/

1. Use interview questions consistently across candidates—focus on skills, abilities qualifications, experience, behaviors relevant to the job
2. Interview format offered should be same for all interviews—not Zoom for some candidates and phone for others
3. Interview panel attendees should be consistent
4. Opportunities for meeting one-on-one with faculty, deans, graduate students should be offered equitably to the extent possible

Applicant Evaluation Sheets

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

https://ap.ucsb.edu/resources.for.department.analysts/content/sample.applicant.evaluation.sheet-COVID-19.docx
**Documentation Requirements**

1) **How much detail needed in UC Recruit?**
   
   “Tell the story” of the search—a person 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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**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. Located via Applicants list or on Disposition tab

- 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" w/comments and/or documentation in Search Process Summary
- Proposed Candidate **is not assigned** a Disposition Reason

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UC Recruit: Applicant statuses, cont’d

**Condensed version of applicant review process, applicant statuses**

**UC Recruit Resources page**
https://ap.ucsb.edu/resources.for.department.analysts/content/applicant_statuses_workflow.pdf
Status updates & Recruitment Conclusion Flowchart in UC Recruit

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)
UC Recruit: Pooled recruitment review windows

Example: Open 2/15/21 – IRD 3/19/21 – Final 5/31/21

Initial Review Date 3/19/21
Primary Consideration (IRD)
Review completed applications from 2/15/21 up to and including 3/19/21

Add'l Review Date 4/22/21
Primary Consideration (IRD) applicants
AND complete applicants on or before 4/22/21

Add'l Review Date 5/10/21
Primary Consideration (IRD) applicants
AND 4/22/21 complete applicants
AND complete applicants on or before 5/10/21

Discussion:
What about applications between 5/11/21 and 5/31/21?

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

The review date has passed and there are 40 completed applications in the recruitment.

The search committee wants to add a review date.

Should your department add a review date?

Yes – If the applicant pool is inadequate, does not contain enough qualified candidates for the shortlist, hiring need arises in pooled search or another legitimate business reason.

Yes!  

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

No!  

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

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

**When do you need to run a Shortlist Report?**

![Diagram showing the process of running Shortlist Reports]

*Non-Senate Recruitment*

*Senate Recruitment*

How urgently does the dept need the Shortlist Report approved?
What to submit in a Shortlist Report?

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

Tips for quicker Shortlist Report approval...

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

**Need to cancel a shortlist approval request altogether?**

**NEW!** Request cancellation

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UC Recruit: **Search Reports**

Tips for quicker Search Report approval...

1. **Use the Search Report checklist** from Resources for Department analysts > UC Recruit page → Reports

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 resolve via Request Changes**
   
   * If not already provided
   
   ** Comment entered on approval page not enough
Need Help? AP & AAIT Resources & Contacts

› **Helly Kwee** – Math, Life, & Physical Sciences; Engineering; ORUs; Bren
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› **Lia Cabello** – Social Sciences; Academic Programs; Creative Studies; Educ; HFA
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› **Billy Ko** – Post Docs; GSRs; academic student titles
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› **June Betancourt** – Academic recruitment; AP training; general AP policy
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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?