

UC Recruit Applicant Management

November 12, 2024

Agenda

- Definitions, Protocols
- Search Cycle Overview
- Basic Qualifications, Review Dates, Applicant Statuses, User Roles
- Recruitment Process Flowcharts
- Documentation
- Pooled Searches
- Reports

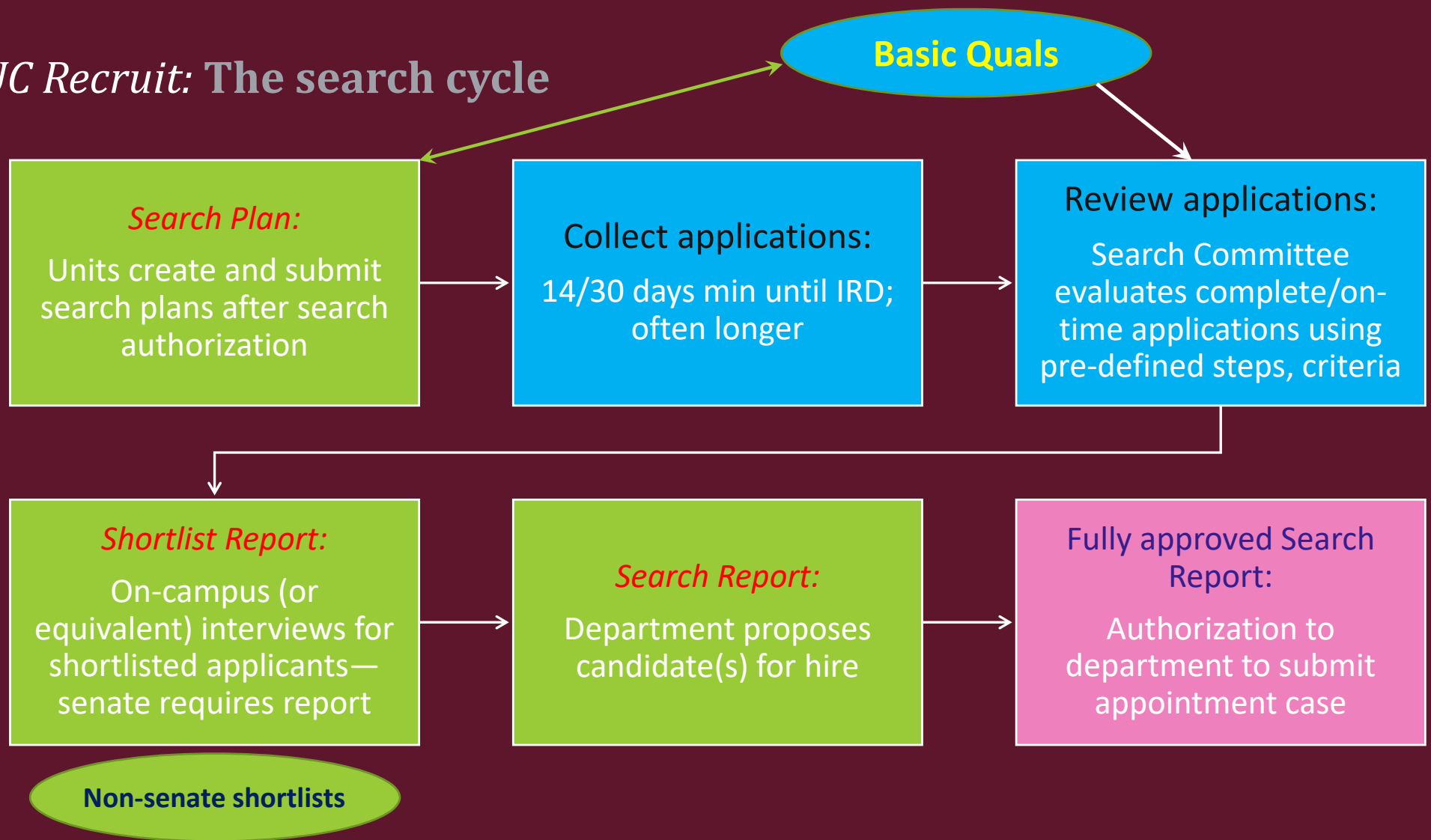
Who is an applicant?

- OFCCP Internet Applicant Rule – 4 criteria:
 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)

Applicant Review Protocols

- Protocols define who is considered an Applicant
- They 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
- 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.

UC Recruit: The search cycle



Applicant Processing

- Initial sort against Basic Qualifications
- Which on-time, submitted 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?

- Assistant Professor search
 - IRD: Feb 17
- Basic Qualifications: (Not a recommended BQ!)
 - **PhD in Starship Operations or related field by appt start date of 7/1/24**
- Applicant writes to say she will have completed all requirement for PhD as of June, but her institution confers degrees in August.
- Will she be considered if she applies by the IRD? Should she bother to apply?

Scenario 1 – cont'd

- 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.

Applicant Processing

How do make it easier yet keep it fair?

Set filters & columns in workspace ribbon

Edit workspace ×

Filters Columns Sort

Search for a filter

Basic qualifications ⚓ This filter is always visible

Qualified	Unknown	Unqualified	Entire pool
-----------	---------	-------------	-------------

Hidden Remove

☐ Hidden (0)

☒ Not hidden

Status [UNCHECK ALL](#) Remove

☐ Not complete ?

☒ Complete ?

☒ Withdrawn ?

☒ Recommend for interview ?

Edit workspace

Filters **Columns** Sort

Search for a column

Shown

- Applicant
- Basic qualifications
- Review window
- Status
- Highest degree

Hidden

Applicant

- Username
- First name
- Last name
- Dissertation
- Last emailed by

See [UC Recruit Saving Workspaces](#)

<https://ap.ucsb.edu/resources.for.department.analysts/recruit/>

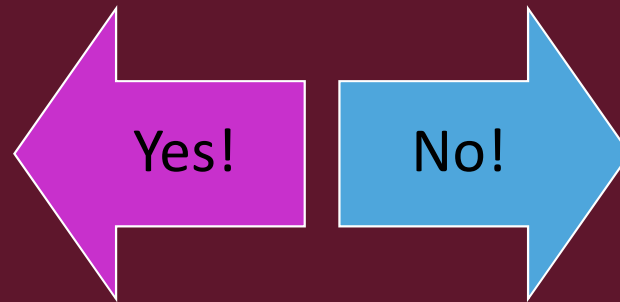
MEETS BASIC Qualifications (MBQ) FLOWCHART – the first review



Scenario 2: Add 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?

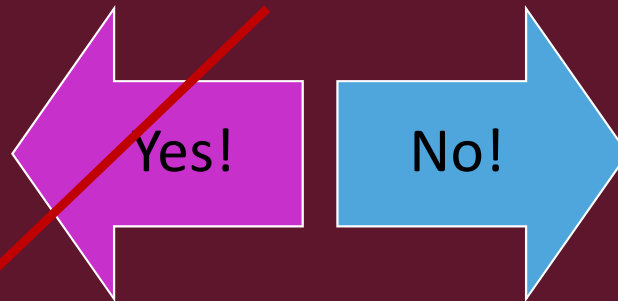
Scenario 2: Add review date upon request?



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.

Scenario 2: Add 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.

More on Review Dates

- Substantive review of applicants should not begin until after IRD
 - e.g. Feb 17 IRD → start review Feb 18
- New completed applications may come in up to the IRD
- Sorting against Basic Qualifications not yet completed

**On or
before IRD?**



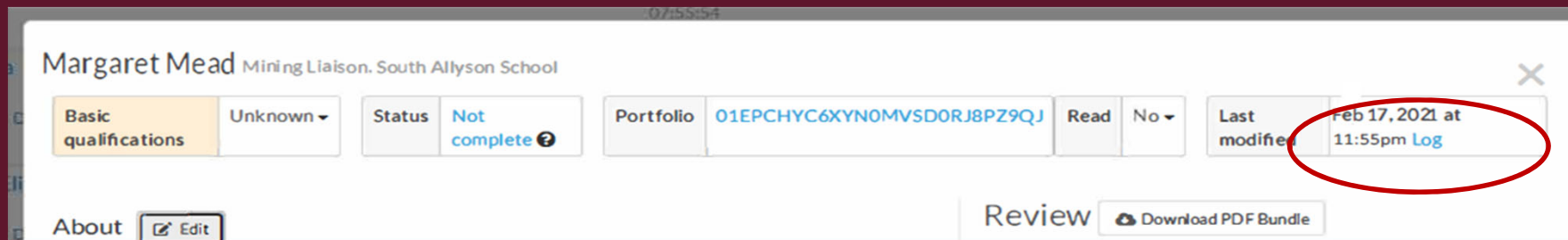
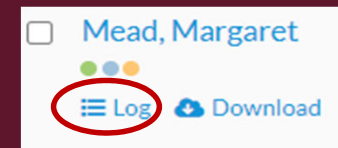
**Substantive
review of
applicants**

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 submitting 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!*

Scenario 4: Application Updates?

- Applicant sends an updated CV to department analyst requesting that they replace the existing CV with this new one
 - A couple new articles have since been published and are added to the CV
- Should the department accommodate this request?

Scenario 4: Application Updates?

- With the advent of Turnstile, applicants may gather and swap out their application materials... until they hit the “Submit” button that:
 - Commits their applications materials to this recruitment
 - Updates their status to “Applied” in this JPF
 - **Locks down the materials from further edits**
- Would not be fair or equitable to accommodate this request
 - If they were anticipating an update, should have waited to submit their application

Turnstile– Applicant View

Application status

● Application complete – Submit when ready

Submit now

Submit application ×

Your application is now complete. When you are ready, you can submit your application to the committee for their review.

When you submit, your application will be sent to the committee, and no further changes will be possible. By submitting your application, you are confirming that your information and materials are correct and ready for review.

Yes, submit and lock my application

No, continue editing

Application status

✓ Application submitted

Recruitment deadline

🔒 No further changes may be made to your application as it has been submitted ?

Turnstile – Department View

<input type="checkbox"/>	Parisian, Florencio	Applied ? by applicant
<input type="checkbox"/>	Runolfsdottir, Mason	Applied ? by applicant
<input type="checkbox"/>	Yundt, Quincy	Applied ? by applicant
<input type="checkbox"/>	MacGyver, Renata	Applied ? by applicant
<input type="checkbox"/>	Conn, Agustin	Draft ? by applicant
<input type="checkbox"/>	Jenkins, Deedee	Draft ? by applicant
<input type="checkbox"/>	Hudson, Emanuel	Draft ? by applicant
<input type="checkbox"/>	Rottweiler, Rocky	Applied ? by applicant

Submitted application on time. Assessed as MBQ.
May consider further.

Applied on time but still need BQ assessed.
Do not consider further until BQ has been assessed.

Have not yet *submitted* application.
Do not consider.

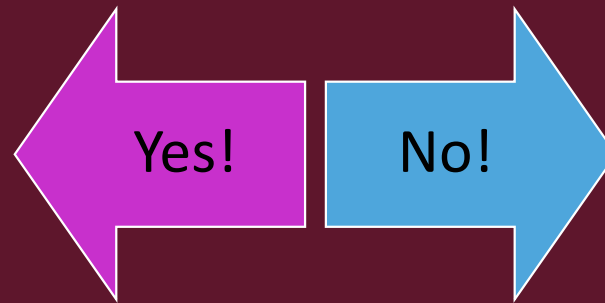
Submitted application outside review window.
Do not consider unless additional review date added.

Scenario 5: Add Additional Review Date?

- The initial review date has passed and there are 40 submitted applications in the recruitment.
- The search committee wants to add a review date.
- Should your department add a review date?



Scenario 5: Add Additional 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.

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

Additional Review Dates: Best Practices

- Generally best to set at least 2 weeks out
 - Allows time to conduct additional outreach/advertising
- Check with your AP or College analyst
 - What is the new proposed date?
 - What is the justification for addition of new review date?
- Check with EODP for advice about outreach/advertising

Department User Roles

- Department Analyst can:
 - See all applicants, Applied or Draft, 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 Applied 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, Applied 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.

UC Recruit: Applicant Statuses

- ☒ **Applied (current):** Application has been completed and is ready for evaluation and review
- ☐ **Serious consideration:** Applicant considered for advancement
- ☐ **Recommended for preliminary interview:** Applicant recommended to receive a preliminary interview to judge qualifications
- ☐ **Preliminary interview completed:** Applicant has received a preliminary interview to judge qualifications
- ☐ **Recommend for interview:** Applicant recommended for interview
- ☐ **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
- ☐ **Declined soft offer after proposed candidate:** After being recommended for appointment, the applicant declined a verbal or informal offer based on the details they were given
- ☐ **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

New applicant statuses available

UC Recruit: Applicant Statuses

- **Applied****

- Required documentation has been submitted
(or analyst has manually completed the applicant)

- **Serious Consideration****

- Applicant should be considered for the shortlist or long shortlist

- **Recommend for Preliminary Interview**

- Applicant recommended for long shortlist/initial screening

- **Preliminary Interview Completed ****

- Applicant underwent preliminary interview/screening



New!

****a final applicant status**

UC Recruit: Applicant Statuses, cont'd

- **Recommend for Interview**

- Applicant recommended for interview (Shortlist Report)

- **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****

- Applicant declined a verbal or informal offer based on the details they were given

****a final applicant status**

UC Recruit: Applicant Statuses, cont'd

- **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

- **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

****a final applicant status**

UC Recruit: Applicant Statuses, cont'd

- **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.

****a final applicant status**

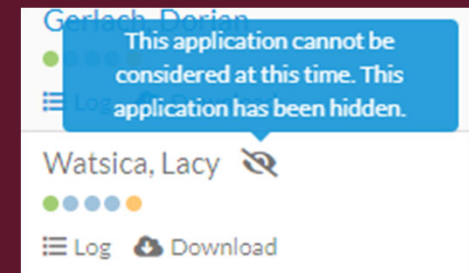
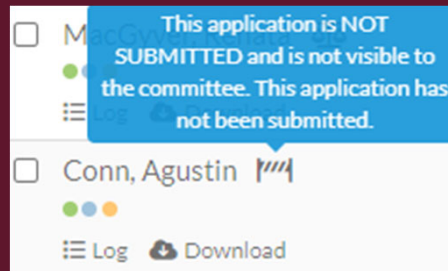
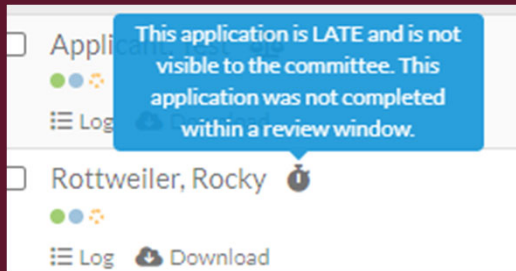
Applicant Processing

- 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:
 - did not apply inside a review date
 - have not submitted their application
 - have been hidden by the Department Analyst, Chair or Editor



☐ MacGraw, Robert
This application is NOT SUBMITTED and is not visible to the committee. This application has not been submitted.

☐ Conn, Agustin
Log Download



This application is NOT SUBMITTED and is not visible to the committee. This application has not been submitted.

☐ Appli
This application is LATE and is not visible to the committee. This application was not completed within a review window.

☐ Rottweiler, Rocky
Log Download



This application is LATE and is not visible to the committee. This application was not submitted within a review window.

☐ Gaskin, Dorian
This application cannot be considered at this time. This application has been hidden.

Watsica, Lacy
Log Download



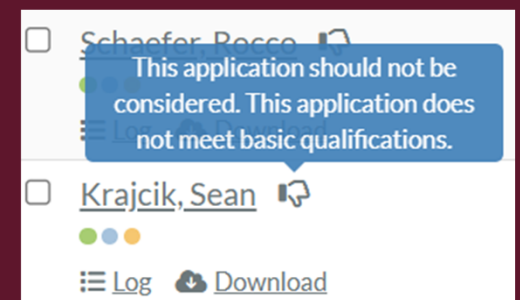
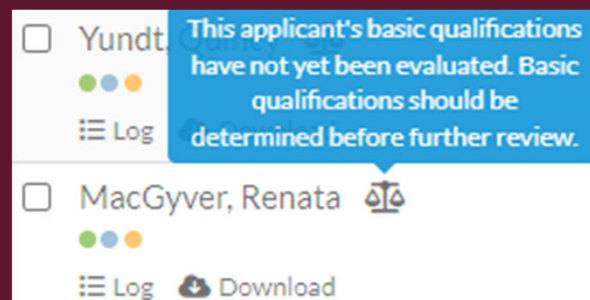
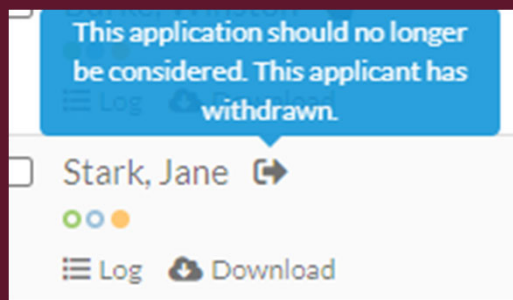
This application cannot be considered at this time. This application has been hidden.

Beware of Hidden Applicants!


- MBQ and applicant statuses cannot be set on hidden applicants
- However, dept analysts can still view them
- Draft 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




Applicants who should not be considered



- Applicants may be visible yet still should not be considered by the committee, because:
 - They withdrew from consideration
 - Basic Qualifications have not been assessed/marked
 - Search Committee should be working out of the “Qualified” pool
 - They did not meet Basic Qualifications




This application should no longer be considered. This applicant has withdrawn.




☐ Stark, Jane 


  


 Log  Down




 This application should no longer be considered. This applicant has withdrawn.



☐ Yundt

 Log

☐ MacGyver, Renata 


  




 Log  Down


This applicant's basic qualifications have not yet been evaluated. Basic qualifications should be determined before further review.







This applicant's basic qualifications have not yet been evaluated. Basic qualifications should be determined before further review. [Mark this application's basic qualifications.](#)


☐ Schaefer, Peggy 

 Log

☐ Krajcik, Sean 

 Log

This application should not be considered. This application does not meet basic qualifications.



This application should not be considered. This application does not meet basic qualifications. [Reconsider this application's basic qualifications?](#)

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.

Interviews: Consistency is Key!

- Use interview questions consistently across candidates—focus on skills, abilities qualifications, experience, behaviors relevant to the job
- Interview format offered should be same for all interviews—not Zoom for some candidates and phone for others
- Interview panel attendees should be consistent
- Opportunities for meeting one-on-one with faculty, deans, graduate students should be offered equitably to the extent possible
- Guidance for remote interview procedures is available at:
<https://ap.ucsb.edu/resources.for.department.analysts/recruit/>

Documentation Requirements

- 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
- How is this activity tracked in UC Recruit?
 - Applicant Statuses, Disposition Reasons & Comments, Applicant Evaluation Sheets, Search Process Summary, Conclusion
- Applicant Evaluation Sheets— sample at:
<https://ap.ucsb.edu/resources.for.department.analysts/content/sample.applicant.evaluation.sheet-COVID-19.docx>

See *Reports and Concluding a Recruitment* at

<https://ap.ucsb.edu/resources.for.department.analysts/recruit/>

Disposition Reasons

- A critical part of recordkeeping!
 - Helps tell the story of why a candidate was or was not selected
 - 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.



Disposition Reasons

The screenshot shows a web application interface. On the left is a sidebar with three tabs: 'Documentation' (blue text), 'Disposition reasons' (white text on a blue background), and 'Conclusion' (blue text). The main content area has a white background. At the top of this area, there is a yellow circle icon followed by the text 'Unknown qualif'. To the right of this is a white box containing the text 'Disposition reasons' and a '+ Add' button.

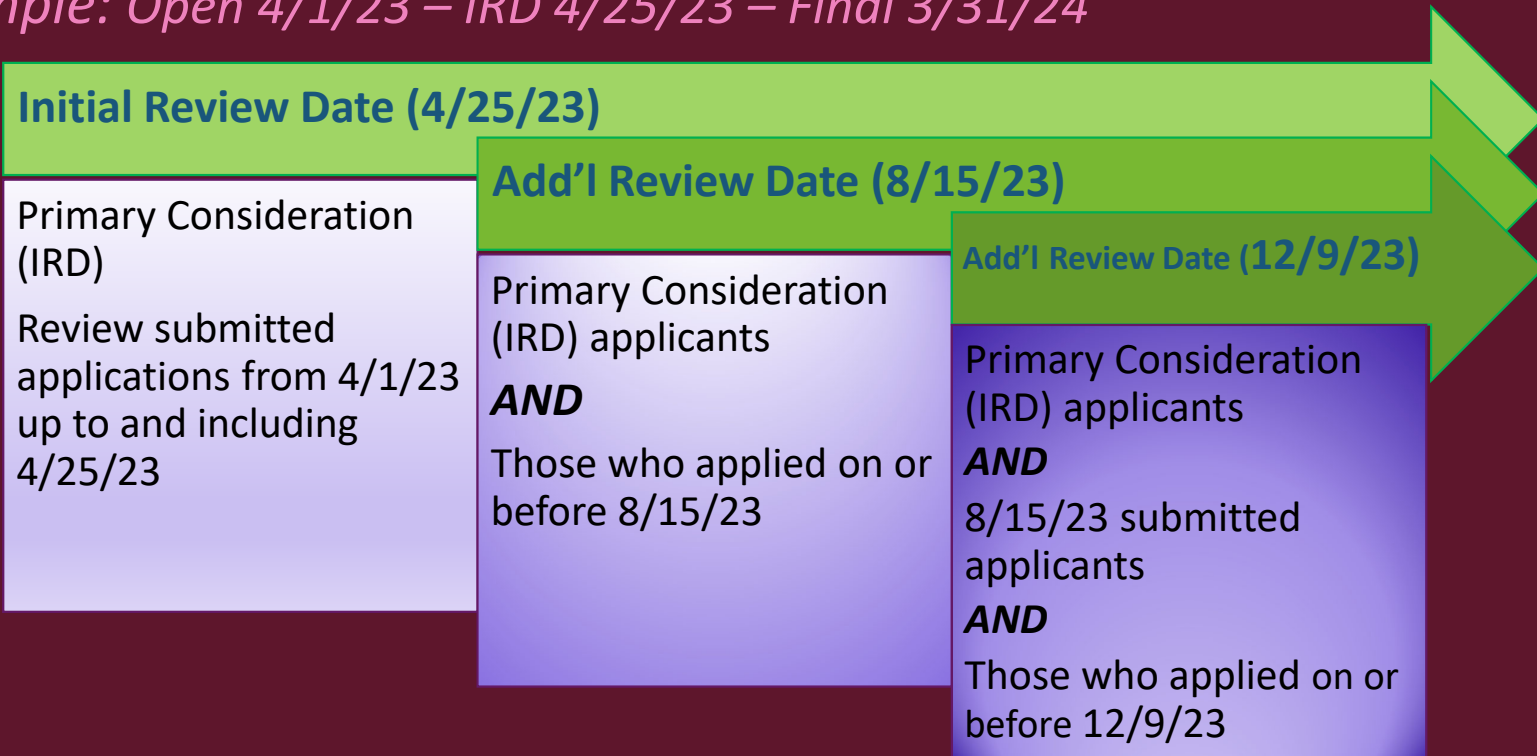
- Dept analyst, search committee chair, or faculty editor assigns to ***Qualified*** and ***Unqualified*** applicants. Located via Applicants list or on Disposition tab
- Assign any time after a review date, for the Shortlist Report or Search Report, or both
- Before submitting a Search Report, Disposition 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

Pooled Recruitments

... and review dates!

UC Recruit: Pooled recruitment review windows

Example: Open 4/1/23 – IRD 4/25/23 – Final 3/31/24



Discussion:

What about applications between 12/10/23 and 3/31/24?

Pooled Recruitment Search Reports

- Each Search Report must be processed serially (one at a time)
 - if multiple candidates are being proposed in the *same* search report, 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

Project Kickboard

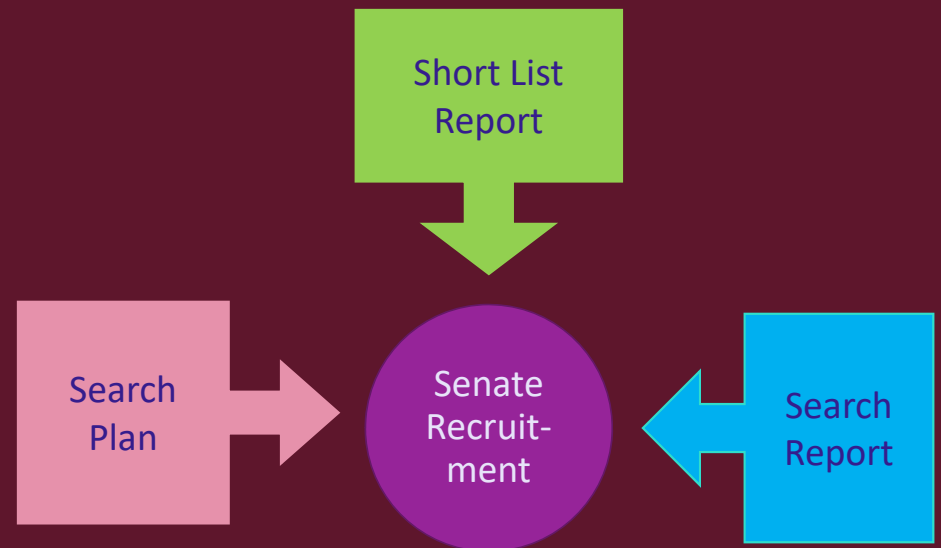
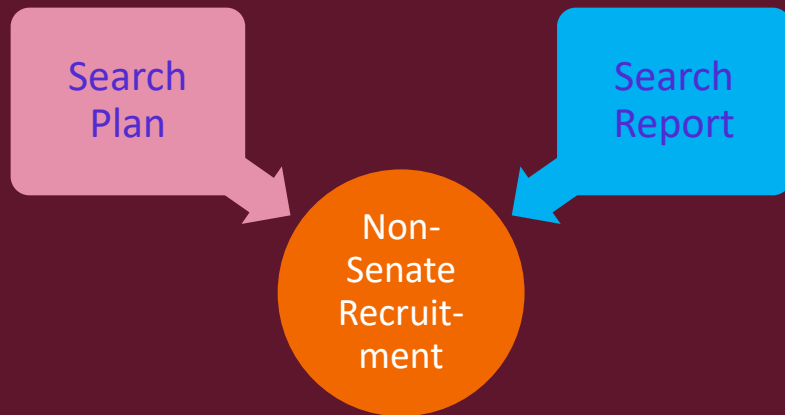
- Enhanced support for pooled recruitments
- Enables clearer batch rounds of consideration
- More information provided at upcoming Recruitments Workshop



Reports

Shortlists and Search Reports

Shortlist Reports (Senate only)



What to submit for Shortlist

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

SEARCH INFO

Details

Position

Description

Requirements

Qualifications

Diversity

Advertisements

Selection process

Committee

Documentation

Disposition process

Advertisements

Planned search & recruitment efforts

Edit

Search plan

Search report

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

Actual search & recruitment efforts

Edit

Search plan

Search report

We placed a print advertisement in Occultatum Libera October issue. Our online add in Grimmus Nocturnus ran for 45 days rather than the original 30 days as planned.

Shortlist – Tips

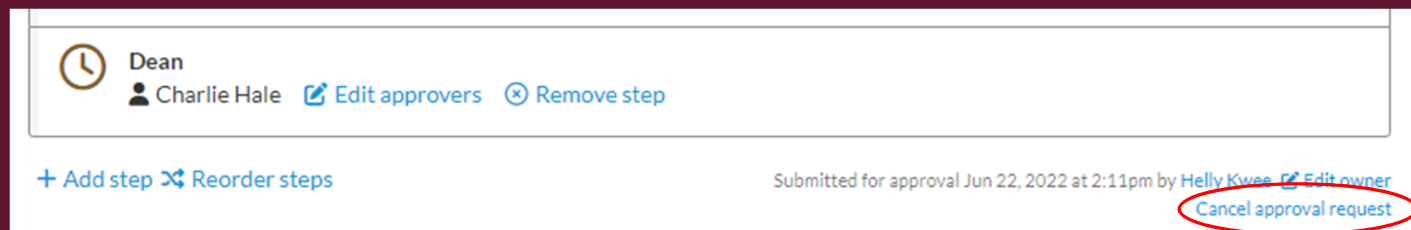
- Do not download and share or otherwise “encourage” committee review of hidden applicants (e.g. applicants outside review window)
- Mark shortlisted applicants “Recommend for Interview”
- Unqualified applicants should get Disposition Reasons as should any Qualified applicants who are permanently deselected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

Shortlist: what if changes are needed?

- Shortlists DO NOT live update. But what if you need to make changes?
- FIRST: Contact help@ap.ucsb.edu or your AP Analyst
- **DO NOT** create and submit a new report if one is already in progress
- Step-by-step and FAQ here:

<https://ap.ucsb.edu/resources.for.department.analysts/recruit/reports/faq/index.cfm>

- Need to cancel an approval request altogether?



Search Reports

- Use the Search Report checklist from Resources for Department analysts → UC Recruit page → Reports
- Do not process unqualified applicants or those outside review window
- Qualified & Unqualified applicants get Disposition Reasons, but not Proposed Candidate(s)
- Upload Actual Search Efforts*, Ad Evidences, Interview Materials, Search Process Summary
- Process Search Report for the correct review date
- Respond to change requests promptly and resolve via Request Changes**

** If not already provided*

*** Comment entered on approval page not enough*

How are Search Report & Appt linked?

Search Report

*Proposed Candidate
in UC Recruit*

Recruitment first in UC Recruit



Appointment Case

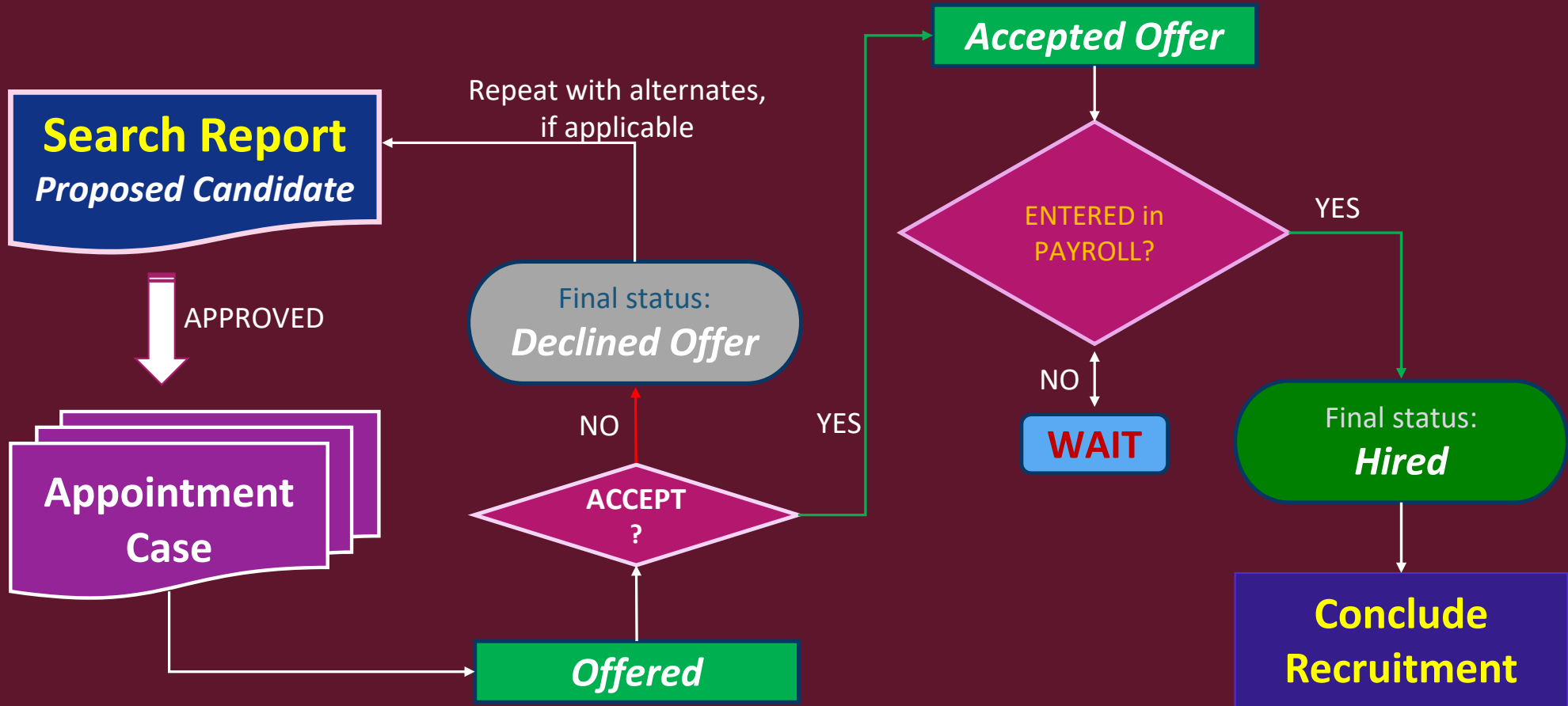
in AP Folio

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

A Note on Soft Offers

- General practice: negotiate Soft Offer before marking finalist as Proposed Candidate and submitting Search Report
 - Ideally, Soft Offer is also accepted, but this is not required
- Senate Faculty:
 - Commitment sheet must be submitted with appointment case; so most pieces should be hashed out prior to appt case
 - There is flexibility for further negotiation of minor details while appointment case is in progress, but the major components should already be hashed out *prior* to appointment case submission

Status updates & *Recruitment Conclusion Flowchart* in UC Recruit



Recruitment Conclusion

- Must be done upon completion of recruitment
- Search Outcome Statuses:
 - Candidates Hired
 - Update candidate status to “Hired”
 - Add employment information: appt start date, employee ID
 - No Candidates Hired
 - No Candidate Proposed
 - Canceled
 - Other
- UC Data Retention policy dictates “shredding” of data

AP Contacts

Lia Cabello	Faculty and ACs: SOSC, HFA, Academic Programs, GGSE, CCS	x 5979 lia.cabello@ucsb.edu
Mira Lázaro	Faculty and ACs: MLPS, Engineering, ORUs, Bren, Library	x 5728 mslaza@ucsb.edu
Joanna Kettmann	Researchers, Project Scientists, Specialists	x 5048 joanna.kettmann@ucsb.edu
Billy Ko	Postdoctoral scholars, academic student titles	x 4441 billy.ko@ucsb.edu
Helly Kwee	Academic recruitment, AP training, general AP policy	x 7396 helly.kwee@ucsb.edu

More Resource and Contacts

- AAIT: help@ait.ucsb.edu
- <https://ap.ucsb.edu/resources.for.department.analysts/recruit/>
 - UC Recruit Resources pages for help guides, tools, templates, FAQs



Upcoming Training

- Recruitments Workshop
 - Tuesday, Dec 3, 2024
- Additional Search Plan Workshops for Search Committees
 - Friday, Jan 31, 2025
 - Wednesday, Apr 9, 2025
 - Multiple sessions in Summer 2025 (incl staff training)– dates TBD

Questions?

