

*University of California, Riverside – Local Procedure 20:
Recruitment and Promotion*

September 2023

I. Summary

The University of California, Riverside (university) is committed to hiring a talented workforce through recruitment practices that are fair, consistent, comply with all applicable laws and regulations, and reinforce our campus commitment to the value of a diverse workforce.

II. Related Policies and References

[Personnel Policy 3](#) – Types of Appointment

Discrimination, Harassment and Affirmative Action in the Workplace

[Personnel Policy 20](#) – Recruitment and Promotion

[Personnel Policy 21](#) – Selection and Appointment

[Personnel Policy 30](#) – Compensation

[Personnel Policy 36](#) – Classification of Positions

[Personnel Policy 50](#) – Professional Development

[Personnel Policy 60](#) – Layoff and Reduction in Time from Professional and Support Staff Career Positions

[Personnel Policy 66](#) – Medical Separation

[Personnel Policy 81](#) – Reasonable Accommodation

[Personnel Policy 82](#) – Conflict of Interest

[Appendix A](#) – Conducting Interviews

[Appendix B](#) – Frequently Asked Questions (FAQ) and the Preliminary Screening Template

[Appendix C](#) – Posted Position Purpose Example

[Appendix D](#) – [Chart of Options to Fill Positions at UCR](#)

[California Pay Transparency and Applicant Salary Inquiry Restrictions – Staff Employee Position FAQs](#)

[E-Verify Local Procedures](#)

[Jobs@UCR Website](#)

[Reemployment of UC Retirees into Staff Positions Local Procedures](#)

[Temporary Employee Services](#)

III. Definitions

A. Affirmative Action and Compliance Liaison (AACL) – A member of the search committee who is responsible for ensuring all aspects of the recruitment process are fair, unbiased, and in compliance with campus procedures and UCR’s commitment to equal employment opportunity.

B. Applicant – A job seeker who applies for a position within the initial recruitment (posting) period.

C. Candidate – An applicant who meets the minimum qualifications for the position.

D. Essential Job Functions – The major duties and responsibilities of a position, which occupy a significant amount of the employee’s time and require specialized skills to perform.

E. Expression of Interest – An individual who applies for a position after the initial posting period has ended.

F. HRMS Recruitment Module – UCR’s applicant tracking system and system of

record for all documents related to recruitment.

- G. Job Family** – A group of jobs that involve work in the same general occupation.
- H. Long List** – A list of candidates who meet the minimum qualifications for the position.
- I. Pay Scale** – The salary or hourly wage range that the university reasonably expects to pay for the position in accordance with local procedures.
- J. Placement Goals** – Objective targets equal to the statistically established availability percentage of minorities and women. Placement goals are not quotas and do not justify preferential treatment.
- K. Position** – A specific set of duties, responsibilities, knowledge, skills, level of supervision, and other requirements which are based on a job and that comprise the work assignment of an individual employee at a particular location.
- L. Posting Period** – The minimum number of days a position is required to be posted.
- M. Recruitment Plan** – A document that outlines the components of the recruitment strategy that is designed to obtain a diverse and well-qualified applicant pool. This plan should address any placement goals, list advertising resources to be used, and identify steps in the selection process.
- N. Salary Range** – The range of pay from minimum to maximum established for a salary grade or job.
- O. Short List** – A list of candidates who meet all the minimum qualifications and, if there are multiple qualified candidates, those who in addition, best meet the preferred qualifications. The group is identified and selected for interview.

IV. General Provisions

This local procedure is intended to provide specific guidance to implement the provisions of PPSM-20: Recruitment and Promotion, which requires competitive recruitment for all staff positions at UCR unless otherwise stated in the policy. This requirement is consistent with our status as a federal contractor, as an equal opportunity/affirmative action employer, and with our recognition of the value and importance of a diverse workforce.

Hiring managers/authorities are accountable for complying with federal and state laws, regulations, and university policies; and are responsible for contributing to the university's equal employment opportunity and affirmative action efforts.

Goals of the competitive recruitment process are to:

1. Identify and attract qualified applicants;
2. Create a broad and diverse pool of qualified candidates based on the relevant labor market;
3. Allow candidates to fairly compete for position openings;
4. Meet our equal employment opportunity and affirmative action commitments; and
5. Demonstrate a fair and unbiased selection process.

The university provides reasonable accommodation to qualified individuals with disabilities in all phases of the recruitment and employment process. A reasonable accommodation may be a modification to a job application process, interview process, hiring procedure, third-party provider test or other employment practice that will allow a qualified individual with a disability to have an equal opportunity to obtain employment. To request a reasonable accommodation, job applicants may contact Disability

Management by email at disabilitymanagement@ucr.edu, or refer to UCR Local Procedure 81: Reasonable Accommodation.

V. Scope

This procedure applies to all recruitments for staff positions. For additional information on casual restricted (student) appointments, refer to PPSM-3: Types of Appointment and Student On-Campus Employment Guidelines.

VI. Career Appointments

Competitive recruitment is required for all career appointments unless an internal promotion is approved, an exemption applies, a waiver is approved, or a contract or limited appointment converts or is designated as a career appointment in accordance with PPSM-20, PPSM-3: Types of Appointment, and Contracting-Out requirements.

A. Career Recruitment: Single Job Title

A competitive recruitment to fill a vacant career position is usually conducted for a single job title. In some situations, multiple hires may be made from a single recruitment.

B. Career Recruitment: Classification Series

A classification series recruitment may be helpful when a department anticipates difficulty filling a position due to insufficient skills in the labor market.

1. A vacant career position classified in the Career Tracks Professional category may be listed with multiple job titles at different levels within a single job function. This provides flexibility to determine the initial job title based on the qualifications of a selected candidate.
2. Recruitments at each level will be posted concurrently in the HRMS Recruitment Module along with language inserted into each posting identifying them as a classification series recruitment.

In some situations, multiple hires may be made from a single recruitment. Talent Acquisition recommends that the language be inserted into each posting for each level.

The candidate must apply to both postings in order to be considered at each level. For example, if an applicant applies for an analyst 2 position, but their qualifications fit as an analyst 3 position, then the applicant cannot be considered or hired as an analyst 3 unless they also submit an application for the analyst 3 job posting.

3. For the selected applicant, the hiring authority determines the appropriate job title/level, based on the qualifications of the applicant.

Note: The university is required to assess each applicant based on the minimum requirements for the level of position for which they applied.

C. Career Progress of Current UC Employees

UCR supports the career progress of current staff employees through the following:

1. **Internal Recruitment**

Central Human Resources (CHR) may authorize limiting a recruitment for a career appointment to internal candidates, so long as this internal recruitment is consistent with equal opportunity and affirmative action objectives.

An internal recruitment can be limited to the UC system as a whole, to UCR, or to an organizational unit.

Internal recruitments may be appropriate when there is:

- a. a business need such as critical institutional knowledge needed;
- b. alignment with succession planning strategies;
- c. labor market data that demonstrates a lack of talent in the external market;
- d. a body of well-qualified internal candidates that exists; and/or
- e. a reorganization within an organizational unit and there is a need to ensure employees are considered for other opportunities.

Eligible candidates will be considered if they meet the minimum required qualifications of the position, have successfully passed their probationary period, and received a “successfully meets performance expectations” rating or above on their last performance evaluation. Approval to execute an internal recruitment is required and should be obtained from the Associated Vice Chancellor of Human Resources (AVC) Chief Human Resources Officer (CHRO) who will consult with the Title IX, Equal Opportunity and Affirmative Action office (TIX/EOAA).

2. **Internal Promotion**

Internal promotions may be used to recognize growth and development of career employees when approved by the AVC CHRO.

Internal promotions may be appropriate when:

- a. There is a university business need (e.g., a vacant classified position or need for higher-level work to be performed); and
- b. There is a career employee who demonstrates readiness by possessing the skills and experience for the higher-level position.

When use of an internal promotion is approved, all career employees who meet the following requirements in the organizational unit will be considered for internal promotion:

- a. Currently hold a career position in the same job family as the intended promotional opportunity.
- b. Meet the minimum required qualifications of the higher-level promotional opportunity.
- c. Have successfully passed their probationary period (e.g., career employees).
- d. Received a “successful or successfully meets performance expectations” rating or above on their last performance evaluation.
- e. Have not received documented performance or conduct counseling with

a corrective action within the last six months of employment.

In summary, eligible candidates will be considered if they meet the minimum required qualifications of the position, have successfully passed their probationary period, received a “successful or successfully meets performance expectations” rating or above on their last performance evaluation, and have not received documented performance or conduct counseling with a corrective action within the last six months of employment. Approval to execute an internal promotion is required and should be obtained from the AVC CHRO who will consult with TIX/EOAA.

D. Limited and Per Diem Appointments

a. Recruitment

Per UC Policy PPSM 20: Recruitment and Promotion, competitive recruitment is normally expected but not required. To be specific, when a recruitment is not feasible due to special circumstance, a limited appointment may be pursued if the appointment is not expected to continue beyond 1,000 hours in any 12 consecutive months.

The organizational unit will be authorized to approve limited appointments for durations below 1,000 hours in any 12 consecutive months.

It will be the responsibility of the organizational unit to ensure compliance and communication to departments and appointees regarding these limits. At no time should a limited appointment be used to circumvent a competitive recruitment.

b. Limited Appointment Duration

When a limited appointment is expected to exceed 700 hours, organizational units should establish plans to end the appointment prior to the appointment reaching 1,000 hours in any 12 consecutive months.

In cases where there is a possibility that a limited appointment may continue at or beyond 1,000 hours in any 12 consecutive months, a competitive recruitment will be required to fill that appointment or a waiver of recruitment must be approved prior to the appointment exceeding 1,000 hours.

To assist organizational units with their communication to departments, COGNOS R380 report may be used by the units to verify or track hours on limited appointments to prevent appointments from inadvertently converting to career.

c. Conversion to Career

- 1) Per Diem appointments for non-represented employees do not convert to career appointments.

Certain bargaining units have provisions for Per Diem appointments in their contracts. For additional information on Per Diem appointments, contact your Employee and Labor Relations

representative.

- 2) Limited appointments may be converted to career appointments if the incumbent employee was selected through a competitive recruitment process. For additional information, refer to local procedure 3 – limited appointments.

Note: UC Policy PPSM 20 – Recruitment and Promotion policy specifies that limited appointments are designated as career appointments when the incumbent employee reaches 1,000 hours of qualifying service in any 12 consecutive months (refer to PPSM 3 for the list of conditions), which may cause a number of downstream impacts. Therefore, departments are expected to manage limited appointments so that this type of situation does not occur. Departments must follow the appropriate steps and guidelines to properly convert a limited appointment to a career appointment.

d. **Contracting-Out**

Contracting-Out refers to in-sourcing or conversion to university employment of a worker who has been providing the university with covered services as defined by Regents Policy 5402.

Departments should refer to Section A of Regents Policy 5402 (UC Policy Generally Prohibiting Contracting for Services) and the UCR Local Procedure on Contracting Out.

e. **Rehired Retiree**

Rehired Retirees are generally hired into limited appointments.

A waiver of recruitment is not required for reemployment of UC retired employees into staff positions but there is additional guidance to consider, which includes but is not limited to duration of hours.

Refer to the Reemployment of UC Retired Employees into Staff Positions policy, which should be reviewed prior to any job offer.

E. Contract Appointments

Competitive recruitment is required for contract appointments unless a waiver of competitive recruitment is approved.

F. Exemptions to Recruitment

The following circumstances are exempt from the requirement to competitively recruit:

1. Demotion or lateral transfer of an employee within the same organizational unit;
2. Lateral transfer of an employee along with the budgetary provision for that employee's position;
3. Transfer, reinstatement, or reemployment of an employee in accordance with a.
PPSM 2.210 (Absence from Work – Family and Medical Leaves)

- b. PPSM 2.210 (Absence from Work – Leave due to Pregnancy, Childbirth or Related Medical Condition)
 - c. PPSM 2.210 (Absence from Work – Military and Other Service-related Leaves)
 - d. PPSM 66 (Medical Separation – Special Reappointment Procedures)
 - e. PPSM 81 (Reasonable Accommodation)
- 4. Recall of a laid-off employee or placement of an employee with preference for reemployment or transfer;
 - 5. An employee’s job title or responsibilities have changed as a result of a reorganization or reassignment of functions among positions within the same organizational unit;
 - 6. An employee who is competitively selected for a UC sponsored paid internship program, and upon completion of the internship program, as authorized in local guidelines and the approval of the department head, is appointed to a vacant position for which the employee meets the minimum qualifications;
 - 7. An employee receives an internal promotion;
 - 8. The department can select a candidate from the original diverse pool of applicants for another open position in the same job title and with the same minimum qualifications within the department. The department will have to select a candidate from the same diverse pool within ninety days from the first final candidate “finalized marked as successful” date in iRecruit/HRMS. The exception to this policy will have to be a written approval from the Director of Talent Acquisition and AVC CHRO.
 - 9. To fill a casual/restricted appointment; or
 - 10. Limited appointments designated for durations of less than 1,000 hours in any 12 consecutive months.

G. Waivers of Recruitment for Career and Contract Appointments

A waiver of competitive recruitment for career and contract appointments must go through a formal approval process.

In order to assess if the university’s operational need outweighs the expectation of a competitive recruitment, the department must provide documentation that justifies a special circumstance or that an appointment condition exists within the department such as:

1. Special Circumstances

- a. Prior recruitment attempts did not result in identifying a qualified candidate pool, and/or recruitment difficulties in attracting candidates with the required skills, knowledge, and abilities unique to the position have been documented.

The recruitment must be open for at least six months; and there must be a minimum of two documented attempts. Documented attempts must include support from Talent Acquisition on the recruitment.

- b. When a limited or contract appointment is to be designated as career appointment when the incumbent was selected through an open

- recruitment;
- c. Unanticipated business requirements warrant filling the position on an immediate basis and the time needed to conduct a search would have a negative impact on meeting critical operational needs of the department or would violate a formal contractual obligation of the university;
 - d. The delay resulting from conducting a competitive recruitment would endanger health and safety;

2. **Special Appointment Conditions**

- a. Where a new academic appointment also includes the transfer of the academic appointee's employee(s) from the academic's former institution to UCR; or
- b. Where an organizational entity or program, along with specified current employees, will move from another UC location with specified current employees to UCR.

For all recruitment waiver requests, the designated HR professional must obtain written approval from their organizational/department head or dean to proceed with the request. (Refer to the Waiver of Recruitment Process for steps to submit a Waiver of Recruitment Request).

VII. Procedures

A. Competitive Recruitment Process

Organizational unit approval is required to initiate the recruitment process.

1. As part of the organizational unit's preparation for recruitment, it is recommended that the organizational unit contact their assigned talent acquisition representative in central HR to determine whether the proposed recruitment is subject to a recall.

When it is determined that a vacancy is to be filled, it is important to determine appointment type, and special conditions and requirements and the type of recruitment that will be needed (e.g., Career Series, Single Job Title, Internal).

2. **Position Description**

At UCR, the Job Builder tool pre-populates the basic job description for policy-covered job codes and describes the essential job functions, which include the minimum and preferred qualifications for the job function. Job descriptions for union-represented job codes may be copied from previously classified job descriptions or templates and must conform to the job functions and minimum qualifications listed in the Series Concepts.

The hiring manager with assistance from the organizational unit, is responsible for customization of the position/job description, including specific responsibilities and the working title for the position.

Refer to the HR Total Compensation webpage for assistance with building the job description.

3. Posting a Position

- a. The organizational unit will approve requests for recruitment and route it to Central Human Resources (CHR) for final approval.
 - 1) CHR Compensation will classify the position, then route it to CHR Talent Acquisition to post the position.
 - 2) Applications may be reviewed and dispositioned once the minimum number of posting days has been reached. (Refer to section, VII.A.3.f.2).a) – Posting Period)

- b. **California Pay Transparency and Applicant Salary Inquiry Restrictions**
 - 1) Effective January 1, 2018, the California Assembly Bill 168 (AB 168) prohibits employers from inquiring into an applicant’s salary history. The legislation is intended to address inequity in pay practices based on gender and other protected class designations such as race, age, and disability. The regulations include the following restrictions:
 - Prohibit an employer from relying on salary history information, including compensation and benefits, about an applicant for employment as a factor in determining whether to offer employment or what salary offer.
 - Prohibit an employer orally or in writing, personally or through an agent, from seeking salary history information, including compensation and benefits, about an applicant for employment.
 - Upon request, an employer must provide the pay scale for a position to an applicant applying for employment.
 - 2) Effective January 1, 2023, California Senate Bill 1162 requires employers to disclose pay scales on all position postings and to current employees upon requests.

The requirements include the following:

- Pay scales must be included in all position postings and information must be provided to all third parties who assist with position postings.
- A pay scale must also be provided for a current employee’s position at the employee’s request.
- Employers must maintain records of job titles and wage rate histories for the duration of an employee’s employment and three years after termination of employment.

Given the university’s institutional values and commitment to diversity and ensuring equal pay, the university has aligned its policies and practices with the provisions in these laws. For additional information refer to Appendix E: CA Pay Transparency and Applicant Salary Inquiry Restrictions – UC Staff Employee Position FAQs.

c. **Posted Salary Range**

UC’s salary ranges are market-based.

To allow flexibility in setting starting salary commensurate with experience and alignment with Senate Bill 1162 (SB 1162), UCR posts the entire salary range (the range of pay from minimum to maximum established for a salary grade or job).

Hiring departments must follow the examples below in their position postings.

Non-exempt “The full salary range for the [Working Title] is [\$00.00 - \$00.00] per hour.

We base salary offers on a variety of considerations, such as education, licensure and certifications, experience, and other business and organizational needs.”

Exempt “The full salary range for the [Working Title] is [\$00,000 - \$00,000] annually.

We base salary offers on a variety of considerations, such as education, licensure and certifications, experience, and other business and organizational needs.”

Posting with Budget Constraints

If necessary due to budget constraints, the following statement may be added to the Posted Position Information section of the job description and/or position purpose:

“The salary range for this position is (minimum to maximum), however it is currently budgeted to (indicate range quartile and state the amount).”

For example:

Non-exempt “The full salary range for the [Working Title] is [\$00.00 - \$00.00] per hour.

However, the expected pay scale for this position is [\$00.00 - \$00.00] or [up to \$00.00] per hour.

We base salary offers on a variety of considerations, such as education, licensure and certifications, experience, and other business and organizational needs.”

Exempt “The full salary range for the [Working Title] is [\$00,000 - \$00,000] annually.

However, the expected pay scale for this position is [\$00,000 - \$00,000] or [up to \$00,000] annually.

We base salary offers on a variety of considerations, such as education, licensure and certifications, experience, and other business and organizational needs.”

d. **Posted Position Purpose**

The final salary offer to a candidate should fall within the posted pay scale or salary range. Departments must consult with CHR Compensation and TA if they are considering making an offer above the pay scale.

CHR Talent Acquisition will monitor and track hiring transactions where the job posting only includes the pay scale and the department or organizational unit makes an offer to a final candidate above the pay scale, but within the full salary range.

e. **Posting Work Authorization**

Effective, May 10, 2023, CHR shared revised work authorization language to include in recruitment postings. The language referenced the campus’ inability to sponsor or take over sponsorship of employment Visas for staff.

After further consultation with UCR counsel and the Compliance Office, the language was revised further and should be included in recruitment postings:

“Applicants must have current work authorization when accepting a UCR staff position. Currently, we are unable to sponsor or take over sponsorship of an employment Visa for staff.”

f. **Posting Jobs**

- 1) Posting on the Jobs@UCR website is required for all positions, unless an exemption or waiver of recruitment has been approved
- 2) Posting Period
Minimum posting requirements are as follows:
 - a) Professional Support Staff (PSS) – 10 business days from the date posted which will begin the next business day.
 - b) Management/Senior Professional (MSP) – 15 business days from the date posted which will begin the next business day.

In the HRMS Recruitment Module, jobs are posted the same day. The 10 or 15 business day countdown begins the day after the job is posted.

Open until filled: is an option for both PSS and MSP positions, which allows the posting to remain open and viewable on the Jobs@UCR website until filled.

g. **Continuous Recruitment**

When there is a regular need to fill vacancies and we do not anticipate a shortage of applicants (e.g., custodians, food service workers, cooks, etc.), the department must submit a written request for continuous recruitment to the Director of Talent Acquisition.

The Director of Talent Acquisition may authorize a continuous recruitment, which would allow multiple positions to be filled from a single recruitment, which may remain open for up to ninety days. The recruitment may be extended one time up to ninety days with the approval of the Director of Talent Acquisition.

4. **Advertising and Recruitment Plan**

A recruitment plan is used to identify the steps that will be taken to attract a broad and diverse pool of qualified applicants and demonstrate a fair and unbiased selection process.

- a. A well-documented recruitment plan is required for each position. The plan requires approval by the organizational unit.
- b. The recruitment plan must:

- 1) contain good faith outreach recruitment efforts (advertising channels) to be used to achieve identified placement goals; the channels might include various sources tailored to the identified placement goals, such as paid advertisement, participation in job fairs, certain social media and networking sites, local and nationwide professional organizations including minority/women/veteran/IWD based and others. If there are no placement goals identified for the job in the current Affirmative Action Plan or by the department/Org unit in their Diversity Management Plans, no good faith efforts are required.
- 2) outline steps that take place in the selection process (e.g., application review, phone screens, short list review and submission, search committee interviews, and finalist interviews).

c. **Advertising**

In general, recruitments are posted on UCRJobs and are automatically posted to the following UCR sponsored job boards and outreach partner networks at no additional cost:

- [InsideHigherEd.com](https://www.insidehighered.com)
- [HigherEdJobs.com](https://www.higheredjobs.com)
- [DiversityInHigherEducation](https://www.diversityinhighereducation.com)
- [Southern California HigherEdJobs](https://www.southernhigheredjobs.com)
- [CalJobs](https://www.caljobs.com)
- [Veteransjobexchange](https://www.veteransjobexchange.com)
- [JofDAV.com](https://www.jofdav.com)
- [Disabilityjobs.net](https://www.disabilityjobs.net)

- Disabledperson.com

Additionally, UCR job postings are distributed to various national diversity exchanges as well as through various community partner networks such as the Department of Rehabilitation.

For those positions where there is a limited supply of talent in the labor market, specialty/niche job boards may be accessed and used via Job Target for an associated fee. For assistance with accessing or help in determining which paid advertisements may return the best results, organizational units may contact their Talent Acquisition representative.

Talent Acquisition representatives can assist with sourcing candidates upon request.

5. **Assessment of Applications**

a. **Review Applicants**

All candidates who advance to the next stage of the recruitment process are required to meet the minimum qualifications for the position.

Applications should be assessed objectively and consistently against the minimum and preferred qualifications set out in the position description.

1) **Creating the Long List**

- a) All applicants are required to be reviewed and considered unless consideration is to be given only to internal applicants as stipulated for an approved internal recruitment.
- b) At least two committee members must review all applicants to identify those recommended for further consideration and provide comments regarding each applicant's qualifications as they relate to the position. Alternatively, a Talent Acquisition representative may perform this function. A CHR trained departmental/organizational HR representative and/or CHR Talent Acquisition representative will review all applicants. Alternatively, the review process can be completed by no less than two committee members.
- c) All elements of an application (application, resume and cover letter – if submitted) should be reviewed to determine if minimum requirements are met. To further evaluate applicants, phone screens may be conducted to obtain information such as availability, salary expectations, work history (e.g., size and complexity of roles), reason(s) for leaving previous roles, special position requirements (e.g., ability to perform shift work), and other preliminary information to assist the search committee with their review. It is possible to screen out an applicant due to information obtained during this initial screening and therefore phone

screens should be properly documented and attended by at least two search committee members. Alternatively, a Talent Acquisition representative can conduct the phone screens. A CHR trained departmental/organizational HR representative and/or CHR Talent Acquisition representative will review all applicants. Alternatively, the review process can be completed by no less than two committee members.

For additional information on applicant screening, refer to the Frequently Asked Questions (FAQ) in the appendix and the Preliminary Screening Template on the Human Resources Forms and Documents webpage.

2) **Creating the Short List**

Upon the search committee's review of the applicants, the HR representative and Search Committee Chair will review all search committee comments as well as any phone screen notes and develop a Short List of those candidates who appear to best match the posted minimum and preferred qualifications.

- a) Once the short list has been determined, the Affirmative Action Compliance Liaison (AACL) will submit the short list to the TIX/EOAA office for approval. If the short list is deemed to represent a sufficiently diverse applicant pool, the short list will be approved.

Applicants may not be contacted for interviews until the short list has been approved. Generally, this process will be completed within two (2) business days. TIX/EOAA will reach out to the HR representative in the org responsible for that recruitment, and the HR representative will consult with the Search Committee Chair, etc., as needed.

- b) If the short list is not sufficiently diverse, the TIX/EOAA office will contact the Search Committee Chair or Chair's Associate to discuss how the pool might be diversified.
 - i. Option 1: TIX/EOAA may recommend further review of the long list to evaluate if additional qualified applicants exist in the pool.
 - ii. Option 2: should the existing applicant pool not yield any additional qualified applicants; the expressions of interest may be moved to the applicant pool by the Search Committee Chair or Chair's Associate in one or more batches as needed to achieve a sufficiently diverse and qualified applicant pool. All expressions of interest candidates moved to the applicant pool are to be reviewed by the search committee. If a diverse applicant pool continues to be problematic, Talent

Acquisition staff can assist in candidate sourcing and diversity outreach.

- c) Once the Short List is approved the TIX/EOAA office, the interview process can begin. Best practices for conducting interviews are listed in Appendix A.

3) **Special Considerations**

Special considerations are to be given to eligible applicants in the following categories:

- a) **Recall (as applicable)**

Consideration should be given to eligible employees with recall rights within the hiring department prior to submitting a recruitment. The organizational unit will partner with Talent Acquisition to ensure compliance.

- b) **Campus Special Transfer Opportunity Program (C-Stop)**

- i. Allows organizational units to facilitate the placement of employees identified or confirmed for layoff into vacant positions outside the eligible employee's organizational unit.
- ii. Details on the program elements may be viewed on the HR website under Supervisor Resources – C-Stop Program Guidelines.

- c) **Retirees**

UC retirees may be rehired, in limited circumstances, subject to the Reemployment of UC Retired Employees into Staff Positions policy, which should be reviewed prior to any job offer.

6. **Tests and Work Samples**

The University has an obligation to ensure pre-employment tests are administered fairly, accurately, and do not discriminate against job applicants.

- a. Only third-party validated (vendor provided) tests may be used. Skills demonstrations, such as requiring applicants to demonstrate how to perform a task specific to the position they are applying to, are considered tests, and are required to be validated. Contact Talent Acquisition to assist with identifying validated tests available through PreValuate, the University's contracted third-party testing vendor.
- b. The guidelines for pre-employment tests are summarized in a short training course for hiring departments and HR professionals.

Registration is available via the UC Learning Center also known as the Learning Management System (LMS) at <http://ucrllearning.ucr.edu> by typing “pre-employment” in the search field.

- c. Writing samples and presentation assessments are not considered tests.

Prior work samples (e.g., portfolios and writing samples) may be requested and reviewed, but they are not considered assessments or tests.

When writing samples and presentations are requested, they must be evaluated using a scoring rubric based on predetermined criteria. The samples may only be used during finalist interviews.

To obtain a writing or presentation scoring rubric, contact your Talent Acquisition representative.

7. **Selection**

For requirements and criteria regarding the selection and appointment of a candidate, refer to UCR Local Procedure 21: Selection and Appointment.

8. **Rehired Retirees**

For information related to UC retired employees, refer to the policy on Reemployment of UC Retired Employees Into Senior Management Group and Staff Positions (Regents Policy 7706) and the associated local procedures.

9. **Executive Searches**

UC maintains contracts with a list of approved search firms for occasional use for highly specialized executive and senior level positions. CHR review and coordination is required to ensure that the campus meets its equal employment and affirmative action obligations when a search firm is used. For assistance with the use of search firms for MSP or PSS positions please contact the Director of Talent Acquisition.

B. Internal Recruitment Process (Currently under review)

The organizational unit must complete and submit an Internal Recruitment Request form via DocuSign to the Director of Talent Acquisition. The following supporting documents must be included:

- a. classified job description
- b. organizational chart indicating the vacancy. Note: additional information may be requested.
- c. list of positions/individuals projected or estimated as potential recruitment pool for TIX/EOAA to review.

A decision will be communicated to the organizational unit.

C. Internal Promotion Process (Currently under review)

The organizational unit will submit the Internal Promotion Request form (template available in DocuSign) and the Skills Set Analysis form with organizational unit head's signature of approval to the Director of Talent Acquisition via DocuSign. The following supporting documentation must be included:

- a. classified job description
- b. organizational charts indicating the current position and proposed
- c. skills set analysis
- d. document indicating successful completion of probationary period (if applicable)
- e. copy of the candidate's last performance evaluation
- f. candidate's current resume
- g. any other documentation used in making this recommendation

D. Exemptions to Recruitment Process

The organizational unit initiates a request for approval by completing the Staff Recruitment Exemption Request form. The organizational unit should use DocuSign to submit the form to the Director of Talent Acquisition for review along with the following supporting documentation:

- a. classified job description
- b. current organizational unit chart indicating the vacancy
- c. proposed organizational unit chart (include only if the current org chart will change as a result of this exemption)
- d. candidate resume
- e. employment application (applicable for limited and per diem appointments and contract positions).

Note: Upon HR review, additional information may be requested.

E. Waiver of Recruitment Process

For all recruitment waiver requests, the designated HR professional must obtain written approval from their organizational/department head or dean to proceed with the request.

Then consult with the Talent Acquisition Director before submitting the official request.

Upon submission and approval of the Talent Acquisition Director following consultation with TIX/EOAA, the AVC CHRO will approve or deny the request following consultation with the Chancellor or Chancellor designee.

There are two options to consider when selecting a waiver of recruitment.

1. **Special Circumstances include but are not limited to, when:**

- a. Prior recruitment attempts did not result in identifying a qualified candidate pool, and/or recruitment difficulties in attracting candidates with the required skills, knowledge, and abilities unique to the position have been documented.
- b. Unanticipated business requirements warrant filling the position on an immediate basis and the time needed to conduct a search would have a negative impact on meeting critical operational needs of the department or would violate a formal contractual obligation of the university.
- c. The delay resulting from conducting a competitive recruitment would endanger health and safety.

Submit:

- a. a current classified job description in the Human Resources Management System (HRMS)
- b. a current organizational unit chart indicating the vacancy
- c. a proposed organizational unit chart (include only if the current organizational chart will change as a result of the waiver)
- d. a candidate resume
- e. an employment application (applicable for limited and per diem appointments and contract positions).

2. Special Appointment Conditions used when:

- a. circumstances where a new academic appointment also includes the transfer of the academic appointee's employee(s) from the academic's former institution to UCR; or
- b. there are special appointment conditions, such as an organizational entity or program is moving from another UC location to UCR with specified current employees.

Submit

- a. the reason for the request
- b. what steps were taken to fill the position via a standard recruitment process or the reason why it was not conducted
- c. the necessity of the waiver – how it will impact the campus if the waiver is not approved, how it will impact the campus if the waiver is approved.

F. Employment Application

An employment application is required for exemptions and waivers of recruitments for limited and per diem appointments.

- a. Hiring departments are responsible for ensuring that an employment application is completed by the candidate for limited and per diem appointments. The employment applications are available on DocuSign.
- b. If it is determined that the candidate has previously served in a limited appointment, hiring departments are responsible for ensuring that the provisions in PPSM 3 and PPSM 21 regarding maximum hours and/or break in service are adhered to.

VIII. Roles and Responsibilities

The AVC CHRO is the responsible officer for this local procedure and is accountable for reviewing the administration of PPSM-20 on campus.

A. Affirmative Action Compliance Liaison (AACL)

1. One member of the search committee will be identified to serve as the liaison. The assignment of this role to an individual search committee member is left to the discretion of the search committee within the following training guidelines:
 - a. The individual has completed the training that is required for search committee members.
 - b. In addition to the training identified for the search committee members, the AACL is required to complete the *Role of the AACL on the Search Committee* training in the LMS.
2. Ensures all aspects of the recruitment process are fair, unbiased and in compliance with Equal Employment Opportunity laws and Affirmative Action regulations.

B. Human Resources Business Partner (HRBP)

Is responsible for management of and coordination of all recruitment processes at the organizational unit level, and for creation of internal processes to comply with these procedures, training, routing, and approval of recruitment activities.

C. Departmental Human Resources Coordinator (DHRC)

1. Works with the Human Resources Business Partner (HRBP)/Chief Financial Administrative Officer (CFAO) to prepare job descriptions.
2. Initiates recruitment via the HRMS Recruitment Module.
3. Posts recruitment on selected job boards.
4. Routes recruitment to the organizational unit's Human Resources Business Partner for review and routing.
5. Finalizes the recruitment in the HRMS Recruitment Module and initiates transactional onboarding activities.
6. Notifies interviewees not selected.

D. Talent Acquisition

1. Posts all staff recruitments.
2. Assists in identifying channels for job advertisements.
3. Reviews all requests for internal promotion, internal recruitments, waivers, and exemptions.
4. Full-cycle recruitment services.
5. Provides ad hoc recruitment services:
 - a. candidate sourcing
 - b. application reviews
 - c. phone screens

- d. interview question development
- e. consultation and assistance during the recruitment process
6. Informs organizational units if proposed recruitment is subject to a recall.
7. Assists in identifying committee members who have completed required trainings.

E. Title IX, Equal Opportunity and Affirmative Action Office (TIX/EOAA)

1. Provides consultation and assistance during the recruitment process as well as waiver, internal recruitment, and internal promotion approval process.
2. Provides guidance upon request to ensure all aspects of the recruitment process are fair, unbiased and in compliance with Equal Employment Opportunity laws and Affirmative Action regulations.
3. Regularly updates availability, data, as well as provides annual placement goals, hiring benchmarks and utilization goals.
4. Reviews and approves interview short list.

F. Hiring Manager

1. Identifies hiring need, develops the position description, recruitment plan, organizational chart, and other recruitment related documents.
2. May serve as search committee chair and identifies search committee members.
3. Conducts recruitment demonstrating good faith efforts.

G. Search Committee

Selected by the hiring manager, has completed the required training, and is assigned to each recruitment. Reviews applications, participates in the interview process and provides feedback on candidates.

- a. To minimize the potential for personal bias applicants should be reviewed by a search committee.
 - 1) The HM identifies a minimum of three (3), but no greater than seven (7) search committee members.
 - 2) The HM should make an effort to appoint a search committee that represents a diverse cross-section of staff. Departments that lack diversity in their own staff should consider appointing staff outside the department to search committees or develop other alternatives to broaden the perspective of the committee.
 - 3) A representative from CHR is required to be on CFAO and HRBP search committees.
 - 4) For positions that are frequently recruited, the mix of search committee members should change frequently to minimize the risk of “group think” or collective bias. It is recommended that the committee members include:
 - a) At least one individual who has a strong understanding of the role and its contribution to the department.
 - b) A job specialist (technical or functional)

- c) An individual who will interact closely with the position and/or serves as a main customer.
- 5) Search committee members are obligated to disclose any conflict of interest in relation to the applicants under consideration (refer to PPSM-82: Conflict of Interest).
- 6) The search committee chair is responsible for verifying the completion of training by the AACL and search committee members. The chair may verify completion by having the AACL and committee members supply a copy of the certification of completion from the LMS or by contacting Talent Acquisition.

To ensure each member understands UC's obligations related to equal employment and affirmative action, members are required to complete training prior to serving on a committee. At a minimum, the search committee member is required to have completed one of the learning activities listed below before serving on the committee:

- a) Equal Opportunity and Affirmative Action Essentials
- b) Recruitment Advertising and Affirmative Action webinar
- c) MEI: Diversify and Train the Search Committee
- d) Applicant Pool Statistics and Creating Diverse Applicant Pools
- e) UC Managing Implicit Bias in the Hiring Process
- f) Equal Employment, Affirmative Action, and the Academic Hiring Process

Faculty are considered to have completed search committee training for staff recruitments if they have completed the "Equal Employment, Affirmative Action and the Academic Hiring Process" training.

- b. A member of the committee will be appointed as the Affirmative Action Compliance Liaison (AACL) who is responsible for ensuring the selection process is fair and unbiased.

Revision History

This local procedure has been updated to add definitions for clarity and understanding, add substantial content to align procedure with systemwide and UCR practices, and clarify UCR responsibilities and roles.

Procedure change, effective as of **June 1, 2020**:

- For increased efficiency of departments and organizational units to authorize and approve limited appointments a revision to language noted below (previously in section IV.C.3.a) was revised:

“The organizational unit will be authorized to approve limited appointments for durations of less than three months or less than 500 hours in any 12 consecutive months. It will be the responsibility of the organizational unit to ensure compliance and communication to departments and appointees regarding these parameters.

Appendix A

[Appendix A](#) – Conducting Interviews

Appendix B

[Appendix B](#) – Frequently Asked Questions (FAQ) and the Preliminary Screening Template

This appendix is currently under review and will be revised during the second phase release of local procedure 20. If any information in Appendix B conflicts with the local procedure, please contact the Director of Talent Acquisition for additional guidance.

Appendix C

Example of Position Information			
Job Number	Full/Part Time	Schedule	Salary
29591496	Full Time	8:00 am – 5:00 pm	\$61,800 - \$110,000
<p>UCR Central Human Resources (CHR) focuses on a framework and sustainable model that enables service enhancement, staff success and organizational agility. The ETHOS of CHR ensures five points: E – Employee Success, Well-being & Retention, T – Technology Enhancements, H – Human Capital Investment & Succession Planning, O – Operational Agility and Business Continuity, and S – Service, Stability, & Sustainability.</p> <p>UCR CHR is comprised of the following teams, Employee and Organizational Development, Talent Acquisition and Diversity Outreach, Employee and Labor Relations, Benefits, Health & Wellness, Total Compensation, and HR Policy & Strategic Initiatives. An incumbent in the project policy analyst role will report to CHR and contribute as a member of the HR Policy & Strategic Initiatives team. In alignment to the framework and sustainable model the analyst will integrate the CHR ETHOS into assignments and projects daily.</p> <p>At UCR CHR, a project policy analyst is responsible for examining the efficacy of existing policies and laying out the groundwork for reviewing, amending, and proposing local policies and procedures. Laying the groundwork for new projects and programs which include gathering and analyzing data to produce insights to meet CHRs objectives and goals, contribute to change management efforts, assist with business process development, and other duties within the position description.</p>			
<p>“The full salary range for the Project Policy Analyst is [\$00,000 - \$00,000] annually.</p> <p>However, the expected pay scale for this position is \$00,000 - \$00,000 annually.</p> <p>We base salary offers on a variety of considerations, such as education, licensure and certifications, experience, and other business and organizational needs.”</p>			
<p>Applicants must have current work authorization when accepting a UCR staff position. Currently, we are unable to sponsor or take over sponsorship of an employment Visa for staff.</p> <p>As a condition of employment, you will be required to comply with the University of California SARS-CoV-2 (COVID-19) Vaccination Program Policy. All Covered Individuals under the policy must provide proof of Full Vaccination or, if applicable, submit a request for Exception (based on Medical Exemption, Disability, and/or Religious Objection) or Deferral (based on pregnancy) no later than the applicable deadline. For new University of California employees, the applicable deadline is ten weeks after their first date of employment.</p>			

Appendix D

Competitive Open
Recruitments
(primary & most
prevalent method)

- Seeking broad and diverse pool of qualified applicants
- Seeking skill set not broadly available on campus
- Vacancy exists

Competitive Internal
Recruitments

- Pool of well-qualified internal candidates
- Critical institutional knowledge needed
- Lack of talent in external market
- Vacancy exists

Internal Promotions

- Business need for higher level work that is currently NOT being met
- Career employee demonstrates readiness AND is the most qualified among employees in org unit
- Classification Series recruitment previously conducted and filled at the lower level and candidate now demonstrates readiness
- Vacancy exists

Reclassification
(least frequent)

- Organic evolution of duties
- Doesn't circumvent goal of competitive recruitment
- Focused on position, not employee
- Position will not be backfilled

Appendix E

California Pay Transparency and Applicant Salary Inquiry Restrictions
UC Staff Employee Position FAQs

[Document](#)