Local Procedure 20 – Recruitment and Promotion

University of California, Riverside – Local Procedure 20: Recruitment and Promotion
June 2020

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 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
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)** – Member of the search committee responsible for ensuring all aspects of the recruitment process are fair and 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. **iRecruit** – UCR 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** – list of candidates who meet the minimum qualifications for the position.

I. **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.

J. **Posting Period** – The minimum number of days a position is required to be posted.
K. **Recruitment Plan** – A document that outlines the components of the recruitment strategy 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.

L. **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. This is the group who are 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.

The goals of competitive recruitment 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 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 the Workplace Health and Wellness Manager by email at disabilitymanagement@ucr.edu, by phone at (951) 827-2561 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 and PPSM-3: Types of Appointment.

A. **Career Recruitment: Single Job Title**

A competitive recruitment to fill a vacant career position is usually conducted for a single job title.

B. **Career Recruitment: Classification Series**

A classification series recruitment maybe 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 the selected candidate.

2. Recruitments at each level will be posted concurrently in iRecruit along with language inserted into each posting identifying them as a classification series recruitment.

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

   HR may authorize limiting recruitment for a career appointment to internal candidates, so long as this internal recruitment is consistent with equal employment 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. 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 exists; and
   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 AVC of HR who will consult with the EEAA office.

2. Internal Promotion

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

   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 “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.

3. Limited and Per Diem Appointments

a. Recruitment

To fill limited and per diem appointments, competitive recruitment is normally expected. If a competitive recruitment may not be feasible, a request for a waiver of recruitment or an exemption to recruitment should be submitted to central HR for review. Partner with your organizational unit to review the criteria for a waiver or an exemption to recruitment to determine if a recruitment will be required. A waiver of recruitment is not required for reemployment of UC retired employees into staff positions. Refer to the Reemployment of UC Retired Employees into Staff Positions policy, which should be reviewed prior to any job offer.

The organizational unit will be authorized to approve limited appointments for durations not to exceed 999 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.

A Request to Extend a Limited Appointment form should be submitted whenever a limited appointment is expected to exceed 700 hours. The form is available in DocuSign as a template and must be endorsed by the organizational unit and be submitted to the Talent Acquisition team in Central Human Resources.

In cases where there is a possibility that a limited appointment may continue beyond 1,000 hours in any 12 consecutive months, a competitive recruitment will be required to fill that appointment (refer to section, VI.A). To prevent the possibility of a limited appointment exceeding 999 hours, organizational units will be responsible for the monitoring of appointments on a monthly basis and ensure appointments end prior to reaching 1,000 hours in any 12 consecutive months.

b. Conversion to Career

1) Per Diem appointments do not convert to career appointments.

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 also 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 full set of conditions); however, departments are expected to manage limited appointments so that this type of situation rarely occurs.

4. Contract Appointments

Competitive recruitment is required for contract appointments unless a waiver of competitive recruitment is approved (refer to section, VI.C. Waivers of Recruitment for Career and Contract Appointments).

D. 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.III.D.1 and 4-6 (Absence from Work – Family and Medical Leaves)
   b. PPSM 2.210.III.D.2 (Absence from Work – Leave due to Pregnancy, Childbirth, or Related Medical Condition)
   c. PPSM 2.210.III.E.1 (Absence from Work – Military and Other Service-related Leaves)
   d. PPSM 66.III.E (Medical Separation – Special Reappointment Procedures)
   e. PPSM 81.III.D (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 or 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, as authorized in local guidelines and with 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 per Section D.2.b above;
8. The department conducted a competitive recruitment within the past six months that yielded a diverse applicant pool and the department wants to select a candidate from the original pool for another opening in the same job title and with the same minimum qualifications;
9. To fill a casual/restricted appointment; or
10. Limited appointments designated for durations of less than three months or less than 500 hours in any 12 consecutive months.

E. Waivers of Recruitment for Career and Contract Appointments

The AVC of HR may approve a waiver of competitive recruitment for career and contract appointments based on special circumstances or appointment conditions such as:
1. Special Circumstances
   a. Previous 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. 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;
   e. In circumstances where a new academic appointment also includes the transfer of the academic appointee’s employee(s) from the academic’s former institution; or
   f. There are special appointment conditions, such as an organizational entity or program moving to the location along with specified current employees.

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, moves from another UC location to UCR.

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 in Career Tracks and describes the essential job functions, which include the minimum and preferred qualifications for the job function.

   The hiring manager (HM), 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. Organizational unit approves request for recruitment and routes it to Central Human Resources (HR).
   1) Human Resources Compensation classifies position, then routes to 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, VI.A.3.c.2. – Posting Period)

b. Posted Salary Range

UC’s salary ranges are market-based. In order to allow flexibility in setting starting salary commensurate with experience, HR recommends as a best practice that the entire salary range be posted. If necessary due to budget constraints, the following statement may be added to the “Posted Position Information” section of the job description: “The salary range for this position is (minimum to maximum), however it is currently budgeted to (indicate range quartile and state the amount)”.

c. Posting Jobs

1) Posting on the Jobs@UCR website is required for all positions, unless an exemption or waiver of recruitment has been approved (refer to section, VI.B. – Exemptions to Recruitment and section, VI.C. – Waivers of Recruitment for Career and Contract Appointments).

2) Posting Period

   Minimum posting requirements are as follows:
   a) Professional Support Staff (PSS) – 10 business days from date posted which will begin the next business day.
   b) Management/Senior Professional (MSP) – 15 business days from date posted which will begin the next business day.

   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.

d. 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 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 three months.

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. In addition to the position’s placement goals the plan contains advertising channels to be used to achieve those goals as well as the steps that take place in the selection process (e.g., application review, phone screens, short list review and submission, search committee interviews, finalist interview).

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
- HigherEdJobs.com
- DiversityInHigherEducation
- Southern California HigherEdJobs
- CalJobs
- Veteransjobexchange
- JofDAV.com
- 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. To minimize the potential for personal bias applicants should be reviewed by a search committee.
      1) The HM/Search Committee Chair identifies the search committee members.
      2) The HM/Search Committee Chair 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) Representation from central offices is required for 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 on 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) In order 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:
   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.

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.

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.

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.

In addition to the training identified above the AACL is required to complete the Role of the AACL on the Search Committee training in the LMS.

b. 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) It is recommended that at least two committee members review all applicants to identify those who meet the minimum requirements of the position. Alternatively, a Talent Acquisition representative may perform this function. It is also recommended that each committee member provide comments regarding each applicant’s qualifications as they relate to the minimum requirements of the position.
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.

For additional information on applicant screening, refer to the Frequently Asked Questions (FAQ) in Appendix B and the Preliminary Screening Template on the Human Resources Forms and Documents webpage. 2) Creating the Long List

Upon the search committee’s review of the applicants, the HM/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 AACL will submit the short list to the EEAA 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 in two (2) business days.

b) If the short list is not sufficiently diverse, the EEAA office will contact the Search Committee Chair or Chair’s Associate to discuss how the pool might be diversified.

i. Option 1: EEAA 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 by the Equal Employment and Affirmative Action office, the interview process can begin. Best practices for conducting interviews are contained 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. Prior work samples (e.g., portfolios and writing samples) may be requested and reviewed and are not considered assessments.

   c. The guidelines for pre-employment test are summarized in a short training course for hiring departments and HR professionals. Registration is available via the LMS at http://ucrlearning.ucr.eu by typing “pre-employment” in the search field.

   d. Writing samples and presentation assessments are not considered tests and can be evaluated using a scoring rubric based on predetermined criteria. 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. HR 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 all use of search firms for MSP or PSS positions please contact the Director of Talent Acquisition.
B. Internal Recruitment Process

The organizational unit completes and submit the Internal Recruitment Request form via DocuSign to the Director of Talent Acquisition along with the following supporting documents:

1. Classified job description
2. Organizational chart indicating the vacancy Note: additional information may be requested.

A decision will be communicated to the organizational unit.

C. Internal Promotion Process

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 along with the following supporting documentation:

1. Classified job description
2. Organizational charts indicating the current position and proposed
3. Document indicating successful completion of probationary period (if applicable)
4. Copy of the candidate’s last performance evaluation
5. Candidate’s current resume
6. 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:

1. Classified job description
2. Current organizational unit chart indicating the vacancy
3. Proposed organizational unit chart (include only if the current org chart will change as a result of this exemption)
4. Candidate resume
5. Employment application (applicable for limited and per diem appointments and contract positions). Refer to section, VI.D. – Employment Application

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

E. Waiver of Recruitment Process

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

1. Classified job description
2. Current organizational unit chart indicating the vacancy
3. Proposed organizational unit chart (include only if the current org chart will change as a result of this waiver)

4. Candidate resume

Employment application (applicable for limited and per diem appointments and contract positions). Refer to section, VI.C. - Employment

F. Employment Application

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

1. Hiring departments are responsible for ensuring that an employment application is completed by the candidate for limited and per diem appointments. The employment applications available on DocuSign.

2. 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 of HR 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 guidelines:
   a. The individual serving in the role has the necessary status to fulfill the role.
   b. The individual has completed the training that is required for search committee members.

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 iRecruit.

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 iRecruit 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. Equal Employment and Affirmative Action Office

1. Provides consultation and assistance during the recruitment process.
2. Provides guidance upon request to ensure all aspects of the recruitment process are fair, unbiased and in compliance with Equal Employment laws and Affirmative Action regulations.
3. Provides applicant pool data, availability and placement goals.
4. Reviews and approves interview shortlists.

F. Hiring Manager (HM)

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 showing good faith efforts to broaden diversity.

G. Search Committee

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

Procedure change effective as of January 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 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.