Recruitment and Selection Strategies BCOE

Presented by:
Human Resources & Office of Faculty and Staff Affirmative Action

September 2014

UNIVERSITY OF CALIFORNIA, RIVERSIDE
Objectives

At the end of this workshop, participants will be able to:

- Understand the best practices for BCOE recruitments
- Understand the steps in the hiring process
- Identify laws and policies related to the hiring process
- Compose recruitment postings
- Identify sources for diversity recruitment
- Use candidate screening and selection methods
- Identifying legal interview questions
Agenda

- Introductions
- Laws and Policies Related to Recruitment & Selection
- Roles and Responsibilities
- Recruitment & Selection Process
<table>
<thead>
<tr>
<th>LAW</th>
<th>REQUIREMENT</th>
<th>PROTECTED CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Order 11246 (EO 11246)</td>
<td>Non-discrimination/affirmative action to ensure employment opportunity on the basis of race, color, religion, sex, or national origin.</td>
<td>Race, Ethnicity Color, Religion, Sex, or National Origin</td>
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<tr>
<td>Section 503 of the Rehabilitation Act of 1973 (Section 503)</td>
<td>Non-discrimination/affirmative action to employ and advance individuals with disabilities.</td>
<td>Disability</td>
</tr>
<tr>
<td>Vietnam Era Veterans</td>
<td>Non-discrimination/affirmative action to employ and advance veterans.</td>
<td>Veterans</td>
</tr>
<tr>
<td>Readjustment Assistance Act of 1974 (VEVRAA)</td>
<td>1) Disabled veterans; 2) Armed Forces service medal veteran; 3) Recently separated veterans; 4) Other protected veterans</td>
<td>Veterans</td>
</tr>
</tbody>
</table>
Additional Protected Categories

Federal – enforced by EEOC

- Race
- Color
- National Origin
- Religion
- Sex
- Disability
- Age (40 and older)
- Citizenship status
- Genetic information

California – enforced by the DFEH

- Disability: physical or mental
- Marital status
- Sexual orientation and identity
- AIDS/HIV
- Medical condition
- Political activities or affiliations
Protected Categories
What is Prohibited?

- Refusal to hire;
- Discipline;
- Termination;
- Denial of training;
- Failure to promote;
- Paying less or demotion
Top EEOC Complaint Categories

- Retaliation
- Race/Ethnicity
- Gender
- Disability
- Age
What is the cost of getting it wrong?

<table>
<thead>
<tr>
<th>Client Cause Description</th>
<th>All Locations</th>
<th>Total</th>
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<td>Wrongful Termination</td>
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<td>Racial Discrimination</td>
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<td>Retaliation</td>
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<td>Sexual Harrassment</td>
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<td>Discrimination Gender</td>
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<td>Age Discrimination</td>
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<td>Discrimination National Origin</td>
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<td>Retaliation Whistleblowing</td>
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<td>Harrassment</td>
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<td>Defamation of Character</td>
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<td>Civil Rights</td>
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<td>Discrimination Pregnancy</td>
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<td>Administrative Error</td>
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<td>Sexual Assault</td>
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<td>Discrimintion</td>
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<td>Invasion of Privacy/Private Occupancy</td>
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<td>Unauthorized Info. Release</td>
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<td>$0.00</td>
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<tr>
<td>Malicious Prosecution</td>
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<tr>
<td>Total</td>
<td>272</td>
<td>$56,327,699.51</td>
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Roles and Responsibilities

- Hiring Manager
- Search Chair
- Chair’s Associate
- Committee Member
- Affirmative Action & Compliance Liaison
- Central HR
- Office of Faculty Staff & Affirmative Action
- BCOE Best Practices

  - Cherysa and Janna should always be listed as Chair’s Associate
  - FAO should assume AACL role unless they are the chair; another FAO from CPSU should act as AACL
Recruitment & Selection Process

Step 1: Identify Vacancy and Evaluate Need
Step 2: Develop Position Description
Step 3: Develop Recruitment Plan
Step 4: Select Search Committee
Step 5: Post Position and Implement Recruitment Plan
Step 6: Review Applicants and Develop Short List
Step 7: Conduct Interview
Step 8: Select Hire
Step 9: Finalize Recruitment
Step 2: Develop Position Description

- Special requirements of the position
- The purpose of the position
- The essential functions of the position
- Minimum and preferred qualifications
  - Bona Fide Occupational Qualifications (BFOQs)
- Assessments
- Salary range
- BCOE Best Practices
  - Salary range should be minimum to mid-point on all non-represented recruitments
Minimum Requirements

- The minimum requirements or “basic qualifications” are those qualifications or criteria which was established in advance and advertised to potential applicants:
- Must be relevant and relate to the duties and responsibilities of the job
  - (e.g. Should not list driving requirement if not part of responsibilities or duties of the job)
- Identify 5-10 minimum requirements
Minimum Requirements cont.

- Can be position/department specific (e.g. valid driver’s license)
- Can be assessed by reviewing the resume
- Must be objective, non-comparative and business related:
  - Objective
    - Correct: Bachelor’s degree in related field OR equivalent experience
    - Incorrect: A business degree from a “good school”
Minimum Requirements cont.

› Business Related
  › Correct: 5+ years of experience planning, developing, and fabricating engineering systems.
  › Incorrect: Must have experience with volunteering for Habitat for Humanity

› “Soft skills” can be required qualifications (e.g., communication/collaboration) and will:
  › Vary among applicants
  › Not be absolutely ascertained in resume
  › Be evaluated in interview
Preferred Qualifications

Preferred qualifications are skills and experience preferred in addition to basic qualifications and can be used to narrow down the pool of applicants.

These preferred skills, knowledge, abilities and competencies can describe a more proficient level at which the essential functions can be performed such as:
Preferred Qualifications cont.

- Prior experience with corporate/institutional event planning (prior experience in a related area can be preferred) and knowledge of applicable UC policies and procedures (prior experience within the UC system can be preferred).
- UC experience, higher education experience, certifications and/or advanced degree
Assessments

- If your position requires an assessment, make sure that it is noted in the job description.
- Assessments may include work samples, hypothetical questions and presentations.
Assessments

Tests Currently Available on proveit.com

Click to view all tests available in alphabetical order.

Accounting Titles
Call Center Titles
Dutch Microsoft Office 2000 Titles
Financial Titles
French Microsoft Office Titles
German Microsoft Office Titles
Healthcare Titles
Industrial Titles
Italian Microsoft Office 2000 Titles
Legal Titles
Microsoft Office 2000 Titles

Microsoft Office 2003 Titles
Microsoft Office 2007 Titles
Microsoft Office 97 Titles
Microsoft Office XP Titles
Office/Professional Titles
Portuguese Microsoft Office 2000 Titles
Software Titles
Spanish Microsoft Office Titles
TechTest Titles
U. K. Microsoft Office Titles
Salary Ranges

- Minimum to first
- Minimum to midpoint
- Minimum to third quartile / maximum / commensurate with experience
- Internal candidates
Step 3: Develop a Recruitment Plan

- Affirmative Action Placement Goals
- Advertising & Sourcing
- Diversity job sites
- BCOE Best Practices
  - Under recruitment tab – fill out appropriate information for AA goals and advertising
Understanding Placement Goals

How are goals established?

- Percentage of qualified women and ethnic/racial group members within a job group falls below their availability

- Availability is determined by percentages of women and minorities:
  - with established qualifications, degrees and training
  - in the geographic (recruiting) area likely to attract such candidates
  - Employed at UCR and qualified to apply for the position
Understanding Placement Goals

- Does your unit have Placement Goals?
  - YES if, your unit’s job group profile (<) availability in labor market. A placement goal is set for qualified women and ethnic/racial members. Corrective action is required:
    - Must show good faith effort to eliminate discrepancy (re: women and race/ethnicity group members)
    - Targeted, action oriented outreach shows good faith
  - NO if, your unit’s job group profile = availability in the labor market, no placement goals are needed.
Understanding Placement Goals

- **Example – Applicant Pool Statistics (Analyst V)**
  - **Department goal** = 1 Hispanic (affects short list approval)
  - **Org and Campus goals** = 5 Asian/Pacific Islanders (does not affect short list approval but important for campus wide diversity goals)
# Automatic Job Postings

## UCR Sponsored Job Boards
- Southern California
- HigherEdJobs
- InsideHigherEd.com
- Diverse Issues in Higher Education — must be launched via JobTarget

## AJE National Exchange
- AJE Veteran Exchange
- AJE Women Exchange
- AJE Disability Exchange
- AJE Hispanic Exchange

## Outreach Partner Networks
### Veteran Job Boards
- [www.allveteranjobs.com](http://www.allveteranjobs.com)

### Disability Job Boards
- [www.disabilityjobs.net](http://www.disabilityjobs.net)
- [www.disabledperson.com](http://www.disabledperson.com)

### Diversity Job Boards
- [www.asianhires.com](http://www.asianhires.com)
- [www.africanamericanhires.com](http://www.africanamericanhires.com)
- [www.alllgbtjobs.com](http://www.alllgbtjobs.com)
- [www.allhispanicjobs.com](http://www.allhispanicjobs.com)
- [www.diversityjobs.com](http://www.diversityjobs.com)

## State Job Banks
- State One-Stop Career Centers
- (LVER) (DVOP) (DPN)

## Community Partner Networks
- (Local Chapters)
- Goodwill
- Easter Seals
- The Arc
- Department of Rehabilitation
- U.S. Dept. of Veterans Affairs
Additional Advertising & Recruiting Sources

- **Web sites**
  - UCR Job Board and UCR contracted sites
  - Niche and Diversity Sites (via JobTarget)

- **Social Media**
  - LinkedIn Niche Groups
  - LinkedIn Diversity Groups

- **Outreach**
  - Outreach Events (Job Fairs)
  - Diversity Groups

- **Job Fairs/Trade Shows**
  - Campus and Diversity Job Fairs
  - Industry conferences/trade shows

- **Trade journals**
  - What are the experts in the field reading?

- **Newspapers**
  - Local
  - National

- **3rd Party**
  - Temp Agencies
  - Executive Searches

- **Networking**
  - Associations
  - Contacts
# Sample Recruitment Plan

## LinkedIn Groups

<table>
<thead>
<tr>
<th>Industry Related</th>
<th>Number of Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant Office Professionals (All Levels)</td>
<td>75477</td>
</tr>
<tr>
<td>Higher Education Management</td>
<td>59984</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>44674</td>
</tr>
</tbody>
</table>

The Effective Admin-- Administrative Assistant and Executive Assistant Group

<table>
<thead>
<tr>
<th>Number of Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>20814</td>
</tr>
</tbody>
</table>

Clerical and Administrative Staffing

| Administrative Assistant Employment Network | 15425 |
| American Society of Administrative Professionals (ASAP) | 11876 |

## Diversity Related

<table>
<thead>
<tr>
<th>Diversity Related</th>
<th>Number of Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity- A World Change</td>
<td>17649</td>
</tr>
<tr>
<td>Hispanic Professionals</td>
<td>15789</td>
</tr>
<tr>
<td>National Black MBA Association</td>
<td>13021</td>
</tr>
<tr>
<td>National Association of African Americans in Human Resources</td>
<td>10375</td>
</tr>
<tr>
<td>Diversity Professionals</td>
<td>9649</td>
</tr>
<tr>
<td>GLBT Professionals</td>
<td>9347</td>
</tr>
<tr>
<td>National Association of Professional Women</td>
<td>8513</td>
</tr>
<tr>
<td>The Diversity and Inclusion Group</td>
<td>6214</td>
</tr>
<tr>
<td>Business and Professional Women</td>
<td>4967</td>
</tr>
<tr>
<td>Native Americans in Business</td>
<td>4544</td>
</tr>
<tr>
<td>National Association of Asian American Professionals</td>
<td>4170</td>
</tr>
<tr>
<td>WomenSuite</td>
<td>3752</td>
</tr>
<tr>
<td>National Society of Hispanic MBA</td>
<td>2858</td>
</tr>
<tr>
<td>LGBT HR Professionals</td>
<td>981</td>
</tr>
<tr>
<td>Women Administrators in US Higher Education</td>
<td>11</td>
</tr>
</tbody>
</table>

## Other Websites

- Admin Job Board Network: $250/30 days
- Admincareers.com: $99/60 days
- Association of Executive and Administrative Professionals
- thecareerboards.com
- International Association of Administrative Professionals $200/30 days
- Latinos in Higher Ed.com: $175/90 days
- adminhelpwanted.com :$99/30 Days
- clerical and Administrative Jobs- JKLjobs.com
- http://www.administrativejobs.com/ Price not listed
Step 4: Select Search Committee

- Ensures applications selected for interview and final consideration are evaluated by more than one individual
- Identified by hiring manager
- Typically 3-5 members
- Affirmative Action & Compliance Liaison
- Training Required
- Maintain confidentiality
- BCOE Best Practices
  - Refrain from using Faculty until 2nd interview
  - CPSU verifies that all members have taken appropriate training
Step 5: Post Position and Implement Recruitment Plan

- Automatic Job Postings
  - UCR Job Board
  - UCR Sponsored Job Boards
  - Outreach Partner Networks
  - State Job Banks
- Department posts on Job Target
- Department posts on LinkedIn Groups
- Contact Staffing to post on LinkedIn Job Slots
- Chair & AAACL monitor applicant pool and statistics
Recruitment Plans

- What are the department’s responsibilities?
- Who is responsible for the costs?
- What assistance can departments obtain from Human Resources / Staffing?
Step 6: Review Applicants and Develop Short List

- Applicant reviews are conducted after recruitment period
- All applicants must be reviewed and considered
  - Applicants = Applications received during initial recruitment period
  - Expressions of Interest = Applications received after initial recruitment period
- All applicants must have a decision code
- Short list approval required by OFSAA
Step 6: Review Applicants and Develop Short List (continued)

- BCOE Best Practices
  - Once short list is determined, email Janna or Cherysa (depending on which department) that shortlist selections have been made. CPSU will submit the short list.
  - Chair or AACL should be entering decision codes
  - Do not use comment area within system
Applicant Screening

- More than one committee member
- Minimum requirements
- How do we apply minimum degree requirements?
  - Degree vs. experience
- Social Media as a screening tool
- Notes
  - Keep on separate paper
Minimum and Preferred Requirements

- Long List
  - **ALL** applicants who meet **ALL** minimum requirements

- Short List
  - Applicants who meet ALL minimum requirements
  - Applicants who meet SOME preferred requirements
When your short list is still long….

- Are we required to interview all who meet the minimum and preferred qualifications?
- How can I further narrow down the list?

ANSWER:

- The committee can determine those who best meet the qualifications
  - e.g. Experience supporting a large department vs. one person
When your short list is still long….

- Phone screens (does not require short list approval)
  - Should be conducted by at least 2 members
  - No longer than 30 minutes
  - Knock-out questions to further reduce long list

- BCOE Best Practices
  - If you choose to do phone screenings, you must contact CPSU for further direction
Obtaining Short List Approval

Short List Review Process (OFSAA)

- Short lists are typically evaluated and returned within 48 hours from submission.
  - OFSAA approval required before scheduling interviews.

- If the short list is deemed to represent a sufficiently diverse applicant pool, the short list will be approved.
  - Once approved, the applicants can then be contacted for interviews.

- If the shortlist is not sufficiently diverse in light of the department’s placement goals, the OFSSA will contact the AACO to discuss how the pool might be diversified.
  - Ideally, this is a rare or non occurrence as the AACO, in collaboration with the Hiring Manager and BAS HR Staff continuously review applicant pool performance during and immediately after the minimum posting period to identify and develop contingency plans to address underperforming recruitments.

- Additionally, recruitment plans with placement goals are evaluated to ensure broad outreach to diverse applicants, so that such good faith efforts are balanced against below availability indicators to ideally obtain OFSAA’s approval.
Applicant Pool Review

Example – Applicant Pool vs. Availability Statistics (Analyst V)
Step 7 : Conduct Interviews

- Prepare
- Accommodate
- Phone Interviews
- Panel Interviews
- Interview Questions
- Validated Assessments
- Evaluate Interviewee
- Committee interview notes/evaluations
Step 7: Conduct Interviews

- BCOE Best Practices
  - Ensure panel members are familiar with resumes
  - Send interview questions to CPSU for approval
  - When scheduling interviews, ask for any accommodations
  - Explain the interview process to the candidate so they know what to expect
  - Invite all candidates to arrive 15 minutes prior to interview to review interview questions and job description if they choose
Accommodate

- Inquire if applicant needs an accommodation for the interview
  - First floor conference room
  - Parking
  - Translator
  - Handouts / materials provided prior to interview

- Contact Marsha Marion
  - 951-827-4785
  - Marsha.marion@ucr.edu
Interview Confirmation

- Position title, department name
- Day, Date and Time
- Location of interview
- Parking information
- Length of interview
- What to bring
  - Resume
  - Writing Samples
Interview Confirmation

I would like to confirm your interview for the Contract & Grant Project Analyst position, in the Chemical/Environ. Engineering department. Your interview is scheduled on Monday, September 29, 2014 at 8:30am. You may arrive 15 minutes prior to your scheduled time to review interview questions and the job description. Please allow approximately one hour for the interview. You will be interviewing in the Human Resources Department which is located at 1160 University Avenue, right outside our main campus. See the directions below and please contact me if you have any questions or need accommodations for the interview. For accommodations contact Marsha Marion at 951-4785. Best of luck!
Interviews

- Phone interviews / panel interviews
  - Requires short list approval prior to contacting for interview
  - Should be conducted by all committee members
  - 30-60 minutes in length
  - First interview
  - Second / follow-up interviews
  - Take notes and upload them onto iRecruit
Types of Interview Questions

- Competency-based Behavioral Questions
- Situational Questions
- Emotional Intelligence Questions
- Questions to Avoid
Interview Questions

- Must be job related
- Legal vs. illegal questions
- Behavioral based
- Competency based
- Use the same set of questions for all candidates
- Probing / follow-up questions
- BCOE Best Practices
  - All interview questions must come to CPSU for approval prior to interviewing
Assessment Tools

- Only 3rd party validated assessments are to be used
- Work Samples and Presentations are not assessments
  - Scoring rubrics must be used
- Contact Kai Buckner in HR for assistance
- Schedule candidate for assessment
  - Proctor
  - Distraction-free location
Evaluate Interviewee

- Ranking sheets
- Establishing ranking priorities
- Hiring Manager adds weight to questions
- BCOE Best Practices
  - Use ranking sheets provided by CPSU with weights
Committee Interview Notes/Evals

- Each committee member completes notes for each candidate
- Evaluate experience / skills
- Omit any comments that are not job-related
- Upload onto iRecruit
- BCOE Best Practices
  - Chair should obtain notes from all committee members for all interviews (1\textsuperscript{st} and 2\textsuperscript{nd}) and upload onto iRecruit
Step 8 : Select Hire

- Committee members will need to assess the extent to which each one met their selection criteria
- Documentation is key and required to be in compliance with OFCCP requirements
  - The best candidate for the position was chosen based on qualifications
  - The candidate will help to carry out the University and Department’s missions
- Ensure Alignment
- Reference Checks
- Mandated Hiring Prerequisites
Reference Checks – What’s OK

- SkillSurvey
- Phone calls
- Managers / supervisors
- Co-Workers
- Clients
- Internal candidates
  - Hearsay vs. documented performance
- Social Media as a reference tool
Reference Checks – What’s OK

- BCOE Best Practices
  - If UC employee, always review personnel file
  - Contact current supervisor by phone and may contact others by phone or SkillSurvey
Step 9 : Finalize Recruitment

Note: A verbal offer of employment and the finalist’s verbal acceptance creates a contractual relationship – therefore, ensure the offer has been approved prior to verbally offering the position.
Step 9: Finalize Recruitment

- BCOE Best Practices
  - Always contact CPSU prior to making any offer with the offer amount for approval
  - Always follow up verbal offer with an offer letter
  - Anyone interviewed needs to be contacted as soon as candidate has accepted offer prior to closing out the search
Training Resources

- Affirmative Action & Compliance Liaison (AAACL) Webinar (Tutorial)
- Applicant Pool Statistics and Creating Diverse Applicant Pools (Tutorial)
- Training workshop - Affirmative Action 101
- Recruitment Advertising & Affirmative Action (Webinar)
- Diversify and Train the Search Committee (Tutorial)
Questions?