

# UCR

## 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

## Regulations Enforced by The Office of Federal Contract Compliance Programs (Partial List)

LAW	REQUIREMENT	PROTECTED CATEGORY
Executive Order 11246 (EO 11246)	Non-discrimination/affirmative action to ensure employment opportunity on the basis of race, color, religion, sex, or national origin.	Race, Ethnicity, Color, Religion, Sex, or National Origin
Section 503 of the Rehabilitation Act of 1973 (Section 503)	Non-discrimination/affirmative action to employ and advance individuals with disabilities.	Disability
Vietnam Era Veterans	Non-discrimination/affirmative action to employ and advance veterans.	Veterans
Readjustment Assistance Act of 1974 (VEVRAA)	<ol style="list-style-type: none"> <li>1) Disabled veterans;</li> <li>2) Armed Forces service medal veteran;</li> <li>3) Recently separated veterans;</li> <li>4) Other protected veterans</li> </ol>	Veterans

# 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?

University of California  
EPL Litigated Claims  
Reported to TPA 7/1/2003  
- 6/20/2008

Top 21 Cause Codes By Frequency		
All Locations	Total	
Client Cause Description	Claim Count	Incurred Total
Discrimination Disability	50	\$7,856,509.24
Wrongful Termination	35	\$3,597,189.66
Racial Discrimination	31	\$4,118,849.04
Retaliation	23	\$6,918,677.41
Sexual Harrassment	22	\$6,199,698.18
Discrimination Gender	18	\$13,917,384.44
Age Discrimination	18	\$2,265,169.34
Breach of Contract	13	\$3,413,035.55
Discrimination National Origin	10	\$1,735,071.26
Retaliation Whistleblowing	10	\$1,749,148.42
Harrassment	10	\$270,870.49
Discrimination Sex Orientation	6	\$1,029,935.31
Defamation of Character	6	\$2,084,901.15
Civil Rights	4	\$203,054.38
Discrimination Pregnancy	4	\$205,963.30
Administrative Error	4	\$238,307.97
Sexual Assault	2	\$88,020.17
Discrimintion	2	\$37,457.78
Invasion of Privacy/Private Occupancy	2	\$41,180.11
Unauthorized Info. Release	1	\$0.00
Malicious Prosecution	1	\$357,276.31
<b>Total</b>	<b>272</b>	<b>\$56,327,699.51</b>



# 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

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**Tests Currently Available on proveit.com**

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 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)

FBO-93M7NM1.dyn.ucr.edu - Remote Desktop Connection

https://irecruitportal.ucr.edu/irecruit/Controller?action=affirmative\_template&page=affin UCR Requisition

Requisition: 201304238230

Department: ORG39A - FBO Service Center


Working Title: 0730 - ANALYST V

Applicant Pool Statistics ( [Download Excel](#) )

[What are Applicant Pool Statistics?](#)

	White	Black	Hispanic	Asian - Pacific Islander	American Indian	Unknown	Total	Percentage
Male	2	1	1	0	0	0	4	15.4%
Female	10	5	3	3	0	1	22	84.6%
Sex not stated	0	0	0	0	0	0	0	0%
<b>Total</b>	12	6	4	3	0	1	26	100%
<b>Percentage</b>	46.2 %	23.1 %	15.4 %	11.5 %	0 %	3.8 %	100%	

[What are Placement Goals?](#)



	Female	Black	Hispanic	Asian - Pacific Islander	American Indian
D01103 -- HUMAN RESOURCES	0	0	1	0	0
ORG39 -- VC FINANCE & BUS OPERATIONS	0	0	0	1	0
CAMPUS -- JOB GROUP A03	3	4	0	4	0

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# 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.VeteranJobs.Net](http://www.VeteranJobs.Net)

[www.Jofdav.com](http://www.Jofdav.com)

[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

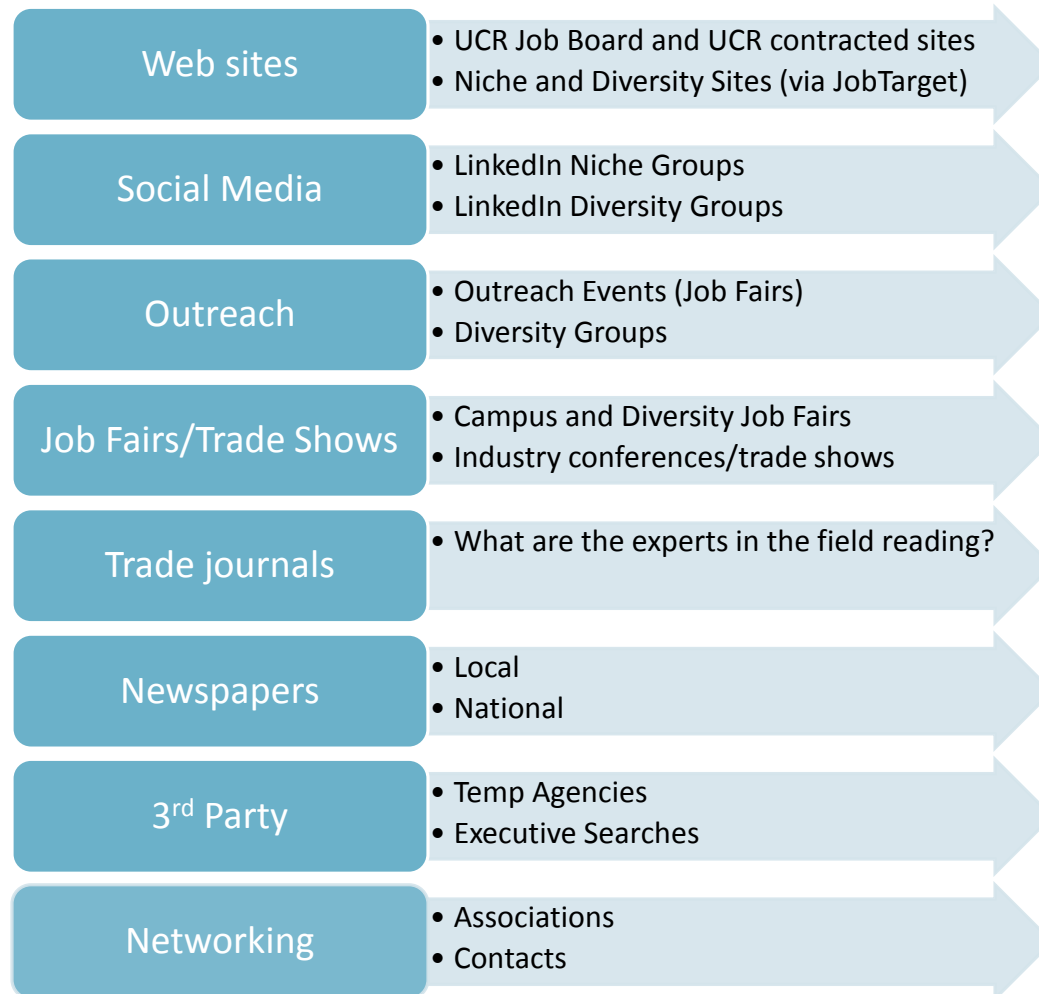
The Arc

Department of Rehabilitation

U.S. Dept. of Veterans Affairs



# Additional Advertising & Recruiting Sources



# Sample Recruitment Plan

## LinkedIn Groups

<u>Industry Related</u>	<u>Number of Members</u>
Administrative Assistant Office Professionals (All Levels)	75477
Higher Education Management	59984
Administrative Assistant	44674
The Effective Admin-- Administrative Assistant and Executive Assistant Group	20814
Clerical and Administrative Staffing	15465
Administrative Assistant Employment Network	15425
American Society of Administrative Professionals (ASAP)	11876

## LinkedIn Groups

<u>Diversity Related</u>	<u>Number of Members</u>
Diversity- A World Change	17649
Hispanic Professionals	15789
National Black MBA Association	13021
National Association of African Americans in Human Resources	10375
Diversity Professionals	9649
GLBT Professionals	9347
National Association of Professional Women	8513
The Diversity and Inclusion Group	6214
Business and Professional Women	4967
Native Americans in Business	4544
National Association of Asian American Professionals	4179
WomenSuite	3752
National Society of Hispanic MBA	2858
LGBT HR Professionals	981
Women Administrators in US Higher Education	11

## Other Websites

Admin Job Board Network: \$250/30 days

Admncareers.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- JKJobs.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 2<sup>nd</sup> 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 & AACL 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 (OFSSA)
  - Short lists are typically **evaluated and returned within 48 hours** from submission
    - OFSSA 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 OFSSA's approval

# Applicant Pool Review


## ➤ Example – Applicant Pool vs. Availability Statistics (Analyst V)

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CAMPUS -- JOB GROUP AUS 3 4 0 4 0

Applicant Pool/Availability Comparisons  
[What do These Comparisons mean?](#)

**Ethnicity**

Applicants	Ethnicity	Appl. Pool%	Avail	Difference between Applicant Pool% and Avail	
12	White	46.2%	n/a	n/a	
6	Black	23.1%	7.5 %	15.6%	Above Availability
4	Hispanic	15.4%	14.7 %	.7%	Above Availability 
3	Asian-PI	11.5%	13.5 %	-.2%	<b>Below Availability</b>
0	Amerind/AN	0%	.3 %	-.3%	<b>Below Availability</b>
1	Unknown	3.8%	n/a	n/a	
26	Total				

**Gender**

Applicants	Gender	Appl. Pool%	Avail	Difference between Applicant Pool% and Avail	
4	Male	15.4 %	n/a	n/a	
22	Female	84.6 %	48.9 %	35.7%	Above Availability
0	Sex Not Stated	0 %	n/a	n/a	
26	Total				

Taskbar: 7:47 AM 6/15/2013

# 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 3<sup>rd</sup> 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<sup>st</sup> and 2<sup>nd</sup>) 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 (AACL) 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?

