

# UCR

## **AP Recruit Online Training for Search Committee and Approvers 2016-2017AY**

Academic Personnel Office and  
Equal Employment/Affirmative Action  
February 2017

UNIVERSITY OF CALIFORNIA, RIVERSIDE

# Instructions

1. Please complete the [AP Recruit Online Training for Search Committee and Approvers](#) by reviewing the slides in this presentation [*30-45 minutes*].
2. Once you complete viewing the presentation, please click on the link in the last slide and submit the [Training Acknowledgment Form](#).

# Agenda

- › **University Recruitment Policies & Best Practices**
  - › Excellence through Diversity and Equity of Opportunity
  - › Complying with Applicable Laws and University Policies
  - › Responsibilities of the Approver (this section is for Search Plan and Shortlist approvers only)
  - › Responsibilities of the Search Committee
  
- › **AP Recruit System**
  - › Introduction to AP Recruit
  - › AP Recruit System Overview
  - › Key Points to Remember
  - › Resources

# **UCR RECRUITMENT POLICIES & BEST PRACTICES**

# UCR Recruitment Policies & Best Practices

## › Introduction

- › The University of California, Riverside is committed to achieving academic excellence through faculty diversity and equal opportunity. A fair recruitment and selection process designed to promote diversity and equity must begin with the identification of the best possible candidates, must proceed with a careful selection process, and must end with the successful hiring of the very best academic appointee.
- › This section is designed to provide search committee members with policies and best practices for recruiting the highest quality faculty. It includes information on best practices for search committees, as well as links to statements and policy about diversity, equal employment opportunity/affirmative action from the campus and from the University of California Office of the President.

# UCR Recruitment Policies & Best Practices

## › Diversity

- › Diversity refers to the variety of values, interests, abilities, life experiences and world views that arise from differences of culture and circumstance. A diverse faculty reflects inclusiveness and opportunity that are critical if the University is to maintain excellence and competitiveness.
- › The University of California, Riverside recognizes that diversity is integral to its mission of excellence. Faculty recruitment is one of the most important areas in which we can achieve that goal.
- › The [UC Diversity Statement](#) and [UCR's Principles of Community](#) describe the University's commitment to diversity.

# UCR Recruitment Policies & Best Practices

- › **Equal Employment Opportunity and Affirmative Action Concepts**
  - › **Equal Employment Opportunity (EEO):** The legally protected right of all people to work and advance on the basis of merit, ability, and potential.
  - › **Affirmative Action (AA):** Positive steps aimed at eliminating barriers in recruiting, hiring, promoting and retaining minorities, women, individuals with disabilities, and protected veterans.

# UCR Recruitment Policies & Best Practices

- › **As a federal contractor, UCR must fulfill its affirmative action obligations:**
  - › **Set goals** for all job groups where underutilization is identified, and use the goals to measure progress toward achieving equal employment opportunity;
  - › **Take affirmative steps** to encourage applications from underutilized groups through targeted outreach efforts;
  - › **Take positive actions** to address existing problem areas with regard to equal employment opportunity and non-discrimination in the hiring process.
  - › **Retain full, accurate, and reliable recruitment records** for all open positions. Such records include for example, evaluation criteria, interview notes, meeting agendas, ratings, and committee deliberations.



# UCR Recruitment Policies & Best Practices

## › University's Nondiscrimination and Affirmative Action Policy in Action

- › The University's non-discrimination and affirmative action policy must be applied in vigorous and comprehensive recruitment efforts that are designed to attract a diverse pool of qualified applicants.
- › Affirmative action does not require hiring “preferences” for minorities, women, individuals with disabilities, and protected veterans nor are preferences appropriate under law.
- › UC's policy has been, and continues to be, to select the individual who possesses the qualifications to perform the duties of the position most effectively.

# UCR Recruitment Policies & Best Practices

## › Equal Employment Opportunity and Affirmative Action

- › The [University of California Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment](#) describes UC's policy regarding nondiscrimination and affirmative action in UC's employment practices.
- › A [Nondiscrimination and Affirmative Action Policy Statement for University of California Publication Regarding Employment Practices](#) must be included in all advertisements that UC Riverside is an Equal Opportunity/Affirmative Action/Disability/Veterans Employer.

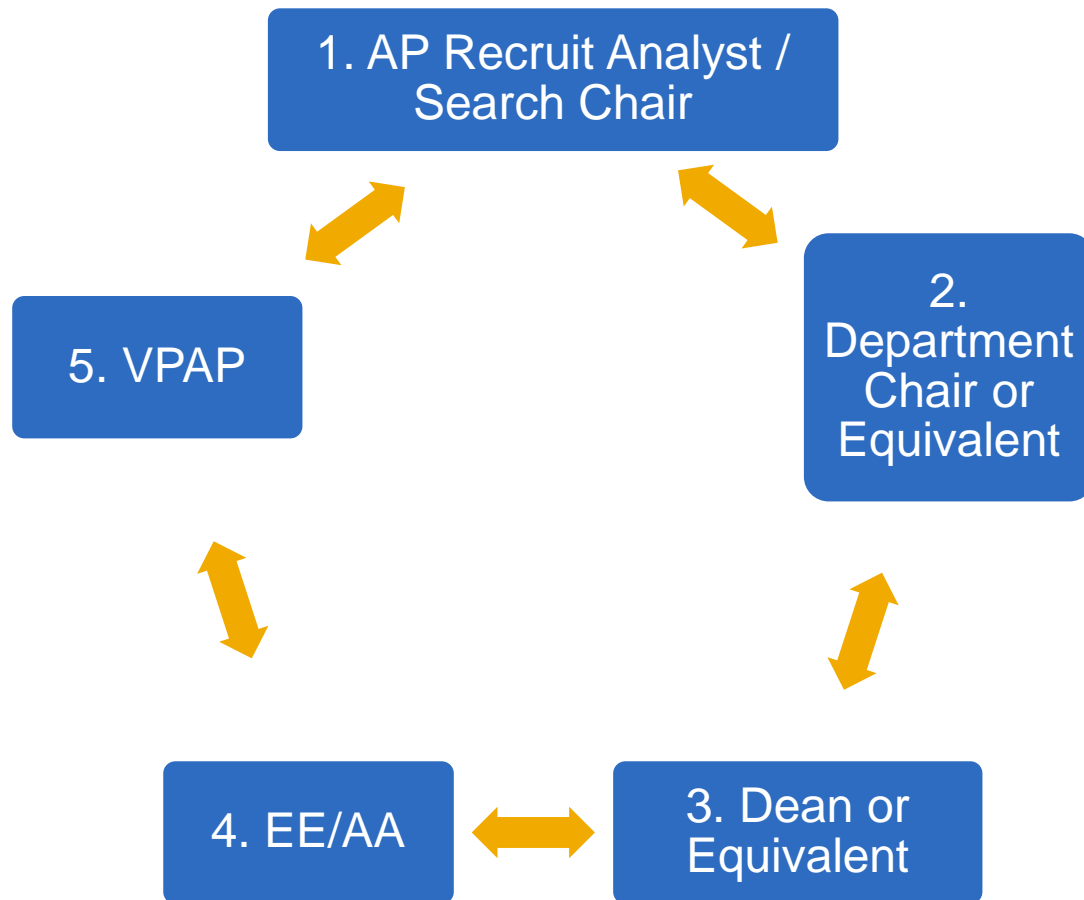
# UCR Recruitment Policies & Best Practices

## › Affirmative Action Guidelines

- › The [UC Affirmative Action Guidelines for Recruitment and Retention of Academics](#) describe both mandatory and voluntary affirmative action programs, consistent with law and University policy, which may be undertaken to promote equal employment opportunity and diversity in the context of academic employment practices.
- › The [UCR Affirmative Action Recruitment Guidelines for Academic Positions](#) guide users through the local recruitment policies to ensure equal employment opportunities within the academic hiring process. It includes recruitment procedures for **Guideline One** and **Guideline Two** searches.

# UCR Recruitment Policies & Best Practices

## UCR Search Plan Required Approval Workflow\*



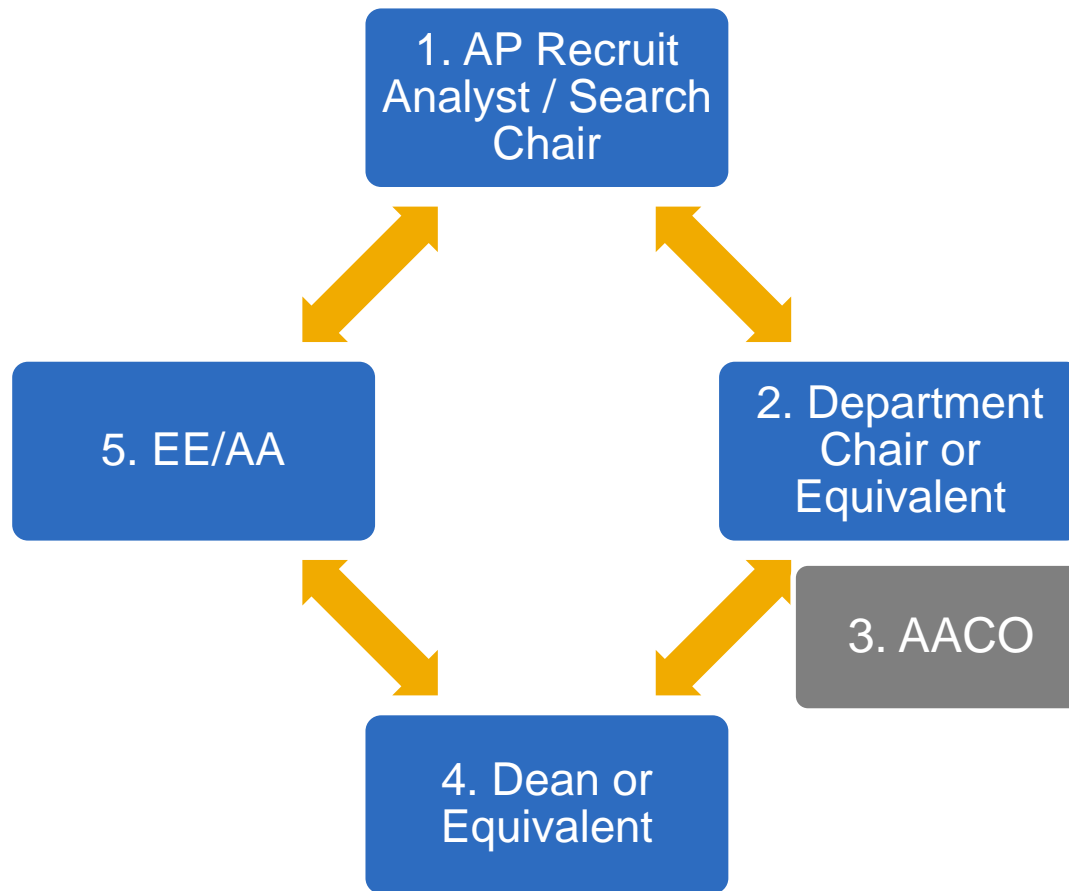
### Responsibilities of Search Plan Approvers

- › Search Plan Approvers are responsible for ensuring that the Search/Recruitment Plan put forward by the department complies with the [Affirmative Action Recruitment Guidelines](#)
- › Final approval is determined by VPAP.
- › Additional Approvers may be added by the department.

\* May vary by college/school/org but must always be routed to EE/AA and VPAP.

# UCR Recruitment Policies & Best Practices

## UCR Short List Approval Workflow\*



- › **Responsibilities of Short List Approvers**
  - › Short List Approvers are responsible for ensuring that the Short List put forward by the department complies with the [Affirmative Action Recruitment Guidelines](#)
  - › Final approval is determined by EE/AA.
  - › **Additional Approvers may NOT be added by the department.**

\* May vary by college/school/org but must always be routed to EE/AA and VPAP.

# UCR Recruitment Policies & Best Practices

## › Composition of the Search Committee

- › The search committee is nominated by the Department Chair and approved by the Dean.
- › The search committee should consist of 3 to 7 members. One member should be designated as the Committee Chair, and one member as the Affirmative Action Compliance Officer (equivalent to the Committee Editor).
- › The search committee should represent a broad diversity of gender, race, perspectives, expertise, and backgrounds.
- › Any familial relationship among the committee members that might influence or have the appearance of influencing a recruitment outcome must be disclosed in the recruitment plan, and is subject to review and action.

# UCR Recruitment Policies & Best Practices

## › The Search Committee's Charge

The search committee is responsible for conducting the preliminary work of creating a diversified pool of qualified applicants, and screening candidates for the position.

### **The search committee must:**

- › Ensure equal employment opportunity;
- › Be proactive in identifying diverse, qualified applicants, and ensure that the applicant pool reflects the diversity of the available workforce;
- › Ensure that the recruitment process is accessible to all qualified applicants;
- › Adhere to the evaluation criteria stated in the position description, and evaluate candidates according to job related criteria;
- › Treat every candidate with the same respect and dignity;
- › Maintain the highest standards of professional conduct and take appropriate steps to avoid conflicts of interest;
- › Maintain confidentiality throughout and after the recruitment process concludes.

# UCR Recruitment Policies & Best Practices

## › Responsibilities of the Search Committee Chair

### › **Before the Search**

- › Ensure that the position announcement and search plan are developed appropriately;
- › Establish the ground rules governing the search committee's work:
  - › Job advertisement & recruitment strategy
  - › Evaluation criteria
- › Ensure compliance with legal requirements and University policies:
  - › Broad and inclusive search
  - › Fair and consistent evaluation process
  - › Confidentiality
  - › Retention of recruitment records



# UCR Recruitment Policies & Best Practices

## › Responsibilities of the Search Committee Chair

(cont.)

### › **During the Search**

- › Ensure that appropriate individuals are informed, consulted, and appropriate approvals are received;
- › Engage in active recruiting;
- › Keep candidates informed of the status of the process;
- › Ensure appropriate follow-up is performed to complete the recruitment process;
- › Assess any conflict of interest issues;
- › Determine the short list;
- › Ensure that complete documentation of the search process is kept.

### › **After the Search**

- › Present committee recommendation to the Department Chair;
- › Ensure that all records associated with the search process are retained for at least 4 years.

# UCR Recruitment Policies & Best Practices

- **Responsibilities of the Affirmative Action Compliance Officer (AACO, Faculty Editor Role in AP Recruit):**
  - Ensure outreach recruitment efforts that are effective in reaching the broadest pool of diverse applicants;
  - Review the Diversity Report periodically to ensure that the applicant pool is sufficiently diverse, and broaden search for inclusiveness, if needed;
  - Ensure that files are complete before being opened to the search committee for review. Voting varies by department, refer to the [Academic Hiring Toolkit](#) for more information;
  - Ensure that the campus recruitment compliance procedures are followed;
  - Contact EE/AA, [affirmativeaction@ucr.edu](mailto:affirmativeaction@ucr.edu), to clarify roles, ask questions, or express concerns.

# UCR Recruitment Policies & Best Practices

- › **Responsibilities of the Search Committee Chair and Affirmative Action Compliance Officer (AACO), Faculty Editor Role in AP Recruit):**
- › In lieu of the AA Faculty Compliance form Review the “Qualified Applicant Grid”
- › View Qualified Applicants
- › Select columns:
  - › Applicant
  - › Status
  - › References
  - › Disposition Reasons
  - › Disposition Comment (*Optional*)
- › Ensure that data in all columns is populated prior to submitting Shortlist Report

# UCR Recruitment Policies & Best Practices

## › Responsibilities of Search Committee Members

- › Actively search for candidates;
- › Must be aware of job-related criteria relevant to the position;
- › Must adhere to the evaluation criteria stated in the position description;
- › Carefully review and assess application files;
- › Evaluate candidates according to job related criteria and standards, without regard to stereotypes or presumptions regarding ability or disability;
- › Interview candidates;
- › Retain interview notes and other documents (turn in to AP Recruit Analyst at the conclusion of the search);
  - › Use the [Applicant Evaluation Form](#) to document each applicant's interview.
- › Make selection recommendations.

# UCR Recruitment Policies & Best Practices

## › Interview Questions Not to Ask

- › During interviews, search committee members may NOT ask questions that are related to a candidate's race, color, national origin, religion, sex, gender expression, gender identify, pregnancy, physical or mental disability, medical condition, genetic information, ancestry, marital status, sexual orientation, citizenship, or service in the uniformed services.

For guidance and a list of Appropriate and Inappropriate Interview Questions, contact EE/AA at [affirmativeaction@ucr.edu](mailto:affirmativeaction@ucr.edu).

# UCR Recruitment Policies & Best Practices

## › Best Practices for Evaluating Candidates

- › **Develop explicit criteria** to use for evaluating all candidates. Some search committees use a grid or spreadsheet containing the criteria (e.g., number of publications since Ph.D., presentations at national or international conferences, etc.) and fill it in for each candidate. This can also facilitate re-review of the applicants if any of those on the initial interview list decline to come.
- › **Spend sufficient time** on each candidate's application; at least 15 minutes should usually be spent on each application.
- › **Evaluate the entire application**, weigh each section of the application as defined by the criteria established for the search.
- › **Be able to articulate the reasons** for rejecting or retaining a candidate.
  - › Use the [Applicant Evaluation Form](#) (may be customized as needed) to document each applicant's interview.

# UCR Recruitment Policies & Best Practices

## › Search Committee Training

Please contact the [Equal Employment and Affirmative Action](#) for Search Committee Training. Contact information is provided below for your reference:

**Email:** [affirmativeaction@ucr.edu](mailto:affirmativeaction@ucr.edu)  
**Telephone:** (951) 827-5604  
**Website:** <http://hr.ucr.edu/eeaa.html>

# UCR Recruitment Policies & Best Practices

## › Resources

- › [Search Committee Guidelines and Checklist](#)
- › [Academic Hiring Toolkit](#)
- › [Equal Employment & Affirmative Action](#)

## › Steps in the Process

- › [Academic Recruitment Process](#)



# AP RECRUIT SYSTEM

# Introduction to AP Recruit

## › What is AP Recruit?

- › In 2011, the University of California selected UCI's AP Recruit system—used on that campus since 2006—for system-wide deployment at all 10 UC campuses.
- › Recruit provides for secure online academic employment recruitment management.
- › Reports are built-in to the system, providing for an easy way to create the reports that the University of California's Office of the President (UCOP) uses to ensure all campuses meet their requirements as equal opportunity employers.
- › Recruit also ensures the security and integrity of all applicant, reference, and related recruitment data.

# Introduction to AP Recruit

## › Recruit Governance Structure

Systemwide, the UC Recruit Memorandum of Understanding sets out the governing structure for this 10-campus collaboration. The UC Recruit Governance Board--with input from the program directors at UCI and from other has responsibility for key decision-making about budget requests, priorities for enhancement and data collection, and expansion and maintenance of the program.

For more information, click on this link:

<http://cnc.ucr.edu/aprecruit/faqs.html#governsys>

Locally, AP Recruit will be governed through four distinct advisory groups under the direction of the Vice Provost for Academic Personnel (VPAP). Change Requests, Recommendations and Issues are managed by the Campus Core Implementation Team composed of personnel from APO, EE/AA and Computing and Communications.

For more information, click on this link:

<http://cnc.ucr.edu/aprecruit/faqs.html#governucr>

# Introduction to AP Recruit

## UCR Academic Recruitment Process & AP Recruit

Allocation of Academic Positions	<ul style="list-style-type: none"><li>• Off-line process</li></ul>
Recruitment Plan Preparation and Approval	<ul style="list-style-type: none"><li>• AP Recruit</li></ul>
Creation of Recruitments	<ul style="list-style-type: none"><li>• AP Recruit</li></ul>
Application and Review	<ul style="list-style-type: none"><li>• AP Recruit</li></ul>
Short List Approval	<ul style="list-style-type: none"><li>• AP Recruit</li></ul>
Finalizing the Appointment	<ul style="list-style-type: none"><li>• Off-line process</li></ul>
Reporting	<ul style="list-style-type: none"><li>• AP Recruit</li></ul>

# AP Recruit System Overview

## › Features

- › **Recruit department analysts** can create and set up recruitments.
- › **Approvers** can review and approve recruitment plans, shortlists and recruitment reports.
- › **Applicants** can manage and monitor their application progress.
- › **References** can log in and securely upload their letters of reference.
- › **Search committees** can review applicants.
- › **Reports** such as self-reported diversity data is available to the proper groups.

## › Video Tour (7 minutes)

Provides a basic overview of the AP Recruit system. This video tour does not include the system upgrades for 2014-2015AY onwards. *This video is highly recommended for new AP recruit users.*

<http://cnc.ucr.edu/aprecruit/using.html>

*Note: This video was created in 2011 using UCI's AP Recruit, so some terminology may differ from other campuses and some functionality may differ from the current version of the system.*

# AP Recruit System Overview

## › Approver Role

- › Approvers have access to review and approve Search Plan, Search Report, Search Waiver, and Shortlist Report

### **Approvers Quick User Guide**

[http://cnc.ucr.edu/aprecruit/ucr\\_approvers\\_quick\\_guide.pdf](http://cnc.ucr.edu/aprecruit/ucr_approvers_quick_guide.pdf)

### **Best Practices for Managing Approvals for Approvers**

[http://cnc.ucr.edu/aprecruit/ucr\\_aprecruit\\_best\\_practices\\_for\\_managing\\_approvals.pdf](http://cnc.ucr.edu/aprecruit/ucr_aprecruit_best_practices_for_managing_approvals.pdf)

# AP Recruit System Overview

## › Search Committee Roles

- › *Search Committee Reviewers* have viewing rights to finalized applications and may comment on the files.
- › *Search Committee Chairs* have slightly more access rights than Committee Reviewers, but not as much as a Recruit Analyst. Chairs can review non-finalized applicants and may manage applicant files (though this is generally left to the Recruit Analyst).
- › *Search Committee Editors* have the same access rights as Chairs. Editors generally assist the Recruit Analyst in managing the applications. At UCR this role might be fulfilled by the Chair's Assistant. It may also be fulfilled by the Affirmative Action Compliance Officer (AACO).

### **Search Committee Member Quick Reference Guide (3 pages)**

[http://cnc.ucr.edu/aprecruit/search\\_committee\\_quick\\_reference\\_guide.pdf](http://cnc.ucr.edu/aprecruit/search_committee_quick_reference_guide.pdf)

### **Search Committee Chair Quick Reference Guide (5 pages)**

[http://cnc.ucr.edu/aprecruit/search\\_committee\\_chair\\_quick\\_reference\\_guide.pdf](http://cnc.ucr.edu/aprecruit/search_committee_chair_quick_reference_guide.pdf)

# AP Recruit System Overview

## › Roles – Summary of Tasks & Roles

Click on this link for a summary of AP Recruit Tasks and Roles (PDF)

[http://cnc.ucr.edu/aprecruit/aprecruit\\_roles\\_and\\_tasks.pdf](http://cnc.ucr.edu/aprecruit/aprecruit_roles_and_tasks.pdf)



# Key Points to Remember

## › Personal Notes

- › Personal notes may be added to the system by search committee members for each applicant.
- › While personal notes cannot be seen by other reviewers, use discretion when using this field.
- › The information in this field is permanently stored in the system and becomes a permanent part of the recruitment record and is subject to disclosure.

## › Meets Basic Qualifications (MBQ)

- › A *recruit analyst, editor or chair* must mark applicants as “Meets” or “Does Not Meet” basic qualifications.
- › Refer to the MBQ Support and Training information located at <http://cnc.ucr.edu/aprecruit/training.html>

# Resources

## › Primary Contact Information

Contact your department and/or college/school/organization analyst.

- › College/School/Organization:  
<http://cnc.ucr.edu/aprecruit/contacts.html>

## › Additional Contact Information

- › Central Academic Personnel Office and Technical Contacts  
[aprecruit@ucr.edu](mailto:aprecruit@ucr.edu)  
(951) 827-2933
- › Equal Employment & Affirmative Action (EE/AA) Contacts:  
[affirmativeaction@ucr.edu](mailto:affirmativeaction@ucr.edu)  
(951) 827-5604

# Resources

## › Online Resources

- › UCR AP Recruit Information Website:  
<http://cnc.ucr.edu/aprecruit/>
- › AP Recruit User Guide:  
[http://cnc.ucr.edu/aprecruit/ucr\\_aprecruit\\_user\\_guide.pdf](http://cnc.ucr.edu/aprecruit/ucr_aprecruit_user_guide.pdf)
- › Academic Hiring Toolkit:  
[http://academicpersonnel.ucr.edu/policies\\_and\\_procedures/Academic%20Hiring%20Toolkit.pdf](http://academicpersonnel.ucr.edu/policies_and_procedures/Academic%20Hiring%20Toolkit.pdf)

## › AP Recruit Site

- › Production site <https://aprecruit.ucr.edu/>

# Resources

## › Access

Access to AP Recruit for Approvers are granted by the Recruit Administrator. Access for Search Committee roles are granted by the Recruit Analyst for each Recruitment as appropriate.

## › Steps in the Process for Search Committee

1. *APO sends a link to the AP Recruit Online Training page to search committee member listed on the Approved Recruitment Plan. ☑*
2. Search Committee member completes the Online Training
3. Search Committee member submits the acknowledgement form.
4. APO receives the completed form and informs the college/school/department/organization recruit analyst.
5. College/School/Department/Organization recruit analyst grants access to AP Recruit for Search Committee Member.

# Thank You

You have completed the required AP Recruit Online Training for Search Committee Members and Approvers. Please click on the following link to submit the training acknowledgement form.

[http://academicpersonnel.ucr.edu/trainingform\\_search.html#accessform](http://academicpersonnel.ucr.edu/trainingform_search.html#accessform)