

Filling a Vacancy

UCSC Local Procedures

(C.21) Rev. 11/30/2006

Comparison of Staffing Options

It has always been the policy of UCSC to hire the most qualified individuals in all vacancies. Because UCSC's staff workforce lacks diversity of women and people of color in many of its positions (as defined by federally defined analyses), hiring managers are **strongly encouraged** to fill positions using Open Recruitment, i.e., both internal and external applicants should be sought.

Campus-Only Recruitment may be used to fill positions if the [classification is pre-approved for campus-only recruitment](#).

The use of other options to fill career positions (and limited positions expected to exceed 1,000 hours in 12 months), such as transfer, reorganization or waiver should be limited to exceptional situations, such as an alternative to layoff, reorganization due to change in work or funding, or other unique circumstances.

The [Comparison of Staffing Options Matrix](#) describes the available methods of filling a staff vacancy, including limited/temporary vacancies, along with pros and cons associated with each choice.

Hiring Managers need to consider the following parameters when assessing recruitment options:

- Duration of the need (e.g., temporary project versus ongoing need)
- Funding availability and duration
- Availability of qualified candidates
- Classification and job group underutilization

Your [HR Service Team Representative](#) (HRSTR) can provide information on job group underutilization and assistance in determining the most effective and appropriate method to fill your vacancy.

Open Recruitment Overview

Open Recruitment is a competitive process that seeks a broad pool of qualified, diverse applicants and normally utilizes a search committee to screen, interview and identify a candidate for hire.

Hiring managers are **strongly encouraged** to fill positions by Open Recruitment.

A **Certified Hiring Manager (CHM)** interacts directly with the Recruitment Management System (RMS) to initiate requests, status applications and begin the job offer process. A **Hiring Manager (HM)** works through their Human Resources Service Team Representative (HRSTR) to accomplish these activities. A Hiring Manager who is interested in becoming a Certified Hiring Manager should contact the [RMS System Administrator](#) for information on the process.

Process Overview:

- A. **The Hiring Manager (HM)** initiates a recruitment request, using the [RMS Recruitment Worksheet](#); the **Certified Hiring Manager (CHM)** initiates a recruitment request in RMS.
 - a. The [HR Service Team Representative](#) (HRSTR) reviews the request.
 - b. The [Recruitment Specialist](#) (RS) reviews the request.
 - c. The Divisional Approver (DA) approves the position.
 - d. The Classification Analyst (CA) classifies the position.
- B. **The RS** posts and advertises the job.
- C. **Before releasing applications, the RS screens applications** to identify special selection, preferential rehire and special re-employment applicants.
- D. **The HRSTR** notifies the HM when applications are available for viewing; the CHM receives an e-mail notification from the RS.
 - a. Initial batch - RS releases applications within one business day after the initial review date (IRD).
 - b. Subsequent batch(es) - RS releases additional applications within one business day after receipt of request.
- E. **The Search Committee** selects interviewees and conducts interviews after screening application materials.
- F. **The HM/CHM** conducts reference checks and makes a hiring decision.
- G. **The RS** makes a formal job offer to the selected candidate.

- H. **Employment** conducts a sign-up if the selected candidate is a new hire or rehire.
- I. **The HRSTR** conducts on-boarding of the selected candidate.

Pros	Cons
<ul style="list-style-type: none"> Assures greatest access to available pool of qualified candidates Allows greatest opportunity for interested parties to compete Invigorates and brings new skills and perspectives to unit workforce Provides an opportunity to address underutilization within the classification and/or job group Recruiting the most qualified candidates is critical to campus succession planning 	<ul style="list-style-type: none"> Requires allocation of resources for outreach and advertising Process can take several months

Procedure

See [Recruitment](#) for policy and procedure details.

Campus-Only Recruitment Overview

Campus-Only Recruitment is a competitive process that normally utilizes a search committee to screen, interview and identify a candidate for hire. Advertising and outreach are limited to the UCSC community.

Only current UCSC employees (student, staff or academic) with an active appointment in the payroll system and individuals with preferential rehire or special selection rights are eligible for consideration.

Campus-Only Recruitment may be used to fill positions if the [classification is pre-approved for campus-only recruitments](#).

A **Certified Hiring Manager (CHM)** interacts directly with the Recruitment Management System (RMS) to initiate requests, status applications and begin the job offer process. A **Hiring Manager (HM)** works through their Human Resources Service Team Representative (HRSTR) to accomplish these activities. A Hiring Manager who is interested in becoming a Certified Hiring Manager should contact the [RMS System Administrator](#) for information on the process.

Process Overview:

- A. **The Hiring Manager (HM)** initiates a recruitment request, using an [RMS Recruitment Worksheet](#); the **Certified Hiring Manager (CHM)** initiates a recruitment request in RMS:
- The [HR Service Team Representative](#) (HRSTR) reviews the request.
 - The [Recruitment Specialist](#) (RS) reviews the request.
 - The Divisional Approver (DA) approves the position.
 - The Classification Analyst (CA) classifies the position.
- B. **The RS** posts and advertises the job.
- C. **The RS** verifies eligibility of applicants for campus-only recruitment before releasing applications.
- D. **The HRSTR** notifies the HM when applications are available for viewing; the CHM receives an e-mail notification from the RS:
- Initial batch - RS releases applications within one business day after the initial review date (IRD).
 - Subsequent batch(es) - RS releases additional applications within one business day after receipt of request.
- E. **The Search Committee** selects interviewees and conducts interviews after screening application materials.
- F. **The HM/CHM** conducts reference checks and makes a hiring decision.
- G. **The RS** makes a formal job offer to the selected candidate.
- H. **Employment** conducts a sign-up if the selected candidate is a new hire or rehire.
- I. **HRSTR** conducts on-boarding of the selected candidate.

Pros	Cons
<ul style="list-style-type: none"> Allows all campus employees access to a promotional opportunity 	<ul style="list-style-type: none"> Limits pool of applicants to UCSC employees – this impacts the

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| <ul style="list-style-type: none"> • Provides an opportunity to hire most qualified internal applicant • Reduces perceptions of inequity or unfairness that can result from reorganizations or non-recruitments | <ul style="list-style-type: none"> • diversity of the pool of applicants • Does not allow other qualified applicants to apply |
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Procedure

See [Recruitment](#) procedure for policy and procedure details.

Non-Recruitment Overview

Non-Recruitment is a non-competitive process in which the hiring manager identifies the candidate for hire in lieu of the position being posted and advertised.

In special circumstances, [Non-Recruitment](#) can be used to fill limited (temporary) and by agreement (BYA) appointments.

Hiring Managers are strongly encouraged to fill positions through Recruitment; however, Non-Recruitment may be used if the position:

- Will not exceed 800 hours, and
- Will not exceed 6 months in duration, and
- Has a definite end date, and
- The individual does not have a bank of limited appointment hours that would cause the appointment to convert to career status.

Process Overview:

- The Hiring Manager (HM)** determines the appropriateness of hiring an individual without an open recruitment, in consultation with their [HR Service Team Representative](#) (HRSTR).
- The HRSTR** assists the HM in assembling a Non-Recruitment request packet.
- Employment** processes the Non-Recruitment Employee Request.
- The Classification Analyst** classifies the position.
- The Recruitment Specialist** makes a formal job offer to the selected candidate.
- Employment** conducts sign-up if the selected candidate is a new hire or rehire.
- The HRSTR** conducts on-boarding of the selected candidate.

Pros	Cons
<ul style="list-style-type: none"> • Meets immediate needs • Provides an opportunity for current staff employee to augment percent time 	<ul style="list-style-type: none"> • Does not provide for equal opportunity because pool is limited to those known by the hiring unit • Can result in perceptions of inequity because there is no competitive process • Short-term solution – i.e. if position becomes permanent, a career recruitment is necessary

See [Non-Recruitment](#) for policy and procedure details.

Student Employment Overview

Student Employees are recruited through the [Career Center](#).

Your [HR Service Team Representative](#) (HRSTR) is available for consultation, as you consider the use of student employees.

Pros	Cons
<ul style="list-style-type: none"> • Diverse applicant pool • Helps students develop work skills and gain experience • Helps students fund their education 	<ul style="list-style-type: none"> • Only available part time (students generally work less than 20 hours per week while school is in session)

See [Career Center](#) for student employment details.

Temporary Agency Staffing Overview

A **Temporary Agency Employee** may be used to fill a temporary assignment. UCSC contracts with [Spherion](#) to provide temporary staffing services to the campus.

Used to fill short-term employment needs (fill-in for absences, etc.). Please be aware that it is inappropriate to utilize temporary services as a means of avoiding a limited employee's conversion to career status.

Your [HR Service Team Representative](#) (HRSTR) is available for consultation, as you consider the use of temporary staff.

The Hiring Manager works directly with Spherion to request and obtain a temporary employee.

Before contacting Spherion to request a temporary employee, give consideration to these aspects of the position:

- Job duties, including the qualifications required for the position.
- Salary - budget and internal equity.
- The duration of the assignment.

Pros	Cons
<ul style="list-style-type: none"> • Very quick • Provides an opportunity for off-campus individual to find employment at UCSC 	<ul style="list-style-type: none"> • Diversity of pool is not known • Cost of service includes administrative costs which do not go directly to the employee

See [Spherion](#) for Temporary Staffing details.

Transfer Overview

Intra-Divisional Transfer Without Recruitment is the movement of an employee from one position to another, which is in a classification having the same salary range maximum, within the same unit or division.

Inter-Divisional Transfer Without Recruitment is the movement of an employee from one position to another, which is in a classification having the same salary range maximum, from one division to another.

Reasons for selecting transfer:

- Alternative to layoff.
- Utilize an employee's skills in a more appropriate position.
- Employee has specific skills qualifying them for another position.

Process Overview:

- The Hiring Manager (HM)** determines the appropriateness of hiring an individual without an open recruitment in consultation with their [HR Service Team Representative](#) (HRSTR). See [Voluntary Transfers](#).
- Employee** requests transfer in writing.
- The HRSTR** assists the HM in assembling a Transfer packet.
- The HRSTR** obtains a classification if it is a new position.
- The HR Senior Partner** reviews the Transfer packet.
- The HRSTR** processes the request and conducts on-boarding of the transferred employee.

Pros	Cons
<ul style="list-style-type: none"> • Meets immediate needs • Provides opportunity for staff 	<ul style="list-style-type: none"> • Others may perceive inequity or unfairness in the selection of the individual for transfer, particularly if they feel that they would have been qualified for the position. • May result in another opening to be recruited, if the FTE is not

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| <ul style="list-style-type: none"> transferred Does not provide for equal employment opportunity Not a competitive process |
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Procedure

For Intra-Divisional Transfers, refer to [Demotion/Transfer - Voluntary without Open Recruitment](#) for policy and procedure details.

Reorganization Overview

Reorganization can be used to reassign the duties of the vacant position within a department. See [Reorganizing and Reallocating Work](#).

Appropriate when the reorganization is legitimate because of change in work or funding.

A reorganization may result in the need for [Classification Review](#) for affected positions.

The [HR Service Team Representative](#) (HRSTR) is available to consult with the Hiring Manager regarding reorganization options.

Pros	Cons
<ul style="list-style-type: none"> May offer internal promotional opportunity to existing qualified staff 	<ul style="list-style-type: none"> Others may perceive inequity or unfairness in the selection of the individual for assignment of new duties, particularly if they feel that they would have been qualified to assume those duties Does not provide for equal employment opportunity

Waiver of Recruitment Overview

Waiver of Recruitment is a non-competitive process in which the hiring manager identifies the candidate for hire in lieu of the position being posted and advertised.

It is University policy to recruit both within and outside its work force to obtain qualified applicants. In exceptional circumstances, a [Waiver of Recruitment](#) can be used to fill career and contract appointments. Waivers can also be used to fill limited (temporary) appointments which do not meet the criteria for non-recruitment (e.g. expected to exceed 1000 hours in 12 months).

Exceptional circumstances must be based upon extraordinary business necessity and requires documentation that address the reasons why conducting an open recruitment would cause the department undue hardship in meeting its goals, such as disruption of critical services or research activity. Placement of a candidate into a career position that helps to improve the underutilization of the particular job group can be considered as one of the reasons for the request. It is the University's intent to grant waivers only in limited circumstances.

To waive the recruitment process, at least one of the following criteria must be met:

- There are demonstrated recruitment difficulties e.g. the recruitment failed to produce qualified applicants and/or all qualified candidates have declined the position that was advertised widely.
- The position is temporary and has a budgetary end date (contract/grant) and the incumbent is a graduate originally hired through Non-Recruitment who remains to complete a research project begun while in student status.
- The candidate is highly qualified for the position based on expertise (e.g. research related) and possesses unique skills, knowledge, abilities or experience.
- Health and safety reasons exist.

Process Overview:

- The Hiring Manager (HM)** determines the appropriateness of hiring an individual without an open recruitment, in consultation with their [HR Service Team Representative](#) (HRSTR).
- The HRSTR** assists the HM in assembling a waiver request packet.
- The HRSTR** forwards the request to the Equal Employment Opportunity/Affirmative Action (EEO/AA) Director for concurrence.
- The EEO/AA Director** reviews request and concurs, as appropriate.
- The SHR Director** reviews request and approves, as appropriate.
- The Recruitment Specialist (RS)** makes a formal job offer to the selected candidate.
- Employment** conducts a sign-up if the selected candidate is a new hire or rehire.

H. The HRSTR conducts on-boarding of the selected candidate.

Pros	Cons
<ul style="list-style-type: none">• Meets immediate needs• Posting and advertising are not required.	<ul style="list-style-type: none">• Does not provide for equal employment opportunity• Can result in feelings of inequity or unfairness

Procedure

See [Waiver of Recruitment](#) procedure for policy and procedure details.