

UCSC - Comparison of Staffing Options

Staffing Option		Pros	Cons
<p>Open Recruitment</p> <p>Hiring managers are strongly encouraged to fill positions by Open Recruitment.</p> <p>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.</p>	<p>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.</p> <p>Campus-Only Recruitment may be used to fill positions if the classification is pre-approved for campus-only recruitments.</p>	<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
<p>Campus-Only Recruitment</p> <p>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.</p>	<p>In special circumstances, Non-Recruitment can be used to fill limited (temporary) and by agreement (BYA) appointments.</p> <p>Hiring Managers are strongly encouraged to fill positions through Recruitment; however, Non-Recruitment may be used if the position:</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Allows all campus employees access to a promotional opportunity 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"> Limits pool of applicants to UCSC employees – this impacts the diversity of the pool of applicants Does not allow other qualified applicants to apply
<p>Non-recruitment (Limited Appointment)</p> <p>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.</p>	<p>Hiring Managers are strongly encouraged to fill positions through Recruitment; however, Non-Recruitment may be used if the position:</p> <ul style="list-style-type: none"> 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. 	<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
<p>Student Employees</p> <p>Student Employees are recruited through the Career Center.</p>		<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)

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<p>Temporary Agency</p> <p>A Temporary Agency Employee may be used to fill a temporary assignment. UCSC contracts with Spherion to provide temporary staffing services to the campus.</p>	<p>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.</p>	<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
<p>Transfer</p> <p>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.</p> <p>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.</p>	<p>Reasons for selecting transfer:</p> <ul style="list-style-type: none"> • Alternative to layoff. • Utilize an employee's skills in a more appropriate position. • Employee has specific skills qualifying them for another position. 	<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 transferred • Does not provide for equal employment opportunity • Not a competitive process
<p>Reorganization</p> <p>Reorganization can be used to reassign the duties of the vacant position within a department. See Reorganizing and Reallocating Work.</p>	<p>Appropriate when the reorganization is legitimate because of change in work or funding.</p> <p>A reorganization may result in the need for Classification Review for affected positions.</p>	<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

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<p>Waiver of Open Recruitment</p> <p>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.</p> <p>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).</p> <p>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.</p> <p>To waive the recruitment process, at least one of the following criteria must be met:</p> <ul style="list-style-type: none"> • 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. 	<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