Berkeley People & Culture

Staff Hiring Guide

2022

Prepared By:
UC Berkeley Talent Acquisition

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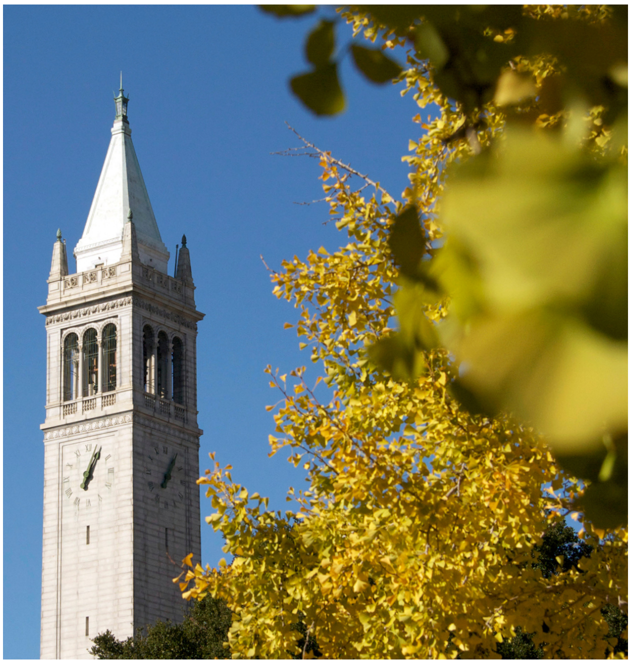
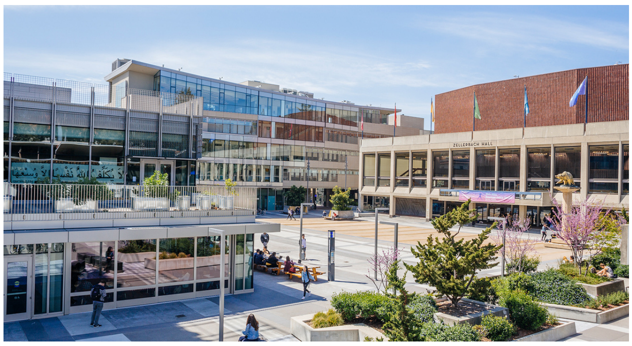


The University of California, Berkeley is committed to hiring a talented workforce through recruitment practices that reflect our Principles of Community and are consistent, comply with all applicable laws and regulations, and reinforce our campus commitment to the value of a diverse workforce.

The Hiring Guide outlines the staff recruitment process and best practices for managing bias while incorporating diversity, equity, inclusion, and belonging in your search.

"WE ARE LOOKING FOR EQUITY-MINDED INDIVIDUALS WHO REPRESENT THE FULL DIVERSITY OF CALIFORNIA"

Hiring managers and search committee members are encouraged to partner with People & Culture (Talent Acquisition Advisors) and Berkeley Regional Services (HR Business Partners) to ensure a fair and equitable search.



CONCERNS FOR BIAS

Look for the lightbulb to learn more!

We can encounter bias at many stages in the hiring process. These prompts are designed to increase awareness of unconscious bias and reduce its impact.

What is Unconscious Bias?

Bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. There are two main categories of bias: explicit and implicit. **Explicit** biases are those we can recognize, analyze, and self-correct as they occur. **Implicit** biases occur automatically in our minds, typically without our awareness.

EXPLORING OUR OWN BIASES IS AN IMPORTANT PART OF SELF-DEVELOPMENT AND SUPPORTS UC BERKELEY'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSIVITY IN THE WORKPLACE.

Below are common forms of bias in the hiring process:

- **Sex or Gender** - Tendency to prefer one sex or gender over another sex or gender
- **Size** - Considering an applicant based on weight or height
- **Race** - Selecting an applicant based on national origin or skin color
- **Disability** - Avoiding accommodations
- **Veteran** - Overlooking or making assumptions based on military affiliation
- **Age** - Considering age or assuming an applicant's years of experience equate to an ability to learn
- **Affinity Bias** - Aligning with applicants of similar backgrounds and beliefs
- **Bandwagon Effect** - Going along with group think rather than voicing your opinion to influence committees
- **Confirmation Bias** - Selectively seeking evidence to justify our own beliefs
- **Contrast Effect** - Comparing the skills and attributes of one applicant to those of another applicant, rather than assessing individually based on job requirements
- **Halo and Horn Effect** - Making decisions based on positive or negative impressions of qualified applicants

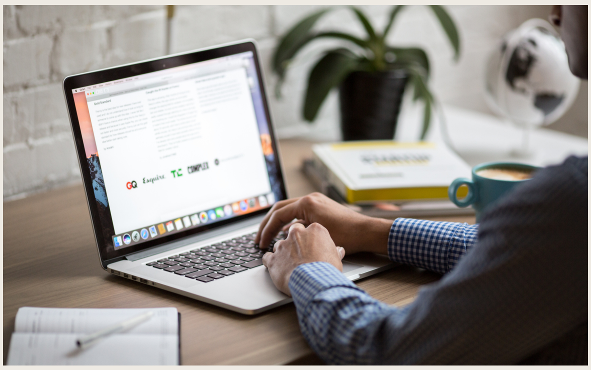
Source: UCOP Implicit Bias Training

REQUIRED BIAS TRAININGS

To ensure each hiring manager and search committee member understands UC's obligations related to equal employment and affirmative action, members are required to complete the learning activities listed below *before* serving on a committee:

Search Advisory and Hiring Committee Best Practices

Managing Implicit Bias in the Hiring Process



Recruitment Lifecycle

7 stages of the recruitment process

1. Job Description*
2. Job Posting & Outreach
3. Applicant Review
4. Interviews
5. Reference Checks
6. Verbal Offer
7. Final Documentation & Offer Letter

*Consult with your HR Partner for more information.

Definitions of Key Terms

Talent Acquisition Manager (TAM)
UC Berkeley's applicant tracking system and system of record for compliance documents in combination with recruitment files retained by the departmental hiring manager.

Job Description
An approved (by People & Culture Compensation Unit) job description is required when hiring to fill a vacant or newly created position. The job description must state the required and preferred knowledge and skills, which are then translated to the required and preferred qualifications on the job posting. Both required and preferred qualifications must directly relate to the duties of the position.

Job Family
A group of jobs that involve work in the same general occupation.

Affirmative Actions (AA) Goals
Objective targets equal to the statistically established availability percentage of minorities, women, individuals with disabilities, and protected veterans. AA Goals are not quotas and do not justify preferential treatment.

Posting Period
The minimum number of days a position is required to be posted.

Recruitment Plan
A document that outlines the components of the recruitment strategy designed to obtain a diverse and well-qualified applicant pool. This plan should address any AA Goals, list advertising resources to be used, and identify steps in the selection process.

Required Qualifications
The attributes (knowledge and skills) an applicant possesses to be a qualified applicant. Applicants are screened and evaluated based on the posted required qualifications. Required qualifications should be used as a selection reason to hire a finalist, and for deselecting applicants.

Preferred Qualifications
The knowledge and skills that are desired, but not required of the position. A preferred qualification can be used as a selection reason to hire a finalist but is not applicable for deselecting applicants.

Applicant
A job seeker who submits a complete application for a position via TAM.

Qualified Applicant
An applicant who meets the required qualifications for the position.

Finalist(s)
After screening and interviewing, the individual(s) considered best qualified for a position in relation to the required qualifications.

Roles and Responsibilities

Talent Acquisition Advisor
Responsible for the posting of all staff recruitments. Provides ad hoc recruitment services, and advises the Hiring Manager on the recruitment process best practices and procedures, including matters around candidates' information. The Talent Acquisition Advisor reviews the documentation of the search process to confirm whether recruitments have been conducted appropriately, and closes jobs in TAM with appropriate compliance documentation from Hiring Manager.

Human Resources Partner (HR Partner)
Responsible for working with the Organizational Unit on the creation of internal processes to comply with these procedures, training, routing, and approval of recruitment activities. The HR Partner should work with the Hiring Manager to confirm the Job Description is accurate and up-to-date, assist with any necessary approvals, including position numbers and compensation analyses.

Be Well at Work – Disability Management
Assesses reasonable accommodations requests from qualified applicants with disabilities in all phases of the employment process. Reasonable accommodation may be a modification to a job application process, interview process, hiring procedure, or other employment practice that will allow a qualified individual with a disability to have an equal opportunity to obtain employment.

Hiring Manager
Responsible for identifying hiring needs, develops the position description, recruitment plan, organizational chart, and other recruitment-related documents. Identifies search committee members and conducts recruitment showing good faith efforts to broaden diversity. The Hiring Manager decides on the Qualified Applicant hired for the position and submits all required documentation to Talent Acquisition. The Hiring Manager must keep all recruitment-related documents and retain them for four years from the end of the fiscal year in which the hire was made.

Search Committee
Selected by the Hiring Manager, has completed the required training, and is assigned to participate in recruitment. Responsibilities may include reviewing applications, participating in the interview process, and providing feedback on Qualified Applicants. Responsible for notifying the Hiring Manager and/or Talent Acquisition Advisor of any actual or perceived conflict of interest in relation to an applicant.

Search Committee Chair
A search committee chair can be appointed by the Hiring Manager and may be responsible for ensuring a fair and equitable search. The chair represents the search committee's recommendation(s) to the hiring manager.

Job Description

The job description is a critical requirement in identifying the position's duties and the knowledge and skills needed to perform the job.

At UC Berkeley, the Job Builder tool pre-populates the basic job description in Career Tracks and describes the essential job functions, including the required and preferred knowledge and skills for the job function. Please refer to the bargaining unit contract for specific guidelines for represented roles.

With assistance from the HR Partner, the Hiring Manager is responsible for creating and updating the position/job description, including specific responsibilities and the working title for the position. It is essential for the subsequent assessment of candidates that the minimum required and preferred knowledge and skills for the job are described thoroughly.

Refer to People & Culture – Compensation for assistance with building the job description.

1. Determine business and staffing needs for your department/unit. Ask:
- What is the actual work that needs to be done?
- What short and long-term budget issues could affect the work and duration?

2. When is analyzing the job description required?
- A new position (of any classification or appt. type), or
- If job duties of a vacant position have changed significantly (over 30%, must be reviewed by classification)
- If the position is new or has changed significantly, People & Culture - Compensation must review and approve the job classification.

3. Consult your HR Partner for assistance in updating and/or creating the job description.
- Utilize Job Builder to create the job description

- Using acronyms and jargon in job descriptions can generate bias and deter talented candidates, particularly those in underrepresented groups. Use clear, straightforward language in job postings.
- Focus on the prioritized knowledge and skills essential to the job functions and workplace realities and avoid approaching the process with an "ideal candidate" in mind.

Developing a Recruitment Plan

Planning your recruitment ensures you conduct a thorough interview process and hire the most qualified person based on the requirements and needs of the department.

Hiring right saves the department time, money, and a loss of morale.

The goals of competitive recruitment are to:

- Identify and attract qualified applicants;
- Create a broad and diverse pool of Qualified Applicants based on the relevant labor market;
- Allow Qualified Applicants to compete for position openings fairly;
- Meet our equal employment opportunity and affirmative action outreach commitments;
- Conduct a consistent, fair, and unbiased selection process.

Berkeley Executive Search:
For highly specialized executive and senior-level position searches, departments have the option of working with our internal executive search function,
Berkeley Executive Search.

For information, consult with your Talent Acquisition Advisor.

Be sure to:

✓ **Formulate your vision for the search**
- What are the steps and processes for the search?

✓ **Conduct appropriate outreach**
- Understand Affirmative Action goals. Consult with your TA Advisor.

✓ **Assemble diverse search committee**
- They are comprised of a diverse cross-section of stakeholders & perspectives.

✓ **Set selection criteria and create a rubric**
- Consistent and equitable based on the job description.

✓ **Determine types of interview(s) to conduct**
- What is appropriate for the level of position and timeline?

✓ **Establish a working timeline**
- Schedule important dates.

✓ **Complete required training**
- Hiring Manager and committee members complete before recruitment.

✓ **Create a positive candidate experience**
- Timely communication, creating a welcoming environment, staying engaged during interviews, promote UC Berkeley.

Search Committee

The Hiring Manager (HM) identifies the search committee members. A search committee shall have a minimum of three members (including the HM). A good-faith effort should be made to appoint a search committee that represents a diverse cross-section of stakeholders to broaden the committee's perspective.

- For leadership positions within an organizational unit, the Search Committee should consider opportunities for larger groups of stakeholders to give feedback (e.g., opportunities for students to meet with finalists for a student-facing leadership position).

Scheduling:

- Schedule and confirm interviews with the search committee and Qualified Applicants. In most cases, the HM can delegate this responsibility to the department's administrative support.
- The department should relay all pertinent and logistical information to candidates.
- Provide copies of interview questions, job description, resume/CV for each committee member. Documents can be provided electronically.

Important:

- All members must complete all required training before serving on the committee (see page 4). The HM is responsible for verifying the completion of training.
- All members shall maintain confidentiality throughout and following the completion of the hiring process.
- Search committee members should disclose any conflict of interest concerning the applicants under consideration and may need to be excused from the committee.
- Provide interview questions to each Qualified Applicant at least 15 minutes before their interview.

Request for Accommodations

In the event of a request for accommodation in any stage of the interview process, immediately contact your Talent Acquisition Advisor for counsel and guidance. Applicants can also contact Be Well at Work – Disability Management.

- Search committee members should reflect the diversity of UC Berkeley. Diverse committees help to mitigate individual biases.
- To minimize the potential for personal bias, applicants should be reviewed by a search committee.
- For positions often recruited, the mix of search committee members should frequently change to minimize the risk of "group think" or collective bias.

Job Posting & Outreach

Increasing outreach for your job opening can effectively attract a large and diverse applicant pool. It's best practice to make a good faith effort to attract an applicant pool reflective of the community.

Diversity Statement

Supervisor and Manager level positions require a brief statement submitted by the Qualified Applicant outlining their past, current, and future contributions to diversity, equity, inclusion, and belonging (DEIB) in their work. Assessment is advised to focus on (but not limited to) 3 main areas:

- A past experience that has shaped their understanding of DEIB, or how they have sought additional learning opportunities to engage different cultures or ideologies.
- Specific examples of how they have incorporated elements of DEIB into their work, research, or service.
- Plans for how they will apply elements of DEIB to their work in the position to which they are applying.

Diversity Outreach

Outreach efforts should be directed to the identified Affirmative Action goals to ensure a diverse pool of applicants. In-reach mechanisms include:

- UC Berkeley staff & diversity organizations
- Community groups
- Listservs
- Community Events

Advertising

Recruitments are posted on jobs.berkeley.edu and automatically listed on the following job boards at no additional cost:

- Indeed
- HigherEdJobs
- Northern California HERC
- InsideHigherEd.com
- AcademicKeys.com

Additional Advertising

The Hiring Manager may purchase job advertisements through our ad vendor for positions they would like to advertise more broadly. Contact your Talent Acquisition Advisor for consultation and pricing quotes.

In job advertisements, always include:
"The University of California is an Equal Opportunity/Affirmative Action Employer. All applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or protected veteran status."

- Focusing on sources and networks in only one/two fields or groups likely limits a diverse talent pool.

Applicant Review

Each applicant who advances in the recruitment process must meet the minimum qualifications for the position. All application elements (e.g., application, resume, cover letter) should be reviewed. Applications should be assessed objectively and consistently against the qualifications set out in the job listing.

To further evaluate applicants, phone screens or Initial Interview Questionnaires (IIQs) may be conducted to obtain information such as availability, salary expectations, work history (e.g., size and complexity of roles), special position requirements (e.g., ability to perform shift work), and other preliminary information to assist the search committee with their review.

First Review Period

Positions must be posted a minimum of 14 days*.

- Applications can be viewed on the 15th day of posting.
- Some applicants may have preferential rehire rights under the Special Placement Consideration (SPC) program. Those candidates must apply within the 14 day waiting period to be considered.

**Applications for Limited (under 900 hours) and Per Diem appointment types are exempted from the 14-day hold and are available for immediate review.*

TAM Star Rankings

Track your initial review of applicants' qualifications, and indicate your interest by assigning a "Star" ranking in TAM.

3 Stars (Yes) = Minimally qualified. Selected for an interview.

2 Stars (Maybe) = Minimally qualified. Not selected for an interview.

1 Star (No) = Lacks minimum qualifications. Not selected for an interview.

- Even if the intent is positive, Title VII prohibits employment discrimination based on race, color, religion, sex, and national origin. Avoid interview questions that can be perceived as discriminatory.
- Do not deselect applicants based on non-job-related factors, such as the school they attended or companies they previously worked for, as this information does not have any bearing on competency, skill level, or performance capabilities.

Interviews: Preparation

Upon completing the applicant review, the Search Committee will review all comments and any screen notes and DEIB statement, when applicable, and develop a list of candidates to interview. Before the interviews, the search committee should finalize the list of Qualified Applicants, determine the interview agenda, finalize interview questions and schedule the candidates.

Interview Questions

Create interview questions to reflect the competencies of the position. Primary styles of interview questions include:

1. **Behavioral**. Focuses on a candidate's past experiences and behaviors by asking them to provide specific examples of when they have demonstrated particular behaviors or skills to predict future behavior and performance.

2. **Situational**. It gives the interviewee a hypothetical scenario and focuses on a candidate's past experiences, and behaviors, by asking the candidate to provide specific examples of how the candidate would respond given the situation described.

3. **General**. It gives the interviewee a general question focused on a specific competency.

Consult with your Talent Acquisition Advisor to create/finalize interview questions.

Important

- Offer Qualified Applicants an interactive video/telephone interview should they be unable to attend an in-person interview. If the search committee wants to require in-person interviews, consult your Talent Acquisition Advisor.
- Notify all of the committee members of the interview schedule.
- Provide copies of interview questions, job description, resume/CV, and IIQ (if applicable) for each committee member.

Reasonable Accommodations

In cases of a request for accommodations in the interview process, immediately contact your Talent Acquisition Advisor for counsel and guidance. Applicants can also contact Be Well at Work – Disability Management.

- Do not consider influences from individuals/information outside of the search committee. You may only consider information that comes to the committee through the formal selection process.
- Remember to offer reasonable alternatives for out-of-area candidates to participate in interviews, such as a video conference option like Zoom.
- Always follow-up with candidates who request accommodations through the process.

Interviews: Conducting

Once scheduling is complete and the interview agenda and questions are finalized, it is time to interview your list of candidates. Make sure to provide the Selection Committee with the necessary tools to conduct a fair and consistent interview.

Keeping it legal:
Is it job-related? Is my intent positive? Is it fair to all?

Interview Questions
Provide interview questions to each Qualified Applicant at least 15 minutes before the interview. The same set of predetermined interview questions shall be used to screen each Qualified Applicant. The search committee may ask appropriate follow-up questions to clarify a response to a question.

Assessment Tools
Use defined and consistent ratings to determine how well each candidate meets the selection criteria as defined by the Job Description. Your Talent Acquisition Advisor can provide templates and advice for these tools. Please begin completing your Interview Data Form (IDF) at this stage.

Equity
In considering the importance of equity and inclusion in this search process and public institution compliance, the search committee members should create the same/similar experiences for candidates. Use the same conversational topics and questions with all the candidates and assess them using the same tools from your Recruitment Plan.

Reminder: The candidate is interviewing us as much as we are interviewing them, and our goal is to find the most qualified applicant for the job. We recommend approaching interviews with openness and honesty while providing a warm welcome.

- Focus on the required qualifications and selection criteria as you complete interview evaluations. Do not discuss Qualified Applicants until after all search committee members have completed their documentation. Ambiguous phrases (e.g., "culture fit," "gut feeling,") can indicate the influence of bias. "Fit" often leads to more of what you already have.
- You may discover you have more commonalities with some candidates than others and connect more personally. Establish consistent interview criteria and a diverse panel to ensure a fair process and mitigate individual biases.

Reference Checks

Once interviews are complete, the search committee should check references for the finalist(s). Always check the references of your top candidates regardless of your impressions of their qualifications. Reference checks can reveal information about a finalist's behavior with prior employers that could be critical to your decision. Failure to check references can have serious legal consequences for the University.

Past performance is a key indicator of future performance.

Requesting References

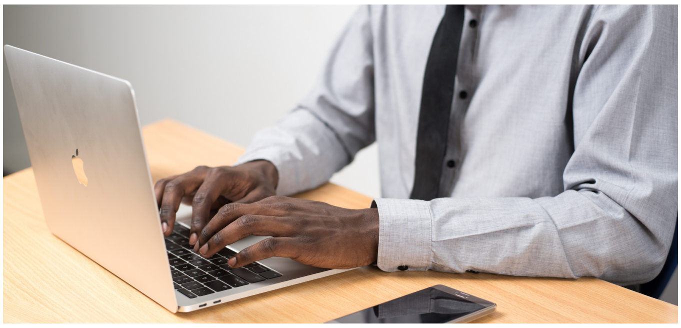
Ask for a minimum of 3 professional references, with at least one being from a current/former supervisor. Obtain the following information for each reference:

- Full Name
- Title (at the time you were working with the reference)
- Company / Organization (at the time you were working with the reference)
- Current Phone
- Current Email
- Relationship / professional affiliation (supervisor / colleague)
- Duration and dates the reference worked with you

Internal Finalist(s)

If the finalist(s) is a current UC employee, you should review their personnel file. Work with your TA Advisor to request their file from the requisite location.

Important: If you receive a negative reference, consult your Talent Acquisition Advisor to discuss your findings and how to proceed.



- Contacting references prematurely affects your ability to evaluate the applicant's qualifications objectively. Reference checks should be conducted at the time finalist/s are selected.
- Do not ask for references about unrelated job criteria (e.g., hobbies, social activities, shared acquaintances)
- It is essential to ask the same questions about all applicants. Weigh information you receive in the same manner for all applicants; what disqualifies one should be the basis for disqualifying others.

Important: *Please work with your ERSO HR Partner/Recruiter to obtain salary approval prior to extending a verbal offer.*

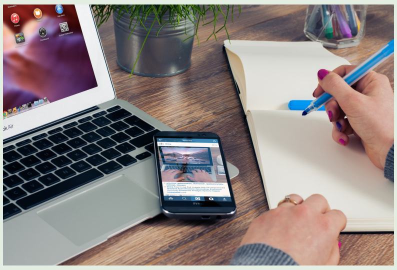
Extending the Offer

Now that you have interviewed and conducted reference checks on your top finalist(s), it is time to extend a job offer. Work with the HR Business Partner on the offer details, including salary, desired start date, moving expenses (if applicable).

Helpful Tip

Prior to extending the job offer, follow up with the top finalist to let them know that an offer is coming.

This affords the opportunity to excite the finalist(s) about the position and better understand any potential obstacles to consider when determining the components of the offer.



Once the offer details are determined, the finalist is provided with a verbal offer. **The finalist may want to think about your offer before deciding and/or negotiating a counter offer.** This is standard practice since the finalist wants to be confident they receive the best and most competitive offer that meets their needs. Some finalists will accept a verbal offer on the spot. Work with the HR Partner on the revised offer details if the offer is being negotiated.

There are a few avenues for the outcome of this process:

- The **finalist accepts the offer,** and you can proceed with the hiring.
- The **finalist rejects the offer** and/or any negotiated offer. The hiring manager will then work with the HR Partner on making the offer to the backup finalist. If there is no backup finalist, the hiring manager should contact the search committee chair to discuss proceeding with the search.
- The **finalist continues to try to negotiate**, but you already gave your best and final offer. At this point, consult with your Talent Acquisition Advisor to discuss options.

- Offer a salary commensurate with the finalist's experience, interview materials, and expectations of the position. Do not prepare a low offer assuming that the finalist will need to prove themselves once hired.
- Be prepared for the finalist to want to think about your offer before making a decision and/or negotiating a counter offer. Beware of bias at the negotiation stage (i.e., perceiving that women or minorities who negotiate are "bossy," more demanding, or aggressive).

Final Documentation / Offer Letter

UC Berkeley is a federal contractor bound by the OFCCP (Office of Federal Contract Compliance Programs). Federal guidelines require that we track applicants' gender, race, and ethnicity, retain resumes, applications, and the like, and analyze whether hiring practices, policies, or procedures have adverse impacts.

Before the written offer letter is generated, all recruitment documentation needs to be completed and returned by the Hiring Manager to the Talent Acquisition Advisor.

REQUESTING THE OFFER LETTER

When requesting a written offer letter, provide the following completed documents: ERSO RTH Packet

TAM Star Rankings / Applicant Deselection Form (ADF)

- Documents the application review/screening process.
- Ensures all applicants are reviewed & evaluated equally based on the *posted* requirements of the position.
- Use the TAM Star Rankings to indicate whether an applicant meets or does not meet the posted requirements. Use the ADF when you need to capture more specific reasons related to an applicant.

Interview Data Form (IDF)

- Documents the interview process. Available here.
- The individual rationale for Selection & Non-Selection of interviewed Qualified Applicants (without comparison) is based on the posted requirements of the position.
- Your reasons for selection and non-selection must relate to each Qualified Applicant's skills, posted job requirements. *Do not compare Qualified Aplicants to one another.*
- Advertising and outreach efforts should be documented on this form.

- Do not reject Qualified Applicants for vague reasons such as "Not the right fit" or "Didn't get a good feeling." This indicates that the hiring decision is based on a subjective assessment more than on the Qualified Applicant's ability to perform the essential job duties.

Conclusion

Once your final documentation is complete and the offer letter has been signed, your Talent Acquisition Advisor will coordinate with Berkeley Regional Services to initiate the next steps for your hire.

Next Steps

New / Returning UC Berkeley & UC system employees will receive onboarding paperwork, and activities (including background check fingerprinting) will commence.

Current UC Berkeley employees & UC Inter-campus transfers may be exempt from the onboarding process and can transfer hire records seamlessly. Work with your Talent Acquisition Advisor and HR Partner to determine onboarding needs.

For post-hire inquiries, including systems access, payroll, and policy interpretation, contact your HR Partner.

Important

The orientation and onboarding experience of the new employee is just as important as the steps that you took to hire them. The People & Culture team offers some helpful resources on their website.

Onboarding Timeline available here.
Employee Resources available here, including topics such as:

- Staff Organizations
- Career Development
- Benefits & Leave
- Be Well at Work
- Staff Appreciation
- Employee Perks

For the most current news and additional resources including staff development, policies, and benefits, visit Berkeley People and Culture.

Advancing diversity, equity, and inclusion are fundamental to our UC Berkeley Principles of Community, which states that "every member of the UC Berkeley community has a role in sustaining a safe, caring and humane environment in which these values can thrive.

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