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## Personnel Policies for Staff Members

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## Employment

### 20. Recruitment

January 1, 2006

#### A. SCOPE OF RECRUITMENT

As appropriate, the University will recruit both within and outside its work force to obtain qualified applicants. To support career progress of qualified internal candidates, internal recruitment may be utilized so long as it is consistent with equal employment and affirmative action objectives and results in a diverse pool of qualified applicants.

#### B. EXCEPTIONS TO RECRUITMENT

Recruitment is not required when a position is to be filled by:

1. demotion or lateral transfer of an employee within the same organizational unit, as defined in local procedures;
2. lateral transfer of an employee along with the budgetary provision for that employee's position;
3. transfer or reemployment of an employee in accordance with [Policy 81.D, Reasonable Accommodation](#); [Policy 66.D, Medical Separation](#); [Policy 43.B, Pregnancy Disability Leave](#); or [Policy 43.C, Family and Medical Leave](#);
4. a qualified employee who has become disabled;
5. recall of a laid-off employee or placement of an employee with preference for reemployment or transfer;
6. an employee whose responsibilities or title have changed as a result of a reorganization or reassignment of functions among positions within the same organizational unit; or
7. an employee who is competitively selected for a University-sponsored internship program, and upon completion of the internship, as authorized in local guidelines and with the approval of the department head, is appointed to a vacant position for which he or she meets the minimum qualifications.

In addition, recruitment is not required when:

1. a filled Academic or Professional and Support Staff position is transferred to a Management and Senior Professional class; or
2. a filled Academic or Management and Senior Professional class is transferred to a Senior Management class.

### **C. WAIVER OF RECRUITMENT**

Local procedures may include waiver of recruitment in special circumstances consistent with equal opportunity and affirmative action objectives.

For a limited or contract appointment to be designated as a career appointment, recruitment, referral, and selection procedures shall normally be followed unless the incumbent had been recruited through an open recruitment process.

### **D. CAREER LADDER RECRUITMENT**

An open position may be listed with multiple job titles at different levels within a single class series. The hiring authority will determine the initial job title based on the qualifications of the selected candidate. These multiple job titles may allow an employee to advance to a higher job title with the acquisition of additional knowledge and skills during the course of employment.

Local procedures will govern the recruitment and selection process noted above, the generation of a written development plan, the timing of an employee's assessment, and the reclassification process.

With approval of the department head, the employee who has successfully met the criteria for upward advancement to a higher level position may be reclassified within the same class series and department or organizational unit for which the original recruitment was conducted.

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## **20. Recruitment - Universitywide Procedures**

January 1, 2006

Local procedures shall be implemented in accordance with the following Universitywide Procedures.

### **A. SCOPE OF RECRUITMENT**

In order to obtain a diverse pool of qualified applicants, internal and external recruitment is utilized.

Recruitment may be limited to internal candidates to support career progress of qualified incumbent employees but must be consistent with equal employment opportunity (EEO) and affirmative action objectives and result in a pool of qualified applicants.

Recruitment that is limited to internal candidates

must be approved by the Chief Human Resources Officer in consultation with the Affirmative Action Officer to ensure compliance with EEO and affirmative action requirements.

## **B. EXCEPTIONS TO RECRUITMENT**

Recruitment is not required when a position is to be filled by:

1. demotion or lateral transfer of an employee within the same organizational unit, as defined in local procedures;
2. lateral transfer of an employee along with the budgetary provision for that employee's position;
3. transfer or reemployment of an employee in accordance with [PPSM 81.D, Reasonable Accommodation](#); [PPSM 66.D, Medical Separation](#); [PPSM 43.B, Pregnancy Disability Leave](#); or [PPSM 43.C, Family and Medical Leave](#);
4. a qualified employee who has become disabled;
5. recall of a laid-off employee or placement of an employee with preference for reemployment or transfer;
6. an employee whose responsibilities or title have changed as a result of a reorganization or reassignment of functions among positions within the same organizational unit;
7. an employee who is competitively selected for a University-sponsored internship program, and upon completion of the internship, as authorized in local guidelines and with the approval of the department head, is appointed to a vacant position for which he or she meets the minimum qualifications; or

In addition, recruitment is not required when:

1. a filled Academic or Professional and Support Staff position is transferred to a Management and Senior Professional class; or
2. a filled Academic or Management and Senior Professional class is transferred to a Senior Management class.

## **C. WAIVER OF RECRUITMENT**

Locations may waive recruitment in special circumstances in accordance with local procedures. Waivers of recruitment are approved by the Chief Human Resources Officer in consultation with the Affirmative Action Officer.

Special circumstances may include:

When a candidate possesses unique skills, knowledge, and abilities and there is no other viable candidate available

When there are demonstrated recruitment difficulties

When there are time or funding constraints, or other demonstrated business necessity

When there are health and safety reasons

When a limited or contract appointment is to be designated as a career appointment, recruitment may be waived when the incumbent was selected through an open recruitment.

#### **D. CAREER LADDER RECRUITMENT**

Positions under recruitment may be listed with multiple job titles at different levels within a single class series.

When positions are listed with multiple job titles, recruitment is undertaken for candidates who possess, at a minimum, the qualifications necessary to meet the essential functions and responsibilities of the lowest level in the class series; however, candidates may possess the qualifications necessary to meet the essential functions and responsibilities of any level in the class series.

The hiring authority reviews the qualifications of the selected candidate and determines the initial job title based on the qualifications of the candidate. Multiple job titles allow an employee to advance to a higher job title upon acquiring additional knowledge and skills.

Local procedures provide guidance on the development of a written development plan (to assist the employee in skill acquisition), the timing of an employee's assessment, and the reclassification process.

For example, during the employee's probationary period, an assessment of the employee's skills for other positions on the career ladder is undertaken, and a written development plan (including timelines) to assist the employee in obtaining the necessary qualifications for reclassification is implemented. The plan is then forwarded to the department head for consideration and approval.

The department head reviews the written development plan. The plan may address the following elements:

- ⌘ The knowledge and skills required to advance to the higher job title
- ⌘ The development activities to be undertaken by the employee to acquire the additional knowledge and skills
- ⌘ How the development activities facilitate the employee's transition in meeting the responsibilities of the higher job title
- ⌘ The availability of resources necessary to facilitate professional development activities
- ⌘ The impact of development activities on the employee's current workload and other employees in the department
- ⌘ Proposed timelines for evaluation of the employee's progress in acquiring the knowledge and skills required for reclassification

Once the plan has been approved, the employee and his or her supervisor may meet at mutually agreeable intervals to discuss the employee's progress towards attaining the plan objectives.

If the employee has met the plan requirements and acquired the higher-level qualifications, the supervisor forwards a recommendation to the department head. If the department head agrees with the recommendation, he or she submits a request for reclassification to the Human Resources Office in accordance with local procedures. An employee may be reclassified within the same class series and department or organizational unit for which the original recruitment was conducted.

Applicability: All Staff Members

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