

Berkeley People & Culture

*University of California, Berkeley – Local Procedure 20: Recruitment
April 2025*

I. Philosophy

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

II. Related Policies and References

[Personnel Policy 3](#) – Types of Appointment

[Discrimination, Harassment and Affirmative Action in the Workplace](#)

[Personnel Policy 20](#) – Recruitment

[Personnel Policy 21](#) – Selection and Appointment

[Personnel Policy 30](#) – Compensation

[Personnel Policy 50](#) - Professional Development

[Personnel Policy 60](#) – Layoff and Reduction in Time from Professional and Support Staff Career Positions

[Personnel Policy 66](#) – Medical Separation

[Personnel Policy 81](#) – Reasonable Accommodation

[Personnel Policy 82](#) – Conflict of Interest

Jobs.berkeley.edu [Website](#)

[Reemployment of UC Retirees into Staff Positions Local Procedures](#)

III. Definitions

- A. **Applicant** – A job seeker who applies for a position within the initial recruitment (posting) period.
- B. **Qualified Applicant** – An applicant who meets the minimum qualifications for the position.
- C. **Hiring Manager/Authority** – The person from the organizational unit who will make the decision on filling a vacancy and who to hire, and the person may or may not be the supervisor to the position.
- D. **Essential Job Functions** – The major duties and responsibilities of a position, which occupy a significant amount of the employee's time and require specialized skills to perform.
- E. **Talent Acquisition Manager (TAM)** – UC Berkeley applicant tracking system and system of record for all documents related to recruitment.
- F. **Job Family** - A group of jobs that involve work in the same general occupation.
- G. **Affirmative Action (AA) Goals** - Objective targets equal to the statistically established availability percentage of minorities and women. AA Goals are not quotas and do not justify preferential treatment.
- H. **Posting Period** – The minimum number of days a position is required to be posted.
- K. **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.

IV. General Provisions

This local procedure is intended to provide specific guidance to implement the provisions of PPSM-20: Recruitment and Promotion, which requires competitive recruitment for all staff positions at UC

Berkeley unless otherwise stated in PPSM 20. This requirement is consistent with our status as a federal contractor, as an equal opportunity/affirmative action employer, and with our recognition of the value and importance of a diverse workforce.

The University actively seeks Applicants who demonstrate the required technical expertise, preparedness, competence, knowledge, and sensitivity that will enable them to effectively work in a multicultural, multilingual educational environment. Every person who participates in the hiring process shares the responsibility for implementing and following equal opportunity practices and adhering to the Principles of Community.

Hiring Managers/authorities are accountable for complying with federal and state laws, regulations and university policies; and are responsible for contributing to the University's equal employment opportunity and affirmative action efforts.

All participants in the screening/search process are required to complete the training prescribed by People & Culture before the beginning of the recruitment. As of February 1, 2021, the required training includes "[Search Advisory and Hiring Committee Best Practices](#)" and "[Managing Implicit Bias in the Hiring Process](#)". The prescribed trainings are required to be renewed every two years.

The goals of competitive recruitment are to:

1. Identify and attract qualified applicants;
2. Create a broad and diverse pool of Qualified Applicants based on the relevant labor market;
3. Allow Qualified Applicants to fairly compete for position openings;
4. Meet our equal employment opportunity and affirmative action commitments; and
5. Demonstrate a fair and unbiased selection process.

The University provides reasonable accommodations to qualified individuals with disabilities in all phases of the employment process. A reasonable accommodation may be a modification to a job application process, interview process, hiring procedure, third-party provider test or other employment practice that will allow a qualified individual with a disability to have an equal opportunity to obtain employment. To request a reasonable accommodation, job applicants may contact the Be Well at Work – Disability Management department by phone at (510) 643-7921 or by fax at (510) 642-6505.

Failure to abide by any part of this procedure will result in removal from the hiring process.

V. Scope

This procedure applies to all recruitments for staff positions. For additional information on casual restricted (student) appointments, refer to PPSM-3: Types of Appointment and Student On-Campus Employment Guidelines.

VI. Appointments

Competitive recruitment is required for all career appointments unless an exemption applies, a waiver is approved, or a contract or limited appointment converts or is designated as a career appointment in accordance with PPSM-20 and PPSM-3: Types of Appointment.

A. Career Recruitment: Single Job Title

A competitive recruitment to fill a vacant career position is usually conducted for a single job title, although multiple individuals may be hired through one competitive recruitment if there is more than one vacancy.

B. Career Recruitment: Classification Series

A classification series recruitment maybe helpful when a department anticipates difficulty filling a position due to insufficient skills in the labor market.

1. A vacant career position classified in the Career Tracks Professional category may be listed with multiple job titles at different levels within a single job function. This provides flexibility to determine the initial job title based on the qualifications of the selected Qualified Applicant.
2. Recruitments at each level will be posted concurrently in TAM along with language inserted into each posting identifying them as a classification series recruitment.
3. For the selected applicant, the hiring authority determines the appropriate job title/level, based on the qualifications of the applicant.

Note: The University is required to assess each applicant based on the minimum requirements for the level of position for which they applied.

C. Career Progress of Current UC Employees

UC Berkeley supports the career progress of current staff employees through the following:

1. Internal Recruitment

People and Culture may authorize limiting recruitment for a career appointment to internal candidates, so long as this internal recruitment is consistent with equal employment and affirmative action objectives. An internal recruitment can be limited to the UC system as a whole, to UC Berkeley, or to an organizational unit.

Internal recruitments may be appropriate when there is:

- a. business need such as critical institutional knowledge needed;
- b. alignment with succession planning strategies;
- c. labor market data that demonstrates a lack of talent in the external market;
- d. a body of well-qualified internal Qualified Applicants exist; and
- e. a reorganization within an organizational unit and there is a need to ensure employees are considered for other opportunities.

Eligible candidates will be considered if they meet the minimum required qualifications of the position, have successfully passed their probationary period and received a "well done" rating or above on their last performance evaluation. Approval to execute an internal recruitment is required and should be obtained from the Director of Talent Acquisition who will consult with the AA/EE office.

D. Limited and Per Diem Appointments

1. Recruitment

To fill limited and per diem appointments, competitive recruitment is normally expected. If a competitive recruitment may not be feasible, a request for a waiver of recruitment or an exemption to recruitment may be considered. Partner with your organizational unit to review the criteria for a waiver or an exemption to recruitment to determine if a recruitment will be required. A waiver of recruitment is not required for reemployment of UC retired employees into staff positions. Refer to the Reemployment of UC Retired Employees into Staff Positions policy, which should be reviewed prior to any job offer.

The organizational unit will be authorized to approve limited appointments for durations not to exceed 900 hours in any 12 consecutive months. It will be the responsibility of

the organizational unit to ensure compliance and communication to departments and appointees regarding these parameters.

In cases where there is a possibility that a limited appointment may continue beyond 1,000 hours in any 12 consecutive months, a competitive recruitment will be required to fill that appointment (refer to section, VI.A). To prevent the possibility of a limited appointment exceeding 900 hours, organizational units will be responsible for the monitoring of appointments on a monthly basis and ensure appointments end prior to reaching 1,000 hours in any 12 consecutive months.

2. Conversion to Career

- a. Per Diem appointments do not convert to career appointments.
- b. Limited appointments may be converted to career appointments if the incumbent employee was selected through a competitive recruitment process.

Note also that limited appointments are designated as career appointments when the incumbent employee reaches 1,000 hours of qualifying service in any 12 consecutive months (refer to PPSM 3 for the full set of conditions); however, departments are expected to manage limited appointments so that this type of situation rarely occurs.

E. Contract Appointments

Competitive recruitment is required for contract appointments unless a waiver of competitive recruitment is approved (refer to section, VI.C. Waivers of Recruitment for Career and Contract Appointments).

F. Exemptions to Recruitment

The following circumstances are exempt from the requirement to competitively recruit:

1. Demotion or lateral transfer of an employee within the same organizational unit;
2. Lateral transfer of an employee along with the budgetary provision for that employee's position;
3. Transfer, reinstatement or reemployment of an employee in accordance with
 - a. PPSM 2.210.III.D.1 and 4-6 (Absence from Work – Family and Medical Leaves)
 - b. PPSM 2.210.III.D.2 (Absence from Work – Leave due to Pregnancy, Childbirth, or Related Medical Condition)
 - c. PPSM 2.210.III.E.1 (Absence from Work – Military and Other Service-related Leaves)
 - d. PPSM 66.III.E (Medical Separation – Special Reappointment Procedures)
 - e. PPSM 81.III.D (Reasonable Accommodation)
4. Recall of a laid-off employee or placement of an employee with preference for reemployment or transfer;
5. An employee's job title or responsibilities have changed as a result of a reorganization or reassignment of functions among positions within the same organizational unit;
6. An employee who is competitively selected for a UC sponsored paid 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 the employee

meets the minimum qualifications;

7. The department conducted a competitive recruitment within the past six months that yielded a diverse applicant pool and the department wants to select a Qualified Applicant from the original pool for another opening in the same job title and with the same minimum qualifications;
8. To fill a casual/restricted appointment; or
9. Limited appointments designated for durations of less than 900 hours in any 12 consecutive months.

G. Waivers of Recruitment for Career and Contract Appointments

The Chief People and Culture Officer, AVC-HR may approve a waiver of competitive recruitment for career and contract appointments based on special circumstances or appointment conditions such as:

1. Special Circumstances
 - a. Previous recruitment attempts did not result in identifying a Qualified Applicant pool, and/or recruitment difficulties in attracting candidates with the required skills, knowledge and abilities unique to the position have been documented;
 - b. When a limited or contract appointment is to be designated as career appointment when the incumbent was selected through an open recruitment;
 - c. Unanticipated business requirements warrant filling the position on an immediate basis and the time needed to conduct a search would have a negative impact on meeting critical operational needs of the department or would violate a formal contractual obligation of the University;
 - d. The delay resulting from conducting a competitive recruitment would endanger health and safety;
 - e. In circumstances where a new academic appointment also includes the transfer of the academic appointee's employee(s) from the academic's former institution; or
 - f. There are special appointment conditions, such as an organizational entity or program moving from another UC location to UC Berkeley along with specified current employees.

VII. Procedures

VIII.A. Competitive Recruitment Process

Organizational unit approval is required to initiate the recruitment process.

1. As part of the organizational unit's preparation for recruitment, it is recommended that the organizational unit contact their assigned HR Partner to determine whether the proposed recruitment is subject to a recall.

When it is determined that a vacancy is to be filled, it is important to determine appointment type, and special conditions and requirements and the type of recruitment that will be needed (e.g., Career Series, Single Job Title, Internal).

2. Position Description

At UC Berkeley, the [Job Builder tool](#) pre-populates the basic job description in Career Tracks and describes the essential job functions, which include the minimum and preferred qualifications for the job function.

The Hiring Manager (HM), with assistance from the HR Partner, is responsible for customization of 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 qualifications for the job be described thoroughly. Refer to the People and Culture – Compensation & Benefits [webpage](#) for assistance with building the job description.

3. Posting a Position

- a. Organizational unit submits request for recruitment and routes it to their HR Partner.
 - 1) HR Partner verifies that the position is classified, or if major changes have been made to the job description, routes to People and Culture Compensation & Benefits to verify classification.
 - 2) HR Partner, upon verification of classification, then routes to Talent Acquisition to

post the position.

- 3) Applications may be reviewed and dispositioned once the minimum number of posting days has been reached. (Refer to section, VI.A.3.c.2. – Posting Period)

b. Posted Salary Range

UC's salary ranges are market-based. In order to allow flexibility in setting starting salary commensurate with experience, People and Culture recommends as a best practice that the budget salary range be posted.

c. Job Posting

- 1) Posting on the jobs.berkeley.edu website is required for all positions, unless an exemption or waiver of recruitment has been approved (refer to section, VI.B. – Exemptions to Recruitment and section, VI.C. – Waivers of Recruitment for Career and Contract Appointments).

- 2) Posting Period

Minimum posting requirements are as follows:

- a) Professional Support Staff (PSS) – 14 calendar days from date posted which will begin the next business day.
- b) Management/Senior Professional (MSP) – 14 calendar days from date posted which will begin the next business day.

Open until filled: is an option for both PSS and MSP positions, which allows the posting to remain open and viewable on the jobs.berkeley.edu website until filled.

d. Continuous Recruitment

When there is a regular need to fill vacancies and we do not anticipate a shortage of applicants (e.g., custodians, food service workers, cooks, etc.), the Director of Talent Acquisition may authorize a continuous recruitment, which would allow multiple positions to be filled from a single recruitment, which may remain open for up to three months.

4. Advertising and Recruitment Plan

A recruitment plan is used to identify the steps that will be taken to attract a broad and diverse pool of qualified applicants and demonstrate a fair and unbiased selection process.

- a. People and Culture recommends as a best practice that a well-documented recruitment plan is used for each position.
- b. The recruitment plan documents the AA Goals for the position and contains advertising channels to be used to achieve those goals. The recruitment plan also documents the assessment/review steps that take place in the selection process (e.g., application review, phone screens, short list review and submission, search committee interviews, finalist interview).

c. Advertising

In general, recruitments are posted on jobs.berkeley.edu and are automatically posted to the following UCB sponsored job boards and outreach partner networks at no additional cost:

- [InsideHigherEd.com](https://www.insidehighered.com)
- [HigherEdJobs.com](https://www.higheredjobs.com)

- [AcademicKeys.com](https://academickeys.com)
- [CalJobs](https://caljobs.com)
- [Americasjobexchange.com](https://americasjobexchange.com)

In addition, UC Berkeley job postings are distributed to various national job boards as well as through various community partner networks such as the Department of Rehabilitation.

For those positions where there is a limited supply of talent in the labor market, specialty/niche job boards may be accessed and used via Job Elephant for an associated fee. For assistance with accessing or help in determining which paid advertisements may return the best results, organizational units may contact their Talent Acquisition representative.

Talent Acquisition representatives can assist with outreach and advertising upon request.

5. Establishment/Creation of the search committee

- a. To minimize the potential for personal bias applicants should be reviewed by a search committee.
 - 1) The HM identifies the search committee members. The search committee shall have no less than 3 members (including the HM).
 - 2) The HM should make a good faith effort to appoint a search committee that represents a diverse cross-section of stakeholders such as faculty, students, and staff from different departments and levels. Departments that lack staff from a variety of backgrounds and experiences in their own staff should consider appointing staff outside the department to search committees or develop other alternatives to broaden the perspective of the committee.
 - 3) The HM and Search Committee shall maintain confidentiality throughout and following the completion of the hiring process.
 - 4) Search committee members are obligated to disclose any conflict of interest in relation to the applicants under consideration (refer to PPSM—82: Conflict of Interest) and may need to be excused from the committee.
 - 5) Anything a committee member knows about any of the candidates, positive or negative, may not be shared with other members of the search committee. You may only consider information that comes to the committee through the formal hiring process: application materials, interviews, interview exercises, demonstrations, and references. If information comes to your attention outside of the formal hiring process, communicate that information solely to your Talent Acquisition representative. Failure to comply with this could result in removal from the hiring process.
 - 6) It is recommended that the committee members include:
 - a) At least one individual who has a strong understanding of the role and its contribution to the department
 - b) A direct report for supervisory/managerial roles
 - c) A job specialist (technical or functional)
 - d) An individual who will interact closely with the position and/or serves as a main client

For positions that are frequently recruited, the mix of search committee members should change frequently to minimize the risk of "group think" or collective bias.

For leadership positions within an organizational unit, the HM and 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).

- 7) In order to ensure each member understands UC's obligations related to equal employment and affirmative action members are required to complete training prior to serving on a committee. At a minimum, the search committee member is required to have completed the learning activities listed below within the past two years before serving on the committee:
 - a) [UC Managing Implicit Bias in the Hiring Process](#).
 - b) [Search Advisory and Hiring Committee Best Practices](#).
- 8) The HM and Search Committee should discuss and develop: the selection criteria and rubric that reflects the qualifications of the position and the interview questions that will allow them to consistently assess for the experience, skills, and qualities that have been identified as needed for the position.

The HM is responsible for verifying the completion of training by search committee members. The HM may verify completion by having committee members supply a copy of the certification of completion from the UC Learning Center or by contacting Talent Acquisition.

6. Review Applicants

All candidates who advance in the recruitment process are required to meet the minimum qualifications for the position.

Applications should be assessed objectively and consistently against the minimum and preferred qualifications set out in the position description.

a. Assessing the applicants

- 1) All applicants are required to be reviewed and considered unless consideration is to be given only to internal applicants as stipulated for an approved internal recruitment.
- 2) It is recommended that at least two search committee members review all applicants to identify those who meet the minimum requirements of the position. Alternatively, a Talent Acquisition representative may perform this function.
- 3) All elements of an application (application, resume, and cover letter, as applicable) should be reviewed to determine if minimum requirements are met. 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), reason(s) for leaving previous roles, special position requirements (e.g., ability to perform shift work), and other preliminary information to assist the search committee with their review. It is possible to screen out an applicant due to information obtained during this initial screening and therefore screens should be properly documented and, if by phone, attended by at least two search committee members. Alternatively, a Talent

Acquisition representative can conduct the phone screens.

b. Special Considerations

Special considerations are to be given to eligible applicants in the following categories:

1) Recall (as applicable)

Consideration should be given to eligible employees with recall rights within the hiring department prior to submitting a recruitment. The organizational unit will partner with Talent Acquisition to ensure compliance.

2) Retirees

UC retirees may be rehired, in limited circumstances, subject to the Reemployment of UC Retired Employees into Staff Positions policy, which should be reviewed prior to any job offer.

7. Tests and Work Samples

The University has an obligation to ensure pre-employment tests are administered fairly, accurately, and do not discriminate against job applicants.

- a. Only third-party validated (vendor provided) tests may be used. Skills demonstrations, such as requiring applicants to demonstrate how to perform a task specific to the position they are applying to, are considered tests and are required to be validated.
- b. Prior work samples (e.g., portfolios and writing samples) may be requested and reviewed and are not considered assessments.
- c. Writing samples and presentation assessments are not considered tests and can be evaluated using a scoring rubric based on predetermined criteria. To obtain a writing or presentation scoring rubric, contact your Talent Acquisition representative.

8. Interview Process

- a. Establish a schedule for interviews, which may include multiple rounds as the pool is narrowed.
- b. Identify the individual(s) who will contact all of the candidates who appear to best match the posted minimum and preferred qualifications to schedule interviews.
- c. Schedule and confirm interviews with the search committee and Qualified Applicants.
 - 1) In cases of a request for accommodations in the interview process, immediately contact your Talent Acquisition for counsel and guidance.
 - 2) Qualified Applicants should be offered an interactive video/telephone conference interview should they be unable to attend the interview in person. If the search committee wants to require in-person interviews, this must first be discussed with the Talent Acquisition representative.
 - 3) All costs to the Qualified Applicant related to the interviews are the Qualified Applicant's sole responsibility unless the department approves other arrangements.
- d. Notify all of the committee members of the interview schedule.

- e. Make copies of interview questions for each committee member. This process can be done electronically. Note: All interview questions should be established prior to the assessing of applicants.
- f. In accordance with the confidentiality agreement [5.a.3 above], do not discuss Qualified Applicants until after all search committee members have completed their individual documentation of Qualified Applicant's responses, including the rating of responses and total score for each Qualified Applicant. Scores should be indicated for all questions except those specifically set aside to be un-rated. These ratings and responses can also be collected and discussed in a debrief meeting with the committee after interviews complete.
- g. 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.
- h. Provide interview questions to each Qualified Applicant at least 15 minutes before the start of the interview.

9. Selection

For requirements and criteria regarding the selection and appointment of a Qualified Applicant, refer to UC Berkeley Local Procedure 21: Selection and Appointment.

10. Rehired Retirees

For information related to UC retired employees, refer to the policy on the Reemployment of UC Retired Employees Into Senior Management Group and Staff Positions (Regents Policy 7706) and the associated local procedures.

11. Executive Searches

For highly specialized executive and senior-level position searches, departments have the option of working with the internal executive search function Berkeley Executive Search or selecting an outside vendor from a list of UC-approved contracted search firms. Coordination with People and Culture, Talent Acquisition is required to ensure that the campus meets its equal employment and affirmative action obligations and reporting when an outside search firm is used. For information regarding MSP or PSS specialized, senior-level, and executive searches, please contact the Director of Talent Acquisition.

B. Internal Recruitment Process

The organizational unit completes and submits the Internal Recruitment Request form via [Internal Only Recruitment Form](#) to the Director of Talent Acquisition along with the following supporting documents:

- 1. Classified job description
- 2. Organizational chart indicating the vacancy Note: additional information may be requested.

A decision will be communicated to the organizational unit.

The procedures and steps noted above [A. [Competitive Recruitment Process](#)] should apply to internal recruitments as well.

C. Waiver of Recruitment Process

The organizational unit initiates a written request for approval by completing the [Career or Contract Waiver Form](#). The organizational unit should use Service Now template to submit the form to the Director of Talent Acquisition, via their HR Partner, for review along with the following supporting documentation:

1. Classified job description
2. Current organizational unit chart indicating the vacancy
3. Proposed organizational unit chart (include only if the current org chart will change as a result of this waiver)
4. Qualified Applicant's resume

Employment application (applicable for limited and per diem appointments and contract positions). Refer to section, VI.C. - Employment

IX. Roles and Responsibilities

The Chief People and Culture Officer, AVC-HR is the responsible officer for this local procedure and is accountable for reviewing the administration of PPSM-20 on campus.

A. Human Resources Partner (HR Partner)

Is responsible for management of and coordination of all recruitment processes at the organizational unit level, working with the Organizational Unit on the creation of internal processes to comply with these procedures, training, routing and approval of recruitment activities. HR Partner informs organizational units if proposed recruitment is subject to a recall.

B. Talent Acquisition

1. Posts all staff recruitments.
2. Assists in identifying channels for job advertisements.
3. Reviews all requests for internal recruitments, waivers and exemptions.
4. Advise on the recruitment process best practices and procedures, including matters around candidates' information and work samples.
5. Provides ad hoc recruitment services:
 - a. Application reviews
 - b. Phone screens
 - c. Interview question development
 - d. General consultation
6. Assists in confirming search committee members who have completed required trainings.
7. Review and advise on the documentation of the search process to confirm whether recruitments have been conducted appropriately.
8. Close jobs in TAM with appropriate compliance documentation from HM.

C. Affirmative Action and Equal Employment Office

1. Provides consultation and assistance to Talent Acquisition during the recruitment process.
2. Provides guidance upon request to ensure all aspects of the recruitment process are fair,

unbiased and in compliance with Equal Employment laws and Affirmative Action regulations.

3. Provides applicant pool data, availability and AA Goals to Talent Acquisition.

D. Hiring Manager (HM)

1. Identifies hiring need, develops the position description, recruitment plan, organizational chart and other recruitment related documents.
2. Identifies search committee members.
3. Conducts recruitment showing good faith efforts to broaden outreach.
4. Decides on the Qualified Applicant that will be hired for the position.
5. Submits all required documentation to People and Culture, Talent Acquisition.

E. Search Committee

Selected by the HM, has completed the required training, and is assigned to each recruitment. Reviews applications, participates in the interview process and provides feedback on Qualified Applicants. Responsible for notifying the HM to any real or perceived conflict of interest in relation to applicants.

Revision History