Integration of Affirmative Action Review into the UCR Staff Recruitment System

“The iRecruit Affirmative Action integration project is of particular significance from both an HR and campus perspective. By providing hiring managers with affirmative action statistics (placement goals, applicant pool statistics and applicant pool vs. availability statistics), the concepts of affirmative action and good faith efforts become evident and allow for more informed and compliant recruitment planning decisions, which is a progressive move toward accomplishing the UCR 2020 Path to Preeminence strategic goal to serve as a National Exemplar for Diversity, Inclusiveness, and Community. In addition, providing the ability for hiring managers/affirmative action to route the short-list (those selected for interviews) within the iRecruit system vs. via e-mail is a step in the right direction toward realizing the campus strategic initiative to increase administrative effectiveness and efficiency.”

--- Heidie Rhodes, HR Policy, Program & Project Manager
Business Need

In May 2011, UC Riverside’s new campus staff recruitment system, iRecruit, was deployed. iRecruit is a comprehensive set of staff recruitment management systems consisting of the following four systems:

- Job Description System
- Requisition System
- Application System/JOBS Portal
- Application Review System

When deployed, the iRecruit system represented a massive improvement over the legacy systems it replaced. However, significant inefficiencies still existed around the implementation of the campus’ Affirmative Action policies, particularly with respect to recruitment. The existing process relied on a standalone campus Placement Goals report maintained by the Office of Staff & Faculty Affirmative Action (OFSA), and a paper and email-driven process of short-list review with little or/no enforcement mechanism. The short-list review also relied on the manual manipulation of applicant pool data by the OFSA, a time consuming process subject to various forms of error.

In late 2011, recognizing a strategic opportunity to improve these processes, OFSA and Computing & Communications (C&C) partnered on the purchase of PeopleFluent CAAMS, an industry-leading software solution for Affirmative Action planning, management and compliance reporting. In 2012 OFSA, C&C and Human Resources partnered on the implementation of CAAMS (re-branded as the Affirmative Action Information System) and its integration with iRecruit. The goal of this project was to produce a solution that integrated the campus’ Affirmative Action policies and practices into the new recruitment environment, while improving the efficiency of the overall process. In addition, the project solution was designed to raise awareness and educate campus constituents on the impact and effectiveness of diversity outreach efforts, to allow for more intelligent decision-making by campus units.

Campus Impact

The Affirmative Action Information System (AAIS) project was designed with a phased approach. Phase I includes the integration of AAIS with iRecruit, including deployment of the Campus Placement Goals report within iRecruit (deployed October 2012) and the integration of the short-list review process within iRecruit, including the availability of key Affirmative Action statistics to the iRecruit Search Committee (deployed April 2013). Phase II of the project involves the deployment of the AAIS itself, and is scheduled for September 2013. Future phases may include integration with the system-wide UCRRecruit project to enable short-list review for faculty searches.

The impact of the project is perhaps best summed up by following quote from Gladys Brown, UCR’s Assistance Vice Chancellor for Diversity, Excellence and Equity and Director of OFSA:
The UCR iRecruit System is a historical benchmark in integrating several priority needs at the University—legal/regulatory compliance, essential information received in real time and education on effectively using the system to achieve the larger institutional mandate of inclusive excellence. And, it does it well!

iRecruit integrates UCR’s regulatory and legal responsibilities in the area of equity and affirmative action with the search committee’s need to know whether they are successfully generating an applicant pool similar to the availability in the workforce, especially when in the case of placement goals for under-represented women and racial/ethnic groups. In addition, iRecruit provides each hiring official with an Affirmative Action Analysis Report that evaluates efforts to achieve equity opportunity at key points in the search and selection process.

And, what make this particularly exciting is the weaving of “teachable moments” embedded throughout the entire System; and through two hour face-to-face trainings and an on-line tutorial. This System is an excellent tool for insuring equal opportunity and non-discrimination; and equally important, it teaches everyone involved in the search and selection process how to become a more effective advocate for equity within their search committees and campus unit. This end results not only makes the system effective; it makes it extraordinary!

Highlights

- The iRecruit Placement Goals report provides campus units with key metrics regarding compliance with campus Affirmative Action goals.
- The iRecruit Affirmative Action Statistics report provide real-time data to Search Committee members and OFSAA on effectiveness of diversity outreach efforts within each recruitment.
- An expanded version of the iRecruit Affirmative Action Statistics report automatically calculates relationship between ethnicity & gender of applicant pool and interview short-list, as well as relationship between applicant pool and AAIS availability data, simplifying OFSAA’s Affirmative Action compliance analysis.
- Integrated iRecruit short-list checkout enforces Affirmative Action review policies while improving the overall efficiency of the recruitment process.
The Process: Technology and Implementation

Technical Highlights:

While PeopleFluent CAAMS is an industry-leading product utilizing by numerous campuses and large organizations, it offers little in the way of out-of-the-box interoperability. For this reason, UCR chose to host its instance of CAAMS, to provide for greater control and integration with local campus systems. CAAMS requires Microsoft SQL Server and Internet Information Server, and is run locally at UCR on a pair of Windows 2008 R2 virtual servers, one server hosting the SQL instance and the other hosting IIS.

To provide for real-time interoperability, C&C has developed a pair of web services as extensions to CAAMS, which deliver the following required data as requested by iRecruit during the recruitment process. These web services calls are initiated by user selections within the iRecruit system:

- Placement goals data from the AAIS campus Affirmative Action plan, at the department, organization and campus level.
- Availability data for the Affirmative Action Statistics report for the relevant position by ethnicity & gender.

This approach allows the Placement Goals information to be made available within the initial iRecruit requisition request, providing staff with this important information from the beginning of the process to assist with recruitment planning.

Similarly, availability data is provided within the Affirmative Action Statistics report within iRecruit at a Search Committee member’s request. This information is combined with real-time aggregated data regarding the relevant applicant pool within iRecruit, and analyzed to immediately provide Search Committee members with visibility on whether various underrepresented groups are adequately represented within the applicant pool. This allows the Search Committee to proactively engage in targeted outreach efforts to enhance the diversity of the applicant pool. The Affirmative Action Statistics report also alerts the Search Committee to potential issues that may arise within the Affirmative Action review so that they can be addressed pre-emptively.

The new short-list review within iRecruit provides the final piece to integrate the Affirmative Action compliance analysis directly into the recruitment process. This functionality requires the Search Committee Chair/Chair’s Associate to check the recruitment out to the Affirmative Action Administrator (located within OFSAA) once the interview short-list is selected. iRecruit does not allow entry of interview details or recruitment finalization without short-list approval by OFSAA. The entire applicant pool (including individual ethnicity/gender information available only to Affirmative Action) as well as all recruitment information is immediately available to the Affirmative Action Administrator. In addition, as noted above, an expanded version of the Affirmative Action Statistics report, including breakdown of the short-list group by ethnicity and gender, is available to the Affirmative Action Administrator. This automation is anticipated to
significantly streamline the Affirmative Action review process, increasing the efficiency of the overall recruitment process.

**iRecruit System Workflow Diagram**
### iRecruit Affirmative Action Statistics Report

**Requisition:** 201210242166

**Department:** ORG21 - Computing & Communications

**Working Title:** 7775 - PROGRAMMER/ANALYST III

#### Applicant Pool Statistics (Downbad Excel)

What are applicant pool statistics?

<table>
<thead>
<tr>
<th></th>
<th>White</th>
<th>Black</th>
<th>Hispanic</th>
<th>Asian-Pacific Islander</th>
<th>American Indian</th>
<th>Unknown</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
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<tr>
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<td>4</td>
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<td>23</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage</td>
<td>43.5%</td>
<td>4.3%</td>
<td>17.4%</td>
<td>26.1%</td>
<td>4.3%</td>
<td>4.3%</td>
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#### Placement Goals

What are placement goals?

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<th>Hispanic</th>
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<tr>
<td>CAMPUS-- JOB GROUP 552</td>
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<td>3</td>
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</table>

#### Applicant Pool/Availability Comparisons

What do these comparisons mean?

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<thead>
<tr>
<th>Ethnicity</th>
<th>Applicants</th>
<th>Ethnicity</th>
<th>Appl. Pool%</th>
<th>Avail</th>
<th>Difference between Applicant Pool% and Avail</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>10</td>
<td>43.5%</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Black</td>
<td>1</td>
<td>4.3%</td>
<td>3 %</td>
<td>1.3%</td>
<td>Above Availability</td>
</tr>
<tr>
<td>Hispanic</td>
<td>4</td>
<td>17.4%</td>
<td>12.3%</td>
<td>4.6%</td>
<td>Above Availability</td>
</tr>
<tr>
<td>Asian-PI</td>
<td>6</td>
<td>26.1%</td>
<td>28.3%</td>
<td>-2.3%</td>
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</tr>
<tr>
<td>American/AN</td>
<td>1</td>
<td>4.3%</td>
<td>.7 %</td>
<td>3.6%</td>
<td>Above Availability</td>
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<td>4.3%</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Applicants</th>
<th>Gender</th>
<th>Appl. Pool%</th>
<th>Avail</th>
<th>Difference between Applicant Pod% and Avail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
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<td>55.6%</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Female</td>
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<td>34.1%</td>
<td>23.3%</td>
<td>11.5%</td>
<td>Above Availability</td>
</tr>
<tr>
<td>Sex not stated</td>
<td>0</td>
<td>0 %</td>
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<td>n/a</td>
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<tr>
<td>Total</td>
<td>21</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Testimonials

“From a Human Resources perspective, the iRecruit Affirmative Action Integration project has resulted in a level of sophistication not typically experienced in the recruitment process. The ability to access real time data related to applicant pool demographics allows hiring managers, HR professionals, and Affirmative Action Compliance Officers to support search efforts with just-in-time targeted recruiting efforts that result in more diverse, qualified pools without delaying the search process. The manner in which data is displayed provides a learning opportunity for search committee members in that the relationship between placement goals and targeted diversity recruiting become readily apparent in the demographic make-up of the applicant pool.”

--- Sue Anderson, Staff Employment and Development Manager, Human Resources

The iRecruit Affirmative Action features, which include Placement Goals, Short-list Review auto check out features, and Affirmative Action Statistics, have allowed for a more efficient process for our organization. For the short-list review we evolved from a more manual process, which included writing separate emails ensuring everyone was copied, to a "one-click" within the recruitment system. Everyone who needs to see this information can easily do so at any time and not have to wade through emails to get the information they need. This has allowed for a quicker approval and provided documentation of our approval directly in the recruitment system. The addition of the Placement Goals have given those in charge of the recruitment the information they need to ensure their outreach efforts to underrepresented groups are sufficient. Finally, the Affirmative Action Statistics enable us to readily verify that our outreach efforts were successful. All three features aid those involved in the recruitment process tremendously.

--- Cathy Eckman, Finance and Administration Manager, Student Affairs Administration

"I am excited to provide testimony to the new iRecruit/Affirmative Action Integration effort as a model of innovative technology implementation. We now have a mechanism that 1) incorporates efficiencies into the recruiting process, and 2) promotes knowledge exchange and organizational partnerships between the campus network of Human Resource professionals and the campus-wide Affirmative Action effort."

--- Tina Caroline, Payroll Administrative Analyst for the CNAS Non-Academic Personnel Services Unit (NAPSU).
Timeline

May 2011  
iRecruit Core System Deployed
November 2012  
iRecruit Phase 1 (Placement Goals) Deployed
April 2013  
Short-list Review and Affirmative Action Statistics Functionality Deployed
September 2013  
Anticipated deployment of the Affirmative Action Information System

On the Web

Production site:
Applicant: [http://jobs.ucr.edu](http://jobs.ucr.edu)
Staff: [http://irecruitportal.ucr.edu/](http://irecruitportal.ucr.edu/)

Support site:
[http://cnc.ucr.edu/irecruit/](http://cnc.ucr.edu/irecruit/)

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