

Local Procedure 21: Selection and Appointment

September 2026

Summary

This local procedure implements the University of California, PPSM-21 and applies to the processes for selecting and appointing candidates for employment including conducting background checks, and verifying employment eligibility. It also includes processes regarding the employment of near relatives. It is the policy of the university to select and hire, in its judgment, the candidate who possesses the skill, knowledge, and abilities to best perform the duties and responsibilities of the position.

Related Policies and References

1. [PPSM-3: Types of Appointment](#)
2. [UC Anti Discrimination Policy](#)
3. [PPSM-20: Recruitment and Promotion](#)
4. [PPSM-21: Selection and Appointment](#)
5. [PPSM-22: Probationary Period](#)
6. [PPSM-30: Compensation](#)
7. [PPSM-64: Termination of Job Abandonment](#)
8. [UCR Policies and Procedures 650-28 – Employment Eligibility \(Form I-9\)](#)
9. [UCR Local Procedure on Giving Employment References](#)

Definitions

The following terms are defined in PPSM-21 and these definitions are replicated here for convenience.

1. **Applicant:** An individual who expresses interest in a specific open position by submitting an employment application or similar documentation via the established application process.
2. **Background Check:** The process of gathering and reviewing a candidate's records to determine their applicability to initial or ongoing employment. A background check may encompass a variety of verifications including, but not limited to employment history, criminal history, national sex offender search, education, credit history, driving history, credentials, or professional licenses report.
3. **Broad Pool:** A group of applicants who represent a variety of backgrounds, perspectives, and experiences. The pool is developed and evaluated in accordance with established nondiscrimination and equal employment opportunity practices and procedures consistent with University policies and

applicable Federal and State laws .

4. **Candidate/Qualified Candidate:** An individual who meets all the minimum required qualifications stated in the position description for the position for which they applied.
5. **Consumer Reporting Agency:** A third-party vendor that collects information about a candidate from various sources and compiles a report used for employment purposes.
6. **Credit History Background Check:** The process of gathering and reviewing a candidate's comprehensive credit history.
7. **Criminal Record History Background Check:** The process of gathering and reviewing a candidate's criminal record history, including any felony or misdemeanor convictions.
8. **Education Verification:** The confirmation that a candidate possesses the degree(s) from a verifiable institution, as listed on the employment application, resume, cover letter, or other documentation provided by the candidate.
9. **Employment Verification:** The confirmation that a candidate's employment history as listed on the employment application, resume, cover letter or other documentation provided by the candidate is accurate.
10. **Fingerprinting:** The method is used to review a candidate's criminal record, including state and nationwide checks, based on the candidate's fingerprints.
11. **Government Security Clearance:** The determination that a candidate is eligible for access to classified information.
12. **Misconduct:** Any violation of the policies governing employee conduct at the applicant's previous place of employment, including, but not limited to, violations of policies prohibiting sexual harassment, sexual assault, or other forms of harassment or discrimination, as defined by the employer.
13. **Motor Vehicle Report (MVR):** A report issued by the Department of Motor Vehicles, which details the driving record, by individual name(s) and driver license number(s), for each request submitted and indicates the status of the applicable driver's licenses.
14. **Near Relative:** An employee's relationship by blood, adoption, marriage, or domestic partnership including spouse; domestic partner; parent; child; sibling; aunt/uncle; niece/nephew; first cousin and in-laws or step-relatives in one of these relationships, including relatives of an employee's domestic partner in one of the relationships listed above; or other persons for whom the employee is legally responsible.

15. **Position:** A specific set of duties, responsibilities, knowledge, skills, level of supervision, and other requirements which are based on a job and that comprise the work assignment of an individual employee at a particular location.
16. **Reference Check:** The process of obtaining information about a candidate's qualifications, performance, work experience, and conduct with previous employers, colleagues, clients or other professional contacts.
17. **Salary Calculator:** A tool used by HR to estimate the placement of a finalist's salary within the range for the salary grade associated with their non-represented title code, based on the candidate's education and related work experience.

Policy

1. Selection
 - a. UCR shall select and hire a candidate who, in its judgment, meets minimum required qualifications and is best qualified to perform the duties and responsibilities of the position.
 - b. In accordance with University of California Personnel Policies for Staff Members PPSM- 20: Recruitment and Promotion, the University of California (UC), Riverside campus is responsible for demonstrating good faith efforts to obtain a road Pool.
 - c. Selection criteria, including experience, education, knowledge, and other qualifications, must be job-related and based on the position description. Selection criteria must be applied equally and consistently to all applicants.
 - d. UCR will refrain from asking applicants to disclose prior conviction information on their initial job application. The information will be requested once an applicant has been identified as the final candidate and has received a conditional offer of employment in a critical position.
 - e. The hiring authority shall follow the procedures for a nondiscriminatory selection process to foster and promote equal employment opportunities as outlined in PPSM–21: Selection and Appointment, PPSM-20: Recruitment and Promotion, and local procedures as well as any guidance provided by the Office of Civil Rights (OCR).
2. Employee Release Time for UC Interviews
 - a. Employees are allowed release time for UC and UCR interviews. Employees must provide advance notice, and supervisors must allow employees paid time to interview during the employee's regularly scheduled work hours. If the interview takes place at another UC location the length of time should be equal to the time required for an interview at UCR.

Procedures

Once the recruitment posting period process is complete (refer to Local Procedure 20: Recruitment and Promotion), the candidate selection process will take place.

1. Selection Committee

- a. The committee will meet to discuss the candidates who were interviewed and assess the extent to which each candidate meets the selection criteria (e.g., required qualification, preferred qualifications found on the job description, etc.). The search committee will document the assessment of candidates .
- b. When the committee has identified the candidate(s) recommended for hire, the reference process can begin.

2. Selection

- a. The hiring department should give due consideration to an eligible current university employee seeking a transfer or promotion opportunity.
- b. University retirees may be reemployed in accordance with the UC Policy on Reemployment of UC Retired Employees Into Senior Management Group and Staff Positions. Contact the campus Senior Management Group (SMG) Coordinator for consultation when rehiring a former SMG staff member.
- c. Special employment considerations must be given as follows:
 - An employee who was indefinitely laid off and who did not receive severance has preference for reemployment under PPSM-60: Layoff and Reduction in Time from Professional & Support Staff Career Positions;
 - A former employee who was medically separated and is eligible for special reappointment in accordance with PPSM-66: Medical Separation; or
 - A current employee who becomes disabled and is eligible for reassignment in accordance with PPSM-81: Reasonable Accommodation.
 - Refer to the collective bargaining agreements for specific provisions on rehiring, as they may differ from this local procedure.
- d. A record of the selection process must be maintained by the hiring department for recording and auditing purposes and align with the University of California Records Retention Schedule and UCR's Local Procedure 80: Staff Personnel Records.
- e. When using HRMS Recruitment Module, all materials relevant to the selection of applicants and the recruitment process must be uploaded into the relevant section/tab. Department Human Resources (Department HR) representatives who are responsible for the recruitment must ensure applicants who have not been selected for an interview have a reason code for "non-selection" entered into the HRMS Recruitment Module.
- f. Central Human Resources (Central HR) requires the Interview Planning Checklist below to be completed and uploaded into the HRMS Recruitment

Module(Appendix A or can be located in the Talent Acquisition forms library). In situations in which an executive search firm is engaged for Senior Management Group (SMG) recruitments that are not posted in the HRMS Recruitment Module, all documentation associated with the recruitment must be maintained by the department in accordance with the above mentioned retention schedule and the Equal Employment Opportunity (EEO) Report for Executive Search Firms must be completed and sent to the Office of Civil Rights (OCR).

- g. Finalizing the recruitment within the HRMS Recruitment Module is required in a timely manner (typically on or before the selected candidate's start date).

3. Reference Checks

- a. *See Supplemental Document - Local Procedure 21: Selection and Appointment - Reference Checks, Background Checks and Misconduct Disclosure*

4. Offer Letter

- a. The Hiring Manager or designee makes the offer to the finalist. (Note: A verbal offer of employment and the finalist's verbal acceptance creates a contractual relationship – therefore, ensure the offer has been approved prior to verbally offering the position in addition to ensuring that any approvals as indicated in PPSM-30 are adhered to).
- b. The department HR representative will construct the contingent offer letter or partner with their shared service center using the offer letter templates located in the Talent Acquisition section of the HR webpage under HR Forms and Documents. When a position will require a background check it is best practice to have a tentative start date that allows for completion by outside vendors (Agency Check or Finger Printing Check). Typically this could take up to 13 business days or more. The finalist should understand that they will not be able to start their new position until the background check clears and they should keep this in mind if they are resigning from a current position.
- c. The department HR representative should review the contingent offer for accuracy, submit it to the organizational unit HR representative (if applicable) for final review and send it to the Committee Chair for presentation.

5. Negotiating the Offer

- a. Whenever possible, it is recommended that the department's best offer be made the first time as this displays proper market and internal equity practices and demonstrates good faith to the applicant. Local Procedure PPSM-30: Compensation provides the process for determining salaries through use of the Salary Calculator. for guidance on determining equitable salary offers and when Human Resources' recommendation or approval is required.
- b. Refer to the recruitment's posted (advertised) pay scale to ensure the

offer is within this budgeted range. Offers outside of the posted pay scale range require Central HR Compensation and Talent Acquisition review and approval.

- c. When offering the finalist position, be sure to discuss the total compensation package (in addition to salary) such as paid time off and retirement benefits.
- d. UCR benefits and retirement programs are great selling points. In many cases, they are a key factor when deciding to accept or decline the offer. Finalists with additional benefit related questions should be referred to the Benefits webpage or to a member of the HR Benefits team.
- e. Lastly, if possible, discuss the learning and development opportunities which may be available to them in achieving their professional goals.

6. Countering the Offer

- a. Despite your best offer, there may be instances where the applicant declines.
- b. If an offer is declined due to salary, the department may make a counteroffer provided the amount is within the appropriate guidelines for the role and the department.
- c. Counteroffers must be reviewed and approved by the organizational unit HR and ensure they adhere to any approvals as indicated in Local Procedure for PPSM-30: Compensation.
- d. For exceptions, contact Total Compensation and Talent Acquisition, as appropriate. Submit a ServiceNow ticket for exceptions to Total Compensation.

7. Offer Acceptance

- a. The contingent offer has been signed and returned; the next step is to conduct the background check as satisfactory results must be obtained prior to start of employment.
- b. Once the final check of the selection process has been completed and the final candidate has been confirmed, the Committee Chair or designee in collaboration with department HR, will ensure that all applicant disposition codes are correct and that the confirmed candidate is noted as "Best Qualified/Selected for Hire" will auto populate in the HRMS Recruitment Module's "Final Action" tab.
- c. The department HR representative will enter the selection information into the "Final Action Tab" in the HRMS Recruitment Module, including the finalist's name, salary, and start date.

- d. The department HR representative reviews the requisition in the ATS and ensures all applicants on the requisition have been assigned a decision code.
- e. The department HR representative will coordinate with shared services for the implementation of the onboarding process.

Background Checks

See Supplemental Document - Local Procedure 21: Selection and Appointment - Reference Checks, Background Checks and Misconduct Disclosure

Staff Employment Misconduct Disclosure

See Supplemental Document - Local Procedure 21: Selection and Appointment - Reference Checks, Background Checks and Misconduct Disclosure

Contact Information

Contact	E-mail
Employee & Labor Relations (ELR)	employee.relations@ucr.edu
CHR Policy	hrpolicy@ucr.edu
Talent Acquisition	talent@ucr.edu
Office of Civil Rights	civilrights@ucr.edu

Resources

Child Care Center – [General Licensing Requirements \(CA Title 22, pages 30-31\)](#)

Revision History

008/31/2026 - Edited due to the revocation of Executive Order 11246 and to make typographical amendments. Created a separate document to provide guidance on reference checks, background checks and misconduct. Refer to Local Procedure 21: Selection and Appointment - Reference Checks, Background Checks and Misconduct Disclosure

10/29/2024 – Noted, HR representative for the Organization unit must sign off on

03/21/2024 – Added APPENDIX D: Justification For DOJ/FBI Background Check. Technical changes were made to bring policy into compliance with legal requirements regarding consideration of certain types of conviction history and governing what an employer must do when they intend to deny an applicant employment conditionally offered because of the applicant's conviction history. Updated web links include additional resources in Related Information and made typographical amendments

APPENDIX A: Interview Planning Checklist

Recruitment Checklist Items

Required Actions:

1. Search Committee Members Trained (completed required training in UCLC)
2. Short List Submitted to Affirmative Action for Review and Approval
3. UC Internal (Former or Current) & External Hires – Reference Checks
4. UC Internal Hires – File Check Complete (if conducted) Highly Recommended

“Attachments Tab” in the HRMS Recruitment Module – Interview Planning Checklist Items:

1. Advertising Copies/Invoices (i.e., Job Target or other advertising venues)
2. Supplemental Recruitment Plan for Women/Minority placement goals, individuals with disabilities (IWD) utilization goal, Veterans hiring benchmark
3. Phone Screen(s) Notes (when phone screens are conducted)
4. Interview Questions Template
5. Pre-interview notes/evaluations of applicants/candidates
6. Work Samples/Assessments (if requested)
7. Assessment Results (e.g., PreValuate)
8. Scoring Rubrics (if work samples apply)
9. Regret Letters/Emails (for interviewed candidates)

“Final Actions Tab” in the HRMS Recruitment Module - Final Checklist Items:

1. Signed offer letter
2. Signed contract (if applicable)
3. Reference checks/SkillSurvey (For all candidates)
4. Performance Appraisals (previous copies) and review of personnel file
5. Recommendation letters
6. All interview notes (e.g., during and post) and candidate ratings
7. Salary calculator/analysis
8. Hiring decision justification (*required for each recruitment*)
 - The record(s) must consist of all materials relevant to the selection process and all original documents must be retained in accordance with the University of California Records Retention Schedule. Documentation must demonstrate the selection decisions and it is required in order to comply with Office of Federal Contract Compliance Programs (OFCCP) requirements. Also, always keep in mind:
 - The best candidate for the position was chosen based on the candidate who possesses the skills, knowledge, and abilities to best perform the duties and responsibilities of the position.
 - The candidate will help to carry out the university and department’s mission.

Other Actions to Be Completed – Checklist Items

1. Hired individual attached to job description in HRMS
2. Ensure accommodation requests are sent to the campus disability manager (do not upload to recruitment)

APPENDIX B: Guidance on Phone Reference Checks

Prior to conducting a phone reference, be sure to:

- Familiarize yourself thoroughly with the information the applicant has already provided, including the application, resume, work sample (if applicable) and interview responses.
 - Identify areas that require elaboration or verification.
 - Set-up a telephone appointment with one or more references provided by the applicant.
 - Many employers are prohibited from providing information without a release, so if requested, send the signed Reference Checking Release and Disclosure consent form and the job description (optional) in advance of your telephone call. Release form can be found in the Talent Acquisition forms library.
 - Write down your questions before you call, highlighting the information you want to be verified or expanded upon.
- Set-up an environment that encourages the reference to respond willingly, cooperatively, and honestly. Begin your conversation on common ground by referring to information that has already been provided by the applicant.
 - For example: Jordan has asked to speak with you regarding information that was already shared with us during the interview process. –OR- I’m calling to verify information provided by Skye Roe.
- Describe the position:
 - Describe the responsibilities, duties and working environment of the position for which the individual has applied.
 - After describing the position, ask, “Given our requirements, what is your assessment of the individual’s qualifications for the job?”
 - In addition to your prepared questions, ask follow-up questions.
 - If you get a general response (“The employee is great!”), follow-up with a specific question (What did the employee do to merit that compliment? –OR- Why did the employee leave? –OR- How have things changed since the employee left?)
 - If the reference provider declines to answer a question, ask if someone else might be able to share information about the topic.
- Ask questions that are specifically job-related:
 - Do not ask about race, color, national origin, religion, sex, physical or mental disability, medical condition, ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran.
 - Ask the same basic questions about all applicants for whom you obtain references to ensure consistency. Weigh the information you receive in the same manner for all applicants.
 - Social network tools such as Facebook, X (formally known as Twitter) and LinkedIn should not be used to conduct reference or background checks. For additional information, refer to [University of California Guidelines Recruitment Through the Use of Social Networks](#).
 - Mandated hiring prerequisites depending upon the nature of the position and additional hiring prerequisites are the responsibility of the hiring department.

APPENDIX C: LiveScan Eligible Job Codes (as of 01.08.2024)

A justification for a DOJ and/or FBI background check form will be required.

Code	Title
6133	K to 12 Educator 2
4534	K to 14 Acad Prep Spec 2
4535	K to 14 Acad Prep Spec 3
4538	K to 14 Acad Prep Supv 2
4500	Acad Achievement Cnslr 2*
4501	Acad Achievement Cnslr 3*
4254	Advocacy Supv 2
4020	Advocate 3
4412	Americorp Member
335	Ath Mgr 2
337	Ath Mgr 4
4138	Ath Supv 2
9455	Ath Trainer 3
5719	Beh Health Cnslng Mgr1
5718	Beh Health Cnslng Mgr 2
6811	Beh Health Cnslng Supv 2
4459	Beh Health Counselor 3 HX (Counseling & Psychological Svc, Health & Wellness Case Mgmt
4460	Beh Health Counselor 4 HX
7449	Broadcast Comm Spec 1*
9293	Cert Phlebotomy Tchn 2
4108	Child Dev Ctr Ast
4107	Child Dev Ctr Teacher
4105	Child Dev Ctr Teacher 2
8939	Clin Lab Sci Spec
6569	Clin Lab Supv 2
9138	Clin Nurse 3
570	Clin Nurse SHS Mgr 1
9360	Clin Ops SHS Supv 2
9558	Cnslng Psychologist 3 HX

9976	CnsIng Therapist 3 HX GF
5045	Coach Ast 1

5046	Coach Ast 2
5115	Coach Ast 3
5840	CmtY Educ Spec 1
5838	CmtY Educ Spec 3
5836	CmtY Educ Supv 2
0436	Early Childhood Educ Mgr 2
4150	Early Childhood Educ Supv 2
6293	Events Spec 4*
332	Head Coach 5
4397	Health Educator 2
4398	Health Educator 3
4399	Health Educator 4
2716	Intern-Clin Psych-Genl Camp
8994	Med Ast 2
9213	Med Ofc Svc Crd 2
9119	Nurse PD
9146	Nurse Pract 3
9249	Pharmacist PD
581	Pharmacy SHS Mgr 1
9282	Pharmacy Tchn 2
586	Physcn SHS Mgr 1
587	Physcn SHS Mgr 2
586	Physcn SHS Mgr
5645	Police Chf Mgr 4
5977	Police Lieutenant Mgr 1
5323	Police Ofcr
5314	Police Sergeant Supv 2
5037	Police Svc Supv 1
5216	Publ Sfty Dispatcher
5217	Publ Sfty Dispatcher LD
5231	QA Chef 3*

9022	Radlg Tchno Sr
4127	Recr Prg Instr 1
4128	Recr Prg Instr 2
4402	Recr Prg Leader 2

4400	Recr Prg Leader 4
4137	Recr Supv 2
4208	Regl and Complnc HC Spec 2
4207	Regl and Complnc HC Spec 3
6598	Regl and Complnc HC Supv 2
5326	Scrtty Guard Sr (Police)
6001	Stdt Health Physcn 4
6000	Stdt Health Physcn 5
319	Stdt Life Dev Mgr 1
4564	Stdt Life Dev Spec 3 (Campus Advocacy Resorc & Educ, and SWIFT)
8968	Ultrasound Tchno Sr PD
8917	VOC Nurse
8918	VOC Nurse PD
8916	VOC Nurse Sr

* For those who work in VCSA and/or Athletics

APPENDIX D: Justification For DOJ/FBI Background Check

To be completed once a final candidate has been selected.

Date:		
Requesting Department:		
Applicant Legal Name:		
Title of the Position and Job Code:		
Authorized Requestor:		
Level of Service	State of CA DOJ ☐	DOJ/FBI ☐
Justification:		
Attestation:		
Fingerprinting Check: This type of background check is administered by the State of California's Department of Justice (DOJ) to search statewide Criminal Offender Record Information (CORI) utilizing the Live Scan system to transmit fingerprints electronically to the DOJ database. Effective December 31, 2023, California DOJ will restrict access to FBI national criminal records to the three federal statutes: 1) Public Law 105-277; 2) National Child Protection Act of 1993; and 3) Public Law 92-544. To align with penal code section 11105.3(a), UCR will only request from DOJ/FBI records of all convictions and arrests involving sex-related crimes, drug-related crimes, or violent crimes of a person applying for a license, employment, or volunteer position involving supervisory or disciplinary power over, where the person will be caring for children, the elderly and disabled. For applicants applying for positions in the police department (campus safety), UCR will have access to the federal database for sworn officers, dispatchers and law enforcement positions that have a statutory requirement. If a Federal Bureau of Investigation (FBI) criminal background check is requested, the fingerprint images are forwarded to the FBI to perform a fingerprint-based search of records in the national criminal history database. This confirms that you attest that the DOJ and/or FBI background check is aligned with the requirements listed above.		
Signature of HR representative for the Organization unit:		Date:

Note: This document must be uploaded in the HRMS Recruitment Module.