

Myth Busters

Consult with your HR offices as local procedures may vary

Myth	Reality	Suggested Best Practice
Recruitment		
All positions must be posted.	Career appointments are to be posted in compliance with OFCCP guidelines and systemwide Policy. Contract and limited appointments may not be required to be posted.	In order to obtain a diverse pool of qualified candidates and to ensure we meet our EEO/AA guidelines a best practice is to post all positions.
It's required that search committees or panels be used to interview candidates.	There is no requirement within systemwide Policy mandating the use of a search committee or panel for interviews for staff positions. The only positions where a search committee is required per Policy is for Chancellors, Lab Directors and the President of the University.	Having final candidates meet with key constituents is a best practice. It does not have to be in a committee or panel setting.
We must use a search firm in order to recruit for senior level candidates. It protects us from being questioned about the fairness of the process.	There is no requirement within systemwide Policy mandating the use of a search firm. It may not provide any extra protection if the process is questioned. We are still accountable as an employer if a search firm is used.	Look at your bench. Evidence shows that 50% of our hires where we use a search firm are internal. For highly specialized positions, you may want to engage a firm.
If I have only 1 qualified candidate in the pool, I can't hire them until I have at least 3 qualified candidates to choose from.	There is no requirement within systemwide Policy specifying a number of candidates that must be interviewed. Consult your local procedures.	A best practice is to strive for multiple qualified candidates; however, if there is only 1 qualified candidate, this should not preclude you from moving forward with hiring the candidate.
The salary range must be advertised from the minimum to the midpoint only.	The entire salary range or any combination may be advertised.	Post the entire salary range or use "salary commensurate with skills and experience" to avoid limiting the salary range and

		thereby discouraging qualified candidates from applying.
If I want flexibility to hire at any level within a job family, why do I have to post each position individually?	You may hire at any level if you posted the position as a career ladder recruitment (with multiple levels within a particular job family).	Post positions within a job family as a career ladder recruitment to allow greater flexibility with your candidate pool and hiring decision. (Example: Post Admin Asst. I through III level.)
If an employee resigns, my only option is to recruit and replace that specific position.	You may have a variety of options including reorganization or increasing current employees' responsibilities.	When a vacancy occurs, it is an opportunity to review and assess your department's needs.
If I reorganize a department, I have to post all of the positions and have employees apply for the jobs.	It may not be necessary to post the positions. If staff is qualified for the re-organized positions, you may transfer or promote them and post the remaining jobs. Distinctions in staff performance should be demonstrated linking their skill sets to the new roles.	During a reorganization, evaluate the skills of the staff and determine if you can transfer employees into the newly created positions; promote those who qualify, and then post the remaining jobs. Refer to your local procedures.
After hiring a contract employee, I have to wait one year before they can be converted into a career position.	There is no timeframe specified within systemwide Policy. Depending upon how the initial recruitment was done, you may need to open a recruitment or request a waiver/exception.	While there isn't a specified time period outlined in the systemwide Policy about this, a best practice is to recruit for positions up front so that conversion later on is more efficient and transparent. Refer to your local procedures.
Promotion		
I can't promote an employee out of their career tracks job family to another job family. (Example: from an IT job family to a Finance job family).	You may be able to promote an employee. Before considering a promotion for an employee from one job family to another one, you should ensure the individual has the requisite skills and experience.	This situation should be reviewed on a case by case basis to ensure the employee meets the requirements of the position.
It's not possible to promote a high performing employee without posting the job.	Within your organization, you may promote an employee without posting the position if they are qualified and can perform at the next level.	Identifying key performing talent through promotional opportunities ensures the retention of the individual within the organization.

Transfers		
It's not possible to transfer an employee without posting the job.	You may transfer an employee without posting the job. A recruitment/posting is not required if you are laterally transferring an employee within the same organizational unit along with their budgetary provision.	Transfers may be a good way to move employees within your organization for development and provides opportunities for staff while filling a need within the organization.
Waivers		
It's not possible to waive the recruitment process.	A waiver of recruitment may be approved in special circumstances, including when: <ul style="list-style-type: none"> -A candidate possesses unique skills, knowledge, and abilities and there is no other viable candidate available. -There are demonstrated recruitment difficulties. -There are time or funding constraints, or other demonstrated business necessity. -There are health and safety reasons. -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. 	As a best practice, if possible, post all positions up front so that you do not need to seek approval of a waiver. Local procedures may include waiver of recruitment in special circumstances consistent with equal opportunity and affirmative action objectives. Waivers maybe approved by the CHRO in consultation with the Affirmative Action Officer.
EEO/AA		
If I don't have a diverse pool of candidates after recruiting for several weeks, I need to continue recruiting.	It may be necessary due to compliance with your affirmative action plan. Ensure your outreach is appropriate.	A best practice is to ensure you have a diverse pool through appropriate outreach efforts. If you have only one qualified candidate after conducting an open recruitment, it is

		permissible to move forward to hire that candidate.
Classification		
In order to give an employee more money, the position must be reclassified.	You may not have to reclassify to provide an equity increase to an employee.	An equity increase may be approved if there is difficulty in recruiting or retaining staff in specific functions with specialized skills or due to competitive market salaries; salary inequity between employees with comparable job responsibilities; salary compression between supervisors and their employees or changes in assigned functions or work tasks that increase the scope and complexity of the position but do not elevate the position to a higher classification.
Compensation		
I have to hire at the 25 th percentile of the salary range.	The full salary range is available for use. Generally midpoint is what describes a fully qualified and skilled candidate. Consult your local procedures.	In order to be competitive with the external job market, you should work with your local HR group to determine the appropriate job offer for the position being filled.
I can't offer a salary to a candidate that's higher than my existing staff.	You may use the full range to offer a salary that is competitive with the external market. Consult your local procedures.	Offer a salary that you feel will attract and secure the hire. Treat the salary compression by reviewing the salaries of existing employees in the same classification. Develop a plan to address equity issues.

Related systemwide Policies:

[PPSM-20: Recruitment](#)

[PPSM-21: Appointment](#)

[PPSM-30: Compensation](#)

[PPSM-36: Classification of Positions](#)

[PPSM-2: Definition Of Terms](#)