Roles and Steps of the Process

(following APM UCD 500, http://manuals.ucdavis.edu/apm/500.pdf)

Roles and Responsibilities:

- Search Committee Chair – responsible for developing the search plan and conducting an inclusive, equal opportunity recruitment.
- Department chair – responsible for the department's overall leadership to achieve the academic mission and ensure equal employment opportunity. Also communicates the information and guidelines presented to search chairs.
- Dean – responsible for college/school's overall leadership to achieve the academic mission and ensure equal employment opportunity, and for assessing and approving the search plan and interim (along with the Vice Provost for Academic Affairs) and final recruitment reports.
- Academic Affairs – provides oversight for entire process, for academic recruitment policies and procedures, for development of workshops and also concurrently approves the interim recruitment report (along with the Dean). Has the authority to approve upgrade and search waiver requests and conducts post-auditing of search plans. .

Search Waivers:

Reasons for request

- Appointment is temporary, no intention to reappoint
- Appointment needs to be made on unavoidably short notice
- Appointee will be paid fully from grant funds awarded to appointee
- Appointee is uniquely qualified
- Appointment would alleviate a critical need
- POP & TOE hires

(Note – non ladder rank faculty search waiver requests can be made through the 'Forms Online' system)

Search Plan (SP) Components:

- Position Description (broad, allows for larger pool)
- Recommended FTE & Appointment Level (any upgrades must be requested now)
- Availability of Space & Resources (do you have what the position requires)
- Search Committee Members (list the members, and indicate who will chair)
- Affirmative Action Self-Analysis (figures can be obtained from the Deans office or by an MSO or Department Chair from the Academic Recruitment Tools website*)
- Selection Criteria (must be specific, directly related to the position description, be assessable and quantifiable based on application materials, reflect requirements of the title)
- Selection Process (ensures fairness and promotes consultation, describes how candidate files are to be reviewed, including assessment and ranking procedure, describe the Search Committee's role, describes faculty involvement in developing a list of interviewees, describes the interview process, describes the determination process of top-ranked candidate)
- Advertising (describes outreach efforts, reflects commitment to diversity of the campus, encourages colleagues to refer potential candidates, includes notices to other universities, encourages networking at professional conferences or meetings, targeting groups that represent women and underrepresented minorities, APM 500 requires that you advertise to potential candidates, e.g., Unit 18 appointees, those finishing their Ph.D.s, PostDocs.)

*Determining and Changing your Department "Field of Service Codes"
These codes determine the relevant PhD pools for your recruitments and the level of hire (Assistant, Associate, Full) determines the time frame for comparison of the availability of the pool compared to the current department composition.

Through your dean's office, we recommend reviewing and updating these department discipline codes. All recruitments within the department are evaluated using the same codes.

*Workforce Availability
- Various national databases contribute to the UCOP database, http://www.ucop.edu/academic-personnel/data-and-analysis/incumbent-faculty-reports.html
- The database includes U.S. Citizen and Permanent Resident doctoral degree recipients only.
- The potential pool is broken into two groups:
    - o 5 year availability (2-7 years ago)

o 15 year availability (8-22 years ago)

Remember – without an approved search plan, you cannot begin the search!

Recruitment:

- Set up the recruitment in UC RECRUIT
- Advertise the position as outlined in the SP
- Get a copy of each print ad, and review for accuracy
- UC RECRUIT acknowledges applicants and will serve as your applicant database
- Create a candidate ranking form for each applicant
- Search Committee members begin application review
- Search Chair assesses quality, quantity and diversity of applicants weekly
- Staff support: About a week before "closing" date, begin Interim Report
- ***NOTE: NEW STEP – All Interim Recruitment Reports must be approved by BOTH the Dean and the Vice Provost's office before proceeding with the next step.***
- If pool looks small or lacks diversity, Search Chair should consult with Dean's office about options
- Search Chair calls meeting of Search Committee, reviewing all files according to Search Plan and Criteria. All Ranking Forms are completed.
- A short list of interviews is developed according to SP, and reviewed/approved by faculty according to SP.

Interim Report

- Short listed candidates are selected and justified on basis of Search Criteria ONLY.
- Those not interviewed are deselected on the basis of Search Criteria ONLY.
- Pool reflects availability data.
- If pool doesn't reflect availability data, and/or is not diverse, you may be asked to extend the search and make more efforts to diversity the pool.
- Upon Dean's office AND Academic Affairs office approval, Search Chair or Department Chair may call the candidates selected for the interview.

Purpose of the Interviews

- Allows Department members/Search Committee the opportunity to determine if the candidate meets the department's needs.
- Allows the candidate to sell him/herself
- Allows the candidate to see the campus, department, surrounding area, etc.
- Allows UC to sell the position to the candidate
- This is an important component of the University's selection process

The Interviews

- Equal and consistent treatment for each candidate
- Remember new Academic Affairs policy about covering the cost of another person to accompany candidate, if the candidate has young children and needs to have them with them.
- Be in touch with candidates, providing periodic updates
- Remember do's and don'ts of interviews (not highlighting issues of marriage, children, national origin), instead highlight campus resources, policies

Selection

- Read Search Plan and follow your process
- After interviews are complete, the SC will proceed according to the process outlined in the SP, e.g., SC recommends a rank-order from the list of interviewees to the faculty. Faculty may accept, or revise the order and recommend a different first and/or second choice candidate.

Final Recruitment Report (FRR)

- Decision is communicated to Dean via Final Recruitment Report. Justify first choice candidate in terms of Selection Criteria ONLY.
- Provide a brief synopsis for each candidate not chosen (based on selection criteria only).
- Upon Dean's approval of the FRR, and the candidate has been notified that s/he is the first choice, can begin negotiations. Negotiations are conducted by phone or email and confirmed in the Tentative Offer Letter (TOL).

Tentative Offer Letter

- TOLs address: salary, appointment level, begin date, research support, start-up package, housing allowance, teaching load, Mortgage Origination Program (MOP), a "respond by"

date, and removal reimbursement. There may be other issues, depending on position/candidate/department. Dean should co-sign the letter (confirm with your deans office) and ensure format meets dean's office format.

- Key components ensure nothing is missed in the negotiation phase. Also standardizes TOLs within unit/college so there is less chance of disparity among peers.
- Academic Affairs has recently worked with Deans on revising TOLs so they are not real offers. Again, check with your school/college on template.

Post Review – Best Practices

The following items are reviewed following the completed search:

- Search Committee diversity
- Applications read by more than one person
- Selection criteria and position announcement congruent
- Thoughtful analysis regarding goals and opportunities
- Widespread advertisement and proactive outreach
- Pool reflects availability data and if not, next steps are documented by Dean
- Deselection documents are clear and defensible
- Recommended candidates for interview met qualifications regarding specialty area