



Academic Personnel Monthly Information Session

Recruitment Overview
by Nirti Naidu, Recruitment Analyst
& Lynn Yang, Recruitment Analyst
Presented by the Office of Academic Personnel

October 24, 2023



Recruitment Overview

✓ What is a Search?

A search is the competitive recruitment process used to identify the best qualified candidates for an academic position. A search is visible to potential applicants, provides equal opportunity to applicants, and meets federal and state job listing requirements.

It is also referred to as an open recruitment.

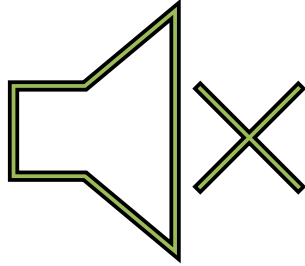
✓ Life Cycle of an Open Recruitment: Search Plans, Shortlists & Search Reports

✓ Tentative Offer Letters (TOL)

✓ Resources

✓ Questions & Answers

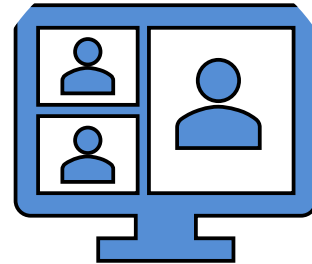
Housekeeping



Please keep yourself muted during the presentation



Ask questions in chat



Please keep your camera on during the presentation

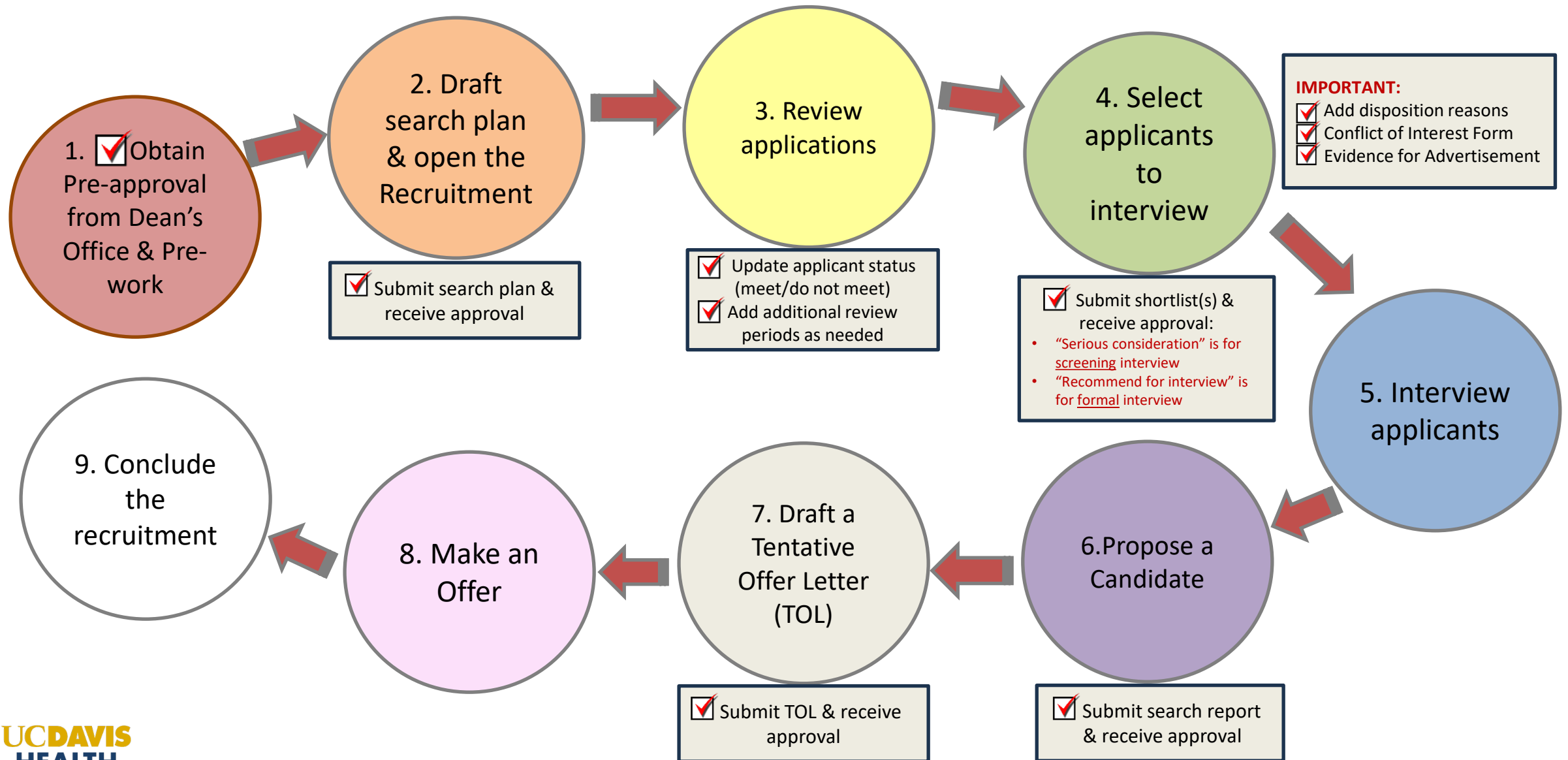
Recruitment Overview Objectives:

Increased understanding of:

- Recruitment Process
- Search Plans, Shortlists & Search Reports
- Available Tools and Resources
- Best Practices

UCD is committed to providing **equal opportunity** to all qualified applicants in our efforts to recruit outstanding faculty.

Life Cycle of an Open Recruitment



Life Cycle of an Open Recruitment

1. Obtain a pre-approval from the Dean's Office & Pre-work
2. Draft search plan & open the Recruitment
 - Submit the search plan & receive approval*
3. Review applications
4. Select applicants to interview
 - Submit shortlist(s) & receive approval*
5. Interview candidates
6. Propose a Candidate
 - Submit search report(s) & receive approval*
7. Draft a tentative offer letter (TOL)
 - Submit & receive approval*
8. Make an offer to the final candidate(s)
9. Conclude the recruitment

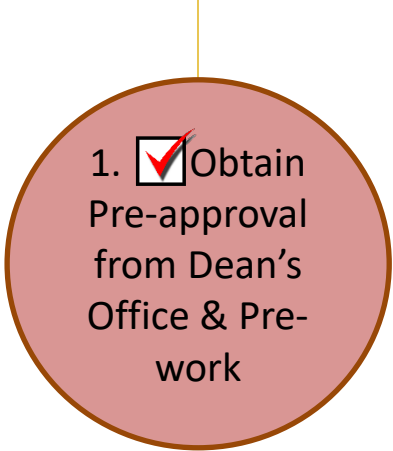
Step #1: Obtain Pre-approval from Dean's Office & Pre-work

1. Obtain
Pre-approval
from Dean's
Office & Pre-
work

- Dean maintains flexibility in authorization of faculty hiring
- Each college has funding available for faculty hiring and the Dean determines the FTE allocation process

Exceptions: Research Titles (i.e., project scientists, specialists), Junior specialists, WOS, recalls, visitor appointments

Step #1: Obtain Pre-approval from Dean's Office & Pre-work

- 
1. Obtain Pre-approval from Dean's Office & Pre-work

Other information to gather before going into UC Recruit:

- Position Description
- Number of Hires
- Space and Other Resources
- Ideal Hire date
- Search Committee Members
- Advertising Plan
- Application Materials

Step #2: Complete a Search Plan

2. Complete
a Search
Plan

Submit search plan
& receive approval

- Position Description
- Selection Criteria
- Advertising Plan (Outreach: Senate Only)
- Selection Plan
- Timeframe
- Interviews

1. Obtain
Pre-approval
from Dean's
Office

Pre-approval email confirmation must be uploaded under “Documentation” tab for a search plan to be approved

Step #2: Complete a Search Plan

2. Complete
a Search
Plan

Submit search plan
& receive approval

Starting a Search Plan

Responsible Parties

- ▶ Search Committee Chair
- ▶ Search Committee
- ▶ Department Chair
- ▶ Associate Vice Chancellor (Academic Personnel)
- ▶ Vice Provost (Academic Affairs)
- ▶ Department Staff

[APM UCD 500 Exhibit A Sequential Checklist](#)

[Recruitment and Retention of Faculty](#)

Responsibilities

Search Committee Chair is responsible for:

- ▶ Provides input into the search plan content
- ▶ Completes the Potential Conflict of Interest (COI) Disclosure Form for every applicant pool
- ▶ Maintains confidentiality of applicant pool
- ▶ Develops interview itinerary
- ▶ Completes the Chair Survey
- ▶ Conducts an inclusive, equal opportunity recruitment.

Search Committee is responsible for:

- ▶ Provides input into the search plan content, advertising and outreach
- ▶ Discloses Potential Conflict of Interest with Applicants
- ▶ Screens Applications and participates in interviewing

Search Committee Training is required for all faculty search committee members

Search Committee Training

UCD HEALTH: Enhanced Training for Faculty Search Committee Members

- ▶ All search committee members/chairs are required to attend a Faculty Search Committee Workshop.
- ▶ STEAD also offers good examples of evaluation tools for screening applications.
- ▶ See [link](#) for e-course

CAMPUS: STEAD Strength Through Equity & Diversity



Serving as a committee member on an upcoming School of Medicine or School of Nursing faculty search?

Complete the required training to fulfil the requirement to serve on a faculty recruitment committee.

[ENTER](#) the UC Davis Learning Center to complete the training.

*Certification lasts for three years, after which faculty may complete the re-certification e-course.

For more information on training requirements please reach out to [STEAD/Academic Affairs](#).

Questions about the new e-course?

Email hs-hedi@ucdavis.edu



NEW! Asynchronous Faculty Search Committee Training for UC Davis Health faculty and staff

The Office for Health Equity Diversity and Inclusion now offers an [e-course](#) that meets the training requirements to serve on a faculty search committee.

Participants will learn to:

- Define diversity in the context of the California population and acknowledge the impact of a diverse workforce in research and education.
- Implement best practices used to improve the search, hiring and onboarding process for new faculty.
- Utilize strategies to mitigate implicit bias.

Why this change?

- Survey feedback to accommodate busy schedules.
- LMS capability for supervisors/managers to assign training – ease of access.
- Ease of access for departments to confirm training completion.

Responsibilities (continued)

Dept Chair is responsible for:

- ▶ Recommends a diverse Search Committee to AVC AP for approval
- ▶ Provides overall leadership to achieve the academic mission
- ▶ Ensures equal employment opportunity
- ▶ Communicates the information and guidelines to search committee chair
- ▶ Reviews and approves search plan and interview reports

Department Staff is responsible for:

- ▶ Understands the priorities and policy ([APM-UCD 500](#))
- ▶ Keeps recruitment process moving in UC Recruit
- ▶ Provides policy information and [Recruitment Toolkit](#)
- ▶ Candidate itineraries and logistics
- ▶ Primary Point of Contact for Candidate

Associate Vice Chancellor (Academic Personnel) is responsible for:

- ▶ School's overall leadership to achieve the academic mission
- ▶ Ensures equal employment opportunity
- ▶ Assess and approves the search plan
- ▶ Reviews and approves the shortlist and search reports in accordance with applicable policies and guidelines.
- ▶ Approves redelegated appointments in consultation with Faculty Personnel Committee (FPC)

Responsibilities (continued)

Vice Provost Office (Academic Affairs) is responsible for:

- ▶ Academic recruitment policies and procedures
- ▶ Reviews and approves shortlist reports
- ▶ Authority to approve search waiver requests, exemption requests, and for post-auditing search plans
- ▶ Approves non-redelegated appointments in consultation with Committee on Academic Personnel – Oversight Committee (CAP)



Setting Expectations

- ▶ Search Committee and staff support meet and agree on expectations of search plan components, recruitment goals, search process, outreach, screening applicants, interviews, available resources, evaluating interview feedback, and timeline. This is a good time to hold time on calendars for interviews.
- ▶ This is important so that everyone has the same understanding for the position and the process.
- ▶ Opens communication and provides for future consultation, as required.

Step #2: Complete a Search Plan

2. Complete
a Search
Plan

Submit search plan
& receive approval

Without an
approved Search
Plan, you cannot
conduct a Search

Benefits of a Good Search Plan

- Makes the Department look polished and professional
- Results in successful searches
- Ensures broad representation for decision-making and candidate selection
- Requires self-review of faculty composition
- Provides an excellent opportunity to diversify that composition
- Provides equal opportunity for all applicants
- Provides Dean with an overview of the Search Strategy
- Ensures all are in agreement in each of the areas

Step #2: Complete a Search Plan

2. Complete
a Search
Plan

Submit search plan
& receive approval

Position Description ([APM 500](#) and [UCD 500](#))

- ✓ Develop a position description that includes **series** and **rank** and **general expectations** of the role.
- ✓ **Broad definitions** attract larger pools of applicants who will meet the criteria and Department's needs.
- ✓ Include the **salary range** information in all job postings ([Guideline for salary range language](#)).
- ✓ Determine **application materials appropriate/required** for rank/series, i.e., Cover letter, CV, Research Statement, Teaching Statement, Diversity Statement, References, Authorization to Release information for Ladder Rank misconduct check.
- ✓ Determine necessary **qualifications appropriate for rank and series**.

Step #2: Complete a Search Plan

2. Complete
a Search
Plan

Submit search plan
& receive approval

Selection Criteria:

- ✓ Review Departments affirmative action goals
- ✓ Create evaluation metrics and ranking process directly related to the position description and reflect the requirements of this title
- ✓ Be assessable and quantifiable based on the application materials

Advertising and Outreach:

- ✓ Advertising timeline should be consistent with review dates
- ✓ Select job boards and journals
- ✓ Network at professional conferences or meetings, targeting groups that represent women and minority members

Resource:



Step #2: Complete a Search Plan

2. Complete
a Search
Plan

Submit search plan
& receive approval

Selection Plan:

- ✓ Outlines the process of screening interviews, formal interviews, presentations, outreach, and department input on selecting the final candidate


Timeframe:

- ✓ Open date – Accepted Offer
- ✓ All search plans are open until filled

Interviews:

- ✓ Establish a timeline and framework for interview process
- ✓ Hold time on calendars for screening applications and interviews
- ✓ Invite applicants for interview only after AVC (AP) approves the shortlist
- ✓ [Planning for Screening Interviews](#)

Step #3: Open the Recruitment & Review Applications



3. Review applications

- Update applicant status (meet/do not meet)
- Add additional review periods as needed

Publish the Recruitment

- ✓ Applicants can apply after the open date, once this step has been completed

Review Applications

- ✓ After the Initial Review Date (IRD)
 - at least 2 weeks from the open date
- ✓ Add Additional Review Dates (ARD)
 - at least 2 weeks from the previous review date

Step #3: Open the Recruitment & Review Applications

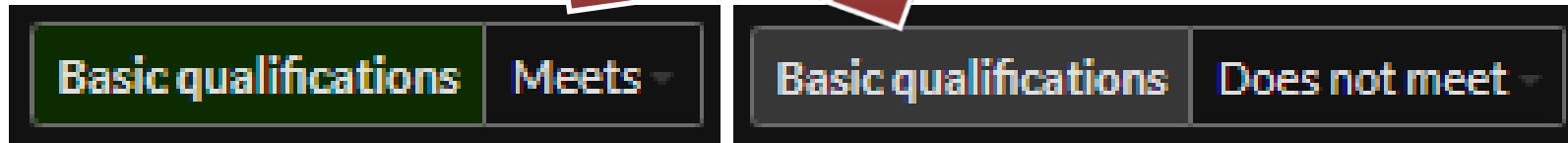


Applicant Pool:

- Meet Basic Qualifications
- Does Not Meet Basic Qualifications



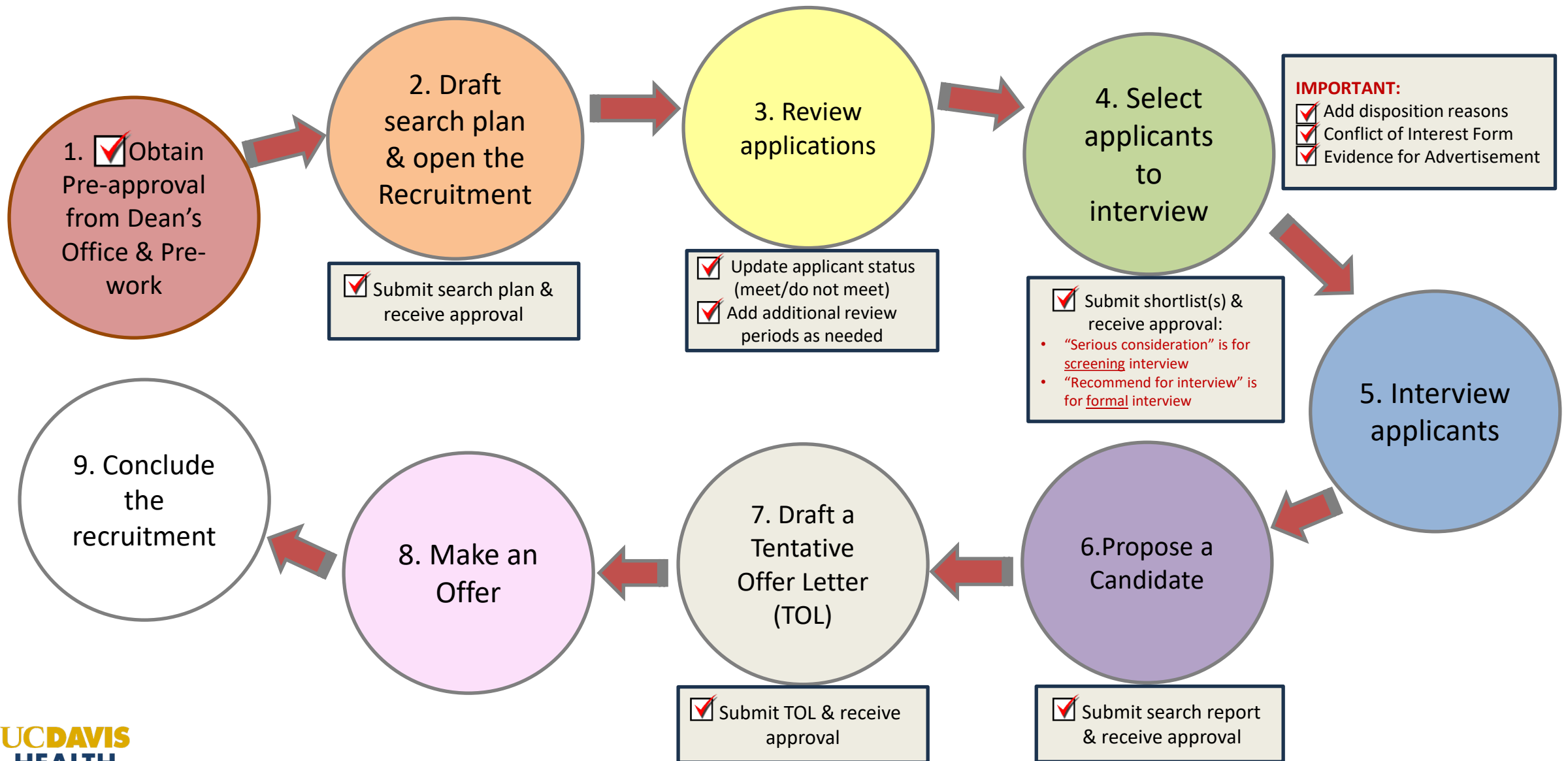
- Update applicant status (meet/do not meet)
- Add additional review periods as needed



Qualifications:

- Basic Qualifications (**required at time of application**)
- Additional Qualifications (**required at time of employment**)
- Preferred Qualifications (not required, but preferred)

Life Cycle of an Open Recruitment



Step #4: Select Applicants to Interview & Submit Shortlist

4. Select applicants to interview

- Submit shortlist(s) & receive approval:
 - "Serious consideration" is for screening interview
 - "Recommend for interview" is for formal interview

- ✓ Short listed candidates are selected to interview & those not to be invited for interview are deselected **on the basis of Search Criteria ONLY**
- ✓ Pool reflects availability data. If pool doesn't reflect availability data, and/or isn't diverse, you may be asked to extend the search and make more effort to diversify pool
- ✓ Upon approval by Dean's office, Search Chair or Dept. Chair may call the candidates selected for interview

- Update disposition reasons**
- Conflict of Interest (COI) form**
- Evidence of Advertisement**

Step #4: Select Applicants to Interview & Submit Shortlist

4. Select applicants to interview

- Submit shortlist(s) & receive approval:
 - “Serious consideration” is for screening interview
 - “Recommend for interview” is for formal interview

✓ **“Serious Consideration”** shortlist is submitted to obtain approval to conduct a preliminary, screening interview (i.e., phone screening or zoom interviews)

- Update disposition reasons
- Conflict of Interest (COI) form
- Evidence of Advertisement

Step #4: Select Applicants to Interview & Submit Shortlist

4. Select applicants to interview

- ✓ Submit shortlist(s) & receive approval:
 - “Serious consideration” is for screening interview
 - “Recommend for interview” is for formal interview

✓ **“Recommend for Interview”** shortlist: submitted to obtain approval to conduct an official interview to determine final proposed candidates (i.e., zoom or in-person interviews)

- ✓ Update disposition reasons
- ✓ Conflict of Interest (COI) form
- ✓ Evidence of Advertisement

Step #5: Interview Applicants



5. Interview applicants

Purpose of Interviews

In Person Interviews Allow for:

- ▶ Colleagues/Search Committee the opportunity to more fully assess if the candidates meet the Department's criteria for the position
- ▶ Candidates to sell themselves
- ▶ Candidates to see the campus, department, colleagues, and surrounding area, etc.
- ▶ UC Davis to sell the position and Department to candidates

Step #5: Interview Applicants (continued)



5. Interview applicants

- ▶ Equal treatment for each candidate
- ▶ Arrangements for candidate visit:
 - ▶ Confirm dates, seminar topics, technical requirements, soft copy of CV, resource packet, etc.
 - ▶ REMINDER –Family-Friendly Recruitment practice covers travel costs for young children!
 - ▶ Consider informational meetings regarding dual career hiring prospects (POP and CRN) for top candidate(s)
- ▶ Organize accommodations
- ▶ Confirm arrangements with candidate and send updates
- ▶ Build interview schedule
- ▶ Assign a faculty host for airport pick-up, dinner arrangements, etc.

Step #5: Interview Applicants (continued)

5. Interview applicants

Don't Ask

- ▶ “What kind of name is _____?”
- ▶ “Do you have a spouse or partner?”
- ▶ “Do you plan to have children/Do you have childcare issues?”
- ▶ Do you travel out of the country a lot? What part of the world?

Though these are casual meetings remember the legal issues and protected areas. Revised [UCD APM 500](#) includes guidelines for interviewing.

Do Ask or Say:

- ▶ “Do you have work records under another name?” (or don't ask at all)
- ▶ “UC Davis has a partner opportunities program (POP) to assist partners of new faculty. If this program would be helpful for you, you can contact _____.”
- ▶ “UC Davis has policies for childbearing, child rearing and family care issues. If you need any information on these issues, you can reference them at _____.”

For candidates who have small children age 2 or under who is still feeding/on a bottle, we will cover the travel costs for an additional person to accompany you to help with childcare and costs for an additional bed or crib in the room.

Step #4: Interview Applicants (continued)



5. Interview applicants

Recruitment Incentives

- Partner Opportunities Program (POP) (See eligibility criteria)
- Capital Resource Network (CRN)
- Mortgage Origination Program (MOP) (See eligibility criteria)
- Faculty Recruitment Allowance
- Moving Allowance
- Academic Enhancement Funds (Departmental practice)
- Family Friendly Recruitment Practices
- Professional Development Opportunities
- Academic Work Life Program
- UC Davis Front Door

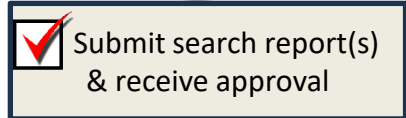
Step #6: Determine and propose a candidate



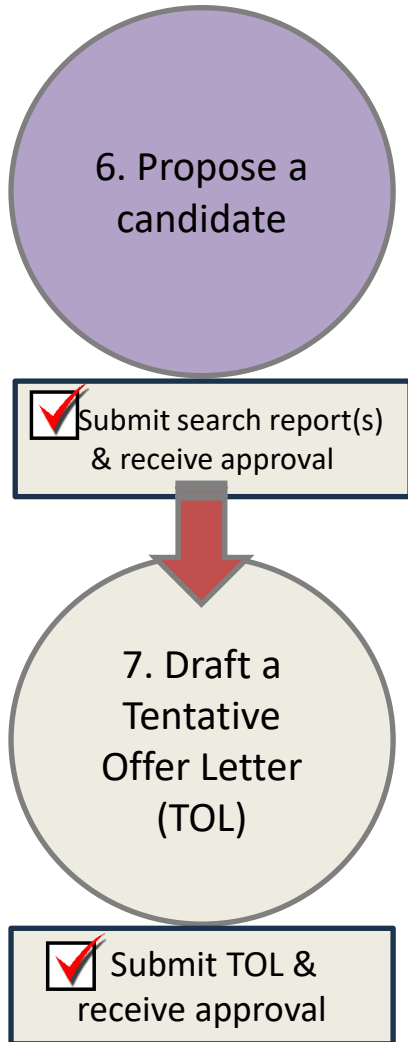
After interviews are complete, the Search Committee will proceed according to the process laid out in the Search Plan.

File a search report

- ▶ Decision is communicated via the Search Report
- ▶ Change the status of the candidate to “proposed candidate” in UC Recruit
- ▶ Select a disposition reason and provide a brief synopsis for each remaining candidate not chosen (based upon the selection criteria only).



In between step #6 & step #7:



- ▶ Upon AP's approval of the Search Report, and the candidate has been notified that s/he is the first choice, you can begin negotiations.
- ▶ Negotiations are conducted by phone or email and confirmed in the Tentative Offer Letter (TOL), if applicable.
- ▶ Reference checks occur on ladder rank recruitments at this stage of the process.

Step #7: Draft a Tentative Offer Letter (TOL).

7. Draft a
Tentative
Offer Letter
(TOL)

Submit TOL &
receive approval


▶ TOLs address the following issues:

- ▶ Salary
- ▶ Appointment level
- ▶ Begin date
- ▶ Research support
- ▶ Start-up package
- ▶ Faculty Recruitment allowance
- ▶ Teaching & research expectations
- ▶ Clinical responsibilities
- ▶ Mortgage Origination Program (MOP)
- ▶ Removal reimbursement.

There may be other issues depending on position/candidate/department.

- ▶ Series Template available via [Recruitment Toolkit](#)

Resource:

 [Recruitment Toolkit](#) ▾

Step #7: Draft a Tentative Offer Letter (TOL).

7. Draft a
Tentative
Offer Letter
(TOL)

Submit TOL &
receive approval

1. Draft a Tentative Offer Letter (TOL)
2. Submit a draft letter via **SOM AP-TOL portal**
3. Allow for 72 hours minimum for AP/TOL Committee Review
4. Receive the approved TOL from recruitment analyst
5. Share the approved TOL and give the candidate about 2 weeks to respond to the offer.

IMPORTANT:

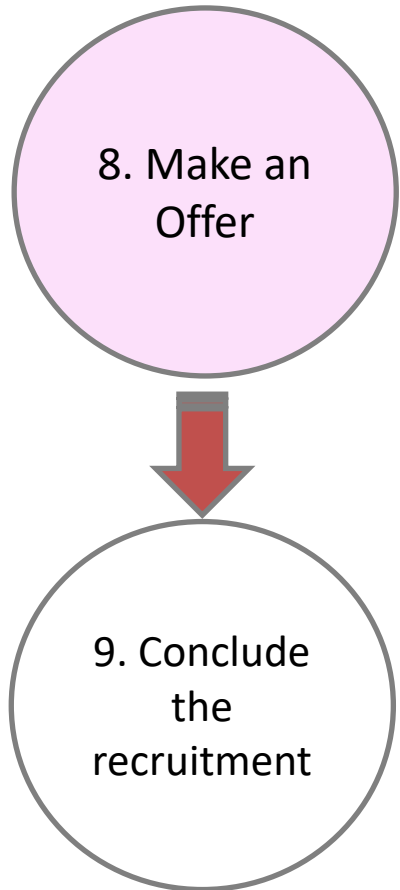
- Present formal offer only after Search Report is approved and TOL Review committee has approved.
- Please do not alter the TOL without sending the revision request to AP first.

Step #8: Make an Offer



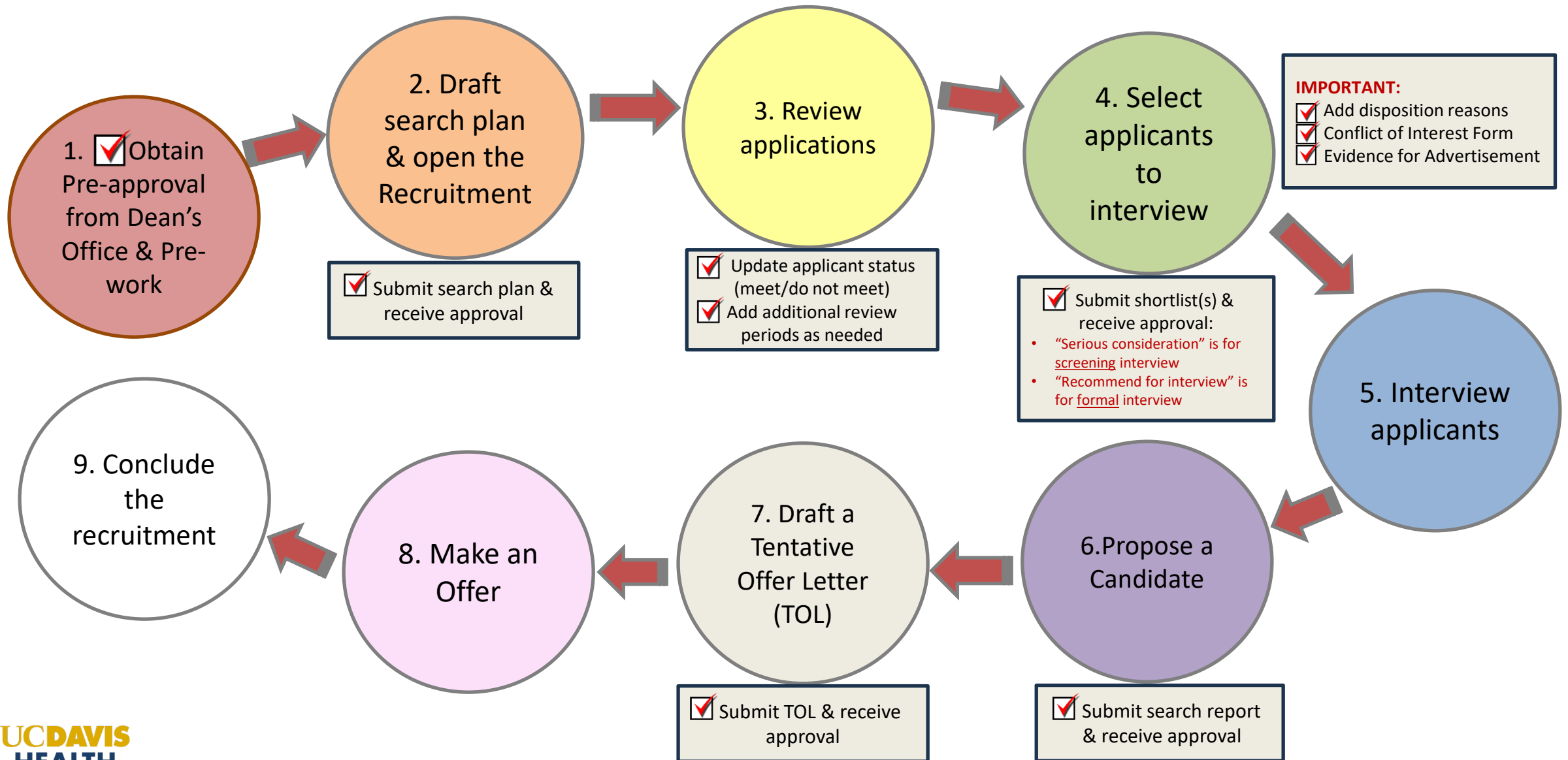
- If the candidate declines, please change the applicant status from proposed candidate to “declined or withdrawn” in UC Recruit.
- If the candidate accepts, please send AP a copy of the signed TOL for record.

Concluding a Recruitment = Final Step



- ▶ Once the final candidate is hired, please conclude the recruitment by listing the recruitment outcome in UC Recruit.
 - ▶ You will need the employee ID # (UC Path) to complete this step.
- ▶ If no candidate was hired, please indicate so and conclude the recruitment as well.

Life Cycle of an Open Recruitment



Best Practices

- ▶ Diverse Search Committee
- ▶ Applications are reviewed 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
- ▶ Non-selection documents clear and defensible
- ▶ Recommended candidates for interview, applied within open application window, COI was disclosed, met qualifications



- ✓ **Recruitment Toolkit:**
 - ✓ Administrators and Managers View
 - ✓ Department Chair View
 - ✓ Principal Investigator View
 - ✓ Search Committee View

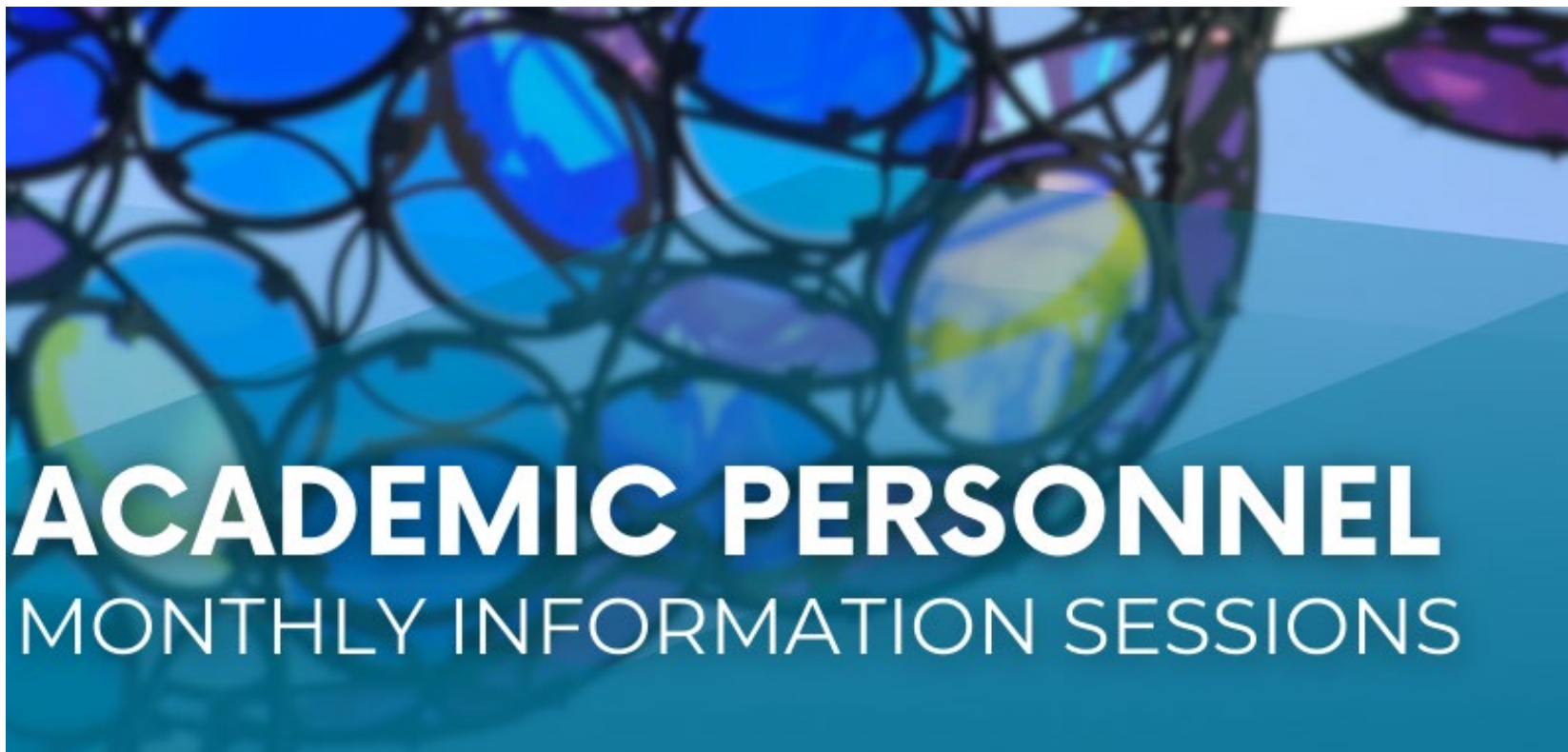
- ✓ Department Level Search Guide
 - ✓ [step-by-step guide of conducting an open recruitment](#)

- ✓ AP Recruitment Analysts
 - ✓ [Department support list by team](#)

Questions



Upcoming Session-Tuesday, November 14th 12-1pm



Thank you for your attendance today!!!