Search Committee Guidelines and Checklist
Supplement to the Hiring Toolkit
July 1, 2014

This document should be used as a guideline for the actions of each search committee in conjunction with the Academic Hiring Toolkit. This document serves as a reference guide only and not meant to replace any system wide and/or campus policy. While practices may vary by College/School/Unit, users of the checklist must continue to refer and adhere to system wide/campus policy.

Academic Employment Policies and Procedures/General Principles

The University of California Academic Personnel Manual (APM) includes policies and procedures pertaining to the employment relationship between an academic appointee and the University of California. APM 200 to APM 420 pertains to appointment and promotion policies. For academic appointees covered by a Memorandum of Understanding (MOU), the APM applies only to the extent provided for in the MOU.

The UC Affirmative Action Guidelines for Recruitment and Retention of Academics describe both mandatory and voluntary affirmative action programs, consistent with law and University policy, which may be undertaken to promote equal employment opportunity and diversity in the context of academic employment practices.

The UC Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment affirms the policy of the University not to engage in discrimination against or harassment of any person employed or seeking employment with the University. In addition, it is the policy of the University to undertake affirmative action, consistent with its obligations as a Federal contractor.

The UCR Affirmative Action Recruitment Guidelines for Academic Position guide users through the local recruitment policies to ensure equal employment opportunities within the academic hiring process. It includes recruitment procedures for **Guideline One** and **Guideline Two** searches.

The UCR Academic Recruitments Search and Search Waiver Requirements describe the search waiver requirements for UCR.

The Delegation of Authority chart provides information on the final authority on academic review actions.

Academic Senate Bylaw 55 contains material governing voting rights and other issues related to considerations of academic personnel procedures including appointment. Please refer all questions related to interpretation and implementation of Bylaw 55 to the Academic Senate.

UC Diversity Statement and UCR Principles of Community describe the University's commitment to diversity.

The University of California, Riverside is committed to achieving academic excellence through faculty diversity and equal opportunity. A fair recruitment and selection process designed to promote diversity and equity must begin with the identification of the best possible candidates, must proceed with a careful selection process, and must end with the successful hiring of the very best academic appointee.

Equal Employment Opportunity (EEO) and Affirmative Action (AA)
The University of California undertakes affirmative action to assure equal opportunity and non-discrimination in the recruitment and selection process.   This objective must be applied in vigorous and comprehensive recruitment efforts that are designed to attract a diverse pool of candidates. Affirmative action does not require hiring "preferences" for minorities, women, individuals with disabilities and protected veterans, nor are preferences appropriate under the law. However, affirmative action does require targeted outreach for members of underutilized protected groups.

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UC's policy has been, and continues to be, to select the individual who possesses the qualifications to perform the duties of the position most effectively.

UCR's "Affirmative Action Recruitment Guidelines for Academic Position" must be followed.

Search Committee Initial Set-up
- o The Search Committee is nominated by the Department Chair (or equivalent) and approved by the Dean (or equivalent). (This process may vary by College/School. Some Colleges require prior approval of the Search Committee. Other Colleges/Schools may approve the committee make up when the Search Plan is submitted via the Dean to OFSAA and the VPAP for approval.)
- o The Search Committee should consist of 3 to 7 members.
- o The Search Committee should represent a broad diversity of gender, race, perspectives, expertise and backgrounds.
- o Designate one member the Affirmative Action Compliance Officer (equivalent to the Committee Editor) and one member the Committee Chair. Both roles may not be served by a single committee member and neither by the Department Chair.
- o Any familial relationship among the committee members that might influence or have the appearance of influencing a recruitment outcome must be disclosed in the recruitment plan, and is subject to review and action.

Committee Charge
The search committee is responsible for conducting the preliminary work of creating a diversified pool of qualified applicants, and screening candidates for the position.
- o Must ensure equal employment opportunity
- o Be proactive in identifying diverse, qualified applicants, and ensure that the applicant pool reflects the diversity of the available workforce
- o Must ensure that the recruitment process is accessible to all qualified applicants
- o Must adhere to the evaluation criteria stated in the position description, and evaluate candidates according to job related criteria
- o Must treat every candidate with the same respect and dignity
- o Must maintain the highest standards of professional conduct and take appropriate steps to avoid conflicts of interest
- o Must maintain confidentiality throughout and after the recruitment process concludes.

Search Committee Chair Responsibilities
Before the Search
- o Ensure that the position announcement and search plan are developed appropriately
- o Ensure compliance with legal requirements and University policies
  - ✓ Broad and inclusive search
  - ✓ Fair and consistent evaluation process
  - ✓ Confidentiality
  - ✓ Retention of recruitment records
- o Establish the ground rules governing the Search Committee's work
  - ✓ Job advertisement & recruitment strategy
  - ✓ Evaluation criteria

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July 1, 2014

During the Search
- o Ensure appropriate individuals are informed, consulted, and appropriate approvals are received
- o Ensure appropriate follow-up is performed to complete the recruitment and selection process
- o Engage in active recruiting
- o Keep candidates informed of the status of the process
- o Assess any conflict of interest issues
- o Determine the short list
- o Ensure that complete documentation of the search process is kept.

After the Search:
- o Present committee recommendation to the Department Chair
- o Ensure that all records associated with the search process are retained for at least 4 years.

Affirmative Action Compliance Officer (or Committee Editor) Responsibilities
- o Ensure outreach recruitment efforts that are effective in reaching the broadest pool of diverse applicants
- o Review the Diversity Report periodically to ensure that the applicant pool is sufficiently diverse ; broaden search for inclusiveness, if needed
- o Ensure that files are complete before being opened to the search committee for review. Voting varies by department, refer to the Hiring Toolkit for more information
- o For Library searches, completeness of each file is determined before the applicant is notified of that fact. Ensure that the campus recruitment compliance procedures are followed
- o Contact the Office of Faculty and Staff Affirmative Action (OFSAA) for resource assistance and to clarify role and ask questions.

Committee Member Responsibilities
- o Actively search for candidates
- o Must be aware of job-related criteria relevant to the position
- o Must adhere to the evaluation criteria stated in the position description, and evaluate candidates according to job related criteria and standards, without regard to stereotypes or presumptions regarding ability or disability
- o Carefully review and assess files
- o Make selection recommendations

Position Announcements
- o Adhere to approved Recruitment Plan
- o Adhere to Requirements on language for the job announcement and advertisement
- o For Guideline One searches, recruitment period should be for eight weeks and must include at least a 30-days period following the first appearance of the advertisement in a professional journal or newsletter, online job site, etc. r. At least one ad must be placed in a web-based, paper-based or electronic national professional journal in order to conform to visa policy procedures. For Guideline Two searches, the recruitment period must include at least a 30-day period following the first appearance of the advertisement.

Advertising
- o Journals appropriate for the field/discipline
- o Ph.D.-granting institutions

Search Committee Guidelines and Checklist
Supplement to the Hiring Toolkit
July 1, 2014

- o Campus Web site (Higher Education Recruitment Consortium/HERC; College/School site; Department site)
- o IMDiversity.com
- o Newsletters for national organizations often times provide resources to diversify applicant pools.
- o Online job sites or job affairs
- o Identify and implement strategies for making personal contact with prospective applicants (e.g., professional networks, colleagues, etc.)
- o Contact OFSAA to assist in developing a current list of advertising resources.

Review of Applications
- o All applicants are provided with an Equal Employment Opportunity (EEO) Survey Form via AP Recruit
- o Departments provide copies of the campus annual Security Report to applicants upon request, in accordance with the Clery Act, a federal regulation requiring the University of California to notify students, employees, and applicants for admission and employment about specific crime statistics, policies, and prevention programs
- o Ideally the committee waits to review applications until the start of the advertised review period and files are complete but files may be available for review as received
- o Committee reviews the complete files (according to the advertisement) and ranks the applications by uniformly applying job-related criteria
- o Documentation of the review process and results, including notes, are maintained
- o The pool of qualified applicants is narrowed to a list of perhaps 4-20, depending upon the number of candidates in the pool
- o Best Practices for evaluating candidates
  - ✓ Develop explicit criteria to use for evaluating all candidates. Some search committees use a grid or spreadsheet containing the criteria (e.g., number of publications since Ph.D., presentations as national or international conferences, etc.) and fill it in for each candidate. This can also facilitate re-review of the applicants if any of those on the initial interview list decline to come.
  - ✓ Spend sufficient time on each candidate's application; at least 15 minutes should usually be spent on each application.
  - ✓ Evaluate the entire application, weigh each section of the application as defined by the criteria established for the search.
  - ✓ Be able to articulate the reasons for rejecting or retaining a candidate.

References & Extramural Evaluations
- o For senate searches, department solicits letters from the names provided by the candidates for candidates on the short list if the search is for associate and full professor ranks. The timing may vary by department/college. For assistant professor level searches, typically 3-5 letters are requested at time of application.
- o For non-senate searches, extramural evaluation can vary by series and requirements must be confirmed with the Dean's office or designee.
- o Each reviewer should be explicitly advised of the rank being recommended and of the University's criteria and expectations for the proposed level.
- o University of California Confidentiality Policy must be communicated in writing to all letter writers via AP Recruit (solicited and unsolicited).
- o Deadline for receipt of solicited references should be set for all searches.

Search Committee Guidelines and Checklist
Supplement to the Hiring Toolkit
July 1, 2014

Interviews

- The short list (typically 3-5 identified for interview) must be at least approved by the Dean/Equivalent and by OFSAA before candidates are invited to campus for an interview.
- For senate faculty, departmental voting and Dean's approval practice varies from one unit to another. Although practices may vary, the faculty voting rights on faculty appointments as defined in Bylaw 55 must be maintained.
- If there are additions to the short list, OFSAA must review and approve the list again. Off-campus interviews, such as those at a convention, should only be used to screen candidates and not as a substitute for on-campus interviewing.
- The interview is an opportunity to convey positive and accurate information about the job, the department, the University, its administration and the community.
- Provide candidates with an information packet about the hiring unit, the college or school, UCR, and the Riverside region. This should be provided in advance of the visit.
- Information on UC's Family Friendly Policies should be shared with the candidate.
- Develop and consistently use a set of job-related core questions addressed to every interviewee.
- During interviews, search committee members may NOT ask questions that are related to a candidate's race, color, national origin, religion, sex, gender expression, gender identify, pregnancy, physical or mental disability, medical condition, genetic information, ancestry, marital status, sexual orientation, citizenship, or service in the uniformed services.
- Candidates must present a seminar or colloquium, to which the department is invited and those in related disciplines outside the department.
- Provide an opportunity for the faculty to meet with the candidate one-on-one or in groups
- Provide an opportunity to meet with the Dean or Associate Dean
- Answer all of the candidate's questions, even if they raise difficult and unsettling questions, such as availability of childcare facilities or location of a church of a particular denomination.
- Enhance the formal interview process by including a campus tour or social events
- The candidate can also meet with other units outside the department, including but not limited to: Vice Chancellor for Research, Benefits Office, International Scholar Center and Directors of Centers/Institutes
- Information on UC's Faculty Home Loan program should be shared with the candidates.

Decision Making

- The final selection process begins only after the last candidate's visit is completed. If more than one FTE is available per search, consult with the appropriate Dean's office or designee for clarification.
- Procedures should be established to receive input from those with whom the candidates have met.
- Units differ in the role that the search committee plays in the process of narrowing the selection to a final choice. Although practices may vary, the faculty voting rights on faculty appointments as defined in Bylaw 55 must be maintained.
- There must be a yes/no majority vote by the department faculty on the candidate selected to be offered the job.
- The department may instead present to the dean a list of acceptable candidates. There should be a yes/no majority vote on each candidate on the list.
- The Dean is contacted by the Chair who seeks approval to contact the top candidate for the position
- A letter thanking applicants for applying and informing them that another candidate has been selected should be sent to all those who applied. A separate letter should be sent to interviewed candidates thanking them for their time and informing them that another candidate has been selected.