

## **A. The Search Committee**

1. In partnership with the ANR hiring authority, the committee is responsible to develop and execute a plan for active recruitment of qualified individuals, including women and minorities.
2. Individuals invited to serve on the committee should decline if they have any relationship, tie, or experience with a candidate that might impair their objectivity during the recruitment process. This will ensure a fair and consistent evaluation process, as well as conform to UC Conflict of Interest policies. Any questions or concerns in this regard should be directed to the ANR hiring authority for resolution.
3. Immediately after the appointment of the committee, the committee chair (hereinafter “chair”) should schedule a meeting/conference call to discuss the recruitment process. Discussion topics should include:
  - a. Position requirements: Resulting in the development of written selection criteria.
  - b. Establishment of a calendar/project timeline: The committee should come prepared to set future meeting dates. If a member cannot participate due to prior commitments, he/she shall be replaced.
  - c. Underutilization rates: Equal employment opportunity and diversity are to be considered throughout the recruitment process; they are an integral aspect of hiring decisions – not a supplemental consideration.
  - d. Recruitment strategies: Including but not limited to the identification of resources not yet fully utilized, distribution of the PVA by committee members at meetings and so on, and the making of personal contacts with qualified individuals and colleagues who may help the recruitment effort and may encourage qualified minority, women and covered veteran applicants.
  - e. Confidentiality: The committee must hold its business in absolute confidence.
4. The Affirmative Action Director will designate a committee member (often the chair) as the committee’s Affirmative Action Representative. The Affirmative Action Representative is responsible to ensure that the recruitment process is nondiscriminatory. They must also document in writing the steps taken by the committee to advance ANR’s Affirmative Action goals. This document will be included in the committee’s final written recommendation to the ANR hiring authority.

## **B. Receipt And Review Of Applications**

1. Upon receipt of applications the ANR hiring authority provides each committee member with a complete copy of ANR Administrative Handbook Section 310,

Filling Vacant Positions (including appendices), as well as a complete set of application materials received.

2. Approximately one week after the PVA closing date, the chair and at least one other committee member meet to screen applications for the minimum qualifications, and to discuss the interview process. At least one of these individuals must be in the same academic discipline as the position being filled.
3. The chair prepares a written Applicant List, reporting the status of each applicant (e.g. citing that they will, for instance, be offered an interview and stating at least one or two specific skills or specific skill sets or levels of specifically stated experience(s) based on the applicant's application and specifically called for within the PVA as justification for this person's inclusion within the interview pool). (Merely stating, "Meets minimum qualifications" does not constitute a proper reason for inclusion within the interview pool.)
4. For those candidates that will not be interviewed, information on at least one or two specific skills or specific skill sets or levels of specifically stated experience(s) specifically called for within the PVA which the person lacks (based on their application) as justification for their exclusion from the interview pool is also to be provided in the Applicant List. Merely to state, "Does not meet minimum qualifications" does not constitute proper justification for exclusion from the interview pool.
5. A set of applications from all applicants considered for the interview pool (whether or not they are to be actually included in the interview pool) will also be supplied to the Affirmative Action Office. Generally three (3) to five (5) candidates are invited for interview. The chair forwards the Applicant List along with a complete set of applications (if they have not already been supplied to the Affirmative Action Office) to the Affirmative Action Director.
6. The Affirmative Action Director reviews the Applicant List and responds in writing to the chair, with a copy to the ANR hiring authority.
7. After receipt of the Affirmative Action Director's approval of the Applicant List, the chair issues "regret" letters to those applicants not selected for an interview thanking them for their interest.

### **C. Conducting Interviews**

1. The chair contacts applicants that will be interviewed to schedule a meeting.
  - a. If desired, the chair may coordinate with the ANR hiring authority to provide a tour of the local area, and/or other such relevant activities.
  - b. If the chair wishes to offer the applicant reimbursement of their travel expenses, approval of the ANR hiring authority is required. In such circumstances, the applicant should be so notified in writing, with a copy to

- the Regional Chief Administrative Officer and/or the REC Associate Director. For further information see UC Business and Finance Bulletin G-28, Policy and Regulations Regarding Travel, section XI, Special Travel Situations, Item B, Non-University Travelers.
2. To achieve consistency and equity, interview requirements will be pre-established and applied consistently to all candidates.
    - a. Each candidate will be asked the same set of pre-prepared standard questions. The chair coordinates with members to produce such an agreed-upon set of standardized questions to which all candidates will be asked to respond. Questions will be in writing, with sufficient copies available for committee members on the day of the interviews. If desired, at the start of the interview the candidate may be given a copy of these questions.
    - b. Seminar presentation: If a presentation is required, the chair will inform the candidate of the topic and presentation expectations in advance of the interview.
    - c. Writing assignment: If candidates will be required to supply a previously prepared writing sample, and/or to create a writing sample as a component of the interview, the committee will identify the topic and associated expectations, and the chair will communicate them in advance to the candidate.
  3. If at all possible, the room selected for interviews should be comfortable for both the committee and the candidates. If candidates are required to make presentations, necessary support items should be readily available (e.g., internet connection, phone with conferencing capability, and so on).
  4. The standard question-and-answer portion of the interview is a closed session, with only the committee. The ANR hiring authority may be present during the interview. Similarly, the search committee's final deliberations are private, with only the members present.
  5. The committee is encouraged to provide opportunities for academic staff to participate in the selection of their peers. Involvement of the academic staff could include, but would not necessarily be limited to; academic staff attendance at candidate's seminar presentation, individual contact with candidates during the interview process, and the provision of written input to the search committee.
  6. The committee will not discuss salary considerations with the candidate; such questions should be referred to the ANR hiring authority.
  7. At the conclusion of the interview process the chair informs the candidate of the remaining steps of the process and its duration (generally four weeks). The chair then provides each candidate with travel reimbursement information (if applicable, and in accordance with instructions from the ANR hiring authority's

office).

8. The chair issues a thank you letter to each candidate interviewed and if desired, reconfirms the approximate date that a final decision will be made.

#### **D. Identifying The Search Committee's Recommended Candidate**

1. As the interview process is completed for each candidate, the committee documents appropriate written notes on the results of each interview. Comments will be based on job-related criteria; general impressions are acceptable if they are relevant.
2. After the last interview, each committee member independently ranks the candidates. The committee will then discuss the pros and cons of each candidate, and agree upon candidate ranking. The committee must then submit to the ANR hiring authority a written report including the following information.
  - a. Ranking for each candidate interviewed, or a list identifying interviewees as acceptable or unacceptable (whichever the ANR hiring authority prefers).
  - b. Specific reasons supporting the committee's recommendation. These reasons will include a summary of each candidate's qualifications, his/her ability to perform the job, his/her acceptability for the position, and the committee's comments. Provide specific information on those factors that differentiated the first choice from the second choice, the second choice from the third choice, and so on; or the factors that differentiated the acceptable from the unacceptable candidates. All this information (i.e. the ranking and the supporting reasons) may be recorded on the Applicant List, or it may be submitted on a separate page.
3. Reference Checking

The committee contacts suitable candidates' references and discusses their qualifications as follows.

  - a. To achieve consistency and equity, reference check questions will be pre-established and used consistently for all candidates.
  - b. Inquiries will be designed to invoke the reference's input and lead to a dialogue. For example, rather than asking, "Does this person have any weakness?", instead ask, "What kind of support would this individual need from us during his/her initial years on the job?" Additionally, references can be asked to elaborate upon statements made in their letters.
  - c. The chair may reconvene the committee if reference checks reveal any need for further candidate analysis and assessment.
4. The chair then produces a report detailing the committee's findings and recommendations, and forwards it to the ANR hiring authority. This Search

Committee Report should include the following information:

- a. Applicant List as described above (i.e. the ranking of the candidates with the supporting reasons).
- b. List of candidates interviewed, interview schedule, list of committee members present, seminar and writing sample topics (if required).
- c. List of interview questions and reference questions used.
- d. Copies of candidate letters of recommendation.

#### **E. Candidate Selection**

1. The ANR hiring authority reviews the Search Committee Report and then writes an independent recommendation. The ANR hiring authority's Independent Recommendation Report should include a complete copy of the Search Committee's Report. The ANR hiring authority's Independent Recommendation Report is then sent to the office of the ANR hiring authority's supervisor.
2. The ANR hiring authority's supervisor does the following.
  - a. Reviews the ANR hiring authority's Independent Recommendation Report.
  - b. Forwards a copy to the Affirmative Action Director for his/her review and written approval.
  - c. After receiving the Affirmative Action Director's approval, the ANR's Associate Vice President approves the candidate's rank and step. The hiring authority issues a written appointment offer letter that includes a description of the terms of the position, the considerations of the appointment, and the starting salary.
3. If the candidate declines the employment offer for any reason, the ANR hiring authority may approach the next most highly ranked candidate. If no other candidates are suitable, the process is identified as a "failed search," and may be reinitiated with the approval of the ANR hiring authority's supervisor.

#### **F. Affirmative Action Support For The Search Committee**

1. The Affirmative Action/Equal Opportunity Office will provide the following support to the search committee:
  - a. Inform the committee of any under-representation of women and minorities in the workforce.
  - b. Provide the required Applicant Tracking forms to document the process.
  - c. Inform the committee of the recruitment process.
  - d. Answer procedural questions.
  - e. Monitor the committee's progress.

- f. Coordinate Affirmative Action Office approval of the applicant interview pool and of the applicant who is proposed for hire.