

Search Committee Instructions

CHARGE TO THE COMMITTEE

Recruitment efforts must support the Division's affirmative action goals particularly with respect to underutilized groups. The Committee is responsible for interviewing and recommending to the hiring authority the candidates who can most successfully perform the duties of the position. Committee members should refer to the [ANR Policy and Procedure Manual, Section 310, Approving and Recruiting Academic Positions](#), and [Section 602, Affirmative Action - Employment Policies and Procedures](#).

CONFIDENTIALITY

Committee members are expected to hold all information pertaining to Committee business, discussion and documentation in absolute confidence.

DISQUALIFICATION OF A COMMITTEE MEMBER

To ensure a fair and consistent evaluation process, members of the Search Committee should disqualify themselves if there are any relationships, ties, or experiences, etc., with candidates that, in the Committee member's opinion, might impair the objectivity of the member during the selection and interview process. If such a conflict exists, the Committee member should withdraw from the process prior to the interviews.

Please review the [UC Statement of Ethical Values](#) for additional information.

AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY

All forms of unlawful employment discrimination based upon race, color, national origin, religion, sex, gender, gender expression, gender identity, pregnancy, physical or mental disability, medical condition, genetic information, ancestry, marital status, age, sexual orientation, citizenship, status as a protected veteran or service in the uniformed services as well as state military and naval service are prohibited and will not be tolerated.

It is expected that all Committee members will cooperate maintaining UC ANR's commitment to academic excellence, diversity and equity in the conduct of searches. In this vein, Committee members are **highly encouraged** to complete the following Diversity training: <https://ucop.edu/human-resources/staff/talent-management-acquisition/systemwide-talent-management-ecourses.html>. All of the courses are important but if external partners are limited on time, they can at least take the [Managing Implicit Bias in the Hiring Process](#). Additional trainings can be found on the ANR Learning and Development website under [Diversity, Equity and Inclusion](#).

The Chair of the Search Committee is responsible for conducting an inclusive, equal opportunity recruitment.

INSTRUCTIONS

A support person from Academic Human Resources (AHR) is assigned to assist the Search Committee.

1. Inform the Committee of the recruitment process and proposed schedule.
2. Answer procedural questions.
3. Provide the Committee with written instructions, guidelines and examples for the search process.

4. Post all DEI Statements (with redactions) for Committee review (based on the number of the applications) as they are submitted in UC Recruit and/or post them as a group to collaborative tools near the closing date. Committee members rank these first and separately from the applications. Post all application packets within 5 days of the position closing and this will include the identification of which DEI statement # belongs with which application (e.g. Smith, John Candidate #1).
5. Assist Chair in coordinating Committee meetings.
6. Coordinate applicant reviews by the Affirmative Action Unit (AA) as needed for approval. AA approves final interview candidates and those identified as acceptable for hire but does not need to approve preliminary interview candidates.

The Committee Chair will have the following responsibilities:

1. Encourages attendance from Committee members
2. Refresh [UCOP DEI Training](#) to help lead discussions.
3. Leads discussion of candidates, including ranking of applicants
4. Plans interview format and what to include for preliminary and final interview calls
5. Coordinates the development of interview questions and writing assignment if applicable
6. Contacts candidates, or requests assistance from the search analyst. Chair creates Zoom links
7. Facilitates candidate reference checks (can be assigned to any Committee member)
8. Writes and submits Committee report to Vice Provost Daniel Obrist.
9. It is requested that the County Director for the position's home county invite external clientele to observe and comment on presentations by the candidates. If this is a multi-county position, the County Directors from all represented counties should work together (**with the home county CD**) to assure representation of clientele from all involved counties.

RECRUITMENT

Based on input from past searches and advertising resources along with the recommendations from the Search Committee, AHR (Academic Human Resources) will place advertisements and distribute the Position Vacancy Announcement (PVA). This office also receives all applicant material and will conduct the initial application screening to ensure minimum qualifications are met (e.g. Education)

Early in the recruitment process, the Committee is encouraged to formulate a plan for active recruitment of qualified individuals. This might include:

Discuss position requirements and develop written criteria for selection; outline the Committee's recruitment effort; identify resources that may not have been utilized; distribute the PVA at meetings; share information about this recruitment in networks and with those who may be interested and qualified, and with colleagues who may be helpful in advertising the position.

APPLICATION and DEI SCREENING

AHR coordinates the review of the applicant pool on an ongoing basis (as applications come in). Once applications are identified as meeting minimum education requirements, the redacted DEI statements and applications will be uploaded separately to Collaborative Tools for evaluation. The process for evaluation is as follows:

- Applicants are given basic content instructions in preparing their DEI statement. Committee members review DEI statements and complete the DEI scoring sheet assessing each applicants DEI statement using the evaluation tool and DEI rubric.

- Search members can transfer their DEI score to the application scoring sheet (if one is provided) for each applicant in preparation for the screening call where all members discuss the DEI and application scores and choose candidates to interview.
- Applicants with the highest ranked DEI statement and corresponding application scores will be invited for a preliminary interview; or if a very small pool of applicants, then the Committee may go directly to a final interview.
- A poor DEI statement is not necessarily a reason for disqualification. It is one component of the application review process. Committee members should ensure there are questions in the interview related to DEI for better clarification of all applicants chosen for interview.

The AHR analyst creates a summary of record indicating the status of each applicant based on recommendations and discussions during the screening Zoom call with the Search Committee (why chosen or not chosen for interview) and briefly summarizes each applicants' strengths or weaknesses to use in attaining AA approval for interview/hire.

Based on the agreed criteria, the Committee conducts Zoom interviews. Preliminary interviews ask approximately 5 questions to each candidate and the interview averages 20-25 minutes for each applicant. Or, once final candidates are identified, the Committee should discuss a presentation topic, writing assignment (if the Committee wants this) and questions related to the search discipline and duties. The final candidates will be scheduled for their final interview which are held via Zoom. The top candidate may be invited for a site visit to the headquarter county once an offer has been made to them (e.g. advisor positions).

AHR sends automated thank you/regret letters to those applicants either not qualified or not chosen for interview through the UC Recruit system. After all interviews are completed and the top candidate has accepted our offer, AHR will send thank you letters notifying those individuals that interviewed that they were not chosen for hire. This is done only after we have an accepted offer letter in hand in case the top candidate declines, and we need to go to our second choice candidate, if applicable.

EMPLOYMENT INTERVIEWS:

The typical interview components might contain:

1. **Standard questions:** Each candidate is asked the same set of questions. When conducting Zoom interviews, be sure to enter questions in the chat box to ensure the applicant has complete understanding. It is advised to allow time following each interview for Committee members to write notes.
2. **Seminar presentation:** The Committee selects the topic.
3. **Writing assignment:** The Committee may ask each candidate to submit a writing sample such as a newsletter item based on a technical report; this is an optional component of the final interview process; most often only requested for advisor, CE specialist, and project scientist positions. The chair may request the completed assignment be sent to them prior to the interview for posting to collaborative tools (so all Committee members may view their writing assignment).
4. The standard question and answer stage of the interview is a closed session with only the Search Committee and Ex-Officio(s) present (if applicable). The Ex-Officio(s) can only observe or ask for clarifications from candidates regarding their interview question answers, however, they may choose to meet the candidates for a separate Zoom interview as a one-on-one with any/all CDs or supervisors invited. Final Committee deliberations are private, with only the core Committee members present.
5. Candidate's presentation/seminar and the interview portion may be recorded for search members who are unable to attend.

At the conclusion of the interview, the Chairperson explains the next step and timeframe of the process to the candidates. The analyst supporting the search can also assist with timeline questions.

COMMITTEE DISCUSSION AND RECOMMENDATION

After the last interview, each Committee member independently makes recommendations regarding the candidates and if applicable, ranks the candidates. The Committee discusses each candidate in relation to the requirements of the position and finalizes the group recommendation.

Search Committees are required to check references which are included in the written recommendation to Vice Provost Daniel Obrist. Reference checks can be performed in various ways. Many Committees prefer to check only the top candidate's references, while others might prefer to check all candidates deemed "acceptable for hire." Checking references is a requirement when recommending a top candidate for hire.

The Committee should not discuss salary considerations with the candidate. Questions may be referred to AHR.

WRITTEN RECOMMENDATION

The Chairperson creates a Committee interview summary and recommendation report and submits this information to ex-officio's (most often led by the headquarter county CD or Statewide Director) for their use (as they may write their own report), the search analyst and to Vice Provost Daniel Obrist.

Search Committee report summary should include:

- List of candidates interviewed and list of Committee members present
- Ranking or listing of acceptable and unacceptable candidates, with specific reasons provided. Detailed explanation of the factors which differentiated the first choice candidate from the second choice (if applicable).
- Summary of qualifications for the job, acceptability of the candidate for the position and Committee comments.
- Include if references were checked and for which candidate/s and any other relevant information.

APPROVAL STAGES

AHR search analyst coordinates the final pre-hire AA review by the Affirmative Action Unit, and ensures the AHR Analyst who prepares the salary analysis is given a copy of the final search report and top candidate materials. Vice Provost Daniel Obrist reviews the information and works with AHR to draft an offer letter. If the position is soft funded, the PI may offer the position to the top candidate. AHR will prepare any paperwork such as an offer letter, hiring paperwork, etc., as needed.