

ACADEMIC PERSONNEL

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Office of Academic Recruitment Services

Search Chairs & Search Committee Members  
Guide to Faculty Recruitment

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Letter from the Office of Academic Recruitment Services

To: Search Chairs and Search Committee members of Faculty Recruitments

A search committee has both a great opportunity to bring new talent to the University and a great responsibility to ensure that the recruitment is conducted in an appropriate manner. The Search Chairs and Search Committees Guide to Faculty Recruitment is a reference for search committee members participating in this very important endeavor. Throughout this reference guide, the Legal Aspects of Open Recruitments are highlighted by an information icon as follows:



University's obligation to be an Equal Opportunity / Affirmative Action Employer

It is the policy of the University not to engage in discrimination against or harassment of any person employed or seeking employment with the University of California on the basis of race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, medical condition (cancer-related or genetic characteristics), ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran. This policy applies to all employment practices, including recruitment, selection, promotion, transfer, merit increase, salary, training and development, demotion, and separation. This policy is intended to be consistent with the provisions of applicable State and Federal laws and University policies. (<https://policy.ucop.edu/doc/4000376/DiscriminatioHarassmentAffirmAction>)

Because UC has made contracts with the federal government, the University must commit itself to a proactive effort to ensure equal opportunity in all of its employment practices. This commitment includes applying good-faith efforts to achieve prompt and full utilization of women and minorities, who historically have experienced discrimination in the work arena, in all segments of its workforce where deficiencies exist. The University is also required to comply with the California Constitution, as modified by Proposition 209, which prohibits discrimination against or preferential treatment of any individual or group on the basis of race, sex, color, ethnicity, or national origin, etc.

It is essential that the University meet all applicable legal and regulatory requirements and maintain its standard of quality and excellence. Therefore, in meeting affirmative action requirements, the search committee should be mindful that the department's workforce may be underutilized for women and certain ethnic groups for the job titles being considered in this recruitment. The search committee should utilize the best-practice strategies to the fullest extent possible to develop an applicant pool that is large, well qualified, and that includes those from underutilized groups. However, in formally reviewing application materials in the selection process, the search committee may only consider the skills and qualifications of an applicant as they relate to the job.

Please contact the Office of Academic Recruitment Services at extension x4-3623 if you have questions.

Regards,

Carla Solomon  
Director, Office of Academic Recruitment Services

## Search Committee Action Checklist

### Outline of Actions

### Person(s) to Take Action

#### A. Search Plan

<b>1.</b>	Search chair and committee appointed	Dept. chair
<b>2.</b>	Position Announcement drafted	Dept. chair and/or search committee
<b>3.</b>	Set Affirmative Action Goals	FEA and Chair
<b>4.</b>	Outreach Efforts, Selection Criteria & Process outlined	FEA and search committee
<b>5.</b>	Search Plan submitted on Recruit	Prepared by dept. staff; approved by Chair and Dean
<b>6.</b>	Implement the Outreach Efforts	Search Committee, Dept. Staff

#### B. Initial Review Date / Shortlist Report

<b>1.</b>	Upload Ad Evidences	Dept. Staff
<b>2.</b>	Reconcile the Availability Data with Applicant Pool Data	Dept. Analyst, FEA, Search Committee Chair, Committee
<b>3.</b>	Strategically implement additional outreach if needed	Search Committee, Dept. Analyst
<b>4.</b>	Disposition candidates with non-comparative statements	Dept chair and/or search committee
<b>5.</b>	Evaluate Contributions to Diversity statements	Dept chair and/or search committee
<b>6.</b>	Shortlist Report approved on Recruit	Prepared by dept. staff; approved by Chair and Dean

#### C. Search Report

<b>1.</b>	Evaluate and select candidates using objective criteria	Search Chair, Search Committee
<b>2.</b>	Other candidates dispositioned non-comparatively	Search Committee
<b>3.</b>	Updated documented selection process	Search Committee, Dept. Analyst
<b>4.</b>	Search Report Approved on Recruit	Prepared by dept. staff; approved by Chair and Dean

The following sections of this document elaborate on the steps pertaining to Search Chairs/Search Committee members.

#### A2. Drafting a position announcement:

The following items must be included in the composition of the job announcement

- Academic Title
- Discipline or area of interest
- Description of the position
- Job Duties
- Qualifications
- Initial / Additional Review Dates
- Final / Closing Date
- Application required documents

#### A3. Set Affirmative Action Goals



The committee should be mindful of any identified areas of underutilization of women and specific ethnic groups in the workforce. Maximize the opportunity for these groups to apply through broad advertising and outreach. This also includes protected veterans and individuals with disabilities.

As a federal contractor, UC is subject to federal regulations requiring an affirmative action program. The program applies to all UC staff, academic employees, and applicants for employment. UC fulfills program requirements, in part, by collecting/analyzing race and gender data to monitor employment practices so as to ensure that everyone is provided equal opportunity in employment, particularly those groups who historically have been discriminated against because of race, ethnicity, sex, etc.

Federal regulations also require identifying areas within the workforce where women and minorities are underutilized and setting placement goals for these groups. Goals are reasonably attainable objectives through good-faith efforts, but goals:

- should not be considered as quotas (quotas are illegal)
- should not create positions reserved for specific groups
- should not be considered as either a ceiling or a floor for the employment of particular groups
- should not provide a justification to extend a preference to any individual on the basis of the person's gender, race, or ethnicity
- should not be used to supersede merit selection principles or as a justification for hiring a less qualified person over a more qualified person.

#### A4. Plan Outreach Efforts and Selection Criteria



Good-faith efforts in meeting hiring goals include broad advertising of job openings and outreach efforts to develop a pool of well-qualified applicants, including those who are women, minorities, protected veterans and individuals with disabilities.

**Strategize:** Identify the most effective venues for posting jobs to maximize visibility to diverse and qualified candidates. Consider the following:

- [OARS list of resources](#) (free and paid options)
- [OFCCP list of resources for Federal Contractors](#)
- Departments at other universities
- Professional networking emails/activities
- Professional organizations' websites
- [UCSD professional groups](#)
- Social media postings/campaigns (largely free)
- Department's website (free)
- Department's Facebook page (free)
- [Fellowship programs](#)
- Listservs (largely free)
- Conferences
- [JobElephant](#) (HERC Discount Available)

## Selection Criteria:

- Prioritized list of criteria for selection
- Often determined by department needs

## Selection Plan

- Procedural
- How the search committee will evaluate the applicants and select the shortlist and finalist (screening process, interview procedures, role of the search committee, etc.)

## B2. Reviewing the Applicant Pool

- Reconcile the Availability Data with Applicant Pool Data
  - The applicant pool is a sample of the total scholars eligible for the position and they should closely mirror each other
- Strategically implement additional outreach (if needed)
  - If the department implemented numerous outreach efforts and the applicant pool demographics still do not meet that of the availability data, the shortlist report may still be approved without additional outreach
- Disposition candidates with non-comparative statements
  - Must be focused on what shortcomings in the application caused the candidate to be deselected without comparing them to other candidates being considered.
- [Evaluate Contributions to Diversity statements](#)

It is [the policy of UC San Diego](#) that its employees shall not engage in any activities that place them in a conflict of interest between their official duties and any other interest or obligation.

Conflict of interest may arise when a search committee member has a [current or previous personal or working relationship with a candidate](#); is related to the candidate, or uses information not directly related to work experience to affect their decision making. Please note that it is your responsibility as a committee member to notify search chair, recruitment analyst, or department chair of any conflict of interest at any stage during the recruitment process. At the start of the applicant review process; we advise that you check the list of candidates to ensure that there is/are no conflict(s).

## C1. Evaluate and select candidates using objective criteria

When formally reviewing application materials and selecting a candidate, only consider the knowledge, skills, and qualifications of an applicant as they relate to the position; in compliance with the California state constitution



### California State Constitution on Equal Opportunity

The state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting. ([Section 31 of Article 1, as established by Proposition 209](#)).

In addition, per University policy, one may not engage in discrimination against or harassment of an applicant for employment on the basis of:

- National Origin
- Gender Identity
- Ancestry
- Marital Status
- Age
- Citizenship
- Religion
- Physical or Mental Disability
- Sexual Orientation
- Medical Condition (cancer-related or genetic characteristics)
- Pregnancy (pregnancy includes pregnancy, childbirth, and medical conditions related to pregnancy or childbirth)
- Service in the uniformed services (as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994: service in the uniformed services includes membership, application for membership, performance of service, application for service, or obligation for service in the uniformed services)

Additionally, be aware of hidden biases and how they might impact the selection of candidates:

- [Prejudice at Work \(Forbes\)](#)
- [Delivering through Diversity \(McKinsey\)](#)
- [Unconscious Bias in the Workplace: You Can't Afford to Ignore It \(Forbes\)](#)
- [Study Finds Diversity Boosts Innovation in U.S. Companies \(NC State\)](#)

### Guide to Pre-employment Inquiries



The California Fair Employment Practices Act provides that no pre-employment inquiries or specifications, direct or indirect, may be made concerning a job applicant's race, religious creed, color, national origin, ancestry, age, sex, medical condition, or physical handicap. The Act further prohibits any non-job-related inquiry, either verbal or through use of an application form, which may directly or indirectly affect the employment opportunities of those protected by the Act. The Act does not otherwise limit the rights of employers to seek full information about the prospective employees or to establish the job performance qualifications they consider essential. Whatever qualifications or standards are set, however, must be applied equally to all persons.

Questions asked in an interview may be vulnerable to misinterpretation and/or knowing violation of laws. The Pre-employment Inquiry Guidelines below may help to formulate acceptable, appropriate interview questions. In all situations, whether or not covered by the examples shown here, pre-employment inquiries must be job-related.

Subject	Acceptable Pre-Employment Inquiries	Unacceptable Pre-Employment Inquiries
<b>Name</b>	"Have you ever used another name?" "Is any additional information relative to change of name, use of an assumed name, or nickname necessary to enable a check on your work and education record? If yes, please explain."	Maiden name
<b>Residence</b>	Place of residence.	"Do you own or rent your home?"
<b>Age</b>	Statement that hire is subject to verification that applicant meets legal age requirements. "If hired, can you show proof of age?" "Are you over 18 years of age?"	<ul style="list-style-type: none"> <li>• Age.</li> <li>• Birth date.</li> <li>• Dates of attendance or completion of elementary school or high school.</li> <li>• Questions which tend to identify applicants over age 40.</li> </ul>
<b>Birthplace, Citizenship</b>	"Can you, after employment, submit verification of your legal right to work in the United States?"  Statement that such proof may be required after a decision is made to hire a candidate.	<ul style="list-style-type: none"> <li>• Birthplace of applicant, applicant's parents, spouse, or other relatives.</li> <li>• "Are you a U.S. citizen?" or citizenship of applicant, applicant's parents, spouse, or other relatives.</li> <li>• Requirements that applicant produce naturalization, first papers, or alien card prior to a decision to hire.</li> </ul>
<b>Gender Marital Status Family</b>	Name and address of parent or guardian, if applicant is a minor. Statements of company policy regarding work assignment of employees who are related.	<ul style="list-style-type: none"> <li>• Questions that indicate applicant's gender.</li> <li>• Questions that indicate applicant's marital status.</li> <li>• Number and/or ages of children or dependents.</li> <li>• Provisions for child care.</li> <li>• Questions regarding pregnancy, child bearing, or birth control.</li> </ul>

		<ul style="list-style-type: none"> <li>Name and address of relative, spouse, or children of adult applicant.</li> <li>"With whom do you reside?" or "Do you live with your parents?"</li> </ul>
<b>Credit Report</b>		<ul style="list-style-type: none"> <li>Any report that would indicate information for which it is otherwise illegal to ask, e.g., marital status, age, residency, etc.</li> </ul>
<b>Race Color</b>		<ul style="list-style-type: none"> <li>Questions as to applicant's race or color.</li> <li>Questions regarding applicant's complexion or color of eyes, skin, or hair.</li> </ul>
<b>Physical Description, Photograph</b>	Statement that photograph may be required after employment.	<ul style="list-style-type: none"> <li>Questions as to applicant's height and weight.</li> <li>Requiring applicant to affix a photograph to application.</li> <li>Videotaping Interviews</li> </ul>
<b>Religion</b>	Statement by employer of regular days, hours, or shifts to be worked.	<ul style="list-style-type: none"> <li>Questions regarding applicant's religion.</li> <li>Religious days observed, or "Does your religion prevent you from working weekends or holidays?"</li> </ul>
<b>Physical or Mental Disability</b>	Statements by employer that offer may be made contingent on applicant passing a job-related physical examination. "Can you perform (specific task)?"	<ul style="list-style-type: none"> <li>Questions regarding applicant's general medical condition, state of health, or illnesses.</li> <li>Questions regarding receipt of Workers' Compensation.</li> <li>"Do you have any physical disabilities or handicaps?"</li> </ul>
<b>Arrests / Criminal Records</b>	Job-related questions about convictions, except those convictions that have been sealed, expunged, or statutorily eradicated.	Arrest record, or "Have you ever been arrested?" (This is a violation of California Labor Code Section 432.7)
<b>Military Service</b>	Questions regarding relevant skills acquired during applicant's U.S. military service.	General questions regarding military service such as dates and type of discharge. Questions regarding service in a foreign military.
<b>Organizations Activities</b>	"Please list job-related organizations, clubs, professional societies, or other associations to which you belong. You may omit those that indicate your race, religious creed, color, national origin, ancestry, sex, or age."	"List all organizations, clubs, societies, and lodges to which you belong."
<b>References</b>	"By whom were you referred for a position?" Names of persons willing to provide professional and/or character references for the applicant.	Questions about applicant's former employers or acquaintances that elicit information specifying the applicant's race, color, religious creed, national origin, ancestry, physical or mental disability, medical condition, marital status, age, or sex.
<b>Notify in Case of Emergency</b>	Name and address of person to be notified in case of accident or emergency.	Name, address, and relationship of relative to be notified in case of accident or emergency.
<b>Salary</b>		CA-AB 168: An employer shall not, orally or in writing, personally or through an agent, seek salary history information, including compensation and benefits, about an applicant for employment