UC San Diego Academic Recruitment: Search Plan

Welcome to the second module focused on developing a Search Plan for recruitments. The module will discuss the important components needed to prepare a recruitment.

For this training, at the end of each section, there will be quiz questions you will need to complete in order to move forward.
When creating a search plan, the following components of the recruitment on AP Recruit will need to be filled in. They match with the tabs on the left-hand side of the recruitment page. You will be able to rewatch or revisit any section of the training to refer back to anything presented.

This will include the Details, Position, Description, Requirements, Qualifications, Advertisements, and Selection Process.

The critical components of the search plan that will help determine much of the candidate pool are the Job Description, Qualifications, Advertisement Plan, and Selection Process.

Be sure to focus on these four sections as they are the crux of any recruitment and set the stage for moving candidates quickly and easily throughout the recruitment process.

Once complete, the last step is to move the recruitment through the Approval Submission Process.

Please click the "next" icon to walk through what information is needed to complete each section.

To begin, click 'Create a New Recruitment.' Once you update the title and department a JPF number is assigned to easily distinguish the recruitment in the AP Recruit System.
The Details page contains the name of the recruitment, salary control and contact information, and review dates.

The search tracking information needs to be filled in with the Salary Control, Salary Breadth, and Initial Search Allocation.

In the Salary Control Field, the entry should indicate programs associated with the search such as Advancing Faculty Diversity, Chancellor's Joint Hire Initiative, Growth Funds, Separation Replacement, or a 3-year growth plan.

Search Breadth should indicate if it is an open and general search or if the search is a target and specialized search.

In the Initial Search Allocation Field, one of the two drop down options must be selected:

The options are either 'Newly Allocated,' which indicates the recruitment is used for newly allocated FTEs, or 'Relisted' indicating that the recruitment is a relisting of a previously failed search.

“Do not know” is also a drop-down option but reports will be returned if “do not know” is selected. Be sure to confirm with your committee which selection you need for this recruitment.

When updating the important dates, the initial review date must be 30 days after the open date for Senate recruitments. Please build in time for the approval process to happen. The clock does not start until the recruitment is published and goes live after final approval.
Applicants will need to see the initial review date and understand the expectation of when their submission is due.

Generally, the final date should allow for time after the initial review date in case there need to be additional review dates. The closed date can be placed up to 364 days from the open date but no longer. At that time a new recruitment will need to be opened.

Please take a moment to review what you have learned and answer a quiz question on this topic after clicking the next icon.

The position page provides general information needed for applicants to understand the potential appointment levels and pay.
It also sets up the expectations for hiring processes once a candidate is selected.

The Salary Range will be filled in with the pre-approved language located on the OARS website. The expected salary range is required to provide applicants with the expected pay range for the position and ultimately, make an informed decision on whether to apply up front.

This also ensures further compliance with fair and equal pay laws.

For the Title Information, all potential Title codes and Position Titles should be listed.
Candidates cannot be hired into a title code that is not listed in this section.
Remember that all title codes within a particular recruitment should be at the same rank level.
For example, a senate title might have both tenure track and tenured applicants. However, they are differently situated applicants and therefore will need separate recruitments.
The recruitment also needs to identify if it is a senate or non-senate recruitment.

The other fields are optional and may be filled in but keep in mind that once approved, the expectation is established. For example, if 50 percent is placed into percent time, the hires cannot be appointed for less than 50 percent.

Please take a moment to review what you have learned and answer a quiz question on this topic after clicking the next icon.

In the Position Description, this is the chance to convey the job functions that are expected of a successful candidate.
Please take a moment to read about the components of a position description that will assist candidates in understanding the responsibilities they will need to demonstrate that they are capable of performing.

Applicants look at a job description to get a better idea of whether or not this role is right for them. Does the applicant feel capable and willing to perform the job duties?
Research has demonstrated that when applicants look at job postings, their eyes focus directly on job responsibilities. The description should focus on the key responsibilities of the position. This will give applicants a general idea of what their job will look like from "day-to-day".

More is not necessarily better. We recommend that analysts use links to department and program information to accompany the job description.

You also want to avoid any duplicative information such as qualifications.

Remember that there will be applicants who require readers when applying. It is essential for the description to be legible, succinct, and accessible without creating any additional barriers to the applicant.

Please take a moment to review what you have learned and answer a quiz question on this topic after clicking the next icon.

The Requirements page establishes what is Required by an Applicant to complete their application.

References help to establish an applicant's contributions to their discipline and validate their expertise in the field. On the reference page, three options will appear.

Selecting None will establish that no Letters of Recommendation are required at any time during recruitment.

Selecting Letters of Recommendation will require applicants to have their references requested before their application is considered complete.

Selecting 'Contact Information only' indicates that the committee plans on requesting letters of recommendation at a certain stage of the recruitment.

The section titled 'Reference Process Explanation' is where details can be written for applicants about the reference collection and usage. For example, you can indicate that references will be requested from shortlisted candidates.

The second part of the Requirements tab is titled Documents- where the recruitment outlines exactly what is needed from an applicant to finalize their submission materials.
Be sure that what is in the required documents section of your recruitment is reflective of the metrics set forth by the search committee concerning credentials, recommendations, teaching experience, basic and preferred qualifications, etc.

The Requirements page will automatically set itself up the recommended settings include a Required CV, a required Statement of Contributions to Diversity and an Optional Miscellaneous.

You may also customize any additional documents or application materials specific to the needs of your recruitment.

Leave these automatic settings in place so candidates know that they can submit anything additional, and that their CV and Contribution to Diversity Statement are both required to complete their applications.

For Senate Tenured searches, an additional required document will need to be added- specifically, the Institutional Reference Check Authorization to Release Form. This will allow UCSD to verify if the candidate was found to have violated policy related to misconduct. Use the language listed on the OARS website for the Authorization to Release Form for Institutional Reference Checks.

Departments can then decide what additional documents they need from applicants and add them as either required or optional. Some examples are publications, teaching evaluations, teaching statements, statements of research, syllabi, etc.

Please take a moment to review what you have learned and answer a quiz question on this topic after clicking the next icon.

Qualifications will be clear-cut specific achievements of experience that are clearly identifiable in any application by anyone (not just academics) to determine whether a candidate qualifies or does not qualify.

Please take a moment to review the information provided on the image to start to identify the differences between the Basic Qualifications, Additional Qualifications, and Preferred Qualifications.

Degrees are the best example- an applicant either has the qualifying degree or does not have the degree. The specific fields or related fields need to be identified here. For example, a terminal Law Degree or a related field such as communications studies, political science, English, or International Relations.

Another example is a specific number of years of a particular type of experience- anyone can look at a resume and say, yes, this person has 5 years in the legal field experience or does not.

The clear-cut skills are easily assessed with a yes or no. There is no room for rating at this stage of the process- the qualifications are set up to designate a specific threshold of who enters into the pool of candidates and who does not.

You also want to pay particular attention to the timing of the Basic and Additional qualifications- Basic qualifications are expected to be completed by an applicant by the time they apply to the position.
Additional qualifications provide some additional time for candidates to complete before they start the position. The best example is ensuring that All but Dissertation candidates are included in the pool of applicants. To do this, the Basic Qualifications should indicate that they must be

All but Dissertation- again a clear-cut threshold that is easily identifiable. Then for the Additional qualifications- the expectation is that their PHD will be completed and awarded and conferred by the time they start the position.

Preferred qualifications are NOT required and should never preclude an applicant from qualifying. They do let the candidate know what types of applications will be prioritized for the position.

Ask faculty what is required and what is preferred.

Please take a moment to review what you have learned and answer a quiz question on this topic after clicking the next icon.

In the diversity field, you will select your availability demographics by using your department's fields of study.
Use the availability data to establish your affirmative goals for underrepresented protected groups. Generally, all departments will have at least the following affirmative action goals: Women, Minorities, Individuals with a Disability, and Protected Veterans. Use this information to identify, plan, and execute outreach efforts to produce a broad and diverse pool of applicants.

On the Advertisements Page under the section titled 'Planned Search and Recruitment Efforts, the analyst needs to list the outreach efforts identified by the committee.

The plan MUST be implemented, so ensure the department conducts adequate pricing and research prior to submitting the search plan.

Also, remember that outreach can be staggered throughout the recruitment's life. For example, if there will be 3 months between the publishing of the recruitment and the first review date, consider staggering when advertisements are published to maintain the momentum of interest from applicants~~.~~ For longer recruitments, outreach can be executed throughout the life of the search.

Targeted outreach is intended to diversify the applicant pool. The most effective outreach is often the least expensive outreach.
Some examples include professional organizations, special interest groups and associations that are within the discipline’s academic community.
In addition to conferences, faculty can also reach out to HBCU's and Minority Serving Institutions to pass along the job advertisements- thereby reaching qualified applicants who have historically been disregarded in outreach efforts at UCSD for the particular field and position.

Each recruitment's department is responsible for conducting good-faith efforts to attract a diverse applicant pool.

Please take a moment to review what you have learned and answer a quiz question on this topic after clicking the next icon.

The selection process page has three components- Selection Criteria, Selection Plan and Specializations.

Please take a moment to review the information provided on the image.

The first is the selection criteria- which should be clear, concise, and measurable criteria specific to the position description.
This is the process the committee will use to evaluate applicants' submitted materials listed under the Requirements tab.

In contrast to the clear-cut qualifications, the selection criteria are used to assess candidates who are in the pool and have met the threshold of the bare minimum expectations, for example, qualifications.

The criteria need to be relevant to the position, objective, and non-comparative with other candidates. This list should help to identify the most qualified applicants for the role based on the needs of the position itself.

Therefore, selection criteria such as Potential or promise for a particular skill is not measurable because it is a future state which cannot be assessed.

The next tab to fill out is the selection plan tab.

The selection plan should reflect the basic qualifications outlined and must also be clear cut and unambiguous.

The selection plan will outline the step-by-step procedure the committee will follow up until a candidate is proposed and approved for hire.

When explaining the review process, it needs to be clear that each application is being reviewed by multiple people to ensure fair assessments. Every decision in the decision-making process should be a shared decision.

The selection plan should be a clear procedural account of how a final candidate will be chosen and proposed.

The next tab is the specialization tabs. It is not necessary but a useful tool when a recruitment is being set up to hire multiple candidates for different areas of focus.

The feature requests candidates select interests or areas of focus so that the committee can Match Candidates to the different fields needed for the position.

The feature is often used for lecturer positions that are hiring for multiple units. The job responsibilities, qualifications, and selection criteria will all be the same, but the topic area or unit of interest will be different.

This is where departments can become creative in meeting some of their specific needs. You can work with OARS if you have questions or ideas on how the department may want to utilize this tool.

Please take a moment to review what you have learned and answer a quiz question on this topic after clicking the next icon.

The core committee is made up of the committee chair and at least two other reviewers. It must include at least three current academics; diverse representation and they should be at or above the level of the position being recruited. Anyone in the approval workflow cannot also be a search committee member. For example, Department Chairs cannot be committee chair or a member of the search committee. Please check with your department on their process for assigning search committee members.

Please take a moment to review what you have learned and answer a quiz question on this topic after clicking the next icon.

The Details page has a preview link in the yellow banner. When you click the link, it will show you what applicants would see if the recruitment was published. You will need to review the recruitment to make sure everything is in place before submitting a search plan report.

This is your last chance to proofread and catch any typos or minor mistakes or repetitive information that may misrepresent the university and department.

After previewing the recruitment, you can submit the search plan for the approval workflow by clicking on the search plan on the left-hand side and then clicking Submit Now. A checklist will appear to ensure you have completed all the necessary information.

Once all of the approvers have approved the recruitment, your Search plan will be published after the open date.

Please take a moment to review what you have learned and answer a quiz question on this topic after clicking the next icon.

Congratulations! You have now walked through what is needed for the development and submission of the search plan. It's important to keep in mind that there are slight nuances for recruitments for Abbreviated and Joint Searches. Additionally, as processes and legal obligations continue to evolve, there may be additional updates on the OARS website.

Before completing the training, you will need to go to the OARS website by clicking the web icon. Once you finish reading the Search Plan process for the full recruitment process, please return to the training and click the next button to proceed to finalize the quiz.