



SHORTLIST REPORT REFERENCE GUIDE

Senate searches only

This report outlines the pool of qualified applicants for the recruitment and recommends candidates that will move forward in the interview process. It also reviews the department's good-faith efforts to diversify the applicant pool and demonstrates outreach effectiveness. The process and required recordkeeping ensure the recruitment was fair, equitable and in compliance with regulations.

THE SHORTLIST REPORT COVERS:

- Proof of all executed outreach efforts – including tear sheets from advertisements, copies of listserv and email communications, and relevant uploads. In cases where certain efforts were not executed, replacement outreach is provided along with an explanation for the non-execution.
- Applicants with complete applications within the review window are marked as either meeting or not meeting basic qualifications.
- For applicants meeting basic qualifications within the review window but not moving forward, a Disposition Reason is assigned.
- Applicants under consideration for an interview have a Disposition Reason and accompanying comment. These candidates also have the status of **Recommended for Interview** or **Serious Consideration**.

DISPOSITIONING APPLICANTS AT THE SHORTLIST STAGE

Remember, if there are multiple Shortlist Reports submitted the status, disposition reasons, and comments need to be updated to reflect the most recent activity. Disposition Comments should be concise and grounded in the specifics of the candidate's deficits based on the matrices of the selection criteria of the recruitment and qualifications.

For quick reference, see breakdown of status and dispositioning below:

APPLICANT STATUS	DISPOSITION REASON	DISPOSITION COMMENT
Applied complete, <u>but does not meet Basic Qualifications</u>	Not Required – mark as 'does not meet basic qualifications'	Not Required
Applied complete and meets Basic Qualifications, <u>but not moving forward</u>	Required – select all that apply	Not Required
Serious Consideration Recommended for Interview	Required Required	Required Required
Withdrawn	Required* – select 'Candidate Withdrew'	Required* – upload documentation of withdrawal

* In cases where applicant withdrew outside of AP Recruit

HOW TO CREATE A SHORTLIST REPORT

To meet the OFCCP recordkeeping requirements, it is crucial to accurately document all candidate activity throughout the recruitment process. This is done by updating the applicant's status, disposition reasons and comments.

Follow these four steps outlined below:

1. Applicant Management

- Within the review window, **all applicants** with complete applications should be marked as either "meets" or "does not meet" basic qualifications.
- All applicants** who meet the basic qualifications should be reviewed to determine if they will be moving forward with their candidacy.
- Nothing more is done with the candidates who do not meet the basic qualifications.**
 - Be sure to reference the Basic Qualifications listed under the Qualifications tab.
 - **Withdrawn status:** The applicant has voluntarily withdrawn themselves from consideration. Upload withdrawal documentation (notification from the applicant) to the Documentation tab.

2. Disposition Reasons for Non-Advancement

Provide **disposition reasons** for the candidates who meet basic qualifications but will not be moving forward. These disposition reasons can be selected from a drop-down menu and should state why they are not moving forward. **The status should say Applied.**

- **Applied status:** A complete application has been submitted and the applicant has met the basic qualifications but is not moving forward in the process.
- **Tip:** Use as many disposition reasons as apply. Too many applicants with the same Disposition Reason signal a red flag to an auditor, as it may appear that the candidates were not evaluated properly.

3. Status and Disposition for Further Consideration

Change the status and provide a **disposition reason and comment** for all the candidates that meet basic qualifications, and the committee wants to consider further. The status, disposition reason, and comment should match or tell the story of where a candidate is in the recruitment process.

- **Serious Consideration status:** The applicant has completed an application, met the basic qualifications, and is still under consideration.
- **Recommended for Interview status:** The applicant has completed an application, met the basic qualifications, and is recommended for an interview.

4. Final Step: Provide Evidence of Outreach Efforts

- **Planned vs Actual:** The planned outreach efforts are the list from the approved Search Plan. If the department used a different outreach resource instead of the approved planned outreach, the changes need to be documented and an explanation for the change needs to be provided.
- **Evidence of Tear Sheets:** This is not an invoice, but the Tear Sheets of the full ad on a website or publication. Include email communication to a networking organization or listserv, screenshots of social media postings, PDFs of print media, and/or a call log.
 - Ensure that all evidence matches the actual search sources used.
 - Be sure to upload all tear sheets to the "Evidence of Advertisement" field under the Advertisements tab.
 - **Tip:** The easiest way to get tear sheets is to reach out to the entity that posted the job (e.g. Job Elephant, Circa, Chronicle of higher ed).

Once the Shortlist Report receives final approval, departments can begin contacting applicants for interviews.



DISPOSITION GUIDANCE

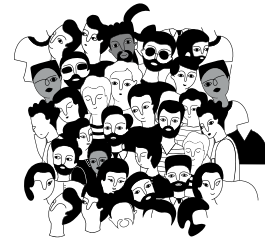
Disposition Guidance	Do Not Use	Upon Further Evaluation, Candidate NOT Moving Forward, Consider Using...	Upon Further Evaluation, Candidate Moving Forward, Consider Using...
Fair Evaluation: Disposition comments must not be a comparison of candidates. Each candidate must be evaluated within the parameters of the recruitment selection plan.	<i>Dr. Duckwing's research in environmental legal perspectives was not as strong as the candidates moving forward.</i>	<i>Dr. Duckwing's research in environmental legal perspectives publication record shows some deficiencies.</i>	<i>Dr. Duckwing's research in environmental legal perspectives is extensive</i>
Tenure Consideration: An applicant's tenure in one institution should not disqualify them from moving forward.	<i>Dr. Duckwing's has tenure at current institution and this position is for an assistant professor position</i>	<i>Dr. Duckwing duplicates or significantly overlaps existing area of strength in department/school/college</i>	<i>Dr. Duckwing's research in environmental legal perspectives is extensive and their teaching experience matches the the needs of the department</i>
Avoid Subjectivity: Avoid vague terms that are subjective and not quantifiable.	<i>Dr. Duckwing has great potential as a researcher and promise as an instructor in environmental legal perspectives</i>	<i>Dr. Duckwing's 2 research publications in environmental legal perspectives is insufficient.</i>	<i>Dr. Duckwing's 2 publications and Dissertation demonstrate strong methodological foundations in constitutional law analysis.</i>
Demographic Information and protected classes cannot be a justification for selection or dispositioning of an applicant. If the candidate's area of research is in a critical theoretical discipline, please clarify their statement of research without referencing demographic details irrelevant to qualifications.	<i>Considering the current turmoil with Atlantis and the US, we decided not to move forward with this candidate/ Candidate received PhD from Atlantis and we decided not to move forward with this candidate</i>	<i>Candidates area of research is in corporate legal perspectives and not environmental legal perspectives.</i>	<i>Candidates area of research on environmental legal perspectives is extensive with publications in 'Legal Ecosystems' and 'EcoJustice'</i>

ADDITIONAL GUIDANCE:

- Gender Neutrality:** Always avoid using gendered pronouns (she/her/him/his) in the comments. Instead, you may use the candidate's preferred name or gender-neutral pronouns. While it is imperative to conduct outreach to ensure a gender-diverse pool of qualified applicants, applicants must be assessed solely on their professional experience.
- Be Specific:** Disposition reasons should be concise and grounded in the specifics of the candidate's deficits based on the matrices of the selection criteria of the recruitment and qualifications.
- Tailor Dispositions to Individual:** Do not use the same disposition reason for every candidate. Each candidate will not have the same deficits, and dispositions should be reflective of good faith efforts to consider candidates fairly.
- Listing alternatives** in the disposition comments are only for the search report, not at the shortlist phase of the recruitment.

AVAILABILITY DEMOGRAPHICS & ADVERSE IMPACT

Availability Evaluation: availability data set up at the Search Plan is used to compare the available workforce against the qualified applicant pool and the shortlist. The goal is to provide a similar sample size of the availability data for consideration.



Diversity

Availability demographics Edit

The diversity of candidates available in each field of study identified.

Availability cohort: Tenured / SOE

Data source: 1998 - 2012 Campus data; 2018 Health Sciences data; 1996 - 2010 Law data; 1995 - 2010 IPEDS data [See raw numbers](#)

Field of study	Male	Female	African American	Hispanic	Asian	Native American	Minority Total	White
Campus: Bioengineering and biomedical engineering	63.7%	36.3%	3.9%	3.8%	20.8%	0.4%	28.9%	69.1%

Pool demographics

The diversity of the pool as the search progresses. Watch for any large shifts from one row to the next. Note, respondents who declined to state are not included in the percentages below.

Pool	Male	Female	African American	Hispanic	Asian	Native American	Minority Total	White
All responses see candidates	30.8% (12/39)	25.6% (10/39)	19.4% (7/36)	13.9% (5/36)	36.1% (13/36)	11.1% (4/36)	80.6% (29/36)	19.4% (7/36)
All applicants see candidates	42.1% (8/19)	31.6% (6/19)	27.8% (5/18)	11.1% (2/18)	33.3% (6/18)	16.7% (3/18)	88.9% (16/18)	11.1% (2/18)
Serious consideration see candidates	Suppressed Fewer than 5 applicants received serious consideration, so statistics have been suppressed to protect the applicants' anonymity.							
Shortlist see candidates	33.3% (1/3)	33.3% (1/3)	33.3% (1/3)	33.3% (1/3)	0.0% (0/3)	0.0% (0/3)	66.7% (2/3)	33.3% (1/3)

When there is a significant difference between availability, the applicant pool, and the shortlist, this may indicate an **adverse impact**.

- Adverse Impact** is defined as a substantially different rate of selection that negatively impacts members of a race, sex, or ethnic group.

The Shortlist stage is where adverse impact is most easily visible and where intervention is most important.

To address adverse impact, implement additional outreach and expand the shortlist pool.

- It is very important that the committee note and address any issues ahead of any report submission. This can be done by running an Applicant Pool Report which will show aggregated results from the diversity data collected from applicants who qualify for the position.
- It is far better to keep the applicants under consideration as broad as possible for as long as possible than to have small shortlist pools.

