Academic Recruitment

*Workflow*

Planning:

Any specific agreements regarding salary support, start up, space, or other needs the Department plans to request from the College are documented before the search begins.

The Search Chair and/or Department Chair assembles the search committee. The search committee must be comprised of:

• At least three members

• At least one woman

• At least one person of color

• At least one member from another department

Search Plan:

Department submits search plan via Recruit to CoE Academic Personnel for approval routing.

If the recruitment is targeted to candidates above the Assistant Professor, Step 3 level and involves an FTE, a completed Upgrade Request form must be submitted as a PDF upload to Recruit: Documentation.

Shortlist:

The Department must confirm that all members have completed the required search committee training prior to reviewing applications.

The Department prepares the Shortlist Report of candidates that will be selected for interview. The Conflict of Interest form must be uploaded prior to submission of the Shortlist Report in Recruit.

The Shortlist is reviewed/approved at CoE Academic Personnel. PLEASE NOTE: Interviews should not begin until the Shortlist Report is approved.

The Department conducts interviews. Interviews must:

• Have single set questions asked of every candidate interviewed.

• Include a question which requires the candidates to: “Describe your experience in working in a diverse environment.”

The Department submits additional shortlist reports to CoE Academic Personnel as necessary for each round of interviews until the search committee selects a final candidate.

Final Recruitment Report: *Before the tentative offer can be extended to the candidate*.

When a final candidate has been identified, the Department submits the Final Recruitment Report to CoE Academic Personnel for Dean’s approval.

Offer Letter Process:

While the final recruitment report is routing for approval, the Department Chair prepares a draft tentative offer letter, loads it to the ucdavis.box file, and emails notification of letter submission to the CoE Academic Personnel Manager.

The CoE Academic Personnel Manager reviews the letter and notifies Associate Dean Wu and Assistant Dean Catacutan that the letter is ready for their review/input.

Associate Dean Wu and Assistant Dean Catacutan will forward the letter to Dean Curtis when they have completed their edits and notify her with a cc to Melanie Christensen and Carrie Chown.

When Dean Curtis has completed her review/input into the letter, she will notify Melanie Christensen and Carrie Chown that the letter is ready for signature.

Carrie will apply Dean Curtis’ electronic signature to the letter and upload a final PDF to box. Carrie will notify the Department Chair and Melanie Christensen that the final letter is available to be forwarded to the candidate.

If the final candidate declines the offer, an alternate candidate may be selected from the interview pool. A second Final Recruitment Report must be submitted and approved prior to making an offer to the alternate candidate.

Additional Hires on CoE Recruitments

If a search was proposed for only 1 (one) position, a request to add a second position must be approved by Associate Dean Wu or Dean Curtis, PRIOR to offering the position to a second candidate.

Finishing the Process:

Work on the academic appointment packet begins upon acceptance of the offer letter.

*Writing The Position Description*

The position description is the most critical document in the search process. The PD states the basic and preferred qualifications and offers a candidate the best idea of what the position entails.

Questions to ask at the outset include:

What is required to do the job/meet series requirements?

What is the specific need in the division for the position? Is it clinical, research, leadership, etc.?

What is required/what MUST the candidates have to be considered qualified?

What is required that only top candidates would have?

What is preferred/what would be useful in the position, but not necessary to do the job?

These qualifications determine the language of the position description, but also the basic and preferred qualifications of the job.

Depending on the subspecialty, series and rank, the order of the required qualifications determines the screening criteria the committee must follow when evaluating applicants.

*Best Practices*

Avoid subjective qualifications where possible. If the PD states that a candidate must have a record of research productivity, but no level of productivity is defined, then any candidate with a publication record is considered basically qualified and must be considered for interview.

If special certification is *required*, those candidates who have not received the certification by the review date are automatically not qualified and cannot be brought for interview.

Most candidate cv’s will include information on research activity, but fewer, especially junior candidates, include teaching and service experience. Demonstrated experience (which means it must be in the cv), should be a requirement for these areas.

|  |  |
| --- | --- |
| Series | Basic Requirements |
| Ladder Rank/In Residence | Research productivity – strong record, number of pubs, etc. – require a statement on research  Evidence of teaching excellence – require a statement on teaching  Service – require demonstrated record of experience |

*Initial Screening*

Applications cannot be reviewed by the committee until the Initial Review Date passes. Only completed applications may be reviewed by the committee.

Applications completed after the initial review date cannot be considered in the pool and should not be reviewed by the search committee unless the initial pool of candidates is found unfavorable or is not diverse. In this instance, a second review date must be requested through CoE Academic Personnel before any additional applications may be reviewed.

The search committee members must each review the applications and make a determination of which candidates they feel are qualified.

In the search plan, the minimum, basic qualifications are outlined as part of the search documentation. This list of minimum qualifications determines whether or not the candidate can be considered as a member of the pool of interview candidates. If any one of the basic qualifications is missing at the time the candidate applies for the job, they do not meet the basic qualifications and cannot be selected for interview.

Review of the applications begins after the initial review period closes.

*Best Practices*

When reviewing the applications, consideration should be given to the following:

* Accomplishments that match or exceed the basic requirements
* Accomplishments that meet the preferred requirements
* Are there gaps in work history? Is there anything in the application that raises concern upon review?
* Are there non-specific statements in the statements on teaching or research?
* Are specific experiences or skill sets outlined clearly in the cv (clinical trials experience, leadership experience, etc)?

An evaluation grid should be completed for each candidate that indicates whether or not they meet the basic qualifications for the position.

*Selecting Interview Candidates*

From the pool of applicants determined to have met the basic qualifications of the position, further evaluation of the application material is required to determine the top interview candidates.

Based on the selection criteria outlined in the search plan and taking into account all preferred or desired qualifications, the top candidates should be identified. The evaluation grid for each candidate should be updated to indicate which selection criteria areas the candidate met or did not meet. Those candidates who meet or exceed all qualifications should be invited for interview.

Approval of a shortlist report by the CoE Academic Personnel Office is required at this stage of the recruitment process.

The search committee chair must validate that there were no conflicts of interest amongst the search committee members when reviewing the applications and complete the Search Conflict of Interest form.

*Interviewing Candidates*

*Best Practices*

Each search committee member should review the specifications of the position, the interview questions, and the candidate’s cv ahead of time.

At the outset of the interview, the committee should define the job responsibilities and give a brief description of the division and how the Department is organized

Committee members should take pertinent notes as the candidate talks, both facts and impressions. An evaluation grid should be completed for each candidate interviewed.

Decisions regarding the candidate should not be made until after the interview has concluded and the committee has discussed the interview.

*Interview Questions*

Interview questions should be determined in advance. Follow up questions are expected, but the same basic set of questions should be asked of every candidate.

The committee can determine the questions to ask during the initial video conferenced interview and the questions to reserve for the in-person interview of the top candidates, so long as the same set of questions is used for all candidates.

*Best Practices*

Ask open-ended questions which do not telegraph the answers you seek; however, press until the question is answered fully. Follow up with additional questions if an answer is vague or unclear. Open-ended questions begin with who, what, why, when, tell me, and how. Ask for value judgments.

Example questions:

When have you experienced…

Describe a situation when you…

Pick an example from your past experience that demonstrates…

Tell me about a time when…

Give me a detailed example of…

What happened?

How did you react?

What has been your experience with…

What to Avoid

The interview should avoid areas that are not factors for job performance, particularly personal information. Questions regarding the following topics are not appropriate for an interview:

* Age, Birthday
* Race or Color
* National origin or ancestry
* Marital status or maiden name
* Children, pregnancy status, plans regarding children
* Political affiliation
* Religious affiliation or beliefs
* Spouse’s job, nationality or ancestry
* Sexual orientation
* Whether the applicant owns or rents a home
* The existence, origin, nature, severity or prognosis of disabilities or medical conditions except in the case of a bona fide occupational qualification.
* Clubs or organizations that a person belongs to except those that would not identify the applicants race, color, religion, gender, national origin, age, disability or sexual orientation

*Selecting the Final Candidate*

Once all interviews have taken place, the committee should evaluate each candidate based on their qualifications and interview performance.

When the top candidate has been identified, a Final Search Report must be submitted to the CoE Academic Personnel Office via Recruit for approval. An official offer cannot be made to the candidate until after approval is received.

Should the candidate decline the offer, a subsequent Final Search Report must be submitted to identify the alternate.

The tentative offer letter may be drafted while the final search report routes for approval.

LETTER PROCESS

Appendix I

Relocation Policy:

<http://afs.ucdavis.edu/our_services/travel-e-entertainment/relocations/index.html>

When policies differ, follow the most restrictive rule.

Policy

* UC Policy and Regulations Governing Moving & Relocations - UC BFB, G-13
* Removal Expenses - UC APM, 560
* Faculty Recruitment - UC APM, III
* Moving Expenses for Intercampus Transfer - UC APM, 550
* Removal Expenses - UC APM 561(PDF)
* Moving Reimbursement - SMG - Regents, 7710 (PDF)

Policy Sources

* UC Davis Policy & Procedure Manual
* ﻿UC Business and Finance Bulletins
* UC Academic Personnel Manual

Travel Policies: <http://afs.ucdavis.edu/our_services/travel-e-entertainment/travel/index.html>

Reimbursement Payment

All moving and relocation reimbursements must be done using a paper report (Do not use MyTravel). <http://afs.ucdavis.edu/our_services/travel-e-entertainment/forms/forms-nubn/REL.2015.09.09.pdf>

Completed report with the faculty’s signature and original receipts should be mailed to Internal Medicine Administrative office. Located at PSSB - Rm 3100, Attn: Internal Medicine AP

Non Reimbursable Expenses

Assembly and disassembly of unusual items

Animal transportation others than a small pet

Motorized recreational vehicles

Building supplies, farm equipment, and firewood

Plants

Car maintenance

Bicycle maintenance

Tax Treatment of Moving Expenses

Non Taxable Expenses: Unless all three requirements are met, any payments made for moving expenses will be taxable:

Related to Start of Work

Time Test

Distance Test

The following reasonable expenses are nontaxable:

The cost of moving household goods and personal effects (including in-transit or foreign-move storage expenses).

Expenses (including lodging but excluding meals) incurred in traveling from the former residence to the new residence.

Taxable Expenses

All meal expenses incurred while moving from the old residence to the new residence

Meals and lodging for temporary quarters in the area of the new job location

Car Rental expenses

Storage charges

Tax Reporting

Non Taxable Amounts

IRS requires that the University report such expenses on the employee's Form W-2.

Taxable Amounts

All taxable amounts will be added by the accounting office to the employee’s gross income in order to withhold the applicable taxes.