REVISED: June 12, 2015

Advisory to Deans #AA2015-05 (Supersedes: AA2014-06 and AA2013-08)

DEANS, EXECUTIVE ASSOCIATE DEANS, ASSOCIATE DEANS, ASSISTANT DEANS, AND ACADEMIC PERSONNEL ANALYSTS

RE: Recruitment Process Changes

Dear Colleagues:

Over the past academic year, our office has received multiple questions about Shortlist Report approvals, preliminary interviews, and the rank of advertisement versus rank of appointment. In addition, the ADVANCE team recently reviewed the use of the "Statement of Contributions to Diversity" in 2014-2015 recruitments. In response to these questions and analysis, we are providing the following descriptions and recommendations that apply to ongoing changes in our recruitment practices at UC Davis.

Statement of Contributions to Diversity (Supersedes: AA2014-06)

Last year the "Statement of Contributions to Diversity" was added to UC Recruit as a default document that could be selected when setting up a recruitment. At that time, departments were not required to include the "Statement of Contributions to Diversity" in the optional applicant documents. **Effective July 1, 2015, all academic recruitments will require the "Statement of Contributions to Diversity" to appear as an optional document upload for applicants.** Recruitment documents should be composed in a way that strongly encourage candidates to complete this statement. Furthermore, any diversity statements received are required to be reviewed, considered and valued by the recruitment committee, regardless of whether or not every applicant submitted a diversity statement. This allows search committees and hiring departments to evaluate each candidate's past and/or planned contributions to diversity.

The default settings in Recruit are:

> **Document Name**: Statement of Contributions to Diversity
> **Description**: Diversity contributions documented in the application file will be used to evaluate applicants. Visit http://academicaffairs.ucdavis.edu/diversity/equity_inclusion/index.html for guidelines about writing a diversity statement and why one is requested.
> **Optional/Required**: Optional

To assist both review committees and applicants, Academic Affairs has a new informational webpage at http://academicaffairs.ucdavis.edu/diversity/equity_inclusion/index.html that includes information about why we request diversity statements, as well as guidelines for writing one. Although at this time we are only requiring that the diversity statement be offered as an optional document for all academic recruitments, schools and colleges may choose to make this a required document in order for an application to be considered complete. Attached is a step-by-step "how to" for changing or restoring UC Recruit settings so that departments can add the "Statement of Contributions to Diversity" to their online recruitment documents (see Appendix A). Also, we want to take this opportunity to remind you that it is important to advertise our campus's generous Work Life Programs during faculty recruitments (see Appendix B for ladder-rank recruitments).

Shortlist Report Approval and Preliminary Interview Process (Supersedes: AA2013-08)

In 2013, Department Chairs and Search Chairs were removed from the Shortlist Report approval workflow in UC Recruit due to the fact that these reports included individual diversity data to which committee and department chairs should not have access. More recently, improvements were made to UC Recruit to separate the individual gender and ethnicity data from the list of the names on the shortlist. Beginning immediately, I authorize the addition of the search committee chair and/or department chair roles to the approval workflows in UC Recruit for the Search Plans, Applicant Pool Reports, Shortlist Reports, and Search Reports.

All Shortlist Reports for Senate searches will continue to be reviewed and approved by Academic Affairs, as well as by the deans (Advisory to Deans #AA2013-08) before any candidates are contacted for interviews (including preliminary interviews conducted over the internet, by phone or in-person). This change is an adjustment of UCD APM 500 §VI.A.

Two-step interview processes are becoming increasingly common in faculty recruitments. If the department anticipates the need to conduct preliminary interviews, the process must be described in the approved search plan prior to accepting applications. If preliminary interviews are to be conducted, a Shortlist Report must be approved prior to conducting preliminary interviews. For ladder-rank, Sr/Lecturer PSOE/SOE series, and librarian searches, the preliminary interview Shortlist Report must be approved by Associate Vice Provost Philip Kass. Attached are the detailed steps for creating the Shortlist Report for preliminary interviews (Appendix C). After preliminary interviews are conducted, a second Shortlist Report must be submitted and approved prior to inviting finalists for campus interviews.

Reviewing applicants who may be overqualified for lower rank faculty positions

Over the past year, a number of departments have sought guidance when there are apparent discrepancies between the rank of the recruitment versus the potential rank of the proposed appointee. **To be compliant with fair hiring practices, we emphasize that the resulting appointment may not be at a different rank than that advertised.** We offer the following recommendations for departments and search committees when setting up the recruitment, communicating with individuals invited for interviews, and proposing a candidate for appointment. **Please note that, as been our practice in the past, the dean must consult with the VP-AA before proceeding to step 3 below. In some cases, if it becomes apparent through the search process that recruiting at a more senior level is the best course for meeting the department's academic goals, the recruitment may need to be re-advertised at a higher or open rank following an upgrade request.**

(1) For searches approved only at the Assistant Professor rank, we recommend including a statement in the long advertisement and in the description field of Recruit that says: "This recruitment is conducted at the assistant rank. The resulting hire will be at the assistant rank, regardless of the proposed appointee's qualifications." Similar language should be used for searches conducted at the Assistant/Associate level.

(2) After the Shortlist Report is approved, the department should remind the applicants being invited for an interview that they have applied for a position at the assistant rank. If hired, the proposed appointment will be at the assistant rank and the appointee must be on the UC Davis faculty for approximately one year before s/he can be considered for promotion to the higher rank.

(3) If the proposed appointee's qualifications are commensurate with a higher rank than that recruited, we recommend that the department include a statement in their department appointment letter that says: "We recognize that the appointee's qualifications may be commensurate with a higher rank than proposed. However, because the recruitment was conducted at the <assistant> rank, the appointee has been fully informed of this constraint and is proposed for that rank."

Thank you in advance for your support of these new processes. If you have any questions, comments or concerns, please do not hesitate to contact Philip Kass, Associate Vice Provost (752-6069, phkass@ucdavis.edu) or Kelly Anders, Director of Academic Personnel & Systems (kanders@ucdavis.edu, 530-754-8268).

Sincerely,

Maureen L. Stanton
Vice Provost—Academic Affairs
Distinguished Professor, Department of Evolution and Ecology

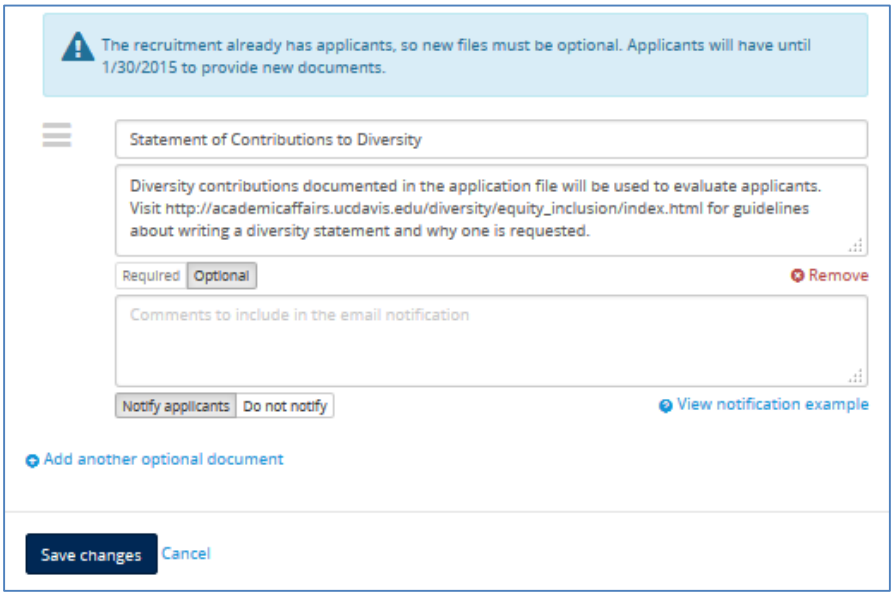
/kla

APPENDIX A: HOW TO REQUEST A DIVERSITY STATEMENT IN ALL ACADEMIC RECRUITMENTS

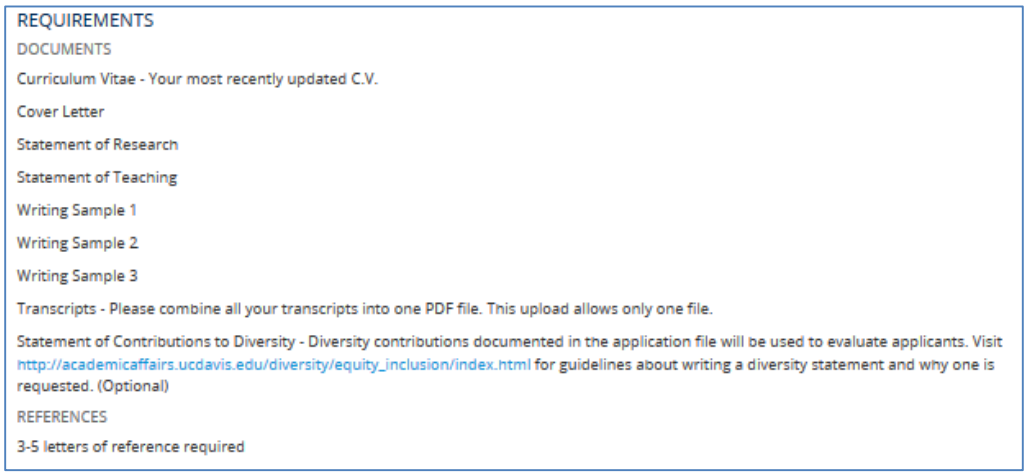
After you have set up a basic recruitment in UC Recruit, you may select "Configure for Online Applicant Management". This is the step in which you will establish which documents are requested, whether they are optional or required, how many reference contacts and/or letters are required, and a few other configurations. These configurations cannot be modified once you have received your first applicant.

If the "Statement of Contributions to Diversity" needs to be added to a recruitment, follow these steps:

- Locate the recruitment and select "Details".
- Next to Document Recruitments, select the "Edit" button. A pop-up window will open.
- Select the "Add another optional document" link at the bottom of the list.
- Enter in the "Document name" field: *Statement of Contributions to Diversity*.
- Select "Add description…" below the document name and enter the following description: *Diversity contributions documented in the application file will be used to evaluate applicants. Visit http://academicaffairs.ucdavis.edu/diversity/equity_inclusion/index.html for guidelines about writing a diversity statement and why one is requested.*
- Select the correct radio button that corresponds with whether or not your department wishes to make this a "Required" or an "Optional" document. If the recruitment already has applicants, only optional documents can be added.
- If your recruitment already has applicants, you have the ability to use Recruit to notify the applicants of the new document. If you do not wish to use this feature, select "Do not notify". If you wish to use this feature, select "Notify applications" and "Add notification message…" Enter the text you wish to send to all applicants. There is a "View notification example" to see what your email will look like upon saving the changes.
- Newly added documents appear automatically at the bottom of the list. Use the "Reorder" button (next to "Add") to change the order of how the documents will be viewed by the applicants.



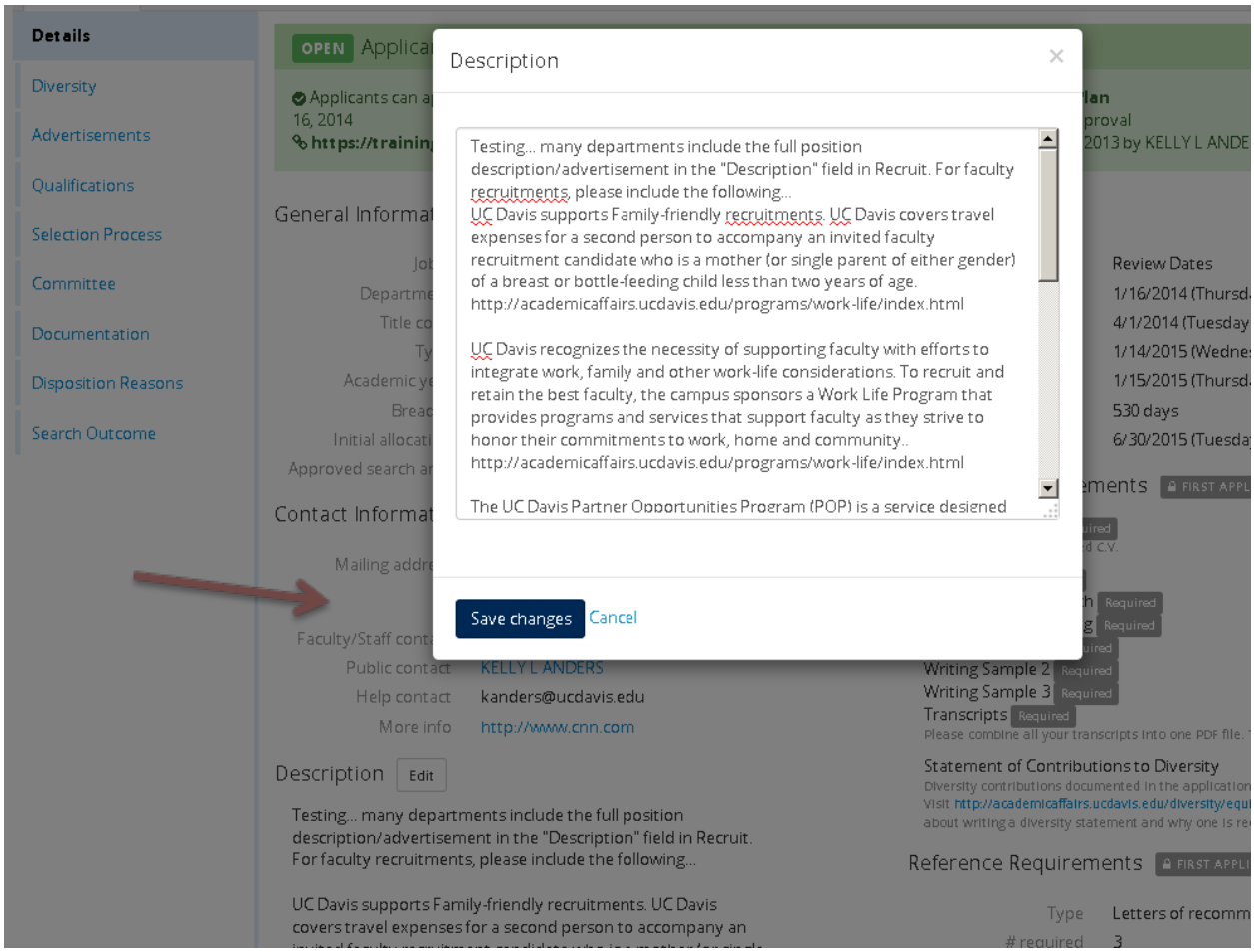
Here is an image of how this configuration will appear to the applicant:



APPENDIX B: HOW TO ADVERTISE OUR WORK-LIFE PROGRAM IN LADDER RANK RECRUITMENTS

We want to remind you about the opportunity to advertise the UC Davis Work Life Programs in your faculty recruitments. We have provided a summary of our programs at the bottom of this message. Recruit is a perfect opportunity to include this information in your faculty recruitment advertisements. You may also want to use this language on your departmental website postings.

How to: When setting up your faculty recruitments in UC Recruit (https://recruit.ucdavis.edu/), you may enter the information below in the recruitment "Description" field (see image below). The character limit in this field is very large, so many departments are also pasting the entire faculty posting in this field. Even if you have already set up the recruitment and received applications, you can still edit the Description field in Recruit under "Details". I have created a sample in the training environment (https://training.recruit.ucdavis.edu/apply/JPF00274). If you need assistance, please review the help manual (https://recruit.ucdavis.edu/analyst/help) or contact ap-recruit@ucdavis.edu.



Information to include in the description field in UC Recruit for ladder-rank recruitments only:

> ***UC Davis supports Family-friendly recruitments****. UC Davis covers travel expenses for a second person to accompany an invited faculty recruitment candidate who is a mother (or single parent of either gender) of a breast or bottle-feeding child less than two years of age.* ***http://academicaffairs.ucdavis.edu/programs/work-life/index.html***
>
> *UC Davis recognizes the necessity of supporting faculty with efforts to integrate work, family and other work-life considerations. To recruit and retain the best faculty, the campus sponsors a Work Life Program that provides programs and services that support faculty as they strive to honor their commitments to work, home and community..* ***http://academicaffairs.ucdavis.edu/programs/work-life/index.html***

*The UC Davis **Partner Opportunities Program (POP)** is a service designed to support departments and deans offices in the recruitment and retention of outstanding faculty. Eligibility for POP services is limited to full-time Academic Senate Ladder Rank faculty (including Lecturers with Security of Employment (LSOE), Lecturers with Potential Security of Employment (LPSOE) and Senior Lecturer with Security of Employment (SLPSOE)), Cooperative Extension Specialists, and in a few instances, members of the Senior Management Group.* ***http://academicaffairs.ucdavis.edu/programs/partner-opp/index.html***

For questions regarding how these policies/programs affect academic appointees, contact:
Matilda Aidam, Director
Faculty Relations and Development,
(530) 752-7643

UC Davis is a smoke- and tobacco-free campus effective January 1, 2014. Smoking, the use of smokeless tobacco products, and the use of unregulated nicotine products (e-cigarettes) will be strictly prohibited on any property owned or leased by UC Davis-- indoors and outdoors, including parking lots and residential space.

Appendix C: How to plan for Preliminary Interviews (conducted over the internet, phone or in-person)

Preliminary Interviews – Shortlist Report:

Include in your search plans a provision for preliminary interviews in the event you need to exercise this practice.

Please follow these steps if your search plan indicates that your department will be conducting preliminary interviews to narrow down the applicants that will be invited for the campus interview.

(1) Make sure the Conflict of Interest (COI) Disclosure Form for Faculty Recruitments is uploaded in Recruit as required per Academic Advisory AA2015-07.
(2) All applicants you wish to consider for preliminary/screening interviews should be given the status of "Serious Consideration". This will show the gender/ethnicity of the serious consideration pool, but not the individual details of the applicants. No one else should be given the status of "Serious Consideration" in these types of recruitments.
(3) Submit for approval a "Preliminary Pool" by creating a Shortlist Report. Check to make sure the approval routing is setup. For Senate recruitments, the Equity Advisor role is required in the approval routing. Once routing is configured, submit the report for approvals.
(4) Conduct the preliminary interviews as outlined in the Search Plan.
(5) When an updated shortlist is formed following the preliminary interviews, all applicants the department wishes to consider for interviews should be given the status of "Recommend for Interview." This will retain the gender/ethnicity of the serious consideration pool applicants who were not moved on to the second round and create a separate gender/ethnicity pool for the shortlisted applicants. Submit for approval a "Shortlist" by creating a new Shortlist Report. Use the routing within Recruit for this approval.
(6) Upon approval, invite for an interview those applicants from the shortlist who are approved by the Dean.
(7) Conduct the campus interviews and update the applicant status to "Interviewed" for those applicants interviewed on campus.
(8) Assign disposition codes to those who will not be offered the job and change the status to "Proposed Candidate" for the applicant(s) proposed for appointment.
(9) Submit a Search Report for approval.

What if we want to have three tiers of applicants? How do we proceed with the preliminary interview of the tier 2 to determine the tier 1?

(1) Make sure the Conflict of Interest (COI) Disclosure Form for Faculty Recruitments is uploaded in Recruit as required per Academic Advisory AA2015-07.
(2) Leave the "tier 3" applicants with the status of "Complete". We need to keep them out of the "tier 2/Serious Consideration" pool because they would skew the gender/ethnicity data of the pool.
(3) When assigning disposition reasons, leave a comment for the "tier 3" applicants without assigning an actual disposition reason. We advise the comment should say something like: "Depending on the outcome of the preliminary interview, this candidate may be reconsidered for the Serious Consideration pool". (Note: You will need to be sure to go back and select the correct disposition reason later in the search process if these "tier 3" individuals are not advanced to the "serious consideration" status.)
(4) Give the "tier 2" applicants the status of "Serious Consideration". This will show the gender/ethnicity of the serious consideration pool, but not the individual details of the applicants. No one else should be given the status of "Serious Consideration" at this time.
(5) Submit for approval a "Preliminary Pool" by creating a Shortlist Report. Check to make sure the approval routing is setup. For Senate recruitments, the Equity Advisor role is required in the approval routing. Once routing is configured, submit the report for approvals.
(6) Conduct the preliminary interviews as outlined in the Search Plan.*
(7) When the shortlist is formed following the preliminary interviews, all applicants the department wishes to consider for interviews should be given the status of "Recommend for Interview". This will retain the gender/ethnicity of the serious consideration pool applicants who were not moved on to the second round

and create a separate gender/ethnicity pool for the shortlisted applicants. Submit for approval a “Shortlist” by creating a new Shortlist Report. Use the routing within Recruit for this approval.

(8) Upon approval, invite for an interview those applicants from the shortlist who are approved by the Dean.

(9) Conduct the campus interviews and update the applicant status to “Interviewed” for those applicants interviewed on campus.

(10) Assign disposition codes to those they will not offer the job and change the status to “Proposed Candidate” for the applicant(s) proposed for appointment.

(11) Submit a Search Report for approval.

*If after Step 6, the department needs to invite some/all of the “tier 3” applicants for Skype interviews, return to Step 3 and give those “tier 3” applicant(s) the status of “Serious Consideration” and submit another Shortlist Report for approval.