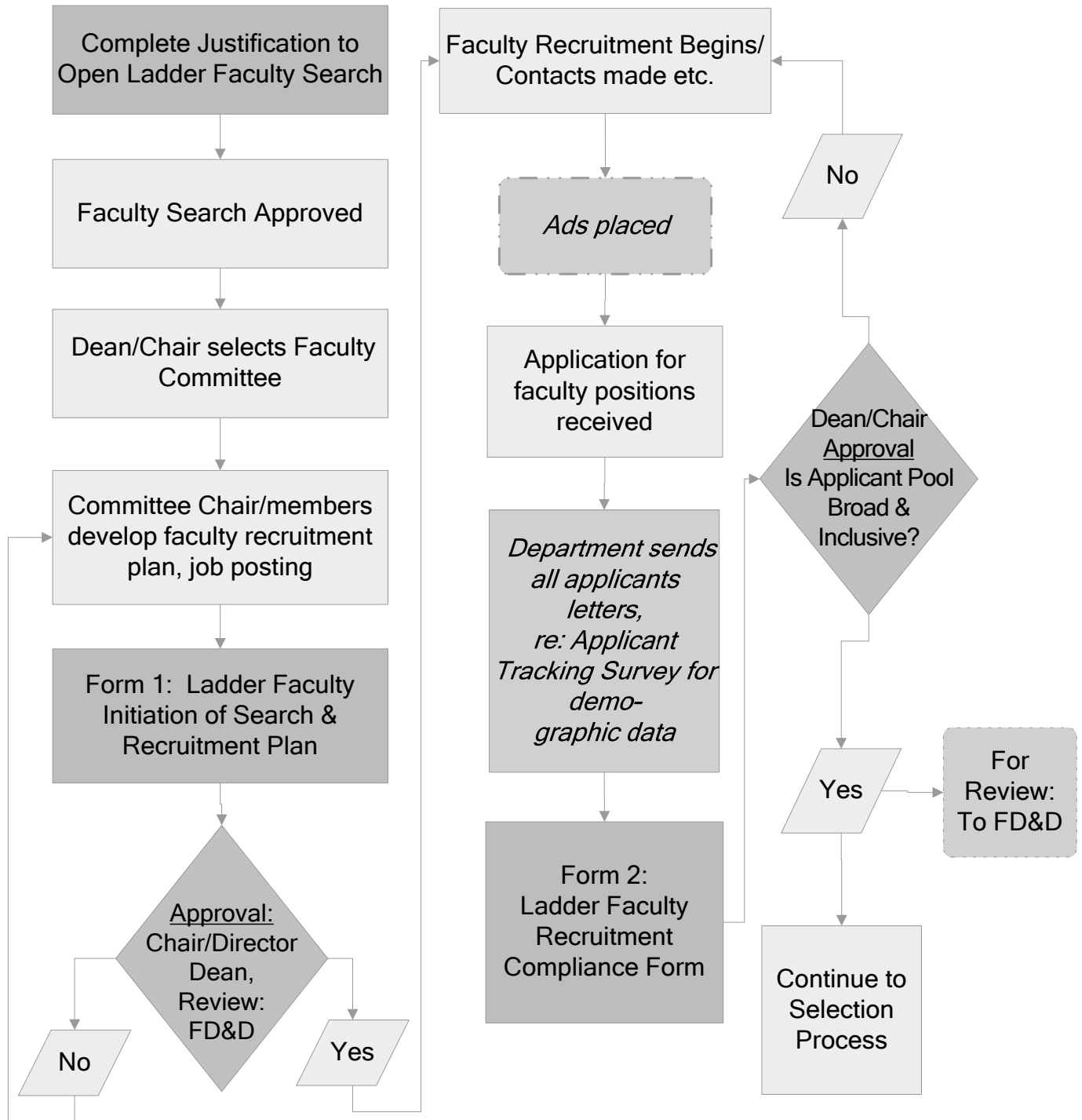




Faculty Search Process

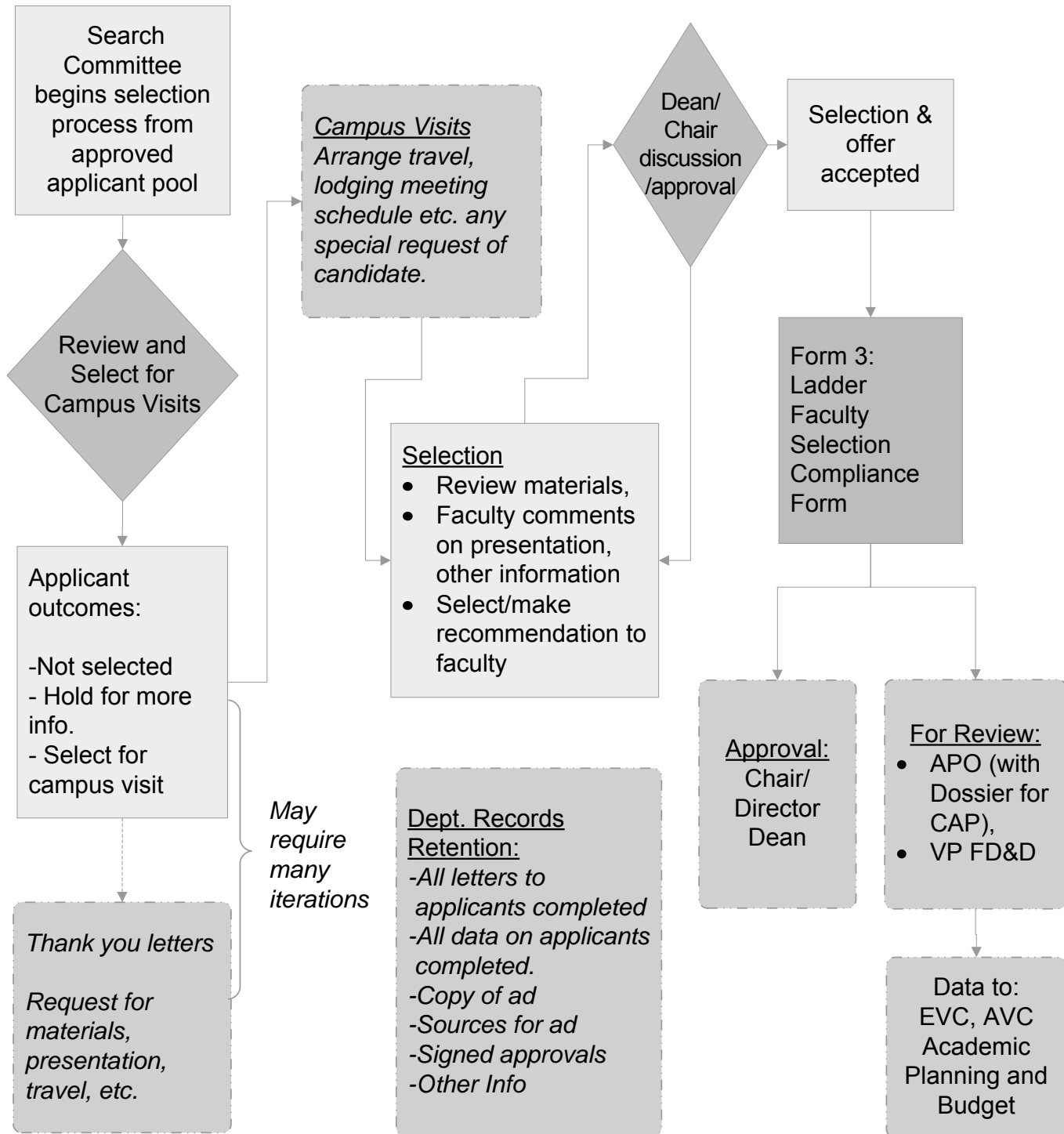
The Faculty Search Process: Recruitment Flowchart

Affirmative Action



The Faculty Search Process: Selection Flowchart

Proposition 209



Faculty Search Committee Checklist

☑	Step	Description
☐	1	Justification to Open Ladder Faculty Search is completed and routed for approval.
☐	1A	ALTERNATE: Exception to policy (Waiver of Search) is requested from the Vice Provost, Faculty Diversity & Development, through APO. Following approval, appointment process begins. (If not approved, continue with regular search process.)
☐	2*	Chair of Search Committee is Selected by Chair of department.
☐	3*	Search Committee is formed.
☐	4*	Position announcement/Advertisement is drafted and approved by Chair and Dean.
☐	5*	Form 1: Ladder Faculty Initiation of Search and Recruitment Plan is completed and routed for approval: <ul style="list-style-type: none"> • Chair • Dean <i>(Review by Faculty Diversity & Development)</i> Following approval, search process begins
☐	6	Ads are placed and position is posted on websites. Personal contacts are made with departments, individuals, at conferences, etc.
☐	7	Applications arrive.
☐	8	Applicants are sent confirmation/thank you letters including the tracking number and the link to the applicant tracking website so that they can anonymously self-report their demographic data for compliance with Federal Affirmative Action requirements.
☐	9	Form 2: Ladder Faculty Recruitment Compliance Form is completed. Applicant pool is reviewed. Chair and Dean certify that search is in compliance and that pool is broad and inclusive. If approved, search process moves on to selection process. If not, expanded search continues. <i>(Copy of form sent to Faculty Diversity & Development.)</i>
☐	10	Search committee begins selection process from approved applicant pool. Applicants are selected for campus visit, held or not selected.
☐	11	Communication begins with applicants selected for campus visit. Travel, lodging, scheduling, etc. is arranged.
☐	12	Candidates make campus visits.
☐	13	Search Committee recommends candidate(s) for selection.
☐	14	Dean/Chair reviews selection pool for compliance. If not in compliance, requests broader pool.
☐	15	Faculty reviews and approves candidates.
☐	16	Dean/Chair reviews and approves candidate selection.
☐	17	Offer is made. Multiple offers may be made until an offer is accepted.
☐	18	Data on applicants and selected candidate is entered on Form 3: Ladder Faculty Selection Compliance Form . Chair, Dean certify that selection process is in compliance. <i>(Copy of form sent to Academic Personnel Office with dossier and copy to office for Faculty Diversity & Development.)</i>

* Steps may occur simultaneously.

Role of Search Committee Chair

The Search Committee Chair has overall responsibility for managing a proactive, timely, fair and legal search process.

- Work with the committee to establish processes and ground rules before you begin your work.
- Ensure compliance with applicable laws and policies.
- Maintain evaluative consistency/fairness throughout the process.
- Maintain confidentiality of candidates and process.

Lead the committee in all phases of its work

- Creation of job advertisement and evaluation criteria.
- Development of recruitment strategy and advertising plans to encourage a diverse applicant pool.
- Conducting a proactive search.
- Using an equitable evaluation process.
- Presenting finalists to the department.

Maintain positive interaction with candidates

- Make sure the committee treats all candidates in the manner that we would want to be treated in the recruitment process.
- Ensure candidates are provided with appropriate information about UCLA
- Ensure that candidates feel welcomed—UCLA's reputation as an equitable and welcoming institution rests in large part with the search committee members treatment of candidates.
- Maintain communication with candidates, keeping them informed of the process and timelines.
- Respect unsuccessful applicant's time by notifying them of non-selection as soon as a firm decision is made

Conduct post-search committee review

- After the search has concluded, hold one last meeting to discuss what worked well and what didn't.
- Document the search committee's process and improvement ideas and pass them on to future search committees.

Chairing an Effective Committee

In order to minimize conflict and increase the productivity of search committee meetings, it is a good idea to establish processes, ground rules and evaluation criteria at the first meeting, before any applicant materials are reviewed. Discuss how the committee would like to conduct its business:

- How will committee discussion be recorded?
- What are the rules of discussion, including how will disagreements be handled?
- Require that statements made about candidates be backed up by fact.
- How will the committee decide who is invited to campus?
- How will candidates be presented to the faculty?
- What is the end product of the Search Committee's work?

In order to maintain a fair, equitable and legal search process, it is important that the same evaluation criteria be applied to all candidates. Adding "special" or additional criteria for one candidate and not for another in the midst of the process is not equitable. In order to develop evaluation criteria, the committee should refer to the position announcement and the job description. Use these documents to form the basis for evaluation criteria before you begin reviewing applicants.

It is also important to give all candidates a similar experience when visiting the campus, including a standard information packet about the department, UCLA and Los Angeles, as well as providing similar transportation and lodging arrangements for every candidate.

Consider developing the following tools for consistency:

- A candidate evaluation tool with agreed upon criteria
- A list of standard questions
- Standard campus visit agendas and pre-visit checklists
- Standard information package for candidates

The department administrator may be able to prepare some of these materials for the committee.

Role of Committee Member who Assumes Responsibility for Affirmative Action

- Attend Faculty Search Committee Briefing and share the information with your Faculty Search Committee. (recommended)
- If desired, schedule a briefing for the committee by the Office for Faculty Diversity & Development.
- Research a wide variety of advertising options that might net a broader applicant pool than in the past.
- Review the recruitment plan to ensure broad recruitment. Ask for changes to the plan if it is unlikely to net a broad applicant pool. Practice active recruitment.
- Compare the applicant pool with availability data and decide if additional recruiting is required.
- Use techniques to combat unconscious bias.
- Speak up and ask for the evidence when colleagues fall back upon overuse of schemas.
- Help to make the process welcoming and inclusive for all candidates.

Role of Search Committee Members

The role of the Search Committee is to search, not to hire. “Search” is an active verb. It requires proactive placement of advertisements, contacts with other institutions, attendance at professional conferences, maintaining contact with potential future candidates and networking with colleagues in order to net the broadest possible pool of job applicants.

Search Committee Members:

- Provide input on recruitment strategy and advertising plans.
- Research peer institution colleagues to find potential candidates.
- Contact associations and member listings.
- Proactively reach out by email, letter and telephone, asking subject matter experts for potential candidate names.
- Specifically ask contacts to provide names of potential candidates, including women and underrepresented minorities, in addition to other candidates.
- Review and assess all initial applicant files using the same criteria formulated by the committee.
- Try to spend 15 – 20 minutes fully reviewing each application as one way to enable equity.
- Make candidates feel warmly welcomed.
- Use agreed upon evaluation criteria when reviewing finalists.
- Understand the potential for unconscious or implicit bias and take action to ensure equity in your decision making.
- Maintain confidentiality as described on the following page.

Confidentiality

- Treat all of the Search Committee's deliberations, as well as all information related to the work of the search committee, whether verbal or written as confidential.
- Maintain confidentiality during the search and for all times thereafter.
- Within 30 days of the conclusion of the work of the search committee, transfer all related files and confidential information to the appropriate staff member for retention as required by university policy.

Records Retention

- Records of each search must be retained by the department for 3 years from the conclusion of the search.
- Copies of all advertisements must be retained, as well as a description of other recruitment methods used.
- A list of all applicants considered for the position, with their contact information, should be retained, as well as all materials they submitted.
- Demographic data ascertained using the Academic Applicant Survey should be retained with the search files.
- A list of all applicants who were interviewed or brought to campus should be retained, along with supporting documentation.
- Notes from the committee deliberations, including interview questions and any evaluation criteria or ranking lists should be retained.
- Copies of all three forms used in the recruitment and selection process must be retained with the search records.