

ACADEMIC PERSONNEL

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Office of Academic Diversity and Equal Opportunity

Search Chairs & Search Committee

Members

Guide to Faculty Recruitment

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## Letter from the Office of Academic Diversity and Equal Opportunity

To: Search Chairs and Search Committee members of Faculty Recruitments

A search committee has both a great opportunity to bring new talent to the University and a great responsibility to ensure that the recruitment is conducted in an appropriate manner. The Search Chairs and Search Committees Guide to Faculty Recruitment is a reference manual for search committee members participating in this very important endeavor. Throughout this reference guide, the Legal Aspects of Open Recruitments are highlighted by an information icon as follows:



### **University's obligation to be an Equal Opportunity / Affirmative Action Employer**

It is the policy of the University not to engage in discrimination against or harassment of any person employed or seeking employment with the University of California on the basis of race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, medical condition (cancer-related or genetic characteristics), ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran. This policy applies to all employment practices, including recruitment, selection, promotion, transfer, merit increase, salary, training and development, demotion, and separation. This policy is intended to be consistent with the provisions of applicable State and Federal laws and University policies. (<http://www.ucop.edu/ucophome/coordrev/policy/12-18-03.html>)

Because UC has made contracts with the federal government, the University must commit itself to a proactive effort to ensure equal opportunity in all of its employment practices. This commitment includes applying good-faith efforts to achieve prompt and full utilization of women and minorities, who historically have experienced discrimination in the work arena, in all segments of its workforce where deficiencies exist. The University is also required to comply with the California Constitution, as modified by Proposition 209, which prohibits discrimination against or preferential treatment of any individual or group on the basis of race, sex, color, ethnicity, or national origin, etc.

It is essential that the University meet all applicable legal and regulatory requirements and maintain its standard of quality and excellence. Therefore, in meeting affirmative action requirements, the search committee should be mindful that the department's workforce may be underutilized for women and certain ethnic groups for the job titles being considered in this recruitment. The search committee should utilize the best-practice strategies to the fullest extent possible to develop an applicant pool that is large, well qualified, and that hopefully includes those from underutilized groups. However, in formally reviewing application materials in the selection process, the search committee may only consider the skills and qualifications of an applicant as they relate to the job.

Please contact the Office of Academic Diversity and Equal Opportunity at extension x43623 if you have questions.

Regards,  
Carla Solomon  
Director, Office of Academic Diversity and Equal Opportunity

## Faculty Recruitment Action Checklist

This outline lists the actions involved in an open recruitment for a ladder-rank faculty position. The blue highlighted areas show the steps that require action from the Search Committee Chair and/or Search Committee members. This outline also serves as a checklist to ensure that all actions have been completed.

Outline of Actions	Person(s) to Take Action	
<b>I. Develop recruiting plan and outreach efforts</b>		
I.1	Recruitment plans for academic year discussed	Faculty Equity Advisor (FEA) and dept chair
I.2	Search chair and committee appointed	Dept chair
I.3	Position Announcement drafted	Dept chair and/or search committee
I.4	Outreach plan defined	Dept chair and/or search committee
I.5	Outreach plan, selection criteria & process discussed	FEA and search committee
I.6	Recruitment Plan electronic form prepared	Prepared by dept staff; signed by dept chair
	Create profile in <i>RECRUIT</i> application management system.	Dept staff
I.7	Recruitment Plan electronic form submitted and approved	OADEO and FEA review; <i>dean approves</i>
I.8	Recruitment info/guidelines sent to search committee, dept.	OADEO will send info
<b>II. Implement the outreach effort per the recruitment plan</b>		
II.1	Position posted in journals, Web sites, etc.	Dept staff
II.2	Open <i>RECRUIT</i> application management system.	Dept staff
II.3	Outreach conducted	Search committee, dept faculty
II.4	All required documents received; applicant demographic data provided via AP Online <i>RECRUIT</i>	Dept staff
II.5	Applicant pool reviewed for size and diversity, and additional outreach conducted if necessary	Dept chair and/or search committee
<b>III. Implement the screening and selection process</b>		
III.1	Establishing evaluation criteria and the review process	Search committee
III.2	Evaluating contributions to diversity	Search committee
III.3	Interim Report (proposed short list) submitted. Reviewed by FEA, OADEO. Discussed with dean. Approved by dean.	Dean and dept chair, search chair and/or FEA
III.4	Candidates invited for interview	Dept
III.5	Candidates interviewed during campus visit	Search committee, dept faculty, students
<b>IV. Select final candidate(s)</b>		
IV.1	Top candidate(s) selected to be proposed for position	Dept faculty
IV.2	Selection Statement prepared within the Selection Report	Search chair
IV.3	Selection Report prepared	Dept staff

IV.4	Selection Report submitted and approved	Dept staff submit; OADEO and FEA review; <i>dean approves</i>
IV.5	Appointment file prepared	Dept staff
IV.6	Appointment file reviewed and approved	Dean, CAP review; <i>EVCAA approves</i>
IV.7	Offer letter sent to candidate	Academic Personnel
IV.8	Multiple offers may be made until a candidate accepts job offer	

The following sections of this document elaborate on the steps pertaining ONLY to Search Chairs/Search Committee members.

### I.3 Drafting a position announcement



#### **Basic principles to remember**

A thorough open recruitment must be conducted by broadly advertising the open position, which may include targeted outreach.

**A carefully drafted advertisement is critical for a broad and inclusive search. Whenever possible,** define the discipline of the search as broadly as possible, rather than narrowly, to obtain the largest applicant pool and to enable the department to consider exceptional applicants from unexpected sub-disciplines. Check Ph.D. [availability tables](#) and the **Diversity Report/Analysis Reports** on AP Online *RECRUIT* for disciplines that may offer the greatest potential for a diverse applicant pool (request this report from department analyst). Include language that expresses an interest in candidates who will advance our commitment to diversity.

- Draft the position announcement as broadly as possible to attract the largest available pool of potential applicants.
- Advertise in venues that reach women and underrepresented minorities, such as special subgroups of professional organizations or focused conferences.
- Include the department Internet address in the job announcement.

You may state preferences:

- *The department is seeking to fill a faculty position in mathematics, with a strong preference for those in the fields of combinatorics and complex variables, but exceptional candidates in other areas will be considered.*

Whenever possible, include all three ranks (assistant, associate, and full professor) in order to consider candidates who unexpectedly are in the job market. You may state preferences:

- *The department is seeking to fill a faculty position, with very strong preference for a junior-level candidate, but exceptional candidates at higher ranks will be considered.*
- **Required components for faculty advertisements.** Divisions and departments are encouraged to develop standard ad text with these components in advance of submitting Recruitment Plans to ADEO. If a division or department wishes to develop standard ad text language in advance, they must collaborate with the division's Faculty Equity Advisor, AVC FE Ferrante and the ad language must be approved by the Dean. Deans will provide pre-approved ad text to ADEO. Recruitment Plans still must include the ad text, and ADEO will verify the ad text uses the language pre-approved by the dean.

If a department does not develop pre-approved ad text, the ad text will be reviewed by ADEO for these required components. If required components are missing Recruitment Plans will be returned to the department to be corrected.

*Examples are provided to assist departments in preparing advertisements.*

1. Hiring Department name Example: History, Ethnic Studies, etc.
2. Academic Title Example: Assistant Professor, Associate Clinical Professor, Academic Coordinator, etc.
3. Discipline or area of interest Example: Gender Studies, Hematology/Oncology, etc.
4. Opening or prominently placed sentence stating a commitment to diversity Example: "The Department of (name) within the Division of (or, School of) [name] at UC San Diego is committed to academic excellence and diversity within the faculty, staff, and student body."
5. Description of the position, job responsibilities and any other details that might attract an applicant to UCSD. Include the departmental website address within the ad text Example: "The Department of Chemistry and Biochemistry (<http://www-chem.ucsd.edu>) within the Division of Physical Sciences at UC San Diego invites applications for a tenure-track faculty position in \_\_\_\_\_."
6. An explicit statement of the "Required Qualifications" and/or "Preferred Qualifications" with descriptions of the knowledge, skills, and abilities for the position
7. In addition to whatever criteria are listed for the position, Contributions to Diversity must be included as a preferred or required qualification for all searches. Preferred Qualification Examples: "The preferred candidate will have experience or a willingness to participate in teaching, mentoring, research or service towards building an equitable and diverse scholarly environment." "The preferred candidate will have demonstrated strong leadership or a commitment to support diversity, equity, and inclusion in an academic setting." For searches where Contributions to Diversity is a primary criterion in selection, it must be included as a required qualification. Required Qualification Examples: "The ideal candidate will have strong demonstrated accomplishments in areas contributing to diversity, equity and inclusion, and a desire to play a leadership role in advancing UC San Diego's commitment to achieving excellence and diversity." "A successful candidate will demonstrate both strong research accomplishments and prior leadership in or concrete plans to contribute to advancing equity and inclusion. We especially welcome candidates who have created or contributed to programs that aim to increase the access and success of underrepresented minority or women students in [name]."
8. Salary Statement Example: "Salary is commensurate with qualifications and based on University of California pay scales."
9. Closing date statement; closing date that is at least three weeks from the last date of the last publication where the job has been advertised. Example: "Review of applications will commence on September 20, 2012 and continue until the position is filled."
10. A detailed description of all documents applicants must submit, including a request for a separate statement describing past and/or potential contributions to diversity, equity and inclusion, with a link to <http://facultyequity.ucsd.edu/Faculty-Applicant-C2D-Info.asp>. Example: "...and a separate statement describing past experience in activities that promote diversity and inclusion and/or plans to make future contributions. For further information about contributions to diversity statements, see <http://facultyequity.ucsd.edu/Faculty-Applicant-C2D-Info.asp>"
11. Instructions about how to submit applications Example: Applications should be submitted to the UCSD on-line application collection system, AP-On-Line *RECRUIT*, at: <https://apol-recruit.ucsd.edu/apply/JPFxxxxx>

12. An Equal Employment Opportunity/Affirmative Action employer statement must appear in external recruitment ads. Examples: "UCSD is an equal opportunity / affirmative action employer with a strong institutional commitment to excellence and diversity (<http://diversity.ucsd.edu>)."

#### I.4 Defining the outreach plan



##### **Basic principles to remember**

One should be mindful of any identified areas of underutilization of women and specific ethnic groups in the workforce. Through broad advertising and outreach, maximize the opportunity for these groups, as well as covered veterans and people with disabilities, to apply.



##### **University's obligation to be an Equal Opportunity / Affirmative Action Employer**

As a federal contractor, UC is subject to federal regulations requiring an affirmative action program. The program applies to all UC staff, academic employees, and applicants for employment. UC fulfills program requirements, in part, by collecting/analyzing race and gender data to monitor employment practices so as to ensure that everyone is provided equal opportunity in employment, particularly those groups who historically have been discriminated against because of race, ethnicity, sex, etc.

Federal regulations also require identifying areas within the workforce where women and minorities are underutilized and setting placement goals for these groups. Goals are reasonably attainable objectives through good-faith efforts, but goals:

- should not be considered as quotas (quotas are illegal)
- should not create positions reserved for specific groups
- should not be considered as either a ceiling or a floor for the employment of particular groups
- should not provide a justification to extend a preference to any individual on the basis of the person's gender, race, or ethnicity
- should not be used to supersede merit selection principles or as a justification for hiring a less qualified person over a more qualified person.

Good-faith efforts in meeting hiring goals include broad advertising of job openings and outreach efforts to develop a pool of well-qualified applicants, including those who are women and minorities.

Utilize the Best Practice Recruitment Strategies to define the plan for outreach and advertising. Consider the following:

- Adopt advertising strategy that includes announcements to a broad audience, as well as postings targeted to women and minority groups. Utilize these resources:
  - National journals
  - Departments at other universities
  - Academic and professional associations (including committees within these associations)
  - Listservs and email groups
  - Web sites
- Review the [list of job posting resources](#) developed by the Office of Academic Diversity and Equal Opportunity.
- Consult with colleagues and/or make personal contact by email, telephone, or letter, and ask them to identify potential applicants, including those from diverse backgrounds. Ensure that search committees document outreach efforts (for example, committee members should cc: key department support staff on e-mails to solicit applicants). Consider:
  - Faculty and academic administrators at other UC campuses
  - Faculty and academic administrators at other universities, including minority-serving institutions
  - Former students and alumni
- Utilize directories and rosters of prestigious fellowship programs at both pre- and post-doctoral levels, including those that support individuals from diverse backgrounds, for example:

- [UC President's Postdoctoral Fellowship](#) (if your department is interested in pursuing this avenue, consult with your dean and faculty equity advisor).
- [Ford Foundation Fellowship Program](#) (see Ford Fellows Directory link)
- Create opportunities to recruit applicants, including women and minorities, at conferences you attend. Cultivate excellent future candidates, both for current and future searches.
- Identify individuals who have achieved excellence outside academe, and contact them or send the position announcement to them.
- Identify individuals who have excelled in less highly ranked academic settings than UCSD, and contact them or send the position announcement to them.
- Market the department and the campus — showcase UCSD as an "employer of choice" offering academic excellence, diversity, and family accommodation programs.

### **I.5 Discussing the outreach plan, selection criteria and process, and applicant evaluation**

The Faculty Equity Advisor should meet with the search committee to discuss:

- the outreach plan
- the selection criteria
- the selection process

### **II.3 Conducting the outreach effort**

Once the department has been notified that the dean has approved the recruitment plan, the department staff and the search committee may begin to implement the outreach/ advertising plan. Changes to the proposed outreach/advertising plan should be approved by the Office of Academic Diversity and Equal Opportunity.

Conduct outreach such as conferences, colleagues, emails, etc. Provide documentation of your outreach activities to department staff. This documentation is submitted as part of the [Recruitment Interim Report](#) to verify that the proposed advertising plan was actually implemented. This documentation is critical should the recruitment undergo an audit.

### **II.5 Reviewing the applicant pool**

The search committee should analyze the pool on the Analysis Report on AP Online *RECRUIT*, and in particular, should determine:

1. The size of the applicant pool
2. The diversity of the applicant pool
3. How well qualified the applicants are

If any of the above raises a concern, the search committee may consider implementing additional [outreach efforts](#) to enhance the pool and/or extending the application deadline.

In assessing the diversity of the applicant pool, the search committee may want to view workforce/availability/underutilization tables that show:

1. The composition of the department's ladder-rank faculty by gender and ethnicity (number and percentage)
2. The department's availability data (i.e., percentages of degrees, by gender and ethnicity, awarded in disciplines relevant to the faculty in the department)
3. The department's identified areas of underutilization (by gender and ethnicity)

The availability data used to measure the diversity of the existing workforce are also used as benchmarks to measure the diversity of applicant pools.

Please contact OADEO for your availability data at [adeo@ucsd.edu](mailto:adeo@ucsd.edu).



### III.1 Establishing evaluation criteria and the review process



#### **Basic principles to remember**

In formally reviewing application materials and selecting a candidate, one may only consider the knowledge, skills, and qualifications of an applicant as they relate to the job.

In preparation for the review of applications, the search committee should:

- Establish criteria by which each applicant will be uniformly reviewed and evaluated for appropriate skills and qualifications
- Establish the process by which the committee will move from the initial stage of reviewing applications to the stage of proposing candidates for campus visits
- Review the articles on hidden biases [Guide to Bias-Free Communication](#), [Research on Bias and Assumptions](#), [Does Gender Matter?](#)

Be aware of these biases and how they might impact the selection of candidates.

As a result of a state audit of the recruitment processes at UC campuses, it is strongly recommended that at least two search committee members review all applications.

Key points to remember:

- Ranking of applicants should be derived from evidence-based judgments, rather than initial impressions.
- Do not immediately rank-order the applicants.
- Do not de-select applicants solely on the basis of the applicant's institution.
- Do not select applicants based primarily on whom they know.

In the review of applications, remember that one may consider only the skills and qualifications of the applicant as they relate to the position to be filled. In compliance with the California state constitution



#### **California State Constitution on Equal Opportunity**

The state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting. (Section 31 of Article 1, as established by Proposition 209).

In addition, per University policy, one may not engage in discrimination against or harassment of an applicant for employment on the basis of:

- race
- color
- national origin
- religion
- sex
- gender identity
- pregnancy (pregnancy includes pregnancy, childbirth, and medical conditions related to pregnancy or childbirth)
- physical or mental disability
- medical condition (cancer-related or genetic characteristics)
- ancestry
- marital status
- age
- sexual orientation

- citizenship
- service in the uniformed services (as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994: service in the uniformed services includes membership, application for membership, performance of service, application for service, or obligation for service in the uniformed services)

### III.2 Evaluating contributions to diversity

Factors to Consider in Evaluating (Potential for) Contributions to Diversity

Level: Different expectations should be set for contributions to diversity for junior versus more senior faculty applicants. While junior faculty candidates may not have substantial past activities, future plans and leadership potential can be weighted more heavily. For senior faculty, past accomplishments and leadership in diversity activities, as well as future plans and potential leadership, should be considered.

Area of Activity: Contributions can be research, teaching, and/or service efforts.

Teaching and Service

Questions to Consider Regarding Past Efforts

1. What is the extent of personal and sustained effort in advancing diversity of students or faculty from underrepresented groups in your field?
2. Does the applicant describe past experience, demonstrated skills or cross-cultural abilities to effectively work with a diverse campus community?
3. Has the applicant described how their past activities align with divisional or UC San Diego needs in advancing diversity?
4. Is there a demonstrated impact of past activities that have increased the access and success of students or faculty from underrepresented groups?
5. Has the applicant taken a leadership role in their past activities?

For specific activities, you can consider the following more specific questions:

Committee service: What was the applicant's role on the committee, how long did they serve, what were the committee's accomplishments and the applicant's role in them? Mentoring activities: Who were the mentees, how many were there, and over what time period? What was the context and specific objective of the mentoring? What was the applicant's personal effort in terms of time? If there were specific objectives, were the objectives met (i.e., success and progress of mentees during and after mentoring)?

Other Activities (Recruitment/retention/teaching/community): What were the activity and its context (e.g. a specific conference such as SACNAS, department retention activity, specific course to reach a specific group, outreach to a local school or work with a diversity-related non-profit)? What was the applicant's role? What effort was involved? Was there follow-up? In the case of off-campus activities, did the applicant describe how they relate to campus needs?

Questions to Consider Regarding Planned Efforts

1. Is there evidence that the applicant understands the needs of UC San Diego, the division and the field with respect to diversity goals?
2. Are the plans well thought out and reasonable in scope for the level of appointment?
3. Do the plans fit with the needs of UC San Diego, the division and field?
4. What is the role of the applicant in the proposed plans? Does the plan suggest leadership or potential for leadership in diversity activities?
5. Do the plans include proposed outcomes? If so, do they have a reasonable chance of success?

## Research

1. Has the applicant, in addition to their primary field of research, made research contributions to understanding the barriers facing women and under-represented groups?
2. Does the applicant bring to their research the creative critical discourse that comes from their non-traditional educational background or experience as a member of a group under-represented in higher education?

### III.3 Recruitment Interim Report (General Campus and SIO only)

For ladder-rank faculty recruitments on the General Campus and at SIO, the Recruitment Interim Report is prepared by department staff personnel. The report includes the following attachments:

- Documentation of the outreach effort (photocopies of all job postings from journals, Web sites, flyers, letters to colleagues, etc.)
- Diversity Report/Analysis Report (off of *RECRUIT*)
- Contribution to Diversity statements

The Recruitment Interim Report will be signed by the department chair, reviewed by the faculty equity advisor, OADEO, and the dean. The department may not invite candidates to campus for interviews until the dean has approved the report.

### III.5 Interviewing candidates during campus visits

In preparing to interview a candidate, review the following:

#### **Guide to Pre-employment Inquiries**

The California Fair Employment Practices Act provides that no pre-employment inquiries or specifications, direct or indirect, may be made concerning a job applicant's race, religious creed, color, national origin, ancestry, age, sex, medical condition, or physical handicap.<sup>1</sup> The Act further prohibits any non-job-related inquiry, either verbal or through use of an application form, which may directly or indirectly affect the employment opportunities of those protected by the Act. The Act does not otherwise limit the rights of employers to seek full information about the prospective employees or to establish the job performance qualifications they consider essential. Whatever qualifications or standards are set, however, must be applied equally to all persons.

Questions asked in an interview may be vulnerable to misinterpretation and/or knowing violation of laws. The Pre-employment Inquiry Guidelines<sup>2</sup> below may help to formulate acceptable, appropriate interview questions. In all situations, whether or not covered by the examples shown here, pre-employment inquiries must be job-related.

<b>Subject</b>	<b>Acceptable Pre-Employment Inquiries</b>	<b>Unacceptable Pre-Employment Inquiries</b>
<b>Name</b>	<ul style="list-style-type: none"><li>• "Have you ever used another name?"</li><li>• "Is any additional information relative to change of name, use of an assumed name, or nickname necessary to enable a check on your work and education record? If yes, please explain."</li></ul>	<ul style="list-style-type: none"><li>• Maiden name.</li></ul>

1 Section 504 of the Rehabilitation Act of 1973 states that "You may not make pre-employment inquiry of an applicant as to whether the applicant is a handicapped person or as to the nature or severity of the handicap. You may, however, make pre-employment inquiry into an applicant's ability to perform job-related functions."

2 Reprinted from the State of California Department of Fair Employment and Housing Pre-Employment Inquiry Guidelines (Rev. 12/93).

<b>Subject</b>	<b>Acceptable Pre-Employment Inquiries</b>	<b>Unacceptable Pre-Employment Inquiries</b>
<b>Residence</b>	<ul style="list-style-type: none"> <li>Place of residence.</li> </ul>	<ul style="list-style-type: none"> <li>"Do you own or rent your home?"</li> </ul>
<b>Age</b>	<ul style="list-style-type: none"> <li>Statement that hire is subject to verification that applicant meets legal age requirements.</li> <li>"If hired, can you show proof of age?"</li> <li>"Are you over 18 years of age?"</li> <li>"If under 18, can you, after employment, submit a work permit?"</li> </ul>	<ul style="list-style-type: none"> <li>Age.</li> <li>Birth date.</li> <li>Dates of attendance or completion of elementary school or high school.</li> <li>Questions which tend to identify applicants over age 40.</li> </ul>
<b>Birthplace, Citizenship</b>	<ul style="list-style-type: none"> <li>"Can you, after employment, submit verification of your legal right to work in the United States?"</li> <li>Statement that such proof may be required after a decision is made to hire a candidate.</li> </ul>	<ul style="list-style-type: none"> <li>Birthplace of applicant, applicant's parents, spouse, or other relatives.</li> <li>"Are you a U.S. citizen?" or citizenship of applicant, applicant's parents, spouse, or other relatives.</li> <li>Requirements that applicant produce naturalization, first papers, or alien card prior to a decision to hire.</li> </ul>
<b>National Origin</b>	<ul style="list-style-type: none"> <li>Language applicant reads, speaks, or writes, if use of a language other than English is relevant to the job for which applicant is applying.</li> </ul>	<ul style="list-style-type: none"> <li>Questions as to nationality, lineage, ancestry, national origin, descent, or parentage of applicant, applicant's parents, or spouse.</li> <li>"What is your mother tongue?" or language commonly used by applicant.</li> <li>How applicant acquired ability to read, write, or speak a foreign language.</li> </ul>
<b>Gender Marital Status Family</b>	<ul style="list-style-type: none"> <li>Name and address of parent or guardian, if applicant is a minor.</li> <li>Statements of company policy regarding work assignment of employees who are related.</li> </ul>	<ul style="list-style-type: none"> <li>Questions that indicate applicant's gender.</li> <li>Questions that indicate applicant's marital status.</li> <li>Number and/or ages of children or dependents.</li> <li>Provisions for child care.</li> <li>Questions regarding pregnancy, child bearing, or birth control.</li> <li>Name and address of relative, spouse, or children of adult applicant.</li> <li>"With whom do you reside?" or "Do you live with your parents?"</li> </ul>
<b>Credit Report</b>		<ul style="list-style-type: none"> <li>Any report that would indicate information for which it is otherwise illegal to ask, e.g., marital status, age, residency, etc.</li> </ul>
<b>Race Color</b>		<ul style="list-style-type: none"> <li>Questions as to applicant's race or color.</li> <li>Questions regarding applicant's complexion or color of eyes, skin, or hair.</li> </ul>
<b>Physical Description, Photograph</b>	<ul style="list-style-type: none"> <li>Statement that photograph may be required after employment.</li> </ul>	<ul style="list-style-type: none"> <li>Questions as to applicant's height and weight.</li> <li>Requiring applicant to affix a photograph to application.</li> <li>Requesting applicant, at his or her option, to submit a photograph.</li> <li>Requiring a photograph after interview but before employment.</li> <li>Videotaping Interviews</li> </ul>
<b>Religion</b>	<ul style="list-style-type: none"> <li>Statement by employer of regular days, hours, or shifts to be worked.</li> </ul>	<ul style="list-style-type: none"> <li>Questions regarding applicant's religion.</li> <li>Religious days observed, or "Does your religion prevent you from working weekends or holidays?"</li> </ul>

Subject	Acceptable Pre-Employment Inquiries	Unacceptable Pre-Employment Inquiries
<b>Physical or Mental Disability</b>	<ul style="list-style-type: none"> <li>• Statements by employer that offer may be made contingent on applicant passing a job-related physical examination.</li> <li>• "Can you perform (specific task)?"</li> </ul>	<ul style="list-style-type: none"> <li>• Questions regarding applicant's general medical condition, state of health, or illnesses.</li> <li>• Questions regarding receipt of Workers' Compensation.</li> <li>• "Do you have any physical disabilities or handicaps?"</li> </ul>
<b>Arrests / Criminal Records</b>	<ul style="list-style-type: none"> <li>• Job-related questions about <u>convictions</u>, except those convictions that have been sealed, expunged, or statutorily eradicated.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest record, or "Have you ever been arrested?" (This is a violation of California Labor Code Section 432.7, which is enforced by the Labor Commissioner.)</li> </ul>
<b>Military Service</b>	<ul style="list-style-type: none"> <li>• Questions regarding relevant skills acquired during applicant's U.S. military service.</li> </ul>	<ul style="list-style-type: none"> <li>• General questions regarding military service such as dates and type of discharge.</li> <li>• Questions regarding service in a foreign military.</li> </ul>
<b>Organizations Activities</b>	<ul style="list-style-type: none"> <li>• "Please list job-related organizations, clubs, professional societies, or other associations to which you belong. You may omit those that indicate your race, religious creed, color, national origin, ancestry, sex, or age."</li> </ul>	<ul style="list-style-type: none"> <li>• "List all organizations, clubs, societies, and lodges to which you belong."</li> </ul>
<b>References</b>	<ul style="list-style-type: none"> <li>• "By whom were you referred for a position here?"</li> <li>• Names of persons willing to provide professional and/or character references for the applicant.</li> </ul>	<ul style="list-style-type: none"> <li>• Questions about applicant's former employers or acquaintances that elicit information specifying the applicant's race, color, religious creed, national origin, ancestry, physical or mental disability, medical condition, marital status, age, or sex.</li> </ul>
<b>Notify in Case of Emergency</b>	<ul style="list-style-type: none"> <li>• Name and address of person to be notified in case of accident or emergency.</li> </ul>	<ul style="list-style-type: none"> <li>• Name, address, and relationship of relative to be notified in case of accident or emergency.</li> </ul>

"Interview Status":

- When you are in the candidate's presence — whether in a formal one-to-one interview situation or in a casual social gathering — you are in "interview status" with the candidate, and an appropriate, professional manner should be maintained.

Guidelines re: Spouse/Partner Situations:

It would be inappropriate to directly inquire of the applicant if there are any spouse or partner issues that will need to be addressed if the applicant is proposed for the position. Consider these two options to identify and address potential spouse/partner situations.

- Departments are encouraged to provide info/resource packets to all candidates invited for formal interviews. These packets should include brochures about the UCSD [Partner Opportunities Program](#) and Southern California Higher Education Recruitment Consortium (HERC), which provides Web addresses that list job openings at HERC-member institutions. During the interview, you may ask if the candidate has any questions about the information provided. If the candidate raises the issue of employment for a spouse or partner, the topic is then open for discussion.

Other tips:

- Give each candidate the opportunity to talk about gender and/or work climate issues with others who are not on the search committee and not in the department, such as your Faculty Equity Advisor or Partner Opportunities Director.

- Provide information to all candidates about the recruitment process, the schedule for filling the position, and when the candidate can expect the next communication from the department.
- During the interview process, the candidate is evaluating the university as well as being evaluated. Lasting impressions are formed on both sides.

#### IV.2 Preparing and Submitting the Selection Report (SR)

Once candidates have been interviewed and a selection has been made to fill the position, the Search Chair/department staff can prepare the [Selection Report](#) to:

1. Confirm that the selection criteria and process were implemented
2. Note any changes that might have been made to the selection criteria and process
3. Describe the [selection process](#) that occurred after the search committee identified candidates for interviews (for example, faculty voted on which candidates to invite to campus, interviews were conducted, seminars were presented, faculty voted on candidates, etc.)
4. State the reasons why each person interviewed was either selected or de-selected for the position

The Recruitment Selection Report form is prepared by department staff and is submitted packaged together with:

- [Selection Report Form - GC & SIO](#) or [Selection Report Form - HS](#)
  - Analysis Report from *RECRUIT*
  - Final candidates' contributions to diversity statement
  - [Applicant Pool Data Form](#) (if *RECRUIT* was not used for application submission)
  - Outreach efforts –Health Sciences Only
1. The department chair signs the report and submits the report to OADEO.
  2. OADEO takes action:
    - a. OADEO reviews the report and may contact the department with questions.
    - b. OADEO shares the report with the Faculty Equity Advisor (FEA endorsement is not required, but the FEA may confer with the department and/or dean).
    - c. OADEO endorses the report and forwards it to the dean's office
  3. The dean takes action:
    - a. The dean reviews the report and may consult with the FEA.
    - b. The dean may direct questions/suggestions for modification to the department.
    - c. The dean approves/disapproves the report.
    - d. The dean's office notifies the department of the decision.
  4. The department takes action:
    - a. The department staff inserts a copy of the approved report into the appointment file. This verifies that equal opportunity/affirmative action has been addressed in this proposed appointment.