

Academic Recruitment & Hiring Process

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Recruitment

Hiring Managers can consult with Jasmine Lopez regarding all Academic recruitment requests. The Academic recruitment process is outlined below.

1. Hiring Manager creates an Academic Recruitment Request Packet including:
 - Justification Memo
 - Academic Recruitment Form
 - Position Description with search criteria
APO is very strict on how position descriptions are written for recruitment, especially when it comes to what is considered basic, additional, and/or preferred qualifications. Hiring Managers must also include the # of references required and what application materials will be required. Please review the [Non-Senate Search Plan Checklist](#), which gives guidance on how to write the job description.
 - Advertisement
Note that all job advertisements and postings will need to be retained and uploaded to APRecruit as part of our federal requirements for record retention.
2. Hiring Manager obtains approvals from Group Executive Director, Financial Analyst, & RMG Executive Director and submit the packet to Jasmine.
3. Jasmine creates a search plan in the academic personnel recruitment website, AP Recruit, and submit plan for approval. All campus approvers must then log into AP Recruit to review and approve the Search Plan (approval chain: Hiring Manager à Lawrence Director à Vice Chancellor for Research Office (VCRO) à Office for Faculty Equity & Welfare (OFEW) à Academic Personnel Office (APO)). *Approvals are auto-routed in APRecruit. Approval can take 1 month +*
4. Once APO approves, the recruitment is published to AP Recruit and posted on the Higher Education Recruitment Consortium (HERC), Higher Ed Jobs, The Chronicle of Higher Education, and America’s Job Exchange (includes multiple diversity locations) for a minimum of 15 days
 - Jasmine coordinates posting the recruitment to any other websites that the department wishes to advertise with

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During the Search

Review Dates

The search must be open for at least 15 days before the first review. After the initial review date passes, use the basic qualifications as stated in the advertisement to assess each complete applicant.

Additional review dates can be added if the initial review window does not yield a viable applicant pool. Please ask Jasmine if you'd like to add additional review dates.

Guidelines for search committee evaluation of applicants

Review the written materials submitted for each candidate who meets the minimum qualifications, ensuring that sufficient time is spent on the initial review of each application to provide a thorough assessment. Rushing or spending too little time can increase the influence of unconscious biases.

Each candidate's file should be reviewed by more than one search committee member when a committee is used.

Evaluate each candidate's entire application using established selection criteria; don't depend too heavily on only one element.

Interview

- *Convene the Search Committee*
- *Conduct outreach specified in Search Plan*
- *Evaluate the applicant pool*
- *Conduct at least 3 interviews*
- *Document the search process. Keep interview questions & notes. Please do not make edits in APRecruit*
- *Review letters of reference/contact references*

The Search Committee should consist of at least 2 people and 1 HR representative. The HR representative will serve as a silent member, meaning they will be an observatory role only during interviews but will be available to provide perspective during search committee meetings.

The following UCLearn eCourses are required (and renewable every 2 years) for all hiring managers and search committee members, including non-UC members.

[*Search Advisory and Hiring Committee Best Practices*](#)

[*Managing Implicit Bias in the Hiring Process*](#)

Interview Protocol: Hiring Managers should interview at least 3 candidates during the interview process. As of February 1, 2021, managers are required to provide interview questions to candidates at least 15 minutes before their interview(s). It is recommended that questions are sent at least an hour prior.

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Completing the Search

1. **Soft Offer** The Hiring Manager notifies Jasmine Lopez that they are ready to make an soft offer and provides the name of the finalist candidate, desired Rank/Step, and salary they'd like to offer the candidate. Jasmine will send the proposed soft offer to Flori and then VCRO for approval. Once both approve, the Hiring Manager can move forward with extending the soft offer.
2. **Create & submit a Search Report:** If the candidate accepts the offer, the Hiring Manager will need to create a Search Report and submit it to Jasmine. To create the Search Report, the Hiring Manager will need to do the following:
 - a. **Review & update Candidate List:** Jasmine will send the candidate list to the Hiring Manager. The Hiring Manager will need to review the attached candidate list and confirm each applicant's qualification status, candidate status, and deselection reason. *Please do not update these the candidates' statuses in APRecruit. APO requires updates in APRecruit to occur in a specific order. Jasmine will handle updating the system.*
 - Qualification Status: Applicants who met the basic qualifications should remain marked "Meets Basic." Individuals who were deemed unqualified, specifically with respect to the basic qualifications will need to be marked "Does Not Meet".
 - Candidate Status: Update each applicant's current status
 - Deselection Reason: When selecting a deselection reason, select one or more reasons for each candidate that was not chosen. You can select from the list of reasons provided in the system or write a custom comment in the Comments Column that explains why the applicant was not selected for the position.
 - For the selected candidate(s): Provide a few sentences in the comment column for the proposed candidate(s) explaining why they were selected based on the established selection criteria, stated qualifications, and described job duties. Do not use comparative language (e.g., "the candidate had the most experience"). It also is not sufficient to state that the proposed candidate was the best fit for the position.
 - b. **Gather all relevant interview materials.** All relevant documentation created during the search must be included in the Search Report, including relevant memos and interview notes. Interview questions and notes must be uploaded as part of the search report, in one of the following formats:
 - Notes on each candidate's response to each interview question (can be typed or handwritten)
 - Summary of interview responses for each candidate (not a summary decision or disposition about the candidate)
 - Ranking sheet/evaluation template created for each interviewed candidate

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- c. **Create Search Committee Narrative** (*example below*). The search committee narrative (1) documents the search process and the candidates considered for the position, and (2) provides a compelling case for the candidate who is selected. This report need not be long; typically four to five paragraphs are sufficient. It should include the following sections
- Introduction: Provide a brief overview of the search area, efforts made to attract a diverse pool of applicants, and the extent to which the efforts were successful in achieving a broad and inclusive pool.
 - Overview of the evaluation process: Provide a description of how the applicants were reviewed and evaluated. What selection criteria and/or rating scales were used? How were the finalists for interviews selected? How did the committee rank the finalists (if applicable)? How was the proposed candidate ultimately chosen?
 - Brief narrative description of the interviewees: Provide a brief description of the academic strengths of everyone who was interviewed as they measured against the selection criteria, and ultimately why individuals were deselected.
 - Academic qualifications of the finalist: Describe the strengths of the candidate in relation to the job position, refraining from relying on comparisons with other shortlisted candidates to the extent possible.
- d. **Create Appointment Request Memo** (*example below*). A sample memo is attached. This memo contains all appointment information & summarizes the position & candidate's qualifications. Jasmine will obtain Rena's signature on the memo..
3. **Approvals & Offer Letter:** Once Jasmine has all of the required materials, she will submit the Search Report for review and approval. The approval line is the same as the one completed for the recruitment (Hiring Manager→Lawrence Director→VCRO→OFEW→APO). Once Jasmine receives APO approval, she will work with the Hiring Manager to determine a start date (at least 7-10 business days), create the formal offer letter, and request onboarding.

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Onboarding

Employees **cannot** begin working until after they have completed all hiring and I9 paperwork and received background check clearance (when a background check is required). If these steps are not completed by the start date, the department will need to revise the employee's start date until all steps and clearance is complete.

Once a onboarding request is submitted, Berkeley Regional Services (BRS) will send the following items to the Finalist

- Hiring documents via DocuSign
- I9 paperwork
- Criminal Background Check paperwork via DocuSign (when applicable)
 - *Candidates for positions requiring background checks are now required to receive background check clearance **before they can start working**. The candidate will not be able to start work until the background check has been cleared. Clearance could take 2-3 weeks to receive.*

Note: Current employees of UC Berkeley do not need to attend onboarding and will automatically have their new appointment entered into UCPath.

Lawrence Onboarding

Once BRS has sent onboarding paperwork to the new employee, Lawrence HR will set up a Monday.com Onboarding checklist with Lawrence specific onboarding steps for both the supervisor and new employee.

The board will be initially assigned to the Hiring Manager. It is the responsibility of the supervisor to share the board with the employee once the employee has setup their CalNet ID and Monday.com profile.

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Sample Documents

Search Report Sample

The ABC position is a new position responsible for ensuring the vision, future directions, high quality, equitable outcomes, and funding of the ABC programs at Lawrence Hall of Science. The Lawrence programs and products make critical contributions to building the field and increasing the prominence of science education nationwide. As such, the search for the position was national in scope and we received applicants from across the United States. In addition to the standard job listings associated with the recruitment of UC Berkeley positions, efforts were made to post the job listing on various job lists with national scope, e.g., the UC Berkeley Community XYZ list. The job announcement explicitly stated interest in candidates applying with a deep understanding and experience related to equity, inclusion, and cultural relevance in science education, which often results in a more diverse pool of applicants with a range of expertise and recognized cultural competence. We received a diverse pool of 16 applicants, including gender identity and racially diverse candidates, as well as an array of diverse postsecondary education degrees.

The search committee met to review the timeline for the candidate review process and collectively developed criteria and a rubric for evaluating the pool of applicants. The criteria reflected the key dimensions and capacities associated with the position – minimum three years of experience; experience teaching children and adults; project management and leadership; fundraising; experience working with communities of color and/or other marginalized or vulnerable populations; experience with science education including research, professional learning, and curriculum development; experience with the K-12 formal education sector and associated national science standards; and experience building organizational capacity, both internally and as an external partner to community-based organizations and districts/schools. The rubric/rating scale was based on a four-point scale (0=no evidence of addressing criteria; 1=partial fulfillment; 2=adequate fulfillment; 3=exceeds adequate fulfillment). At least two selection committee members reviewed each candidate with respect to each of the criteria and wrote short comments explaining the overall review of the candidate by that search committee member.

Three candidates received significantly higher ratings than the rest and were selected for interviews. One additional candidate who also scored relatively high and had some novel experiences working for a community-based organization, was also selected for an interview based on serious consideration for the potential of this candidate to serve in the position. The search committee met to identify a set of interview questions and prompts for the four finalists. Interviews spanning 45 minutes were conducted by Zoom video conferencing with the exception of one candidate who was interviewed in-person. After each interview, the search committee met to debrief the candidate's interview and discuss any additional qualifications that were presented by the candidate in the interview. After all four of the finalists completed the interview process, the search committee discussed the final ranking of the finalist pool based on all the information gathered. The proposed candidate is the highest ranked candidate at the completion of the applicant pool paper screening (criteria and rubric), as well as the highest rated of the finalist interview pool.

Candidate finalists Candidate A, Candidate B, Candidate C, and Candidate D were all highly ranked in the paper screening and selected to be interviewed. Candidate A's strengths are her experience with K-12 formal education and work with K-12 teachers, as well as project management experience. However,

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she was not as knowledgeable with regards to the most current set of national science standards, her leadership on projects and fundraising was less strong, and relayed a medium sophistication and knowledge on issues of equity and inclusion. Most notably, Candidate A was lacking in robust experience with regards to working in the informal education field – a quality needed for the position.

Candidate B's strengths are his anti-bias work, experience developing outdoor education experiences that include indigenous histories, and some work focused on organizational capacity building (though, in a limited way). He was moderately qualified with regards to his knowledge around educational strategies needed to support children in science and in development of science literacy. Most notably, Candidate B was lacking in experience designing programs around the most current science standards and education guidelines, as well as working to support K-12 classroom teachers and school leaders.

Candidate C's strengths are her experiences with the current science standards, familiarity navigating systems of formal education, and writing federal grant proposals. However, in all of these cases, the level of depth in these areas needed for this position is lacking. She was selected and recommended to interview based on the potential of her nascent experience in a diverse set of areas needed by the position. However, across the key dimensions and criteria, Candidate C ranked consistently (with regards to the paper screen and interview process) as not having the level of depth needed for the position.

Candidate D has or exceeds applicable and relevant experience in all of the key dimensions and criteria for the position. Candidate D's strengths substantial high-level leadership experience and a demonstrated track record of success in managing high-stakes partnerships; deep expertise in developing science assessments; expertise in implementation support through his extensive work in school districts; and strong experience as a supervisor. Candidate D has experience with curriculum development, professional learning development and facilitation, capacity-building experience with not only community-based organizations but also formal school systems, such as school districts. Because she meets all qualifications listed (basic and preferred) for the position, Candidate D was unanimously selected as the proposed candidate and recommended for selection.

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Appointment Request Memo Sample (Place on LHS Letterhead)

Date

Linda Haverty Rugg
Associate Vice Chancellor for Research
119 California Hall
Berkeley, CA 94720-1500
Re: Academic Appointment: Candidate Name, Academic Rank, Step

Dear AVCR Rugg:

This is to request permission to appoint Candidate Name as Academic Rank, Step, Appointment % effective proposed start date through proposed end date (1 year) with an annual salary of \$_____ at the Lawrence Hall of Science. Funding for this position will be provided funding source type (*e.g. by a variety of funding sources, including both revenue and grant funds*) and is guaranteed for the entire period of the appointment. Candidate Name has been selected as the most qualified candidate from recruitment Recruitment # (*ex. JPFXXXXX*).

[Overview of Qualifications, Research Activity and Professional Competence]

Education: Candidate received Degree in Year XYZ from ABC School. They also hold a ABC Certification from ABC School

Work Experience: Candidate has worked from 2019 to present as the Science Specialist for the Office of the State Superintendent of Education. Prior to that, from 2014-2019, they worked as the Science Curriculum and Assessment Director for 123 Schools, and from 2007-2014 as the Science Curriculum and Assessment Supervisor for ABC School District.

Accomplishments: Candidate has a track-record of impressive accomplishments. In regards to assessment and instructional materials development, they have 1) redesigned a K-12 science assessment system for the 123 Schools and 2) redesigned K-12 science curriculum and assessment using the Understanding by Design (UbD) principles and incorporating Common Core State Standards, and The Next Generation Science Standards while at 123 Schools, and 3) developed a K-12 authentic performance assessment system for the long-term tracking of student learning across student expectations using the Next Generation Science Standards (NGSS).

Professional competence: Candidate has profound, high level experience leading diverse teams, managing curriculum and assessment development efforts, providing district implementation leadership, and supervising employees. Why was the candidate selected: Candidate would bring expertise in developing high-quality NGSS-centered assessment systems, building effective partnerships, and managing complex projects with numerous diverse stakeholders. In addition, and notably, he has experience (and success) working with marginalized communities as well as supporting capacity-building in multiple school districts throughout the country. This combination is ideal for the work of this position.

[Description of job duties and responsibilities]

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As a XYZ Director, Candidate will be responsible for leading efforts to design, research, and support the implementation of, innovative and high-quality instructional materials, assessments, and models. As a senior leader, they will serve as a member of XYZ leadership team. They will help establish strategic directions for XYZ, contribute to high-level decision making, and support and manage team progress toward XYZ's goals. In particular, they will provide critical leadership and support for innovation related to science curriculum, assessment development, and curriculum implementation support. Candidate will be accountable for day-to-day programmatic questions and issues, serving as a point for cross-team communication, and escalating complex matters when necessary. This will include supervising and mentoring team members. As a Director, Candidate will be responsible for the review and oversight of outputs and deliverables, ensuring consistency with principles and approaches, and creating and refining processes for workstreams. Importantly, along with contributing to XYZ research efforts, Candidate will provide essential leadership for fundraising efforts, including the development of funding proposals. This work will also entail leading components of collaboration with external publishers and partners.

Candidate will work in the ABC Group at the Lawrence Hall of Science under Supervisor Name.

Candidate qualifications and experience make her an excellent candidate for the position of Academic Rank, Step. Your prompt consideration of this request is appreciated.

Sincerely,

Supervisor
Title, Lawrence Hall of Science

I concur with this request.

Rena Dorph, Ph.D.
Director, Lawrence Hall of Science