



Appointment of Search Advisory Committee Members for Senior Management Positions

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| Responsible Official: | Associate Vice Chancellor & Chief Human Resources Officer |
| Responsible Office: | Human Resources |
| Issuance Date: | July 1, 2022 |
| Effective Date: | July 1, 2022 |
| Summary: | Appointment of Search Advisory Committee members for Senior Management Group positions |
| Scope: | Recruitments for positions in the Senior Management Group (SMG) personnel programs |

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I. REFERENCES AND RESOURCES

UC Policies:

[PPSM-20: Recruitment and Promotion](#)

[PPSM-21: Selection and Appointment](#)

Resources:

[University of California Interview Committee Guide](#)

II. POLICY SUMMARY & SCOPE

The University of California, Merced is committed to hiring a talented workforce through recruitment practices that are fair, equitable, consistent and that comply with all applicable laws and regulations. To promote an equitable and inclusive recruitment process, all Senior Management Group (SMG) recruitments must utilize a Search Advisory Committee, (hereinafter referred to as the "Committee"). A diverse and inclusive Committee enhances the university's ability to conduct searches using an equity lens and demonstrates to candidates the University's commitment to diversity, equity, and inclusion.

The use of a Search Advisory Committee is recommended for Management & Senior Professional (MSP) recruitments.

This Policy is promulgated in furtherance of the UC Policies listed in section I.

III. DEFINITIONS

Hiring Manager: Individual with the authority to hire the successful candidate.

Committee Chair: A person designated by the Hiring Manager to ensure the recruitment process is conducted in accordance with this Policy; understands the requirements of the position; works closely with the HR recruitment staff to ensure Policy compliance; works with Committee members to ensure compliance with this Policy and timeliness of the recruitment process.

Search Advisory Committee: A committee of UC Merced employees and University of California guests responsible for interviewing candidates, assessing their qualifications, and determining which candidates should be moved forward to the Hiring Manager for further consideration.

Senior Management Group (SMG): Positions in the Senior Management Group personnel program.

Manager & Senior Professionals (MSP): Positions in the Management & Senior Professional personnel program.

IV. POLICY TEXT

UC Merced endeavors to ensure an equitable and inclusive recruitment process. A diverse and inclusive Committee enhances the university's ability to conduct searches using an equity lens and demonstrates to candidates UC Merced's commitment to diversity, equity, and inclusion. The composition of the Committee may be an element in an equitable and inclusive recruitment process.

V. PROCEDURES

A. Senior Management Group (SMG): The Chancellor (or designee) will select and approve members to serve on the Search Advisory Committee.

The following groups will be formally consulted with for Committee nominees:

- Faculty: Academic Senate Committee on Committees (COC)
- Non-Senate: Academics Council
- Staff: Staff Assembly solicits nominations for a staff representative.
- Undergraduate Students: nominated by the President of the Associated Students of the University of California, Merced (ASUCM).
- Graduate students: nominated by the Graduate Student Association (GSA).

Each group will forward 2-3 nominees to the Chancellor (or designee) for selection and approval. Additional members may be invited to serve on the Committee by the Chancellor (or designee). Staff, faculty, and student groups (including affinity groups) may participate in the recruitment during the campus visits for final candidates; as determined by the Committee and the search firm.

It is recommended that Committees are between 3 to 10 participants, depending upon the position under recruitment. Larger Committees become difficult to organize and can be daunting to candidates.

The hiring department or Committee Chair may include an administrative support individual as a non-voting member of the Committee to assist with administrative responsibilities.

B. Manager & Senior Professionals (MSP): The Hiring Manager has the authority to select and approve Committee members that align with the principles of this Policy.

VI. RESPONSIBILITIES

A. Hiring Manager: The Hiring Manager is responsible for appointing a Committee Chair who will work closely with the Committee throughout the interview process. It is recommended that the Hiring Manager should not serve on the Committee to ensure an unbiased screening process; however, the Hiring Manager may choose to participate if desired. The Hiring Manager provides a charge to the Committee, outlining specific requirements during the interview process. A typical charge will usually include the following points:

- The key background and competencies necessary for the successful candidate.
- Target dates for completing each stage of the interview process and the schedule of reporting.
- The suggested number of candidates to be recommended as finalists.
- The understanding that the Committee does not select the hire, and selection of the successful candidate is ultimately the Hiring Manager's decision.
- Budget considerations regarding salary, travel for in-person interviews.

Once the Committee completes their work and recommends the finalist, the Hiring Manager completes the process by interviewing each final candidate, checking references, and making the hiring decision.

B. Committee Chair: The primary responsibilities of the Committee Chair shall be to ensure that the best qualified candidates are considered and to:

- Ensure development of interview questions, rating guides and other materials for the Committee to use as part of their decision-making.
- Guide the Committee in developing and conducting the interviews.
- Oversee the professional and timely operation of the Committee.
- Ensure active participation by all Committee members.
- Guarantee an opportunity for all qualified candidates to receive Committee consideration.
- Work with the recruiter to ensure that effective recruitment mechanisms are utilized and that the Committee is provided information relevant to recruitment of underrepresented groups.

- Maintain confidentiality of Committee deliberations, communications with and identity of candidates.
- Ensure that financial expenditures generated by the Committee are approved prior to their obligation.
- Report to the Hiring Manager or recruiter the deliberations of the Committee, divisions of opinion, and information compiled about the candidates.
- The Committee Chair should immediately report any difficulties which threaten the Committee’s successful operation to the Hiring Manager and recruiter.
- Arrange for a meeting between the Hiring Manager and the interview Committee at the conclusion of the Committee interviews.
- Compile the Committee’s final report summarizing the process for submission to the Hiring Manager and recruiter.

For consistency and efficiency, the Committee Chair should handle all inquiries regarding the interviews including any applicant or potential applicant’s written or verbal request for information about the search process or timelines. The Committee Chair is encouraged to work with the recruiter for assistance if needed.

C. Committee: The Committee is responsible for interviewing candidates, assessing their qualifications, and determining which candidates should be moved forward to the Hiring Manager for further consideration.

The Committee must also be aware of the University’s commitment to diversity and ensure equality and inclusion within the interview process. All Committee members are required to complete implicit bias training.

D. Recruiter: The recruiter is responsible for overseeing the recruitment process, advising on recruitment strategy, review and approve interview questions, provide guidance on interviewing, reference checking, salary setting and negotiation, and preparation of the offer letter.

E. Executive Search Firm: Organization or agency which assists with identifying potential applicants and may screen applicants and assist with the interview process.

F. Associate Vice Chancellor & Chief Human Resources Officer (CHRO): The CHRO is the Responsible Official for this Policy and has the authority to implement the Policy. The Responsible Official may develop other supplementary information to support the implementation of this Policy. Such supporting documentation does not require the approval of the Chancellor or others. The Responsible Official may apply appropriate interpretations to clarify the Policy provided that the interpretations do not result in substantive changes to the underlying Policy.

VII. POLICY REVISION HISTORY

| Date | Action/Summary of Changes |
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| July 1, 2022 | Original Policy Issued |