

SIO Hiring Policy Guidelines

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The intent of these guidelines is to facilitate the engagement of the SIO faculty, both senate and non-senate members, in the recruitment of new SIO faculty members while ensuring that the recruitment itself follows all pertinent UCSD guidelines and proceeds effectively.

- 1) The priorities for searches originate through discussion within and among the Sections.
- 2) The Sections prepare a brief report summarizing the target of the search, the justification for the search (including, for example, research and teaching needs,¹ likely start-up requirements, potential synergies within SIO, potential funding sources for the candidate), possible candidates for the position,² and the possible composition of the Search Committee.
- 3) The report will be made available to the faculty and then will be presented to the Executive Council by the Department Chair (in the case of Senate appointments) or by the Section Head.
- 4) Upon approval of the search by the VCMS, the Section Head/Department Chair will appoint a Search Committee (SC).³
- 5) The SC will write an advertisement based on the original report, in consultation with the Section Head/Department Chair, in conformance with applicable UCSD guidelines. The advertisement and the identity of the SC will be disseminated to all SIO Faculty and posted on the SIO web site. The advertisement will be published in relevant scientific journals and other venues. The list of relevant scientific journals and other advertising venues including but not limited commercial electronic advertising opportunities and diversity-oriented advertising vehicles will be developed to ensure maximum outreach to highly qualified candidates from under-represented groups.⁴
- 6) The SC will actively seek input from the Section and SIO community. It will solicit candidates from as wide a sphere as possible, including suggestions

¹ This is an excellent opportunity to establish specific criteria for the job which will help the search committee in the screening and ensuring a fair evaluation of each application.

² It is ok to brainstorm on possible candidates who are excellent and available to recruit, but DO NOT lock in on a particular candidate before the recruitment is even launched and thus lose the opportunity and an open perspective to find other excellent candidates.

³ Search committees should be inclusive of the unit's workforce by gender and ethnicity. If the workforce has limited diversity (gender, ethnicity, intellectual), then enlist people outside of the unit to help with the search. Critical, analytical, challenging discussions that express different perspectives are essential in evaluating applications. Such discussions may help to reduce the potential impact of any biases based on illegal criteria that might be present.

⁴ OADEO maintains lists of recruitment resources tailored to different academic units which can augment the search committee's list of resources.

from members of SIO and the larger scientific community.⁵ Based on applications and input from the Section(s), the SC will choose a number of applicants who will be invited to interview for the position.

- 7) After the candidates have interviewed, the SC will present the short list of candidates for discussion to the appropriate Section(s). The discussion will focus on the short list presented by the SC. This discussion will serve an advisory role to the SC; there is no vote.
- 8) The SC will consult with the Section Head/Department Chair on the selection of the final candidate. If there is disagreement, the Section Head/Department Chair may request that the SC reconsider their choice of candidate and consider other applicants. Additionally, the Section Head/Department Chair has the option of reconstituting the SC if he/she feels that the SC was not responsive to the original intent of the approved/advertised position.
- 9) The SC will write a recommendation to the Section Head or Department Chair, as appropriate. This report will be included in the candidate's file as the *ad hoc* recommendation letter and will become part of the academic appointment file.
- 10) The Section Head or Department Chair will call a meeting of the appropriate body to vote on the proposed candidate. The candidate's file will be made available to all appropriate body members for review prior to the meeting. The chair of the SC will present the file, and members of the body are encouraged to discuss the candidate.
- 11) The Section Head or Department Chair will prepare the recommendation letter to the file conveying the results of the vote, the search process, and the qualifications of the candidate. This is the official recommendation that will be reflected on the UCSD Summary of Appointment Recommendation form. If the Section Head/Department Chair's opinion differs from the vote of the Section, he/she may write a separate letter conveying his/her recommendation and include it in the file. The file is then submitted to the SIO Academic Personnel Office where it will be presented to SIO CAP, and proceeds through the series of committees for final approval by the VC Marine Sciences or the SVCAA.

The larger SIO community has the opportunity for input to the process at Steps 1, 2, 6, 7 and 10. Only Step 10 is recorded as an official vote in the hiring process, though input at all stages is essential to ensuring that the best candidates are solicited, invited, and ultimately hired.

⁵ It is important that at least two people review each application. This helps to ensure healthy and critical dialogue about the strengths and weaknesses of each application. The concern is that if only one person screens the applications and if that person exercises prejudices based on illegal criteria, highly qualified applicants could be eliminated. The recommendation for two people to review all applications is based on a state audit of UC hiring practices.