

UCI LIBRARIES
UNIVERSITY OF CALIFORNIA, IRVINE

GUIDELINES FOR
LIBRARIAN RECRUITMENTS

July 16, 2007

INTRODUCTION

The goal of recruitments for librarians in the UCI Libraries is the hiring of excellent librarians who demonstrate superior potential to qualify for a continuing appointment. Recruitments are to follow a fair, rigorous, rational, non-discriminatory, and impartial process, following prescribed library and university policies as described in these guidelines.

These guidelines bring together the procedures and policies followed within the UCI Libraries for conducting recruitments for the Librarian Series at the University of California, Irvine. These procedures and policies conform to the procedures and policies of the University of California and the University of California, Irvine. The guidelines are continuously updated in order to be consistent with current policy and procedures as well as to improve the effectiveness of the recruitment process. Suggestions for changes in the policies and procedures, as well as in the guidelines itself, are welcome and encouraged. The guidelines can also be found on the UCI Libraries Human Resources website, at <http://hr.lib.uci.edu/recruithire/librecruitmanual.pdf>.

CONTENTS

	<u>page</u>
<u>CHECKLIST</u>	2
 <u>PARTICIPANTS</u>	
Academic Personnel Coordinator	4
HR Ex officio	5
Assistant Human Resources Manager	7
Reporting Authority (Department Head/Supervisor/AUL to whom search committee reports)	9
Search Committee Chair	11
Search Committee Members	13
Special Guidelines for Recruitments that Have Internal Applicants	15
Library Review Committee	16
 <u>JOB ADVERTISING</u>	
Job Advertisement	
The “Long Ad”	17
The “Short Ad”	17
Qualifications	18
Application of the Qualifications	18
Standard Template for Department Head Ad	19
Standard Ending for Long Job Ad	20
Standard Template for Short Job Ad	21
Definition of “First Consideration”	23
Standard Advertising Plan for Career Librarian Positions	24
 <u>INTERVIEW</u>	
Minimum Elements of an Interview Schedule	26
Which Questions are Permitted of the Candidate?	27
The “Conversational” Interview	29
 <u>POLICIES</u>	
Equal Opportunity and Affirmative Action	30
Confidentiality	31
Obtaining References	31
 <u>APPENDIX: FORM MEMOS AND LETTERS</u>	 32

RECRUITMENT OF LIBRARIANS: CHECKLIST

This checklist contains a “shorthand” description of each step of the recruitment process. It is intended to be used in combination with a careful reading of the rest of the guidelines in order to have full and accurate knowledge of the process and the steps involved.

Title of Position: _____

* = external searches only

√	ACTION	RESPONSIBILITY
PLANNING PRIOR TO SEARCH COMMITTEE		
	UL approves recruitment (and is recorded in <i>R:\vacant career positions.xls</i>)	Dir of HR
	Faculty communication plan developed for bibliographer positions.	RepAuth, HoCD
	“Launching” e-mail sent to Reporting Authority.	APC
	Long Advertisement drafted	RepAuth, AUL
	Salary range determined for position in consultation with UL	AUL/AS
	Long and Short* Ads finalized	APC, Dir of HR
	Advertising/Search Plan drafted	APC, Dir of HR
	Ads submitted to UL for approval	APC
	Search plan signed by AUL/AS submitted to and approval received from OEOD (do not fax). OEOD needs 5 days to approve. [use <i>v:9pers\docs\recruit librarian/checklist...\search plan.doc</i>]	APC
	Long ad posted on UCI Libraries Jobs web page by Web Services per deadline on search plan	APC
	Reporting Authority consulted about specialized advertising locations	APC
	*Advertising plan implemented.	APC
	HR Ex officio determined (either APC or Dir of HR)	Dir of HR
SEARCH COMMITTEE		
	Search committee membership proposed and discussed with AUL/AS. Proposed members invited to be on cmte. No one may be invited to be a member of a srch cmte without prior AUL/AS consultation.	RepAuth, AUL
	Appointing e-mail sent to search committee members including url for charge	APC
	E-mail alias & T: drive folder est. by IT Dept to include Srch Cmte, RepAuth, AUL, all LHR staff	Asst HR Mgr
	Announcement of search committee sent to lib_all	APC
	Announcement of search committee sent to LibItems	Asst HR Mgr
	First meeting of search committee scheduled.	HRX
	Search materials sent to search committee before first meeting	APC
	E-mail version of long ad sent to search committee for posting to specialized listservs	APC
	First meeting of search committee held, during which HR Ex officio reviews the recruitment process	HRX
	Interpretations of qualifications determined and recorded	Cmte/ RepAuth
	Define handling of applications relative to date of first consideration.	Cmte/ RepAuth
	Develop process(es) for evaluating and ranking applicants	Cmte
	Apps screened - those that meet min. qualifications copied to T drive for access by Cmte and RepAuth	HRX
	Applications acknowledged.	Asst HR Mgr
	As discussions progress and applications are ranked as “strong”, “stay active”, or “reject”. “Short list” identified and recommendations about actions (ref calls, phone interviews, in-person interviews for short list; rejections to candidates no longer under consideration) sent to Reporting Authority via alias.	Cmte
CRITICAL STAGES INVOLVING INTERACTION WITH CANDIDATES		
	Reject e-mails sent to C candidates as determined by Cmte and RepAuth, as instructed by HR Ex-Officio	Asst HR Mgr
	If additional information needed from candidates, calls to candidate made.	HRX
	Calls to top candidates made to establish rapport.	HRX/Dir of HR
	If references are needed as determined by Cmte and RepAuth, develop reference call questions (see standard questions and identify questions specific to each candidate).	Cmte
	Notify candidates by e-mail that references being contacted.	HRX
	Schedule and conduct reference calls (most often done by HRX, but may also be conducted by AUL/RepAuth/Chair)	HRX
	Develop phone interview questions if phone interviews are needed as determined by Cmte & RepAuth.	Cmte

Conduct phone interviews if deemed necessary (scheduled and facilitated by either HRX, Chair, RepAuth, or AUL with optional participation by Cmte).	HRX/RepAuth/ AUL/Cmte
Presentation topic developed (if necessary)	Cmte/ RepAuth
Interview topics developed and outlined to facilitate conversational style interview	Cmte
Interview schedule developed (must be completed prior to inviting for in person interviews)	Cmte/ RepAuth
Candidates recommended by search committee to be interviewed	Cmte
Candidates to be interviewed decided upon (in consultation with HR)	RepAuth
Active status update e-mails sent to B candidates and reject e-mails sent to newly identified C candidates as determined by Cmte and RepAuth and as instructed by HR Ex officio	Asst HR Mgr
Invitation to interview informal calls made to candidates and brief e-mail sent w/cc to Asst HR Mgr	HRX
Internal candidates not invited to interview are notified about status prior to lib_all notice of interviews	HRX
Possible interview dates determined (draft interview schedule must be completed by this date.)	Asst HR Mgr
Formal invitation to interview mailed to candidates, with presentation topic if appropriate	Asst HR Mgr
*Provide information about department/division to be included in packets to be sent to interviewees	RepAuth, AUL
On-site interviews scheduled, travel arrangements made, etc	Asst HR Mgr
*Interviewees sent packets of information	Asst HR Mgr
Interview schedules and résumés installed on HR web site; library staff informed.	Asst HR Mgr
Water bottles acquired for candidates to have during interviews.	Asst HR Mgr
Interviews held	Cmte
Issues for follow-up reference calls developed, if necessary	Cmte
Follow-up reference calls made as necessary as determined by Search Cmte and HR Ex Officio in consultation with Reporting Authority; transcriptions sent to cmte members.	Cmte, HRX, RepAuth
Write Srch Cmte's final recommendation memo to the Reporting Authority based on the advertised qualifications; cc: AUL/AS, entire search cmte e-mail alias; save to Tdrive	Cmte
POST SEARCH COMMITTEE RECOMMENDATION	
Memos written by reporting authority to supervisory AUL and/or by supervisory AUL addressed to UL, with final recommendation. cc: APC, Dir of HR, Asst HR Mgr, AUL/AS. If necessary, follow up calls to candidate with questions can be made first.	RepAuth, AUL
File, including comments received, submitted to Library Review Committee for review.	Asst HR Mgr
Library Review Committee's recommendation made	LRC
Decision made.	UL, AUL/AS
If decision is to offer job, informal offer made and formal offer letter written	AUL/AS
Formal offer letter faxed and mailed.	Asst HR Mgr
Acceptance letter received; AUL/AS, Dir of HR, & APC/HRX notified	Asst HR Mgr
Internal candidates not offered the job are notified regarding completion of the search.	HRX
RI and Supervisory AUL informed of appointment level and start date	HRX
Solicit all notes and documents from all participants - Cmte, HRX, RepAuth, AUL, etc.	Asst HR Mgr
OEOD Search Activities Statement completed. [v:\9pers\recruit librarian\sas3ef form.doc]	Asst HR Mgr
Appointment file prepared and sent to Academic Personnel [v:\9pers\recruit librarian\sas.doc]	Asst HR Mgr
Search committee informed of final decision, thanked, and discharged	RepAuth, AUL
UL's final decision announced to lib_all, e.g. (1) UL has appointed candidate; (2) position will be re-advertised; (3) position will remain vacant; or (4) position withdrawn; search committee members acknowledged. (Be sure to inform Search Committee first)	RepAuth, AUL
Appointment announced in LibItems.	Asst HR Mgr
E-mail alias and T: drive removed by the Information Technology Department.	Asst HR Mgr
Job postings on public website and HR site removed	Asst HR Mgr
Rejections sent to: interviewed candidates not selected	HRX
Rejections sent to: other candidates not yet rejected	Asst HR Mgr
Recruitment process evaluated.	Dir of HR
Review Initiator instructed to prepare position profile for librarian's first week of work	APC

Abbreviation Key: APC – Academic Personnel Manager; Asst HR Mgr – Assistant HR Manager; AUL – Supervisory AUL; AUL/AS – AUL, Administrative Services; Cmte – Search Committee; Dir of HR – Director of Finance and Human Resources; HRX – HR Ex officio; HoCD – Head of Collection Development; LRC – Library Review Committee; RepAuth – Reporting Authority (supervisor, Dept Head, or AUL to whom Search Committee reports)

ACADEMIC PERSONNEL COORDINATOR

The Academic Personnel Coordinator (APC) organizes and plans the recruitment process for all librarian searches. The APC or the Director of Finance and Human Resources serve as an *ex officio* member of every librarian search committee.

The Academic Personnel Coordinator's role in librarian searches includes the following:

1. Initiates the search by sending a "launching e-mail" (in the Appendix) to the supervisory AUL (for department head positions) or department head (for non-department head positions) to whom the position reports.
2. Sends Reporting Authority and supervisory AUL a sample long ad from a recent or similar posting with boilerplate ending removed to help Reporting Authority initiate draft. Provides advice to the Reporting Authority on wording of draft long ad.
3. Creates first draft of short ad based on long ad language and coordinates with Reporting Authority, supervisory AUL, and Dir. of Finance and Human Resources to finalize long and short ad drafts.
4. Consults with AUL/AS on salary range to include in the draft ads.
5. Serves as consultant to Reporting Authority, supervisory AUL, or AUL/AS regarding potential search committee members. Updates Search Cmte History.xls file in v:\Current Recruitments when search committee members are approved by Reporting Authority and AUL/AS.
6. Obtains approval of ads and recruitment plan from AUL/AS, UL, and the UCI Office of Equal Opportunity and Diversity.
7. Maintains the "authorized" version of the ad. Keeps template information about UCI and the UCI Libraries (see page 20) up to date.
8. Implements the advertising plan.
9. Sends appointment e-mail including the committee's charge to search committee members; sends search materials to search committee members; creates e-mail version of ad and saves to Tdrive.
10. Sends announcement of search committee to lib_all.
11. May conduct or participate in conducting reference calls when these have been determined as necessary, producing detailed notes for the recruitment file.
12. May conduct or participate in conducting phone interviews when these have been determined as necessary by the search committee in consultation with the Reporting Authority. Notes from the phone interviews are shared with the Search Committee.
13. After final decision is made by UL, inform RI and supervisory AUL of appointment level and start date.
14. Instruct Review Initiator to prepare position profile for first week of work.
15. Evaluates the recruitment process in consultation with the Director of Finance and Human Resources.

HR EX OFFICIO

The HR Ex officio could be either the Academic Personnel Coordinator (APC) or the Director of Finance and Human Resources and will serve as an *ex officio* member of every librarian search committee. The HR Ex officio is invited to attend every search committee meeting including interviews, and is copied on all e-mails sent by search committee members. It is **mandatory** that the HR Ex officio be present at any and all meetings at which search committee members are discussing the job qualifications, evaluating an applicant's qualifications, and formulating the search committee's recommendations. The HR Ex officio's primary role on the search committee is to advise on and ensure that the search committee follows recruitment procedures that are effective, efficient, and in compliance with federal, state, University and Library regulations and policies. Therefore, the HR Ex officio remains neutral at search committee meetings, not favoring any candidates over any others.

The HR Ex officio's role in librarian searches includes the following:

1. Convenes the first meeting of the search committee, including the Reporting Authority as an attendee. Fully reviews the librarian recruitment process at the first meeting, answering questions especially from first-time search committee members.
2. Screens applications after the search committee has defined the interpretation of qualifications.
3. Encourages and initiates affirmative action to ensure equal opportunity for all qualified applicants, especially by helping the search committee to maximize the number of qualified applicants from underrepresented groups.
4. Assists the search committee in the process of analyzing and evaluating applications and references, especially pointing out gaps or areas in résumés not sufficiently clear that require follow-up by the HR Ex officio or committee before consideration for interviews.
5. Identifies when additional information is needed and contacts candidate to answer questions (e.g. supervisory reference is not provided, information is unclear on resume about scope of involvement, dates, etc.)
6. Moves the process along as quickly as possible in order to retain the best candidates.
7. Builds a rapport with the top candidates. As soon as superior candidates are identified, contacts them in order to let them know of our strong interest in them, find out if they have any questions about the position, and to learn if they have other developing opportunities that might push us to speed up our process if possible. Provides them with a possible time-frame for the interview. This can be done either before or after references are obtained, depending on the pool and the candidate's qualifications, etc. Continues to maintain contact with these superior candidates throughout the recruitment in order to retain them.
8. Ensures that all candidates are contacted directly prior to any invitation to interview in person.
9. Notifies candidates that references are being contacted if Search Committee and Reporting Authority determine references are necessary.
10. Conducts reference calls in advance of in-person interviews as deemed necessary by the Search Committee in consultation with the Reporting Authority. Maintains a list of standard reference call questions which are shared with the search committee. Consults with Search Committee regarding specific questions to ask. Reference calls will normally be conducted by the HR Ex officio, but may alternatively be done by the Search Committee Chair, Reporting Authority, or AUL. Detailed notes on the reference call are produced and saved to the T drive to share with the search committee and Reporting Authority. In some cases, outstanding candidates may be invited for interviews before

references have been obtained, but one reference (preferably by a supervisory reference) is normally completed prior to an in-person invitation to interview.

11. May conduct or participate in conducting phone interviews when these have been determined as necessary by the search committee in consultation with the Reporting Authority. If conducting, obtain phone interview questions from Search Committee in advance. Phone interviews may be conducted by the Search Committee Chair or Reporting Authority with oversight by the HR Ex officio or AUL experienced in conducting such calls. If conducting, ensure that detailed notes are produced and saved to the T drive to share with the Search Committee.
12. If a candidate does not appear to include current and recent supervisors in the list of references, contacts the candidate to discuss this. If a candidate requests that a supervisor not be contacted until an interview or an offer is imminent, this request shall be honored. However, supervisory references shall always be obtained before an offer is made (although not always before the search committee makes its recommendation) except in rare cases when the candidate has a compelling reason against this, in which case thorough reference calls shall be conducted with other references who are very knowledgeable about the candidate's performance.
13. Makes sure that candidates are sent status update messages as the recruitment progresses. Either communicates directly with candidate(s) (e.g. internal candidates) or notifies the Assistant HR Manager regarding the specific message to send.
14. Reviews presentation topic and draft interview schedule developed by the search committee for errors. Notifies the Assistant HR Manager regarding the locations of the approved documents to facilitate creation of the final interview schedule with final presentation topic.
15. Contacts candidates recommended for in-person interviews to informally invite.
16. Reviews packet of materials to be sent to candidates invited to interview before they go out.
17. Meets with each candidate at the beginning of each interview to introduce the following:
 - a. the interview schedule
 - b. organization of the UCI Libraries
 - c. librarians' bargaining unit
 - d. LAUC and LAUC-I
 - e. support available for professional development and research
 - f. potential career status; eligibility for career status
 - g. salary scale
 - h. academic review criteria and process
 - i. benefits
 - j. hiring process and timeline
18. Obtains presentation materials (e.g. CD, flash drive) from candidate at beginning of interview and transmits it to appropriate technical staff to preload if the candidate so desires.
19. May conduct or participate in conducting post interview reference calls when these have been determined as necessary, producing detailed notes for the recruitment file.
20. After final decision is made by UL and offer is informally accepted, inform RI and supervisory AUL of appointment level and start date. May confidentially notify search committee.
21. Makes sure that internal candidates are contacted prior to lib_all announcement of appointment.
22. Notifies Dept Head that appointment announcement can be sent to lib_all after offer has been accepted in writing.
23. Evaluates the recruitment process in consultation with the Director of Finance and Human Resources.

ASSISTANT HUMAN RESOURCES MANAGER

The Assistant Human Resources Manager provides staff support to the HR Ex officio (Academic Personnel Coordinator or Director of Finance and Human Resources) in the administration of the librarian recruitment process.

The Assistant Human Resources Manager's role in librarian searches includes the following:

1. Sends announcement of the search committee appointment to LibItems.
2. Instructs the IT Department to establish an e-mail alias and T: drive for the search committee. Access to both should be given to search committee members, Reporting Authority, Department Head (if different), supervisory AUL (if different), AUL for Administrative Services, and all Library Human Resources staff.
3. Supplies examples from past recruitments of job advertisements, interview questions, reference questions, interview schedules, etc. when requested by HR Ex officio.
4. Acknowledges all applications and saves to the HR shared V drive.
5. Notifies search committee alias that applications that meet the minimum required qualifications (as determined by the HR Ex officio) have been placed in the appropriate T: drive folder.
6. As candidates are ranked and reviewed by the search committee, sends status update or rejection letters to candidates as instructed by HR Ex officio.
7. Schedules interviews, makes travel and lodging arrangements, arranges tours of local area as desired.
8. Makes lunch reservations (normally max. of 6 attendees), and arranges dinner partners.
9. Assembles interviewee packets for review by HR Ex Officio. Sends approved packets, including:
 - Letter of formal invitation with presentation topic (if any), and links to benefits and OC info
 - Interview schedule
 - Reimbursement guidelines
 - UCI Libraries organization chart and organization chart for division containing the position
 - Summary of UC Librarian Series – salary scale and review information
 - Housing information: real estate professionals, University Hills apartment brochures
 - Selected UCI Libraries brochures
 - Campus information: map, facts and figures, & parking directions (if applicable)
 - Other material recommended by the Search Committee and the home department
11. Posts interview schedules and résumés on the LHR web site and informs lib_all about them.
12. Uses Oracle to schedule meetings of participants in the interview.
13. Ensures that the candidates have water bottles throughout their interviews
14. Ensures that reimbursements are paid to interviewees for expenses incurred during visit.
15. Compiles file for submission to the Library Review Committee and the University Librarian.
16. Requests all files related to recruitment from search participants when recruitment is closed. Maintains files in accordance with UC retention policies.
17. Compiles appointment file for submission to Academic Personnel. Answers questions III B and C on Search Activities form (UCI-AP-80).

18. Requests that e-mail alias and T drive folder be deactivated and that job postings on the HR website and Libraries website are removed.
19. Places announcement in LibItems that appointment has been made.

**REPORTING AUTHORITY
(SUPERVISOR, DEPT. HEAD, or AUL TO WHOM THE POSITION
AND THE SEARCH COMMITTEE REPORT)**

The Reporting Authority has the following responsibilities:

1. In consultation with the AUL (if different) and the Academic Personnel Coordinator, drafts the sections of the long advertisement that describe the duties and responsibilities, the qualifications, and the home department (see page 17). (The rest of the ad is supplied by the Academic Personnel Coordinator.)
2. Reviews and edits the short version of the ad drafted by the Academic Personnel Coordinator.
3. If applicable, develops faculty communication plan (for bibliographer positions)
4. Discuss search committee membership with the AUL (when different) and the AUL, Administrative Services. Invitations to proposed members should not be made until the AUL/AS has been consulted. The availability of potential members, and especially the chair, should be taken into consideration: are they planning any lengthy vacations at critical times during the recruitment?

Other important factors to consider are the selection criteria for members of groups in the UCI Libraries at http://libadmin.lib.uci.edu/groups/selection_criteria.html. It is especially important for the chair to also have the following:

- strong performance on past search committees
- organizational abilities
- communication skills
- team facilitation skills

Search committees normally include:

- 1 librarian from within department
- 1 librarian outside department
- a non-librarian, if appropriate
- HR Ex officio (Academic Personnel Coordinator or Director of Finance and HR)

While normally the Reporting Authority is not a member of the search committee, there may be unique aspects to some recruitments which would make this desirable.

5. Invites proposed search committee members to serve and notifies the HR Ex officio when invitees have agreed.
6. Informs the HR Ex officio or Search Committee Chair of faculty communication plan (if applicable) and any specialized listservs, web sites, etc. where we should place the ad (in addition to the ones in our standard search plan on page 24).
7. Attends the first search committee meeting and the following search committee meetings through the discussion of the interpretation of the advertised qualifications. If consensus on the interpretation of the advertised qualifications cannot be reached, the Reporting Authority determines the final interpretation of the criteria.
8. Participates in discussions of the search committee on how to consider applications received after the date of first consideration.
9. May attend other committee meetings as appropriate to facilitate communication. However, the person to whom the search committee reports *does not* routinely participate in the committee's

discussions leading to the further recommendations of the committee (i.e. candidates for whom to solicit references, interviewees, presentation topic, interview schedule, final recommendation on appointment) nor does he or she participate in the search committee's in-person interviews. The search committee chair should keep the Reporting Authority informed about its recommendations before they are finalized, so that the Reporting Authority can request to meet with the committee as needed to learn more about the committee's views, especially if disagreement with the developing recommendations is anticipated. Consensus should be sought between the search committee and the Reporting Authority. However, if consensus cannot be reached, the committee is free to make its independent recommendation.

10. May participate in conducting phone interviews when these have been determined as necessary by the search committee in consultation with the Reporting Authority.
11. Working with the Search Committee Chair, reviews and approves presentation topic and draft interview schedule prior to candidates being invited to interview.
12. Reviews Search Committee recommendations on candidates to be interviewed and makes decisions in consultation with HR.
13. Advises on materials about the department/division to be included in the packets of information sent to interviewees.
14. May conduct or participate in conducting reference calls when these have been determined as necessary by the search committee in consultation with the Reporting Authority.
15. May make follow-up phone calls with candidates, after the interviews, in order to obtain additional information needed to arrive at a recommendation or to have encouraging conversations with the strongest candidate while waiting for offer to be made.
16. If disagreement with the search committee is anticipated, discuss with the search committee chair and request to meet with the search committee to learn more about the committee's views and to discuss differences in opinion. Try to reach consensus prior to the search committee finalizing their recommendation, but respect the committee's independent recommendation if consensus cannot be reached.
17. Addresses a written recommendation to the AUL (when relevant) or the UL to whom he or she reports, with copies to the Academic Personnel Coordinator, Director of Finance & HR, AUL for Administrative Services, and Asst HR Manager. Prints and signs a hard copy for the Assistant HR Manager to deliver with the file to the UL, and sends copies by e-mail.
18. Informs search committee of final decision, thanks, and discharges.
19. Announces final decision to lib_all (e.g. (1) UL has appointed candidate; (2) position will be re-advertised; (3) position will remain vacant; or (4) position withdrawn; acknowledges search committee members.

SEARCH COMMITTEE CHAIR

The Chair of the Search Committee has the following responsibilities:

1. Ensures that the recruitment process moves forward in a timely manner.
2. Schedules and chairs meetings, except for the first meeting of Search Committee which is scheduled and facilitated by the HR Ex officio. The Reporting Authority will also attend initial meetings to develop interpretations of the qualifications.
3. Ensures that the *Guidelines for Librarian Recruitments* are followed by the search committee.
4. Ensures that e-mail alias is used for all committee correspondence.
5. In consultation with the Search Committee, HR Ex officio and Reporting Authority, sends letters soliciting nominations, when appropriate. Sends letters inviting nominees to apply, when appropriate. Suggested wording for letters is available in the Appendix.
6. Coordinates with the Search Committee and Reporting Authority to send ad to specific listservs that are not listed as part of the advertising plan on pages 24-25.
7. Ensures that minutes are kept as needed, that the Reporting Authority is updated, and that all files created by the Search Committee are maintained on the search T: drive folder and are not e-mailed or saved to individual U drives.
8. In consultation with the Search Committee, the Reporting Authority, and the HR Ex officio, prepares a draft presentation topic and interview schedule indicating the groups to be included in the interview, length of time for each group, and the preferred sequence of the schedule.
9. May conduct or participate in conducting reference calls when determined necessary by the Search Committee and Reporting Authority. In order to speed up the interview process, references are normally contacted by telephone and calls are normally conducted by the HR Ex officio. The HR Ex officio maintains a list of standard questions which are shared with the search committee. The HR Ex officio will also consult the committee regarding questions specific to each candidate. Detailed notes on the reference call are produced and saved to the T drive to share with the search committee and Reporting Authority. At least one reference (preferably a supervisory reference) is normally contacted prior to inviting for in-person interview. In some cases, outstanding candidates may be invited for interviews before references have been obtained due to time constraints.
10. May conduct or participate in conducting phone interviews when determined necessary by the Search Committee and Reporting Authority. Ensure that phone interview questions specific to the candidate are developed. Detailed notes on the phone interview are produced and saved to the T drive to share with the search committee and Reporting Authority.
11. In consultation with Reporting Authority, informs HR Ex officio which candidates should receive status update letters, i.e. references being contacted, no longer under consideration, still under consideration but references not being pursued at this time, invite for an interview, etc.
12. Makes sure that the presentation topic (if applicable) is finalized with approval by the Reporting Authority and AUL. Save approved presentation topic to the T drive prior to inviting candidates for on-site interview.
13. Makes sure that draft interview schedule is complete and saved to the T drive prior to inviting any candidates for in-person interview.
14. In consultation with Search Committee, arranges escort of candidates (usually by Search Committee members) from place to place during interviews, including pick up and return to hotel.

15. In consultation with the Reporting Authority and/or AUL, invites faculty or campus administrators to attend the presentation and/or lunch (as appropriate).
16. Sends reminding e-mails to lib_all about the presentations (first one is sent by Asst HR Manager).
17. Introduces candidates at open presentations.
18. Hosts lunches during interviews (if chair isn't available, another search committee member hosts).
19. Ensures that a member of the search committee is present when candidates meet with faculty. The role of the search committee member in such meetings is to be available to answer questions about the library and the recruitment, but it is not to participate in the actual interviewing.
20. Sends e-mail to remind library staff to submit comments on candidates using the comments form on the Human Resources website (see sample e-mail on page 37).
21. Arranges to solicit comments from participating faculty and forwards to search committee alias.
22. Keeps the Reporting Authority informed about progress and recommendations before they are finalized, so that the Reporting Authority (AUL or Department Head) can request to meet with the committee as needed to learn more about the committee's views, especially if disagreement with the developing recommendations is anticipated. Consensus should be sought between the search committee and the Reporting Authority. However, if consensus cannot be reached, the committee is free to make its independent recommendation.

The search committee chair and the Reporting Authority should agree ahead of time on how the search committee chair will keep the Reporting Authority informed. One common method is through notes of the search committee's meetings which the search committee chair sends to the e-mail alias established for the search committee (and which includes the person to whom the committee reports.)
23. Sends the committee's written recommendation to the Reporting Authority (cc: AUL/AS and the entire search committee e-mail alias).
24. Sends thank you letters to participating faculty.

SEARCH COMMITTEE MEMBERS

The search committee members have the following responsibilities:

1. Remember that the success of a recruitment is defined as the hiring of an outstanding librarian. Although search committees are expected to follow these *Guidelines for Librarian Recruitments*, flexibility in applying the *Guidelines* is sometimes necessary in order to reach the best outcome. The goal is not to have a perfect process nor to obediently follow the *Guidelines*. Recruitments often have unexpected issues arise that may best be resolved by following the spirit rather than the precise procedure in the *Guidelines*. When such situations arise, search committees should consult with the Academic Personnel Coordinator, Director of Finance and Human Resources, or the Associate University Librarian for Administrative Services.
2. Attend all meetings. Interviews and decision-making meetings should be scheduled at times that all search committee members can attend; all search committee members are expected to attend interviews and decision-making meetings unless an unexpected event such as illness prevents attendance. The search committee may define a quorum for other meetings.

On rare occasions, an interview may have to be scheduled during the absence of one member of the search committee, usually in order to allow for the scheduling of an interview which otherwise could not be scheduled.
3. Keep all deliberations confidential. Search committee members may tell non-members the stage of the recruitment *process* (e.g. reviewing applications, seeking references), but may not give specifics (for example, names of applicants, number of applications received, quality of the pool, interpretation of the criteria, etc.). The names of interviewees are not considered confidential, but it is wise to be discreet in order not to offend the interviewee. It is especially important to show respect and consideration for all candidates and to avoid disseminating information that could influence an applicant's or potential applicants' decision to apply or to accept an offer.
4. Refrain from introducing information or impressions of candidates from experiences outside of the recruitment process. If a Search Committee members knows or has heard about a candidate, that committee member should try, as objectively and professionally as possible, to limit his or her discussion to what he/she knows of the candidate solely from the application materials and references.
5. Help identify and distribute advertisement to specialized listservs, forwarding copies of ads as they appear on the listserv to the Assistant Human Resources Manager. **Do not send to listservs or mail to anyone until ad is posted on UCI Libraries Professional Vacancy Web Page**
<http://www.lib.uci.edu/libraries/jobs/libvac.html>.
6. Together with the Reporting Authority, fully define and interpret terms used in the advertised qualifications (e.g. "recent" experience, "reading knowledge"), determining how the committee will interpret, evaluate, and weigh each qualification. This must be done *before* any applications are reviewed. (See page 18).
7. Develop process for evaluating applicants in order to select which applicants will move forward at the critical selection points in the recruitment process. The process can be as simple as a +/- or A/B/C ranking by each committee member.
8. Determine which option will be used in applying the definition of "First Consideration." (see pg. 23)
9. When relevant, examine web sites listed in candidates' applications as well as web sites of their home libraries in order to enhance our knowledge of the candidate.
10. If current or recent supervisors do not appear to be listed as references by a candidate being considered for an interview, notify the HR Ex officio who will discuss this with the candidate (see page 31).

11. Develop reference call questions specific to each candidate if reference calls are determined necessary by the search committee in consultation with the Reporting Authority. May conduct or participate in conducting reference calls, although most reference calls will be conducted by the HR Ex officio., Detailed notes from the reference calls are produced and saved to the T drive to be shared with the search committee.
12. In consultation with the Reporting Authority, determine whether phone interviews should be conducted for any of the candidates. Phone interviews are conducted to identify the strongest candidates among the top group if it is otherwise difficult to distinguish among the most qualified and excellent applicants. The phone interviews themselves will normally be conducted by one of the following: the HR Ex officio, Reporting Authority, AUL, or Chair of the Search Committee, with possible participation by some or all of the Search Committee. Detailed notes of the phone interviews are saved to the T drive and shared with the Search Committee/Reporting Authority/HR by e-mailing the alias.
13. To move the process along as quickly as possible, bring in only the few most outstanding candidates as quickly as possible. If those do not result in an appointment, consider inviting others to interview later. If there are no excellent candidates, none should be interviewed.
14. Advise the HR Ex officio about the disposition of remaining candidates at each critical selection point (e.g., send rejection letter; notify that not selected for interview but still active).
15. Develop presentation topic (if any) prior to selection of interview candidates.
16. Develop draft interview schedule (see section on page 26 on “Minimum Elements of an Interview Schedule”)
17. Develop on-site interview topics to facilitate conversational style interview.
18. Assume responsibility for the following interview chores:
 - If faculty are being invited to lunch, in consultation with the Reporting Authority or supervisory AUL, discuss and select who will be invited to interview lunches;
 - Discuss and arrange escort of candidates from place to place during interviews, including pick up and return to hotel.
19. Conduct on-site interviews, giving “equal treatment” to each interviewee, but not so rigidly that there is no dialogue with the candidates. Follow-up questions and discussion of answers are encouraged. Remember that the candidates need to learn about and evaluate us too. (See page 29)
20. Submit the committee’s written recommendation to the Reporting Authority, cc: AUL/AS and the entire search committee e-mail alias. In order to avoid delays in the latter stages of the recruitment, it is important that the recommendation include a thorough analysis of all of the interviewees in the context of the advertised job qualifications, and a clear recommendation, preferably ranked, about the acceptability of each interviewee. The search committee does not recommend specific salary or rank, but can make general suggestions (e.g. “top of range,” “deserves high salary and rank,” etc.)
21. Submit all files related to the recruitment when requested by the Assistant Human Resources Manager. Both paper and electronic files associated with the recruitment are considered confidential and are compiled by the Assistant Human Resources Manager to complete the appointment paperwork and to maintain recruitment records in accordance with UC policies and procedures.
22. Electronic files should not be saved anywhere other than the established T drive folder, and all e-mail communications should be restricted to the e-mail alias. E-mail records associated with the recruitment should be deleted from all participant e-mail account files at the same time that paper records are submitted to the Assistant Human Resources Manager.

SPECIAL GUIDELINES FOR RECRUITMENTS THAT HAVE INTERNAL APPLICANTS

It is especially important to maintain confidentiality when there are internal candidates.

Members of the search committee who have not been designated as references by the candidate, but who have worked with him or her, should not share their experiences with or impressions of the candidate with the search committee. They should try, as objectively and professionally as possible, to limit their discussion to what they know of the candidate solely from the application materials and references. This can be difficult, but it is not fair and it is legally risky for the search committee to use unauthorized information that has not been supplied by the candidate or the authorized references. It is also important, in order to ensure equal employment opportunity to all candidates, that external and internal candidates all be compared and evaluated on the basis of the same types of information.

Members of search committees may serve as references for internal applicants. However, the reference should not share experiences or impressions with the search committee (and the search committee should not request such information) outside of a session scheduled explicitly for the purpose of pursuing reference information.

Additionally, if a reference for the candidate is on the search committee, the committee needs to discuss and decide how it wants to handle the discussion about the internal candidate. The committee should, if possible, reach a consensus about whether it wants the person to participate in the evaluative discussion about the candidate, to sit silently, or to absent his/herself, etc. The search committee should find a way of handling this ahead of time, *i.e. before any discussions about candidates begin*, that everyone is comfortable with. If the committee chooses for the reference to participate in the discussion, the reference should limit him/herself in the same way as other search committee members: discussion should be limited to what is known of the candidate solely from the application materials and references.

LIBRARY REVIEW COMMITTEE

The Library Review Committee advises the University Librarian of its assessment of the present qualifications of all librarian candidates recommended for appointment by one or more of the recommending levels as well as the candidates' potential as productive members of the Librarian series. The committee is sent the complete files (application letter, résumé, references, comments submitted by library staff, search committee's recommendation, department head and AUL's recommendations) for all candidates recommended for appointment by one or more of the recommending levels.

JOB ADVERTISEMENT

The “Long Ad”

The Reporting Authority (Department Head and supervisory AUL) in consultation with the Academic Personnel Coordinator produce the sections of the long advertisement that describe the duties and responsibilities, the qualifications, and the home department (see page 17). The standard ending for the ad is supplied by the Academic Personnel Coordinator. In consultation with the Director of Finance and Human Resources and the AUL, Administrative Services, the Academic Personnel Coordinator has penultimate approval of all librarian job advertisements and maintains the “authorized” version; the University Librarian has final approval. The description of duties contained in the advertisement will serve as the hiree’s first Position Profile or will be consistent with a separately written Position Profile.

The full-length advertisement (the “*long ad*”) is written first and is used for all free advertising and advertising that bills on a per ad basis rather than by word: listservs, Web sites, etc. The full-length advertisement includes the following elements:

- duties and responsibilities
- qualifications
 - for early career positions, the qualification “ability to meet the UC criteria for the advancement and promotion of librarians;” for Associate Librarian and Librarian positions, the qualification “record of professional achievements sufficient to meet the criteria for appointment at [advertised rank, e.g. Associate Librarian or Librarian rank]; for internal searches, “References are not requested now, but may be requested of the candidates selected for interviews.”
- “home” library department description

The following sections *are supplied by the Academic Personnel Coordinator*:

- UCI Libraries description
- UCI description
- salary and rank (in consultation with the AUL/AS and the University Librarian)
- date of first consideration of applications
- application instructions
- statement regarding legal right to employment in the U.S.
- OEOD statement

The “Short Ad”

A short advertisement, which informs readers how to obtain the full advertisement, is used for all paid advertising that bills on a per word basis, and includes the following elements:

- introductory sentence
- brief statement of duties and responsibilities
- salary and rank
- brief description of UCI
- instructions for obtaining the full advertisement, including our web site
- deadline
- OEOD statement

The Academic Personnel Coordinator supplies a “boilerplate” for the short ad and the ad is completed in consultation with the person to whom the search committee reports.

Qualifications

It cannot be emphasized too strongly how important the advertised qualifications are to the entire recruitment process. In order to ensure equal employment opportunity, the advertised qualifications are the *only* factors that may be used to evaluate applicants and to form recommendations. The search committee, the reporting authority, the supervisory AUL and the UL may not base recruitment recommendations on anything but the advertised qualifications. Therefore it is critical that the qualifications include each and every factor that the supervisory administrative chain wishes recommendations to be based on.

The “Duties and Responsibilities” statement may not be used for evaluating applicants. Therefore it is important to include in the advertised qualifications all qualifications needed to perform the stated duties. For example, if the stated duties include supervision, but the advertised qualifications do not include supervisory experience, supervisory experience may not be cited as a reason for favoring one candidate over another.

Qualifications may be subdivided into categories:

- ***Required qualifications.*** *Each and every* required qualification must be met by an applicant in order for the applicant to be considered for the position. Therefore, the authors should think carefully about each qualification that they designate “required,” making sure that it is truly an essential qualification. The search participants may not change their mind about a required qualification after seeing actual applications. For example, for a job requiring “reading knowledge of a Western European language,” if an applicant meets all other qualifications brilliantly and is fluent in Russian, but does not have reading knowledge of a Western European language, the search committee will not be able consider this applicant for the position.
- ***Preferred qualifications.*** Among all the candidates who meet the required qualifications, those that also meet the preferred qualifications are “preferred” over candidates who do not.
- ***Desired qualifications.*** Desired qualifications are less heavily weighted than preferred qualifications.

Application of the Qualifications

Together with the Department Head or AUL to whom the committee reports, the search committee should discuss and then document - *before seeing any applications* - how it will interpret, evaluate, and weigh each qualification. For example, most advertisements ask for some amount and/or type of work experience. A search committee could break down “experience” into a number of factors for discussion and decision. The following table illustrates how one search committee defined these factors:

<i>Example of an advertised required qualification: “Recent cataloging experience using bibliographic utilities and integrated online library systems.”</i>		
Possible Factors	Possible Questions	Example of Answers
date of experience	What does “recent” mean? Is the most recent the best?	Recent = from 1990 on The more recent the more weight
number of years experience	Will increased weight be given for increasing number of years?	Increased weight will be given for increased time up to 2 years, but not for time above 2 years. <i>{Note: This answer allows early career librarians to truly compete with experienced librarians.}</i>
type and complexity of experience	Will internships and student jobs count? What type of experience will be given greater weight? Will added weight be given for more complex work?	Give less weight to internships than to actual jobs. Give increasing weight for the increasing complexity of cataloging up through original cataloging.
location of experience	Will added weight be given for work experience in research libraries?	No differing weight will be given for different types of institutions.
scope of experience	Is the scope of the work assignment a factor?	Give more weight for larger subject and format scope of items cataloged.

STANDARD TEMPLATE FOR DEPARTMENT HEAD POSITIONS

The University of California, Irvine Libraries are seeking a dynamic leader to join an enthusiastic staff in building a research library of excellence for a young and rapidly-growing university ranked nationally in the top universities. The Head, ... Department will work in a collaborative environment of evolving institutional expectations and manage growth and change to assure that high quality continues to be achieved.

DUTIES AND RESPONSIBILITIES

The successful candidate will play a key role in leading innovation in the ... Department

As a member of ... and the Library Council, the incumbent participates in library-wide planning and policy making.

The Department Head has responsibility for personnel management within the Department and will build expertise within the department through staff training and professional development. S/he promotes a broad understanding among departmental personnel of university and library policies, oversees the creation and accomplishment of the departmental librarians' annual plans, manages departmental budgets, and is responsible for the development of policies and procedures for the Department.

This position ensures excellent communication and cooperation with the other departments, especially...

Reporting to the Associate University Librarian for ..., the Head, ... Department participates as a member on divisional and library-wide teams, task forces, and project teams as appropriate and is expected to work comfortably and with a high degree of expertise in a shared decision-making environment.

STANDARD ENDING FOR LONG AD

The Libraries

The UCI Libraries are committed to innovation and excellence and are in a major period of growth and change. The Libraries consist of the Langson Library, the Science Library, the Library Gateway Study Center, and the Grunigen Medical Library. The Langson Library primarily serves the Schools of Humanities, Arts, Social Sciences, Social Ecology, Business, the Department of Education, and Interdisciplinary Studies. The Science Library primarily serves the College of Health Sciences (including the School of Medicine) and the Schools of Biological Sciences, Physical Sciences, Engineering, and Information and Computer Sciences. The Grunigen Medical Library serves the clinical needs of the Health Sciences at the UCI Medical Center, located in Orange, 12 miles from the main campus.

The UCI Libraries have a staff of 273 FTE and an organizational structure that includes the use of teams in conjunction with departments. The library collection consists of over 2.6 million volumes and over 53,000 current serial titles and an aggressively expanding electronic resources collection. The UCI Libraries are a member of the: Association of Research Libraries (ARL), California Digital Library (CDL), Coalition of Networked Information (CNI), Center for Research Libraries (CRL), Council on Library and Information Resources (CLIR), International Federation of Library Associations and Institutions (IFLA) and Scholarly Publishing & Academic Resources Coalition (SPARC).

University of California, Irvine

The University of California, Irvine, is nestled in over 1,500 acres of coastal foothills, five miles from the Pacific Ocean, between San Diego and Los Angeles. Founded in 1965, UCI is among the fastest-growing University of California campuses, with more than 25,000 undergraduate and graduate students and about 1,400 faculty members. UCI has had an extraordinarily rapid [rise to distinction in its first forty years](#), including membership in the Association of American Universities, ranking twelfth among the nation's best public universities by *U.S. News and World Report* (also among the top fifty research universities), and three Nobel prizes since 1995.

Student enrollment is planned to reach 32,000 by 2014 accompanied by a proportional growth in faculty and staff. Nearly 60% of UCI students identify themselves as Asian American, African-American, Chicano/Latino, or Native American. The University offers 40 doctoral programs in addition to the M.D. UCI's academic programs are ranked nationally among the top universities; several doctoral programs are ranked in the top ten.

Librarians at the University of California Irvine are academic appointees and receive potential career status at the time of their initial appointment. Librarians periodically receive administrative and peer review for merit increases based on the following criteria: 1) professional competence and quality of service within the Library; 2) professional activity outside the Library; 3) university and public service; and 4) research and other creative activity.

Salary & Benefits: Salary commensurate with qualifications and experience. Preferred appointment level: \$ - \$ (Librarian x – Librarian x) [plus annual administrative stipend of \$.]

Librarians are entitled to two days per month of annual leave, one day per month sick leave. The University has an excellent retirement system and offers a variety of group health, life, and disability insurance plans. Benefits, which may also include an attractive mortgage program, are equal to approximately 40% of salary.

Deadline for Applications: Applications received by 2007, will receive first consideration, but applications will continue to be accepted until the position is filled.

To Apply: Qualified applicants who wish to be considered for this position should send their letters of application, complete résumés, and the names, e-mail addresses, and phone numbers of three references, with a statement of each reference's professional relationship to the applicant, to:

Library Human Resources
UC Irvine, P.O. Box 19557
Irvine, CA 92623-9557
e-mail: hr@lib.uci.edu
confidential fax (949) 824-3270

Electronic applications are preferred. Upon application, candidates should be in possession of proof of their legal right to employment in the U.S. In compliance with the Immigration Reform and Control Act of 1986, verification of legal right to work will be required between the time of final selection and hiring, and is absolutely essential in ultimately being hired.

This position description is listed on the UCI Libraries Web site at <http://www.lib.uci.edu/libraries/jobs/libvac.html>, with links to additional Web sites featuring campus and community information.

*The University of California, Irvine is an equal opportunity employer
committed to excellence through diversity.*

STANDARD TEMPLATE FOR SHORT AD

[short paragraph describing job and library department]

The salary will be commensurate with qualifications and experience; the preferred appointment level is \$ - \$ (Librarian x – Librarian x) [plus an annual administrative stipend of \$].
[Consideration will be given to applicants with a wide range of years of experience, including qualified early career librarians]

The UCI Libraries, comprising the Langson Library, the Science Library, the Library Gateway Study Center, and the Grunigen Medical Library, are committed to innovation and excellence and are in a major period of growth and change. The library collection consists of over 2.6 million volumes and over 53,000 current serial titles and an aggressively expanding electronic resources collection. The University of California, Irvine, is nestled in over 1,500 acres of coastal

foothills, five miles from the Pacific Ocean, between San Diego and Los Angeles. UCI is among the fastest-growing University of California campuses, with more than 25,000 undergraduate and graduate students and about 1,400 faculty members. Student enrollment is planned to reach 32,000 by 2014 accompanied by a proportional growth in faculty and staff. Founded in 1965, UCI has had an extraordinarily rapid rise to distinction in its first forty years, including membership in the Association of American Universities, ranking twelfth among the nation's best public universities by *U.S. News and World Report* (also among the top fifty research universities), and three Nobel prizes since 1995.

The full position description with instructions on how to apply are listed on the UCI Libraries Web site at <http://www.lib.uci.edu/libraries/jobs/libvac.html> with links to additional Web sites featuring campus and community information. Applications received by , 2007 will receive first consideration, but applications will continue to be accepted until the position is filled.

*The University of California, Irvine is an equal opportunity employer
committed to excellence through diversity.*

DEFINITION OF “FIRST CONSIDERATION”

Our deadline statement is usually, “Applications received by ____ will receive first consideration, but applications will continue to be accepted until the position is filled.”

This statement allows us, if we so choose, to give greater weight to applications received by the stated date. The search committee together with the administrators involved in the search can choose exactly how to apply this from a number of options. The important principle is to be consistent: the option chosen must be applied to all applications. Examples of options are:

- Do not consider the applications received after the deadline at all. If the search does not result in a successful candidate, then consider the later applications. This option is usually chosen when there is a large strong pool.
- Consider all applications equally. This option is usually chosen when there is a small pool.
- Consider all applications, but give greater weight to the ones received by the deadline.

Applications received after interviews have been scheduled can be postponed for review until after that round of interviews are complete.

STANDARD ADVERTISING PLAN FOR CAREER LIBRARIAN POSITIONS

Deadline for “first consideration:” at least 30 days after appearance of ad

1. Library Human Resources will place the long form of the ad on the **UCI Libraries web site Librarian Vacancies page**: <http://www.lib.uci.edu/libraries/jobs/libvac.html>. *No ads should appear anywhere until the ad is available on the UCI Libraries Professional Vacancies web site, because the postings will refer readers to the url.*
2. The AP Coordinator will announce the long form of the ad to **lib_all** as soon as the ad is mounted on the UCI Libraries Librarian Vacancies web site.
3. **National paid advertising – short form of ad**
To save costs, the “short form” of the advertisement is used, which briefly describes the position but does not include qualifications and gives information on how to obtain the full description. The ad will usually be placed in the following publications; occasionally print publications specific to the job will also be used, upon the recommendation of the search committee. All ads must allow at least a 30-day deadline for receipt of application.
 - a) **Chronicle of Higher Education:**
Ads also appear simultaneously on the Chronicle’s free web site, four days earlier on the subscription web site
 - b) **American Libraries Association (ALA) JobList Web Site**
Ads stay on web minimum 60 days
4. **Free Advertising (or billed per ad rather than per word) – normally long form of ad**

Library Human Resources will post the long form of the ad to the following internet locations. Since these announcements have no lead time before “publication,” they will be sent around the same time that the Chronicle ad is expected to appear.

A. Listservs and web sites for reaching librarians from underrepresented groups:

1. BCALA (Black Caucus of ALA): newsletter@bcala.org (gets posted on web site – no longer free. \$150/ad)
2. AFAS-L: ACRL African-American Librarians list
3. American Indian Library Association listserv
4. Chinese American Librarians Association (CALA) listserv
5. Asian Pacific American Librarians Association website
<http://www.apalaweb.org/jobs/apalajobs.htm>
6. REFORMA (Nat’l. Assoc. to Promote Library Services to the Spanish Speaking) listserv
7. ALA Diversity listserv

B. Library Profession listservs and Web sites

1. CARL web site
2. CARL listserv (CALIBACA)
3. ARL Career Resources Web site
4. LIBADMIN listserv
5. LIBPER-L: Library Personnel listserv
6. LIBJOBS (IFLA) listserv
7. lisjobs.com
8. Insider Higher Education web site

9. NEWLIB-L (for early career positions only)
10. EDUCAUSE web site <http://www.educause.edu/JobOpportunities/38> (for “technical” positions only)

C. Web Sites and Listservs of Library and Information Science Schools (early career jobs only)

1. Indiana U. School of Library and Information Science Job Placement Bulletin
 2. UCLA GSE&IS jobs website OR UCLA Career Center
 3. University of Illinois Graduate School of Library and Information Science
 4. U. of Michigan School of Information Science
 5. University of Washington Information School
 6. University of North Carolina, Chapel Hill School of Information and Library Science
5. **Other specialized listservs designated by the supervisor of the position.** The long form of the ad will be submitted by librarians who are subscribers to the listserv, because some listservs will not accept postings from non-subscribers. The Asst HR Manager should be cc'ed on all e-mails so that a copy of the posting can be placed in the recruitment file.
 6. The Search Committee will identify and send letters to:
 - (a) People from whom to **seek nominations** (sample letter in Appendix)
 - (b) People to **invite to apply** (sample letter in Appendix)
 7. Library Human Resources will review **unsolicited résumés** that have been received within the past year and send announcements to any that meet the required qualifications.
 8. **ALA Conference Placement Service**
<http://www.ala.org/ala/hrdr/placementservice/placementservices.htm> When the recruitment period includes an ALA conference, Library Human Resources may decide to place an ad in the Placement Service (\$200 fee for unlimited listings). Candidates are not routinely contacted or interviewed at the conference.

MINIMUM ELEMENTS OF AN INTERVIEW SCHEDULE

Interview schedule begins with HR Ex officio

1 hour, external candidates

30 minutes, internal candidates

UL interviews all candidates whenever possible – after the presentation and as close to end of interview as possible, but before search committee's last session with candidate

30 minutes, department heads (UL interview is mandatory)

20 minutes, others

Supervisor interviews one-on-one; length determined by supervisor

AUL interviews (as appropriate) one-on-one, length determined by AUL

Length of search committee interviews determined by search committee in consultation with HR Ex officio

15 minute tour of LL, SL, and/or GML included as appropriate to the position and if time allows (schedule before 5 p.m. to avoid locked doors)

A librarywide presentation is usually included. The search committee may recommend that a librarywide open forum or question-and-answer session be held instead of a presentation, especially when the advertised range lies primarily within the Assistant Librarian rank. It is also possible for the search committee to recommend (with a justification) that no librarywide session be held for a particular recruitment. The decision about this shall be made by the supervisory AUL for the position, in consultation with the HR Ex officio. However, when no librarywide session exists, an invitation should be sent to all librarians offering the opportunity to attend at least one segment of the interview that includes interaction with the candidate (e.g. a meeting with the department or division).

Whenever possible, candidates should have the opportunity to see both Langson and Science Libraries. This may be accomplished by scheduling meetings at both locations or by including a brief visit as an element of the walk to lunch at the University Club.

Include breaks and time to travel between buildings

Lunch always included (normally limited to 6 attendees): candidate, search committee members (as available), up to two faculty as appropriate to the position; maximum reimbursable cost: \$38/person.

All candidates are offered dinner on the day of the interview with two librarians who are not members of the search committee and who are also normally not members of the home department of the position under recruitment or on the LRC. This dinner, unlike all other parts of the schedule, is not considered part of the interview and is further considered "off the record," allowing the candidate to relax and speak freely with the two librarians. The dinner partners agree not to submit comments about this candidate. Even if the dinner is arranged ahead of time, the candidate should be told that s/he is free to decide after a perhaps tiring day of interviewing to forego the dinner. Maximum reimbursable cost: \$64 per person.

All candidates are offered sufficient hotel nights, payment of meals, and a rental car to allow them to have a whole day on their own for seeing the local area. They are also sent a list of relocation professionals to contact as desired.

WHICH QUESTIONS ARE PERMITTED OF THE CANDIDATE?*

	<i>You May Ask...</i>	<i>You May Not Ask...</i>
<i>Name</i>	Name and if the applicant has worked under another name	Applicant's maiden name or a spouse's maiden name
<i>Address</i>	Current address	If the applicant owns or rents the current residence, how long the applicant has lived at the address, where the applicant lived previously and for how long.
<i>Age</i>	Year MLS or other relevant degree awarded or dates of employment at former jobs, but only if the purpose is to obtain information necessary for evaluating how well the candidate meets the advertised qualifications	The applicant's age or any question whose answer could indicate how old the applicant is, either directly or indirectly, e.g. undergraduate graduation year
<i>Marital status</i>		Any questions that would indicate marital status or family orientation or intentions.
<i>Parental status</i>		If the applicant has children or child care responsibilities
<i>Citizenship, natural origin</i>	If the applicant is authorized to work in the U.S.; if the applicant speaks a foreign language, but only if it is an advertised qualification of the job.	If the applicant is a naturalized citizen, is or was a citizen of a foreign country, or is planning to become a citizen; what type of visa the applicant holds; the applicant's nationality, ancestry, native language, or that of his or her family; where the applicant's parents were born.
<i>Group memberships</i>	About membership in professional or other organizations that are directly job related.	Any questions relating to social or political group membership.
<i>Religion</i>		Any questions about religious affiliation or what religious holidays the applicant observes.
<i>Race</i>		Any questions about race or color. You cannot indicate an applicant's race in a report or recommendation.
<i>Sex</i>		Any questions about the applicant's sex or sexual preference.
<i>Disabilities</i>	Whether a person is able to perform the essential functions of the job.	If the applicant has a disability; medical history; work absenteeism due to illness; past treatment for alcoholism, drug use, or mental illness. The applicant cannot be disqualified because you would have to accommodate a disability.
<i>Arrests and convictions</i>	If the applicant has been convicted of a crime. Convictions can be the reason for not hiring because of their number, type, or relationship to the job; or because of how recently they occurred.	If the applicant has ever been arrested or charged with a crime.
<i>Military service</i>	About experience in military service only if the experience is directly related to the applicant's ability to meet the advertised job requirements.	About: experience in military service not related to the job qualifications; military reserve duty obligations; military service for another country; the type of discharge received on separation from military service; the applicant's disciplinary record while in the military.

	<i>You May Ask...</i>	<i>You May Not Ask...</i>
<i>Height, weight, and other physical attributes</i>		Height or weight.
<i>Job experience</i>	Unlimited questions about job experience, names and addresses of former employers, wages and hours at former jobs, gaps in employment history, reasons for leaving former jobs. (See also the instructions under <i>Age</i>)	
<i>Education and Training</i>	Education and training, degrees earned, and professional licenses held as long as they relate to the position	Education and training that do not relate to the requirements of the job, particularly education and training in excess of reasonable requirements of the job
<i>References</i>	For job and/or character references.	References that would indicate religion, sex, race, age, or national origin, or otherwise provide information that could be the basis for discrimination. You cannot check references without the applicant's permission.

* Based on David A. Baldwin, *The Academic Librarian's Human Resources Handbook*, 1996, p. 12-18.

THE “CONVERSATIONAL” INTERVIEW

In the past, the UCI Libraries’ interviews were usually highly structured events: the candidate was handed a list of questions; the members of the search committee asked the questions in sequence; search committee members did not give any feedback or response to the candidate’s questions. More recently, search committees have been using a more conversational style in interviews. The purpose of this type of interview is to have a relaxed and non-intimidating "conversation" with the candidate. The conversational interview avoids asking questions that the candidate has already addressed and provides the opportunity to tailor questions to the individual while still gaining the same information for all candidates. In the conversational interview, most candidates relax and provide more information than they would in a more structured interview. Candidates are also more likely to ask questions, allowing them to learn more about us and vice versa.

This method of interviewing takes more time and effort on the part of the committee members. It also takes a little practice to become comfortable with this type of an interview. But the results are worthwhile.

The Process for a "Conversation" with Candidates

Before the Interview Takes Place:

The search committee reviews the qualifications listed on the job announcement and makes a list of the topics that must be covered with the candidates in order to be able to judge how well they meet the qualifications. Each committee member is assigned responsibility for specific topics and is expected to develop questions about those topics to share with the committee. The questions are not too specific since they will most likely not be asked exactly as formulated, but are broad and indicate to the members of the committee the type of information that is being sought. The committee discusses these questions and comes to an understanding about the information being sought on each of the topics.

The search committee meets between its first and second meetings with the candidate to review and plan the strategies for the second session. Topics not yet covered or areas on which more focus is needed are identified.

During the Interview:

A lead person (usually the Chair) provides an explanation of the interview process to the candidate and begins the "conversation" with a question, such as "When you read the position announcement, what was there about this position that prompted you to apply?"

Committee members listen for opportunities in the conversation where the topics would fit naturally into the ongoing conversation. Committee members use connecting phrases to follow up on statements, such as, "can you tell us more about..." and attempt to keep the conversation flowing much like a group discussion. If a topic does not seem to fit naturally into the conversation, it may be introduced whenever there is an opportunity. Anyone may ask a question, not just the person responsible for a topic. However, committee members are responsible during the interview for ensuring that their assigned topics get covered during the interview.

Questions do not always have to be asked in exactly the same way with each candidate, as long as the same type of information is learned about each candidate.

A pre-designated committee member asks a pre-determined concluding question of each candidate.

EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION

[Excerpts from *Guidelines for Search Committees* produced by UCI's Office of Equal Opportunity and Diversity. The complete brochure is found at http://www.eod.uci.edu/files/pdf/search_brochure.pdf]

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 (covered veterans are special disabled veterans, recently separated veterans, Vietnam era veterans, or any other veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized.)

In addition, it is the policy of the University to undertake affirmative action, consistent with its obligations as a Federal contractor, for minorities and women, for persons with disabilities, and for covered veterans. The University commits itself to apply every good faith effort to achieve prompt and full utilization of minorities and women in all segments of its workforce where deficiencies exist. The University of California, Irvine — as a federal contractor — is obligated to analyze the composition of its workforce and make good faith efforts to ensure equal opportunity in employment for all qualified candidates, including women and minorities, people with disabilities, and covered veterans. UCI's annual Affirmative Action Plan lists areas where fewer women and/or minorities are in the workforce than would be expected given the potential candidate pool within the job category. It is incumbent on all members of search committees to be aware of the representation of women and minorities in their school or department, compared to the available recruitment pool.

The Office of Federal Contract Compliance Programs, which has the power to audit the University (and impose sanctions and penalties), expects the University to engage in good faith efforts to remedy any current underrepresentation. Good faith efforts may include expansive and broad-based efforts in outreach, recruitment, mentoring, training and professional development of current employees, and other activities to increase the pool of qualified candidates for recruitment and advancement. *Increasing outreach and awareness at the earliest stages of the recruitment process are important steps the university can take to develop representative applicant pools.* Departments and search committees must take an active role in this effort and continue to monitor each step of the recruitment process to ensure equal opportunity for all qualified candidates.

In 1996, the voters of California passed Proposition 209, now Section 31 of Article 1 of the California State Constitution, which prohibits discrimination against or the granting of preferential treatment to any individual or group on the basis of race, sex, color, ethnicity, or national origin in public employment, education, or contracting. It does not, however, prohibit action necessary to establish or maintain eligibility for any federal program, where ineligibility would result in loss of federal funds to the University. Therefore, UCI is obligated to take affirmative action to ensure equal opportunity in employment. The good faith efforts utilized should be reviewed to ensure they do not favor one group of people over another based on the categories listed in Proposition 209.

CONFIDENTIALITY

Recruitments are confidential personnel matters. Other library employees sometimes press search committee members in order to learn information about the search. Search committee members and the administrators to whom they report may report to others the stage of the recruitment *process* (e.g. reviewing applications, seeking references), but may not give specifics (for example, names of applicants, number of applications received; the quality of the pool; interpretation of the criteria; etc.). The names of interviewees are not considered confidential, but it is wise to be discreet in order not to offend the interviewee. It is especially important to show respect and consideration for all candidates and to avoid disseminating information that could influence an applicant's or potential applicants' decision to apply or to accept an offer.

OBTAINING REFERENCES

We have a very strict policy on contacting references: we will **only** contact references that the applicant has given us permission to contact (preferably the permission is in writing). It is legally risky to contact references that the applicant has not authorized. We recognize that in the past academic librarians have informally contacted their colleagues in other institutions about applicants. However, the culture and the legal environment have changed, and recent library school graduates especially do not expect us to contact unnamed references; therefore, if we do this we risk seriously offending and alienating candidates whom we wish to hire.

If we feel the need for information in addition to the information obtained from authorized references, we can usually find effective methods for doing so other than contacting an unauthorized reference. For example, we can ask the applicant to give us the names of additional references that can address specific areas of performance. If an applicant does not list any references from a particular job, or does not list the current supervisor as a reference, we can question the applicant about this. Usually conversations with applicants about these kinds of problems result in mutually satisfactory solutions to our information needs.

If a candidate under serious consideration does not provide the name and contact information for the current supervisor, Library Human Resources contacts the candidate to inquire about this lack. The candidate must be asked about providing a reference from the supervisor before being invited for an interview. Candidates will not be invited for an interview unless they have either provided the name of the supervisor or have reached an agreement with us that there are compelling reasons for why the supervisor cannot be contacted until a later point in the process. However, a job offer will never be made unless a supervisory reference has been obtained or, in very rare cases, Library Human Resources is satisfied that one cannot/should not be obtained and an alternative for obtaining sufficient information about current performance has been found.

In order to speed up the interview process, references are normally contacted by telephone. References are not required for all interviewees, but are required for all candidates recommended for appointment. References should be obtained at the point needed, which may vary for different candidates within the same recruitment. In some cases, outstanding candidates may be invited for interviews before references have been obtained. In other cases, the search committee may find it necessary to obtain references in order to decide whether to recommend that a candidate should be interviewed.

APPENDIX
FORM MEMOS AND LETTERS

	<u>page</u>
Invite Nominations	33
Invite Nominees to Apply	34
Invite Librarian from ALA Placement Center File to Apply	35
Strategies for Conducting Reference Calls	36
E-mail from Chair Requesting Comments on Candidates	37

INVITE NOMINATIONS

(This can be sent as either an e-mail or letter)

date

name
address

Dear:

The Libraries at the University of California, Irvine are in the process of recruiting for the position of _____. We wish to solicit your assistance in identifying suitable candidates for this position. The vacancy announcement at <http://www.lib.uci.edu/libraries/jobs/> provides some information on the University, the UCI Libraries, the position responsibilities, qualifications, and salary. We would be delighted to hear from you if you have nominations for this position.

The position is of singular importance in _____. We are seeking persons who have _____. Should you know of any persons matching or nearly matching our qualifications, we would be grateful if you would contact us with your nominations. The Search Committee will begin reviewing applications on _____.

Please address your nominations to _____, Library Academic Personnel Coordinator, UC Irvine, P.O. Box 19557, Irvine, CA 92623-9557; e-mail: _____; confidential fax (949) 824-3270.

Sincerely,

Chair, Search Committee

INVITE NOMINEE TO APPLY
(This can be sent as either an e-mail or a letter)

date

name
address

Dear :

The Library at the University of California, Irvine is in the process of recruiting for the position of _____ . You have been nominated as a possible candidate for this position. The vacancy announcement at <http://www.lib.uci.edu/libraries/jobs> provides some information on the University, the Library, the position responsibilities, qualifications, and salary. We would be delighted to hear from you if you have an interest in this position.

This position is of singular importance in being _____. We are seeking persons who have _____.

We hope that you will find this position exciting and challenging and we would welcome your application. The Search Committee will begin reviewing applications on _____. If you would like further information, please do not hesitate to contact _____, UC Irvine, P.O. Box 19557, Irvine, CA 92623-9557; e-mail: _____; confidential fax (949) 824-3270.

Sincerely,

Chair, Search Committee

INVITE LIBRARIAN FROM ALA PLACEMENT CENTER FILE TO APPLY

date

name
address

Dear :

I obtained your Job Seeker Registration Form from the Conference Placement Service at the American Library Association Meeting this past [month] in [place]. The Libraries at the University of California, Irvine are currently conducting a recruitment for . I am enclosing a full position announcement. If you are interested in this position, and if you find that you meet the required qualifications, I encourage you to submit an application for this position.

Sincerely,

Academic Personnel Coordinator

STRATEGIES FOR CONDUCTING REFERENCE CALLS

When conducting reference calls, the strategies outlined below are recommended to most effectively obtain information that is critical for evaluating candidates.

- Ask questions first which allow the reference to say positive things about the candidate.
- Find ways to "bond" with the reference before asking the questions in which you need the reference to be especially honest.
- If there's something you're especially concerned about, precede and follow it with questions that will probably elicit positive answers (you don't usually want the reference to know that something is our "big issue", and you don't want to hit them with several possible negatives in a row)
- Listen for pauses. If a reference pauses before answering a question, it often means the reference is trying to figure out a way to not say something negative. Ask follow-up questions if necessary in order to determine the reason for the pause.
- Ask for examples as much as possible, try to get beyond generalities, especially about behaviors.
- If a reference says that the person has no area needing improvement, or never has conflict with anyone, ask more questions about this - don't give up too easily on getting a substantive response. All employees have aspects of performance that could be developed or improved.

EMAIL FROM SEARCH COMMITTEE CHAIR TO LIB_ALL REQUESTING COMMENTS ON INTERVIEWED CANDIDATE

TO: lib_all@lib.uci.edu

SUBJECT: Requesting Comments on Candidate for _____

Thank you for participating in the interview of _____, candidate for _____.
The Search Committee would appreciate your input as soon as possible [or by xx/xx/xx]. Please enter your comments about the candidate at: _____.

Comments submitted via this link shall be reviewed by the search committee, relevant supervisors/department heads/AULs, the LAUC-I Library Review Committee, and the University Librarian prior to a final decision being made. Comments from library employees submitted other than using the comments box on this page/link will not be considered or included in the appointment file.

_____, Chair of the Search Committee for _____