

## DRAFT SUMMARY – FACULTY RECRUITMENT: STEPS, APPROVALS, TIMELINE AND GUIDELINES

STEPS	APPROVAL PROVIDED BY WHICH OFFICE	NECESSARY DOCUMENTS
<b>STEP 1: Seeking Approval to Fill a Position</b>	Dean's Office	<ol style="list-style-type: none"> <li>1. Faculty Renewal Plan</li> <li>2. Faculty Hiring Proposal Form</li> </ol> <p style="text-align: center;"><b>**Please provide all search documents and correspondence to Nhyira Gyasi-Denteh &amp; to Anna Bin</b></p>
<p><b>EQUITY:</b> Argument for a new TT Hire should include significance to equity goals, as well as key equity related data.</p> <p><b>PAUSE:</b> The senior leadership team will discuss TT faculty hiring proposals and all related hiring data. Dean will review the submitted documents &amp; notify the Head/Director in writing of the decision made. In some cases, more information may be required.</p>		
<b>STEP 2: Requesting Authorization to Begin a Search</b>	Snr. Assoc. Dean, (with documents submitted to Sr. Manager, Faculty Affairs & HR AND Assistant to Snr. Assoc. Dean)	<ol style="list-style-type: none"> <li>1. Recruitment Plan for each position</li> <li>2. Draft of job advertisement (Contact Anna Bin for a template)</li> </ol>
<p><b>EQUITY: Advertisement</b> for a new TT hire can include significance to equity goals. Recruitment Plan should identify equity strategy.</p> <p><b>PAUSE:</b> The Snr. Assoc. Dean will review the documents for each position. Once approved, the Sr. Manager, Faculty Affairs &amp; HR will submit the job ad to Faculty Relations and then the Office of the Provost for final approval.</p>		
<b>STEP 3: Distributing the Advertisement</b>	Dean's Office covers the cost of a 30-day ad in 3 external outlets	<ol style="list-style-type: none"> <li>1. All vacancies should be advertised nationally for at least a month.</li> <li>2. Keep records of where and how ads are being circulated.</li> </ol>
<p><b>EQUITY:</b> Advertisements should be distributed so as to reach frequently overlooked groups, as well as typical venues.</p>		
<b>STEP 4: Formation of Draft/Initial Search Committee</b>	Search Committee Membership needs to be approved by Senior Associate Dean. (Submit the membership list to Sr. Manager, Faculty Affairs & HR and Assistant to Snr. Assoc. Dean)	<ol style="list-style-type: none"> <li>1. Head/ Director should announce the members of the search committee to the unit once approved by the Snr. Assoc. Dean.</li> <li>2. The composition of the Search Committee should be as diverse as possible.</li> </ol>
<p><b>EQUITY:</b> Committee members assessed for inclusion and frequently overlooked faculty groups.</p> <p><b>PAUSE:</b> Approval of draft search committee membership will be confirmed by Anna Bin</p>		

<b>STEP 5: Search Committee orientation and Search Criteria Development</b>	The Support Staff for search needs to organize a 2-hour meeting with members of the search committee. 1 <sup>st</sup> hour of the meeting: Orientation session with Snr. Assoc. Dean 2 <sup>nd</sup> hour of the meeting: Search Committee develops criteria	1. The Search committee reviews the Advertisement and any related documents and creates a formal documented set of criteria that will be used at every step including long/short-listing and interviewing.
<b>EQUITY:</b> Search Criteria needs to include criteria pertaining to equity as well as organizations of criteria that will advance our equity agenda and social justice goals.		
<b>PAUSE:</b> Chair sends Criteria to Anna Bin for approval. The Chair of the Search Committee is responsible for maintaining factual records of the recruitment and selections process as well as ensuring that no conflicts of interests can influence the outcome of the search.		
<b>STEP 6a: Tracking the Applicant Pool</b>	Sr. Manager, Faculty Affairs & HR, will provide the survey link to the search's support staff.	<ol style="list-style-type: none"> <li>1. An Employment Equity Survey link should be sent to each applicant upon confirmation of receipt of application to invite participation.</li> <li>2. Snr. Assoc. Dean to monitor survey results and share with Chair of the Search Committee, Head/Director if there are concerns.</li> <li>3. Communication with applicants: acknowledge receipt and inform unsuccessful candidates at appropriate times (i.e. when they are not long/short).</li> </ol>
<b>STEP 6b: Finalizing the Membership of Search Committee: COI Management on Receipt of applications</b>	<ol style="list-style-type: none"> <li>1. Support Staff in the Depts/School reviews applicant CVs and identifies who the applicant's supervisor was for MA/PHD in cases where studies were completed at UBC. If that UBC Faculty member is on the Search Committee, this information is provided to the Head/Director</li> <li>2. If an applicant's (current/previous) supervisor is on the Search Committee, the Head/Director will find a replacement for the faculty member on the search</li> <li>3. A revised Search Committee membership should be provided to Sr. Manager, Faculty Affairs &amp; HR for approval.</li> <li>4. Chair will be briefed on COI Management and will undertake review of any other conflicts following the Search Committee Orientation (STEP 4).</li> </ol>	
<b>PAUSE:</b> Chair sends final Search Committee members to Anna Bin for approval, with a COI management report.		

<b>STEP 7: Reviewing Applications and Creation of a Long List and Short List</b>	Developing a long list	
	<ol style="list-style-type: none"> <li>1. Search Committee</li> <li>2. Committee Chair should provide an explanation of approaches taken to recruit a diverse range of applicants</li> <li>3. Once short list is established, Chair should seek reference letters if not already available</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop a long list of applicants who meet basic requirements.</li> <li>2. Review &amp; evaluate each application against the Statement of Criteria established in Step 5.</li> <li>3. List should include members of employment equity groups.</li> <li>4. At least 3 reference letters for each candidate</li> <li>5. For higher ranks with tenure (Assoc. Prof, Prof, Senior Instructor and Prof of Teaching), reference letters should be external to UBC and to the candidate's current institution.</li> </ol>
	Arriving at a short list and seeking permission to interview	
	<ol style="list-style-type: none"> <li>1. Committee Chair</li> <li>2. Dean's Office- Snr. Assoc. Dean will review the submitted shortlist</li> </ol>	<p>Following documents should be provided to Sr. Manager, Faculty Affairs &amp; HR and Assistant to Snr. Assoc. Dean:</p> <ol style="list-style-type: none"> <li>1. Total number of applications and the breakdown of international and Canadian applicants</li> <li>2. Long list</li> <li>3. Short list including a half-page rationale for each candidate (incl. review of applicant's file with the approved Search Criteria and the job ad)</li> <li>4. Long and Short-listed applicant's supporting documents incl. CV, Letter of application, sample publications and reference letters (<b>short listed candidates only</b>)</li> </ol>
<p><b>EQUITY:</b> Criteria for long and short-listing need to be applied in such a way as to address equity goals and to surface and address unconscious and conscious bias. This includes paying attention to how systemic bias can disadvantage members of minority groups and minoritized fields of academic inquiry.</p> <p><b>PAUSE: The shortlist must be approved by the Dean's Office before candidates are invited for interviews.</b></p> <p><b>NOTE:</b> Applicant files must be stored in a password-protected course shell on the Connect site. Committee Chair should only contact referees provided by the candidate.</p>		
<b>STEPS 8 &amp; 9: Identifying the Successful Candidate</b>	Search Committee	<ol style="list-style-type: none"> <li>1. Develop interview questions based on the Search Criteria and an evaluation form; design an interview itinerary.</li> <li>2. The Senior Associate Dean must meet with every shortlisted candidates</li> </ol>
<p><b>EQUITY:</b> Criteria and practices for identification of the successful candidate need to be applied in such a way as to address equity goals and to surface and address unconscious and conscious bias. This includes paying attention to how systemic bias can disadvantage members of minority groups and minoritized fields of academic inquiry.</p> <p><b>NOTE:</b> Conversations and written communications with applicants should be consistent with UBC's policies and the Collective Agreement.</p>		

<b>STEP 10: Making the Offer</b>	<ol style="list-style-type: none"> <li>1. Head/Director and DSPC</li> <li>2. Snr. Assoc. Dean</li> </ol>	<ol style="list-style-type: none"> <li>1. Search Committee recommends the appointment to the Head/Director</li> <li>2. Head/Director consults DSPC and recommends to the Dean</li> <li>3. Snr Associate Dean makes an offer</li> </ol>
<p><b>EQUITY:</b> Snr. Assoc. Dean will structure and carry out negotiations in such a manner as to recognize and deal with the fact that members of minoritized groups can come to negotiation with lower expectations and less experience with getting the best outcome.</p> <p><b>PAUSE:</b> Snr. Assoc. Dean will communicate via email the main offer items with the preferred candidate until a final offer is made.</p> <p><b>NOTE:</b> Faculty appointments offers are made by Dean's Office in consultation with Head/Director on the workload.</p>		