<table>
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<th>STEPS</th>
<th>APPROVAL PROVIDED BY WHICH OFFICE</th>
<th>NECESSARY DOCUMENTS</th>
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| **STEP 1: Seeking Approval to Fill a Position** | Dean’s Office | 1. Faculty Renewal Plan  
2. Faculty Hiring Proposal Form  
**Please provide all search documents and correspondence to Anna Bin** |
| **EQUITY:** Argument for a new TT Hire will include significance to diversification of academic discipline and provide evidence of key institutional equity related goals and metrics.  
**PAUSE:** The senior leadership team will discuss TT faculty hiring proposals and all evidence related to proposals for new hires. Dean will review the submitted documents & notify the Head/ Director in writing of the decision made. In some cases, more information may be required. |
| **STEP 2: Requesting Authorization to Begin a Search** | Snr. Assoc. Dean, (with documents submitted to Director, HR & Operations AND Assistant to Snr. Assoc. Dean) | 1. Recruitment Plan for each position  
2. Draft of job advertisement (Contact Anna Bin for a template) |
| **EQUITY:** Advertisement for a new TT hire can include significance to diversification of academic discipline and key institutional equity goals. Recruitment Plan should identify equity strategy.  
**PAUSE:** The Snr. Assoc. Dean will review the documents for each position. Once approved, the DNSO will submit the job ad to Faculty Relations and then the Office of the Provost for final approval. |
| **STEP 3: Distributing the Advertisement** | Dean’s Office covers the cost of a 30-day ad in 3 external outlets | 1. All vacancies should be advertised nationally for at least a month.  
2. Keep records of where and how ads are being circulated. |
| **EQUITY:** Advertisements should be distributed so as to reach frequently overlooked groups, as well as typical venues. Unit Head can encourage colleagues to design and carry out extensive shoulder-tapping so as to recruit eligible members of under-represented, target equity groups. |
| **STEP 4: Formation of Draft/Initial Search Committee** | Search Committee Membership needs to be approved by Senior Associate Dean. (Submit the membership list to Director, HR & Operations and Assistant to Snr. Assoc. Dean) | 1. Head/ Director should announce the members of the search committee to the unit once approved by the Snr. Assoc. Dean.  
2. The composition of the Search Committee should be as diverse as possible. |
| **Search Committee Composition** |  
-For Tenure Stream Hires, the Search Committee needs to consist of 1 chair (who is a tenure stream faculty), 4 tenure stream faculty members, 1 student representative, 1 external member (who is a tenure stream faculty). Educational Leadership Search Committees normally will include at least one Educational Leadership faculty member  
-For Lecturer Hires, the Search Committee needs to consist of 1 chair (who is a tenure stream faculty), 4 tenure stream faculty members, 1 student representative, (no external member required) |
| **EQUITY:** Search Committee member selection needs to take into consideration inclusion, minority or anti-colonial methods or fields and frequently overlooked faculty groups.  
**PAUSE:** Approval of draft search committee membership will be confirmed by Anna Bin and the final committee communicated to Heads/Dir. |

Updated Feb 28, 2019  
QUESTIONS? Please contact Anna Bin, Director, HR & Operations, at anna.bin@ubc.ca.
| **STEP 5: Search Committee meetings**  
(A 30-minute Orientation & Training briefing at the 1st Search Committee meeting) | 1) Once the search committee membership is approved by the Dean’s Office, the search process is managed by the hiring unit.  
2) The support staff in the hiring unit will schedule multiple search committee meetings as the process requires. It is the Search Committee Chair’s responsibility to ensure the committee members’ attendance at the scheduled meetings and their participation in the search process.  
3) There is no stand-alone “Orientation session” or “Orientation meeting”. Rather, please include a 30-min slot in the 1st Search Committee meeting for an Orientation & Training briefing by Dr. Bryson and Anna Bin. We recommend that Hiring Units schedule the 1st Search Committee meeting for a time long enough so the committee can discuss the search criteria and many other aspects of the initial work of the Search Committee, following the Orientation & Training briefing.  
4) The 30-min Orientation & Training briefing will focus on the various policy-related aspects of the search procedures governed by the Collective Agreement and/or BC Labour Code regarding hiring in BC, e.g., Educational Leadership interview options, Conflict of Interest, Immigration and Nationality in Academic searches and Equity. Note that this 30-min briefing is NOT an additional committee meeting; rather, it is only a small portion of the 1st Search Committee meeting.  
5) The Dean’s Office provides procedural support along the trajectory of the search process. | 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.  
2. The Search Criteria needs to be approved by the Senior Associate Dean. |

| **EQUITY:** Search Criteria needs to include criteria pertaining to equity goals, as well as criteria that reflect minority trajectories within disciplines that will advance our equity agenda and social justice goals.  
**PAUSE:** 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.  
**SEARCH CHAIR COMMUNICATION:** Chair provides Department Head with copy of Search Criteria |  |  |

| **STEP 6a: Tracking the Applicant Pool** | The DNSO will provide the survey link to the search’s support staff. | 1. An Employment Equity Survey link should be sent to each applicant upon confirmation of receipt of application to invite participation.  
2. Snr. Assoc. Dean to monitor survey results and share with Chair of the Search Committee, Head/ Director if there are concerns.  
3. Communication with applicants: acknowledge receipt and inform unsuccessful candidates at appropriate times (i.e. when they are not long/shortlisted). |
**STEP 6b: Finalizing the Membership of Search Committee: COI Management on Receipt of applications**

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<td><strong>1.</strong></td>
<td>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</td>
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<td><strong>2.</strong></td>
<td>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</td>
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<td><strong>3.</strong></td>
<td>A revised Search Committee membership should be provided to Director, HR &amp; Operations for approval.</td>
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<td><strong>4.</strong></td>
<td>Chair will be briefed on COI Management and will undertake review of any other conflicts following the Search Committee Orientation (STEP 5).</td>
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**PAUSE:** Chair sends final Search Committee members to Anna Bin for approval, with a COI management report.

**SEARCH CHAIR COMMUNICATION:** Chair provides Dept. Head/Dir with search committee composition after approval
### STEP 7: Reviewing Applications and Creation of a Long List (if required) and Short List

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<th>Developing a long list</th>
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| 1. Search Committee  
2. Committee Chair should provide an explanation of approaches taken to recruit a diverse range of applicants  
3. Once short list is established, Chair should seek reference letters if not already available |

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<th>Arriving at a short list and seeking permission to interview</th>
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| 1. Committee Chair  
2. Dean’s Office - Srn. Assoc. Dean will review the submitted shortlist (c/o Anna Bin) |

**EQUITY:** 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.

**PAUSE:** The shortlist must be approved by the Dean’s Office before candidates are invited for interviews.

**SEARCH CHAIR COMMUNICATION:** Chair provides dept. Head/Dir with a copy of Rationale & Short-list information

**NOTE:** 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.

### STEPS 8 & 9: Identifying the Successful Candidate

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| 1. Develop interview questions based on the Search Criteria and an evaluation form; design an interview itinerary.  
2. The Senior Associate Dean meets with every shortlisted candidates, esp. those in the Professoriate stream. Check with DNSO when planning. |

**EQUITY:** 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.

**SEARCH CHAIR COMMUNICATION:** Chair provides Dept. Head/Dir and Dept. Members with full information about interview schedule for on-campus visits

**NOTE:** Conversations and written communications with applicants should be consistent with UBC’s policies and the Collective Agreement.
| **STEP 10 & 11: Making the Recommendation and Making the Offer** | **1. Head/Director and DSPC**  
2. Snr. Assoc. Dean | **1. Search Committee recommends the appointment to the Head/Director**  
2. Head/Director consults DSPC and recommends to the Dean (c/o Anna Bin)  
3. Snr Associate Dean makes an offer in consultation with the Head/Director, and negotiates with the successful candidate |

**EQUITY:** 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.  

**PAUSE:** Snr. Assoc. Dean will communicate via email the main offer items with the preferred candidate until a final offer is made.  

**NOTE:** Faculty appointments offers are made by Dean’s Office in consultation with Head/Director on the workload.