# FACULTY RECRUITMENT GUIDELINES – SUMMARY (STEP-BY-STEP PROCEDURES)

<table>
<thead>
<tr>
<th>STEPS</th>
<th>APPROVAL PROVIDED BY WHICH OFFICE</th>
<th>NECESSARY DOCUMENTS</th>
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<tr>
<td><strong>STEP 1: Seeking Approval to Fill a Position</strong></td>
<td>Dean’s Office</td>
<td><em>Please provide all search documents and correspondence to Anna Bin (Director, Operations &amp; HR – <a href="mailto:annabin@ubc.ca">annabin@ubc.ca</a>) and Michael Wilkinson (Executive Assistant to the Senior Associate Dean – <a href="mailto:assist.sra@ubc.ca">assist.sra@ubc.ca</a>)</em>&lt;br&gt;1. Faculty Renewal Plan&lt;br&gt;2. Faculty Hiring Proposal Form</td>
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<td><strong>EQUITY:</strong> 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. <strong>PAUSE:</strong> 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 &amp; notify the Head/ Director in writing of the decision made. In some cases, more information may be required.</td>
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<td><strong>STEP 2: Requesting Authorization to Begin a Search</strong></td>
<td>Senior Associate Dean (with documents submitted to Anna Bin and Michael Wilkinson)</td>
<td>Draft of job advertisement (Contact Anna Bin for a template)</td>
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<td><strong>EQUITY:</strong> Advertisement for a new TT hire can include significance to diversification of academic discipline and key institutional equity goals. <strong>PAUSE:</strong> 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.</td>
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<td><strong>STEP 3: Distributing the Advertisement</strong></td>
<td>Dean’s Office covers the cost of a 30-day ad in 3 external outlets</td>
<td>1. All vacancies should be advertised nationally for at least a month. 2. Keep records of where and how ads are being circulated.</td>
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<td><strong>EQUITY:</strong> Advertisements should be distributed so as to reach frequently overlooked and under-represented 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.</td>
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<td><strong>STEP 4: Formation of Draft/Initial Search Committee</strong></td>
<td>Search Committee Membership needs to be approved by Senior Associate Dean (Submit the membership list to Anna Bin and Michael Wilkinson)</td>
<td>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 diverse.</td>
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<td><strong>Search Committee Composition</strong></td>
<td>- 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&lt;br&gt;- 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)</td>
<td><strong>EQUITY:</strong> Search Committee member selection needs to take into consideration inclusion, minority or anti-colonial methods or fields and frequently overlooked faculty groups. <strong>PAUSE:</strong> Approval of draft search committee membership will be confirmed by Anna Bin and/or Michael Wilkinson and the final committee communicated to Heads/Dir.</td>
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Updated 2019

QUESTIONS? Please contact Anna Bin, Director, HR & Operations, at anna.bin@ubc.ca.
### STEP 5: Search Committee Meetings

(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 face-to-face 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.

### 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 and Michael Wilkinson 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 Dean’s Office will provide the survey link to the search’s support staff.

Suggested templates for communications with applications can be found in the Appendices of the Faculty Recruitment Guidelines (Full Version).

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. Consult with the Head/Director as necessary.
2. The Chair submits the draft criteria to Anna Bin, for approval by the Sr. Assoc. Dean (cc: Michael Wilkinson)
3. Normally, participation in search committee meetings will be face-to-face and not virtual.
| **STEP 6b: Finalizing the Membership of Search Committee** (COI Management on Receipt of Applications) | 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.  
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.  
3. A revised Search Committee membership should be provided to Anna Bin and Michael Wilkinson.  
4. Chair will be briefed on COI Management and will undertake review of any other conflicts following the Search Committee Orientation (STEP 5). |
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| **PAUSE**: Chair sends final Search Committee members to Anna Bin and Michael Wilkinson for approval, with a COI management report.  
**SEARCH CHAIR COMMUNICATION**: Chair provides Dept. Head/Dir with search committee composition after approval |

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<th><strong>STEP 7a: Reviewing Applications and Developing a Long List (if Required)</strong></th>
<th>Search Committee</th>
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| 1. Develop a long list of applicants who meet basic requirements.  
2. Review & evaluate each application against the Search Criteria established in Step 5.  
3. List should include members of employment equity groups. |

| **STEP 7b: Reviewing Applications and Creation of a Short List** | 1. Review & evaluate each application against the Search Criteria established in Step 5.  
2. At least 3 reference letters for each candidate.  
3. 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.  
Following documents should be provided to Anna Bin and Michael Wilkinson:  
1. Total number of applications and the breakdown of international and Canadian applicants  
2. 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)  
3. Short-listed applicants supporting documents incl. CV, Letter of application, letters of reference |

| **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 Canvas site. Committee Chair should only contact referees provided by the candidate. |
| STEPS 8 & 9: Identifying the Successful Candidate | Search Committee | 1. Develop interview questions based on the Search Criteria and an evaluation form; design an interview itinerary.  
2. The Senior Associate Dean meets with shortlisted candidates, except for candidates being considered for Instructor positions in the Educational Leadership stream (see Faculty Recruitment Guidelines [Full Version] for rationale). Coordinate meeting times with Michael Wilkinson and Anna Bin. |
| --- | --- | --- |
| **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  
*In the case of the Head/Director disagreeing with the recommendation for hire, please consult the Faculty Recruitment Guidelines (Full Version). | 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. |