# FACULTY HIRING GUIDELINES (Summary Version)

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| **Step 1: Seeking Approval to Fill a Position** | Head/Director should submit the necessary documents for each position requested, providing a rationale for each proposed hire. | Dean, Associate Dean, Faculty Affairs, and Director, HR (in consultation with the Associate Dean, Equity & Strategic Programs) | • Faculty Renewal Plan  
• Faculty Hiring Request Form                                                                                   |

**EQUITY:** The request will include the academic unit’s assessment of the current state of EDI relative to the area in question, both in the unit and in the field-at-hand.

**NEXT STEP:** The Dean will review the documents and notify the Head/Director in writing of whether the requested position(s) is approved, the desired start date, and how the position will be funded; or the Dean will request more information if required.

| **Step 2: Requesting Authorization to Begin a Search** | Unit should develop a draft position description (job advertisement); list of details to include found in the Full Version of Faculty Hiring Guidelines. | Associate Dean, Faculty Affairs (in consultation with the Associate Dean, Equity & Strategic Programs and Director, HR) | • Draft of job advertisement                                                                                   |

**EQUITY:** A job advertisement must include: (1) significance to diversification and decolonization of academic discipline and key institutional goals; (2) request for a Diversity Statement and the requirement to complete an Equity Survey; and (3) University Diversity Statement and the immigration statement.

**NEXT STEP:** Associate Dean, Faculty Affairs will review and approve (or request additional information) the draft job advertisement for each position. Dean’s Office will submit the job advertisement in Workday for approval by Faculty Relations and the Office of the Provost. Staggered timelines of searches are encouraged for maximum support.

| **Step 3: Distributing the Advertisement** | All vacancies should be advertised nationally for at least a month. The Dean’s Office normally covers the cost of a minimum 30-day ad in 3 external outlets. Draft versions of the job ad should not be circulated. | N/A | • Final job advertisement in Faculty of Education template (provided by the Dean’s Office)  
• Record of advertisements posted/circulated |

**EQUITY:** Additional means should be used to encourage qualified applicants (e.g. colleagues at other universities. encouraging applications from promising students and colleagues). Heads/Directors can encourage colleagues to shoulder-tap to recruit eligible scholars to diversify and decolonize the given field, and to reach members of under-represented groups.

| **Step 4: Formation of the Search Committee** | Head/Director forms a full Search Committee; it is recommended that Heads/Directors not serve as Search Committee Chairs to avoid potential conflicts of interest.  
Search Committee needs to consist of 1 Chair (tenure stream faculty), 4 tenure stream faculty members, 1 student, and 1 external a tenure stream faculty (not required for Lecturer searches). Search Committees for Educational Leadership (EL) hires will normally include at least one EL faculty. | Associate Dean, Faculty Affairs (in consultation with the Associate Dean, Equity & Strategic Programs and Director, HR) | • Search Committee membership with a rationale for the composition (see Appendix A of the Full Version of the Faculty Hiring Guidelines for a template) |

**EQUITY:** Head/Director should submit the Search Committee membership list with a rationale for the composition that speaks to how the proposed membership maps onto the equity, diversity, inclusion, and representation in the unit and enhances the likelihood that equity, diversity, and inclusion goals for the search will be realized.

**NEXT STEP:** Associate Dean, Faculty Affairs will review and approve in writing (or request additional information) the Search Committee membership. Following approval, the Head/Director should announce the Search Committee membership to the unit. The Search Committee Chair (with unit support staff) can proceed with Step 5.

*Please provide all search documents requiring approval to Anna Bin (Director, HR) and Michael Wilkinson (Executive Coordinator)*
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| **Step 5: Search Committee Meetings & Criteria Development** | Unit support staff will schedule multiple search committee meetings as the process requires, in consultation with the Search Committee Chair. In the first search committee meeting, please include 45-minutes for a Process Orientation provided by the Dean’s Office (recommended: within a 2-hour meeting). The first meeting should be after the application deadline, in order to obtain the Equity Survey Report. Following the Process Orientation, the Search Committee will develop the Final Criteria. | Associate Dean, Faculty Affairs (in consultation with the Associate Dean, Equity & Strategic Programs and Director, HR) | Provided by Dean’s Office prior to Orientation  
- Draft Criteria (based on the job advertisement)  
- Employment Equity Survey Report for applicant pool  
- Rubric for Assessing Candidates’ Contributions to Equity, Diversity, and Inclusion  
Submitted for Approval following Orientation  
- Final Criteria (based on the Draft Criteria, job ad, and committee discussions) |
| **EQUITY:** | An early and thorough discussion of criteria by the Committee will help to avoid criteria chosen to fit specific applicant files. The criteria should also take into account equity, diversity, and inclusion (EDI) goals of the unit and Faculty. The Rubric for Assessing Candidates’ Contributions to EDI will be distributed at the orientation to support the review of EDI criteria. |  |
| **NEXT STEP:** | The Search Committee Chair is responsible for maintaining factual records of the recruitment and selections process. Upon approval of the Final Criteria, the Chair provides the Head/Director with a copy and proceed to Step 7 (Steps 6a and 6b normally happen simultaneously with Step 5). |  |
| **Step 6a: Tracking the Applicant Pool** | Unit support staff will confirm receipt of individual applications on behalf of the Search Committee Chair (copying assist.sradean@ubc.ca). Suggested templates for communications with applications can be found in the Appendices of the Full Version of Faculty Hiring Guidelines. Applicants will be notified by the Search Committee Chair when they are not on the long list, short list, or offered the position. | N/A | Note: Application files should be stored in a secure location (e.g. OneDrive, SharePoint, or Canvas) that is available to all Search Committee members. |
| **Step 6b: Finalizing the Search Committee Membership** | Search Committee Chair (with the unit support staff) reviews applicant CVs and identifies if Supervisor(s) are on the Search Committee or if Search Committee member has written a letter of reference for a candidate; in these cases, Search Committee members must recuse themselves and the Head/Director will appoint a replacement. | (if applicable) Associate Dean, Faculty Affairs (in consultation with the Associate Dean, Equity & Strategic Programs and Director, HR) | • (if applicable) Revised Search Committee membership with a rationale, as per Step 4. |
| **EQUITY:** | The Dean’s Office will collect anonymous and confidential data from all applicants using an online survey. The results will be shared with the Search Committee in advance of the Process Orientation (Step 5). Tracking the composition of applicant pools before application deadlines will reveal the degree of success of proactive recruitment strategies and any need to alter the recruitment strategy before submitted applications are reviewed. |  |
| **NEXT STEP:** | If applicable, the Associate Dean, Faculty Affairs will review and approve in writing (or request additional information) the revised Search Committee membership. |  |

*Please provide all search documents requiring approval to Anna Bin (Director, HR) and Michael Wilkinson (Executive Coordinator)*

Updated August 2021
Questions? Please contact Anna Bin, Director, HR, at anna.bin@ubc.ca.
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| **Step 7: Reviewing Applications and Creating Long & Short Lists** | Review & evaluate each application against the Search Criteria established in Step 5.  
If desired, the Search Committee can develop a Long List of applicants who meet the criteria, in order to request three letters of reference. †  
The Search Committee should arrive at a short list of applicants strong enough to be asked for three letters of reference (if not requested already in the long list) and to be invited to campus for interviews and presentations. ‡  
† Search Committee Chair should only contact referees provided by the candidate.  
‡ For positions with tenure (Associate or Full level), at least two of the three letters of reference must be from academic colleagues located at institutions external to UBC and the candidate’s current institution. | 1. Search Committee Chair  
Head/Director ◊  
2. Associate Dean, Faculty Affairs (in consultation with the Associate Dean, Equity & Strategic Programs and Director, HR)  
◊ In the case that the Head/Director disagrees with the short list outcome and/or procedures, please consult the Full Version of the Faculty Hiring Guidelines. | • One document outlining:  
a. Total number of applications and the breakdown of international and Canadian applicants.  
b. For each shortlisted candidate, provide a half-page rationale speaking to how their application fits the Final Criteria and job advertisement.  
c. General rationale concerning the diversity of the applicant pool and the short list (see EQUITY, below)  
• In addition, include application files and letters of reference for short listed candidates. |

**EQUITY:** Long and/or Short Listing needs to address unconscious and conscious bias. Assessing the diversity of the applicant pool can only be done through the aggregate survey data, disclosure in application materials, letters of reference, or direct observation in the interview. Regarding the general rationale on the diversity of the applicant pool and shortlist, the Search Committee Chair will address the expertise and experience of the shortlisted candidate’s vis-à-vis diversity and inclusion as well as decolonization of the area of academic inquiry itself.

**NEXT STEP:** The shortlist must be approved by the Associate Dean, Faculty Affairs before candidates are invited for interviews. Following approval in writing (or request for more information), the Search Committee can proceed with Steps 8 & 9.

| Steps 8 & 9: Identifying the Successful Candidate | Search Committee will develop interview questions based on the Final Criteria, develop the campus visit itinerary, and prepare an evaluation form for the candidate presentations.  
Search Committee Chair (with the unit support staff) should plan the visit with time for interview, presentation, meeting with the Head/Director, students, and other as needed. Provide Head/Director with campus visit information.  
The Associate Dean, Faculty Affairs and Director, HR meet with shortlisted candidates, except for Lecturer searches. Candidates may also meet with others on Senior Leadership. | N/A | Note: Sample versions of communications with shortlist candidates (including schedule for campus visits) can be found in the Appendices of the Full Version of the Faculty Hiring Guidelines. |

**EQUITY:** The Search Committee must: (1) ask questions that relate directly to the Final Criteria of the position and avoid questions directly related to an individual’s protected human rights grounds (e.g. ancestry, disability, sexual orientation); and (2) ensure that “fit” – the ability to make a positive contribution to the unit’s environment – is not used inappropriately to indulge personal biases or to discriminate against candidates from groups protected by human rights legislation.
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| Steps 10 & 11: Making the Recommendation of the Hire and Making the Offer | On behalf of the Search Committee, the Chair will report in writing the Committee’s recommendation of appointment. Following the approval of the Head/Director:  
- For Assistant (tenure-track) positions: the Head/Director will convene a meeting with eligible unit members or the DSPC for a vote on the recommendation.  
- For Associate or Full (tenured) positions where the appointment file must go to SAC for review: please consult the Full Version of the Faculty Hiring Guidelines.  
Following successful votes, the Head/Director will report in writing the unit’s recommendation of hire to the Dean’s Office.  
The Associate Dean, Faculty Affairs (in consultation with the Head/Director; Director, HR; and Associate Dean, Equity & Strategic Programs) makes an offer and negotiates the final agreement with the successful candidate. | 1. Head/Director ◊  
2. Eligible unit members or DSPC  
3. Dean & Associate Dean, Faculty Affairs (in consultation with the Associate Dean, Equity & Strategic Programs and Director, HR)  
◊ In the case that the Head/Director disagrees with the recommendation for hire, please consult the Full Version of Faculty Hiring Guidelines. | • Search Committee Chair recommendation report: overview of the search process, rationale addressing the relationships between the expertise and experience of the candidate, a ranked order of candidates (if applicable), an EDI rationale (see EQUITY, below) and a recommendation of the next step if the preferred candidate declines the offer.  
• Head/Director recommendation: confirmation of agreement with the search committee’s recommendation and its rationale and the search committee’s full report. |

**EQUITY:** The Search Committee Chair will provide an EDI rationale for the top-ranked candidate, that makes an evidence-informed argument about the relationship between characteristics of the short-list, EDI goals for the search, and the relationship between the short-list and the pool and the unit in relation to EDI benchmarks.

**NEXT STEP:** Upon the successful candidate signing the final offer letter, the Associate Dean, Faculty Affairs will confirm in writing with the Head/Director. At this point, all unsuccessful applicants must be notified that the position has been filled, prior to any public announcement of the hire.