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THE UNIVERSITY OF BRITISH COLUMBIA

**Faculty of Education**

## **Recruitment and Hiring Guidelines for Faculty Renewal**

(Revised October 1, 2013)

### **Rationale**

The primary goal of implementing these Recruitment and Hiring Guidelines across the Faculty of Education is to operationalize best practices during the faculty renewal process. This will minimize ad hoc procedures and lack of transparency both of which can contribute to systemic barriers to diversity, as well as to advancement, awards, resource distribution and other benefits of pursuing an academic career. Through the Special Advisor on Women Faculty, Office of the Provost, the Equity Office, Faculty Relations, and efforts in individual Faculties, UBC has developed some useful resources intended to contribute to equity and diversity. These are now being brought together in support of the FoE's strategic goals and priorities. These guidelines are intended to:

- Encourage a thoughtful, systematic approach to faculty renewal;
- Support our strategic goals and priorities (e.g., to build research expertise in high priority/strong areas within or across borders);
- Create consistency, continuity and community;
- Build teams to support key activities with differentiated expertise;
- Channel individuals' time and energy in ways that best match the nature of their appointments and the expertise they bring to the Faculty.
- Integrate the principles of merit, equity, innovation and excellence in the Faculty of Education into our recruitment and hiring practices.

Positions vacated due to resignation, denial of tenure, or death, will be reviewed and filled following the process described below.

### **1. Updating Your Unit's Faculty Renewal Plan**

- a. Analyze your unit's immediate and longer-term faculty renewal needs, referring to *Place & Promise* and the Faculty of Education's and your unit's strategic plans as needed. Prepare or update your unit's renewal plan. This plan should include considerations of the diversity of faculty presently in your unit informed through the Employment Equity report available from the Dean's office. Particular attention should be given to the representation of groups designated in UBC's Employment Equity Statement – women, aboriginal people, visible minorities and persons with disabilities, and sexual and gender diverse people.

- b. The unit's renewal plan should be updated and submitted to the Dean for review by **May 1** of each year (or more often as needed to support requests for new hires). In addition to considerations of equity and diversity, the plan should provide a rationale for each proposed new hire over the next 3 years that addresses some or all of the following points:
- How each proposed hire will contribute to achieving the unit's, Faculty's and University's strategic priorities.
  - How student demand and changes in the discipline and profession support the need for the hire.
  - How the new hire will permit the unit to pursue new research priorities and funding opportunities.
  - The proposed "place" in the curriculum (current or projected) for the new hire...that is, what instructional responsibilities will be assigned to the new hire?
  - How the new hire fits in relation to known or projected retirements/reduced appointments.

## 2. Requesting Authorization to Begin a Search

- a. When requesting authorization to begin a search, submit to the Manager, Faculty Relations and Appointments a draft position description/ad that includes:
- a clear statement of rank and type of appointment
  - a general description of UBC and the department where the appointment will be located
  - Objective, measurable criteria—such as education, experience, and focus of research interests—that will help determine a candidate's chances for success. Consider criteria such as the ability to work with diverse students and colleagues or experience with a variety of teaching methods and curricular perspectives. If, for example, your department knows it will not consider candidates for a position unless they have ten years of experience, that requirement should be spelled out in the advertisement. Use phrases like "demonstrable excellence" in teaching or research to establish the qualifications for the position. Use inclusive language.
  - the application deadline or date when you will begin reviewing applications
  - where to send applications and what should be included
  - the UBC Employment Equity statement:

*"UBC hires on the basis of merit and is committed to employment equity and diversity within its community. We especially welcome applications from members of visible minority groups, women, Aboriginal persons, persons with disabilities, persons of minority sexual orientations and gender identities, and others with the skills and knowledge to engage productively with diverse communities. We encourage all qualified persons to apply; however, Canadian citizens and permanent residents of Canada will be given priority."*

- refer to the guidelines on the Faculty Relations website when preparing the advertisement:  
<http://www.hr.ubc.ca/faculty-relations/recruitment/advertising-guidelines/>
- b. For each position, provide a rationale—drawn largely from the unit’s faculty renewal plan—that includes:
  - information on program and course enrolments in this area for the past three years
  - current staffing in this area
  - ways in which this area can be expanded or transformed by the new hire
  - the proposed workload for the new hire including specific courses likely to be assigned and other responsibilities.
  - emerging evidence from the field/discipline that strengthens the rationale for the position.
- c. For each position, provide a *recruitment plan* that includes the following:
  - The proposed composition of the Search Committee—including who will serve as chair—and a brief commentary on the diversity of its proposed membership. The committee should be as diverse as possible including people connected to the area of scholarship who have a broad perspective, those from designated equity groups, and others who have experience and wisdom drawn from well-run searches who can contribute to good practice. If the unit does not have members from designated equity groups, consider inviting someone from a related unit to sit on the Search Committee. Note that the incumbent of the position being filled (who has resigned or is retiring) should not be on the search committee, but can certainly be consulted.
  - How the position will be advertised including proposed ad placements and other means to distribute the ad widely.
  - Proactive recruitment strategies to be used by the Search Committee to achieve a rich and diverse pool of applicants.
  - Who will be responsible for documenting the search process and completing the final report that will be submitted to the Dean’s Office who will pass it on to the Provost.

### 3. Authorizing the Search

- a. The Dean will review the rationale and recruitment plan for each position—referencing the department’s faculty renewal plan as needed—and determine if funding is available.
- b. If the Dean supports the request to initiate a search, s/he will forward the internally-approved job advertisement, the rationale, recruitment plan, a faculty hiring checklist, and funding details to Faculty Relations and then to the Office of the Provost, for final approval or amendment.

- c. The department will be notified by the Manager, Faculty Relations and Appointments when final approval has been received and the Dean's Office will arrange to have the ad placed following the approved recruitment plan. All ads will be placed in the *CAUT Bulletin*, *University Affairs* and on the FoE's website. Departments should identify at least one additional outlet (journal, newsletter, listserve, etc.) for the ad that has the potential to add diversity to the applicant pool.

#### **4. Distributing the Advertisement**

- a. The advertisement will be placed in accordance with UBC Policy #20: Advertising of Position Vacancies.
- b. To reach the widest audience of qualified candidates, use not only conventional, but also alternate media of interest to the five designated employment equity groups. Consider advertising positions in the Canadian Research Institute for the Advancement of Women (CRIAOW) or other specialized publications such as the Canadian Journal of Native Studies, Society for Canadian Women in Science and Technology Newsletter, or Senior Women Academic Administrators (SWAAC).
- c. Although all vacancies should be advertised, additional means should be used to encourage qualified applicants, such as contacting colleagues at other universities and encouraging applications from promising students and colleagues attending research conferences. Free list serves and professional associations may also provide free advertising opportunities.

#### **5. Activating and Orienting the Search Committee**

- a. The Search Committee as approved by DNSO and the Provost should be activated as soon as possible following approval of the position by the Dean. In some cases, the Search Committee may also be involved in framing the ad for the position, but in all cases the Committee should be activated no later than when the ad is approved for publication by the Provost.
- b. The Search Committee chair will contact the [Senior Advisor to the Dean](#) to arrange the orientation of the search committee members in terms of procedures, confidentiality, equity, and best practices as outlined on the Faculty Relations website. The orientation meeting is to take place well before the review of applications commences.
- c. An agenda for the first meeting of the search committee should be developed by the Chair that includes the following items (including those related to the equity orientation):
  - Roles and responsibilities of the Chair and committee members in the search process and as representatives of the University.

- Confidentiality both in terms of the selection process and decisions made.
  - Conflicts of interest or conflicts of commitment. See UBC Policy #97: Conflict of Interest and Conflict of Commitment.
  - The importance of all committee members being available to interview all candidates so that each candidate is given an equal opportunity to demonstrate his/her suitability for the position.
  - Principles and practices of competency-based interviewing. In competency-based interviewing, candidates are encouraged to provide actual examples from work-related situations that demonstrate the required skills and core competencies.
  - Implications of human rights legislation for the work of the committee including the questions that may be asked of candidates. Coverage/Discussion of unconscious bias and timeliness of setting criteria should occur prior to review of applicant files, and the consistent application of criteria.
  - Review of the procedures to be followed by the committee and expected timelines
- d. Search committee members are largely responsible for the integrity and success of the search process. Deliberations of search committees are confidential and that confidentiality should be strictly maintained. Committee members must be able to express their opinions freely within the committee and those who communicate their views to the committee must be able to do so in confidence. Members are expected to offer candid and constructive comments on applicants, taking care to be as objective as possible in identifying each applicant's strengths and areas for further growth.

Information regarding the short-list candidates should not be disclosed until after each of the short-listed applicants has agreed to interview. Only then should information about the short-listed candidates be available for access by those outside the committee. Search committee members will maintain the confidentiality of all documents relating to the process and the work of the committee, and will retain, dispose of, or return, any search-related documents and records to the Chair in a manner that protects confidentiality and informational privacy. After the search, committee members are expected to maintain continued confidentiality about the proceedings and deliberations of the search committee.

- e. The Chair of the Search Committee is responsible for maintaining a factual record of the recruitment and selection process. Include copies of advertisements as well as descriptions of special measures taken to recruit members of the designated groups. Should human rights groups or government agencies inquire about the recruitment and selection procedures, the Chair may be required to produce evidence that the hiring process was fair. Records must be kept for a period of one year from the time of the interview and should be filed in a secure place.

## 6. Tracking the Applicant Pool

- a. To understand and track the composition of the applicant pool, the Faculty of Education will begin to collect data on all applicants for tenure-track positions using an on-line survey. Applicants will be provided with a link by the [Senior Advisor to the Dean](#) to UBC's Employment Equity Survey (online) in keeping with Canada's Employment Equity Act and the Federal Contractors Program. This data is critically important to help us understand the applicant pool and where the challenges are in the recruiting process in achieving our diversity goals.
- b. As soon as applications are received, a confirmation email including the link to the Employment Equity Survey will be sent by the department to each applicant. Please contact the [Senior Advisor to the Dean](#) for the link when the position has been posted.
- c. The Employment Equity Survey is anonymous and confidential and not linked to the application review process.

The Dean's Office and chair of the Search Committee will monitor the representation of equity groups in the applicant pool and compare with workforce availability data provided by the Equity Office/Provost's Office. This information will be shared periodically with the Search Committee and Head. Tracking the composition of applicant pools before application deadlines will reveal the degree of success of proactive recruitment strategies and any needs to alter the recruitment strategy before applications are reviewed.

## 7. Reviewing Applications

### a. Developing the Long List

- Once the application deadline has passed and the applicant pool reflects sufficient diversity, a "long list" should be developed of applicants who, on paper, appear to satisfy the basic requirements of the position.
- Be aware that employers may legally discriminate among candidates on the basis of "bona fide occupational requirements" (BFORs), but these occupational requirements must be applied in good faith and relate objectively to candidates' ability to perform essential aspects of a specific position. BFORs must be applied consistently to all candidates.
- If letters of reference have not yet been obtained, then applicants on the long list should be notified that their applications are still being actively considered and letters of reference will be requested from their referees. Note that you should only contact referees provided by the candidate unless you have sought the candidate's permission to contact others or the candidate is currently or was previously employed by UBC.
- The chair of the Search Committee should notify those who are not on the long list

that their applications will not be considered further.

**b. Arriving at the Short List and Seeking Permission to Interview**

- After letters of reference are received, the Search Committee should arrive at a short list. The short list consists of those applicants considered strong enough to invite to campus for interviews. Normally, the short list will include no more than three candidates.
- The process used by the committee to arrive at the short list should be fully documented by the chair.
- Both the long list and short list should be provided to the Dean's Office for review along with the CVs, application letters and letters of reference of applicants on the short list before any applicants are invited to campus. The Senior Associate Dean will review the short list and either approve bringing those on the list to campus for interviews or will ask for additional information from the Search Committee or Head of the Department.
- If there is low representation of applicants from designated employment equity groups in the long list or the short list, *an explanation should be provided*.
- The Dean or his designate may ask to see *all* applications, and if serious concerns arise about the quality or diversity of the shortlist, may decide to halt the search. Such a decision would only occur after a full discussion with the Department Head and chair of the Search Committee.
- As a general principle, the Committee must ensure that applicants are not unreasonably excluded who have qualifications or experience acquired in non-traditional ways; rather, look for diversity in background, experience, and research. If members of employment equity groups do not make it to the short list, review the applications to ensure the list does not reflect bias. For example, stereotypical assumptions about the importance of an uninterrupted work record may disadvantage women, persons with disabilities, or recent immigrants.

**8. Interviewing Candidates**

- a. Prior to the interview, the Committee should develop a set of questions based on position-related criteria and ask them of all candidates. For example, if the job requires travel, do not ask female candidates to describe their family responsibilities. Ask all candidates—men and women alike—if they are available to travel. In this way you can make valid comparative judgments.

- b. Ask questions that relate directly to the *bona fide occupational requirements* (BFORs) of the position and avoid questions relating to protected human rights grounds, such as ancestry, disability, or sexual orientation. For guidelines on questions employers may ask to gather information that relates to the ability to do the job, review:
  - *The Employers Guide to Human Rights*  
<http://www.ag.gov.bc.ca/human-rights-protection/pdfs/EmployerInfo.pdf> and
  - *A Guide to Screening and Selection in Employment*  
<http://www.chrc-ccdp.ca/pdf/screen.pdf>
- c. Ensure that questions assess criteria that can be evaluated objectively.
- d. Be aware that Human Resources Development Canada (HRDC) allows selection committees to consider “fit” when evaluating applicants. “Fit” refers to a candidate’s ability to make a positive contribution to the departmental environment. Committees must ensure that “fit” is not used inappropriately to indulge personal biases or to discriminate against candidates from groups protected by human rights legislation.
- e. Schedule the candidates’ presentations so that all search committee members can attend. Should committee members miss meetings or presentations, ensure that there are notes, recordings or videos that enable them to stay informed. Arrangements for interviews are made under the supervision of the Head of Department.
- f. Remember that candidates are also assessing and making decisions about UBC. Be prepared to arrange meetings between candidates and campus resources that may be of interest, such as the First Nations House of Learning and Disability Resource Centre.
- g. Be aware that UBC has an Equipment Accommodation Fund to provide adaptive equipment for employees with disabilities.
- h. Ensure conversations and written communications with applicants are consistent with UBC’s policies and the Collective Agreement.
- i. Provide all candidates with information on opportunities available to new faculty, such as research and housing grants, and mentoring programs.
- j. Human rights legislation prohibits both intentional and unintentional discrimination. Keep in mind that the legality of the selection process does not rest upon your intentions, but rather upon the consistency with which you treat the candidates and the types of questions you ask.
- k. Refer to equity materials provided during the orientation of the search committee.
- l. The Senior Associate Dean will meet with all candidates interviewed for faculty positions. This gives candidates an opportunity to bring up questions with the Dean’s Office about practical matters such as UBC’s compensation system, relocation assistance,

and tenure expectations. In addition, the interview will provide an opportunity to showcase the resources available at UBC to facilitate recruitment.

## **9. Identifying the Successful Candidate**

- a. Schedule a meeting of eligible members of the Department to present the recommendation of the search committee and vote as per provisions in the Collective Agreement. These provisions can be found in Article 5.04 (Departmental Consultation: Committees) of the Agreement on Conditions of Appointment for Faculty.
- b. Refer to equity materials provided during the orientation of the search committee. Positions must be offered to qualified citizens and permanent residents of Canada before offering them to foreign candidates. Note especially that in the event you recommend hiring a foreign academic, you must explain why Canadian and permanent resident applicants did not meet the advertised qualifications.
- c. Whether interviewed or not, all unsuccessful applicants must be told in writing that they were unsuccessful prior to the public announcement of the hire.
- d. Departments and search committees must be willing to re-start a search process if an excellent candidate is not recruited.

## **10. Making the Offer**

- a. A recommendation to hire shall be sent by the Head to the Senior Associate Dean (or to the Dean if it is a research chair position such as CRCs) for review. The Senior Associate Dean will determine the offer details including the starting salary, start-up funds, and course releases, if any, etc. The Senior Associate Dean will inform the Head of the content of the offer and invite any feedback or suggestions before the offer is presented to the successful candidate.
- b. The Senior Associate Dean will communicate with the successful candidate via email presenting the main offer items for an initial acceptance and, if necessary, negotiate the offer items with the candidate. Once an email acceptance is received from the candidate, a formal detailed offer letter will be prepared and sent to the candidate for review and approval. A signed offer letter must be received by the Dean's Office before an appointment can be processed.
- c. Once the formal offer letter is signed and returned by the candidate, the Manager, Faculty Relations and Appointments will provide a checklist to the Head/Director's assistant to put together necessary paperwork to process the appointment.
- d. When the signed offer letter has been received, the Manager, Faculty Relations and Appointments will notify the Department Head who will then notify the unsuccessful

applicants that the position has been filled...or delegate this responsibility so that it is carried out as quickly as possible.

## **11. Reviewing and Debriefing the Search Plan and Process**

Once a search has been brought to a successful conclusion, the chair of the Search Committee will provide the Dean's Office with a short summary and assessment of the overall process.

The chair will discuss issues such as:

- what went well
- what parts of the search plan were effective
- what might be done differently in the future
- Where more support from the Dean's Office would have been helpful.

This will help us refine our procedures and strengthen practices across the Faculty.