



# UBC Science Faculty Recruitment Guidelines

## A brief manual augmenting the Departmental Checklist

### CHECKLIST AND RESOURCES FOR DEPARTMENTS AND SEARCH COMMITTEES

Find the Departmental Checklist and all further resources at: [science.ubc.ca/faculty/recruiting](https://science.ubc.ca/faculty/recruiting)

### DEAN’S OFFICE PERSONNEL MENTIONED IN THIS DOCUMENT

Please check back here for contact information:

Assistant Dean Human Resources (HR)	Laura Lockyer-Cotter	<a href="mailto:laura.lockyer-cotter@ubc.ca">laura.lockyer-cotter@ubc.ca</a> 2-0220
Associate Dean (AD) EDI	Stephanie van Willigenburg	<a href="mailto:stephvw@science.ubc.ca">stephvw@science.ubc.ca</a>
Strategic Initiatives Portfolio	Deborah Watt	<a href="mailto:watt@science.ubc.ca">watt@science.ubc.ca</a>
Assistant to the AD EDI	Kate Blackburn	<a href="mailto:blackburn@science.ubc.ca">blackburn@science.ubc.ca</a> 2-3336

EDI: acronym for Equity, Diversity, and Inclusion

Head: refers to the Head or Director of a Department

Department: refers to a Department or Unit

### GUIDELINES FOR UBC SCIENCE DEPARTMENTS AND FACULTY SEARCH COMMITTEES

The following is an extended version of the [Departmental Checklist for UBC Science Faculty Recruitment](#). It includes salient further information on how communication between departments/members of the search committees and the Dean’s office is structured, and points to further resources available to help guide an equitable, inclusive and successful faculty search and hiring process.

Note: For Canada Research Chair and Canada Excellence Research Chair searches, please contact the Assistant Dean - HR about the specifics of the CRC and CERC recruitment processes and requirements.

## 1. Step-by-step details of recruiting guidelines

### 1.1. Review of job search plan and advertisement

For review, please submit (in one package) to [Laura Lockyer-Cotter](#):

- Draft job advertisement
- Job search plan and
- Position-funding information

The Dean’s office will provide feedback within 2-3 working days of receiving the complete package.

**The advertisement** should be written to attract as diverse an array of qualified applicants as possible, using the guidelines in Section 2. Please complete your advertisement draft using the [Generic Job Ad template](#).



The **job search plan** should outline how the committee composition and search procedures will ensure that all qualified applicants are considered fairly. Suggestions on how to develop the recruitment plan and examples are provided in Section 2. Please complete your job search plan draft using the [Job Search Plan template](#).

**Search committee membership list:** As part of the job search plan, complete the table to include the names of the search committee members, the Search Committee Chair, their ranks, and gender and IBPOC representation.

**Position funding information:** Provide information on how this position links with future retirements or other budget considerations.

**Start-up estimates:** Provide information on the amounts and rationale for the start-up.

***The Dean's office will provide authorization for you to submit the faculty job advertisement through WorkDay for all further approvals including Faculty Relations and Provost.***

*Approval from the Provost's office in WorkDay constitutes the permission to post your job ad.*

## 1.2. Search Committee Certification by AD EDI

At least two weeks before the advertisement closing date, the search committee must have attended a mandatory yearly certification on current leading hiring practices facilitated by the AD EDI.

***At least one month prior to application deadline and before reviewing any applications***, contact [Kate Blackburn](#) to schedule a certification session for all search and standing committee members, and provide preferred e-mail addresses and information on whether a session is needed for the search committee only or the entire department.

***Any given member of a search or standing committee who will review CVs and have a role in ranking or selecting longlist or shortlist candidates must attend once every recruiting season, which runs from August-July.***

Topics covered in an active learning environment will include conflict of interest, confidentiality, gatekeeping in the hiring process, types of bias - including unconscious, conscious and systemic, active recruitment, and other processes involved in a faculty search.

If needed, then a certificate of completion can be issued on request.

## 1.3. Tracking of applicant pool

An EDI survey will be conducted as part of each search. These data are critically important to help us understand where the challenges are in the recruiting process in achieving our EDI goals. Under [UBC Policy HR10 \(Employment Equity\)](#), we aim to track demographic data on under-represented or equity deserving groups which include women, racialized people/People of Colour/members of visible minorities, persons with disabilities, Indigenous people (First Nations, Métis and Inuit Peoples), and sexual orientation and gender identity minorities.

### **Survey establishment:**

All recruitments will use Academic Jobs Online (AJO) or Math Jobs (MJ) for application collection. The survey is an integrated part of the application process (on the AJO/MJ server) and centrally managed by the Dean's office. No action is required on part of the department/search committee.



### Assessment of a search's Qualified Applicant pool:

- The Dean's office will provide an 'Unqualified Applicants' template (spreadsheet) to the search committee.
- Within 2 weeks after application deadline, the search committee submits the completed spreadsheet listing the unqualified applicants to [recruit.stats@science.ubc.ca](mailto:recruit.stats@science.ubc.ca)

***Once the Dean's office receives the list of unqualified applicants, the EE Act-related demographic (or 'diversity') summary of the Qualified Applicant pool will be provided to the search committee.***

#### Note:

The Dean's office will provide a diversity summary of the qualified applicants based on the full applicant pool surveyed *minus* the unqualified applicants reported by the search committee.

'Unqualified applicants' are those applicants who do not meet the requirements stipulated in the job advertisement. This pertains strictly to the very first screen where you exclude the unqualified applicants according to job advertisement (i.e. if an applicant does not meet a *requirement* such as "the successful applicant *must have a Ph.D.*"). *Don't include those who meet the minimum requirements stipulated in the job ad but don't look competitive.*

*If the search committee does not submit the completed spreadsheet of unqualified applicants, the Dean's office will provide a diversity summary of the full applicant pool surveyed, and the diversity of the proposed shortlist will be benchmarked against this full pool.*

### 1.4. Shortlist review

The candidate shortlist **must** be provided to the Dean's office for review, and approval must be received **prior** to inviting candidates. Please send the proposed shortlist to [Laura Lockyer-Cotter](#) **labelling it with the advertised position's title and WorkDay position number, and the hiring department.**

A shortlist should include at least 5 candidates to enable a greater chance of search success, and diversity of candidates.

*Each shortlisted name must be accompanied by:*

- Equity group (gender, racialized/BPoC, Indigenous, disability, 2SLGBTQ+) status assessed through FIPPA-compliant approaches – for details see [FIPPA-compliant Approaches for Assessing Applicant Diversity](#)
- Canadian citizenship or permanent residency status
- 1-2 sentences in justification for each individual

If the representation of women and/or racialized/BPoC/visible minority candidates is lower than that in the applicant pool, an explanation must be provided that will include 2-3 sentences of rationale for the top women and/or racialized/BPoC/visible minority candidates who did NOT make the shortlist, based on the selection criteria used by the committee. The goal of an equitable recruiting process is to assess candidates based on adequate consideration of *all* factors that contribute to their qualifications for the position (token placement of candidates is not a goal). Meeting the university's strategic EDI goals should be one of the criteria used.



The Dean reserves the right to interrupt the search if necessary to address specific concerns. Such a decision would only occur after a full discussion with the Head and Search Committee Chair. We will respond promptly when we receive the information, but recommend that you allow some flexibility in your schedule in case concerns arise.

### 1.6. Authorization to make an offer to preferred candidate and terms

Following the candidate visits and Department vote, Head provides a final ranking of the candidates to the Dean's office by emailing [Laura Lockyer-Cotter](#) with a request to make an offer to the top candidate, along with a rationale for the ranking of the shortlisted candidates.

The Dean's office will review and provide authorization for the Head to initiate negotiations with the preferred candidate. Head should consult on a starting salary if higher than the current baseline and other terms such as start-up (rationale may be required), Canada Foundation for Innovation (CFI), Prescribed Interest Rate Loan (PIRL), or spousal funding arrangements.

*When terms are finalized, Department submits draft offer letter for approval to [Laura Lockyer-Cotter](#).*

*Dean's office approval must be received before sending offer letter to candidate.*

Please ensure that you use the latest offer template on the UBC Faculty Relations website ([hr.ubc.ca](http://hr.ubc.ca), access *Managers & Admins* via CWL and search for faculty offer letter) using your departmental letterhead and allow time in your recruiting schedule to respond to any questions that may arise.

### 1.7. Preparations for hire in advance of arrival

Head will:

- Review the new hire financial commitment summary (excel document) provided by Laura Lockyer-Cotter,
- Provide the confidential hiring file documents to Laura Lockyer-Cotter for Dean's review, including
  - Head's formal recommendation letter describing process, choice and vote, and
  - Reference letters

The Department will enter the new hire into WorkDay shortly before start date and upload non-confidential documents:

- CV
- Signed Years-in-Rank form
- Signed offer letter
- Work permit if applicable

The Department will contact [Svetlana Minchenko](#) [[minchenko@science.ubc.ca](mailto:minchenko@science.ubc.ca)] several months ahead of start date if department will hire above Assistant Professor level, as this needs to go before DACOPAT for review.

The Department should also prepare an onboarding plan for the incoming faculty member to maximize their success.

*The new hire must not be entered into WorkDay until Presidential/SAC approval on rank and tenure has been received.*

Thank you for your cooperation - We look forward to supporting you in a successful hiring season!



## 2. Developing your search plan

Even when there is strong commitment to increase diversity, equity and inclusion in our academic units, it can be hard to translate this commitment into a plan. [UBC's Faculty Recruitment Guide](#) (access *Managers & Admins* via CWL and search for faculty recruitment) and [UBC Equity](#) provide valuable information on university-wide policies.

Complete and submit the [Job Search Plan template](#) together with your draft advertisement using the [Generic Job Ad template](#). Also make sure that the plan makes sense in the context of your field and your search process.

### 2.1. Composition of the search committee

A diverse search committee is one of the most important factors in increasing diversity of recruitment and hiring. Women and IBPoC/visible minority/racialized faculty, preferably post-tenure, should be included on hiring committees. To increase diversity, it can sometimes be helpful to appoint some search committee members from outside the department. Note, however, that women and minorities are often asked to do significantly more service, so it is important to ensure equal loads for service.

### 2.2. Advertising and expanding the scope of the search

Aim to define the search as broadly as possible to increase the chances of diversity in the applicant pool. Restricting the search to a narrow subfield may rule out excellent applicants from under-represented equity groups.

In your draft job advertisement, include the EDI Statement as required by UBC and Faculty of Science recruiting policies, whose exact wording is included in the [Generic Job Ad template](#).

Asking applicants to provide a Diversity Statement is also required, and language for this is included in the [Generic Job Ad template](#).

Diversity statements may be used to assess applicants' abilities to address the university's strategic goals on equity, diversity and inclusion, consistent with [UBC Policy HR10 \(Employment Equity\)](#). Please consult [Assessing a Diversity Statement](#) for further information.

### 2.3. Creation of a diverse applicant pool

Effective recruitment produces diverse applicant pools. When completing the [Job Search Plan template](#) describe forums in which you will advertise, including mailing lists and websites of particular interest to members of under-represented groups. Are there conferences or workshops in your field for members of under-represented groups, where you can network with potential applicants? If there are discipline-specific organizations in your field, please list those that you will use.

Active Solicitation:

- Ask faculty in your department to contact colleagues at other institutions, who might know of suitable applicants who could be provided with the position advertisement.
- Send a personal email to a potential applicant potentially recommended by a colleague, or identified using a database or other resource.

Other resources that you may find useful are listed in U. of Michigan's [ADVANCE recruitment resources](#) and their [handbook for faculty searches and hiring](#).



## 2.4. Conflict of Interest

Conflict of interest is a common issue that can arise in search committees. The Faculty of Science has provided guidelines to help identify and manage conflict of interest when it arises. These guidelines will be discussed at the Search Committee Certification session.

Please refer to the [Conflict of Interest Guidelines](#) for further details.

## 2.5. Confidentiality

Deliberations of search committees are confidential. Confidentiality is mandatory to ensure frank discussion and to respect the input and participation of everyone involved in each phase of the search committee's work. A breach of confidence can be considered a serious violation of professional ethics and can result in the search being suspended.

For details on what the search committee must adhere to, please refer to the [Confidentiality Guidelines](#). In your plan, outline how the committee chair and committee will ensure that members are committed to upholding the highest standards of confidentiality with respect to the committee's activities.

## 2.6. Evaluation of applications and selection of the interview shortlist

Be aware of (un)conscious bias or stereotyping and review literature on ways that these may influence judgments. [Reviewing Applications: Research on Bias and Assumptions](#) provides a good overview and should be read by all committee members. Consider: Do the questions asked reflect the job search criteria? Do you expect broad participation by department members (including graduate students) outside of the search committee, in completing the evaluation form?

In the Search Committee Certification session, this will be discussed in context with defining and finalizing search criteria.

## 2.7. During and after the interview

Information on topics that touch on grounds such as UBC's family leave policies, programs of the Equity and Inclusion Office (e.g., the Positive Space program), or commitment to help with partner accommodation, should be provided to *all* candidates by a designated person, typically the Department Head. The [Inside Scoop](#) has much of this useful information to share with candidates.

The search committee should use a common evaluation form for candidates, covering all objective criteria that will be used to select ideal candidates – including how candidates will contribute to our principles of inclusion, equity and diversity in their application. See Sections 2.2 and 2.6, which include information on a candidate's diversity statement and how to assess it, and on common evaluation criteria.