



UBC Science Faculty Recruitment: Check-list and Guidelines

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Dean’s office personnel mentioned in this document – please check back here for their contact information

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Assistant to Assoc. Dean, Equity & Diversity – Kate Blackburn [blackburn@science.ubc.ca]

DEPARTMENT'S CHECK-LIST for UBC Science faculty recruitment

Before initiating a faculty search, solicit Dean's approval to recruit (by e-mail). This will require prior work with the *Assistant Dean Resources and Operations*:

- At budget year end (March), before ad approval: need an up-to-date budget (three-year outlook).
- Review of budget support for position, review of upcoming hiring season (all faculty lines) including
 - Grant-tenure funding provided for five years
 - CRC Tier 2 bridging plans reviewed

I. Review of job search plan and advertisement: submit to Janie McCallum

- Job search plan – see details in guideline's sections 1.1. and 2. – and include
 - Names, ranks and gender of recruiting committee members
 - Name of committee chair
 - Draft advertisement
 - Grant-tenure external support letter provided (if applicable)
 - Start-up funding estimate
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- Dean's Office sign-off (i.e. authorization to submit ad through HR Position Management system) and Provost's sign-off received – allow for 1-2 weeks for approval process – final approval forwarded to Dean's office

II. Tracking of applicant pool

- Diversity/Equity Survey link (unique to search) received from Dean's office
- Survey link provided to all applicants
- Survey results received before and after application closing date and sent to committee
- Data on applicant pool (see details in guideline's section 1.2) sent to Carola Hibsich-Jetter

III. Recruiting committee orientations (scheduled through Kate Blackburn)

- Session attended by committee members and chair before review of CVs/applications
- Recruitment "tool-kit", Conflict of Interest guidelines and Confidentiality documents distributed
- Conflicts managed or alternative committee members identified
- Defining and finalizing the search criteria was discussed
- The search process, privacy and documentation was discussed

IV. Interview shortlist

- Proposed interview shortlist and rationales (see section 1.4 for details) sent to Kate Blackburn
- Dean's Office sign-off received (from Assoc. Dean or Asst. Dean, HR) prior to inviting candidates

V. Dean's office meetings with the candidates

- Final shortlist, interview schedule, and interviewees' CVs sent electronically to Kate Blackburn
- Associate Dean met with faculty candidates

VI. Authorization to make an offer to preferred candidate, and terms

- Final ranking of the candidates and rationale provided to Dean's Office (Janie McCallum)
- Authorization received to initiate negotiations with the preferred candidate
- Consulted with Dean's office regarding starting salary (if higher than the current baseline) and other terms such as start-up, CFI and PIRL
- Draft offer letter submitted to Janie McCallum
- Dean's Office sign-off received before sending offer letter to candidate

Contact for questions about or during this process: Assistant Dean, HR

GUIDELINES FOR DEPARTMENTS on UBC Science faculty recruitment

Recruiting a diverse faculty and attaining excellence in our research and educational missions go hand in hand: we will be our best when we draw from the full spectrum of talent available, and when our students have access to role models and mentors that share their experiences. Being successful at recruiting members of underrepresented groups in a competitive market requires careful planning, good judgment and a significant, coordinated effort. We can succeed by sharing best practices, and by adopting approaches already honed at our peer institutions.

The following is the explanation of how communication between members of the recruiting committees and the Dean's office should be structured.

Section 1: Step-by-step details of recruiting guidelines

1.1. Review of job search plan and advertisement

Please provide a draft job advertisement, a job search plan and position funding information to [Janie McCallum](#) for review. We will provide feedback promptly, typically within 2-3 working days of receiving the information package.

Advertisement: The advertisement should be written to attract as diverse array of qualified applicants as possible, using the guidelines in Section 2. Allow 1-2 weeks for approval process once complete package has been submitted.

Job search plan: The 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.

Hiring committee membership list: As part of the job search plan, include the names of the hiring committee members, the committee chair and their ranks and gender.

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 HRMS Position Management for all further approvals including Faculty Relations and Provost. Please ensure your HRMS workflow (in the approvals section) routes first to Assistant Dean HR for Dean's office confirmation before routing it for central approval. Allow 1-2 weeks for entire approval process.

Please advise as soon as you receive the final approval by forwarding the Provost's approval message to [Janie McCallum](#) and [Carola Hibsich-Jetter](#).

1.2. Tracking of applicant pool

We will provide an online diversity/equity survey that should be made available to all applicants upon their submission of application. These data are critically important to help us understand where the challenges are in the recruiting process in achieving our diversity goals. Survey results will be provided to the recruiting committee one week before and again after the closing date to allow the effectiveness of the recruiting strategies to be assessed. ⁽¹⁾

Survey: Once the ad is approved, a diversity/equity survey link will be provided by the Dean's office. In keeping with Canada's Employment Equity Act and the Federal Contractors Program, we track demographic data on women, racialized people (members of visible minorities), persons with disabilities, and Aboriginal people, sexual orientation and gender identity minorities. The survey is confidential and anonymous/not linked to the application information.

After the closing date, please provide to Carola Hibsich-Jetter:

- total number of candidates who applied to the advertised position and
- total number of applicants who met the minimum requirements, broken down into female, male, unknown.

1.3. Recruiting committee orientation sessions

Two weeks before the advertisement closing date, the recruitment committee will meet with the Assoc. Dean Equity & Diversity. Topics discussed will include: "unconscious bias" in the hiring process, conflict of interest, confidentiality, active recruitment, defining the search criteria⁽ⁱⁱ⁾ and other processes involved in a faculty search. We recommend review of UBC's Faculty Equity and Diversity Initiatives' *Resources for Selection Committees*⁽ⁱⁱⁱ⁾. An orientation session early on in the recruiting process is proven to be most effective; all committee members are required to attend before reviewing applications.

1.4. Shortlist review

The candidate shortlist **must** be provided to the Dean's office for review and approval **prior** to inviting candidates. Please send the proposed shortlist to Kate Blackburn labelling it with the advertised position's title and Position Management #, and the hiring department.

Each shortlisted name must be accompanied by:

- female/male
- Canadian citizenship or permanent residency status
- 1-2 sentences in justification.

If there is low representation of women and/or visible minorities, an explanation will be provided.

The list of proposed shortlist candidates must include 1-2 sentences of rationale for the top women who did not make the shortlist, based on the selection criteria used by the committee.

The Dean or Associate 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 Department Head and recruiting 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.

1.5. Meetings with the candidates

The Assoc. Dean Equity will meet with all interview candidates. This meeting gives candidates an opportunity to bring up questions with the Dean's office such as partner accommodation, and tenure expectations. In addition, the interview will provide an opportunity to showcase the resources available at UBC to facilitate recruitment.

Meeting arrangements and application packages: Please contact Kate Blackburn as early as possible in advance of the meetings to arrange a time, and send her

- the final, complete list of names of the interviewing candidates – *please indicate if there are any changes to the initially proposed shortlist*
- the short-listed candidates' application packages (electronic version!)

Please always include the title of the advertised position and its HRMS Position number

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

Following the candidate visits and Department vote, Head or Director provides a final ranking of the candidates to the Dean's office (Assistant Dean, HR) with a request to make an offer to the top candidate, along with a rationale for the ranking of the shortlisted candidates.

Dean's office will review and provide authorization for Head to initiate negotiations with the preferred candidate, and 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) and Prescribed Interest Rate Loan (PIRL).

When terms are finalized, Department submits draft offer letter for approval (to Assistant Dean HR).

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

Please ensure that you use the latest offer template on the Faculty Relations website (www.hr.ubc.ca/faculty-relations/recruitment/faculty-offer-letters) and allow time in your recruiting schedule to respond to any questions that may arise.

1.7. Debriefing at end of recruitment

The recruiting chair shall provide the Dean's office with a short review of the overall process – please send to Assistant Dean HR. If necessary, a meeting will be arranged with the (Associate) Dean to discuss issues such as: what went well, what might be done differently. This will help us refine our procedures and share best practices.

Thank you for your cooperation. We look forward to a successful hiring season!

Section 2: Developing your search plan

2.1. Overview

Even when there is strong commitment to increase diversity in our academic units, it can be hard to translate this commitment into a plan. **UBC's Faculty Recruitment Guide** ^(iv) and **UBC Equity** ^(v) provide valuable information on university-wide policies. We provide several suggestions here, drawn heavily from excellent **resources at peer institutions** ^(vi).

2.2. Current demographics of PhD and post-doctoral pools, and peer comparisons

The **Dean of Science office** will provide the latest information on the availability of women and other underrepresented groups in the PhD pool and Post-doctoral pool on request and online from:

- [CAUT Almanac of Post-secondary Education](#)
- [NSF Women, Minorities, Persons with Disabilities in Science and Engineering](#)
- Analysis of Minorities in Science and Engineering Faculties

Sources for North American workforce availability (pool) data and peer comparisons can be found at https://academic.ubc.ca/sites/vpa.ubc.ca/files/documents/Availability_PeerComparison.xlsx.

Some data on the diversity of our student and postdoctoral population in Science:

1 st yr BSc: 54% women	4 th yr BSc: 52% women	MSc: 40% women	PhD: 40% women	Post-docs: 33% women
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From UBC's NSSE (2008) and GPSS (2007) surveys, which provide data on Science undergraduate and graduate students respectively:

- First-year students self-identified themselves as 0.2% Aboriginal, 42.1% Chinese, 8.2% South Asian, 8.4% Other Asian, 23.5% White, 10% Mixed, 7.5% Other
- PhD students self-identified themselves as 1.5% Aboriginal, 0% Black, 17.3% East Asian, 2.5% Other Asian, 3.6% Latin American, 72.5% White, 2.6% Mixed

2.3. Suggestions for plan outline

Feel free to structure your plan according to the following suggestions, and to use parts of what is written below verbatim. But more importantly, make sure that the plan makes sense in the context of your field and your search process. A template for structuring the search plan is available from the Dean's office (contact: Assistant Dean HR).

2.3.1. 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 visible minorities should be included on hiring committees. To increase diversity, it can 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. We recommend having instructors and graduate students on the committee as ways to increase diversity.

In your plan, include the names, ranks and gender of the committee members and the committee chair.

2.3.2. 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 candidates from underrepresented groups. UBC recruiting policies require the inclusion of the following:

“UBC hires on the basis of merit and is strongly committed to equity and diversity within its community. We especially welcome applications from visible minority group members, women, Aboriginal persons, persons with disabilities, persons of minority sexual orientations and gender identities, and others with the skills and knowledge to productively engage with diverse communities.”

2.3.3. Creation of a diverse applicant pool

Effective recruitment produces diverse applicant pools. Describe forums in which you will advertise, including mailing lists and websites of particular interest to members of underrepresented groups. Please provide the URL where the ad will be placed on the website of your department/unit. Are there conferences or workshops in your field for members of underrepresented groups, where you can network with potential candidates? If there are discipline-specific organizations in your field, please list those that you will use.

Ask faculty in your department to contact colleagues at other institutions, who might know of suitable candidates, who could be provided with the position advertisement.

Send a personal email to a potential candidate potentially recommended by a colleague, or identified using a database or resource such as those listed below.

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](#). See additional resources at the end of this document.

2.3.4. Conflict of Interest

Conflict of interest is a common issue that can arise in hiring committees. The Faculty of Science has provided guidelines to help manage conflict of interest when these arise. These Guidelines will be discussed at the training session and can be found at: [FoS Conflict of Interest Guidelines](#).

In your plan, describe how the committee chair will ensure the correct handling of conflict of interest at the different hiring stages if this should arise.

2.3.5. Confidentiality

Deliberations of search committees are confidential and that confidentiality should be strictly maintained. Confidentiality is mandatory to ensure frank discussion and to respect the input and participation of everyone involved in each phase of the committee's work. This requirement will ensure that the qualifications and appropriateness of individual candidates can be discussed openly within the Committee, and that none of these discussions, even in part, will be disclosed. Information regarding the short-listed candidates should not be disclosed until after each of the short-listed applicants has agreed to an 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 privacy of information. After the search, Committee members are expected to maintain continued confidentiality about the proceedings and deliberations of the Search Committee.

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.

2.3.6. Evaluation of applications and selection of the interview shortlist

Beware of unconscious bias^(vii) or stereotyping and review literature on ways that these may influence judgments. [Reviewing Applications: Research on Bias and Assumptions](#) included in the tool-kit provides a good overview and should be read by all committee members and will be discussed in the Recruiting Committee Orientation session.

2.3.7. During and after the interview

Information on topics that touch on these grounds, such as UBC's family leave policies, programs of the Equity Office such as the positive space program, or commitment to help with partner accommodation, can be provided to *all* candidates by a designated person, typically the department head.

Does your department use a common evaluation form for candidates? If so, please attach to your plan. We have also added a template of a common evaluation in the tool-kit if you are interested in adopting one. 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?

Resources

Useful web sites for increasing diversity of applicants

- SACNAS (Society for Advancement of Chicanos and Native Americans in Science): <http://sacnas.org/>
- NSERC fellowships – searchable database: www.nserc-crsng.gc.ca/ase-oro/index_eng.asp
- CIHR Fellowships: <http://www.cihr-irsc.gc.ca/e/196.html> (funding decisions listed by year)
- Other Private Agency Funding Databases: www.cihr-irsc.gc.ca/e/829.html
- Rice University's ADVANCE *Future Faculty Database* – listing women senior PhD and post-docs in Science and Engineering who are interested in obtaining faculty positions: www.futurefacultydb.org/

Mathematics Resources

- Women in Mathematics Research Networks: <https://awmadvance.org/research-networks/> has internal links to the following pages:
 - WIN: Women In Numbers
 - Algebraic Combinatorixx (ACxx)
 - WiSh: Women in Shape
 - WIT: Women In Topology
 - WIMB: Women in Math Biology
 - WINASC: Women in Numerical Analysis and Scientific Computing
 - WINART: Women in Noncommutative Algebra and Representation Theory
 - WinCompTop: Women in Computational Topology
- Women in Probability: <http://womeninprobability.org/Other.html>
- Women in Numbers (WIN): <http://womeninnumbertheory.org/>
- Women in Math Links page: <http://womeninnumbertheory.org/women-in-math-links/>
- African Women in Maths Association (AWMA): <http://africanwomeninmath.org/>
- European Women in Mathematics (EWM): <http://www.europeanwomeninmaths.org/>
- Indian Women in Maths (IWM): <https://sites.google.com/site/iwmmath/>
- International Mathematical Union, Committee for Women in Mathematics: <http://www.mathunion.org/cwm/home>
- IAS program at IAS Women and Mathematics: <http://www.math.ias.edu/wam/>
- US Association for Women in Mathematics: <https://sites.google.com/site/awmmath/>
- US Joint Committee on Women in the Mathematical Sciences: <http://jcwmath.wordpress.com/members/>

Referenced Resources (Endnotes)

ⁱ **Assessing the Candidate Pool:** Available Workforce, Pools, Pipelines and Peer Comparisons – Databases
https://academic.ubc.ca/sites/vpa.ubc.ca/files/documents/Availability_PeerComparison.xlsx

ⁱⁱ **Faculty Search Criteria**
https://academic.ubc.ca/sites/vpa.ubc.ca/files/documents/faculty_search_criteria.pdf

iii **UBC Resources for Selection Committees**

<https://academic.ubc.ca/vpa-initiatives/recruiting-supporting-top-faculty-students/faculty-equity-diversity#faculty-recruitment>

iv **UBC's Faculty Recruitment Guide**

http://hr.ubc.ca/faculty_relations/recruitmentguide/facultyguide.html

v **UBC Employment Equity**

<http://equity.ubc.ca/employment>

vi **Recruiting Resources at Peer Institutions**

(1) ***Building on Success: Increasing the Percentage of Women Faculty in the Sciences:***
www.winsett.ca/GetSiteFile/ProjectCatalyst.pdf

(2) **U. of California Los Angeles (UCLA) Faculty Search Committee Toolkit:**
<https://equity.ucla.edu/programs-resources/faculty-search-process/>
<https://equity.ucla.edu/programs-resources/faculty-search-process/faculty-search-committee-resources/>

(3) **U. of Michigan's Faculty Recruitment Handbook:**
<http://advance.umich.edu/resources/handbook.pdf>

(4) **U. of Michigan's ADVANCE recruitment resources:**
<http://advance.umich.edu/strideResources.php>

(5) **U. of Washington's Faculty Recruitment Toolkit:**
www.washington.edu/diversity/faculty-advancement/faculty-recruitment-toolkit/

(6) **U. of Wisconsin's Reviewing Applicants – Research on Bias and Assumptions:**
http://wiseli.engr.wisc.edu/docs/BiasBrochure_3rdEd.pdf

(7) **U. of Wisconsin's Searching for Excellence and Diversity:**
<http://wiseli.engr.wisc.edu/searchguidebooks.php>

(8) ***Faculty Diversity: Problems and Solutions.* JoAnn Moody, Routledge 2004.** A copy of Chapter 4 of this book is available from the Dean's office. This chapter contains excellent suggestions for administrators as well as search committees.

vii **Unconscious Bias**

(1) **[Reviewing Applicants: Research on Bias and Assumptions](#)** (WiSELI, University of Wisconsin-Madison)

(2) **[Unconscious Bias in Peer Reviews](#)** (Faculty of Science, 2012)