# **Best Practices in Search and Hiring for Faculty Searches Checklist**

## **Phase I: Planning, Budget Approval, Posting Process**

* Identify need for position/posting and discuss requirements/job description internally.
* Review job description with Talent & Inclusion (may include Talent Acquisition Partner, Talent Strategy Partner, AVP of Diversity, Equity, Inclusion and Belonging and Compensation Analyst).
* Seek position approval from **Dean/Provost**
* Dean’s office will submit [Faculty Position Request Form](https://www.wpi.edu/sites/default/files/NEWFacultyPositionRequestForm_2020-2021.pdf) to Provost Office including job advertisement.
* **Associate VP of Academic Affairs** (Provost Office) will send to Talent & Inclusion to create the new position.
* **Department Head/Talent Acquisition Partner** enters job requisition into Workday once position is created.
* **Talent Acquisition Partner** consults with Department Head to review job requirements, advertising campaign, search committee process and search planning efforts.
* **Talent Acquisition Partner** posts position on prepaid Higher Ed and Diversity sites, including ad placements and publications approved by the Provost office.

## **Phase II: Strategy, Interviewing & Selection**

### Search Committee

* Create a diverse search committee, including, where possible, women, underrepresented racial and ethnic minorities, and members of other underrepresented groups. The search committee is formed by the Department Head and with the Dean’s/Provost approval.
* Appoint a search committee member as a **Diversity Advocate** to help ensure that the search is consistent with best practices in faculty search and hiring and that it gives due consideration to all candidates
* **Search Committee Chair** notifies the Provost Office to request for Faculty Search Training for search committee. All search committee members are required to complete the online training before launching the search. Contact Kris Billiar to be assigned for training in Canvas.
* **Talent Acquisition Partner** is notified of search committee membership to create committee in Workday.
* Consider Cluster Hire Approach - many of the academic and research programs at WPI are interdisciplinary. In recent years, cluster hires have provided an opportunity to meet the strategic goals of the university. If a cluster hire investment for departments is recommended, a customized approach to search committee formation, advertising, recruiting, and interviewing should be established.
* The **Dean** or other leadership will meet with the Search Committee at beginning of search process to relay the strategic area they are to search for, criteria that are important to the University, rank of faculty member, timeframe for completion of search, and format in which the committee’s final recommendations are to be brought forward.
* The charge must be clear and precise: ambiguity in the charge, in the role of the committee, or in the extent of its authority can create confusion that will hamper and delay the selection process at crucial points.
* The charge should reinforce importance of diversity and goal of identifying outstanding women, underrepresented racial and ethnic minorities, or members of other underrepresented groups as candidates for the position, and to reiterate selection criteria.
* The **Talent Acquisition Partner** should be invited to the initial meeting to provide information how best to maximize recruitment strategy and attract a diverse candidate pool. This should include support of specific diversity and affirmative action initiatives, underutilization information, the need for confidentiality amongst committee members, legal and illegal questions asked to candidates, interview protocol, and other general guidelines on best practices.
* The **Talent Acquisition Partner** partners with the Diversity Advocate and/or Search Chair to provide demographic reports as needed and provide support on pool diversity vs. availability.
* Create a search plan, including broad outreach
* Review past searches - if women or members of underrepresented groups have been hired in recent searches, consider asking the search committees, the Department Head, and the faculty hired how they were successfully recruited
* Develop a timeline for a target completion date
* Develop a clear position description that includes minimum qualifications and experience desired
* Establish a system for record management

### Advertising

* Add language to job ad signaling a special interest in candidates who contribute to the department’s diversity priorities.

*Examples:*

“The search committee is especially interested in candidates who, through their research, teaching, and/or service, will contribute to the diversity and excellence of the WPI academic community.”

**About WPI and Diversity Statement (*In sidebar on every job posting in career site*):**

WPI is a vibrant, active, and diverse community of extraordinary students, world-renowned faculty, and state of the art research facilities. At WPI, we have competitive and comprehensive benefits, including health insurance, long-term care, retirement, tuition assistance, flexible spending accounts, work-life balance and much more.

WPI is committed to creating an inclusive workplace where everyone feels valued and respected; a place where every student, faculty and staff member can be themselves, so that they can study, live, and work comfortably, to reach their full potential, and make meaningful contributions in order to meet departmental and institutional goals.  WPI thrives on innovative practice and welcomes diverse perspectives, insight, and people from diverse lived experiences, to enhance the community environment and propel the institution to the next level in our competitive global marketplace.

* Primary Recruiter will provide advertising quotes for approval and suggest minority organizations/sites or publications for posting

### Recruiting

* For the purposes of recruitment, the University considers race/ethnicity, religious expression, veteran status, people of color (including underrepresented groups and new immigrant populations), people who identify as women, age, socioeconomic, people with tier apparent or non-apparent disabilities, people of various gender and sexual identities, and American Indians as those representing diversity.
* Have search committee chair and members reach out to colleagues at institutions that have diverse faculty and students to identify high-potential female and underrepresented minority candidates and encourage them to apply to the position.
* Share on LinkedIn
* Consider the composition of the department’s current employee group.
* Ask members of the department to contact colleagues at other universities.
* Send job posting to professional organizations
* Engage local networks of people in related fields at the University to see if they know of potential candidates.
* Check with other universities to see which of them have strong records in awarding PhDs and contact them for names of candidates.
* Encourage faculty and staff who will be attending professional conferences or visiting other universities to combine recruiting efforts with their visits.
* Additional Resources: [National Science Foundation Survey of Earned Doctorates](https://ncses.nsf.gov/pubs/nsf22300/data-tables#group3)

### Evaluating Pools/Interviewing

* Before evaluating any applicant’s materials, establish criteria for narrowing the pool of applicants.
* Avoid disadvantaging people who have “stepped out” of degree programs or employment for a while; take into account things like raising children, getting particular kinds of training, etc.
* Keep in mind that institutions of education have histories too, and some eminently respected ones have only recently begun to actively serve members of underrepresented groups. Keep an open mind and do not allow an institution’s reputation alone, however well earned, to blind you to the value of other solid perhaps not as widely known, schools.
* Actively work to minimize the effects of unconscious bias in screening candidates. Diversity includes a broad range of identities, including race/ethnicity, religious expression, veteran status, people of color (including underrepresented groups and new immigrant populations), people who identify as women, age, socioeconomic, people with tier apparent or non-apparent disabilities, people of various gender and sexual identities, and American Indians.
* Throughout the search process, search committee members and department head should be watching the composition of the pool of applicants as a way of assessing the effectiveness of the search. Your **Talent Acquisition Partner** can provide a report that includes the applicant source, race/ethnicity and gender to ensure that interviewing pool reflects diversity of applicant pool.
* Core questions should be developed to ensure consistency. Decide who will be asking them, develop the responses you are looking for and develop a rubric to evaluate.
* Each interview should follow the same process.
* Take notes then meet to discuss differences. Do not talk after the candidate leaves the room.

## **Phase III: Finalizing the Search**

* Notify final candidate(s) that references will be checked, check references of final candidate(s).
* **Department Head** works with **Dean/Provost** on offer details and provides info capture form to Provost’s Office
* Move candidate to offer in Workday and enter offer details once finalized.
* Reach out to candidates that were interviewed, not selected and send them a personal note.
* Work with **Talent Acquisition Partner** to close out job requisition and notify remaining candidates.
* All candidate interview, evaluation, and reference notes created and used during the hiring process must be retained for a period of three years after the end of the recruitment.

## **Additional Resources:**

[Faculty Search Resource Guide](https://itscdn.wpi.edu/public/Faculty%20Search%20Resource%20Guide.pdf)

[Workday Guide for Search Committee Membership](https://hub.wpi.edu/article/416/guide-for-search-committee-membership)

[Sourcing and Building a Diverse Candidate Pool](https://hub.wpi.edu/article/1007/diversity-recruiting-search-strategies)

[Job Boards for Recruitment](https://hub.wpi.edu/article/912/job-boards-for-recruitment)

[Faculty Evaluation Form Template](https://wpi0.sharepoint.com/:w:/s/gr-HubUploads/EbPUPDkCcK5AlOrxEt-9A0IBTqrnS6oDYKesTwte2HkeRw?e=nwhFcv)

[Sample Interview Questions for Faculty](https://hub.wpi.edu/article/493/sample-interview-questions-for-faculty)