# **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 Dean
* Seek position approval from **Dean/Provost**
* **Talent Strategy Partner** works with Compensation Analyst to create the position and enters job requisition into Workday.
* **Primary Recruiter** consults with Department Head to review job requirements, advertising campaign, search committee process and search planning efforts.
* **Primary Recruiter** posts position on prepaid Higher Ed and Diversity sites, including ad placements and publications approved by the Department Head and 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 their search committee to attend DEI training.
* **Notify Primary Recruiter** of search committee membership to create committee in Workday. Search committee members receive notification and can access the job requisition.
* Invite the **Dean** or other leadership to 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. Include **Primary Recruiter** to the initial meeting to provide information how best to maximize recruitment strategy and attract a diverse candidate pool, the need for confidentiality amongst committee members, legal and illegal questions asked to candidates, interview protocol, and other general guidelines on best practices.
* 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. The [**Gender Language Decoder**](https://nam11.safelinks.protection.outlook.com/?url=https%3A%2F%2Fgender-decoder.katmatfield.com%2F&data=05%7C01%7Crcgardner%40wpi.edu%7C2124b9cc075f401cd51008db5bbe64aa%7C589c76f5ca1541f9884b55ec15a0672a%7C0%7C0%7C638204645510840597%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=azran%2BuFaPcDu6typgUFknms6K%2Bi7WG%2BzGWElnVCa4w%3D&reserved=0)tool can help review potential bias on a job description. You can also reach out to Tony Laing, AVP of Diversity, Equity, Inclusion and Belonging for further consultation.
* Establish a system for record management

### Advertising

* A job advertising template can be found [here](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.wpi.edu%2Fsites%2Fdefault%2Ffiles%2F2023-09%2FFaculty-Job-Advertisement-Template_revised.docx&wdOrigin=BROWSELINK).
* Job advertisement should include:
  + Job Title
  + Job Summary – brief description of position you are seeking
  + Diverse statement (see template)
  + Paragraph highlighting your department
  + Paragraph of candidate expectations, qualifications
  + Paragraph highlighting WPI Community
  + Paragraph of required documents, deadline, contact info
* 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)
* See **Additional Resources** links at end of this document to provide prospective candidates DEI info, benefits info and local Worcester information.

### 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 **Primary Recruiter** 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 **Primary Recruiter** 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)

[Hiring Toolkits](https://www.wpi.edu/offices/talent/recruiting)

[Benefits Link for Candidates](https://www.wpi.edu/offices/talent/benefits)

[About Worcester and Relocation Services for Candidates](https://hub.wpi.edu/spread/137/worcester-relocation-resources?_gl=1*5k2ns6*_ga*NDU3OTA4MDIuMTY5MzMyMTYyNA..*_ga_RE35PKQB7J*MTY5NTEzNTMzNy40Mi4xLjE2OTUxMzcyMDEuNjAuMC4w)

**DEIB Information:**

[Diversity, Equity, Inclusion & Belonging website](https://www.wpi.edu/about/diversity-equity-inclusion)

[Prospective Faculty and Staff of Color Recruitment Brochure](https://www.wpi.edu/sites/default/files/2023-05/TI_ColorRecruitment_2023_Brochure.pdf)

[Diverse Business Directory](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.wpi.edu%2Fsites%2Fdefault%2Ffiles%2F2023-08%2FDiverse%2520Business%2520Directory_0.xlsx&wdOrigin=BROWSELINK)

[**Helpful FAQ’s**](https://www.wpi.edu/offices/talent/recruiting/faqs)to aid in recruiting process