

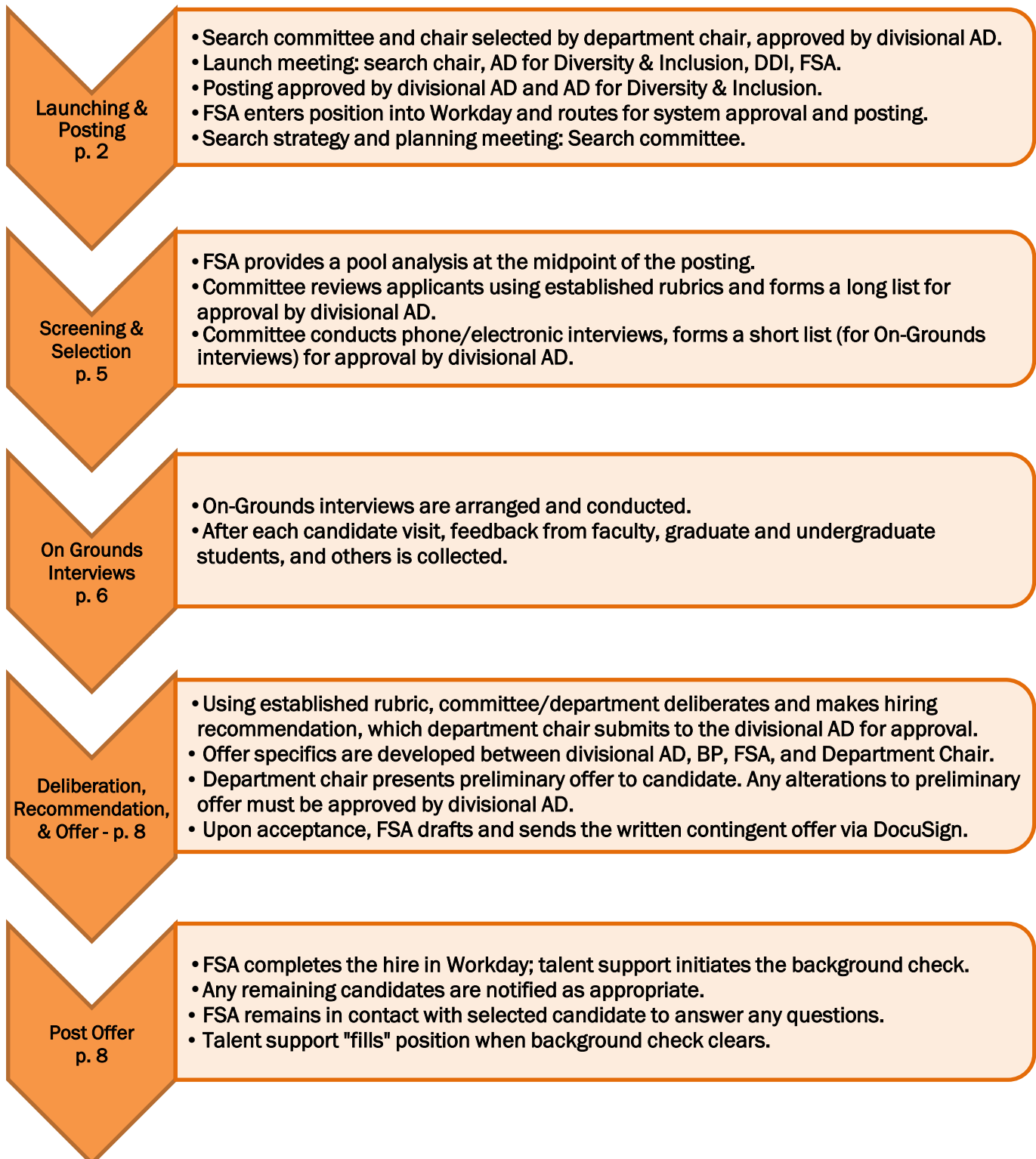
University of Virginia
Arts & Sciences Search Process Guidelines



Search Process Overview

Details about each stage appear in subsequent sections.

FSAs (Faculty Search Advisors) and **BPs** (Business Partners) work in Human Resources.





I. Launching & Posting

The Department Chair assembles the search committee and identifies a search committee chair. The committee composition and chair must be approved by the divisional AD.

Launch Meeting. The Search Chair, AD for Diversity and Inclusion, Department's Director of Diversity and Inclusion (DDI), and Faculty Search Advisor (FSA) meet for a launch meeting. (Department chair or others may also be included.)

Goals:


- Clarify the position's minimum qualifications including rank, tenure status, and discipline. Further qualifications may be established with the search committee.
- If not already appointed, discuss the composition of the search committee. Information about search committee formation: <https://eocr.virginia.edu/recruitment-and-hiring>.
- Review previous searches (successes, opportunities for improvement, and any anticipated challenges).
- Establish a timeline for the search process including posting, search kickoff, outreach, diversity check-in screening and selection, and offer extension.
- Identify potential participants (e.g., faculty from cognate departments); make plans to engage with them early.
- Clarify roles and responsibilities of search chair, search committee members, Dean's Office, Department Chair, BP, and FSA.
- Develop a recruiting strategy and agree on an outreach plan that encourages a diverse and inclusive pool. Suggested recruitment efforts include:
 - Published advertisements (journals, publications, newspapers, Linked In, etc.)
 - Emails to relevant professional contact or association listservs
 - Personal outreach by search committee members and other faculty to colleagues/contacts in field of study at other universities, etc.
 - Travel to professional conferences presenting the job opportunity, networking about the job opportunity among colleagues,
 - Identifying recipients of highly selective awards and graduate fellowship programs as possible candidates.

Documenting the search. Search documentation should clearly establish what happened and why throughout the search process. It is the record of how decisions were made for all applicants. The Search Chair is responsible for ensuring that all required documentation is contained within the search file and submitted to FSA prior to offer. The FSA is available to assist with document retention. Information on required search file documentation can be found on the University's EOCR website and can be accessed via the following link:

https://eocr.virginia.edu/sites/eop.virginia.edu/files/pdf/Documenting_the_Selection_Process.pdf

Please retain the following documents for inclusion in the official search file, along with this documentation checklist.

- Position Description
- Documentation of additional efforts to diversify the pool for ethnicity, gender and Veterans' status. This would include documentation of meetings at conferences, copies of emails sent, listservs, and advertising in journals

- 
- Committee Agendas and records including completed rubrics, interview notes, and summary
 - Candidate screening methodology including rubrics for each selection point
 - Screening sheets and other documentation which explains candidate dispensation and its application to candidates
 - Electronic interview summaries with candidate answers
 - Correspondence with candidates and itineraries of their interview process
 - Interview questions
 - Interview assessment forms
 - Completed reference checks/letters
 - Compensation justification
 - Final notifications to candidates

The Workday posting is the system of record for the following pieces of the search file:

- CV/applications/attachments for all applicants

Please Remember:

- All search documents must be retained for three years from the date the person selected begins employment.
- All applicants should be managed in the system to ensure an accurate record of their dispensation before submission of a hiring proposal.

Search files should not contain copies of employment forms (VA-4, W-4, Selective Service, Direct Deposit, I-9).

Job Posting. The job posting describes the position, the required and preferred qualifications, and information on how to apply. A clear, concise, and well written posting sets a successful tone for the entire process. The FSA supports the committee by providing template posting language, previous search postings, example outreach plans, and other helpful information.

A posting communicates:

- A high-level summary of the duties;
- Rank and tenure status;
- Pertinent information on the school/department/center or work group;
- Required and preferred qualifications including degree, experience, expertise, licensure, etc., which assists applicants in self-screening;
- In Assistant Professor searches, the date by which candidates must have their PhD;
- Criteria that represent the core values of the school or unit and/or the University-wide commitment to diversity.

The committee should think carefully about the composition of the posting in order to ensure an appropriate pool size. Defining the position too broadly or too narrowly can have a negative impact on the quality and diversity of applications.

Please include:

- A working title for the position that accurately reflects the advertised position, including the department and/or School as appropriate.

- Information on how to apply, including what documentation is required as part of the application package. Applications can include a CV, cover letter, names of references or letters, teaching philosophy, and research plans.
- If a cover letter is requested, state specifically what information the cover letter should include. Example language can include: Please provide a cover letter that addresses (1) Areas of research/scholarship interest; (2) Potential Collaborations/Projects at UVA; (3) Candidates demonstrated past experience working on issues of diversity, equity and inclusion and/or working with diverse populations. (#3 would replace asking for a separate diversity statement or [statement of inclusive excellence](#).)
- The following statement:
UVA assists faculty spouses and partners seeking employment in the Charlottesville area. To learn more please visit <http://provost.virginia.edu/dual-career>. For more information about UVA and the surrounding area, please visit <http://uvacharge.virginia.edu/guide.html>.

To facilitate a diverse and highly qualified candidate pool, the UVA advertisements have minimum posting periods to ensure positions benefit from active recruitment efforts and that applicants have adequate time to apply. More information on posting periods can be found: <https://eocr.virginia.edu/training-requirements-and-posting-periods>.

Search Strategy and Planning Meeting. Once the overall search strategy and timeline are formulated, it is recommended that the search committee convene for a charge and/or kick off meeting.


Search Charge, Process and Timeline

- Clearly articulate the goal of the search and reinforce the importance of the process, especially as it relates to the mission and values of the school or department and the University.
- Outline and establish a clear understanding of the roles and responsibilities and expectations of the search chair, committee, and all partners.
- Review the Search Process Overview (above).
- Discuss outreach efforts, with an eye to ensuring a strong, qualified and diverse pool.
- Establish timeline for search: search committee meetings, prospective dates for individual reviews, screenings, electronic and On-Grounds interviews, final selection and offer extension.

Discussion: Diversity, Inclusion, Implicit Bias

The University promotes an inclusive and welcoming environment that embraces the full spectrum of human attributes, perspectives, and disciplines. Search committees are encouraged to consider diversity and inclusion at every step of the search process.

- The search chair should facilitate a discussion about diversity and inclusion throughout the search process, and the common pitfalls associated with recruiting.
- Discuss as a committee: diversity, underrepresented groups and develop a shared understanding of what they mean as it relates to your field and the search.
- Before reviewing applications the committee should establish a protocol for dealing with conflicts of interest. These may include a committee member who has a student or collaborator applying for the position.

- 
- Committee members should keep in mind possible biases, hidden or not, that could affect the evaluation process. Additionally, remain on guard against the following cognitive biases:
 - a) Elitism: Assuming that the best candidates always come from schools/social classes/regions that have traditionally been considered "the best," without careful attention to CVs, recommendations, and the needs of the department.
 - b) Raising or lowering the bar: Setting higher/lower standards for some candidates based on negative/positive stereotypes.
 - c) Seizing a pretext: Giving excessive weight to a relatively minor point, in order to justify disqualifying a candidate;
 - d) Premature ranking: Rushing to rank candidates; focusing on filtering out rather than filtering in.
 - e) Momentum of the group: If most group members have rallied together for their favorite candidate, it may be difficult to step back and objectively consider other qualified candidates.
 - f) Longing to clone: Seeking candidates who would be a mirror image of oneself or one's colleagues, instead of carefully assessing which candidate would be best overall for the department.
 - Additional resources for learning about these issues are listed in the Appendix.

II. Screening and Selection

At the midpoint of the posting and prior to the committee's accessing the applications, the FSA will evaluate the pool for diversity. If the candidate pool is not diversified with regard to race/ethnicity and gender, the committee may be asked to take appropriate action to expand the pool according to the outreach plan. If the committee is unable to find any competitive candidates from underrepresented groups, the chair should provide an explanation of what steps were taken to identify such candidates and why the committee was unsuccessful. Please review the department's proposal for the position, in particular the section related to the impact on diversity, equity and inclusion.

Initial Review

The goal of the initial review is to establish a long list of candidates for more in-depth review. This list will be used for phone/electronic interviews or committees.

During the initial review:

- Applicants that are not minimally qualified will be cleared out of the pool and notified via e-mail by the FSA after consulting the search chair.
- Committee members should use the agreed upon screening rubrics and guidelines to evaluate candidates independently, prior to applicant screening meetings.
- Each application should be read by at least two committee members in order to help ensure the same criteria are applied consistently to all applicants and to minimize the possibility that qualified candidates might be overlooked.
- It is recommended that candidates not included in the long list be notified promptly, and prior to On-Grounds interviews. The FSA can communicate with applicants during each step of the search process on behalf of the committee and in partnership with the search chair.



References

While the request for letters of reference may be done at any point in the search process, it is recommended they are requested only after a list of potential candidates has been narrowed down (e.g. Long list or Short list). When requesting references:

- Committee members should discuss and agree upon the timing of the reference request.
- Please be mindful that if letters are requested from a large group of candidates early in the process, it is expected that all letters be reviewed, discussed, and added to the search file. This may inadvertently create extra work for the committee.
- The FSA can facilitate the collection of reference letters upon request.


Electronic/Phone Interviews

- All candidates should be asked the same set of core questions. The list of questions should be developed before the interview. Follow-up questions may vary depending upon candidates' responses. The FSA can assist with question formation.
- All interview questions, or lines of general inquiry in conversation, should be job-related and should seek to assess if the knowledge, experience, and professional behaviors of the candidate demonstrate that they can successfully perform the function(s) of the position. Information on non-permissible questions included but not limited to marital status, race, disability, religion, and age can be found [HERE](#).
- Committees should consider including questions that encourage candidates to demonstrate what experience they have with issues of diversity and working with diverse populations.
- Discuss candidates after all of the zoom interviews are completed. For instance, do not discuss the first candidate's performance while you wait to speak with the second candidate. It is recommended that you have a rubric and collect scores from individuals prior to having a group discussion.
- After electronic/phone interviews have been completed, the committee should again narrow their list of candidates and create a short list for On-Grounds interviews to be approved by the divisional Associate Dean.
- When generating this list, the committee should consider the risk of "spotlighting". Spotlighting occurs when you invite only one individual from under represented groups to the final interview. For instance only one woman is invited in a group of 5 finalists.
- In considering the short list for On-Grounds interviews, the divisional Associate Dean will review the search process to ensure diversity has been appropriately considered.

III. On-Grounds Interviews

Arranging the On-Grounds interview:

- Consider bringing candidates for a minimum of two nights. Allow time to explore Charlottesville.
- Consider appointing a host faculty member for each candidate visit as a point of contact who can answer questions or coordinate with appropriate parties to find answers.

- 
- Consult religious and academic calendars, and try to avoid date conflicts with department events.
 - Consider candidate fatigue when structuring interviews. Try to avoid multiple one-on-one meetings where the same questions are asked and answered.
 - Include on the schedule meetings with the divisional Associate Dean, with the chair(s) of the hiring department(s), the departmental DDI and consider meetings with chairs/directors of other relevant departments/programs.

Prior to the On-Grounds interview:

- Send a reminder email to the department the day before each visit. Include the candidate's schedule as well as expectations for interactions with the candidate, especially as it relates to impermissible topics.
- If the candidate's talk is to be recorded (so that members of the community who are unable to attend can provide feedback), please inform the candidate prior to their visit of the intention to record. If a candidate does not wish to be recorded, please contact your FSA for assistance.
- Search committee members should reacquaint themselves with the principles outlined in the EOCC interviewing training, most importantly on:
 - Implicit Bias <https://employmentequity.virginia.edu/implicit-bias>
 - Interviewing <https://employmentequity.virginia.edu/interviewing>


During the On-Grounds interview:

- Candidates should be escorted to and from each appointment, and escorts should be noted on the itinerary.
- Allow time for bathroom and water breaks. Ensure that there is enough time for transport between meetings. Consider asking the candidate if they would like to see the room for the talk in advance.
- On-Grounds interviews will include a one-on-one meeting with the departmental DDI, who will provide candidates with the following:
 - Information on the [UVA Dual Career Program](#)
 - UVA's programs regarding cultural diversity in its teaching, research and service functions, including ongoing and future plans for cultural diversification.
 - [Information about the Charlottesville area.](#)
 - If there is a topic that you are not certain about, please contact your FSA or the AD for Diversity for assistance.

General Guidelines for On-Grounds Interviews

Interviewing should be as consistent as possible for all candidates. Candidates' opportunities to speak or meet with future colleagues and others involved in the search should be as uniform as possible.

- A structured interview process helps to mitigate implicit bias as it focuses responses and ensures that the committee gathers similar information about all candidates.

- 
- Develop a common set of questions to ask each candidate. A core set of questions helps search participants compare candidate qualifications for the position.
 - Consider supplementing a core set of questions with specific queries customized to each candidate. Keep in mind that you are evaluating and recruiting a candidate. Asking questions that show your knowledge of the candidate's work demonstrates your interest.
 - Be open-ended so that candidates can offer examples demonstrating their skills and experiences.
 - Avoid inquiries which may elicit personal information that is irrelevant to the position or could be misconstrued as discriminatory. Focus on job-related knowledge, skills, and abilities.

IV. Deliberation, Recommendation, and Offer

After On-Grounds interviews have been completed, the committee—or, in some cases, the department as a whole or a subgroup thereof—deliberates on candidates.

- Feedback from all relevant faculty, staff, and students should be collected for consideration. The FSA can help solicit feedback using a survey tool that can be designed to meet the specific needs of the search. Feedback should not be collected anonymously. Requests for feedback should include the following statement: “those who wish to submit anonymous feedback should contact the Associate Dean for Diversity and Inclusion”.
- The search committee should continue to follow the process established at the search charge meeting, keeping in mind the goals of the search.
- In departments in which the committee is charged with making a recommendation, the committee presents its recommendations to the department, and the department may deliberate further. The chair submits the department's final recommendation to the divisional Associate Dean.

Preliminary Offer


- The department chair, divisional Associate Dean, and Business Partner(s), work with the FSA to finalize the preliminary offer. The chair then contacts the selected candidate and extends the preliminary offer verbally or via email.
- Negotiations are typically handled by the department chair, in consultation with the divisional Associate Dean.

Contingent Offer

- Once the candidate accepts the preliminary offer, either verbally or via email, the FSA drafts the contingent offer letter. (The offer is contingent on the successful completion of the background check.) This letter is approved by the divisional Associate Dean and sent to the candidate via DocuSign.

V. Post Offer

Upon return of the signed offer by the candidate, the hire is completed in Workday, the background check is initiated by Talent Support, and the on-boarding process begins.

- 
- The FSA may remain in contact with the candidate to provide guidance as they begin the onboarding process.
 - All finalists for the position should be notified that the position has been filled and should be thanked for their time. This notification, which will be coordinated between the search chair and the FSA, should occur after the selected candidate has accepted the offer in writing.
 - The search committee should consider conducting a post-search debrief to review how the search process went, including a discussion of any candidates who turned down offers and what could be done differently in the future to make recruitments more successful. These discussions can help inform future searches and help keep these guidelines constantly updated and relevant to the needs of departments, schools, and the University.

XII. Appendix

Additional Resources:

- [UVA EOCR Recruitment and Hiring Resource Guide](#) (Updated May 2019)
- [Hiring Official and Search Committee Training](#)
- [Developing an Effective Recruitment Plan](#)
- [Permissible Interview Questions/Discussion](#)
- [Selection Process Documentation Checklist](#)
- [Contributions to Inclusive Excellence](#)
- [Inclusive Interviewing and Best Practices](#)
- [Ethics of Faculty Recruitment and Appointment](#)
- [UVA Dual Career Program](#)

Templates & Examples:

- [Example Evaluation Rubric](#)
- [Resource for Example Interview Questions](#)
- [Pre-Visit Emails and Planning Questionnaire](#)

Suggested Reading and Resources on Diversity & Inclusion:

- [Finalist pool composition and hiring decisions](#)
- [Don't Dodge the Diversity Question](#)
- [A Business Case for Diversity](#)
- [Diversity in STEM and why it matters](#)
- [Cluster Hiring and Faculty Diversity](#)
- [Project Implicit & Implicit Association Test](#)
- [Kirwan Institute for the Study of Race and Ethnicity at Ohio State University](#)
- [Interventions That Affect Gender Bias in Hiring: A Systematic Review](#)