Strategies for Effective Faculty Recruitment

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Academic Leadership Forum

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Key Message

As academic leaders, we should see ourselves as always in recruitment mode – scouting for and cultivating talent in our day-to-day, whether at the University our out in our respective academic communities, e.g., through engagement with your disciplinary or professional communities, alumni, visiting fellows and professors.
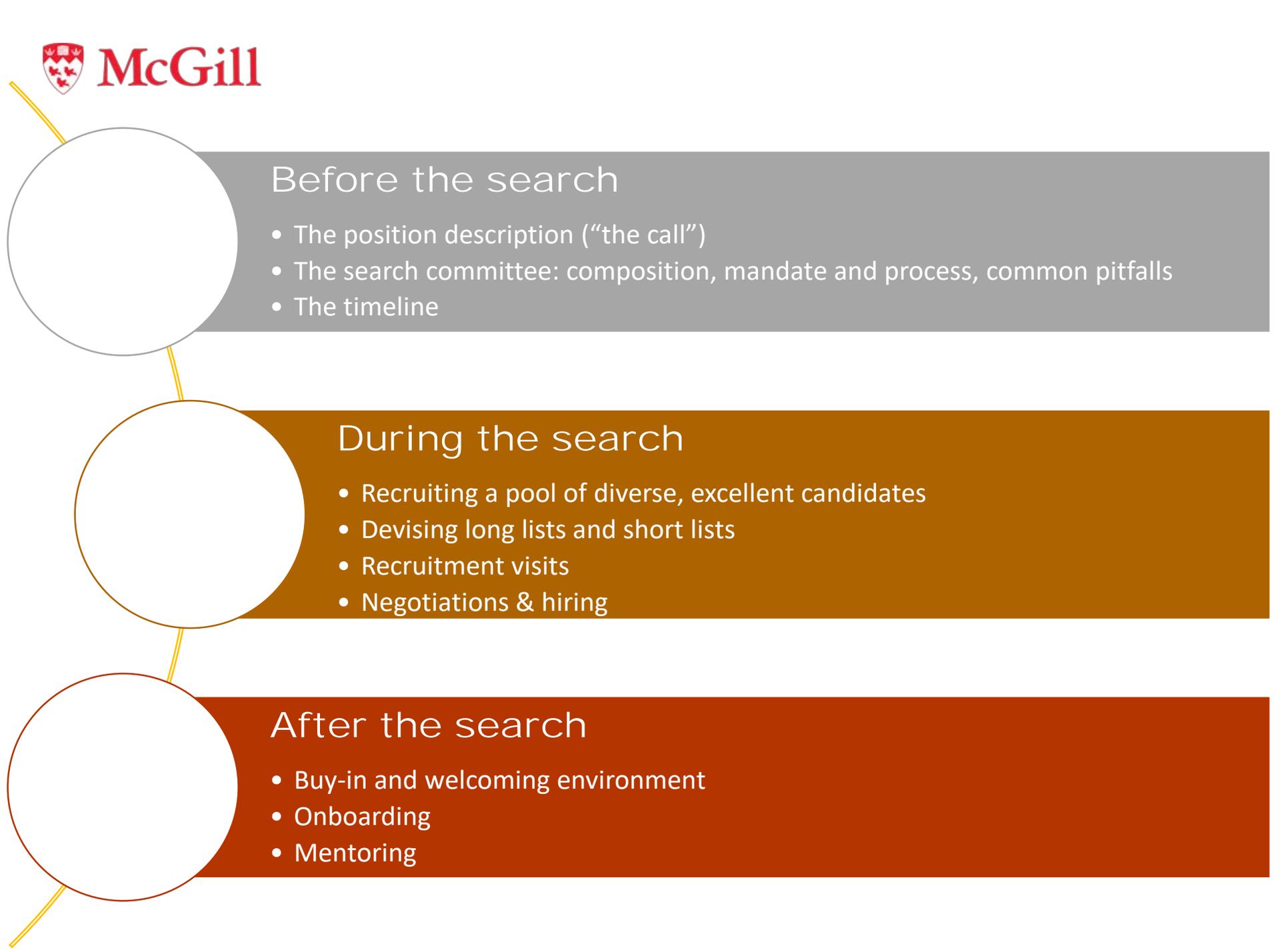
Before the search

- The position description ("the call")
- The search committee: composition, mandate and process, common pitfalls
- The timeline

During the search

- Recruiting a pool of diverse, excellent candidates
- Devising long lists and short lists
- Recruitment visits
- Negotiations & hiring

After the search

- Buy-in and welcoming environment
- Onboarding
- Mentoring

Before the search

The position description ("the call")

- Frame as broadly as possible

- Do <u>not</u> include CRC language

- Situate within the strengths of the Department, Faculty, University

- Reference the SAP and/or SRP

- Beyond equity statement, consider cues that highlight openness and commitment to diversity:
    E.g., *"experience working with and teaching diverse students"*

** Tynan Jarrett, Senior Employment Equity Advisor, is available to review your position description/ad.

- Structures vary – anywhere from 3 members to the entire Department

- Committee Chair as Department Chair? Ideally avoided.

- Committee Chair should have tenure

- Include people from designated groups, but be mindful of heavy administrative workload

- Include members of diverse viewpoints and disciplinary schools

- All members must be equity trained

- Role of students
  - Members?
  - Advisory student committee?
  - Voice but no vote?

- Preempt conflicts of interest

- Dean's Rep → mandatory – consider someone from outside the Department

Clear mandate <u>before</u> the search begins. Notably, a clear understanding of the following:

- Is it advisory or binding? If advisory, on what conditions can a recommended candidate be turned down?

- Will they seek a consensus or vote?

- Who sees which files?

- Will they be writing a report to the Chair/Dean? If so, who holds the pen?

- Number of meetings to be held and their timeline.

- Position criteria → demonstrated evidence of past success or future potential for:

  - Scholarly impact

  - Publication and funding success

  - Creative and effective pedagogy

  - Ability to attract, teach, and work with diverse student populations

  - Ability to make a positive contribution to the unit as a strong and committed citizen

- Address confidentiality

- Avoid *ex parte* conversations outside of the committee

- Keep records: postings, lists of candidates, dossiers, rating notes, interview notes

- Require attendance at meetings, including by Skype if need be

- Address the issue of conflicts of interest, seeking guidance where required

- Encourage open sharing of ideas and opinions from all members:
    - Allow untenured committee members to start the conversation

    - have the search committee chair check in with them, privately, to ensure they are at ease sharing their views in full committee

- Schedule enough time for committee meetings and use the time effectively

- Work backwards from the anticipated start date (e.g., 1 Aug 2020)

- Set committee meetings and recruitment visits in the calendar early– to be removed later if unnecessary

- Account for time required to support relocation and immigration

- Allow enough time to conduct proactive recruitment measures beyond posting the ad for 30 days
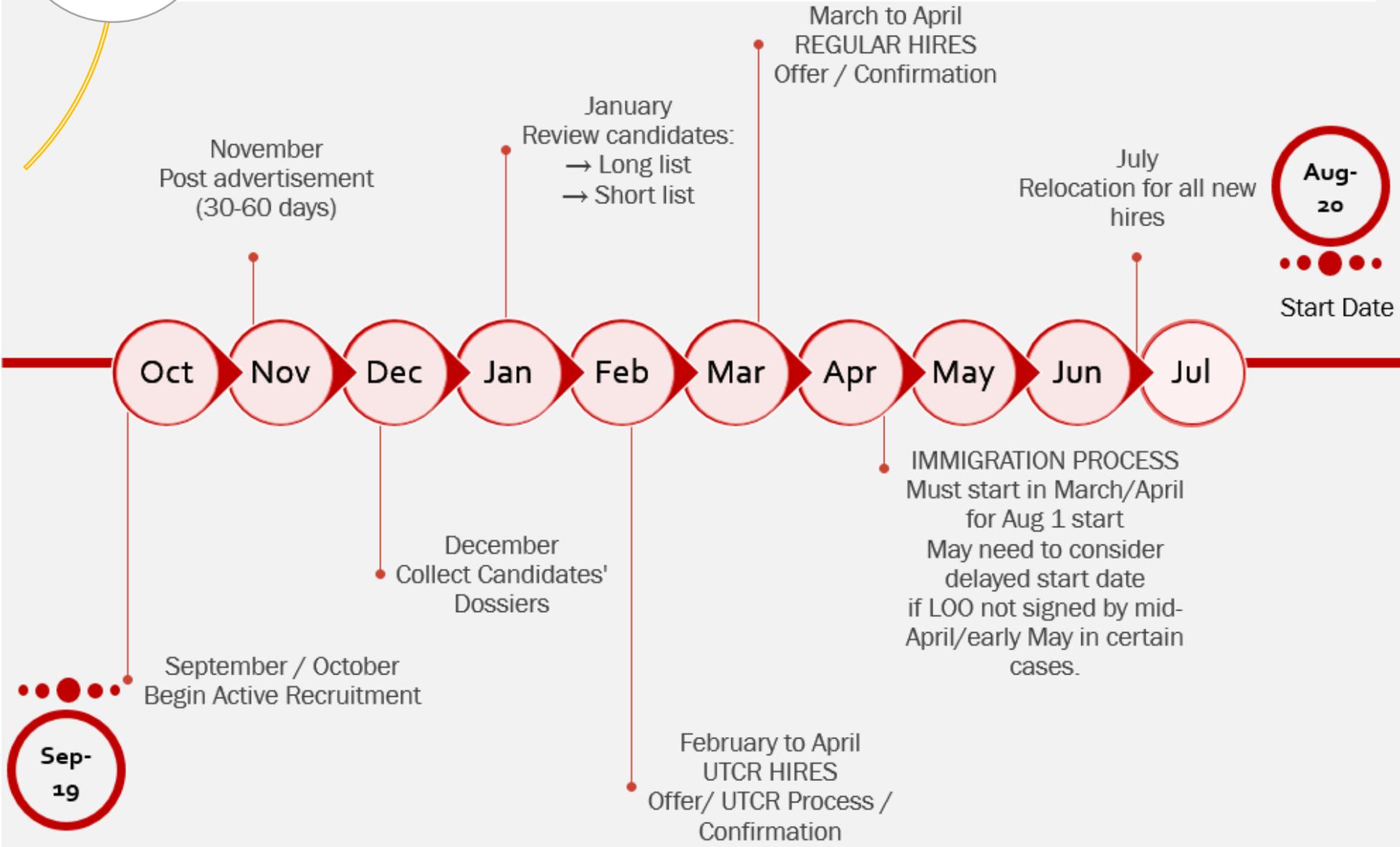
November
Post advertisement
(30-60 days)

January
Review candidates:
→ Long list
→ Short list

March to April
REGULAR HIRES
Offer / Confirmation

July
Relocation for all new
hires

Aug-20

Start Date

Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul

IMMIGRATION PROCESS
Must start in March/April
for Aug 1 start
May need to consider
delayed start date
if LOO not signed by mid-
April/early May in certain
cases.

December
Collect Candidates'
Dossiers

September / October
Begin Active Recruitment

Sep-19

February to April
UTCR HIRES
Offer/ UTCR Process /
Confirmation

The <u>entire</u> Department is key to ensuring that the pool is composed of excellent prospective hires who have diverse identities and backgrounds:

- Share the posting within the Dept and encourage all colleagues to disseminate it within their respective networks

- Analyze the relevant national pool data (from Stats Canada) to benchmark for what your pool should look like. Tynan Jarrett can provide this information.

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Be proactive about populating the pool:

- Use open-access discipline-specific resources to identify candidates from designated groups and reach out directly (email or phone)

- Reach out to Chairs and Deans at institutions known to be successful at recruiting and graduating cohorts of students from designated groups

Be proactive about populating the pool:

- Develop and implement a robust advertising plan that includes:
    - Disseminating the posting to associations and committees of academics from designated groups in your discipline

    - Social media and listservs to extend your reach

    - Post the ad on sites (publications, listservs) that target scholars of diverse backgrounds

- Don't assume any prospective candidate will not relocate to Montreal

- Use employment equity applicant survey data to assess the composition of the pool. Repost if you are not satisfied.

- If the pool is strong and diverse, move to long listing candidates
    - be mindful of unconscious bias
    - ensure adherence to position criteria that were defined at the outset (criteria should not stray or adapt to fit the candidates who've applied)

- Leave time to review each candidate fairly and fully

- Be wary of : the notion of "fit", career interruptions & decelerations, using Google to find information about candidates

Moving from the long list to the shortlist:

- Discern an effective and equitable process, e.g., Skype interviews with long listed candidates

- Develop relevant questionnaire

- All candidates should get the same questions, preferably in the same order

The short list should be 3-4 candidates and must include at least one member of an equity group.

Remember: recruitment is a two-way street – promote a career at McGill as much as candidates demonstrate why they should receive an offer.

- Standardize the schedules for all candidates and ensure the candidate knows the plan

- Do not crunch too much into one day

- Ensure careful assignment of responsibilities to ensure seamless flow of the day

- Time with students

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- Special considerations for Indigenous candidates

- Interview protocols – formal and informal: stick to professional content

- Provide information re: family and relocation resources (instead of asking questions about family)
  - e.g., spousal appointments as a possibility, relocation advisor in APO, immigration specialists

During the search

Recruitment visits: The Job Talk

- Ensure strong attendance

- Ensure candidate knows expectations re. time for presentation and time for Q&A

- Have someone set up tech needs ahead of time

- Query whether Chair of Search Committee needs to introduce the speaker and facilitate the Q&A

- Optimal length is ~ 60 mins (not more than 90 mins)

- Feedback from department colleagues after the talk → use standardized form

The committee should devise its equivalency classes, review equity data, and determine who should receive the offer.

- Negotiations typically circulate around the following:
    - Salary
    - Startup support
    - Spousal hiring possibilities
    - Start date
- Ensure equity in decisions, regardless of whether or how the candidate negotiates.

- Reach out to [Angela Campbell](#) about what is possible & equitable (or not) to offer.

During the search

Negotiations and Hiring: Permission to Hire

Hiring department assembles the Recruitment Dossier

COMPLETE RECRUITMENT DOSSIER*

is submitted to APO

*for list of required docs see
https://mcgill.ca/apo/academic-life-cycle/tenure-track-academic-staff-professors-and-librarians/recruitment

WITHIN 48 HOURS of receiving a COMPLETE Recruitment Dossier APO issues a PRAM

ALL required documentation is uploaded to D2 by hiring department

BoG Letter is issued

Candidate returns signed Acceptance Letter*

Hiring department issues the Offer Letter

*a signed letter of acceptance initiates the immigration process. A complete recruitment dossier is key for compliance with our regulations, for our commitment to equity, and to support the immigration process when applicable.

- Recruitment can sometimes be a fraught process.

- A successfully recruited candidate is a colleague to <u>all</u> in the unit, incl. those who might not have favoured the hire.

- Attention and energy to shift immediately to successful onboarding for long-term retention.

After the Search

Successful Onboarding and Mentoring

- Ensure the staff member has what's needed at the time of arrival :
  - Space allocation
  - Clear criteria for reappointment and tenure (60 day deadline)

- Advise about university resources: e.g., TLS, OSR

- Encourage attendance at Orientation

- Connect with APO colleagues around relocation and immigration and HR around payroll, benefits

- Announce the candidate's arrival prior to start date to Department colleagues

- Develop a mentoring plan based on strengths, projected needs of areas for support