

COLLEGE OF SCIENCE

GUIDELINES FOR FACULTY SEARCHES: 2016-2017 (revised 11/3/16)

FACULTY SEARCH PROCEDURES CHECKLIST

- _____ ESTABLISH SEARCH COMMITTEE.
- _____ WRITE POSITION DESCRIPTION.
- _____ WRITE JOB AD.
- _____ DEVELOP RECRUITING AND ADVERTISING PLAN.
- _____ DEVELOP PLAN FOR SEARCH PROCESS.
- _____ DEPARTMENT ENTERS POSTING ON PEOPLEADMIN SYSTEM
- _____ POSTING APPROVED AND FORWARDED TO OEA BY COS.
- _____ **SEARCH COMMITTEE MEMBERS ATTEND HR CHARGE MEETING WORKSHOP (Charge certification is good for two years).**

ESTABLISHING & ASSESSING THE APPLICANT POOL

- _____ DEVELOP APPLICANT LIST.
- _____ APPLICANT MANAGEMENT.
- _____ RECEIVE CERTIFICATION OF THE APPLICANT POOL.
- _____ CONDUCT INITIAL APPLICATION SCREENING.
- _____ CONDUCT IN-DEPTH SCREENING.
- _____ OBTAIN REFERENCES.
- _____ SEND SHORT LIST AND EXECUTIVE SUMMARY TO DEAN AND SANDERS AT LEAST 48 HOURS BEFORE MEETING
- _____ DISPOSITION REMAINING APPLICANTS
- _____ **SEARCH COMMITTEE CHAIR & DEPT. HEAD/CHAIR MEETS WITH THE DEAN AND SANDERS**

INTERVIEWING

- _____ GET APPROVED INTERVIEW LIST FROM COS DEAN'S OFFICE.
- _____ NOTIFY CANDIDATES TO BE INTERVIEWED.
- _____ DEVELOP SCHEDULE OF ACTIVITIES.
- _____ DEVELOP INTERVIEW QUESTIONS.

FINALIZING A SELECTION & RECORDKEEPING

- _____ CONDUCT INTERVIEWS AND SUMMARIZE FEEDBACK.
- _____ PROVIDE SUMMARY INFORMATION TO DEAN 48 HOURS IN ADVANCE OF MEETING
- _____ UPDATE STATUS CHANGES FOR APPLICANTS IN THE ONLINE SYSTEM
- _____ **SEARCH COMMITTEE CHAIR & DEPT. HEAD/CHAIR MEETS WITH THE DEAN AND SANDERS TO DISCUSS RECOMMENDATIONS. (SALARY DISCUSSIONS WITH TAKE PLACE BETWEEN DEPT. HEAD/CHAIR AND DEAN).**
- _____ SUBMIT STARTUP SPREADSHEET TO SANDERS.
- _____ SUBMIT TOFO DRAFT TO SANDERS.
- _____ MAKE THE FORMAL JOB OFFER.
- _____ NOTIFY UNSUCCESSFUL APPLICANTS.
- _____ CONTINUE UPDATING STATUS CHANGES FOR APPLICANTS.
- _____ DOCUMENT HIRE IN THE ONLINE SYSTEM.
- _____ COMPLETE AND MAINTAIN SEARCH RECORDS.
- _____ FINAL SIGNED TERMS OF FACULTY OFFER TO HR WITH COPY TO SANDERS.

COLLEGE OF SCIENCE 2016-17 FACULTY SEARCH PROCEDURES

A departmental ad should be prepared and submitted to PeopleAdmin to include position responsibilities in order to ensure that searches meet the criteria for substantiating visa requests. The recruitment and advertising avenues should be developed with the intention to enlarge the pool with underrepresented faculty and interdisciplinary representation. Search committees will be established in departments for screening, interviewing, and making recommendations about candidates. Chairs of the search Committee will liaise with the Dean, Dept. Heads/Chairs and Sanders.

All involved should bear in mind that the hiring process is a cooperative venture among the Department (or in some cases, Departments) involved and the Deans' office. A successful search results when both the Department and the Dean are convinced of a candidate's excellence, and we are able to persuade the candidate that Virginia Tech is the best place for her/him. If either the Department or the Dean doubts the excellence of a candidate, then an offer will not be made. The ultimate hiring authority rests with the Dean.

_____ **ESTABLISH SEARCH COMMITTEE.** The committee membership is determined by the department head in consultation with the dean. The search committee will include at least one person outside the unit conducting the search. All committee members are expected to fully participate in the search and to be qualified to review the candidates. The committee is expected to be effective in supporting the university's commitment to excellence and diversity.

_____ **POSITION DESCRIPTION.** Create the position description, specifying required and desired qualifications. Committee determines if they wish to make use of the supplemental questions feature available. This feature may be used as a screening tool to eliminate candidates who do not meet minimum qualifications or to rank order qualified candidates.

_____ **WRITE JOB AD.** Search committee prepares a job ad to be used in external advertising sources (journals, listservs, etc.). All supplemental ads should be vetted through the ISS office to ensure that searches meet the criteria for substantiating visa requests. Ads must include appropriate EO statements. Please refer to Appendix A for the allowable EO statements.

_____ **DEVELOP RECRUITING AND ADVERTISING PLAN.** Search committee develops a detailed recruiting and advertising plan. The OEA will assist in identifying recruiting resources, such as listservs, websites, journals or newsletters for specialized professional associations; directories of recent doctoral recipients; contacts for pursuing targeted outreach; or other resources, as needed. A list of recruiting resources is available on the HR website:
<http://www.hr.vt.edu/employment/hiring/advertising/advertising-sources.html>

_____ **DEVELOP PLAN FOR SEARCH PROCESS.** Search committee reviews anticipated search-related costs, develops a timetable, determines frequency of meetings, and makes decisions about record keeping, handling of references, and other related topics.

_____ **COMPLETE THE JOB POSTING IN PEOPLEADMIN and SUBMIT TO SR. MANAGEMENT.** The departmental PeopleAdmin user (hiring manager) will prepare job posting by completing position and search plan information fields on the online form available in PeopleAdmin: <http://jobs.vt.edu/hr>. **The system now allows for recommendation letters to be uploaded directly by references but this option must be checked before submitting to Sr. Management. The departmental approver will approve posting and forward to Sr. Management for approval.**

_____ **SR. MANAGEMENT REVIEWS POSTING AND SENDS TO OEA FOR REVIEW AND APPROVAL.** Sr. management will review posting and forwards approved posting to OEA for review and approval. Sr. management and/or OEA may recommend additional search strategies or revisions to the posting. Committees are encouraged to submit search requests in a timely manner to ensure enough time for processing. The OEA is expected to complete its review and approve the request, or contact the department with questions or concerns, within two working days of receiving a complete draft posting. OEA sends approval to the search contact and assigns a position number if appropriate. OEA opens the job on PeopleAdmin. Search committee carries out advertising plan by placing ads, making personal contacts, and recruiting candidates for the vacancy.

_____ **INITIATE CHARGE MEETING.** Department head will ensure that search committee members have participated in a Search Committee Charge Workshop sponsored by HR (www.training.vt.edu). This workshop charges the search committee members with their responsibilities for achieving institutional and **college commitment to excellence and diversity**, and reviews expectations for conduct of the search and provides advice on best practices in the conduct of the search.

ESTABLISHING & ASSESSING THE APPLICANT POOL

_____ **APPLICANT LIST.** As applicants apply for the vacancy, the online system will provide them with a confirmation number to verify receipt of their application materials. The system also provides applicants with an opportunity to complete voluntary self-identification information and allows requests for recommendation letters to be sent to references. A list of applicants will be generated by the online system and applicant information can be downloaded to support committee reviews or to prepare mail merge letters.

_____ **APPLICANT MANAGEMENT.** Application materials received in PeopleAdmin are the official record for the search. If applicants send their materials by mail, they must be contacted and asked to apply online to ensure complete search records in PeopleAdmin. If supplemental materials are requested, then a folder should be established for each applicant. Search committee chairs are encouraged to keep a record of applicant contacts or other official search business.

_____ **RECEIVE CERTIFICATION OF THE APPLICANT POOL.** Janet Sanders will be responsible for certifying the applicant pool before the committee is authorized to proceed with the search. The OEA will provide information on applicants based upon voluntary self-identification information reported in PeopleAdmin. Estimates of diversity of the applicant pool should be weighed in relation to known availability of women and traditionally underrepresented groups in the relevant pool (such as percentage of earned doctorates in the discipline) and documented proactive search strategies. ***The search will not proceed if the committee has not made good faith efforts to reach and attract as broad and diverse a pool of applicants as feasible.***

_____ **CONDUCT INITIAL APPLICATION SCREENING.** The committee may choose to eliminate applicants at this point who do not have the minimum required qualifications. For example, if the position requires a terminal degree by the date of appointment, all those who do not expect to have this minimum credential by the time the position begins would be eliminated. Document these decisions by changing the applicant status of these candidates to: "Does not meet minimum requirements." Candidates identified as not having the minimum qualifications may be notified that they are no longer under consideration. Alternatively, the committee may review the entire applicant pool as part of the in-depth screening process described below. Committee members will have access to candidate information through the guest user password functionality available in PeopleAdmin.

_____ **CONDUCT IN-DEPTH SCREENING.** The search committee reviews each candidate's application thoroughly, assessing their credentials in relation to the stated required and preferred job

qualifications. The committee may choose to use additional methods of evaluation to further screen the most attractive candidates such as phone or video interviews. Applicants who are NOT identified for further consideration (e.g., short list) should have their status changed appropriately in PeopleAdmin. After the review date has passed and the committee is comfortable with the pool of candidates, the search chair may contact OEA and request the posting be removed from the university's list of open jobs. Note: It is encouraged that you refrain from using "open until filled" in your position advertisements. When this language is used, it increases your administrative burden as anyone who applies up until the position is filled must be considered an applicant for the vacancy.

_____ **OBTAIN REFERENCES.** Checking references is strongly recommended. This step can occur at several different points depending on the nature of the search. References can be collected online, written references can be requested as part of the initial application packet, or requested later from a subset of applicants of interest to the committee. In searches for higher level administrative positions, it is common to conduct phone references on only the short list in order to protect the confidentiality of applicants. Reference checks with current and past supervisors are critical. If the candidate has not provided such references, be sure you understand why and compensate by making additional calls.

_____ **SUBMIT SHORT LIST AND EXECUTIVE SUMMARY FOR TOP CANDIDATES.** The names of top candidates (usually 3 to 5 individuals) should be submitted for review by the Chair of the Search Committee to the Dean. These should be accompanied by an executive summary for each candidate, letters of recommendation and a full CV. The search chair should then contact Teresa Price to schedule a meeting to include his/her self, the relevant department head(s), the Dean, and Janet Sanders for the purpose of reviewing the candidates and determining which are to be interviewed. The Executive Summaries should be received no later than 48 hours before the meeting. A sample executive summary is attached below.

INTERVIEWING

_____ **NOTIFY CANDIDATES TO BE INTERVIEWED.** *All candidates to be invited to campus for interviews must have the approval of the Dean (see above).* The Search committee or designated representative contacts the candidates on the interview list to schedule campus visits. The Search committee may request additional information, such as transcripts and additional references for any of the remaining candidates.

_____ **DEVELOP SCHEDULE OF ACTIVITIES.** Search committee develops a schedule of activities for the campus visits of the selected candidates. The basic elements of the schedule should be consistent among all candidates, with an opportunity for candidates to request additional meetings as appropriate to their interests or needs. Committee sets up interviews, makes travel and lodging arrangements, and arranges candidate interviews with relevant parties. All candidates for assistant- and associate-level positions are scheduled to meet with one of the Associate Deans. All candidates for full professor are scheduled to meet with the Dean. Contact Teresa Price to determine which dean will be meeting with your candidate and to schedule these meetings. All candidates should also meet with one of the College Advance Liaisons (Maddy Schreiber – Geosciences or Lizette Zietsman - Mathematics).

_____ **DEVELOP INTERVIEW QUESTIONS.** Search committee develops a core set of interview questions that are job related. The OEA is available to provide advice and review for non-discriminatory language. **The same core set of questions must be put to each candidate in a meeting with the search committee.** It is that committee's responsibility to take notes during these meetings to record the candidates' responses. These notes are to be kept on file three years following search completion (see Recordkeeping, below).

FINALIZING A SELECTION & RECORDKEEPING

_____ **CONDUCT INTERVIEWS AND SUMMARIZE FEEDBACK.** Search committee reviews written feedback from those involved in the interview process. In the case of instructional faculty positions, the departmental faculty is a primary source of feedback and advice. The committee prepares written summaries of the strengths and weaknesses of the interviewed candidates and their overall suitability for the position. These summaries are appended to the earlier-prepared executive summaries, which are then returned to the Dean (see next paragraph). If an interviewed candidate is deemed no longer viable by the committee, that should be stated and their status updated in PeopleAdmin..

_____ **RECOMMENDATIONS TO THE DEAN.** Department head and search committee chair review the search and interview processes and generate a list of recommendations of suitable candidates. A follow-up executive summary that includes specific written comments from faculty members who participated in the interview process is submitted to the Dean for each candidate still under consideration for an offer. The search chair should then contact Teresa Price to schedule a meeting to include his/her self, the relevant department head(s), the Dean and Janet Sanders, for the purpose of reviewing the interviewed candidates and determining which, if any, will receive an offer. The follow-up executive summary should be received no later than 48 hours before the meeting. The Dean will make the offer decision either during this meeting, or in a timely fashion thereafter. If the Dean approves an offer then the Department Head, or other person appointed by the Dean, may alert the candidate that an offer will be made, contingent on university approval and agreement on terms.

_____ **DISCUSSIONS OF START-UP PACKAGES.** Department head completes the startup template and sends requested start-up packages to Janet Sanders. Start-up requests will be reviewed and approved **before** Faculty Terms of Offer is finalized.

_____ **SPECIAL CONSIDERATION FOR SENIOR CANDIDATES.** In the case of a senior candidate considered at the associate or full level, a tenured offer may be made, but only upon completion of the approval process described in section 3.3 of the faculty handbook. The Department Head and/or Search Chair may describe this process to the candidate, but should refrain from expressing an opinion as to its outcome. It is the Department Head's responsibility to initiate this process as soon as is practicable, so as to not overly delay completion of the Terms of Offer.

_____ **MAKE THE FORMAL JOB OFFER.** The formal job offer can be made after all contractual details have been approved by the Dean; and is completed by the Department Head/Chair or other person as directed by the Dean. Terms of Offer should be signed by Janet Sanders before being sent to the selected candidate. If the successful candidate is an international candidate, contact the Office of International Research Education and Development concerning visa issues.

_____ **NOTIFY UNSUCCESSFUL APPLICANTS.** Search committee chair is responsible for notifying unsuccessful applicants and interviewees in writing after an offer is accepted or a decision is made to close the search. All correspondence should be filed in each applicant's folder. Applicant names and addresses can be downloaded from PeopleAdmin to facilitate writing letters to numerous applicants.

_____ **DOCUMENT THE HIRE IN THE ONLINE SYSTEM.** Search committee chair or designate changes the applicant status, in all stages of the search, until all individuals who applied are in their final disposition for the search.

_____ **COMPLETE AND MAINTAIN SEARCH RECORDS.** PeopleAdmin will be the official record for search materials collected in the online system. The department should maintain any additional materials collected outside of the system (letters of reference, transcripts, notes from search committee meeting, executive summaries, copies of appointment documents for the selected

candidate – offer letter, signed contract, etc.) for a period of three years. Additionally, departments should maintain a signed copy of the successful candidate's application.

 TERMS OF FACULTY OFFER. Send original signed Terms of Faculty Offer (TOFO) along with vita to Human Resources with a copy to Janet Sanders.

CANDIDATE EXECUTIVE SUMMARY

Specialized area:

Department:

Candidate's Name:

Current Position:

Educational History:

Other positions (if applicable):

Research Summary: number of publications, notable journals, in press
work submitted or in preparation

Expertise:

Synergies with DAs or other Major Initiatives:

References: Name and affiliation of referee, excerpts from letters

After the campus visit, additional information should be added to the executive summary and submitted to the Dean and Sanders.

Strengths:

Weaknesses:

Comments Based on Interviews:

Add full comments from faculty members who participated in the interview.

APPENDIX A

ALLOWABLE EO STATEMENTS

Small statement for ads:

Virginia Tech is an Equal Opportunity/Affirmative Action Institution

Statement for job descriptions:

Virginia Tech has a strong commitment to the principles of diversity, inclusion, and to maintaining a work and learning environment that is free of all forms of discrimination. As a result this institution does not tolerate discrimination or harassment on the basis of age, color, disability, gender, national origin, political affiliation, race, religion, sexual orientation, or veteran status. Anyone having questions concerning discrimination should contact the Office for Equity & Inclusion

Long statement to encourage diversity:

Virginia Tech has a strong commitment to the principle of diversity and, in that spirit, seeks a broad spectrum of candidates including women, minorities, veterans, and people with disabilities. Individuals with disabilities desiring accommodations in the application process should notify (name, department, phone number, and TTY number) by the application deadline.

Advance Statement:

Additionally, positions filled in the science and engineering fields are **encouraged** to include the following statement on advertisements:

Virginia Tech is the recipient of the National Science Foundation ADVANCE Institutional Transformation Award to increase the participation of women in academic science and engineering careers.