

COLLEGE OF SCIENCE 2007-08 FACULTY SEARCH PROCEDURES

Hiring in the College of Science will be focused on cluster hiring in Energy and the Environment Health, Food, and Nutrition. A cluster advertisement will be placed in *Science* and *Nature*. Supplemental ads may be prepared for distribution to other recruitment outlets, with the intention to enlarge the pool with underrepresented faculty and disciplinary representation in the cluster pool. One position in the Infectious Diseases cluster will be advertised with a disciplinary ad. All searches will be coordinated by the COS Cluster Committee, which will serve as the Search Committee. The Dean will appoint the Cluster Committee. Satellite committees will be established in departments for disciplinary screening, interviewing, and making recommendations about candidates.

_____ **ESTABLISH SATELLITE COMMITTEE.** The Satellite committee is a departmental committee that supports the Cluster Committee. Satellite committee membership is usually determined by the department head in consultation with the dean. The satellite 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.

_____ **INITIATE CHARGE MEETING.** Department head and senior administrator convene the initial meeting to charge the satellite committee with their responsibilities for achieving institutional and college commitment to excellence and diversity, review expectations for conduct of the search, and to specify the manner in which they wish for information to be conveyed to the Cluster Committee and the Dean's Office. The head is strongly urged to contact the OEO to send a representative or provide advice on best practices in the conduct of the search.

_____ **POSITION DESCRIPTION.** Satellite committee works with Janet Sanders to create the position description, specifying required and desired qualifications. Committee determines if they wish to make use of the supplemental questions feature available in PeopleAdmin. 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.** Satellite committee prepares a job ad to be used in supplemental external advertising sources (journals, listservs, etc.) and submits the job ad to Janet Sanders for approval. Ads must include appropriate EO statements. Please refer to the presearch planning section of faculty search manual on the OEO website: http://www.oeo.vt.edu/faculty_search_manual for the allowable EO statements as well as guidance on writing job descriptions and advertisements.

_____ **DEVELOP RECRUITING AND ADVERTISING PLAN.** Satellite committee develops a detailed recruiting and advertising plan. The OEO 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 OEO website: http://www.oeo.vt.edu/faculty_search_resources.htm.

_____ **DEVELOP PLAN FOR SEARCH PROCESS.** Satellite 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.** Janet Sanders will serve as hiring manager, working closely with involved department heads, satellite committee chairs, and/or administrative assistants, to prepare job postings by completing position and search plan information fields on the online form available in PeopleAdmin: <http://jobs.vt.edu/hr>.

_____ **FORWARD JOB POSTING FOR REVIEW.** Senior management forwards approved posting to EO for review and approval. OEO 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 OEO 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. EO sends approval to the search contact and assigns a position number if appropriate. EO opens the job on PeopleAdmin. Satellite committee carries out advertising plan by placing ads, making personal contacts and recruiting candidates for the vacancy.

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. It is no longer necessary to send applicants a letter of acknowledgement or a voluntary survey card. 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. Satellite chairs

are encouraged to keep a record of applicant contacts or other official search business.

_____ **RECEIVE CERTIFICATION OF THE APPLICANT POOL.** The dean or senior administrator is responsible for certifying the applicant pool before the committee is authorized to proceed with the search. The OEO 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 should 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: “Not referred/not interviewed” with a not hired reason of “Doesn’t meet minimum qualifications.” Please refer to Appendix C for the Applicant Status Matrix. 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 resumes through the guest user password functionality available in PeopleAdmin. Please refer committee members to the PeopleAdmin Guest User Manual available at: <http://www.hr.vt.edu/supervisorscorner/>

_____ **CONDUCT IN-DEPTH SCREENING.** The 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 identified for further consideration (e.g., short list) should have their status changed to short list or as appropriate in PeopleAdmin. After the review date has passed and the committee is comfortable with the pool of candidates, the search chair may contact EO 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. 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 top candidates (usually 5 to 10 individuals) should be submitted for review by the Cluster Committee. An executive summary for each candidate, along with letters of recommendation and a full CV, should be submitted to the Cluster Committee. A sample executive summary is attached below. The Cluster Committee recommends to the Dean a list of top candidates to be invited for campus visits.

INTERVIEWING

_____ **NOTIFY CANDIDATES TO BE INTERVIEWED.** *All candidates to be invited to campus for interviews must have the approval of the appropriate dean or senior manager.* Satellite committee or designated representative notifies the candidates on the interview list. Satellite committee may request additional information, such as transcripts and additional references.

_____ **DEVELOP SCHEDULE OF ACTIVITIES.** Satellite 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. Cluster committee members are included in the interview process, as are other faculty members at Virginia Tech with common research interests. All candidates for assistant- and associate-level positions are scheduled to meet with Nancy Ross (or Jack Finney if Nancy is unavailable). All candidates for full professor are scheduled to meet with Lay Nam Chang.

_____ **DEVELOP INTERVIEW QUESTIONS.** Satellite committee develops a core set of interview questions that are job related. Please review Appendix D for guidance on appropriate and inappropriate interview questions. The OEO is available to provide advice and review for non-discriminatory language.

FINALIZING A SELECTION & RECORDKEEPING

_____ **CONDUCT INTERVIEWS AND SUMMARIZE FEEDBACK.** Satellite 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. If an interviewed candidate is deemed no longer viable by the committee, that should be stated.

_____ **RECOMMENDATIONS TO CLUSTER COMMITTEE AND DEAN.** Department head and satellite 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 Cluster Committee for each candidate still under consideration for an offer. The Cluster Committee makes recommendations to the dean. The dean approves all offers that will be made in a meeting with the department head.

_____ **MAKE THE FORMAL JOB OFFER.** The job offer can be made after approval by the dean; this is usually done by the department head. If the successful candidate is an international candidate, contact the Office of International Research Education and Development concerning visa issues.

_____ **NOTIFY UNSUCCESSFUL APPLICANTS.** Satellite 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.

CANDIDATE EXECUTIVE SUMMARY

Cluster:

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 the cluster:

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 Cluster Committee.

Strengths:

Weaknesses:

Comments Based on Interviews:

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