

**Department of Microbiology & Immunology
Strategy, guidelines, and procedures for recruiting and hiring of faculty**

A. Overall hiring plan

1. The department will review its hiring plan periodically, and in advance of any potential hiring opportunity (e.g. calls for CRC proposals, retirements) to ensure that priorities remain current. Evolving teaching and research needs, as well as the impact of potential retirements and the ability to deliver core courses will be taken into account.
 - a) For the hiring of research faculty, priorities should reflect current and predicted research trends, the ability to create research synergies within the department and at UBC, and the ability to develop new research approaches and core facilities.
 - b) For the hiring of teaching faculty, priorities should reflect the ability to teach multiple foundational and laboratory courses.
2. The hiring plan should be discussed in an open forum and approved by a vote of the faculty.
3. Proposals for CRCs shall be discussed at faculty meetings and approved by a vote of the faculty. The proposals should be discussed in the context of the overall hiring plan. However, the CRC proposals need not be limited by the existing hiring plan, as the primary criteria for CRCs are the novelty and timeliness of the topic as well as the ability to build on existing UBC strengths. If necessary, the hiring plan could be amended to reflect timely new ideas that are written up as CRC proposals.
4. All hiring decisions, including the replacement of retired faculty, are contingent on the availability of sufficient on-going funds in the departmental budget.

B. Job search plan, ensuring diversity and gender equity throughout the search

1. Forming the search committee:
 - a) The Head will nominate a committee chair to be approved by the faculty.
 - b) The Head and committee chair will invite other faculty members to join the search committee. The search committee should include women, and if possible visible minorities, in order to reflect the diversity of the potential applicant pool.
 - c) The search committee will invite a post-doctoral fellow and a graduate student to join the committee.
2. The search committee, department Head, and department staff involved in the search will familiarize themselves with the latest versions of the UBC (<http://www.hr.ubc.ca/faculty-relations/recruitment/faculty-recruitment-guide/>) and Faculty of Science (<http://science.ubc.ca/faculty/recruiting>) recruiting guidelines in order to ensure that the search is carried out in accord with these guidelines and requirements. The current Faculty of Science guidelines are included as an appendix to this document.
3. The search committee and department Head will meet with the Associate Dean for Faculty Affairs to discuss specific strategies for ensuring a diverse pool of applicants, ensuring and

promoting equity throughout the search process, and avoiding unintentional bias. This includes forming a diverse search committee, as indicated in item B.1 above.

4. The job ad, other than sections required by UBC, will be written by the search committee, based on criteria (research areas, etc.) that have been agreed on by the faculty.
 - a) The advertisement will be broadly worded to recruit a diverse set of applicants and will explicitly encourage members of underrepresented groups to apply.
 - b) The advertisement is to be approved by the Head and by the faculty before final approval is obtained from the Dean's office and Faculty Relations.
 5. Dissemination of the job ad:
 - a) The advertisement will be sent to Science and Nature jobs on-line, appropriate journals to be identified by the search committee, and prominent researchers in the field to be identified by the search committee. As specified in the UBC guidelines, the position must be advertised in a public forum for at least one month. Rather than setting a hard deadline for the application of all application materials, it is preferable to state in the advertisement that "review of applications will begin on... To ensure full consideration of your application, please ensure that all materials are submitted by that date." This would allow flexibility in the recruiting process, e.g. by allowing consideration of an outstanding late application or by allowing us to initiate alternate recruiting strategies if the initial search failed to attract an adequate pool of qualified applicants.
 - b) The advertisement will also be sent to women's and minority affairs committees of relevant scientific societies (e.g. AAI, ASM) to encourage applications from these groups.
- Examples of other organizations that can help inform potential candidates from underrepresented groups include:
- AWIS (Association for Women in Science) <http://www.awis.org>
 - SACNAS (Society for Advancement of Chicanos and Native Americans in Science) www.sacnas.org/jobIndex.cfm
 - AISES (American Indian Science and Engineering Society) www.aises.org/what/programs/postjobs.
6. An optional, anonymous self-reporting diversity survey will be sent to all applicants. All applicants will be sent an e-mail that acknowledges receipt of their application. This e-mail will include a link to the on-line diversity survey used by the Faculty of Science. This survey asks people to indicate their gender as well as whether they are an aboriginal, a person of color, a person with disabilities, or a sexual minority. The terms are defined. Responses to this survey go directly to UBC, not the department.
 7. We will report to the Dean's office the % of applicants that are females, Canadians, and visible minorities in (a) the total applicant pool, (b) the long list, and (c) the shortlist of candidates to be interviewed. Gender can be determined from recommendation letters or web searches, if not obvious. As ethnicity may not be possible to determine easily, it is understood that such calculations may be underestimates. Such estimates will be compared with current demographics of workforce availability (e.g. PhD and post-doctoral pool), which can be obtained from the Dean of Science's office.
 8. A long list will be prepared, and the search committee will ensure that it includes the diversity of the applicant pool.

9. The long list will be ranked, and the committee will identify the top 4-5 candidates to be invited for an interview. This interview shortlist must be provided to the Dean's office for review. Representation of women and/or visible/other minorities on the shortlist, as compared to the applicant pool, should be addressed.
 - a) Whenever possible, the search committee will ensure that at least one suitably qualified female applicant is included on the shortlist. Note that studies have shown that women are more likely to be hired when there is more than one woman in the interview pool.
 - b) If no female candidates are shortlisted, the search committee should re-evaluate the applications of the top-ranked female applicants, take into account potential career disruptions (e.g. maternity leaves), and re-assess whether or not these candidates have the same level of qualifications and accomplishments as the male candidates that have been shortlisted. If they are deemed not to be at the same level of qualifications and accomplishments as the male candidates that have been shortlisted, the chair of the search committee and the department Head will then discuss how to proceed with the Associate Dean for Faculty Affairs. Where possible, similar assessments should be carried out for other underrepresented groups.
10. Qualified aboriginal applicants will be invited for an interview. In this case, the department will contact the Dean's office in order to pursue programs that promote the hiring of aboriginal people.