



FACULTY SEARCH, SELECTION, RECRUITMENT AND ONBOARDING CHECKLIST

PREPARATION FOR THE SEARCH

<p>Dean's Office requests submission of faculty recruitment plans for review or a Department Chair/School Director identifies a need.</p>	<p>Dean and Director of Finance and Administration</p>
<p>Hiring Plans are submitted to and reviewed by the Dean's Advisory Group, consisting of the Dean, Associate Deans and Director of Finance and Administration. Approved plans are sent to the Provost for permission to recruit, normally as part of the annual budget approval process. Chairs/Directors are notified of the approval by the Director of Finance and Administration or the Executive Officer.</p>	<p>Dean, Associate Deans and Director, Finance and Administration</p>
<p>Familiarize yourself with the following resources found on the HR website. Department chairs and search committees are expected to consult these policies and the Faculty Recruitment and Selection Handbook ('the Handbook') throughout the search process. Policy on the Recruitment and Selection of Faculty Members (SPS A1) Faculty Recruitment and Selection Handbook, plus the related equity, diversity and inclusions policies listed in Appendix A Employment Equity Policy and Recruitment Statement Best Practices for Inclusive Excellence in Hiring</p> <ul style="list-style-type: none"> • Description/Purpose: <i>This could be considered a very high level summary of the more detailed SPS A1 Policy & Handbook, and is intended as a guiding resource/checklist for the Chair/Hiring Manager and entire Committee to follow and be held accountable to during the Search.</i> 	<p>Department Chair/Search Committee Chair, Administrator, Search Committee members</p>
<p>For strategic (targeted) hiring practices, consult Section 1.1.3 – Strategic Hiring Practices of the Faculty Recruitment and Selection Handbook</p>	<p>Department Chair/ Search Committee Chair, Administrator</p>
<p>Conduct Employment Equity Workforce Analysis and Gaps. Annual MUFA Faculty Employment Equity Census Report & Gap Analysis will be available by Faculty on the HR website. Department level reports are also available on request. Contact the Employment Equity Specialist at hr.empequity@mcmaster.ca for more information.</p>	<p>Department Chair/ Search Committee Chair, Administrator</p>
<p>Draft the advertisement in accordance with SPS A1, Section IV (Procedures) clauses 13 – 19 and Appendix B and C of the Handbook or use template advertisement provided by the Faculty. (Checklist, Appendix A) Please note that <u>no</u> references or letters of recommendations are required at the time of application. These will be solicited at later stages of the search process. Unsolicited letters will not be reviewed until later stages of the search process. See Section 1.2.4 and Appendix D of the Handbook. All advertisements (internal and external) must direct applicants to apply via Mosaic.</p>	<p>Department Chair/Search Committee Chair, Search Committee members</p> <p>Executive Officer or Administrator (as appropriate)</p>
<p>Ensuring maximal sensitivity and respect, establish a diverse and representative search committee. Submit committee membership list to the Dean for approval. Refer to Section 1.4 of the Handbook and,</p> <ul style="list-style-type: none"> • Include a Dean's Representative (contact Executive Officer) • Include a certified Employment Equity Facilitator (Refer to Section 1.4.2 of the Handbook for the responsibilities of the Employment Equity Facilitator) 	<p>Chair/Director & Administrator</p> <p>Executive Officer communicates Dean's approval to the Chair of the selection committee</p>



<p>All committee members must complete the Equitable Recruitment Training for Selection Committees. (Refer to Section 1.4.3 of the Handbook) The committee members should normally be trained together at their first meeting, prior to reviewing applications. Complete the training request form.</p>	
<p>Assign Dean’s representative for the committee who is tasked with:</p> <ul style="list-style-type: none"> ○ ensuring that best practices are followed; ○ promoting collaboration; ○ encouraging diversity in the selection process by advising the committee of the Faculty’s equity targets and current representation; ○ providing a list of suggested interview questions, and advice on how to evaluate applications that include non-traditional components. 	<p>Associate Dean, Research (tenure-track positions and research-based CLA positions)</p> <p>Associate Dean, Academic (teaching-track & teaching-based CLA positions)</p>
<p>Send search committee members and Dean’s Representative a copy of this Faculty Search, Selection, Recruitment and Onboarding Checklist</p>	<p>Executive Officer</p>
<p>Develop a Recruitment Plan for submission to the Dean. Plans <u>must</u> include:</p> <ul style="list-style-type: none"> • Results of initial workforce gap analysis • Confirmation that all policies, the Handbook, and additional resources have been reviewed by the department chair and administrator • Confirmed date of Equitable Recruitment Training for search committee • Committee membership list, including Employment Equity Facilitator and Dean’s Representative • Job advertisement • List of posting venues, including mandatory locations: • Mosaic, University Affairs (UA), and the Canadian Association of University Teachers (CAUT) for at least 30 days <p><u>Note:</u> Mosaic now automatically posts to Pride at Work Canada, Indigenous Link, and Indeed</p> <p>and additional recommendations (refer to Section 2.2 of the Handbook) and (Checklist, Appendix B) for suggestions diverse posting locations and conducting a targeted search</p> <p>To expand and diversify the pool of excellent candidates, establish job criteria and develop an evaluation guide by referring to Section 1.5 and Appendices F and G of the Handbook for steps and examples of job criteria and evaluations guides.</p> <p>Send the recruitment plan with the accompanying documentation to the Executive Officer for review and Dean’s approval</p>	<p>Department Chair/Committee Chair, Search Committee, Administrator</p>
<p>The Employment Equity Facilitator must review and adhere to the Equitable Recruitment & Search/Selection – Employment Equity Facilitator Checklist Description/Purpose: <i>This resource could be considered as complementary to the guidelines (referenced in the Best Practices for Inclusive Excellence in Hiring) which the entire committee is accountable to, and serves as a ‘second check’ from the EEF lens to ensure the search meets the expectations for an inclusive hiring process.</i></p>	<p>Employment Equity Facilitator</p>
<p>Review the recruitment plan, job advertisement, and evaluation guide. Prepare the budget form with the Director of Finance and Administration and send to the Dean for approval.</p>	<p>Executive Officer</p>
<p>Send the approved budget form and job advertisement to Chair/Director and Administrator. Advise them that a job opening can be created in Mosaic and external advertising can be arranged.</p>	<p>Executive Officer</p>



ADVERTISING AND OUTREACH

Create job opening in Mosaic for university approval process and post externally. Send Mosaic Job Opening ID number to the Executive Officer.	Administrator
As most faculty searches are open to international candidates, post the advertisement for a minimum of one month and until a positive Labour Market Impact Assessment (LMIA) is received in order to avoid delays in the international recruitment process (no breaks in advertising are permitted). Positions must be posted for a minimum of four weeks through Mosaic, plus two other national posting venues (normally University Affairs and CAUT), to ensure sufficient time to obtain a positive LMIA and avoid delays in international recruitment, unless a waiver of advertising has been approved by the Provost (i.e. spousal hire policy).	Administrator
Refer to Section 2.2 of the Handbook for information and additional resource links related to the Active Targeted Recruitment Strategy	Department Chair, Committee Chair, Search Committee, Administrator
All applicants must complete (or opt to not complete) the Self-Identification Survey during the application process in Mosaic. Please see the Applicant Diversity Survey - Statement of Collection for more information.	Applicants
Acknowledge receipt of applications, as per SPS A1	Administrator

ASSESSMENT OF APPLICANTS

**** IN THE EVENT OF A FACULTY-WIDE RECRUITMENT, DEPARTMENTS SHOULD BE GIVEN A MINIMUM OF 6 WEEKS TO ARRANGE THE PRELIMINARY “SKYPE” INTERVIEWS AND A MINIMUM OF 8 WEEKS TO ARRANGE THE COMPONENTS OF THE FULL INTERVIEW EXPERIENCE. ****

Prior to conducting a preliminary screening of applicants by the Search Committee, all committee members must complete the mandatory Equitable Recruitment Training for Selection Committees offered by Human Resources and the Office of Equity and Inclusion. Click on the link above to submit a request form.	Department Chair/Search Committee Chair, Administrator
Prior to conducting a preliminary screening of the applicants, obtain a report on the representation of equity-seeking applicants to the position. Log into Mosaic and navigate to the Self-ID Analysis Hub. Refer to Section 3.1 of the Handbook for the Instructional Guide on How to Request a Self-ID Analysis Report . Contact the Employment Equity Specialist at hr.empequity@mcmaster.ca and copy the Executive Officer if you have difficulty accessing the Self-ID Analysis Report.	Administrator, Employment Equity Facilitator
Review the aggregate applicant demographic profile and discuss whether the applicant pool is sufficiently representative of equity-seeking group members, giving consideration to known trends in proportion of doctoral students and new professors from equity-seeking groups in the particular disciplinary, or related interdisciplinary, field(s). In consultation with the Dean, determine whether and how to expand efforts to attract more applicants from equity-seeking groups.	Department Chair/Search Committee Chair, Employment Equity Facilitator
When reviewing applications, use a descriptive, qualitative rubric containing criteria from the job advertisement. Each applicant should be screened by more than one committee member. The Committee Chair must engage the members in a robust discussion to examine how biases and systemic barriers may be factoring into the	Committee Chair, Search Committee, Employment Equity Facilitator



<p>assessment of candidate qualifications. The candidates who proceed to the next stage will not be selected based solely on a numeric score and rank order. When assigning and discussing the rating of each criterion, use an integrated inclusive excellence lens. Refer to the Handbook, Appendix G – Sample Rubric to Assess Faculty EDI and Inclusive Excellence Capacity for possible ways that candidates may demonstrate productivity and impact in research, effectiveness and innovation of teaching, as well as citizenship and collegiality through service, while contributing to equity, diversity and inclusion (EDI). **Avoid screening for ‘fit’. Instead, consider the applicants alignment with an enhancement of values and priorities of the Department, Faculty and/or University.</p> <p>Upon completion of the preliminary screening, it is the responsibility of the Chair of the Search Committee to request declarations of any conflicts of interest between the committee members and any of the applicants. The nature of all conflicts of interest must be discussed with the committee to determine if the member can continue to serve in an unbiased manner. If a significant conflict of interest exists, the committee member(s) will be asked to recuse themselves. New member(s) may need to be added at this stage before the longlist is established. Report all conflicts of interest to the Dean’s Office immediately.</p>	
<p>Once the longlisted candidates are identified, change the disposition of those candidates to Long List in Mosaic and login to the Self-ID Analysis Hub to request the aggregate longlist candidate self-ID data to ensure that diversity is still represented at this stage of the screening process, before the preliminary Skype interviews are arranged. If the proportion of candidates from equity-seeking group members in the longlist has decreased substantively from the viable applicant pool, the Search Committee Chair will review the applications of candidates from equity-seeking groups who were close to the assessment threshold for inclusion in the longlist, and consider adding them to the longlist for further discussion.</p> <p>A successful recruitment process should ensure a diverse pool leading to a longlist and subsequent shortlist that reflects diverse representation. If the longlist is not diverse, the search process should be suspended. A written report on the recruitment process should be submitted to the Dean who will decide whether to proceed, re-post or terminate the search.</p>	<p>Search Committee Chair, Employment Equity Facilitator, Administrator</p>
<p>Follow the steps in the Handbook, Section 3.2.2 - page 19 to develop an evaluation guide for a fair and equitable process to assess candidate qualifications</p> <p>Keep in mind that atypical career paths do not necessarily imply a lack of qualifications; consider identified life factors (e.g., caretaking roles, aging parents, etc.) which may have contributed to career interruptions. Refer to the Tri-agency website for further guidelines.</p> <p>Allow the committee members ample time to review the applications.</p>	<p>Search Committee Chair, Search Committee, Employment Equity Facilitator</p>
<p>When inviting candidates to a Skype and/or in-person interview, the Committee Chair should make clear that the institution will respect and adhere to any accommodations needs, and, if requested, arrange for the candidate to have a confidential meeting with the Executive Officer who will answer any questions.</p>	<p>Committee Chair, Executive Officer</p>
<p>Conduct preliminary Skype interviews with the longlisted applicants. Ensure interview questions are appropriate (as per the Canadian Human Rights Commission) and address EDI-related job requirements. The same criteria and evaluation guide are to</p>	<p>Committee Chair, Search Committee, Employment Equity Facilitator</p>



<p>be used to assess candidates through the longlisting, shortlisting, interviewing and selection process. The Committee Chair will encourage committee members to consider biases and systemic barriers prior to the start of each interview.</p> <p>If a Department employs a “Committee of the Whole” approach, refer to the Handbook, Section 3.4.3</p>	<p>Committee Chair, Employment Equity Facilitator</p>
<p>Once the shortlist candidates are identified, change the disposition of those candidates to Short List in Mosaic and login to the Self-ID Analysis Hub to request the aggregate shortlist candidate self-ID data to ensure that diversity is still represented at this stage of the process, before the in-person interviews are arranged. If the proportion of candidates from equity-seeking group members in the shortlist has decreased substantively from the longlist, the Search Committee Chair will review the applications of candidates from equity-seeking groups who were close to the assessment threshold for inclusion in the shortlist, and consider adding them to the shortlist for further discussion.</p> <p>A successful recruitment process should ensure a diverse pool leading to a shortlist that reflects diverse representation. If the shortlist is not diverse, the search process should be suspended. A written report on the recruitment process should be submitted to the Dean who will decide whether to proceed, re-post or terminate the search.</p>	<p>Committee Chair, Employment Equity Facilitator, Administrator</p>
<p>Complete and submit a memo to the Dean, along with the evaluation guide identifying the shortlist of at least three potential candidates for consideration and approval. Include the candidates’ curriculum vitae. All equity-seeking candidates who are close to the assessment threshold will be included.</p>	<p>Search and Selection Committee/Administrator</p>
<p>Communicate to the Chair of the Search Committee and the Administrator the names of the candidates approved by the Dean to attend in-person interviews.</p>	<p>Executive Officer</p>
<p>Arrange in-person interviews for approved candidates with the Search Committee, Faculty and University leaders, as appropriate depending on the faculty appointment rank and type. When reaching out, make clear to the candidate(s) that the University will respect and adhere to any accommodate needs and, if requested, will arrange for the candidate to have a confidential meeting with a staff member from the Dean’s Office or the Provost’s Office, who can answer any questions the candidate may have. This is also an appropriate time to share the Faculty Handbook - MCMaster University Faculty Association (MUFA) with your candidates.</p> <p><i>CLA</i> Faculty Dean & Associate Dean, Academic (together) Associate Dean, Graduate Studies (Engineering) separately as a delegate of the Vice-Provost and Dean, School of Graduate Studies <i>If the CLA faculty is expected to supervise graduate students</i> then they should also meet with the Associate Dean, Research, Innovation & External Relations</p> <p><i>Teaching-track</i> Dean, Faculty of Engineering Associate Dean, Academic Associate Dean, Graduate Studies (Engineering) AVP, Faculty</p>	<p>Administrator</p>



<p><i>Tenure-track</i> Dean, Faculty of Engineering Associate Dean, Research & External Relations Associate Dean, Graduate Studies (Engineering) AVP, Faculty</p> <p><i>With Tenure or a Chair position</i> Dean, Faculty of Engineering Associate Dean, Research & External Relations Vice-Provost & Dean, School of Graduate Studies Provost President</p> <p>Provide Dean's Office with an interview package for each candidate that includes:</p> <ul style="list-style-type: none"> • Interview Itinerary • Cover letter • Candidate's curriculum vitae • Letters of reference (minimum of 3) • Job advertisement 	
<p>Ensure Dean sends an email to the Department Chair/School Director and Administrator following each interview to provide feedback for the recruitment package.</p>	<p>Executive Officer</p>

SELECTION OF FINALIST(S)

<p>If several candidates are found to be relatively equally qualified, preference will be given to candidate(s) of an equity-seeking group, considering the greatest gaps in representation of equity-seeking groups within the Department, Faculty and University.</p>	<p>Committee Chair, Search Committee, Employment Equity Facilitator</p>
<p>Once a final candidate is selected, complete the top portion of Chair's New Hire Recommendation Form (Checklist, Appendix C) and submit it to the Executive Officer with a copy of the candidate's curriculum vitae and research/teaching statement(s).</p>	<p>Committee Chair, Administrator</p>
<p>Send the Chair's New Hire Recommendation Form, CV and statement(s) to the Director of Finance and Administration and the Associate Dean, Research & External Relations for salary and start-up recommendations. Obtain final approval from the Dean. Deans and department chairs are responsible for implementing and documenting strategies to avoid inequities in negotiations related to the level of institutional support provided to faculty upon acceptance of the position. Refer to the Checklist for Offer Negotiations - Handbook, Appendix I, to ensure consideration of a range of variables which will factor into fair and equitable offer packages.</p>	<p>Executive Officer</p> <p>Director of Finance and Administration, Associate Dean, Research & External Relations, Department Chair</p>
<p>Following the Dean's approval, send the signed Chair's New Hire Recommendation Form to the Department Chair/School Director and Administrator. Give a copy to the Director of Finance and Administration.</p>	<p>Executive Officer</p>
<p>Verbally present the details outlined on the Chair's New Hire Recommendation Form to the candidate. <i>All negotiations must be approved by the Director of Finance and Administration and the Dean.</i></p>	<p>Department Chair/School Director</p>



<p>Once the candidate(s) either agree to the offer or negotiate revisions, submit the Chair’s New Hire Recommendation Form (with any modifications noted) to the Executive Officer for the Director of Finance and Administration and the Dean’s final approval.</p>	<p>Department Chair, Administrator</p>
<p>Once approved by Dean, send a fully signed copy of the Chair’s New Hire Recommendation Form back to the Chair/Director and Administrator and request submission of the New Faculty Hire Appointment Recommendation Package and the Search Summary Report.</p>	<p>Executive Officer</p>
<p>Submit Faculty Appointment Recommendation Package and the Search Summary Report.</p> <p>The Faculty Appointment Recommendation Package should include:</p> <ul style="list-style-type: none"> ○ Appointment Recommendation Form ○ Chair’s/Director’s Letter of Recommendation ○ Curriculum Vitae ○ Interview Statements ○ Reference Letters ○ Interview Schedule ○ Job Advertisement <p>The Committee Chair must complete an online Search Summary Report (refer to the Handbook - Appendix H) for every search completed. The Summary Reports will be submitted to and maintained in the Office of the Provost. Refer to the User Guide, when completing the Search Summary Report.</p> <p>Once approved by the Dean, enter and upload a copy of the Search Summary Report into Mosaic on the Administrator Hub.</p> <p>Note: The .pdf version goes to the Provost’s Office and the uploaded version goes to the Office of Equity and Inclusion for annual reporting purposes.</p>	<p>Committee Chair, Administrator</p> <p>Committee Chair, Administrator</p> <p>Executive Officer</p>
<p>Measurement & Evaluation</p> <p>Complete the Feedback Survey at the conclusion of each Search: Equitable Recruitment & Search/Selection Feedback Survey</p> <ul style="list-style-type: none"> • Description/Purpose: <i>Developed by the Employment Equity Facilitator Program Evaluation Working Group for internal program evaluation purposes, to be completed by both the Chair/Hiring Manager and the Facilitator to assess the effectiveness of the Program from both perspectives</i> 	<p>Department Chair AND Employment Equity Facilitator</p>
<p>Review details of Faculty Appointment Recommendation Package and the Search Summary Report. Re-confirm financial details with Director of Finance and Administration and seek the Dean’s approval.</p> <p>Keep a copy for the recruitment file, the faculty personnel file, and forward the original Faculty Appointment Recommendation Package and the Search Summary Report to the Vice-Provost and Dean of Graduate Studies and the Office of the Provost for approvals and issuance of the official offer letter from the President.</p>	<p>Executive Officer</p>
<p>Search Committee Records</p> <p>The Department must retain all search-related records for a minimum of two years. The Provost’s Office will retain all rationale and back-up materials related to all LMIA for a minimum of six years. All records must be stored in a secure location.</p>	<p>Administrator & Provost’s Office</p>



ONBOARDING/ORIENTATION

Once an offer is accepted:

<p>Set up the new hire faculty member in Mosaic.</p>	<p>Provost's Office & HR Advisor</p>
<ul style="list-style-type: none"> • Update Master Faculty List with appointment information, tenure and promotion dates, and research leave dates • Update Faculty Membership List in binder • Create faculty personnel file (e-folder & hard copy) • Copy recruitment folder to personnel e-folder • Send the orientation email which includes the online form to new faculty (http://goo.gl/forms/5E1uMHI1I3xCh1Du2) and request a photo be sent to the Communications and Marketing Strategist for an announcement, and a copy of the New Faculty Orientation booklet • Email Jeanne Tan (tanh26@mcmaster.ca) to request early onboarding for all new faculty so they can access Mosaic, A2L and SLATE prior to their start date • For all new tenure-track and tenured faculty, send an email to the Director, ROADS (Sherisse Webb) and Senior Research Accountant see below: <ul style="list-style-type: none"> - Connie Cook (ECE & Chemical Eng.) concook@mcmaster.ca - Lerida De Luca Drosi (MSE) ldeluca@mcmaster.ca - Cindy Maharaj (Eng. Phys.) cmahara@mcmaster.ca - Kathleen O'Neill (Mechanical & Civil Eng) koneill@mcmaster.ca - Rajbir Badh (CAS) badhr@mcmaster.ca • Upload copies of fully signed offer letters for Pam McIntyre to MacDrive folder or email mcintyp@mcmaster.ca and email a copy to engadr@mcmaster.ca so the CFI-JELF funding can be managed accurately • Send a copy of the final, signed Chair's New Hire Recommendation form to the Director of Finance and Administration • Send the Office of the Associate Dean, Research, Innovation and External Relations engadr@mcmaster.ca the following information for all new faculty hires: offer letter, CV, and research statement (as applicable) • At the end of June, send the Assistant to the Dean a list of new faculty to be invited to attend one of the monthly Lunch with the Dean within the next 12 months. <p>Arrange a New Faculty Orientation week of events including a faculty mentorship panel, lunch with the Dean, Associate Deans, Department Chairs and faculty mentors, followed by a workshop on communication and branding and a session with ROADS, MILO, and Associate Dean, Research. Contact the MacPherson Institute to arrange for the 3-day Instructional Skills Workshop and/or 2-day Course (re)-Design workshop. Invite all new faculty to meet with me and review:</p> <p>Appointment type Teaching portfolios T&P processes Fireball Academy, AVP Faculty offerings for new faculty, MacPherson Institute MUFA</p> <p>Provide links to helpful information: (i.e. parking, Faculty of Engineering website, Working at McMaster, Daily News)</p>	<p>Executive Officer</p>



Official HR sign-in. HR Advisor (Vanessa Borschke) reviews: Vacation entitlement Health & Safety Pension & Benefits (FEAP) Bursary (after first 3-year appointment) Confidentiality agreement Emergency contact information	HR Advisor
Draft and send announcement, add biographies and photos to website	Manager, Public Relations
Reimburse relocation expenses, as applicable and support PDA Add to email distribution lists Set up office space and telephone, issue photocopier code Create profile on Staff & Faculty Directory Set up administrative leadership roles in Mosaic and prepare paperwork, as required	Administrator
Identify office and lab space, as appropriate	Administrator/Director of Finance and Administration
Key/swipe card access	Administrator/The Hub
Department organizational chart/contact list Tour of department space(s) Arrange meetings with other key contacts, as appropriate	Chair/Director
Set up research start-up account <ul style="list-style-type: none"> Complete "Request for Internal Research Funds (IRF) form on behalf of new faculty member Send form to Director, Finance and Administration for signature and copy Finance Manager The Finance Manager sends the form to Research Finance and sets up the account. 	Administrator/Finance Manager

Ongoing Support:

Payroll	HR Advisor
Expenses	Administrator/Finance Manager
General Inquiries	Administrator
Career Reviews Orientation/Mentoring Check-ins	Department Chair/School Director
Tenure & Promotion Fireball Academy	Executive Officer
Research Support	Research Finance