

## **UTM SUPPLEMENTAL GUIDELINES TO THE SEARCH AND HIRING PROCESS FOR FULL TIME ACADEMIC POSITIONS**

These supplemental guidelines outlined here apply to the search and hire of all teaching stream, tenure stream and contractually limited term appointments of three years or more. For a fuller set of guidelines please go the Academic Administrators Procedures Manual <http://aapm.utoronto.ca/recruitment>

### **Proactive Outreach**

Search committees should inform themselves of issues of equity and diversity and devise a proactive outreach plan to draw the position to the attention of the four designated groups: women, visible minorities, aboriginal persons and persons with disabilities. The University's *Best Practices in Proactive Recruitment* provides suggestions of the ways with which this should be done. For example, personal networking by committee members to identify (and invite) potential candidates, contacting organizations that reach out to diverse groups, and the use of email distribution lists that will reach the broadest possible pool of excellent applicants are all useful in carrying out a proactive outreach plan. The Best Practices in Proactive Recruitment is available on the Vice-Provost Faculty & Academic Life website at: [http://aapm.utoronto.ca/recruitment#\\_Toc309136706](http://aapm.utoronto.ca/recruitment#_Toc309136706). Ensure that all methods of advertising are documented and placed in the final appointment file.

### **The Search Process**

1. Advertisement for minimum of 30 days but best practice is for it to be 60 days to make sure that a good pool of applicants is obtained, etc. The Dean's office expects each advertisement to be up for 60 days unless extenuating circumstances.
2. The search process should involve visits to UTM and involvement of students and faculty at UTM to ensure that the candidates are aware that they are being hired to be active at UTM in teaching, research and service.
3. Finances to support the search process:
  - Departments will be allocated \$7,500 in total per search (includes advertising costs) for tenure and teaching stream faculty. Normally searches will consist of 3 short-listed candidates. If the department wishes to interview more than 3 candidates then the cost of the extra candidates will be covered by the department if the search costs exceed \$7500.
  - The allocation per search for a CLTA is \$3,000. Please note that you will not be allowed to bank unused funds from one search to apply to another concurrent search.
  - Once the search is over, you will complete a summary form, a journal entry along with the receipts and send them to Ciaran Graham who will review the form and, assuming there are no concerns, forward to the Vice-Dean, Faculty, for signature. Upon the Vice-Dean's approval, all documents will be returned to the departments for processing.

- One significant expense that some recruiters incur involves the cost of attending conferences to recruit. These costs will be borne by the department or can be attributed to the costs included in the \$7,500 per search if the purpose of the conference attendance is to interview candidates. If you do not have sufficient budget to finance conference interviews and it is an essential part of your recruiting process, please send a request (via Email) to the Vice-Dean, Faculty, with the projected costs in advance of making any arrangements.
- If you anticipate other extraordinary expenses that will likely put you over the \$7,500 per search, please contact the Manager, Academic, HR or the Vice Dean, Faculty, to arrange for approval beforehand.

### **The Short-List**

1. There should be a reasonable size pool of qualified applicants for any position. Proceeding to interviews with a small pool requires written approval by the Vice-Dean, Faculty. Short-lists should normally include three candidates though a larger or smaller number can be approved with appropriate justification. The Dean's Office will normally provide financial assistance for the cost of bringing three short-listed candidates to the University for interviews. Any extra candidates will be funded by the department.
2. Please advise our office at the beginning of each week if you will be submitting shortlist files. This will ensure appropriate time is scheduled for reviewing each file.
3. The Chair or Assistant must send via UT Send a letter to the Vice-Dean, Faculty (in word) and copy the Manager, Academic HR, requesting approval of the short-list. Please use the short-list checklist (attached) as a guide as to what should be covered in the letter. There may be some comments or questions or data requested for addition to the short-list letter during the approval process. (an example of a short-list letter is attached)
4. All candidates' application must include three valid references i.e. on letterhead, dated, and signed. Best practice is that when inviting short list candidates for an interview they should be requested to update their references, if not valid.

*NOTE:* When inviting candidates for interviews please send them a letter of invitation (see template attached). This may play an important role in allowing them to get any documentation that they need to cross the border.

### **Matters Relating to Appointments**

All matters related to appointments, including starting salaries and start-up costs or special arrangements such as a delayed start date, credit towards research and study leave or early tenure consideration must be discussed with the Vice-Dean, Faculty, before appointment files are forwarded for approval.

#### *Start-Up*

The Dean's Office will support start-up funds of the following:

- Teaching stream faculty - \$5,000

- Tenure stream faculty - \$5,000 (HUM) and \$10,000 (SOC). If there is a need for a larger start-up then the candidate will need to write a request with budget to the Chair to justify increasing the start-up funds. This must then be forwarded to the Vice-Dean, Faculty, with the endorsement of the Chair for approval. Normally, the maximum request approved by the Vice-Dean will be \$10,000 (HUM) and \$20,000 (SOC).
- Start-up costs involving equipment (normally in SCI) should be determined by the Chair in consultation with the candidate. The Chair should evaluate and validate the need of the start-up request taking into account existing equipment and space available to the candidate. Once an agreed upon start-up is determined the request should be forwarded to the Vice-Principal, Research to evaluate the request. The VP, Research, will then work with the Vice-Dean, Faculty to determine the appropriate start-up cost for the candidate. This will need to be resolved prior to the final contract is given to the candidate for signature.

#### *Renovation to Space*

Any hiring involving renovation to space will also need to be discussed and approved prior to the candidate being given the final contract to sign. These matters will need to be discussed with FMP, VP, Research, and the Vice-Dean, Faculty during negotiations.

#### *Negotiating*

The normal process during negotiations is that the Chair will contact the candidate indicating that they are being offered the position. This will begin discussions on starting date, salary, start-up, etc. After initial discussions, it is normal for the Chair to send a copy of the contract, usually via e-mail (with blanks for items such as start-up if unknown) to the candidate so that they can ask any questions surrounding the contract during negotiations. In this way you will only need to send them one complete signed contract for their signature.

#### **Appointment File**

1. Please advise our office at the beginning of each week if you will be submitting appointment files. This will ensure appropriate time is scheduled for reviewing each file.
2. Once a decision has been made on which candidate to recommend for appointment, the unit head submits a detailed Report on the Search (this is a separate and more detailed document than the Short List Letter to the Dean) and an appointment file. The Report on the Search and appointment file must be complete for approval by the Vice-Dean, Faculty, and the Vice-Provost, Faculty and Academic Life.
3. When submitting your final appointment file, via UT Send and sent to the Vice-Dean, Faculty and the Manager, Academic HR

Please submit six (6) or seven (7) separate files in the order below:

#### **Stats&Checklist:**

- Appointment Checklist (see attached)
- Compilation of Statistics Form (For the successful candidate)

#### **Search Report:**

- Chair's or Director's Report (in Word format)

**Draft LOO:**

- Letter of Offer (in Word format) – with salary approved by the Vice-Dean, Faculty; start-up costs if known.

**Candidate CV&Refs:**

- Candidate's CV & Reference letters (at least 3 recent letters) – letters **must** be signed, dated and on letterhead for them to be valid.

**Advertisements:**

- Advertising (copies of all ads)

**Others:**

- Other Shortlisted Candidates (CV and reference letters)
- Top member of the under-represented gender (if not already included in the shortlist group)
- Remaining Canadians (top 3 rated must be included in the entire file if appointment of non-Canadian is being recommended).

**Canadian Spreadsheet:**

- For files recommending a non-Canadian hire: Excel spreadsheet of all Canadian candidates, with reason why they were not selected. (refer to the attached spreadsheet) – **Please follow the attached template spreadsheet. Any other formats will be returned and the department will be asked to re-format.**

**Spousal/Partner Employment**

The university provides an employment assistance service for spouses and partners seeking positions inside and outside of academia. The process is outlined in the AAPM website at: <http://aapm.utoronto.ca/recruitment>.

**Reimbursement Expense Policy**

There are updates to the university's reimbursement expense policy for expenses related to the purchase of alcohol. The details are available at: [http://finance.utoronto.ca/wp-content/uploads/2016/03/BPS\\_Directive.pdf](http://finance.utoronto.ca/wp-content/uploads/2016/03/BPS_Directive.pdf).

**Concluding the Search Process**

1. Once the candidate accepts or declines the offer, a *Completion of Offer for Academic Appointments Form* available at: <http://www.aapm.utoronto.ca/sites/aapm.utoronto.ca/files/attachments/recruitment/Completion%20of%20offer%20form%20April%202016.pdf>
2. For successful searches, a copy of the signed back letter of offer, along with the Completion of Offer Form should be immediately sent via email to the Manager, Academic HR. If a non-Canadian is being hired, the Foreign Academic Recruitment Summary (FARS) form needs to also be submitted and available at: [https://www.canada.ca/content/dam/canada/employment-social-development/migration/documents/assets/portfolio/docs/en/foreign\\_workers/hire/academic/emp5251e.pdf](https://www.canada.ca/content/dam/canada/employment-social-development/migration/documents/assets/portfolio/docs/en/foreign_workers/hire/academic/emp5251e.pdf)

**Note:** If a search has been unsuccessful, the Chair should submit a report of the outcome of the search to the Vice-Dean, Faculty, and request permission to re-search in the coming year, if so desired.

Please contact the Manager, Academic HR or the Vice-Dean, Faculty in the Dean's Office if you have any questions.