VIRGINIA POLYTECHNIC INSTITUTE
AND STATE UNIVERSITY
UNIVERSITY LIBRARIES

Library Faculty Association

Faculty Hiring Procedures

Revised Spring 2018

By the
LFA Hiring Document Task Force

Craig Arthur
Keith Gilbertson
Edward Lener
Andi Ogier

March 2018

1 AUTHORITY

This document details policies and procedures for recruiting and hiring library faculty. The *University Libraries Procedures for Promotion and Continued Appointment* also applies in matters of faculty rank and continued appointment status at initial appointment. To the extent that University Libraries' procedures do not fit a particular case, candidates and other participants in the process should consult the *Virginia Tech Faculty Handbook*, chapter 2 (Employment Policies and Procedures for All Faculty). The Virginia Tech human resources "Recruitment Guide" should be consulted as the definitive guide for hiring practices.

1.1 Principles of hiring

The University Libraries conduct searches and make hiring decisions based on the principles of hiring at Virginia Tech, as defined by human resources and the Faculty Handbook. As a general practice, the University Libraries advertise permanent positions through an aggressive national search process, with only a few exceptions (e.g. internal searches/administrative transfers which result in changes in duties). Virginia Tech and the University Libraries are committed to the recruitment and retention of a diverse faculty.

1.2 Definitions

For this document, supervisor is the position directly above that of the position that is being filled. Directors oversee the operations of the department, and may or may not also be the supervisor of the position being filled.

1.3 Determining the scope of the position, the search process, and the candidate pool.

When a vacancy occurs, typically the supervisor, director, Assistant/Associate Dean and Dean of libraries consult to determine how the vacancy will be handled. It is standard procedure to conduct a national search for all full-time, regular positions. In some cases, the Dean or his/her designee may limit the search to an internal pool or request a search exemption.

2 DESIGNATION OF VACANCY

The supervisor in whose department the vacancy exists will submit position descriptions to the Assistant/Associate Dean, Dean, and Library Personnel Office. The position description will form the basis for developing the position advertisement. The supervisor will normally chair the search committee.

Vacant positions may be designated as noted in chapter 2 of the Faculty Handbook as:
- continued appointment track (chapter 4, Employment Policies and Procedures for Faculty with Continued Appointment or on the Continued Appointment-Track);
    o   part-time appointments are allowable under Faculty Handbook section 4.4.1.
- non-continued appointment track (chapter 7, Employment Policies and Procedures for Administrative and Professional Faculty);

● restricted appointment (chapter 5, Employment Policies and Procedures for Non-Tenure-Track Instructional Faculty).

3 RECRUITMENT PROCEDURES

The position description is reviewed and updated by the supervisor, the Assistant/Associate Dean, and the Dean before being sent to the Library Personnel Office. New positions and changes to current descriptions are brought to the Dean for approval.

Position advertisements are developed by the supervisor and Assistant/Associate Dean, and are approved by the Dean before being sent to the Library Personnel Office for review and publication. According to the Tools for Recruiting a Diverse Workforce Manual:

> "Departments should develop strategies to attract the best and most diverse pool of applicants for each vacancy. Careful consideration must be given to determine which sources will target a well-qualified and diverse applicant pool. Sources may vary depending upon the position" (p.11).
> "The jobs.vt.edu website is the official source for university position vacancy announcements. To be considered an applicant for any Virginia Tech job vacancy, applicants must complete an application through the university's jobs.vt.edu website and comply with the Internet Applicant Rule" (p. 12).

3.1 Phone or Virtual Interviews

Candidates selected to move on to the next phase of the interview process will go through a phone or virtual interview for further screening. Phone or virtual interview questions are created by the committee. All interview questions must be job-related. For each search, all candidates, including internal candidates, must go through an identical process and be asked the same core questions. Phone or virtual interview questions, answers, and notes will be kept as part of the documentation for the search. The phone or virtual interviews will be scheduled by the library personnel office.

The committee will select candidates from the phone or virtual interviews, and normally bring in two or three candidates for on-site interviews.

3.2 On-site Interviews

Candidates selected to move on to the next phase of the interview process will be invited for an on-site interview. During the on-site interview process, a wide range of faculty and staff should have an opportunity to meet with the candidates. The components of on-site interviews will vary based on the vacancy, but all must include a question and answer session between the candidate and the search committee and a presentation. On-site interview questions are created by the committee and will be kept as part of the documentation for the search. The committee will create a topic for the presentation that will be used by all candidates for the position. The chair will announce the times and dates of the presentations. The chair will solicit

feedback from all individuals who have interacted with the candidate throughout the on-site interview.

The chair works with the library personnel office and the Dean of libraries to schedule candidate interview dates and the daily schedule for the on-site interviews. On-site interview schedules must include the same components for all candidates for a given vacancy, including internal candidates.

If no candidates meet the criteria for the position, or any candidates remove themselves from consideration, the committee may revisit the list of candidates from the phone interview pool or recommend the position be reexamined or re-advertised.

4 SEARCH PROCEDURES

4.1 Search Committee
A search committee will be formed for each advertised faculty position.

4.2 Composition
The Dean appoints the chair of the committee, normally the position's supervisor. The chair shall consult with directors and/or immediate supervisors before nominating faculty and staff to serve on search committees. The number of members and makeup of members on search committees may vary.

In general, search committees will represent a cross-section of the library (See Tools for Recruiting a Diverse Workforce Manual p. 7 for guidance). Committee members should have some interaction with or knowledge of the role the position has in the library.

Search committees for positions at or above the director level will have at least one director in its membership. All search committees will have one or more faculty from the department in which the vacancy exists; one or more staff members from the department in which the vacancy exists (when possible); and one or more faculty from another department. For positions that have a supervisory capacity, at least one member of the search committee must be a direct report. The committee should always have an odd number of people, should have more than one gender represented, and should include both faculty and staff employees.

After consultation with the Dean, the chair may ask a faculty member from the university community to serve on the search committee when appropriate.

The chair will consult with the Dean to finalize the list of members in accordance to the above guidelines to serve on the search committee. The chair and the Dean are both responsible to ensure the committee make-up conforms to university policy.

The chair will appoint a diversity advocate for the search committee. The diversity advocate is a regular member of the search committee and does not need to be a member of a traditionally underrepresented group. The diversity advocate works in partnership with the chair to advance diversity in the search process. For continued-appointment track searches, the diversity advocate must be a continued-appointment track faculty member.

As the committee is advisory to the Dean, the Dean does not serve on library search committees. Associate and Assistant Deans may serve on a search committee if they are not serving as interim Dean.

4.3 Responsibilities

4.3.1 Chair
The chair schedules meetings of the search committee and leads the committee in their responsibilities, which include: reviewing candidate files according to a timely schedule; contacting references; soliciting input about the candidates from library faculty and staff; and forwarding committee recommendations to the Assistant/Associate Dean and Dean. The chair notifies the Library Personnel Office whether or not the pool has met the screening criteria and provides the screening matrix to the Library Personnel Office. The chair works with the Library Personnel Office to arrange candidate interviews.

The chair is responsible for documenting the committee's activities and turning the documentation over to the library personnel office when the search is concluded. Required documentation includes:
- minutes of committee meetings (summary of decisions and discussion);
- interview criteria such as interview questions and presentation topics;
- copies of any correspondence between committee and candidate(s);
- summary of decisions for those not considered for the position at each stage of the interview process;
- list of candidates under consideration, with reasons for consideration;
- list of recommended candidate(s) for the position, with rationale(s) for hiring
- list of posting sites that the search committee may have used to list the job posting

Additional documentation may be required by the Dean, library personnel office, or the university.

4.3.2 Search committee
The search committee is advisory to the Dean.

The responsibilities of the search committee members include: actively participating in committee meetings; reviewing the applications; recommending candidates to be interviewed; participating in the interviews of the candidates; and recommending qualified candidates for the position advertised.

All search committee members serving on *Tenure Faculty, Tenure Track Faculty or A/P Faculty* searches must attend an in-person Search Committee Charge Workshop and view an online module addressing unconscious bias in the search and selection process. The trainings should be completed prior to the review/screening of candidates. Both trainings are good for a period of two years.

1. To register for the **Search Committee Charge Workshop** visit: http://www.training.vt.edu
2. To access the **DiversityEdu** click the following link: http://canvas.vt.edu/enroll/CMF8MX

To support the Diversity Advocate program, both the chair and the diversity advocate are required to view an online presentation and complete a brief survey. This presentation, "Being a Change Agent in the Search Process" explains the partnership and shared roles between the diversity advocate and the search chair in advancing diversity as a core component of excellence in the search process.

1. To access the **Being a Change Agent** presentation visit: https://canvas.vt.edu/enroll/68FNBJ

All deliberations of the search committee are confidential.

4.3.3 Library Personnel Office
The primary responsibilities of the University Libraries' personnel office include:
- maintains the search file
- places advertisements
- notifies library employees of vacancies
- assists with arrangements for interviews
- coordinates travel arrangements and reimbursements
- follows all HR guidelines and hiring procedures

4.3.4 Library Faculty Association Executive Board
A representative from the LFA executive board meets with candidates to describe the role of library faculty within the University Libraries and the university governance structure.

4.3.5 Library Promotion and Continued Appointment Committee
The library promotion and continued appointment committee has two roles:

1. a representative meets with all candidates on the CA track to describe the promotion and continued appointment procedure
2. for positions on the CA track, the Dean will consult with the University Libraries Promotion and Continued Appointment Committee (P&CA Committee) to receive a recommendation on the rank to be offered to a prospective hire. The criteria detailed in

the *University Libraries' Policies for Promotion and Continued Appointment* will guide the P&CA Committee's deliberations in these cases.

4.3.6 Library Work-Life Liaison

The Library <u>Work-Life Liaison</u> supports the faculty recruitment efforts by meeting individually with candidates to discuss Virginia Tech's dual career resources, extend-the-tenure-clock policies, modified duties policies, commitment to diversity, community resources, and to refer candidates to appropriate resources for additional information. These meetings are confidential and separate from the formal search process.

4.3.7 Dean of Libraries

The Dean:
- appoints members of the search committee;
- approves the candidates to be interviewed on-campus;
- meets with the candidates;
- selects, with advice from the search committee, the successful candidate and the rank of appointment (if on the continued appointment track), or decides when a vacancy needs to be reexamined or re-advertised;
- extends a formal offer of appointment.

APPENDIX A: Additional resources

Virginia Tech Human Resources:
- Recruitment Guide: https://hrapps.hr.vt.edu/resourceguide/recruit/index.aspx (requires PID/password to access)
- People Admin training and user manuals: https://hrapps.hr.vt.edu/resourceguide/support/index.aspx (requires PID/password to access)

VTAdvance:
- Resources for Search Committees: http://www.advance.vt.edu/resources_links/search_committees/resources_for_search_committees.html

Virginia Tech Faculty Handbook:
- https://www.provost.vt.edu/faculty_affairs/faculty_handbook.html

Office of Inclusion and Diversity (Strategic Recruitment) & InclusiveVT
- https://inclusive.vt.edu/

Office of Equity and Accessibility (Compliance & HR)
- http://oea.vt.edu/

Office for Equity and Accessibility's Search Committee Toolkit
- https://oea.vt.edu/affirmative-action/recruitment-hiring/search-committee-toolkit.html

Office for Equity and Accessibility's Diversity Advertising & Recruitment Resources
- https://oea.vt.edu/affirmative-action/recruitment-hiring/diversity-advertising-recruitment-resources.html

Office for Equity and Accessibility's Tools for Recruiting a Diverse Workforce Manual (referenced throughout the document).
- https://oea.vt.edu/content/dam/oea_vt_edu/affirmative-action/file_tools_for_recruiting.pdf