

I. INTRODUCTION

To realize its goal to be the most community-oriented school of medicine and health professions in the United States, EVMS has developed guidance designed to produce a diverse pool of talent for leadership and faculty positions. It is the policy of EVMS that all searches for faculty or leadership positions within EVMS are conducted in accordance with these guidelines.

Consistent with EVMS' mission to achieve excellence in medical and health professions education, research and patient care and to have a positive impact on health equity, the guidelines employ a process to advance the recruitment of a faculty and leadership with diverse attributes and experiences that reflect the community that EVMS serves.

The recruitment process is the foundation to attracting a diverse array of highly qualified applicants and providing them with an equal opportunity to apply, and compete, for open positions. A solid and consistent recruitment process takes into account workforce demographics and trends, a department's "mission critical" job classifications, and future and current workforce needs. It is the foundation to attracting the best applicants and hiring the best employees.

II. DIVERSITY ENHANCEMENT

Diversity in the EVMS workforce is essential to advance the EVMS missions of education, research and patient care. As such, it is vital that hiring departments and search committees, in coordination with the Office of Diversity and Inclusion (ODI), the Office of Faculty Affairs and Professional Development and the Department of Human Resources (HR), devote time and effort to developing strategies to enhance the diversity of the applicant pool. EVMS' diversity enhancement goals include:

A. Enhancing and monitoring the search process to ensure improved identification and assessment of a diverse pool of candidates for faculty and leadership positions including women, veterans, underrepresented minorities and other groups as described in the EVMS Diversity Statement.

B. Enhancing the diversity of search committees and interview panels.

C. Training search committees and the faculty on principles of inclusion and unconscious bias in the screening and assessment process.

D. Enhancing faculty promotion and retention processes and programs to ensure inclusion of women, veterans, underrepresented minorities and other groups as described in the EVMS Diversity Statement.

E. Enhancing professional development opportunities for junior faculty.

Departments shall discuss diversity enhancement strategies with ODI, including strategies that may be applied to a specific search and those that are more general, year-round diversity recruitment strategies that will enhance diversity in all future searches. Diversity enhancement strategies that may be applied to a specific search include underscoring diversity through the language used in the position announcements, placing announcements in targeted journals and on specialized websites, consulting professional “talent banks” and registries, and including an external diversity advocate on the search committee. Diversity enhancement strategies that will assist the department in all future searches include attending diversity recruitment workshops, inviting underrepresented minority and women seminar speakers, organizing focus groups to assess strengths and weaknesses of recruitment programs, and developing and implementing outreach programs and recruitment strategies.

III. SEARCH COMMITTEE AND PROCESS

A. Requirements of a Search Committee. Search Committees are advisory panels charged by the hiring department to screen, interview, and recommend candidates for hire. A Search Committee is required to be formed for all leadership position searches including searches at the Chair, Division Director, and Dean levels unless such position is a visiting or temporary position. For all other faculty searches, it is strongly recommended that a department utilize a Search Committee, but the Chair may elect to follow the alternate process discussed below in section E.

B. Search Committee Responsibilities. The Search Committee shall:

1. Review, create, or provide input to the job description in conjunction with HR.
2. Create the job posting and any externally published recruitment announcements in conjunction with ODI and in accordance with HR Policies.
3. Utilize the recruitment, screening, and hiring steps outlined in HR Policies to develop a Recruitment Plan for the standardized screening and evaluation of candidates based on competencies detailed in the job description.

C. Search Committee Chairperson. The Department Head/Chair/Dean (Hiring Administrator) shall select the Search Committee Chairperson and the individuals who shall serve on the Search Committee and shall make every effort to form a diverse committee including women, veterans and members of underrepresented minority groups. It is recommended that the Hiring Administrator not serve as Chair of the Search Committee and that the Search Committee Chairperson hold a position at the same or higher level than the vacant position. In departments/divisions where members of underrepresented groups do not exist, appropriate effort should be made to identify members outside the department/division. The Chairperson shall provide Human Resources with a list of all the Search Committee members. The Chairperson is responsible to:

1. Facilitate all committee meetings and coordinate administrative support,
2. Ensure that appropriate records are maintained and stress confidentiality about Search Committee proceedings,
3. Perform all regular duties of a search committee member,
4. Ensure that the Search Committee charge is understood and implemented,
5. Create an open and welcoming environment and establish positive rapport with candidates during the interview, and
6. When appropriate, arrange for candidates to meet with diverse EVMS constituencies so that candidates can gain a more direct sense of the community with which they will work and live.

D. Diversity Advocacy Group. The Chair of the Search Committee shall consult with ODI to determine the need for a Diversity Advocacy Group. A Diversity Advocacy Group is a group of individuals from within the committee or outside the committee charged with identifying and providing a list of diverse candidates qualified for the position. Ideally, the members selected for this task be underrepresented minorities, and/or women. This group, if external to the search committee, will not be involved in the search process beyond identifying and submitting a list of candidates to the search committee. The search committee may seek the assistance of the Office of Diversity and Inclusion and of the Office of Human Resources to identify individuals for this task.

E. Search Committee Meetings. At the first meeting of the search committee, the Department Head/Chair/Dean (Hiring Administrator) will charge the committee and give it general direction on the conduct of the search including desirable attributes and experiences and screening criteria. The Vice President of Diversity and Inclusion will address the Search Committee regarding EVMS' mission for advancing diversity and encourage the committee to identify and consider qualified candidates with diverse experiences and attributes including women and underrepresented minority and veterans. The Vice President of Diversity and Inclusion will also discuss unconscious bias in recruitment practices and provide diversity coaching to the committee.

F. Alternate Search Process. Although it is strongly recommended that a Search Committee is utilized for all faculty searches, the Hiring Administrator may elect to follow the alternate search process parameters described below for non-Chair, Division Director, or Dean Positions. The alternate search process is designed to ensure appropriate outreach to expand the pool of applicants for faculty positions and to report efforts and outcomes to HR. The Hiring Department shall:

1. Organize training of all faculty engaged in faculty searches on principles of diversity and inclusion and unconscious bias. The training workshop and an online refresher module shall be provided by ODI.
2. Make best efforts to ensure diversity of the faculty involved in the search process.
3. Develop a diversity recruitment and retention plan that will be reviewed annually and should include strategies for outreach as well as retention through pipeline residency, fellowship and postdoctoral programs. ODI will provide advice and guidance in developing departmental plans and programs.
4. Implement a search process as described in this policy and in the Human Resources Search guidelines that would include efforts to identify and review a diverse pool of candidates and submit appropriate reports of efforts and outcomes to HR including a list of individuals who conducted the search, efforts to diversify the pool, and a list of candidates reviewed for the position.

IV. RECRUITMENT AND HIRING PROCESS

A. Recruitment, Screening, and Interviewing. The Search Committee or Hiring Administrator for an alternate faculty search, shall follow the HR Recruitment and Hiring Policy and utilize the HR Recruitment Guide during recruitment, screening and interviewing of candidates. Standard selection criteria should be used for interviews with each candidate, ensuring equitable time and exposure during the interviewing process.

B. Recommendation of Candidates from Search Committee/Hiring Administrator Interview. The Search Committee Chairperson shall submit a report of the Committee's recommendations of final applicants to the Hiring Administrator. The hiring Administrator will interview final candidates to provide personal evaluations of recommended candidates.

C. Hiring Decision. The Hiring Administrator will make the final, and independent, hiring decision. Once an applicant has been selected, the Hiring Administrator will direct the completion of the hiring process and the Search and Selection Summary Form (available on the HR website). The Search and Selection Summary Form should include all documents and activities related to the search, copies of advertisements, and vitae of applicants interviewed plus confirmation that all applicants were given an opportunity to self-identify.