

Search Plan

School/Department: _____ Position: _____ Date: _____

The following table identifies action that evidence has shown to be impactful for improving consistency, objectivity, and inclusive excellence in the search process. As a hiring official or committee, you can also identify additional activities that your search will enact to advance excellence and accountability. UHR Talent Recruitment, Provost, and EOCR staff are available to discuss or provide a briefing on each action area, as applicable.

Search Foundations	Recruitment	Evaluation	Interviews/Visits	Finalist Selection(s)
<ul style="list-style-type: none"> <input type="checkbox"/> Establish how contributions to UVA’s mission are important and will be considered in individual searches. <input type="checkbox"/> Select search chairs with a demonstrated record of intercultural competence in search practices. <input type="checkbox"/> Select a search committee purposefully and issue a formal charge. <input type="checkbox"/> Request a search best practices briefing from UHR Talent, EOCR, or Faculty Development. <input type="checkbox"/> Appoint and empower a skilled and non-voting Search Equity Coordinator. <input type="checkbox"/> Conduct proactive pay analysis considering the discipline, market data, internal equity, and past offers (i.e. research support, startup, course load/release, etc.). <input type="checkbox"/> Enlist the support UHR Talent Recruitment to build systems of accountability for search excellence. 	<ul style="list-style-type: none"> <input type="checkbox"/> Review and share the labor market availability and other relevant data sheets for the specific role. <input type="checkbox"/> Build a recruitment plan that engages faculty, staff, students, professional networks, and departmental sites. <input type="checkbox"/> Develop posting language that will attract applicants from a broad range of backgrounds for the role. <input type="checkbox"/> Request for candidates to submit a statement of their contributions to the mission. <input type="checkbox"/> Ensure materials requested of applicants address the specific criteria set to be evaluated for the role. <input type="checkbox"/> Ask UHR Talent Recruitment to evaluate the effectiveness of the recruitment against the estimated labor market availability prior to evaluation. <input type="checkbox"/> Prepare for the evaluation phase by reviewing information on cognitive errors. 	<ul style="list-style-type: none"> <input type="checkbox"/> Review Contributions to Inclusive Excellence and/or Research/Teaching statements as a first pass for screening individuals into the pool, before CVs. <input type="checkbox"/> Develop detailed, and priority ranked, evaluation rubrics (Faculty Staff). Ensure standards are understood by all reviewers and consistently applied. Strive for measurable/demonstrable criteria. <input type="checkbox"/> Allow each committee member to provide a rating and explanatory comments on every candidate before seeing the evaluations of others on the committee. <input type="checkbox"/> Generate a longlist and shortlist report after spending equal quality time on all candidates that details the rationale for moving forward on who will be finalists and who will no longer be considered. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Develop consistent job-related interview questions that measure what has been identified as important for the role. <input type="checkbox"/> Ask UHR Talent Recruitment to evaluate the shortlist for visits in comparison to the labor market availability. <input checked="" type="checkbox"/> Inform stakeholders and about the permissible lines of inquiry. <input type="checkbox"/> Work with candidates on a collaborative plan for their visit that balances organizational needs and gives agency to candidates, utilizing standardized pre-visit emails and planning questionnaires. <input type="checkbox"/> Provide structured questions for feedback that reflect the criteria in the rubric to all who will meet with candidates. <input type="checkbox"/> Ensure students and support staff are engaged in the process, where applicable. 	<ul style="list-style-type: none"> <input type="checkbox"/> Establish ground rules for effective deliberation and evaluation around objective and articulated job criteria. <input type="checkbox"/> Embrace differences of opinion as a benefit to a rigorous and respectful decision-making process. <input type="checkbox"/> Assign each finalist a champion to get more opinions and perspectives and to ensure no finalist falls through the cracks by lacking a champion. <input type="checkbox"/> Record the rationale for each finalist’s level of support for selection. <input type="checkbox"/> Update all candidate dispositions in a timely manner to ensure individuals are aware of their status. <input type="checkbox"/> Assign a peer or mentor for the role to serve as an initial welcoming contact for the new hire and plan welcoming meetings and a departmental orientation session.