

UAB THE UNIVERSITY OF
ALABAMA AT BIRMINGHAM.

Faculty Recruitment Workshop

UAB Department of Medicine
February 21, 2020

Agenda

- 1. Welcome**
- 2. Pre-Recruitment**
 - A Diverse Pool and Why
 - Department of Medicine Recruitment Process
- 3. Recruitment**
 - Search Committees
 - Using Social Media for Recruitment
 - Guide to Interviewing
 - Campus Visits
 - The VAL Group
- 4. Decision Making**
 - Letter of Offer Process
 - Best Practices

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Why Do We Need A Diverse Pool?

Monica Baskin, PhD
Vice Chair for Culture and Diversity
UAB Department of Medicine



Our Mission

To improve the health and well-being of society, particularly the citizens of Alabama...

- Patient Care
- Research
- Education



We Value Diversity and Inclusion

- Standing search committees with diverse representation
- Unintended Bias Training
- Expanded candidate pools

Diversity and inclusion are essential to achieve excellence in education, clinical care, and research

Who We Are

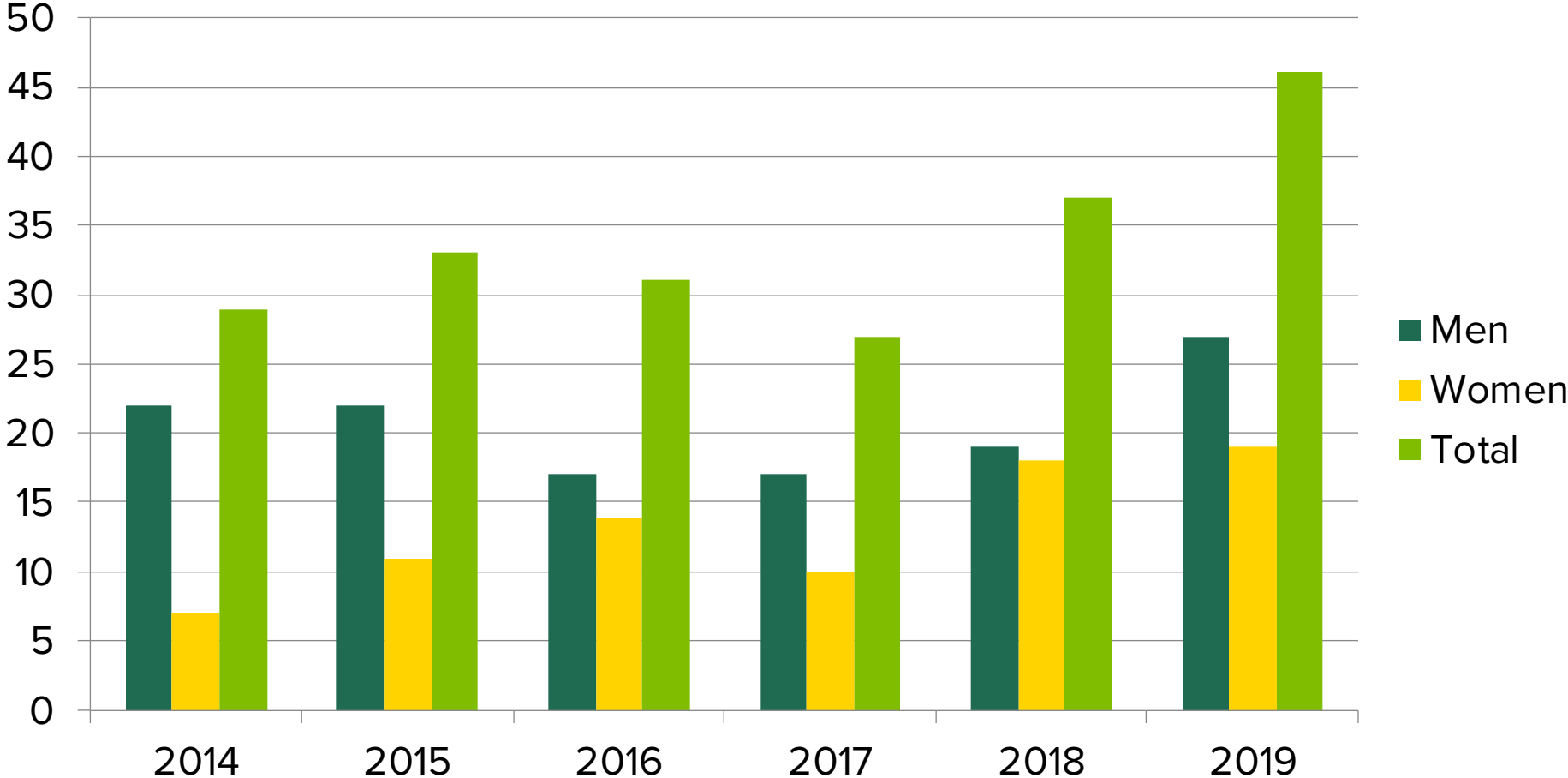
Indicator: Percentage of Female and URM faculty
 Data Sources: ¹SOM Diversity Dashboard (10/2019), ²AAMC Faculty Roster – Internal Medicine (12/2018), ³UAB Health System (2017)

	DOM ¹	AAMC ²	UAB Admissions ³
Women	36.59%	40.23%	54.66%
American Indian/Alaskan Native (AI/AN)	--	0.09%	N/A
Black/African American	4.88%	3.63%	45.72%
Hispanic/Latino/Spanish Origin	5.12%	3.32%	2.64%
Native Hawaiian or Other Pacific Islander (NH/OPI)	0%	0.12%	N/A
Other (includes AI/AN, NH/OPI, multi-racial)	N/A	N/A	3.31%



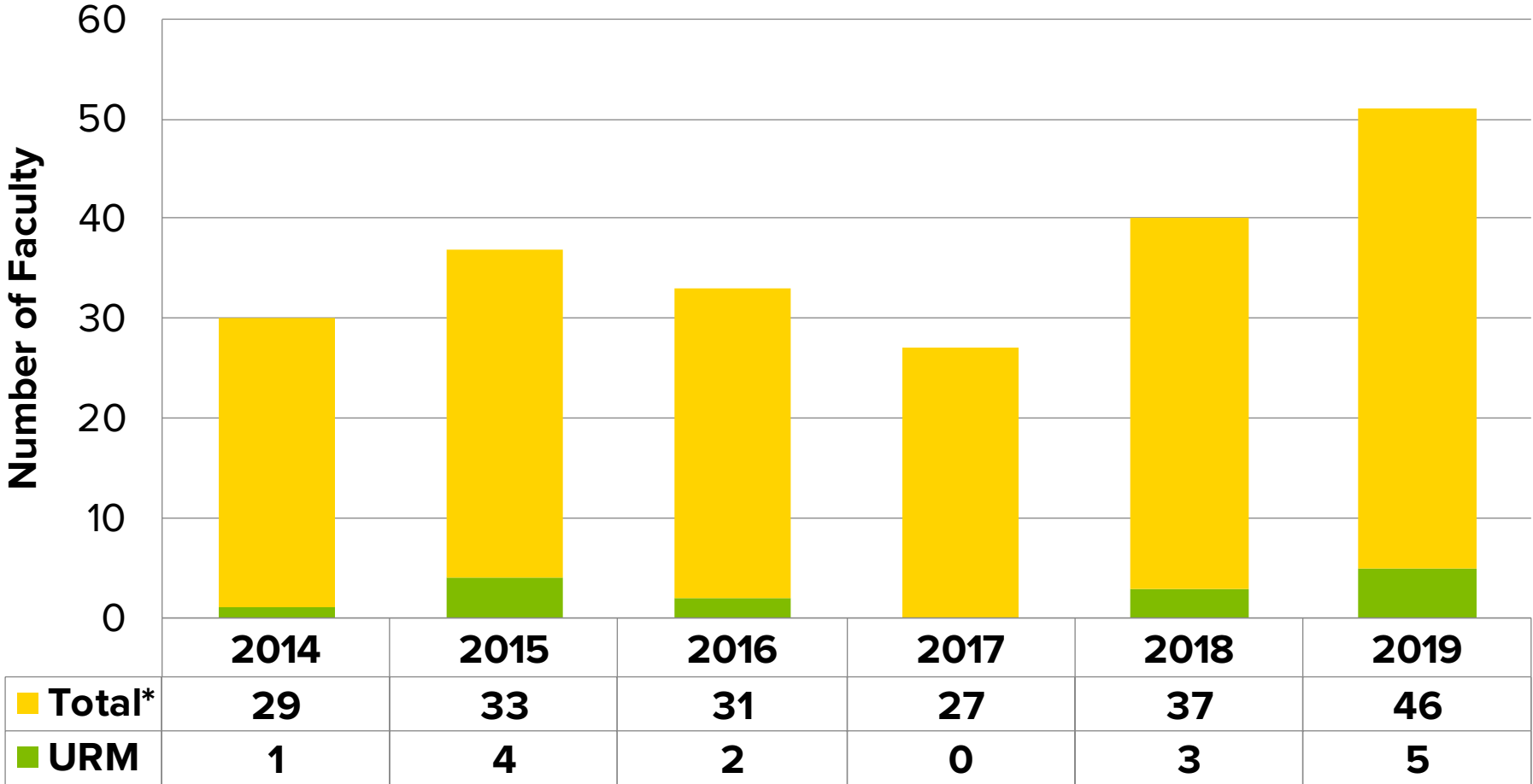
DOM Hiring by Gender (2014-2019)

Source:
www.uab.edu/medicine/diversity/diversity-toolkit/dashboard



DOM URM Faculty Hiring (2014-2019)

Source:
www.uab.edu/medicine/diversity/diversity-toolkit/dashboard



URM: African American/Black; Hispanic

*includes unknown race/ethnicity and 2 or more races

Our Core Values

Own It

Accountability
Stewardship

Work Together

Collaboration



Do Right
Excellence
Integrity

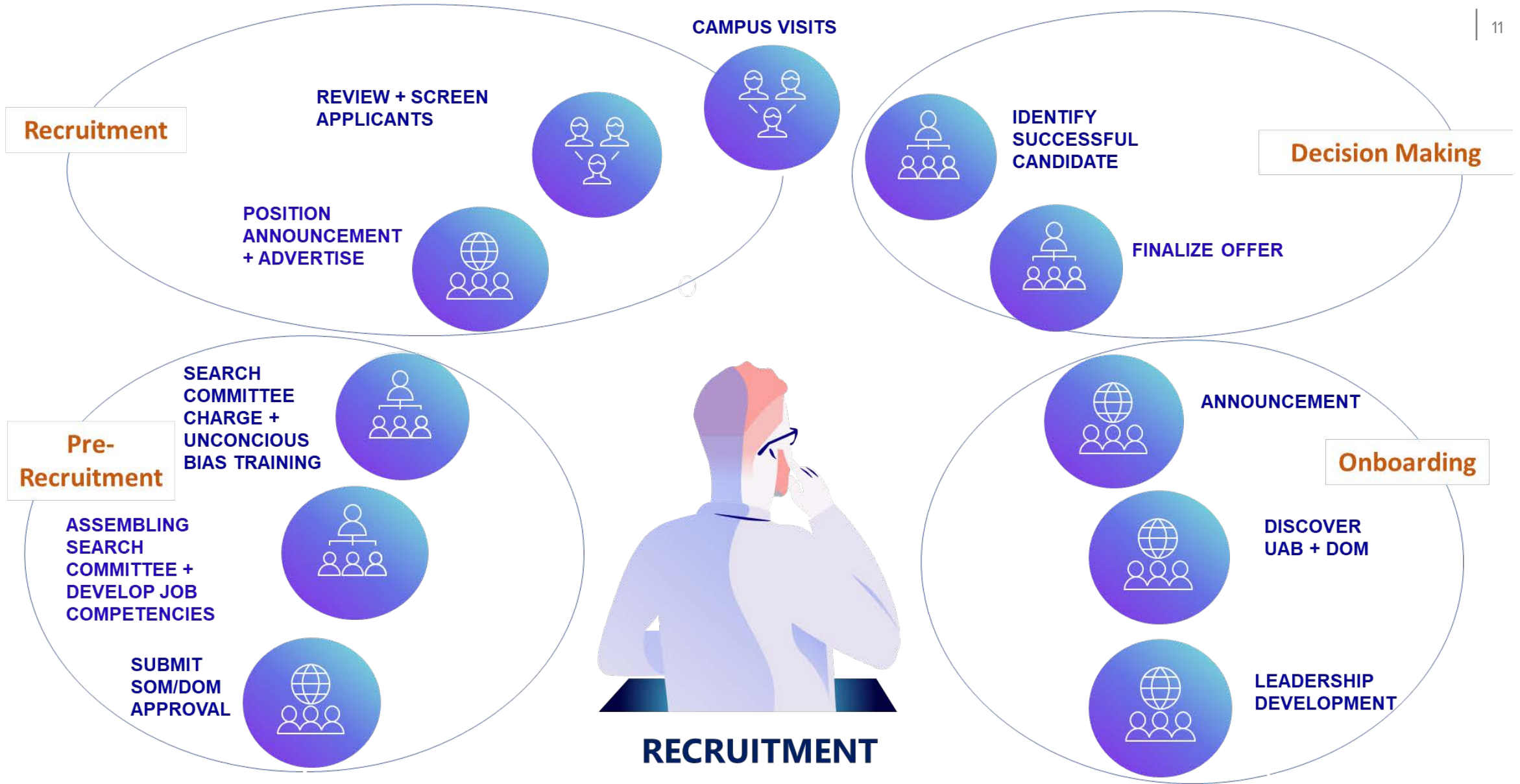
Always Care
Respect
Diversity/Inclusion

Department of Medicine Recruitment Process

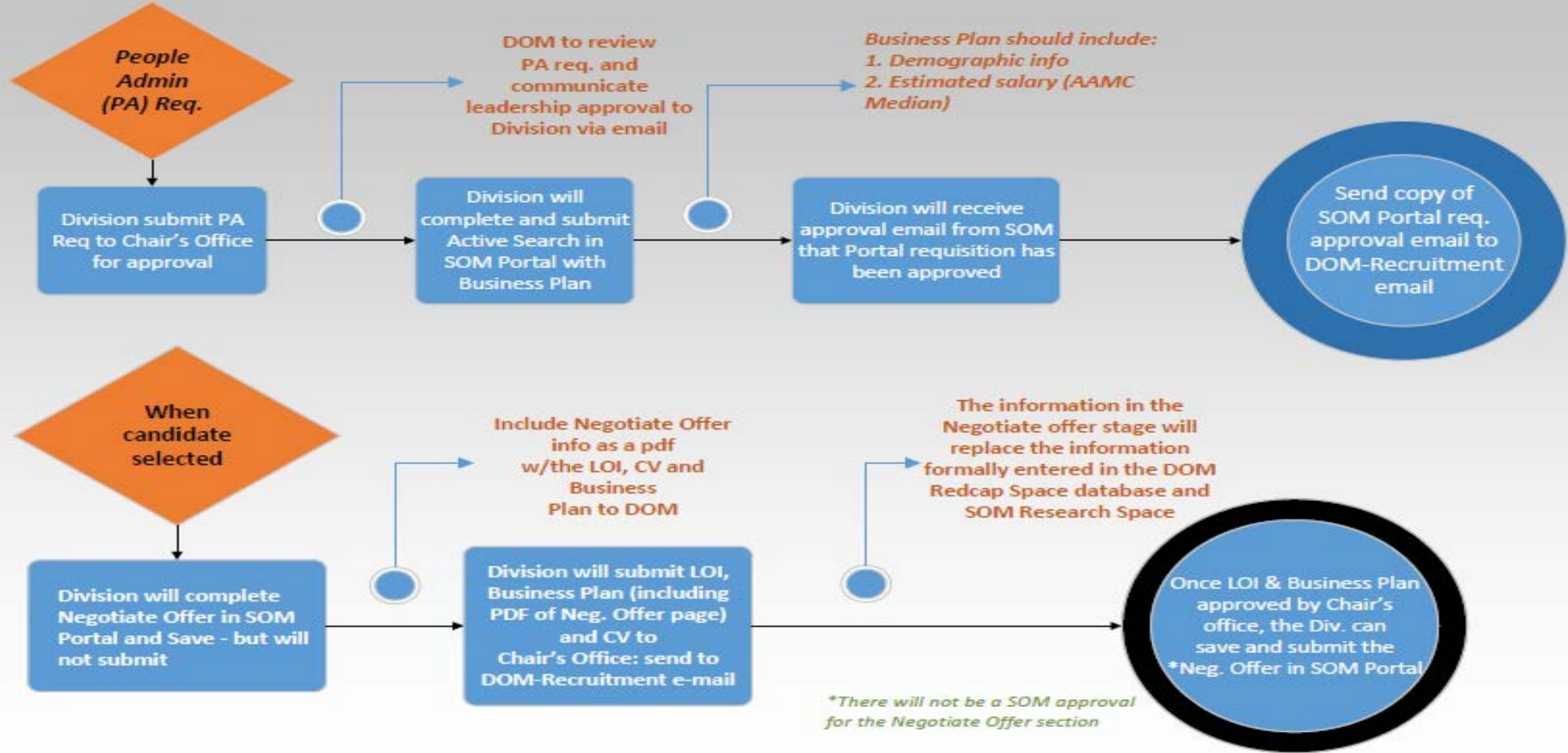
Doug Royal
Business Partner
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Executive Administrator
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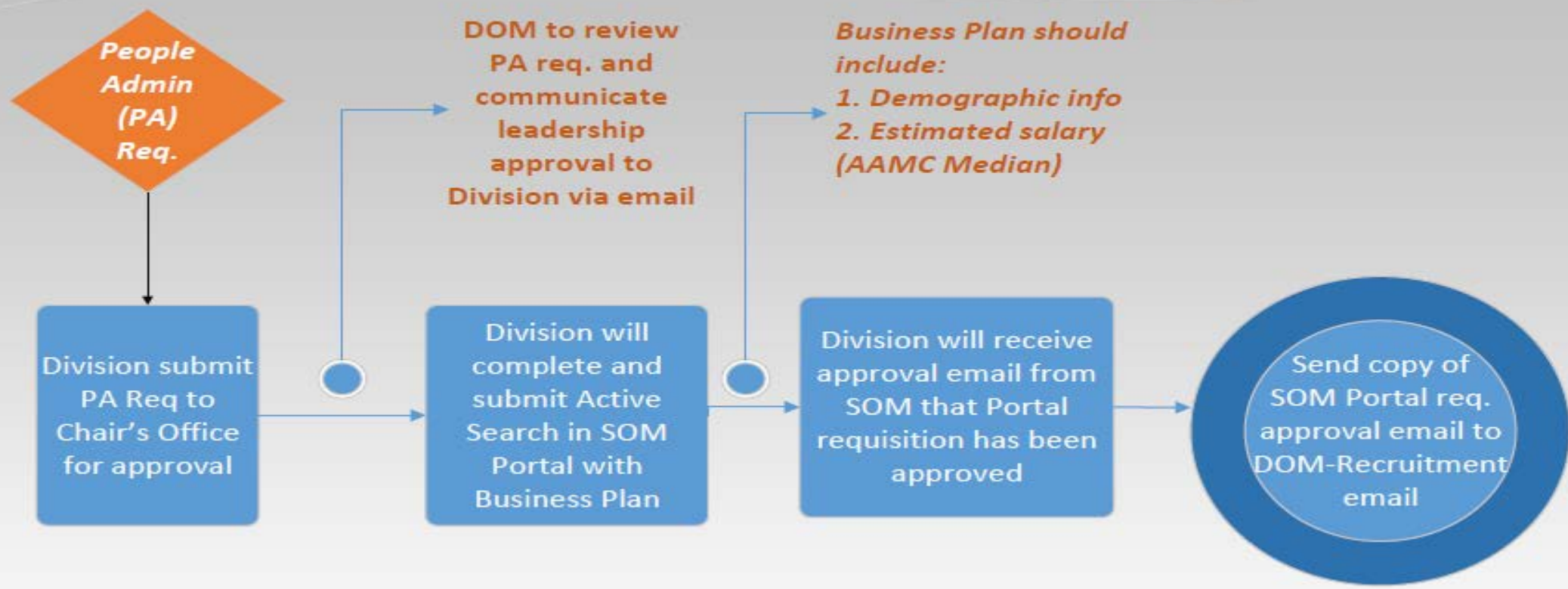
DOM FACULTY RECRUITMENT PROCESS



DOM Process: SOM Recruitment Portal



DOM Process: SOM Recruitment Portal



Search Committees

Cynthia Joiner, PhD
Associate Vice Chair
Assistant Professor
UAB Department of Medicine

Types of Committees

- Standing
 - Primary committee for recruitment
 - Division should have at least 1
 - Research, Clinical, Blended
 - Chair appointed by Division Director
 - 4-6 members
- Ad hoc
 - Formed for a single recruitment
 - Senior Level Leadership recruit
 - Chair appointed by Division Director
 - 4-6 members
 - Could be larger to reflect the diversity of stakeholders affected

Create a Diverse Committee

- Consider perspectives, expertise, academic and geographic backgrounds
- The Division Director should not serve on the Search Committee
- Committee Members
 - 2+ department/division faculty members with expertise in the area
 - 1 faculty member outside the department/division
 - At least 1 URM
 - 1 minority faculty member
 - 1 staff member

Standing Search Committees

- Implement a standing committee in each division by June 1
 - Identify Chair of committee
 - Identify administrative support for the committee
- Chair's office to support process with tools, guidance, and training
- Meeting schedule
 - Initial meeting, establish charge and complete training
 - Utilize best practices and tools
 - Committee should meet at least every 6 months

Ad Hoc Committees

- Involve Chair's office to help with planning of committee meetings and recruitment of candidates.

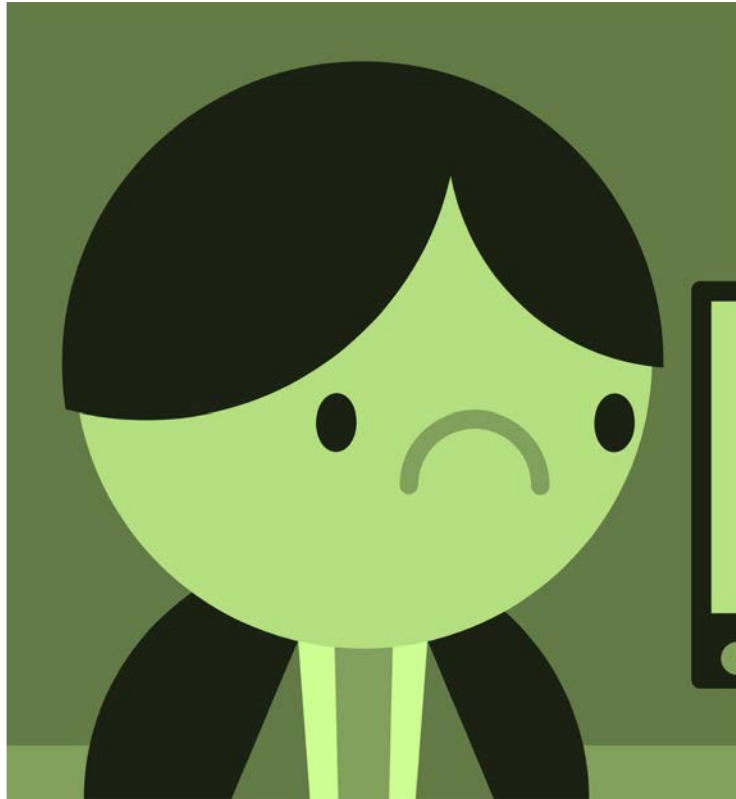
Using Social Media for Recruitment

Carolyn Walsh
Director of Communications
UAB Department of Medicine



**Once upon a time...
in an office not so far away...**

Human Resources Hopes for Amazing Applicants...



But candidates were scarce...



...so they used social media, and applicants abounded!

“

Social Media ≠ Magic

”

Social Media = A Tool for Referrals

- If they have a positive attitude about their work environment, AND
 - If your faculty and staff know about current job openings, AND
 - If they have a direct link to the postings, THEN
 - They may refer friends and followers to open positions.
-
- *Divisions who have established institutional accounts can use them to post information about open positions. Current faculty and staff—and other followers—can easily re-post to spread the word.*

Social Media = Post With Confidence

- Follow all Social Media Policies on the UAB.EDU/Toolkit/Social/Guidelines.
- Be brief and positive.
UAB is a great place to practice medicine! Our division is looking for someone to lead our new interventional pulmonary fellowship. Learn more here <link>.
- Do not promise any special consideration for referrals.
- Provide the direct link to PeopleAdmin or Taleo to apply.

Handle all HR email with caution to avoid “accidental application.”

Optional: Post Positions Directly on LinkedIn

uab.edu/faculty/hiring/recruitment-resources

MGR DOM Resources Good News SharePoint Communications Dev Sites Social Media Mkt Cloud Microsoft Office H...

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Faculty

Faculty Quicklinks UAB Quicklinks

HOME	FACULTY RESOURCES	NEW FACULTY	TEACHING	RESEARCH	PROMOTION & TENURE	AWARDS	SEARCHES & HIRING	COI
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Home > Searches, Recruitment, & Hiring > Faculty Recruitment Resources

Faculty Recruitment Resources

Graystone Group Advertising

Graystone Group Recruitment Advertising Agency is a partner with UAB to provide additional faculty recruitment resources to assist UAB departments with advertisement pricing, development and placement **at no additional cost to the department.**



- **Graystone Group Recruitment Advertising** bills only for the cost of the advertisement placement; no additional expenses are incurred by the department.
- [Graystone guidelines](#)
- To contact **Graystone Group**: ads@graystoneadv.com or (203)549-0060; 1-800-544-0005, ext. 300; the UAB Representative is—Bob Sheftic — RGSheftic@graystoneadv.com

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Questions?



Guide to Interviewing

What you should and should not do

Bryan Flores
Manager Employment
UAB Human Resources

Tips for Interviewing

✓ DO

- ✓ **Have a plan**
- ✓ **Be consistent – Use the same measurement tools for each candidate**
- ✓ **Be aware of the message you present – body language, unconscious/conscious biases, etc.**

✗ DON'T

- ✗ **Be unprepared**
- ✗ **Use potentially discriminate questions**
- ✗ **Determine your hire until all interviews are done and you can *objectively* compare candidates**

Have a Plan

Format

- Structure: Panel, one-on-one, phone
- Determine the order of the interview - i.e., Intros, designated questions, assessments
- Determine what you are looking for in a new hire. Keep in mind not only their skills but how they'll fit in the office culture.

Interview Questions

- **Skills-based** - directly related to experience with tools, technologies, and industry standards. It helps you find the difference between theoretical and practical knowledge.
- **Behavioral** - show a candidate's aptitude and approach to a task, based on experience; useful for revealing soft skills like trustworthiness, attitude, and work ethic.
- **Situational** - gives you the chance to see how a candidate would react to specific scenarios in your office, a sneak peek into a candidate's instincts, confidence, and decision-making abilities.

Set the Tone

- Have a professional appearance
- Allow enough time not to rush an interview
- The environment should be relaxed to encourage communication to gain adequate insight from the candidate.

Use the Same Measuring Tools

You will want to evaluate each candidate the same as the others to ensure that you fairly compare the candidates.

- Ask the same questions of each candidate
- Give each candidate the same amount of time
- Consider using a matrix to determine top candidates – Determine the critical skill requirements for the position and rank them by order. You can use this to rank the candidates.
- If you keep notes on one candidate, do for all.

There are several things that can influence your decision-making of which you need to be aware.

Body Language

Your body language can directly impact an interview and can discourage a candidate from effectively communicating their qualifications and skills.

Examples:

- “You’re annoying me” – drumming fingers, rubbing face
- “I’m bored” – rubbing back of head/neck, yawning
- “I’m not taking you seriously.” – Smiling too much
- “Intimidating” – arms crossed at chest, stern expressions
- “I want to be somewhere else” – looking at clock; facing door
- “I’m uncomfortable” – shaking leg or foot; half-smile

Biases

Bias – internal preferences, frameworks, and perceptions (stereotypes).

Unfortunately, everyone has their own unconscious & conscious biases. Try to be aware of these so that you do not miss out on a top candidate.

Bias can also cause you to ask leading questions, which can cause a candidate to answer in a way that fits your perception – not necessarily in a bad way.

I.e., You may lead a charismatic candidate to respond favorably to a question. In the same way, you may lead a candidate you’re initially not interested in, to answer poorly to the same question.

Examples

- “The way someone is dressed”
- “Someone’s voice tone/accent”
- “A person’s name”
- “Writing style”
- “Perceptions of protected groups”
- “Appearance of mental or physical limitations”

The first impression a candidate has of working at UAB comes from you.

- Know your candidate. Review the candidate's application, resume, and cover letter ahead of time to identify points of interest relating to skills and qualifications.
- Anticipate questions from the candidate about the job itself, growth opportunities, the institution (mission statement), and the office culture.
- Be able to clearly outline the job role and responsibilities. Include to whom they will report.
- If others are involved, be sure they understand their role in the process and discuss who asks what questions, etc. This keeps you from duplicating efforts or presenting a lack of communication/preparedness/credibility.
- Determine:
 - Where & When interviews are to be held
 - How & Who will follow-up or be point of contact

Be mindful of the questions you ask and how you ask.

Potentially Discriminating Questions

According to Title VII of the Civil Rights Act of 1964, you should not ask about a candidate's:

- National origin – where you/or your parent's born?
- Race/ethnicity
- Religion
- Age
- Gender
- Marital or family status - pregnancy
- Disabilities
- Citizenship
- Arrest/Conviction record

It is best to stay away from personal information not related to the job.

There are gray areas that you might need to know as it relates to the job itself. Here are some ways to ask:

“Are you legally authorized to work in the US.”

“What is your current address or do you have any alternative locations of where you can be reached.”

“Are you able to perform the specific duties of this position?”

“Are you able to work within the required schedule or be able to work overtime on occasion?”

“Will you be able to meet the attendance requirements?”

Campus Visits

Anupam Agarwal, MD
Executive Vice Dean
Director, Division of Nephrology
UAB Department of Medicine

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the VAL
GROUP







STEP BY STEP

- **** Contact us as early as possible to get your Candidate's Visit on our schedule

- **** Email CV, Arrival and Departure Travel Itinerary and Hotel Reservation

- VG** Schedule a Pre-Visit Phone Meeting
Quality of life priorities, What do you like to do when you're not working?...any cultural, religious, or unique interests

- VG** Curate the Itinerary based on a 2 to 4 hour tour or 5 to 8 hour tour

- VG** Curate the Welcome Box (which is included in the Booking Fee) and deliver to the hotel or home before arrival
Special Events, Concert Tickets, and Dinner Dates can be included with department approval.

- **** Post-Visit Report and Invoice emailed

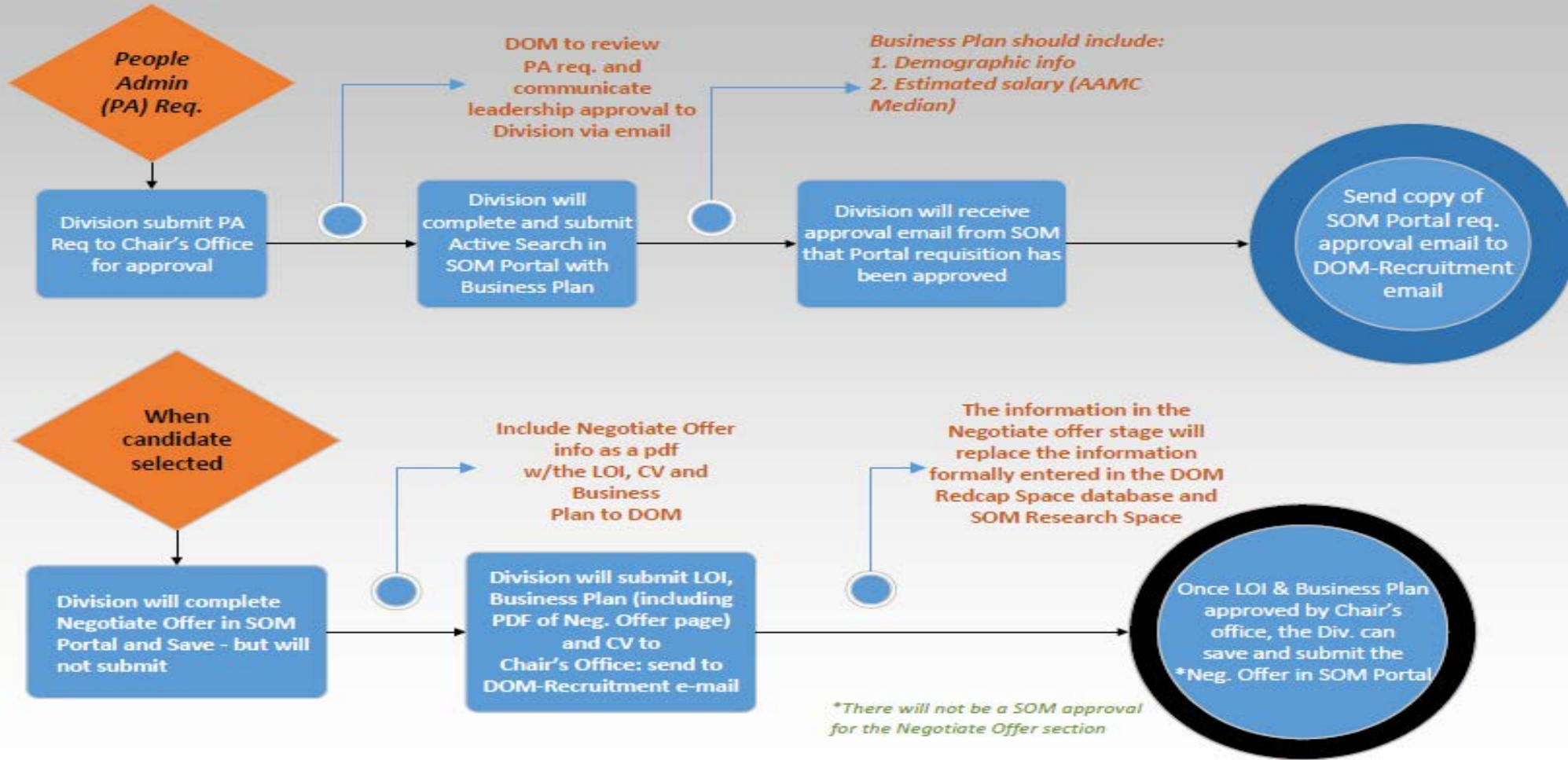
- VG** Contact for "All Things Birmingham"!!

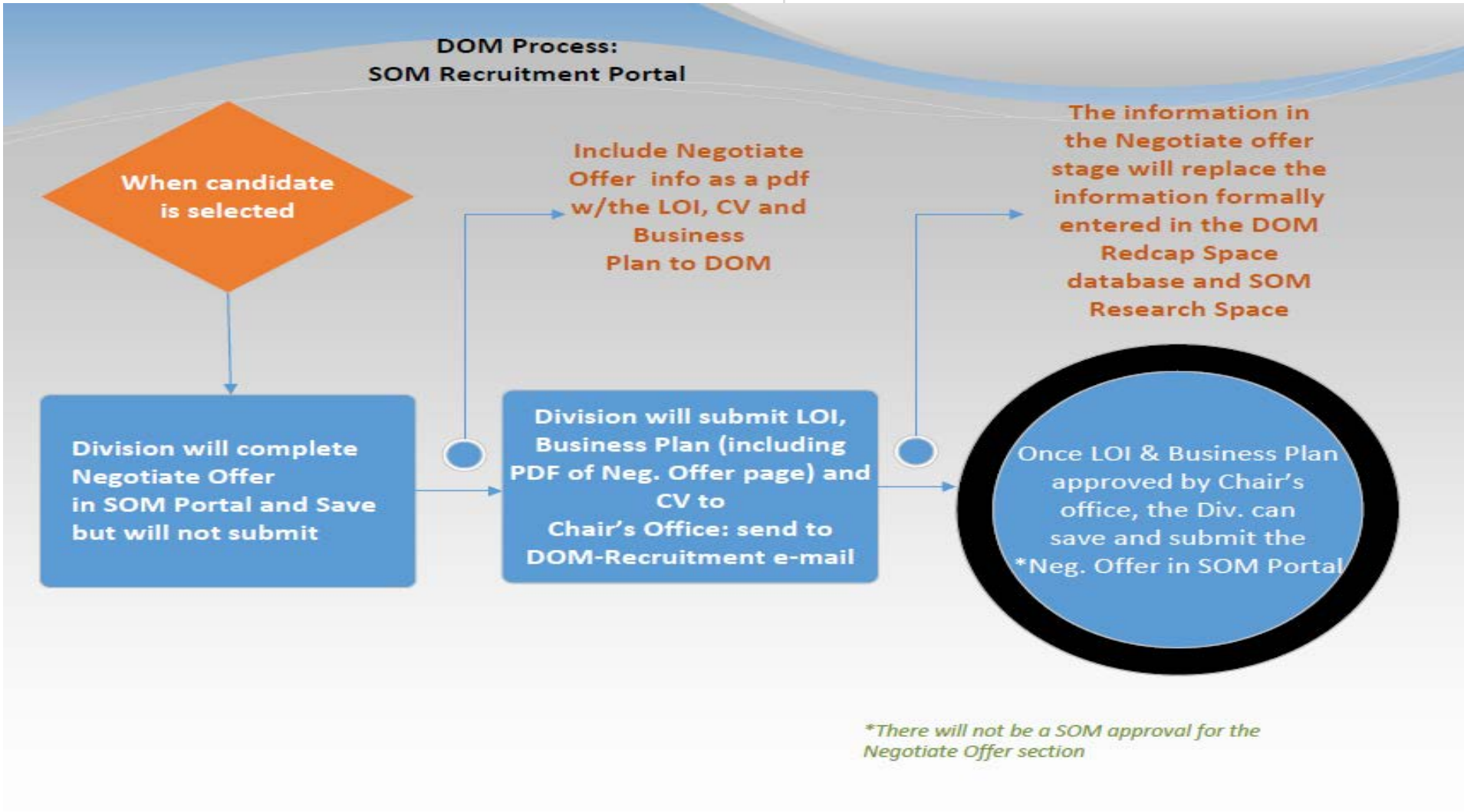
Letter of Offer Process

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DOM Process: SOM Recruitment Portal

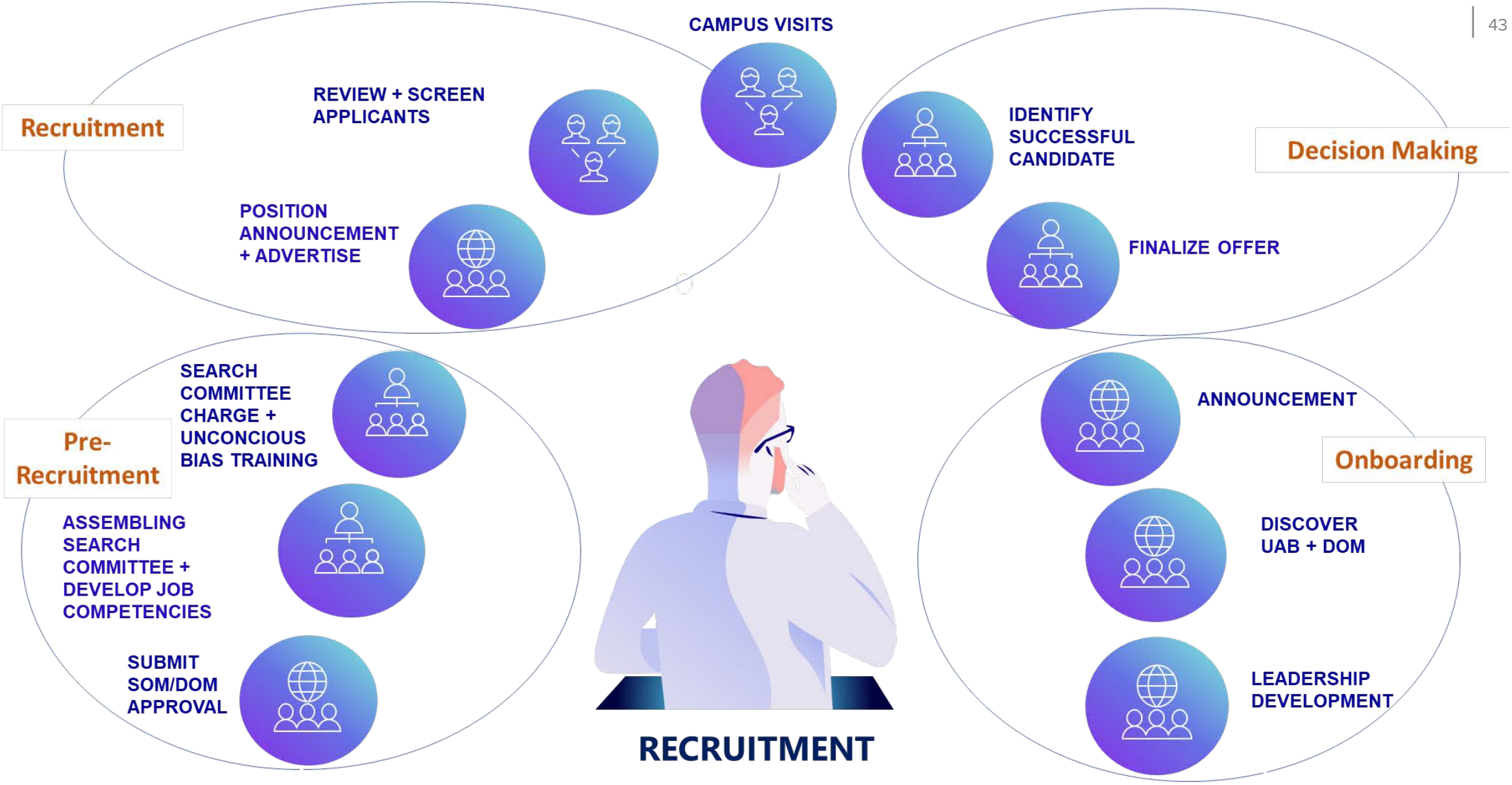




Best Practices Faculty Recruitment

Spira Steyn
Program Manager
UAB Department of Medicine

DOM FACULTY RECRUITMENT PROCESS



Why Best Practices?

- A set of guidelines that provides you with skill sets and strategic methods to conduct **CONSISTENT, FAIR** and **EFFECTIVE** searches that maximize the diversity of candidate pools.
- Searching for a faculty member is among **THE MOST IMPORTANT ACTIVITIES** undertaken at any University.
- Searches result in **LASTING IMPRESSIONS** on all candidates, especially those who are interviewed, but not hired.
- The way searches are conducted speaks volumes about our **INDIVIDUAL AND INSTITUTIONAL VALUES.**

Overview: 10 Best Practices

1. Diverse Search Committee
2. Structured and Supported Search Committees
3. First Search Committee Meeting
4. Successful Campus Visits
5. Research Intensive Candidate Should Meet With...
6. Clinical Intensive Candidate Should Meet With...
7. Welcome Packages
8. Making a Lasting Impression
9. Engage the DOM Chair's Office
10. Discover UAB and DOM



Best Practice # 1

DIVERSE SEARCH COMMITTEE

The Search Committee should represent a broad diversity of gender, race, perspective, expertise and academic background.

- Appoint a search committee chair who is **committed to faculty diversity**
- **Cultivate a diverse pool** of applicants
- A Division Director should **not** serve on the Search Committee



Best Practice # 2

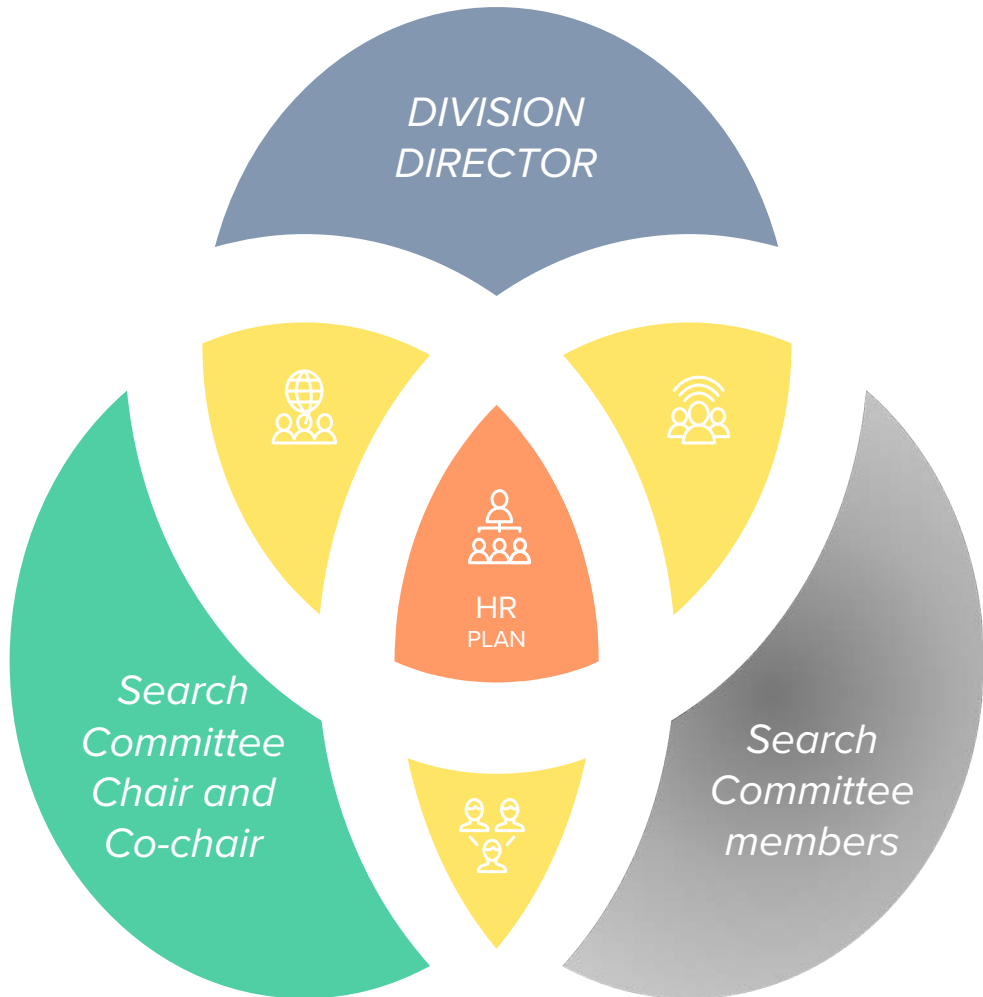
STRUCTURED AND SUPPORTED SEARCH COMMITTEE

- Define the role(s) of each member
- Designated staff support
- Search Committee members serve term
- Set some ground rules



Best Practice # 3

FIRST SEARCH COMMITTEE MEETING

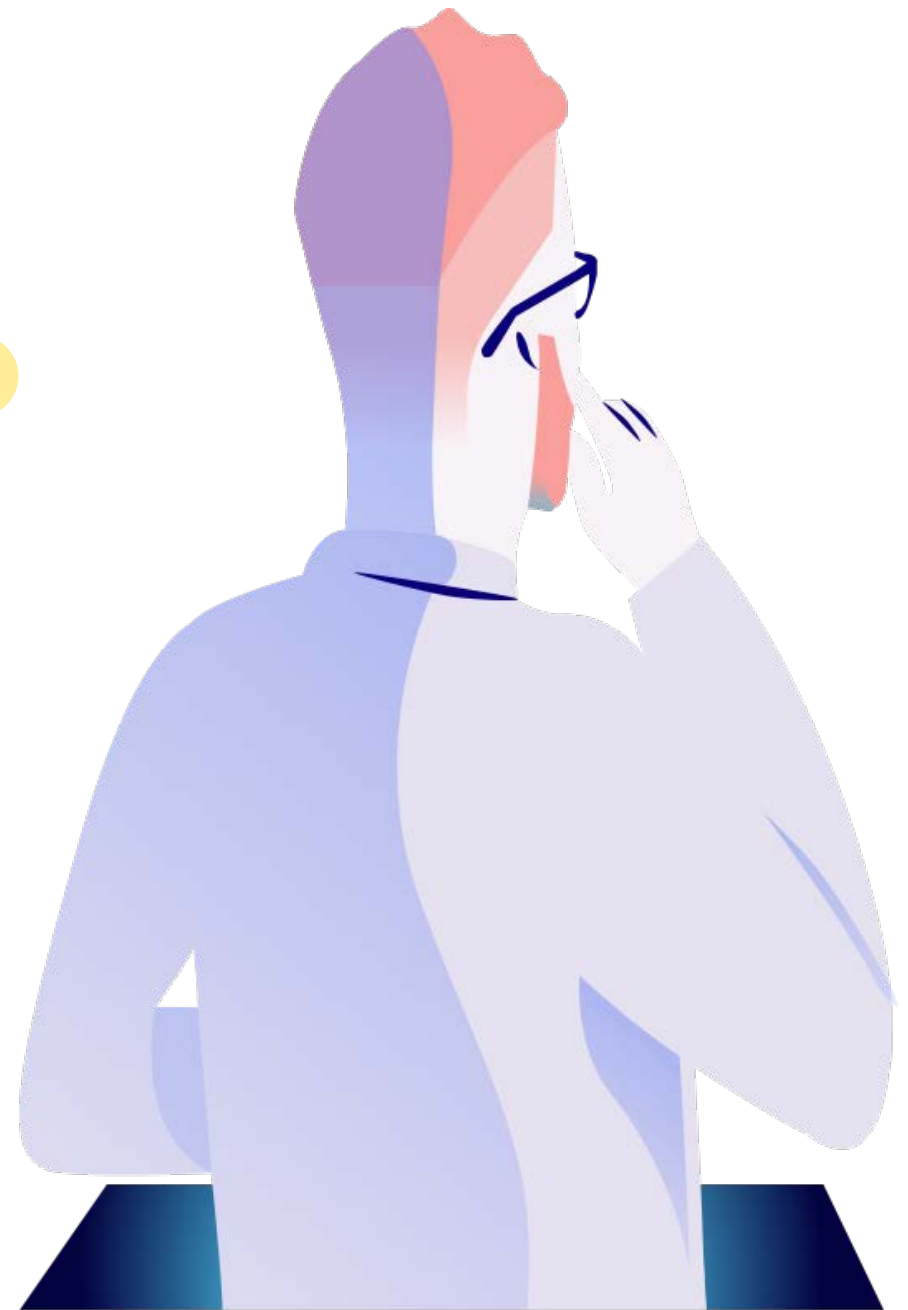


- Position description and job competencies
- Advertising goals
- Develop a timeline
- Develop evaluating criteria and questions
- Discuss roles and expectations of committee members
- Confidentiality

Best Practice # 4

SUCCESSFUL CAMPUS VISIT

- Get to know your candidate before he/she arrives
- Consistent interview schedules
- Provide down time
- Keep notes



Best Practice # 5

RESEARCH INTENSIVE CANDIDATES SHOULD MEET WITH...

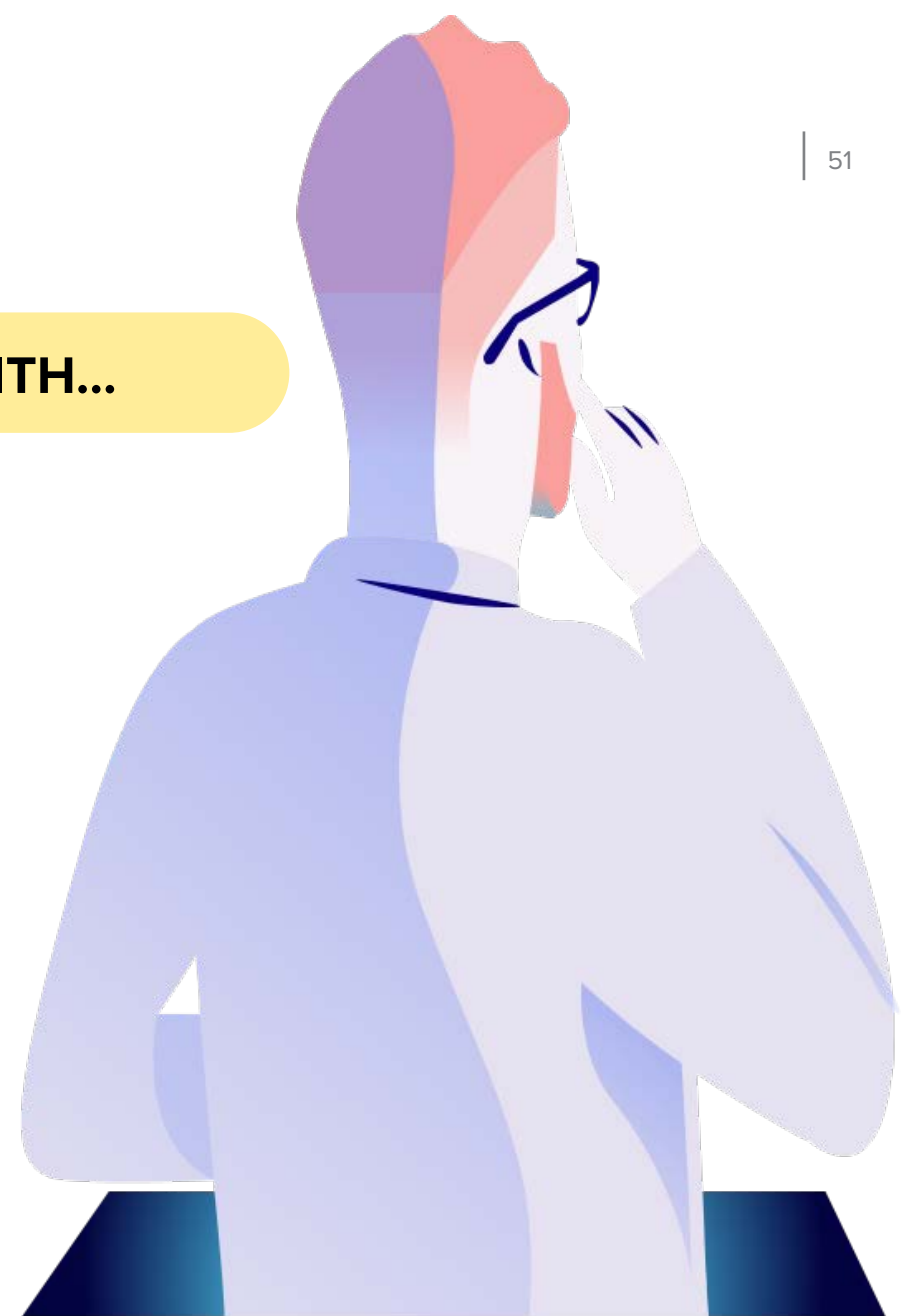
- Dr. Seth Landefeld/Dr. Stu Frank during the 2nd visit
- Dr. Mike Bertram, *Director, Institutional Research Core Program (IRCP)* during the 2nd visit
- Sam Cartner, *Director, Animal Resources Program (ARP)* during the 2nd visit
- The Onboarder during the 2nd visit
- Any other stakeholders



Best Practice # 6

CLINICAL INTENSIVE CANDIDATES SHOULD MEET WITH...

- Dr. Elizabeth Turnipseed during the 2nd visit
- Lauryn Schultz during the 2nd visit
- The Onboarder



Best Practice # 7

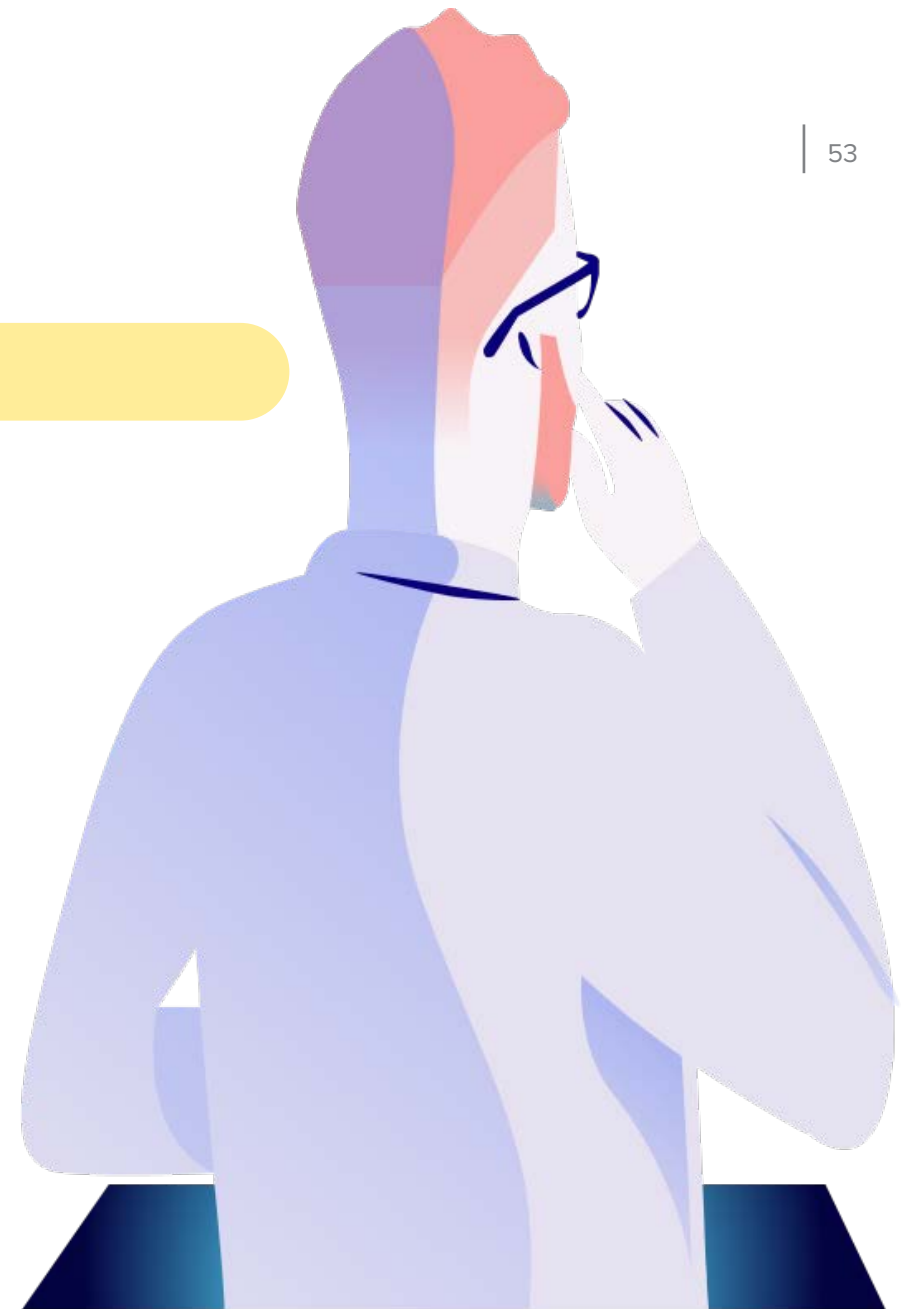
WELCOME PACKAGES



Best Practice # 8

MAKING A LASTING IMPRESSION

- Itineraries matter
- Meet with your Onboarder
- Diverse candidate
- Candidate feedback
- Making an Offer
- Evaluate the process



Best Practice # 9

ENGAGE THE DOM CHAIR'S OFFICE

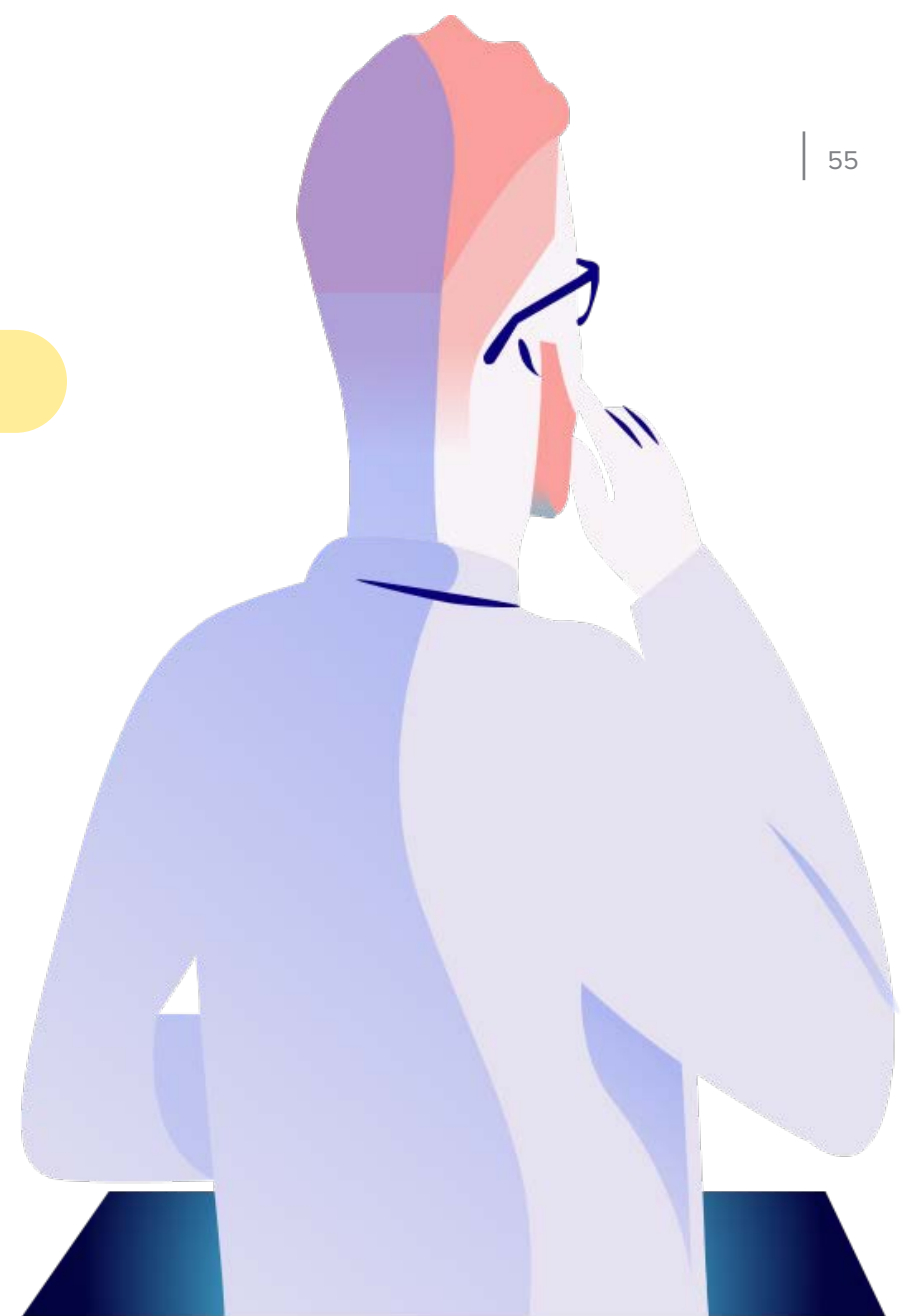
- Entry into the **SOM** recruitment portal
- Conversations about **funding**
- Conversations about **space**
- Conversations about the **Letter of Intent**



Best Practice # 10

DISCOVER UAB AND DOM

- Welcome them during the search
- Faculty development opportunities
- Office of Faculty Development and Diversity
- Feedback



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Thank you!

Please leave your feedback forms on the tables