DEPARTMENT OF INDUSTRIAL AND SYSTEMS ENGINEERING, UW-MADISON

Procedure Number: **ISyE P 15.1**

Subject: **IE Faculty Recruiting & Hiring**

Date Issued: **09/20/2004**

Supersedes: **None**

Written by: **IE Chair**

Approved by: **IE Faculty**

Review/Approved Date: **09/17/2004**

1. Purpose:

The purpose of the following procedure is to define the general policies, guidelines, and steps followed in the IE Department to establish strategic directions and actively recruit new IE faculty that meet our strategic needs.

2. Scope:

This procedure applies to the IE Chair, the IE Faculty, IE Department Administrator, and the Deans of the College of Engineering involved in the planning, recruiting, and hiring process for new IE Faculty. The procedure addresses the directives of the Provost to continue the 'strategic hiring' process to ensure that faculty searches and subsequent hiring really make a best effort to help diversify the faculty of the university, and to use processes that help departments improve the low acceptance rates of offers made to faculty candidates.

3. Related Procedures and Other Documentation:

Procedure No.   Description of Procedure
IEP 04.1   Mentoring and Annual Review of Probationary Faculty

Other Documents
CoE Procedure for CoE Search Committees
Sample IE Faculty Recruiting and Hiring Time Schedule

4. Policy and Guidelines:

NOTE 1:   The IE Department Chair is the agent of the IE Executive Committee for the purposes discussed in this document. References in the remainder of this document are to the Chair in that capacity.

5. Procedure:

5.1   At the beginning of the Fall Semester the IE Chair coordinates an IE Retreat which includes an agenda item for reviewing and updating the strategic plan of the IE Department and the associated IE strategic hiring plan defining the areas of greatest need and priority for recruiting and hiring new IE Faculty.

NOTE 2:   The IE strategic hiring plan is reviewed at least annually and updated as agreed upon by the IE Faculty to allow for consideration of new opportunities, revised strategic directions, major changes in the composition of the IE Faculty, financial considerations, and other factors.

5.2   At the beginning of the Fall Semester the IE Chair also establishes the IE Recruiting Committee composed of at least one faculty representative from each of the department's areas groups, taking

into account the conveners of the area groups targeted for recruiting as well as individual faculty requests to be a member of the committee.

NOTE 3:   The IE Chair will typically serve as the chair of the IE Recruiting Committee.

5.3   Early in the Fall Semester the IE Recruiting Committee establishes a recruiting plan for generating a pool of candidates that will meet the department's strategic needs and directions while considering the goals for diversity. The IE Recruiting Committee will also develop selection criteria to allow a fair evaluation of all eligible applicants based on publicized criteria.

5.4   The IE Recruiting Committee submits the selection criteria and recruiting plan to the IE executive committee for approval to help ensure that they are clearly defined and applied in consistent and transparent ways.

5.5   The IE Chair (and possibly members of the IE Recruiting Committee) meets with the Dean of the College of Engineering to discuss the strategic directions of the IE Department, the identified hiring needs, and the recruiting plan and timeline in order to request permission to issue a PVL for each faculty position sought, or to act on an existing PVL(s).

NOTE 4:   The request to the Dean of the CoE for permission to recruit needs to include the following:

   a. A description of the positions or areas of specialty sought. Included should be a brief description of who within (or outside of) the department would be most likely collaborators or close colleagues so it is clear how the new person might fit within the existing groups in the department and how the area reflects the strategic goals of the department.

   b. A plan for the search which must include information on how and where the opening will be publicized, how and where personal contacts will be made, and what specific efforts will be taken to broaden the applicant pool to include candidates traditionally underrepresented in engineering faculty. This plan can be modified as the search continues and new opportunities arise, but at the outset it should be clear how the department would attempt to draw in a large diverse pool of applicants.

   c. A description of what criteria will be used, and by whom, to winnow the pool of applicants to a smaller number of potential interviewees.

   d. A plan for when interviews will take place and when decisions will be made.

   5.4.1   If the recruiting plan is approved by the Dean, then go to step 5.7.
   5.4.2   If the recruiting plan is not approved by the Dean, then proceed to step 5.6.

5.6   The IE Chair informs the IE Faculty that the Dean will not approve the current recruiting plan, addresses possible options and changes to the plan with the IE Faculty, and works with the IE Recruiting Committee to develop a revised plan if appropriate. Go to Step 5.4 if possible, otherwise End of Procedure.

5.7   The IE Recruiting Committee expeditiously proceeds to carry out the recruiting plan and develop a 'pool' of candidates of sufficient size and quality. Candidates are requested to have three letters of reference addressing specific issues sent directly to the Department by the writers, in support of their applications.

5.8   After the publicized application submission deadline is reached, the appropriate IE area group(s) uses the defined selection criteria to filter the applications and produce a list of leading candidates, perhaps 4-5 candidates for each position to be filled. The area group then presents their list of leading candidates and the corresponding evaluations to the IE Recruiting Committee for review and evaluation.

5.9 The IE Recruiting Committee presents its top candidates for discussion and approval by the IE Executive Committee, in a meeting in which normally the department's junior faculty are invited to attend and speak. The Executive Committee determines which candidates should receive priority for interviews.

NOTE 6: Prior to considerations for interviews, the IE Recruiting Committee should informally check with the top candidates to ensure that their salary and startup package expectations are feasible given the current structure in the department and CoE. This is particularly important in cases where the candidates are well established in their professional careers.

5.10 The IE Chair (and possibly members of the IE Recruiting Committee) meets with the Dean of the College of Engineering to solicit approval of and discuss the pool of candidates the department wishes to invite for interviews. This conversation typically will include a review of the process used to insure maximum diversity in the candidate pool; an opportunity to review the criteria used for filtering the applicants; and a chance to preview plans for interview visits.

NOTE 7: The candidate interview visits are the first real opportunity the department has to present itself and its assets to the candidate first-hand. This first impression is very important in later getting acceptances from candidates given offers.

5.11 The IE Recruiting Committee ensures that invitations for interviews are extended to the candidates approved by the Dean, and works with the IE Department Administrator to develop a schedule that includes interviews with the IE Faculty, the CoE Deans, and faculty from other departments who may be potential collaborators.

NOTE 8: To ensure that all candidates are evaluated on an equal basis, and to help them be better prepared, the IE Recruiting Committee should give candidates some general outlines of what we expect in their research presentations. Candidates are also directed to the website on **Useful Information for New and Prospective Employees** at http://www.engr.wisc.edu/faculty/prospective_emp.html. prior to their interview.

5.12 During the interview process the IE Chair ensures that a discussion on the topic of mentoring is conducted with the prospective faculty member (See **IEP 04.1 Mentoring and Annual Review of Probationary Faculty**) along with other departmental polices and practices of interest and value.

5.13 Following the interview(s) a meeting of the IE Executive Committee is called at which the person representing the area group in the Recruiting Committee summarizes the candidates in his/her area and indicates the preference of the area group and the IE Recruiting Committee. The IE Executive Committee then discusses the candidate(s) and votes (typically by raising of hands or written proxy) on whether or not to make an offer(s) to the candidate(s).

5.14 The IE Chair (and possibly members of the IE Recruiting Committee) meets with the Dean of the College of Engineering to discuss the selected candidate(s), obtain permissions for a formal offer, and discuss follow-up actions to ensure candidates with offers are likely to accept.

5.15 The IE Chair ensures that the candidate is informed of the intention to provide an offer, and initiates the discussion of a start-up package with the candidate and the Associate Dean for Research in the CoE.

5.16 The IE Chair and Dean, with support from the IE Department Administrator and the Human Resources Manager in CoE, prepare and send a formal offer to the prospective faculty member.

5.17 The IE Chair and appropriate members of the IE Recruiting Committee follow up with the prospective faculty member to answer any questions and convey a sense of excitement and anticipation of a positive response to the offer.

5.18 In a situation where no satisfactory candidates are identified for whom we wish to make an offer, or no candidates accept our offers, the IE Chair meets with the Dean to review the situation and convey the need to continue with a new recruiting initiative at the earliest possible time.

NOTE 9: The Sample IE Faculty Recruiting and Hiring Time Schedule, or a modification of it, may serve as a useful benchmark for managing the entire process and ensuring a timely completion.

END OF PROCEDURE