



Lewis Katz School of Medicine

Office of Physician & Faculty Recruitment and Retention Clinical and Basic Science Faculty Search and Selection Process

Introduction

The physician and faculty recruitment and selection process uses physician/faculty recruitment and human resource best practices. The process partners with stakeholders, including clinical faculty, basic science faculty and administration. First, recruitment needs are determined, followed by planning and finally executing search, selection and retention strategies. The continued success of the School of Medicine depends on its ability to recruit, select and retain faculty that reflect many aspects of diversity including experience, talent, socioeconomic background, race, ethnicity, sexual orientation, gender, and gender expression and identity. It is essential that the recruitment and selection process is properly planned, organized and executed to achieve maximum results. Working together we strive to increase positive outcomes in terms of successfully recruiting and retaining the nation's leading physicians, educators and scientists.

The Lewis Katz School of Medicine (LKSOM) is committed to fostering a diverse, equitable and inclusive environment wherein all faculty, staff and students from differing backgrounds can excel and achieve their goals. We will continue to build an environment that is inclusive. In an effort to recruit a more diverse faculty, the Office of Physician & Faculty Recruitment and Retention will attend mission-sensitive, underrepresented in medicine (URiM) professional association events and have a robust presence on various professional online networks, especially those associated with groups URiM. Our online application process will include an opportunity for those URiM to self-designate. A review of all applications received by individuals who choose to self-designate will be conducted on a regular basis between the Office of Physician & Faculty Recruitment and Retention and the Senior Associate Dean for Diversity & Inclusion in an attempt to locate appropriate opportunities for employment.

LKSOM has been a Philadelphia institution for nearly 115 years and is widely recognized as an exceptional medical and educational institution with a diverse, socially-conscious student body as well as outstanding faculty who provide outstanding patient care and conduct leading-edge research. Founded to provide access to professional education for persons of all backgrounds as well as health care to the surrounding, traditionally underserved communities, LKSOM continues to be a leader in medical education, research and patient care.

Overview of the Search Process

All faculty searches, both clinical and basic science, will be coordinated through the Office of Physician & Faculty Recruitment and Retention (OPFRR). This office will guide Chairs, Center Directors and other hiring authorities through the recruitment process. The OPFRR will be responsible for tracking physician and faculty recruitment efforts, and measuring outcomes. Activities managed through the process may entail:

Pre-Search Activities

- Prepare an organizational assessment and clearly identify the nature of the vacancy to be filled;
- Organize and define the search process, which includes defining roles, responsibilities, data gathering and documenting the search. Data gathered will include national demographic reports in the relevant specialty/discipline.
- With the assistance of the Senior Associate Dean for Diversity and Inclusion, develop a justification/rationale for search committee composition

Beginning the Search

- Organize a search committee and train its members in best practices including training on implicit bias and on improving diversity through recruiting. A Diversity Advisory Council member is to sit on all major searches (e.g., for chairpersons and center directors).
- The hiring authority will issue a clear charge to the Search Committee: Develop a recruitment plan to generate a qualified candidate pool that is broadly diverse, appropriate in size and reflective of national demographic characteristics of the relevant specialty/discipline. Demographic data will be reviewed with the Senior Associate Dean for Diversity and Inclusion, and/or the Associate Dean for Diversity and Inclusion.
- Establish holistic selection criteria and screening procedures;
- Establish steps to prevent unintentional bias, prejudice or stereotyping including, but not limited to, unconscious bias training;
- Draft the position advertisement indicating that the LKSOM is committed to fostering a diverse, equitable and inclusive environment wherein all faculty, staff and students from diverse backgrounds can excel and achieve their goals;
- Create a candidate procurement plan that should include but not be limited to advertising in professional publications (web/print), solicitation and nomination letters, sourcing and prospecting calls, recruiting at professional meetings, contacting leaders in the field, consulting professional lists and registries, and use of social media. The candidate procurement plan will be reviewed with the Senior Associate Dean for Diversity and Inclusion, and/or the Associate Dean for Diversity and Inclusion.
- Produce a comprehensive position description which should include primary and secondary responsibilities as well as the required/desired qualifications and experience;

- Establish a structure for on-site interviews (panel interviews, one/one, combo, dinners); Timelines should be established and followed. Activities for which target dates are established include:
 - Review of the position description and position profile;
 - Applicant nomination deadline;
 - Application deadline;
 - Individual dossier review period;
 - Search Committee review and discussion meeting;
 - On-campus interview schedule; and
 - Submission of final recommendation(s) to hiring authority.

Evaluating Applicants

- Establish hiring criteria in leadership, scholarship, research, clinical skills, international reputation, etc. a priori to avoid criteria creep;
- Develop an evaluation matrix of strengths and weaknesses based on holistic job-related criteria for each phase of evaluation;
- A statement indicating commitment and contribution to diversity is requested in the procedure for candidacy
- Establish guidelines for phone interviews which should include core questions, time for the applicant to ask questions and explanation of next steps;
- Create a process of determining or recommending which candidates will be brought to the campus for interviews;
- Devise a list of core questions based on the job-related criteria by which candidates are to be evaluated and assign questions to each search committee member. These questions should be asked of all candidates, thereby allowing comparative judgments to be made while insuring that crucial, job-related information is obtained. Interviewers should receive education regarding the appropriate interview questions ;
- Establish guidelines for reference checking and due diligence;
- Track pool of invited interviewees to assess for parity with national demographic reports for relevant specialty/discipline. These reports can include, but are not limited to the National Science Foundations' Survey of Earned Doctorates for basic science faculty and the Association of American Medical Colleges' reports of medical school faculty for physicians. This tracking will include, but not be limited to regular reports to the Diversity Advisory Council by the Council member who is on the Search Committee.

Site Visits

The overall goal is to offer a “high touch” service treating each candidate who is considered for the position with dignity and respect. This includes escorting candidates to interviews and consideration for the needs of spouses and significant others. Small acts go a long way in creating goodwill, which only improves the institution's reputation as a great place to work.

Interview Preliminaries

- Send information package to candidates; Describe the format of the interview;
- Prepare and distribute detailed interview itinerary;
- Select a Committee member or arrange for Committee representative(s) to escort the candidate around campus to get to and from appointments.
- Arrange for a personalized community tour to introduce the candidate and his/her family to different communities, schools, houses of worship etc;
- Arrange campus tour and meetings with groups of interest to the candidate including Diversity Advisory Council members, when appropriate;
- Arrange meeting with staff, other faculty members and any appropriate standing Committees or groups;

During the Interview

- Introduce participating attendees (i.e., Committee members, group members and any other individual);
- Keep the interview on track;
- Leave time for the applicant to ask questions;
- Ask if you can check references and pursue references not listed on the resume, if you have not already done so;
- Describe the remainder of the search process and the timetable; Be mindful of scheduled breaks and any special needs.

After Interview Considerations

- Answer any questions that may have arisen during the interviews;
- During end of visit debriefings, allow the candidate to speak openly about the interview, and his or her assessment of the position;
- Applicants are rated by the interviewing group according to pre-established criteria confidentially and independently so that reviewers are not swayed by their peers; Collect feedback/evaluations from interviewing group;
- Evaluate the candidate, considering strengths, weaknesses and possible contributions to the organization without comparing him or her to others interviewed;
- Document the interview.

Recommendation to Hiring Authority

- After the interview process is complete and the search committee formally reviews all candidate evaluations, recommendations for hiring consideration should be submitted to the hiring authority;
- The pool of recommended hires should again be tracked against national demographic reports for the relevant specialty/discipline, and this tracking should be shared with the Diversity Advisory Council.

- Submission of the recommendations should follow the means and format that the hiring authority set forth when charging the search committee. The recommendations should be submitted unranked and the Search Committee Chair should be prepared to provide an oral summary that will clarify and or expand upon the agreed assessments.

Notifying Unsuccessful Candidates

Each candidate, especially those interviewed, has made an investment of time and other resources to the search process. It is important that the Search Committee treat each with sensitivity. After an offer is accepted, applicants who have been interviewed but not chosen should be notified by letter (approved template) or by telephone prior to public announcements of the selected candidate.

Selection Announcement

Offers of employment should be viewed as contingent upon successful completion of the tripartite credentialing process. It is also important to negotiate and include within the notification timeline any confidentiality requests made by the selected hire.

The following is a checklist of those to notify of the selection. Hiring authorities should contact each in the order suggested:

- 1) Selected candidate;
- 2) Search Committee Chair;
- 3) Search Committee members;
- 4) Office of Faculty Affairs
- 5) Office of Physician/Faculty Recruitment & Retention;
- 5) Final candidates not selected for the position;
- 6) Department faculty members and staff; and
- 7) General public (e.g., the press), if necessary

On-Boarding/Physician Integration Activities

The LKSOM Physician On-Boarding Program was created in August 2012 for newly recruited physician/faculty members in an effort to make their transition to Temple seamless and efficient. New physician/faculty on-boarding activities are coordinated within the Department of Physician/Faculty Recruitment and Retention.

The program also serves as the bridge from recruitment to retention while providing the new physician/faculty member with an experience that reaffirms their employment decision. The Senior On-boarding Coordinator ensures that all administrative and logistical issues have been addressed prior to each new faculty member's start date. These tasks include but are not limited to: employee ID, computer access/computer training, policies and procedures, parking, office space, master patient schedules, relocation planning, drug-test, pre-employment physical, benefits orientation/enrollment and social events. New employee orientation will include training on unconscious bias and the value of organizational diversity.