

ABSTRACT: 2019 ELAM Institutional Action Project

Project Title: You're Hired! Analysis of Faculty Recruitment at the Brody School of Medicine

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Collaborators and Mentors: Lisa Hudson, VC ECU Health Sciences Human Resources, Peter Schmidt PhD, Vice Dean BSOM and Executive VC, ECU Health Sciences

Topic Category: Faculty Development

Background, Significance of project: Recruiting faculty to the Brody School of Medicine (BSOM) is a dysfunctional process governed by multiple policies created by the state, university, college, and ECU Physician Practice Plan (ECU-P). It is decentralized and takes place within individual departments and units recruiting for their unique needs. No office or unit follows all recruitments. Arriving in 2017, the new Dean encountered delays in recruiting new senior team members. In 2018, BSOM needed to recruit larger than average numbers of faculty to rebuild and grow divisions in several departments. The Dean retained a search firm to assist with multiple placements and commissioned a project to renovate recruitment practices at BSOM.

Purpose/Objectives: The purpose of this study is to obtain a deeper understanding of the current recruitment process and procedures and to create workable solutions to improve the efficiency and effectiveness of faculty recruitment at BSOM.

Approach: The project began with an in-depth review of all available policies affecting hiring practices. The "official" recruiting process outlined in the faculty manual and the ECU-P process for creating a clinical faculty position were mapped. Interview with key participants including chairs, faculty, administrators, finance personnel and ECU employment attorneys were conducted. Hiring proposals and advertising materials were reviewed. Examples of delays throughout the system were collected and analyzed. The Faculty Development Associate Dean served as BSOM liaison to the recruiting firm. In this role, she created search committees and tested a streamlined process for recruitment in one division.

Outcomes: Faculty development creation of a streamlined committee process in one division yielded five faculty hires in 8 months vs. one hire in a comparable division. A comparison of faculty manual with interviews of chairs, search committee members, and others involved in recruiting uncovered widespread misconceptions around recruitment practices, multiple delays in process, and significant inexperience and discomfort with tasks such as writing job descriptions or checking references. Missed opportunities for tandem recruiting and better branding of the school were also identified. Participation in active faculty searches identified approval processes that could be automated and opportunities to utilize the time between contract signing and employment start dates for enhanced onboarding of new faculty.

Discussion/Conclusion with Statement of Potential Impact: Faculty are foundational to the success of our institution. Recruiting successfully is imperative to building that foundation. The current process is outmoded but can be immediately improved through implementation of the trialed process. To better reach the goal of seamless effective recruitment of talent, the next phase of work will focus on needed training, automating, and the creation of recruitment support through the Office of Faculty Development.

BACKGROUND

Recruiting faculty to the Brody School of Medicine (BSOM) is a dysfunctional process governed by multiple policies created by the state, university, college and the ECU Physician Practice Plan (ECU-P). It is decentralized and takes place within individual departments and units. In 2018, BSOM needed to recruit a cohort of faculty to rebuild and grow several divisions. The Dean retained a search firm to assist with multiple placements and commissioned a project to renovate recruitment practices.

PURPOSE

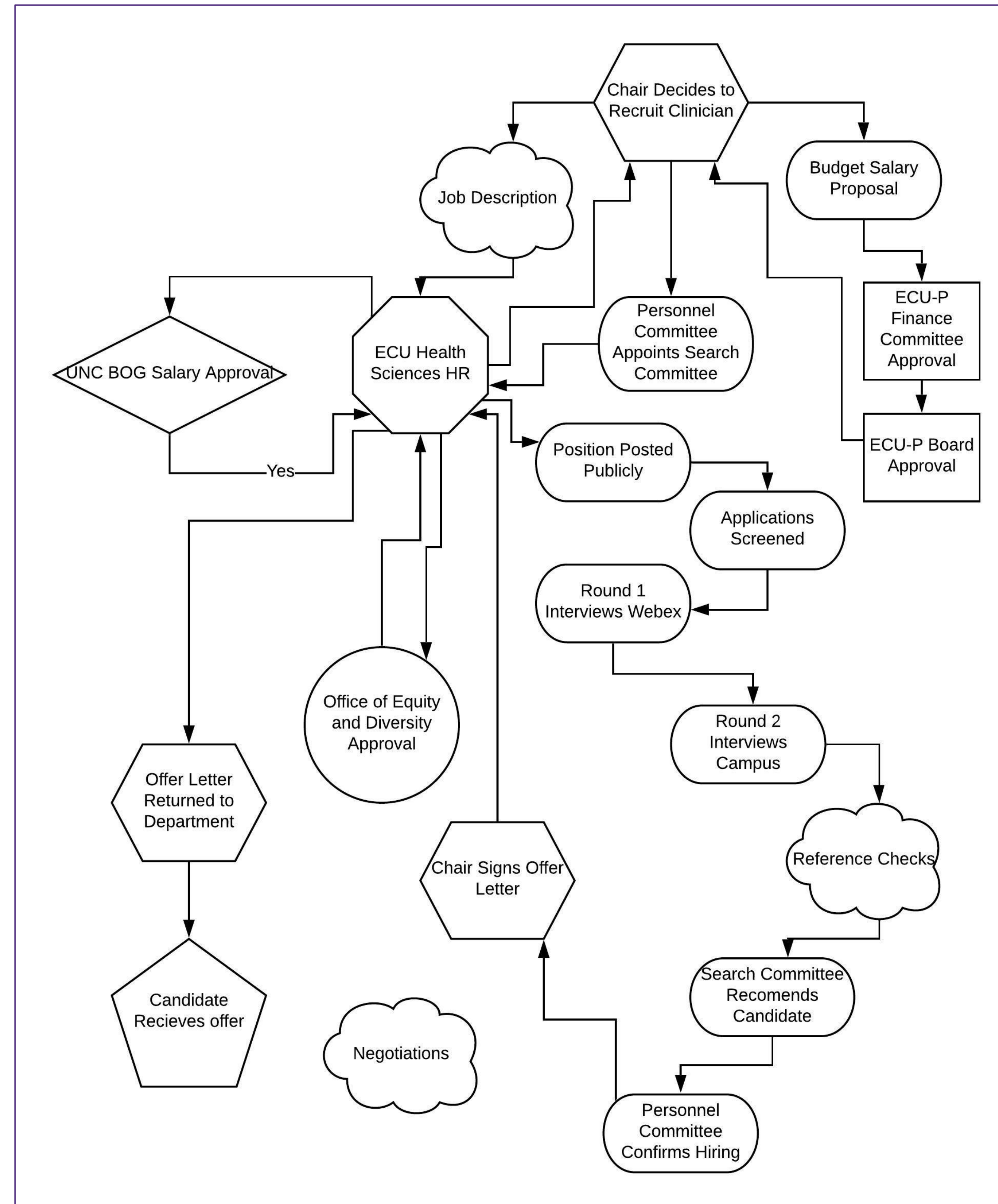
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APPROACH

Investigation:
 Policy Review
 Map the "Official" Recruiting Process
 Interview with Key Participants
 Hiring Proposal and Advertising Review
 Identify Delays and Gaps

Early Implementation:
 Reformat Search Committees
 Trial Streamlined

RECRUITMENT PROCESS MAP



OUTCOMES

Improved throughput by
 Aligning Personnel and Search Committees
 Using Single Search per Department
 Negotiating Early and using PDFs of signed offer letters

Identified Deficiencies and Delays:
 Chair-dependent Process
 No Education for search-related tasks
 Confusion around HR guidelines
 Finance and State HR Approvals Not Connected
 Offer Letter approvals not Automated
 Decentralization impedes tandem recruiting

NEXT STEPS

Faculty Are Foundational to the success of the institution. Recruiting successfully is imperative to building a strong foundation. The current outmoded process can be improved immediately by aligning search and personnel committees. To reach goal of seamless effective talent recruitment, next phase will focus on creating training, automating offer approvals, and creation of institution-wide recruitment support through the Office of Faculty Development.

ACKNOWLEDGEMENTS

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