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# Searches and Hiring Procedures

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All Scientists Retreat

Fri Feb 6 2015

# Overview

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- The new Search and Hiring procedures can (currently) be found at [http://neutrinodev.fnal.gov/NewScientificApptPolicy/fermilab\\_scientific\\_search.shtml](http://neutrinodev.fnal.gov/NewScientificApptPolicy/fermilab_scientific_search.shtml)
- Soon the procedures will move to an official location (and have the formatting cleaned up)
- In this talk I will not be systematically reading through the new Search and Hiring Procedures.
- Instead I will describe the thinking that is behind the procedures and highlight a few key points

# Aims

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- To provide a uniform way to conduct searches and hiring at the lab that ensures quality and accountability
- To increase the lab's diversity
- To provide helpful suggestions on the best ways to do things as well as procedures on how things shall be done.
- To keep enough flexibility to respond to out of the ordinary situations

# Accountability and adaptability

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- We want procedures that are uniform and followed, but not so constraining that they cannot adapt to unanticipated situations
- Solution:
  - At the end of every search process a letter is written by the search committee chair to the appropriate division head detailing the search. (an example is provided in the “helpful suggestions” section)
  - A search/hiring process can deviate from the procedure but any such deviation must be documented and justified in the summarizing letter
  - Both the division head and FCSA determine whether the deviation is acceptable.

# Diversity

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- The new procedures call for increased attention to broadening the diversity of our scientific staff. That means gender, race, and scientific diversity as well as being inclusive of veterans and people with disabilities.
- The procedures call for a search committee member to be assigned to promote diversity in the search.
- The STEM fields generally have poor diversity and we all need to assume responsibility for changing this
- At Fermilab we tend to draw our hires from a pretty narrow pool scientifically and we could do a better job of recruiting from neighboring fields (e.g. nuclear physics, mathematics)

# Search Committees

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- Each committee should be diverse (e.g. not all male and not all from the same ethnic background)
- Each search committee should have at least one member who is not in the division making the search.
  - Encourage broader thinking on the committee
  - Propagate good ideas on how to conduct searches between divisions and subfields
  - Non-scientists can be on the committee if it makes sense
- Hiring committees are tasked with generating a candidate pool rather than merely tapping it. The goal is to search for outstanding candidates and not merely sort through application materials as they arrive

# The Helpful Suggestions

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- In putting together the procedures the committee was constantly coming across good ideas that were not appropriate to turn into procedures (i.e. rules) but we wanted to document and pass on for others to use.
- These have been captured in the “Helpful Suggestions” sections of the procedures.
- There is a real distinction between the procedures and the helpful suggestions
  - Procedures are to be followed
  - Helpful Suggestions do not have to be followed but are there to help make each search the most effective it can be

## More on Helpful Suggestions

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- Examples of stuff in the Helpful Suggestions ...
  - Wherever the procedures call for a letter or document the Helpful Suggestions provides an example
  - Several example interview schedules are provided that illustrate advice on what to schedule along with how and when
  - Tips on how to get a search committee to reach agreement on final recommendations
- The Helpful Suggestions are a resource that should make the job of a search committee chair much easier



# Selling the Lab and our Relationship to the HEP Community

- We could do a better job selling the lab to potential new hires
- Every scientific interview should have two components
  - Assessing the candidates suitability for a job at Fermilab
  - Selling Fermilab to the candidate as a great place to work
- We also need to improve how we sell the non-scientific advantages of working at Fermilab (e.g. the great daycare center). The new scientific recruiter position that WDRS is currently trying to fill should help here.
- ***Everyone*** who applies for a scientific job at Fermilab should get a letter of some sort, either thanking them, but turning down their application, or offering them a job.

# The Drafting Committee

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- The Search and Hiring procedures were drafted by a very active committee (frankly the most effective committee I've ever had the pleasure of working with)
  
- Steve Brice (chair)
- Lance Cooley
- Juanita Frazier
- Camille Ginsburg
- Adam Lyon
- Jorge Morfin
- Ruth Van de Water
- Sam Zeller