

Faculty Admissions Procedure

Section 1: Conclusions from Admissions Task Force – April 2007

Section 2: Code of Practice for Interviews

Section 1: Conclusion from Admissions Task Force – April 2007, Revised 2008 for a one year trial of the “mentor” (continued for 2009)

There are a number of current issues which need to be addressed to enable the faculty to continue to successfully grow.

- The faculty admissions process in 2006 required an unreasonable amount of time from committee members, primarily to discuss candidates where there was disagreement over whether they could be accepted. This process was also unpleasant for the applicants
- Imago growth in regions is highly dependent on the availability and continuing support of Faculty members. We currently don't have a good plan for creating and nurturing faculty members in key geographical locations, to support strong long-term growth both in numbers and quality of clinical practice.
- There is currently no vision for the ideal size of the faculty, and how a larger faculty might work together

This document outlines several steps to be taken:

1. Create a strategic plan for the faculty – including size and geographic coverage
2. Identify current areas where faculty areas are most needed
3. Include the list of current faculty needs with the call for applications for 2007
4. Pre-screen candidates against the list of current needs
5. Provide applicants with mentoring to guide them through the process
6. Invite a small, tightly selected group to submit tapes and to interview if tapes are of sufficient quality
7. Conduct interviews in a safe and relational way
8. Provide timely feedback to candidates in a relational way

1. Faculty Strategic plan – modified June 30, 2009

The plan would be based on a five-year model of where the faculty would like to have trainers. It would be developed in consultation with the Board. Prior to finalizing the plan, we would also involve the global membership committee for input.

The plan would provide a 5 year view of:

1. Faculty size
2. Location of members
3. Which countries are a priority for the current year of recruitment

2. Identify areas where faculty members are most needed – May 1,

This table would form the basis of the call for applications. It would be based primarily on the strategic plan, but would be used to gather input from regional groups. The whole faculty would provide input to this table at the retreat.

The table would look like the following: (example only)

Top priority	<ul style="list-style-type: none">• USA -North Florida (preferable Spanish speaking)• USA - Pacific NW• Texas• South Africa – Psychologist community
Also of interest	<ul style="list-style-type: none">• Northern CA,• Spanish speaker for North and South America• United Kingdom• Ireland•

3. Developing a short-list of candidates – June 1

The faculty will seek a short-list of candidates to fill the available positions in two ways:

1. Faculty members will actively seek qualified and interested candidates in the priority regions, and if they are interested, the faculty member will nominate them to the Admissions committee.

The nomination should include a letter of recommendation from the regional group. (Where the regional group is not well established – this should be a reference from another leading therapist involved in the region.)

2. Qualified candidates who fit the available regional positions may also apply without nomination.

Their application should include the following:

1. A letter of recommendation from an active clinical instructor with whom they have trained- preferably either in basic clinical training, certified workshop presenter or certified imago consultant/supervisor courses.
- 2 Letters of support from their regional group, (Where the regional group is not well established – this should be a reference from another leading therapist involved in the region.)
3. Letters of support from their original Clinical Instructor and/or their WP trainer. (where available, if not included in #1)

Qualifications are:

- 1.Be a Workshop presenter in good standing with Imago Relationships International
2. Fit the geographic need criteria

4. Initial Review of Candidates – by July 1,

Nominations and application would be reviewed by the admissions committee.

The Admissions committee is comprised of at least five faculty members. First option to fill seats will be given to Master Trainers and Senior Clinical Instructors. Faculty members would be asked to volunteer, and the final selection would be by the Master Trainers and Senior CIs.

The Chair of the Global Membership committee and the Executive Director would be invited to participate in decision making. Board members may be consulted if necessary.

The admissions committee would check the list of nominations and applications with the whole faculty, in writing, to check if there were any potential issues. These could include serious concerns about the candidate's clinical reputation, or a situation where their work might cover an area currently well served by an existing faculty member.

If serious concerns were raised by a faculty member and if, after consideration, the Admissions Committee would like to invite the candidate anyway, the faculty member raising concerns should be included in discussion about the candidate before a final decision is made about issuing an invitation.

During this stage the Admissions committee should also check qualifications against requirements, including having been a WP for 2 years.

If a candidate is not accepted, feedback from the pre-screening committee will be channeled through the person who nominated the candidate, or the clinical instructor who wrote their letter of recommendation.

5. Admissions committee sends invitations - July 1,

The Admissions committee will issue invitations to apply to the candidates that they have selected as matching the priorities and criteria.

At this stage they will appoint a mentor, to guide the applicant through the whole selection process. The mentor should be a full clinical instructor, willing to support the candidate through both selection and training.

The candidate will be invited to submit clinical tapes together with their \$1,000 deposit. **Tapes are due by Aug 15.**

All invited candidates will be invited to an interview if they provide tapes by the due date. These tapes should also have been reviewed by the candidate's mentor, prior to submission, who should agree that they are of sufficient quality.

Each candidate will present 2 tapes of complete clinical sessions, one of providing supervision/consultation and one tape of a public lecture to a professional audience (not a couples workshop)

Clinical tapes submitted are confidential, and may only be viewed by members of the admission committee.

6. Interviews – October / November

Interviews will be conducted at the Fall Conference, by the admissions committee. The candidate's mentor will attend all discussions of the candidate, but will not vote.

Prior to the interviews, admissions committee members will review the tapes, and discuss them on a phone bridge meeting. The committee may delegate to three or more members to review each tape and report back to the committee. These 3 committee members would not include a member who is bringing the candidate

forward. If there is no consensus amongst the reviewers that the tapes are of acceptable quality, all other committee members should also view the tape.

A code of practice for the tape review and interviews is attached

Once the performance against the criteria has been reviewed by the committee they may vote, and the decision will be by at least three-quarters in favor. If the committee cannot reach a clear decision in this way, it should go back to the whole faculty for a discussion on how else to make the decision.

The faculty will vote to ratify the recommendations of the Admissions committee, and the Chair of the Faculty Advisory Committee will bring these recommendations to the Board for final approval. At this time the Chair should also report to the Board on the number of applicants and any issues which arose during the recruitment process.

This process means that candidates will not hear the decision while they are at the annual conference.

7. Feedback to candidates

The decision of the Admissions committee will be communicated to the candidates through their mentor.

Both accepted and non-accepted candidates will be provided with feedback in the Imago model. This feedback is to be based on the criteria included in the table in the "code of practice" for interviews.

Feedback should be in the form of the Imago supervisory model, focusing on what we liked, and growth edges. This will be provided in person through the mentor who will also provide a written summary following the Imago supervisory feedback process.

8. Integration into the Faculty

The mentors will continue to support the new faculty members, guiding them through the process of establishing a training program, and eventually arranging their first trainings.

Procedure 9.10, Section 2:

Faculty Admissions Committee – Code of Practice for interviews

This Code of Practice is provided to ensure:

- That new members of the faculty are selected through a high quality process focused on clinical skills, relational skills and commitment and vision.
- That the process feels relational, safe and fair to all involved, both candidates and committee members
- That the experience feels professional and provides a great start for new admissions to the faculty, and valuable feedback to those who are not selected

1. Confidentiality

The process is highly confidential. Clinical Tapes must on no account be shown to anyone who has not been expressly approved by the Admissions committee. Members who do view the tapes at home should ensure this is in private, and should not discuss them with partners. All materials should be destroyed or returned at the end of the admissions process, except for copies kept on file by the Training coordinator.

The Training Coordinator will keep detailed notes for the applicants training file. In addition a short summary of conclusions will be available for members of the admissions committee to refer to upon request.

2. Criteria

Geographic and strategic considerations have been resolved prior to the final interview. At this stage there should be no discussion of strategic fit, or need for a trainer in that area.

At the end of the interview process the admissions committee should be ready to compile a brief report with comments against each of the following criteria:

1. Clinical skills	Source of info	Conclusions
Does candidate have a sufficient understanding of Imago to be ready for advanced training?	Review of tapes. In-depth interview questions about theory	
Is candidate sufficiently skilled in applying Imago clinical skills to demonstrate the ability to develop a high standard of	Review of tapes In-depth interview questions about their	

clinical excellence?	understanding of clinical skills	
Does candidate demonstrate skills in the presentation of theory and practice to indicate that he/she would become a good teacher?.	Review of tape of presentation In-depth interview questions about teaching and learning	
2. Relational skills		
What experience do we have of how candidate might behave in training under pressure?	A member of admissions team should talk to the candidate's trainers,	
How does their local community view candidate?	Regional recommendation letters where appropriate.	
How does candidate respond to feedback? Does candidate appear to be open to growth and learning from others?	Presentation of growth edges during the interview, and observing the response. Feedback from the candidate's trainers	
Is candidate someone whom people would seek out as a guide and leader in their own growth?	Regional recommendation letters . Tape review and interview questions about their ability to reach out, and desire to inspire others.	
3. Commitment and vision		
Is the candidate fully committed to the training and an ongoing role as a clinical instructor?	Question's about motivation and personal vision	
Is candidate fully aware of the investment needed in terms of time and cost?	Questions to check they understand the practicalities	
Does candidate have realistic expectations about what is needed to establish trainings?	Discussion of their vision of how to establish training classes	
Is candidate committed to Imago's mission?	Open questions about what Imago means to them, and how they would like to see it develop	

At the end of the review and interview process, the team should be able to review and comment on each of these criteria. A strong negative against any two points would indicate that the candidate is not yet ready for the faculty. Also if most things seem acceptable, but there are no criteria against which the candidate's performance is excellent – then this may suggest that the candidate is un-exceptional and may not be ready for admission.

An ideal candidate would perform well against all criteria, and demonstrate two or three areas of exceptional strength.

Once the performance against these criteria has been reviewed by the committee the committee may vote, and the decision will be by at least three-quarters in favor. If the committee cannot reach a clear decision in this way, it should go back to the whole faculty for discussion.

3. Appropriate questions during interview

During the interview, the members of the admissions team should focus solely on asking questions which are directly related to the criteria above.

As a guide, we recommend interviewees adopt the guidelines which would apply in conventional job interviews. These would avoid questions which might imply that age, sex, marital status, race, sexual preference, religion or any disability might be criteria used in the selection process.

Interview questions should not address issues about the strategic fit of the candidate, since these issues were already addressed during pre-screening.

4. Appropriate information shared during discussions of the admissions committee

Information shared by one member of the admissions committee might strongly affect the opinion of another member. Therefore members should be careful to ensure that any information they disclose (positive or adverse) about a candidate is appropriate and accurate.

Appropriate information might relate to the candidate's performance during a training session, workshop or Imago event. Information from social contact should be considered carefully.

Committee members are asked to remain conscious of any information they share, and ensure that it is relevant to the selection criteria.

If a committee member finds that he/she has information about a candidate which strongly influences his/her opinion, but the information is NOT appropriate to disclose to other members, the committee member should abstain from voting or discussion of this candidate. If in doubt we suggest the committee member consult with another faculty member who is not voting on admissions.