Draft of Search and Hire Recommendations as of 7/19/18

The Search and Hire Taskforce was charged with using a foundation of equity mindedness and organizational efficiency to conduct an assessment of the current search and hire processes. The taskforce worked from December 2017 through July 2018 and is making the following recommendations.

Timeline

- Reduce the number of approvals in PeopleAdmin (Workday) to the one/final primary approver. This person is the authority who affirms the necessary conversations have occurred (i.e., college processes, chancellor cabinet, DSP&BC)
- Utilize a pool of classified and faculty to expedite the process in appointing a member to the committee. The pool would be used after the "all call." The pool could be established during flex week.
- Formalize a specific time frame, one week, for the Senate "all call" to serve on a committee.

Transparency (the process is clearly defined, effective, and humane)

- Develop a handbook/FAQ for hiring managers "so, I have a vacancy…"
- Develop training for each role in the hiring process, include specific expectations, offer at flex week
  - o Provide the committee chair with best practices in advance of the committee orientation in order to enhance the process, outcome, etc.
  - o Provide the committee chair with prompts to guide the conversation when a numerical rating is used.
  - o Include tools to ensure that the committee chair is prepared to listen to all voices on the committee
- For staff and management positions, the chair is appointed by the college president or designee.
- Make it clear the guide lines for committee composition are a minimum, additional members can be added.
- Enhance the job postings to include a succinct description of the position, the college, and the department. Establish standards for this so it is consistent and accurate.
- Implement "1 – click" application.
- Make the job posting link accessible to all applicants throughout the process.
- Ask for specific information in the cover letter/ letter of application; minimize the use of supplemental questions focusing the posting on our needs.
- Reduce duplicate effort with job history on the application and the resume, make it optional.
- When screening, use a balance of qualitative and quantitative measures.
  - o When a numerical rating is used a rubric must be developed in collaboration with the committee
- Ensure that the committee weighs in on all aspects of the position including where to post, what criteria to screen, writing of questions, etc. Avoid making these decisions prior to the committee convening.
  - o 2-3 hours should be spent on the committee orientation; include recommended timelines when planning (i.e. 2-3 hrs for questions)

- o Every effort should be made to have all the materials prepared before the position is advertised.
  - o Spend the time to develop quality effective questions, the whole committee should participate in the development of questions.
- Identify positions which require an assessment, provide guidelines, and be clear on what is being measured. Ensure that assessments have a clear purpose and are used in the decision. Current assessments include writing, role play, teaching demo, skill exercise (i.e. excel)
- Determine the criteria that will be used to select who will advance which ones are critical to the position.
- Provide a recommendation on the maximum number of interviews scheduled in one day; be reasonable when scheduling candidates and consider the impact a full day of interviews may have on candidates interviewing at the end of the day.
- Determine which criteria are critical to the position and use those to select who will advance to interview. The current number of criteria (all knowledge and abilities) that are used to determine who advances can be high, causing problems.
- Make a job offer verbally and then follow up in writing with details in a timely fashion (especially with internals); ask candidates to accept or decline within 4 business days.

Quality of Candidates

- Develop a list of known validated associations/groups/organizations to be used to advertise positions.
- Develop criteria to determine when we spend money on a posting and when we don't.
- In order to reach broadly, attract, utilize media, and allow time for word of mouth, add a standard of 45 calendar days to advertise a position while continuing the minimum of 15 business days.
- Implement outreach options including job fairs and understand why we are there (goals).
- Utilize video to create awareness of our benefits, work environment
  - o In order to make our hiring process engaging, innovative, and current, fair to all, personalizing, accessible, and visible to applicants.

Diversity and Equity

- Develop unconscious bias training for all employees.
- Compile EEO data by group and by department/disciplines. Create a visual representation and study it.

Recommendations for Next Steps

The taskforce recognizes that many of the recommendations require ongoing effort, especially those related to equity-mindedness. Given the short-term nature of the taskforce, it is recommended that this ongoing work transition to the Human Resources Advisory Council (HRAC). Moreover, the HRAC charge and composition should be reviewed and possibly revised. New members with knowledge and expertise in equity-mindedness may need to be added to the council to effectively make change.