

Unclassified Search and Selection Process HR Response to Recommendations

Finding 1

There was consensus that the search processes are not always clear and/or consistently applied.

Recommendations

- a. Whenever an internal search or appointment is appropriate and contractually possible, instead of a regular search, conduct the internal search and/or make the appointment without a search.

Response: HR supports this recommendation in general, but it is important that university administration maintain its discretion to decide when and to what extent searches will be conducted.

- b. Revise forms, procedures and policies so that they are consistent with University Policy #5010 (Recruitment and Screening of Resident Faculty Members), and University Policy #5020 (Recruitment, Selection and Appointment of Administrative and Service Faculty), and with this committee's recommendations;

Response: Revisions are in progress.

- c. Create separate "Search and Selection Procedures" documents for IFO and MSUAASF searches. Each document will provide a detailed sequential checklist for the process, which will include required tasks for all responsible parties (hiring supervisor, support staff, search chair, HR, EOD, etc.).

Response: Draft checklist is under review by EEOD.

- d. Create a "search" website that includes all information needed for searches such as timelines, travel budget guidelines, current policies, procedures, and forms. Update the site as needed and review it at least once a year. The policies and search and selection procedures on the website at the start of a search will be applied throughout that search.

Response: Revisions to the HR web site will be made as soon as possible. The university has placed a priority on redesigning web sites that pertain to student before other sites are updated.

- e. Give the hiring supervisor and search committee the final say in who, other than those set forth by policy, can participate at each step of the process (e.g. allowing the hiring supervisor to serve with the committee, requesting that the EOD Director participates in interviews).

Response: *This is a university policy issue.*

- f. Clarify the process used to determine under-representation of protected classes in the university (e.g. what units and what comparison groups are used) and provide additional resources for recruitment in searches where under-representation of protected classes is established.

Response: *This is a matter for EEOD.*

- g. Convene a final debriefing meeting in which the hiring supervisor obtains committee members' perspectives on the finalists, the committee reviews the process, and the committee chair collects all search materials.

Response: *This is part of the process but does not always occur.*

- h. Develop a Process Improvement Form for the hiring supervisor to use to report back to Human Resources after the search has been completed. This should include a summary of any recommendations to improve the process and a list of pertinent dates (e.g. application deadline, when the PEAR was submitted, when the first committee meeting was held, when advertisements were placed and when an offer was made and accepted). This information will be used to track improvement of the process.

Response: *Survey forms to collect feedback from committees and hiring supervisors have been developed and are being used.*

- i. Prohibit internal candidates from attending public presentations of other applicants.

Response: *Public presentations are open meetings to which everyone, including candidates, may attend. This is in keeping with the Minnesota Data Practices Act.*

Finding 2

The search processes are excessively long, use undue amounts of staff and committee time, leave important positions vacant, and sometimes result in failed searches and/or the loss of good candidates.

Recommendations

- a. Purchase a search software application such as PowerHR by POWEROBJECTS, which the team reviewed.

Response: *The software has been purchased and is currently in use for a handful of searches. Widespread usage with HR staff providing search support will require additional HR staff.*

- b. Include the hiring supervisor, the EOD Director, and the HR Director in the initial meeting of the search committee. At that meeting, determine the process, timeline (including dates for meetings, interviews and EOD reviews) and ground rules, for example, attendance expectations, how absences will be handled, whether there will be telephone interviews, and how references will be checked.

Response: This is being done for searches that use the PowerHR software.

Streamline the process:

- post newspaper deadlines on the website so that search committees can take them into account when establishing the timeline;
- complete rating scales and interview questions during the weeks the vacancy notice is posted, so they are ready for use when the resumes are ready for review;
- make telephone interviews optional/at the discretion of the search committee;
- keep the size of the search committee to five or fewer;
- Limit public presentations to positions and audiences where they are appropriate;
- check references and verify degrees prior to bringing candidates to campus; and
- give committees the option of using email reference checks.

Response: These streamlining processes have been implemented except for the web site postings.

Finding 3

There is confusion and frustration regarding the role the Office of Equal Opportunity and Diversity vis-a-vis the Office of Human Resources.

Recommendations

- a. Responsibilities of the EOD Director/Designee
 - advise the committee and/or hiring supervisor on the following:
 - identifying search and selection committee members;
 - writing the position description and vacancy notice, including determining appropriate qualifications;
 - developing a strong recruitment plan, including information on placing advertisements in appropriate minority publications; and
 - creating search materials including, but not limited to, interview questions and rating forms.
 - Meet with the committee at their initial meeting to explain the university's EEO policy.
 - Provide the committee with data relative to the available hiring pools for each position.

- Review semi-finalists and finalist pools and raise any concerns with the committee chair and/or hiring supervisor. (At this point the committee may choose to add people back in on the recommendation of the EOD Director, however, this is not required, except at the request of the hiring supervisor or appropriate Vice President.)
 - Once the finalist pool has been identified and the supporting documentation has been reviewed, the EOD Director (or designee, in her/his absence) signs off on the search process to that point. The role of the EOD Director is complete at this point, unless a complaint is filed and/or official procedures are not followed.
- b. Responsibilities of the Office of Human Resources
- Keep the “Search and Selection Procedures” documents updated and available on the website.
 - Clarify how search committee members are selected.
 - Provide committee members with
 - a detailed outline of the process needed for a search, including the appropriate routing of forms, such as the PEAR, Vacancy Notice, and Unclassified Appointment Authorization Form;
 - a timeline for searches which committees can use as a template – beginning with the dates ad copy needs to be submitted; and
 - sample search materials from similar searches that proved to be successful, including qualitative and quantitative applicant rating formats.
 - Give information to each finalist including union information; this may be included on the website.

Response: The materials for the web site are being updated and will include recommended materials and action steps.

- c. Responsibilities of the Hiring Supervisor and/or Appropriate Vice President
- Make final decisions if there is disagreement at any step of the process.
 - Make the final hiring decision from among those candidates forwarded and recommended by the search committee. If none of the recommended candidates is acceptable to the hiring supervisor, the search will be declared “failed.” If this situation arises, the process will begin again with a decision made regarding the appropriateness of an internal search or appointment.

Response: This is part of the process.