

Hiring Process Review Report Fall 2016, submitted May 2017 (Updated Nov. 2018)

Recommendations made by Report	Leadership Approval (Oct. 2018)	Status	Completion Date
1. These results should be shared by the Academic Leadership Team for the division, who should provide copies to their unit leaders for discussion and consideration of next steps within each unit.		<ul style="list-style-type: none"> • J. Pettibon will resend the report to ALT members and ask them to discuss at their management level 	
2. AACDC should provide opportunities to share broadly these results and approved recommendations with division supervisors.	<i>Approved to share results at 2018 Summer Supervisor meeting</i>	<ul style="list-style-type: none"> • Results shared at the 2018 Summer Supervisor meeting by committee member Dr. Candace Hastings (only about 50% of division supervisors were present) • Dr. Arthur Watson will send e-mail to all division supervisors in November 2018 sharing the results of the review and outlining requested interventions/upcoming meetings re: these • Droleskey will facilitate report getting on the AACDC website 	
3. To ensure accountability for improvement, a third hiring process review should be conducted using FY2019 data in Fall 2020. This comparison should only be focused on the full fiscal year data vs. doing a 6-month review.	Approved – using FY2019 data to be completed in <u>Fall 2019</u>	<ul style="list-style-type: none"> • AACDC will request data for this and establish a new subcommittee. Droleskey will offer a past subcommittee member the chair position. 	
4. Because EEO data is trending toward an increased number of applicants not disclosing their gender and/or race and ethnicity, and supervisors are not currently using all hiring	AABS/REBS should be tasked with screening NOV's, hiring matrices, interview questions, and	<ul style="list-style-type: none"> • AABS/REBS and AACDC will co-host supervisor gatherings (Partners in 	

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<p>processes shown by research to attract individuals with diversity skills and experience (regardless of their race/ethnicity/gender) all hiring supervisors should:</p> <ol style="list-style-type: none"> Review their NOV's to identify job duties that require skills and/or experience related to the diversity goals of the hiring department and articulate these within these documents. Review their hiring matrices to include a review component for those diversity skills or experiences that align with their departmental diversity goals. Review their interview questions to include question(s) that address the diversity skills or experiences that align with their departmental diversity goals. Review their reference check questions to include the standard HR diversity question or develop their own question(s) to align with their departmental diversity goals. 	<p>reference checks before they are posted/used to ensure appropriate diversity information is included. Where possible, AACDC and AABS/REBS should work on a bank of appropriate questions for inclusion in interviews and references and they should be shared with supervisors and department heads.</p>	<p>Progress) sessions in January/Feb. to review the results and allow for discussions about how to include these elements in the hiring process</p> <ul style="list-style-type: none"> Samples from the report (from the Appendix) will be shared with supervisors during these meetings. Meetings will be livestreamed to ensure broad participation. Ms. Mofie Thomas and Mr. Tom Owen will serve as AACDC liaisons to their areas for these efforts. 	
<p>5. Because Position Descriptions (PDs) drive the language ultimately populating an NOV, all PDs should be reviewed prior to September 1, 2017 (ideally as part of the annual performance review process starting in April), to identify and articulate the job-related diversity skills required by each position.</p>	<p>When AABS/REBS sends notices to supervisors and department heads regarding the annual evaluation process, we recommend the inclusion of the need to update Position Descriptions to include any appropriate job-related diversity skills required for the position. AABS/REBS should have their liaisons to units make possible suggestions to department heads of how this could be done.</p>	<ul style="list-style-type: none"> Droleskey will draft a reminder e-mail segment. This can be sent by AABS and REBS to their respective supervisors as part of the normal reminder information. 	
<p>6. Including diversity components in all phases of the hiring process ensures that supervisors consider the diversity skills and experience of applicants, but does not necessarily result in the hiring of those with such skills or experience. In some</p>		<ul style="list-style-type: none"> The Partner in Progress sessions in Jan/Feb. will include this information 	

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<p>cases, office needs dictate hiring of candidates with certain critical job skills, with the hiring supervisor planning to teach other skills on the job. Following this logic, hiring supervisors who value diversity skills and experience should invest training time in a new hire who may have developmental needs related to diversity skills or experience. Hiring supervisors should identify training plans for such new hires, just as they would for any other job skill needed.</p>		<ul style="list-style-type: none"> • Ms. Mofie Thomas and Mr. Tom Owen will serve as AACDC liaisons to their areas for these efforts. 	
<p>7. In the review of Notices of Vacancy (NOVs), subcommittee members noted another element that was included by some hiring supervisors and which is recommended to all supervisors for their consideration: the use of supplemental questions. NOV supplemental questions can be added to help discern applicant interest in and/or experience working with people from diverse backgrounds that may be useful for screening purposes.</p>	<p>Units should include supplemental questions on diversity when posting the job notice. A sample question was included in the report, but others could be developed.</p>	<ul style="list-style-type: none"> • AABS/REBS will provide to leadership specific examples of problems using supplemental questions to raise with HR to ensure that this process is working properly in Workday • The Partner in Progress sessions in Jan/Feb. will include this information and how to make it work outside Workday, if needed. • Ms. Mofie Thomas and Mr. Tom Owen will serve as AACDC liaisons to their areas for these efforts. 	