



Academic
Affairs
Climate &
Diversity
Committee

Results of Supervisor Survey

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- **Response to recommendation from 2012 Climate Survey Report to review “best practices” in recruitment, hiring, retention**
- **Companion to the Hiring Process Review**
- **Survey sent to 174 supervisors of budgeted staff in Academic Affairs (not IT or VPR)**
- **Response rate: 102 people, 59% (not everyone answered every question)**

Demographics of Respondents



How long have you been a supervisor at Texas A&M University?

| Answer | Response | % |
|--------------------|----------|------|
| 0-5 years | 38 | 37% |
| 6-10 years | 39 | 38% |
| 11-15 years | 9 | 9% |
| 16-20 years | 6 | 6% |
| More than 20 years | 10 | 10% |
| Total | 102 | 100% |

A red bracket groups the '0-5 years' and '6-10 years' rows, with a red '75%' label next to it, indicating that 75% of respondents have been supervisors for 10 years or less.

Finding Diversity Data



“...how to access demographic information about the diversity make-up of ... the following groups as you consider initiating the posting process for vacant positions . . .

| Question | Yes | No | Unsure | Total Responses |
|--|-----|----|--------|-----------------|
| for your office or work group | 47 | 37 | 18 | 54% 102 |
| for a larger unit to which your office reports | 22 | 51 | 29 | 78% 102 |
| for the Division of Academic Affairs | 20 | 52 | 29 | 80% 101 |

Accessing Info about Applicant Pool Diversity



“...how to access the tools in the TAMU Jobs system ... to discern the diversity of the applicant pool...”

| Answer | Response | % |
|---|----------|------|
| Yes | 42 | 41% |
| No | 33 | 32% |
| Unsure | 18 | 17% |
| I have not hired anyone yet (Survey will automatically redirect to a later question.) | 10 | 10% |
| Total | 103 | 100% |

49% [

Applicant Pool Annual Placement Goals



“...how Texas A&M Annual Placement Goals for Applicant Pools are created and assigned to posted Notices of Vacancy (NOV)?”

| Answer | Response | % |
|--------|----------|------|
| Yes | 19 | 19% |
| No | 61 | 60% |
| Unsure | 22 | 22% |
| Total | 102 | 100% |



82%

Geography of Applicant Pools



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What type of applicant pool are you most frequently drawing from?

| Question | Always | Most of the Time | Occasion-ally | Not Applicable | Total Responses |
|------------|--------|------------------|---------------|----------------|-----------------|
| Local | 36 | 28 | 12 | 4 | 80 |
| State-wide | 12 | 32 | 23 | 9 | 76 |
| National | 12 | 16 | 35 | 14 | 77 |

Barriers to Increasing Diversity of Pools



- No barriers – 23
- Low/Non-competitive salaries – 20
- Our location – 9
- Qualifications/Special job skills – 8
- Specific diversity concerns – 4
- Outside perceptions – 4
- Applicant Pools – 3
- Other financial issues for applicants – 2
- Knowing how to do outreach – 2
- Funding for searches – 2
- Uncertain – 2
- Other issues – 4

68 survey respondents provided 83 comments to the question about the barriers they face to increase diversity of applicant pools

Effective Strategies to Increase Pool Diversity



| Question | Always | Most of the Time | Occasionally | Never Used | Used but Not Effective | Total Responses |
|--|--------|------------------|--------------|------------|------------------------|-----------------|
| Calls to colleagues at other universities | 4 | 9 | 27 | 40 | 1 | 81 |
| Advertise position on forums or listservs that target certain groups | 21 | 17 | 19 | 23 | 1 | 81 |
| Networking through conferences, organizations, or events | 9 | 17 | 29 | 23 | 3 | 81 |
| Networking with former students | 4 | 6 | 33 | 37 | 1 | 81 |
| Networking with local community leaders of certain groups | 2 | 4 | 22 | 52 | 1 | 81 |
| Internal hiring (hiring within Texas A&M University) | 10 | 18 | 45 | 7 | 1 | 81 |
| Encouraging existing student employees to apply | 7 | 12 | 46 | 15 | 1 | 81 |
| State-wide or national level searches | 11 | 14 | 19 | 35 | 2 | 81 |
| National organization listserv/job boards | 14 | 11 | 24 | 28 | 4 | 81 |
| Other- (If selected, please explain below) | 3 | 2 | 3 | 65 | 8 | 81 |

Other Applicant Pool Strategies



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- **Specific Graduate Programs**
- **Hiring temporary employees who later apply for positions**
- **Not applicable for student workers**
- **Use a diverse hiring committee when interviewing**
- **TAMU Job Listings**
- **Current Employee Advancement**

Effective Strategies to Retain Employees



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| Question | Always | Most of the Time | Occasion-ally | Never Used | Used, Not Effective | Total Responses |
|---|--------|------------------|---------------|------------|---------------------|-----------------|
| Mentor program | 12 | 17 | 31 | 30 | 1 | 91 |
| Professional development | 49 | 28 | 11 | 1 | 1 | 90 |
| Increased responsibility | 26 | 39 | 24 | 1 | 1 | 91 |
| Leadership positions | 18 | 44 | 24 | 4 | 0 | 90 |
| Recognition programs | 16 | 24 | 41 | 9 | 1 | 91 |
| Promotion or reclassification | 15 | 31 | 38 | 6 | 0 | 90 |
| Use of a career ladder/career path | 18 | 19 | 31 | 21 | 2 | 91 |
| Pay raises | 18 | 31 | 33 | 8 | 0 | 90 |
| Non-salary benefits | 11 | 34 | 35 | 8 | 3 | 91 |
| Office-wide training programs | 20 | 24 | 35 | 9 | 2 | 90 |
| Cross-training staff | 21 | 28 | 34 | 4 | 3 | 90 |
| Job sharing | 9 | 16 | 28 | 38 | 0 | 91 |
| Flexible work schedules | 15 | 22 | 37 | 17 | 0 | 91 |
| Flexible work location | 4 | 6 | 36 | 44 | 1 | 91 |
| Other – (If selected, please explain below) | 5 | 1 | 3 | 72 | 10 | 91 |

Other Retention Strategies



- **Respect, trust, and treat as colleagues**
- **Allow staff to serve on interview committees to hire new staff**
- **End of year celebrations, birthday celebrations**
- **Coaching & Training**
- **We haven't been able to offer pay raises**

Recommended Hiring or Recruiting Strategies



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- **Suggested strategies – 13**
(Colleagues, diverse hiring committee, internal recognition/rewards program, committee work, training schedules, mentoring system, reasonable accommodations, DiSC assessment, etc.)
- **No problem/ not applicable – 24**
- **Comments – 3**

Tools and Changes to Policies or Rules



- **None needed or unsure – 17**
- **Salary/Pay/Career path or ladder issues – 14**
- **Other Tools – 7**
- **Other Rule/Policy Changes – 8**
- **Comments – 2**

Preferred Contact



How would you primarily like to receive information regarding updates to hiring practices in the future?

| Answer | Response | % |
|------------------------|----------|-----|
| face to face meetings | 25 | 28% |
| electronic newsletters | 41 | 47% |
| e-mail | 59 | 67% |
| through my supervisor | 24 | 27% |
| Other (Please explain) | 1 | 1% |

31 Other Comments



- **21 = “no” or “n/a”**
- **3 = “thank you”/see results**
- **3 = low salaries/few raises (staff losses, incentive, equity)**
- **1 = want faster way to promote**
- **1 = admin leave award discretion**
- **1 = disproportionate ethnicity of leaders/in publication photos**

Conclusion



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Questions?

Academic Affairs Climate and Diversity Committee

<http://provost.tamu.edu/initiatives/councils-task-forces-folder/aacd-committee-folder/academic-affairs-diversity-committee-aadc>

(search for AACDC on the TAMU homepage)