Response to College Recommendation 5

To fully meet the standard, the team recommends that the college review personnel procedures for all hiring to ensure consistency, transparency, and confidentiality. (III.A.1.a, III.A.3.a, III.A.3.b)

The College reviewed the hiring procedures to address roadblocks and obstacles voiced by many faculty and staff who have served on selection committees. An investigation and survey of the other UHCCs’ hiring procedures, and an interview with the UHCC system EEO coordinator, was conducted by the College’s Chancellor. Based upon that comparison of procedures and actual EEO requirements, a number of valid issues surfaced. It has become apparent that the College’s hiring procedures were far too restrictive, thus causing great frustration for those participating in hiring committees as well as at the level of administrative review.

Based upon the review of other campus procedures, and the interview with the system EEO officer, the following specific issues were identified and the executive team created solutions to address the issues.

1. When creating selection committees, a balance of diversity is needed to reflect the University’s EEO / Affirmative Action policies but not to the point that every underserved ethnic group must be represented. In response to the findings, the committee appointments will be approved by the appropriate Dean or Director, and not the Personnel Director.

2. The process of the Personnel Director approving committee minutes is not required nor recommended. The committees will continue to produce minutes to reflect the discussion and recommendations made as an outcome of the search process.

3. Specific directions will be provided to the search committees regarding the types of interview questions available and appropriate for use in the interview process. The college will begin to create a bank of interview questions that can be easily updated or adjusted to fit the specific needs of each search. These questions will be provided to each search committee to assist them in preparing for consistent and fair interviews. The Personnel Director will approve the final set of questions with the outcome of ensuring all EEO and affirmative action regulations are met.

4. The process of allowing search committees to only meet in one building on campus is restrictive and unnecessary. The new standard operating procedures identify the expectation of keeping the meetings and meeting outcomes confidential, but also allows for the flexibility and professional judgment of those serving on the committees to meet in an appropriate venue and ensure the security of all documents.

5. The process of allowing minutes and interview questions to be kept on only one
The computer is also restrictive and unnecessary. The new standard operating procedures allow for interview questions to be shared amongst the committee members in writing or electronically.

6. Timely notification to applicants not selected for the position will occur once the candidate selected for the position accepts.

In order to address the recommendation regarding consistency and transparency, the Chancellor’s office created new standard operating procedures. These procedures will guide each search committee in a clear and consistent manner. Each search will be held accountable to follow the procedures. These procedures will also allow for transparency of the process, as there will be a clear and accessible set of procedures. Currently, the feeling of employees serving on screening committees is that each committee is treated in a different manner. The new procedures will create a transparent and consistent process managed by the administrator of the division.

In order to address the recommendation of confidentiality, the process of convening search committees has changed. In the past, the Personnel Director convened each search committee and required they sign a confidentiality agreement. In order to hold each committee accountable, the confidentiality agreement has been updated to include other expectations of those serving on the search committees. In addition, in order to elevate the importance of a confidential process, each search committee is convened by the Dean or Director responsible for the unit where a discussion of these responsibilities occurs. Questions that occur throughout the search process will be directed to the Dean or Director of the unit, and not the Personnel Officer.

[NOTE: Other documentation?]