
March 2015
Background

• The Iowa Board of Regents required the three universities to go through a Transparent, Inclusive Efficiency Review (TIER) February 2014
• HR operations reviewed by Deloitte and reported back to the Board of Regents
• Deloitte recommended and Regents supported two HR business cases be evaluated further
  • HR-10- P&S Search Committee Business Case identified a number of challenges associated with the current Professional and Scientific (P&S) search committee process:
    • Many of the current practices are time-consuming;
    • Forming search committees with no limit placed on the number of members;
    • Coordinating search committee logistics and scheduling;
    • Manually reviewing applicant resumes without utilizing the pre-screening functionality offered by the applicant tracking system.
Understanding the Path Forward

- UHR created a Steering Committee for the HR-10 Project
  - Identified key issues and ways to validate anecdotal information
  - Worked with outside consultant to deliver survey and offer assessment of tools
  - Developed Talent Management Framework as basis for path forward
Talent Management Framework

• Talent management is an integrated and coordinated approach that begins with development of an accurate job description, and includes fair, legal and consistent practices for sourcing, attracting, selecting, hiring, and onboarding employees for success in their work and careers.

• The image below represents integrated talent management framework and identifies each step of the recruiting and hiring process:
Information Gathering

• Review of current ISU recruitment and hiring policies, procedures, website, training, and guiding documents benchmarked to recruitment, hiring and interviewing best practices;
• Survey development and distribution to 474 hiring managers and posting administrators across the University;
• Interviews with key stakeholders in Academic Affairs, Office of Equal Opportunity, University Human Resources and the Office of University Counsel;
• Focus group sessions with 17 Human Resource Liaisons attending.
198 surveys were completed for an overall response rate of 42%.
## Survey Respondents by Role

### Respondents by Role (Q.2)

*Self-reported, respondents could choose more than one role*

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring Manager (n=149)</td>
<td>75%</td>
</tr>
<tr>
<td>Search Committee Member (n=121)</td>
<td>61%</td>
</tr>
<tr>
<td>Search Committee Chair (n=78)</td>
<td>39%</td>
</tr>
<tr>
<td>Posting Admin (n=48)</td>
<td>24%</td>
</tr>
<tr>
<td>Other (n=14)</td>
<td>7%</td>
</tr>
</tbody>
</table>

- 75% of respondents serve in a hiring manager (supervisor) role
- 61% of respondents serve as a search committee member
- 39% of respondents serve in the role of search committee chair
- 24% are posting administrators
Respondents by University Division

- 37% of respondents reside in Academic Affairs
- 35% reside in Business and Finance
- 18% reside in Student Affairs
- 15% reside in offices and units that report to the President
## Search Methods Used by Pay Grade

<table>
<thead>
<tr>
<th>Search Method</th>
<th>Pay Grade 38 and above</th>
<th>Pay Grade 35-37</th>
<th>Pay Grade 30-34</th>
</tr>
</thead>
<tbody>
<tr>
<td>Panel interview</td>
<td>10%</td>
<td>17%</td>
<td>25%</td>
</tr>
<tr>
<td>Open forum campus interview</td>
<td>12%</td>
<td>19%</td>
<td>58%</td>
</tr>
<tr>
<td>Meeting with campus stakeholders</td>
<td>20%</td>
<td>36%</td>
<td>67%</td>
</tr>
<tr>
<td>Search committee interview</td>
<td>11%</td>
<td>74%</td>
<td>82%</td>
</tr>
<tr>
<td>In-person interview with supervisor and colleagues</td>
<td>11%</td>
<td>74%</td>
<td>70%</td>
</tr>
<tr>
<td>One-on-one interview with supervisor</td>
<td>12%</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td>Skype/Web-based screening interview</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>Telephone screening interview</td>
<td>10%</td>
<td>57%</td>
<td>54%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Of those who have conducted a search at pay grade 38 and above, over 50% report using meetings with campus stakeholders and panel interviews to assess P&S candidates.
- Across the pay grades, P&S candidates commonly participate in group interviews with colleagues, one-on-one interviews with the supervisor and telephone screening interviews.
Challenges

Assessment results indicate the following limit the university’s progress towards an integrated and coordinated approach to talent management and work against university goals to attract outstanding P&S staff:

- A very high reliance on search committees
- Absence of clear standards and guidelines
- Variable decentralized practices
- Role confusion.

Inconsistent search committee practices and “grey areas” of accountability and authority expose the university to legal risks, and create significant obstacles to alleviating the time-consuming challenges identified in *The Iowa Board of Regents Business Case Discussion Document*. 
Opportunities

• Training, along with a strategic communication plan, can set the tone and serve as a platform to focus attention on the importance of university priorities for recruiting and hiring diverse, talented and qualified P&S staff.

• Employee learning can move the organizational mindset from a focus on transactions to a focus on engagement and results.

• Communication strategies should consider leveraging regular two-way communication between HR Liaisons and UHR Recruitment that goes beyond “updates.” Examine and explore opportunities to share expertise, tools, lessons learned and new channels to report progress towards shared objectives.
KEY FINDINGS
Search Committee Use

- 82% of survey respondents report using search committees for pay grades 30-34
- 91% are using search committees for pay grades 35 and above.
Search Committee Size

Please indicate the typical committee size at each pay grade (Q.21)

Respondents could choose more than one answer

- Pay Grade 38 and above*
- Pay Grade 35-37
- Pay Grade 30-34

Committee Size: >10 Members
- Pay Grade 38 and above: 15%
- Pay Grade 35-37: 0%
- Pay Grade 30-34: 0%

Committee Size: 6-10 Members
- Pay Grade 38 and above: 7%
- Pay Grade 35-37: 20%
- Pay Grade 30-34: 40%

Committee Size: 3-5 Members
- Pay Grade 38 and above: 48%
- Pay Grade 35-37: 78%
- Pay Grade 30-34: 76%

Committee Size: 1-2 Members
- Pay Grade 38 and above: 2%
- Pay Grade 35-37: 8%
- Pay Grade 30-34: 20%

DO NOT Use a Search Committee
- Pay Grade 38 and above: 2%
- Pay Grade 35-37: 3%
- Pay Grade 30-34: 0%

- *Generally director-level positions are in Pay Grade 38 and above
- Across all pay grades, the average search committee size is 3-5.
- Search committee size can exceed 10 members, especially at pay grades 38 and above.
What recruitment and hiring activities do you ask search committee members to perform for P&S searches? (Q.19)

- Interview candidates: n=129
- Identify applicants to interview: n=121
- Recommend final candidate: n=120
- Screen and shortlist applicants: n=116
- Check references: n=101
- Participate in ‘meet and greet’ evaluation: n=65
- Assist with determining recruitment strategy: n=57
- Participate in open forum evaluation: n=55
- Assist in developing the position description: n=51
- Assist in finalizing the posting announcement: n=45
- Assist with developing advertising and sourcing plan: n=31

Search committees are used for a wide variety of recruitment and hiring activities, from the most frequent interviewing of candidates (n=129) to the least frequent assisting with developing an advertising and sourcing plan (n=31).
Search Practices

• Some departments have selection guidelines for P&S searches; however, 95% of hiring managers report that departmental guidelines do not exist.

• Search and hiring practices vary from department to department; consistency and continuity is difficult to assess and monitor.

• Lack of role clarity, clear standards and training places a burden on the entire process, resulting in frustration, longer time-to-fill, and lost productivity.

• Search timelines are reported as too long. One result among many factors impacting timeline indicates that 44% of survey respondents wait to review applications at the end of the posting period.
26% (n=51) of survey respondents indicated that they had a search fail in the past twelve months.
Survey respondents report a wide range of advertising budgets:

- 43% spend no money on advertising
- 27% spend from $0 to $299
- 15% spend between $300 and $499
- 14% spend over $500
Survey responses indicate uneven application of best practices in interviewing and hiring.

- 53% of hiring managers surveyed identify asking legally acceptable questions throughout the hiring process as a moderate to high training need.
- 58% of hiring managers identify negotiating and extending an employment offer as a moderate to high training need.
Training Needs

- 65% of hiring managers surveyed identify understanding ISU recruitment planning and hiring processes & procedures as a moderate to high training need.

- 63% of hiring managers surveyed identify understanding the role and responsibilities of a hiring manager as a moderate to high training need.

- Hiring managers (supervisors of P&S Staff), HR Liaisons and Search Committee members are key audiences for recruitment and hiring training.

- UHR and the university will benefit from developing communication strategies, along with training, that are responsive to stakeholder needs, leverage 2-way communication, and report progress toward shared objectives.
Effective training should emphasize:

- The importance of talent to individual, team and institutional performance
- The purpose of recruiting and hiring to organizational and unit success
- Alignment of organizational goals, policies, standards, and procedures with best practices
- Clarity of function and roles at each step of the process
- The importance of collaboration and partnership to individual, team and organizational results
- Best Practice Models within Higher Education
- Individual skill development in best practices and ISU-specific knowledge
## Training Priorities and Key Audiences

<table>
<thead>
<tr>
<th>Training Priorities (Content Areas)</th>
<th>HR Manager</th>
<th>HR Liaison</th>
<th>Search Committee Chair/Member</th>
<th>Other P&amp;S Search Stakeholders*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding ISU recruitment planning and hiring processes and procedures</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Writing accurate position descriptions</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Understanding the role and responsibilities of a hiring manager</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
</tr>
<tr>
<td>Managing effective search committees</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
</tr>
<tr>
<td>Developing a recruitment strategy and plan that defines needs and priorities for each open position and a realistic timeline</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
</tr>
<tr>
<td>Applying interviewing techniques and practices</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
</tr>
<tr>
<td>Asking legally acceptable questions throughout the hiring process</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
</tr>
<tr>
<td>Negotiating and extending an employment offer</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Evaluating employment applications &amp; resumes</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Evaluating candidates</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
</tr>
<tr>
<td>Conducting reference and background checks</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Recording and documenting hiring decisions</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Orienting and onboarding new employees</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Communicating compensation &amp; classification philosophy &amp; policy: pay and benefits, and administering pay changes in accordance with University policy and standards</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Performance Management</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

* To include, but not limited to Position Administrators, Program Coordinators, Department Assistants

- Content recommendations for compensation and classification and performance management reflect data captured through open-ended survey responses and individual interviews.
Future State Solutions

Future state solutions include:

• Simplifying the search process
• Establishing comprehensive search committee guidelines
• Streamlining recruitment and hiring processes
• Offering recruiting training and services based on best practices and strategies for a successful search