2009 Action Project

Title: Improve Effectiveness of Employee Recruitment and Hiring Process
Version: 1

Institution: Columbus State Community College
Status: Completed
Submitted: 2009-11-24
Category: 4-Valuing People

Timeline

Planned project kickoff date: 2007-06-01
Target completion date: 2008-05-31
Actual completion date:

Project Detail

Project Goal

Describe this Action Project's goal in 100 words or fewer

This project seeks to appraise the role of full-time and adjunct faculty, full-time and part-time staff, and grant-funded positions and to evaluate resource-related issues. At the same time it will initiate a serious appraisal of how faculty and employees are utilized, what alternative models and best practices are available, and how relevant practices and ratios of full-time to part-time faculty/staff compare to those of peer institutions. A study of the resource allocation process is a critical component of the project.

Reasons For Project

Describe briefly your institution's reasons for taking on this Action Project now -- why the project and its goals are high among your current priorities

Our campus conducted a Constellation Survey in the autumn of 2006 which 862 employees completed. The top two major processes identified as areas that CSCC employees believe are most important include helping students learn and valuing people. Regarding areas CSCC employees believe are a high priority but not currently done well (the gaps), the effective allocation of resources ranked in the top 10 responses as did measuring the performance of administrative support processes. Following the survey, our campus held a Conversation Day, where employees created 122 suggested plans for action. The vote indicated that 7 of the top 11 ideas for action were related to looking at the ratios of full-time to part-time faculty and staff and improving them to positively impact student learning, advising, retention and educational goal attainment.

Organizational Areas Affected

List the organizational areas -- institutional departments, programs, divisions, or units -- most affected by or involved in this Action Project

This project will ultimately impact the entire campus community: staff, faculty, administrators, and students.
Key Organizational Process(es)
Name and describe briefly the key organizational process(es) that you expect this Action Project to change or improve

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Project Time Frame Rationale
Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion)

The project will require a year of study with a mid term report on the initial data gathering for the first identified “chunks” of the project expected by the Autumn Quarter In-Service Day.

Project Success Monitoring
Describe how you plan to monitor how successfully your efforts on this Action Project are progressing

The AQIP steering committee will monitor progress on a monthly basis and make recommendations as necessary. Checklists will be developed to be checked as each piece of data is gathered and made available through the campus AQIP website to the campus community. The AQIP steering committee will publish the monthly progress reports on the campus AQIP website.

Project Outcome Measures
Describe the overall “outcome” measures or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals

Have established CSCC benchmarks where appropriate. Have completed all items on checklist for data gathering. Have determined how resource allocation informs the next chunks of the projects. Have appraised the roles of full-time and adjunct faculty. Have appraised the roles of full-time and part-time staff. Have appraised the roles of grant-funded positions. Have identified best practices of peer institutions. Have identified alternative models of peer institutions. Have identified comparative ratios of full-time to part-time faculty, staff and grant funded positions.

Annual Update
Project Accomplishments and Status
Describe the past year's accomplishments and the current status of this Action Project

This action project was broken into smaller pieces (chunks) that could more readily be completed based on the entire process map. In the first chunk, common definitions of faculty, staff, administrators, were researched, agreed upon, and accepted by the college. Another outcome was the increased understanding by the team of date gathering processes and their relationship to reporting procedures. The second chunk of the project was large, so sub-teams were created to: determine how data that was used to determine ratios was collected and reported; collect information about similarities and differences in the number of full-time and adjunct faculty and full-time and part-time staff within the various divisions and departments of the college; collect information about similarities and differences in the number of full-time and adjunct faculty and full-time and part-time staff within the various divisions and departments of the college and, in particular, how new positions are allocated and what effect growth areas such as Delaware campus and distance learning will have on the process. Resources used to complete these chunks of the process include the Vice President of Business and Administrative Services, the Vice President of Human Resources, the College President,
representatives from Knowledge, Resources, and Planning, and various Deans and Directors. Much of the work was completed as a result of two presentations offered by the college administrators that answered many of the teams’ questions. These presentations or ‘conversations’ are a best practice we will continue to use for future action team projects. The project moved slower than expected because the support infrastructure was being developed. In the next phase, two teams will improve the position posting process and the position approval process.

Institution Involvement
Describe how the institution involved people in work on this Action Project

In conjunction with the AQIP Steering Committee and CSCC administrators, including the College President, Vice-Presidents and Deans, two group conversations were held in an effort to provide the team with as much background information as possible to respond to the questions for which the team was seeking data. One conversation focused on an explanation of the numbers presented by the Program Coordinator for the Knowledge, Resources and Planning Department and the other was a budget discussion that also included CSCC administrators including the College President, Vice-Presidents and Deans. Also, the facilitators held meetings with all of the work groups in an effort to share the data collected and come to agreement as to whether the data collected was valuable and responded directly to the questions posed by this chunk of the project. It was the responsibility of the facilitators to keep all of the work groups motivated, but it was also the responsibility of the team leaders to keep the team members in their own work groups motivated as well. By breaking down the overall team into the work groups, the work could be accomplished with greater efficiency. The final report was presented to the Steering Committee for feedback at a presentation forum organized to review the project outcomes.

Next Steps
Describe your planned next steps for this Action Project

The team will begin working on the process of recruitment and hiring and identifying the gaps in the process. Specific measures of time taken between job posting and job hire and the documentation of the workflow to create new positions within different departments and divisions will be important work in the next phase. Other important information that will be documented includes timelines, offices involved, and approvals required.

Resulting Effective Practices
Describe any “effective practice(s)” that resulted from your work on this Action Project

In seeking to appraise the role of full-time and adjunct faculty, full-time and part-time staff, and grant-funded positions and to evaluate resource-related issues, there has been great value in identifying the definitions and components and specifics of the data that will be used as a knowledge base that can be used to effectively approach the next chunk of the project. Once definitions are determined, the team can then initiate a serious appraisal of how faculty and employees are utilized, what alternative models and best practices are available, and how relevant practices and ratios of full-time to part-time faculty/staff compare to those of peer institutions. A study of the resource allocation process is a critical component of the project and will also be considered as the project moves forward. Another effective practice discovered during this project is that time is saved when subject matter experts present directly to the
entire team in order to further define, discuss and clarify any issues discovered as the project moves forward. All of these components of the project can have serious importance for other colleges seeking study of similar processes.

Project Challenges

One of the challenges that this project has faced, and will face as it proceeds, is the sheer number of factors affecting the process. As indicated in the process map, the team must develop responses, through a variety of data collection methods, in an effort to streamline a fair and equitable recruitment and hiring practice for all employees of Columbus State. This project does not lend itself to the “quick fix” and has numerous and complicated layers. In order to simplify a complicated and large process, two teams have been formed to address two separate pieces of the hiring process. Although the breakdown of the process into smaller pieces will speed up the improvements of each respective piece, care will be taken to make sure that recommendations for change of the separate pieces of the process will align with each other.