

Recommendations to Divisions, Departments and Programs in Making Hiring Assessments

Job duties can change over time and the criticality of a vacant position should be assessed as soon as possible upon the position being vacated or prior to the position being vacated. VPs, AVPs, Deans, Department Heads and Program Chairs should talk to their staffs and determine how their roles, and their staff members' roles, have changed or will be impacted as a result of the vacancy or re-classification being requested.

This is also an excellent time to conduct a job analysis – a process to determine a job's duties and requirements and how they can be performed in other ways by other team members if budget constraints are a factor. This can be achieved by arranging interviews with staff to discuss their roles and responsibilities in relation to the vacancy.

Cross-Training

Conducting the job analysis can also provide opportunities for cross-training of staff to assume roles and responsibilities that may eliminate the need to replace or reclassify a position within the department. Cross-training also provides redundancy that can benefit overall departmental operations. Department leadership is encouraged to engage and promote cross-training within in the department in an effort to achieve greater efficiencies.

Skills Gap Analysis

If the division or department has had turnover during the year, reviewing staffing needs is a good time to assess any new or revised skill sets that are needed that can be addressed through the hiring process.

Succession planning strategies for the division and/or department should also be considered when performing the gap analysis. To conduct a skills gap analysis:

1. Assess the skills already in place for the division or department.
2. Identify skills that will be needed in the future.
3. Compare current with desired skills and identify what skills are required of the new or re-classified position to fill the gap.
4. Identify future position needs by talking to division and department managers/supervisors and team leaders to understand existing skill levels. Utilize recent performance reviews to determine growth potential in current staff members.
5. Prioritize skills gaps that are discovered through this process. Determine if staff skill gaps can be mitigated through training programs. If the skill gaps are too great then addressing the skills gap through the hiring new talent may be necessary.

Insight from managers can also provide a good estimate of the hiring needs. Meetings with managers/supervisors to discuss staffing demands is critical to understanding what is needed going forward.

Assess the Budget

As part of the request to create, fill or re-classify a budgeted position, it is important to determine the impact to the division and department budget should the request be approved or even if it is not approved. The budgeting process associated with the request will assist in forecasting the impact to the budget for future personnel costs.

Diversity Initiatives

Incorporate diversity goals into the division and/or department positions request(s) and identify the means for reaching diverse populations that will advance these diversity goals.

Advertising for Diversity

The department should seek to advertise with professional organizations. Query professional organizations and professional contacts for names of potential candidates. Include affirmative action policy or statement in advertisements and websites.

Target Recruitment Activities to Underrepresented Populations

The department should discuss diversity goals internally and work with Human Resources to obtain the profile of the department, the demographics of current staff, and any affirmative action goals. This should include the ways in which the work would help underrepresented populations achieve employment with UHCL. Departments should also partner with minority-serving institutions in the area to develop recruitment plans including having department staff attend job fairs at local community, junior, and 4-year colleges that serve primarily underrepresented populations. Ask existing staff to speak or guest lecture at classes at local community, junior, and 4-year colleges that serve primarily underrepresented populations. Doing so will provide excellent exposure for the department and UHCL in the recruitment of diverse populations as potential employees and students. This initiative will provide opportunities for potential candidates to get a sense of the diversity in the workplace or broader community (such as a tour or attendance at an event). The department should maintain professional networks and make note of potential candidates from underrepresented groups. If possible, build and develop relationships with potential candidates, keeping them in mind for future openings and/or asking them to assist in recruiting from their own networks. The overall objective is to clearly communicate in the recruitment process that UHCL is a welcoming and inclusive community that values diversity and promotes equality.

Mentorships and Career Ladders

Through re-organization and departmental job assessment, the opportunity to increase advancement opportunities can be developed and communicated to potential underrepresented populations targeted in the hiring process. Other opportunities for candidates includes providing information on training and mentorship opportunities, mentoring for staff from underrepresented groups and peers within the department.

Demonstrating An Organizational Commitment to Diversity

The department should make the commitment to diversity public by integrating elements of diversity, equity, and inclusion into management and employee performance reviews and professional development plans. Review policies that affect work/life balance and make changes to reflect changing family structures, home situations, and cultural norms. Enforce accountability among staff, departments, and units to demonstrate a commitment to providing a high quality level of care to all.