

Process Management Final Report
Search Committee Training
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Co-Champion

Cynthia Eschenburg, Vice President, Human Resources

Co-Champion

Connie Buhr, Director, WCS Operations

Team Leader

Jenny Northrup, Employment Specialist, Human Resources

Scribe

Sandy Taylor, Secretary, Office of Financial Aid, Findlay

Team Members

Holly Barber, Audiovisual Technician

Erv Failor, Journeyman Maintenance Specialist

Rhonda Hogrefe, Account Representative, WCS

Stef Orians, Receptionist, Enrollment Services, Findlay

Susanne Schwark, Associate Director, Office of Financial Aid

Department responsible for on-going training

Performance Management & Training

People Designated responsible for monitoring on-going training:

Dr. Marc Levy and Liesel Darby

Process Management Report

Search Committee Training

Project Statement: To improve search committee training through consistent and comprehensive procedures as measured by legal compliance and awareness of roles and responsibilities.

Thank you to the Fall 2005 Process Management Team for HR Processes as they in turn recommended “search committee training” as a project. The Fall 2006 Search Committee Training group used a lot of their information as a foundation for the training.

Analysis of data reviewed by Jenny Northrup and Betty Valentine in Human Resources concluded that formal training for members of search committees had not occurred for the previous five to six years. Instead, abbreviated search committee training, focused solely on legal, ethical, and diversity issues, had been provided on an as-needed basis to individuals or groups by the Director of Employee Relations and Diversity.

With this and other information, the team analyzed the components that contribute to successful search committee training and determined the need for the consistent and comprehensive procedures to address the weaknesses previously identified.

Updated Gantt Chart:

ID	Task Name	Responsible party	Q4 06		Q1 07				Q2 07			Q3 07			Q4 07			Q1 08	
			Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb		
1	Update manual content	Cynthia Eschenburg Betty Valentine, Liesel Darby and Marc Levy	[Redacted]																
2	Instructional design of workshop	Marc Levy	[Redacted]																
3	Training/communication to participants	Marc Levy	[Redacted]																
4	Bi-monthly f2f training	Marc Levy	[Redacted]																

Recommendations and their Current Status

- **Recommendation 1:**
 - Enhance the existing content of the training manual to include more details.
- **Status:**
 - Comprehensive, user-friendly document, available as *.pdf download from HR's Employment Intranet page.

- **Recommendation 2:**
 - Provide training online using Blackboard.
- **Status:**
 - Initial phase - HR implementation team opted for comprehensive manual, face-to-face introductory training, and online backup support.
 - Rationale – Content (manual) is, in fact, intranet-based and can thus be accessed in this convenient manner. It is believed that a face-to-face (“f2f”) training component is necessary in order to *ensure* that individuals:
 - *Are present* to obtain critical legal information
 - Can *discuss* the integration of the hiring process with other important performance management system components (i.e., performance review, employee orientation, etc.)
 - *Practice* important skills and with important new tools (e.g., the Position Analysis Tool)
 - Blackboard is a useful foundational teaching tool primarily *when* participants are relatively *self-motivated* to engage the material. Due to the very busy demands of many of our employees, this condition is often not met. Online quizzes are an imperfect medium through which to assess actual engagement.
 - We *do* believe, however, that Blackboard may be a useful medium for meeting our “refresher course” needs at subsequent intervals.
 - We also plan to continuously increase supporting material in a web-based environment for employee reference.

- **Recommendation 3:**
 - Require individuals to repeat training every two years to maintain search committee eligibility status.
- **Status:**
 - Status: HR is working on tracking mechanism. Still to be decided: Actual time frame for renewal; mechanism for re-training – online only, or blended approach. Direct supervisors and/or committee chairs could play a role in identifying employees' needs for additional training.

- **Recommendation 4:**
 - Consider implementation of Blackboard Community System for departmental use.
- **Status:**
 - The capability for community dialoguing or web logging (“blogging”) currently exists within the Blackboard LMS should individual departments choose to utilize this tool.

Implementation and Evaluation Plans:

1. The new “Hiring Process Training” has run its first cycle as a three-hour **face-to-face** training encompassing the following topics:

- The Critical Role of the Hiring Process in Owens’s Organizational System
- Planning Ahead: Workforce Planning, Position Analysis, Job Descriptions
- Workforce planning discussion
- Position Analysis Tool
- Job Descriptions
- Hands-on Practice – PAT
- PeopleAdmin and the Hiring Process
- Overview of selection committee
- Legal/ethical considerations
- Screening Applicants
- Interviewing
- Onboarding / New Employee Orientation

2. All primary supporting materials (*Manual*, worksheets, templates, checklists, etc.) are accessible through HR’s Employment intranet site.

3. Supplemental supporting materials (extra tip sheets on interviewing, web site resources, etc.) are being acquired and developed and will be continuously updated on the Employment site.

4. A tracking system for training completion, and a “refresher” training protocol, will be developed in the coming year.

5. Attempts will also be made to tie new hiring practices to HR benchmark data such as performance evaluation information, turnover rates, employee satisfaction studies, and more.

6. Also important will be the tracking of frequency data around legal challenges to hiring practices.

7. Continuous improvement in the logistical design work (submitting requests for new positions, formulating job descriptions, etc.) is already occurring as we increase the use of the PeopleAdmin system for much of this work.