

BEST PRACTICES, Human Resources - Employment

Title: Document Imaging and Workflow for Staff Recruitment

213

Source: Cal State - San Diego

Co Area:

Addl Info: <http://www.calstate.edu/QI/qishowcase/projects/sandiego/sandiegodimwsr.shtml>

Abstract: San Diego State University launched an initiative to use the 170 MarkView System for processing applications and related documentation in staff recruiting. The goal of the project was to eliminate the inefficiencies of creating, copying, routing and keeping track of paper work in the staff recruitment process. The 170 MarkView system provides document imaging, markup, routing and security capabilities. The system is highly intuitive, easy to use and has received a favorable response from users since its implementation. Additional information on the benefits of the 170 MarkView system may be obtained from Cyndie at cwinrow@mail.sdsu.edu.

Website - <http://www.calstate.edu/QI/qishowcase/projects/sandiego/CABOMarkviewPresentation30Nov04.swf>

All improvements - <http://www.calstate.edu/QI/qishowcase/qishowcasehome.shtml>

BEST PRACTICES, Human Resources - Employment

Title: Human Resources Works To Improve Hiring # 224

Source: University of Miami **Co Area:**

Add Info: http://www6.miami.edu/UMH/CDA/Error_Pages/UMH_CDA_Error/1,2520,3281-1;7056-2;16220-3,00.html (Original URL No longer valid)

Abstract: Mission: To improve the recruitment process and applicant screening, enhancing service in a quick, easy and fair way with continuous communication until a hiring decision is made.

Team Objectives Met:

- * To improve the quality/legibility of resumes reviewed by departmental hiring authorities
 - Modified resume format – all resumes are legible
- * To screen all applicants matched to a position for interest in that position and availability prior to submitting resumes
 - Modified process to pre-screen all applicants for employability, interest and availability
 - Additionally, to increase quality of applicants, desired attributes were added to knowledge/skills base
 - Purged database of unavailable/stale resumes
- * To evaluate the effectiveness of utilizing electronic resources for recruiting
 - Evaluated electronic resources to determine whether these sources are cost-effective - Careerbuilder will be discontinued
- * To improve communication with departmental hiring authority during the recruitment process so that qualified, suitable candidates may be selected easily, quickly and fairly
 - Improve service to customers: Applicants
- * Improve communication with hiring manager through follow-up letters to applicants interviewed
- * New Hire Survey to elicit feedback on hiring process for continuous improvement
 - Improve service to customers: Hiring Managers
- * HR will contact hiring managers for vacant positions weekly, monthly, 60 and 90 days to offer assistance
- * Consolidated Applicant Referral Form (online form)
- * Drafted follow-up letters for managers to send to interviewed candidates (available online)
- * Distribute quarterly surveys to elicit feedback on hiring process for continuous improvement

Looking to the future:

- * Rejection letters on-line available for hiring managers to send to applicants interviewed
- * New Hire survey distribution in orientation to elicit feedback on the hiring process from applicants hired
- * Quarterly survey to hiring managers to elicit feedback on hiring process
- * Upgrade server

Details on the above are located at <http://www.miami.edu/ci/hrtrfeb2003.pdf>

Power Point Presentation - <http://www.miami.edu/ci/ci%20hr%20powerpoint.pdf>

A list of changes and the logic for them - <http://www.miami.edu/ci/HRPCAugtoDec2002.pdf>

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Title: New Employee Orientation **#** 230

Source: University of Wisconsin - Madison **Co Area:**

Addl Info: [Redirect - http://www.oqi.wisc.edu/showcase/CampusBestPractices/tabid/109/Default.aspx](http://www.oqi.wisc.edu/showcase/CampusBestPractices/tabid/109/Default.aspx)

Abstract: The DoIT 2002 Staff Climate Survey revealed that newer employees were not completely satisfied with the orientation they received as it mainly focused on an introduction to benefits without an introduction to the work environment. Based on their feedback, the Human Resources office and Professional & Technical Education groups developed a revised New Employee Orientation.

Changes Made:

- * Inclusion of management to provide department/group descriptions
- * Creation of a task-oriented organization chart
- * Focus on how the employee's job fits into the big picture
- * Creation and addition of a *What is DoIT* video to show at the end of each NEON; features several DoIT employees and walks through a typical first day
- * Creation of a Personnel Action Form (PAF)

Results:

- * The presence of the managers allowed new employees to become familiar with the roles of the various departments/groups in DoIT and the faces that represent them. This is the most appreciated part of the NEON presentation.
- * New employees were able to identify the focus of each department/group instead of simply knowing their official title.
- * The big picture explanation helps new employees see how their job and DoIT fits within the University, UW System and State government.
- * New employees receive a visual introduction to their new workspace ranging from the explanation of the multiple locations of DoIT, to current employees explaining why they like working for DoIT.
- * The Personnel Action Form allows a 'one-stop-shopping' experience when managers or support staff set up access to logons, accounts, e-mail and other preliminary services for new employees.

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Title: Interim Report on Best Practices For the Employment of People with Disabilities In State Government # 313

Source: U.S. Equal Employment Opportunity Commission **Co Area:** EEO

Addl Info: http://www.eeoc.gov/initiatives/nfi/int_states_best_practices_report.html

Abstract: This report highlights best practices of four states - Florida, Maryland, Vermont, and Washington that promote the hiring, retention, and advancement of individuals with disabilities in state government jobs. EEOC has identified a number of state employment practices worthy of consideration and even replication. For example:

- * The states surveyed include individuals with disabilities as part of their diversity programs and their targeted outreach and recruiting efforts.
- * Vermont provides for a "must interview" to anyone with a disability who meets the minimum qualifications for a state job.
- * Washington passed legislation creating a supported employment program for individuals who need on-the-job training and long-term support to work successfully.
- * Maryland and Vermont have tracked information related to the provision of reasonable accommodations that could be used to assess the effectiveness of their reasonable accommodation procedures.
- * In 2004, Florida established the Agency for Persons with Disabilities and Maryland elevated its former Office on Individuals with Disabilities to cabinet- level status. These legislative and executive actions send a clear message "from the top" that people with disabilities are a state priority.
- * Florida has secured a waiver from the Social Security Administration, enabling it to move persons with developmental disabilities into jobs without immediately jeopardizing their eligibility for Medicaid and Social Security Income benefits.
- * Vermont has participated in a pilot project to establish "disability program navigators" at four state One Stop Career Centers established under the Workforce Investment Act to help people with disabilities access these services more easily.

Title: Best Practices Report out on Employing Persons with Disabilities # 376

Source: U.S. Equal Employment Opportunity Commission **Co Area:** EEO

Addl Info: http://www.eeoc.gov/initiatives/nfi/final_states_best_practices_report.html

Abstract: A comprehensive report on the efforts of nine states to employ more people with disabilities in government jobs has been released. Final Report on Best Practices for the Employment of People with Disabilities in State Government contains findings from the commission's "State's Best Practices Project" launched December 2003. The nine states participating voluntarily in the report were Florida, Kansas, Maryland, Missouri, New Hampshire, New Mexico, Utah, Vermont and Washington.

The best practices related to recruiting and hiring of people with disabilities for state jobs; providing reasonable accommodations for applicants and employees with disabilities; retaining and advancing persons with disabilities within state government; and employing people with disabilities more generally in public- and private-sector jobs. The report highlighted some practices that may inadvertently act as barriers to employment for people with disabilities in the states surveyed, the EEOC said.

BEST PRACTICES, Human Resources - Employment

Title: Recruitment Procedures Manual # 396

Source: Wittenberg University **Co Area:**

Addl Info: http://www4.wittenberg.edu/administration/human_resources/hiring_guide/

Abstract: One of the most important management decisions you will make is the selection of a new employee. What can you do to help ensure that you get the best person available? What are your responsibilities in the hiring process? The purpose of this Recruitment Procedures Manual is to help answer these questions by providing an overview of the policies, procedures and responsibilities for which the hiring supervisor will be accountable.

The above site includes a Best Practices/Resources link (http://www4.wittenberg.edu/administration/human_resources/hiring_guide/3.pdf) covering -

Reviewing the Application/Resume
Prescreen/Telephone Screening
The Formal Interview Process
Scheduling Interviews
The Interview (Including what to do and not to do and what to notice)
Evaluation
Reference Checking
Making the Job Offer
Notification to Unsuccessful Candidates

Title: Best-Practice Recruitment Strategies # 402

Source: University of California San Diego **Co Area:**

Addl Info: <http://academicaffairs.ucsd.edu/offices/adeo/bestpractices/>

Abstract: Many sites have a Best Practice for Recruitment Strategies but this is a very clear, easy to follow site. In order to achieve applicant pools that include individuals with a record of teaching, research, and service that contributes to the academic mission of diversity and inclusiveness, academic units are encouraged to utilize the best- practice strategies outlined below.

The university also has a "Best Practices: Recruitment, Staff Development and EEO/AA/Diversity Awareness" site at http://academicaffairs.ucsd.edu/staffhr/diversity/best_practices.htm

Objectives

- * To improve staff recruitment and retention strategies
- * To provide staff training and development opportunities
- * To increase promotional opportunities
- * To increase diversity in the workforce

BEST PRACTICES, Human Resources - Employment

Title: Media Enhanced New Employee Orientation Online # 508

Source: Florida State University

Co Area:

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2006.html

Abstract: A best practice in any employment setting is having a new employee orientation (NEO). Leveraging technology and creating NEOs online have been the answer for many post-secondary institutions, however many do not provide any more information than what would be found in paper handouts. This presents a quality problem when employees' benefits, rights and responsibilities are not thoroughly understood or misinterpreted due to weak information or weak presentations that do not take into consideration the way employees may process the information. The practice of enhancing online NEOs with multiple media enriches the learning environment and enhances the knowledge transfer of important new employee information. This best practice instituted by The Florida State University Office of Human Resources, won recognition from Florida's Davis Productivity Award.

The problem question became: How could Florida State University Office of Human Resources leverage the efficiency of a web-based NEO that would serve the needs of new employees with demanding schedules while maintaining the quality of a face-to-face experience?

Based on the criteria a website was built using PowerPoint presentations as the foundation of all the orientation presentations. Each PowerPoint slide provided information, contacts, and links and an embedded audio narrative by the professional who does the face-to-face presentation. The most common positive comments were the user friendliness, ease of use, and hearing a human voice during the on-line experience.

Title: How to Avoid Hiring a Crook # 526

Source: Inc.com Magazine - Recruiting Trends

Co Area:

Addl Info: <http://www.inc.com/articles/1999/11/15757.html>

Abstract: (Give site time to open) The usual routine of reviewing and interviewing is not enough to weed out the criminals from your candidate pool. Dennis L. DeMey, coauthor of Don't Hire a Crook says:

- * 29% of applicants lie about having higher education.
- * 25% lie about their duration of previous employment.
- * 23% have used other names.
- * 18% lie about criminal convictions.
- * 16% have had serious motor vehicle violations.
- * 6% supply false Social Security numbers.

- * Verify a candidate's Social Security number through a credit bureau such as Trans Union, Equifax, or Experian, or run a credit report.
- * Do a criminal history search.
- * Get references from prior employers.

BEST PRACTICES, Human Resources - Employment

Title: Selected Best Practices for Candidate Visits # 547

Source: University of Toronto **Co Area:**

Addl Info: [Exact URL No longer valid - see http://www.provost.utoronto.ca/policy.htm for Policies, Guidelines & Best Practices](http://www.provost.utoronto.ca/policy.htm)

Abstract: The format used for candidate visits varies widely across the University, as dictated by differing expectations in various disciplines. The following list of effective practices was compiled based on the experiences of chairs and candidates at the University of Toronto and at other institutions.

It can be very useful for an academic unit to have a designated administrative staff member who assists in the coordination of all visits within the unit and ensures that detailed itineraries are produced and distributed at least a few days in advance of the visit to all those involved. A sample visit itinerary is included.

Title: Best Practices in Diversity # 749

Source: Georgia State University **Co Area:** EEO

Addl Info: <http://www2.gsu.edu/~wwwafa/diversity/practices.html>

Abstract: Best practices in diversity are steps taken by employers to actively support equal employment opportunity by attracting and retaining a diverse workforce.

In an effort to publicize Georgia State University's involvement in commendable actions geared toward community outreach, recruitment, promotion, retention, training, cultural programming and curriculum development; the Opportunity Development and Diversity Education Planning Office has compiled a report containing information submitted by our colleges, divisions and individual departments outlining their efforts in these particular areas.

BEST PRACTICES, Human Resources - Employment

Title: Hiring Top Talent: Best Practices in University Recruiting # 761

Source: Best Practices, LLC **Co Area:**

Addl Info: <http://www.prnewswire.com/cgi-bin/stories.pl?ACCT=104&STORY=/www/story/01-24-2007/0004511835&EDATE=>

Abstract: With baby boomers poised for retirement, the imminent mass exodus has motivated human resources professionals nationwide to ramp up for a university recruitment hiring binge. In anticipation of this spring's race to attract top university talent, HR executives and directors across industries can benefit from learning how world-class companies operate their university recruiting programs.

To assist in that effort, benchmarking and consulting firm, Best Practices, LLC, has released an insightful study, Hiring Top Talent: Best Practices in University Recruiting (to download a complimentary excerpt, please visit: <http://www3.best-in-class.com/rr770.htm>). For the study, leading HR experts from 79 companies answered survey and interview questions sharing insights into such crucial campus recruiting issues as:

- * How should our program be structured for maximum efficiency?
- * Where should we be spending our time to effectively attract top talent from key universities?
- * What attributes of university candidates are the most successful predictors of job performance?
- * What characteristics should my team use to evaluate and prioritize the schools that we engage?
- * How did our productivity in the past year compare to that of our peers?

To download an excerpt of key findings, go to
<http://www3.best-in-class.com/bestp/domrep.nsf/Content/35B9FC096E9213328525715B005F9338!OpenDocument>

Title: Best Practices in Interviewing - How to Interview Legally and Effectively # 778

Source: About.com **Co Area:**

Addl Info: <http://humanresources.about.com/od/interviewing/a/interviewtips.htm>

Abstract: We all know how litigious our society has become in the area of employment-related issues. Every recruiter, hiring manager, executive, and department manager must realize that asking the wrong interview questions or making improper inquiries can lead to discrimination or wrongful-discharge lawsuits, and these suits can be won or lost based on statements made during the interview process.

Thus, it is important to incorporate risk management into your interviewing process to help minimize your firm's exposure to employment practices liability.

Page 2 - Illegal interview questions and
Page 3 - How to Develop a Legal Interview and Interview Questions

BEST PRACTICES, Human Resources - Employment

Title: Best Practices for Advising on Form I-9 Compliance from Lookout Services # 840

Source: The Lookout Monitor **Co Area:**

Addl Info: <http://www.prweb.com/releases/lawyer/compliance/prweb556370.htm>

Abstract: In the current environment, with enforcement ramped up against employers, companies are more and more frequently turning to professionals, looking for advice on how to avoid fines, sanctions and even jail time. The I-9 form presents challenges for employers. The form contains about 29 acceptable verification documents. In fact, given that receipts for documents are also acceptable in some cases, the number of acceptable documents is even higher. This alone presents challenges because one needs extensive document training to correctly fill out the form. The employer is frequently at a loss as to which documents to accept and how to enter them onto the I-9 form.

Some of the many benefits to a digital I-9 form include:

- 1) Errors and omissions on the I-9 form are virtually eliminated.
- 2) The need for ongoing audits is eliminated.
- 3) Built-in tutorial facilitates "learning while doing."

Examples of digital software compliance features:

- 1) Automatic e-mails repeatedly notifying staff of required actions.
- 2) Tracking Form I-9 retention requirements to eliminate risks over time.
- 3) Listing of errors that prevent completion of the Form I-9.

<http://www.lookoutmonitor.com/>

<http://www.lookoutservices.net/>

Title: Hiring Top Talent: Best Practices in University Recruiting # 916

Source: Research and Markets **Co Area:**

Addl Info: http://www.researchandmarkets.com/reportinfo.asp?report_id=446698&t=e&cat_id=

Abstract: This study involved a two-pronged approach. Best Practices, LLC researchers surveyed 80 managers and executives from 79 leading corporations across multiple industries to collect benchmark data on program structure, scope, budgets, staffing levels, key activities, technology and tools. In addition, the research team conducted in-depth interviews with the leaders of nine surveyed university recruiting organizations to uncover executive insights and winning practices.

Interviews focused on best practices for selecting colleges for recruiting, allocating recruiting budgets among selected schools, compensating interns and co-ops to maximize conversion rates and handling compliance issues. Interview partners were selected because they demonstrated efficiency (such as a high intern conversion rate) or described best-in-class practices in areas of interest. The interview partners were chosen from among a segment of respondents with a high volume of college hires.

BEST PRACTICES, Human Resources - Employment

Title: Best Practices in Employee Layoffs # 930

Source: About.com

Co Area:

Addl Info: <http://humanresources.about.com/b/2008/11/15/best-practices-in-employee-layoffs.htm>

Abstract: Treat people with dignity. Do the layoffs individually with Human Resources and the employee's manager present. Complete the process on the same day. Do not even consider a mass meeting, telephone conference call, or an email to lay people off. They deserve more than that from you. Additionally, giving your employees information about the business problems and some sense of layoffs coming up as soon as you think they may be necessary will increase the trust of the remaining employees.

Also covers severance pay, who, when & how.

Link to Downsizing With Dignity - <http://humanresources.about.com/od/layoffsd downsizing/a/downsizing.htm>

Also see <http://www.wnewsj.com/main.asp?SectionID=49&SubSectionID=156&ArticleID=172046&TM=1031.88>

Title: On Boarding at Mason: A One Stop Shop # 966

Source: George Mason University

Co Area:

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2009.html

Abstract: Mason has long had an orientation program as part of its on boarding process. However, the university wanted employees to complete new hire paperwork, obtain a Mason ID and a parking pass (if needed), and learn the basics of PatriotWeb1, preferably on their first day of work.

The challenge for a new employee was that in order to accomplish these first few steps at Mason, they needed to put on some real mileage. Mason is a distributed university with multiple campuses and hundreds of offices. New employees needed to visit three different offices on their first day. But the three offices were not near each other and generally not near the employee. Parking could be a challenge and when you aren't familiar with the campus, it could take all of one day, or part of 2 to 3 days to get it all done.

In January 2007, the Office of Human Resources & Payroll launched the New Employee Welcome (NEW) Center. The NEW Center is a one-stop shop for most2 faculty and classified staff on their first day of employment at Mason. At the NEW Center, employees complete their new hire paperwork including their direct deposit, tax forms, their I-9, 403(b) auto-enrollment, and conditions of employment. They also receive their Mason ID and a temporary parking pass. Between January 2007 and August 2008, the NEW Center has welcomed 840 new employees, 421 faculty members and 419 staff members.

BEST PRACTICES, Human Resources - Employment

Title: Starting and Operating an Internal Executive and Faculty Search Function # 976

Source: University of Georgia

Co Area:

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2009.html

Abstract: The Executive and Faculty Search Group (EFSG) was created at the University of Georgia in October 2006. The mission of the group is to assist senior administration in the acquisition of top talent in the ranks of the senior management, faculty leadership, faculty, directorships, and other critical positions. The process excellence provided by this internal search group continuously exceeds the level of quality an external search firm would provide, at a fraction of the cost.

The EFSG team improves the quality of the search process and significantly shortens the service times (search days to fill) by assuming all administrative and talent sourcing duties, including search committee and candidate communication, placement of advertising, research, direct cold-call recruitment efforts, use of assessment reporting tools, candidate scheduling, and document management.

Many of the gifted individuals recruited to the University would not have committed to come were it not for the exceptional efforts of the members of the EFSG team.

Title: Conducting Layoffs: 'Necessary Evils' at Work # 1005

Source: Harvard University

Co Area:

Addl Info: <http://www.exed.hbs.edu/cgi-bin/wk/6084.html>

Abstract:

Executive Summary:

"The core challenge for everyone who performs necessary evils comes from having to do two seemingly contradictory things at once: be compassionate and be direct," say Joshua D. Margolis of Harvard Business School and Andrew L. Molinsky of Brandeis University International Business School. Their research sheds light on best practices—typically overlooked—for the well-being of those who carry out these emotionally difficult tasks. Q&A Key concepts include:

- * Most managers who conduct layoffs feel a mix of emotions that may catch them by surprise: sympathy, sadness, guilt, shame, anxiety, and perhaps anger.

- * Best practice for managers includes understanding yourself and recognizing your limitations. Recognize ahead of time the emotional cocktail that you will likely experience when performing a layoff, say the researchers.

- * Companies should focus not only on getting the task done and on ensuring the well-being of victims, but also on the well-being of those who perform the layoff.

- * Conduct training beforehand; have pairs or teams perform the tasks together; provide a good physical environment in a nonpublic, quiet area of the organization; and later allow those who carried out the layoffs to decompress and debrief.

BEST PRACTICES, Human Resources - Employment

Title: Penn State University's Human Resources Department Cuts Costs and Increases Productivity # 1015

Source: Penn State University

Co Area:

Addl Info: <http://www.highereducationconsortia.com/HERGHRCasestudiesOIT.html>

Abstract: Penn State University, one of the world's largest and most recognized institutes of higher education, currently has 80,000 enrolled students and 15,000 employees on twenty-four campuses spread across PA. Penn State has one centralized Human Resources Department located at their main campus at University Park. HR is responsible for all aspects of employment for every campus location. With potentially 15,000 Penn Staters available to apply for job postings during the first stage and an infinite amount of people to apply if the posting goes to the second stage (public), and the fact that each applicant had to submit an application, cover letter and resume, the amount of paper being shuffled through HR each year was becoming more and more difficult.

Before implementing the Optical Image Technology, Inc. (OIT) DocFinity® Suite of Document Management Solutions, HR would collect every outside resume, cover letter and application for each new job opening and enter that information into a database. Each week, Penn State could have between 15-45 new job openings with 5-50 or more applicants for each position. This means that HR was receiving up to 6,750 new documents a week! HR would sort through the documents and organize them per job posting, then photocopy each document to be faxed or mailed to the correct department. HR would then store each document for two years