

FUTURE FOCUS: CREATING A MORE INCLUSIVE HIRING PROCESS

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CURRENT ACTIVITIES

- **Employee Training:** COCC offers the “Culturally Respectful Hiring Practices” workshop two to four times annually. 153 employees have completed the training in the last three years.
- **Job Announcements:** Human Resources traditionally posts administrative and faculty positions in the Chronicle of Higher Education, Inside Higher Ed, the Oregon Department of Employment, and local newspapers. Classified positions typically post only with Oregon Department of Employment and local newspapers. All positions are sent to various Central Oregon diversity-based organizations. Additionally, departments can choose to post to other organizations or sites; these are paid for by the department.
- **Interview Questions:** Human Resources maintains a bank of interview questions, including questions specific to assessing a candidate’s background, training, and perspectives on diversity, equity and inclusion (DEI).
- **Employee Demographics:** In line with strategic plan initiatives, COCC’s Human Resources began tracking a variety of employee demographic, hiring, and retention information. This information is now available via Tableau and will be used in future Culturally Respectful Hiring Practices.

RECOMMENDATIONS

Like many others, COCC wishes to attract a more diverse workforce. Doing so requires that the College make strategic resource (time, personnel, budget) allocations in addition to current activities. The following recommendations are designed to help increase the diversity of COCC’s applicant pool and with appropriate hiring committee support and training, should ultimately impact the diversity of our employees.

The following are divided into short-range (implemented in the coming year), mid-range (implemented in 2023 - 24) and long-range recommendations (2024 and beyond). If SLT prioritizes any of the items, the work group and other stakeholders will review each recommendation further to determine potential budget or other resource impacts.

Short-Range Recommendations (to be implemented in upcoming year)

Job Titles

Some job titles may be geared more towards specific populations than others. COCC’s goal is to support job titles that are gender-neutral and appeal to all identity groups. (For example, the term “custodian” often leads to men applying for a position, while “housekeeper” often leads to women. Is there a more gender-neutral term that has the same meaning?). With this, the work group recommends reviewing our current job titles to ensure that they do not include an unconscious bias towards any particular group.

Related to this, it is recommended that the College engage in a discussion about the use of the word “chief” in a title. While a commonly used term to indicate the senior leadership team member for an area (e.g., chief financial officer), discussions are emerging about whether this is appropriating a title typically associated with leadership in Indigenous cultures.

Job Descriptions

COCC’s job descriptions typically do not overtly convey the institution’s commitment to diversity, equity and inclusion unless it is a specific requirement of the position. To better instill this message – and perhaps attract a population committed to this work – the work group recommends the following:

- Primary Purpose Statement: Develop a statement that addresses the College’s commitment to DEI and include in the “primary purpose” section of all job descriptions.
- Knowledge, Skills, and Abilities (KSA): Develop +/- 5 sample statements that represent needed diversity, equity and inclusion skills. Supervisor to include at least one of these statements as part of the KSA section. Sample statements will be designed to address the variety of COCC positions.
- Minimum Requirements or Supplemental Questions: Develop +/- 5 sample statements that represent needed DEI skills and include at least one of these statements as part of the KSA section, preferably within the first few KSA statements. Sample statements will be designed to address the variety of COCC positions.

In addition to the above, the work group recommends that COCC update its equivalency statement. Research indicates that men apply for positions when they meet just 60% of the qualifications in a job posting, while women tend to apply only if they meet 100% of them (see this [posting](#) by monster.com for an overview). Therefore, the work group recommends that COCC evaluate and update its equivalency statement to encourage women, and other populations, to apply. A sample statement from Deschutes Brewery:

Studies have shown that women and people of color are less likely to apply for jobs unless they believe they meet every one of the qualifications as described in a job description. We are most interested in finding the best candidate for the job, and that candidate may be one who comes from a less traditional background. We would encourage you to apply, even if you don't believe you meet every one of our qualifications described. If you are unsure whether you meet the qualifications of this position, or how this would be determined, please feel free to contact MyHR@cocc.edu to discuss your application.

Hiring Committee Membership

Guidance on the makeup of COCC hiring committees has varied over the last many years. To provide greater consistency and a more diverse perspective on hiring committees, the work group recommends that hiring committees include the following:

- Hiring manager/supervisor
- 1 faculty member
- 1 administrator
- 1 classified staff member

Additionally, the hiring committee should include:

- At least one individual who completed the Culturally Respectful Hiring Practices workshop within the last three years;
- No more than one other person from within the department (in addition to the hiring manager/supervisor); and
- Consideration of balance between various considerations such as demographic characteristics, tenure at the College, campus location and related characteristics.

Diversify Job Posting Locations

COCC job posting sites tend to be the primary sites used by higher education, but as also conventional in nature and may not have strong appeal to individuals from differing populations and/or geographic regions. However, Human Resources budget for expanding this work is limited. Therefore, the work group recommends that the College expanding HR's budget for faculty and administrator job postings, allow the College to post announcements to hiring websites focused on specific populations (e.g., diversjobs.net, ncore.ou.edu, hispanicoutlook.com). Based on the number of posting in 2021, the estimated cost for posting all positions in two additional sites is approximately \$24,000 – or – purchase an annual subscription to specific sites, at approximately \$10,000 per site annually.

Applicant Demographics

Now that the College has a means by which to electronically track, monitor and report on employee demographics, the work group recommends reviewing which demographics are being tracked and expanding where appropriate.

Interview Questions

The College maintains a bank of DEI-related interview questions. Every hiring committee will receive a list of potential questions and will be required to include one question in all first- and second-round interviews. Hiring committees are welcome to create their own DEI-related questions but they must be submitted and approved by HR prior to interview dates.

Mid-Range Recommendations (to be implemented in 2023-24)

Brand Awareness: COCC as a Good Place to Work

Like many community colleges, COCC struggles with name recognition outside of its immediate service region and/or state. To help increase awareness of COCC as a good place to work, and of Central Oregon as a good place to live, the work group recommends placing general ads about the College and/or engage in strategic social media campaigns in late fall through winter term on key hiring websites, including the Chronicle of Higher Education, Inside Higher Ed, and (need to pick the two bests rated sites from our list). The cost to do so is to be determined based on further research and partnering with COCC's Marketing and Public Relations department.

COCC Information Web Site or Video

To help familiarize prospective employees with COCC's mission, values and Principles of Community, recommend developing a website to highlight this information and include videos from key campus leaders. The website will be made available on the College's job posting website, as well as within each job announcement.

Central Oregon Career Fairs

Several years ago, the College actively participated in Central Oregon career fairs. AS COVID permits and HR staffing expands, strategically expand COCC's participation in area career fairs (e.g., Warm Springs career fairs, Jefferson County career fairs). Additionally, the College should consider monitoring remote national career fairs and evaluate their effectiveness in attracting a more diverse applicant pool.

Financial Support for Out-of-Area Applicants and Finalists

COCC has two policies supporting out-of-area candidates. The [first policy](#) reimburses someone being interviewed up to 50% of their travel expenses, up to a maximum of \$400. If that individual is selected, they may receive up to an additional \$400, with recognition that this may not exceed 50% of expenses. Final candidates may also receive assistance with [moving expenses](#) and this amount varies based on distance traveled. Neither of these policies have been reviewed and evaluated against other institutions in years. Therefore, the work group recommends evaluating these policies and recommending an increase to the Human Resources budget as a means of better attracting candidates from a greater geographic reach.

Long-Range Recommendations (to be implemented in 2024 and beyond)

Blind Application Review

A blind review of application materials involves removing any identifiable characteristics from an candidate's application that are not related the position or required experience. Typically, this remove any language that might identify a person's gender, ethnicity, religious or military affiliation, sexual orientation or other protected class characteristic. A short description of such processes is available at <https://www.glassdoor.com/employers/blog/blind-hiring-process/>. Evaluating the College's interest and ability to pursue this direction will take significant investment of time and as such, a dollar amount is not attached to this recommendation.