Hiring Strategies and Personnel Policies
FSS Self-Assessment

Note: To effectively use these tools, your institution should first ensure that those involved in the process have a clear and collective definition of STEM and a list of institutional STEM programs.

Scale:	Y = Yes	I = In Process	D = Discussing	N = No	U = Unsure

Question	Y	I	D	N	U
A. Human Resource Foundations					
A1. Does the institution have a centralized human resource function that includes recruiting, hiring, terminating, staff development and performance management? *Comments:*					
A2. Does the institution have an intentional plan (assessment, budget and deployment) for professional development focused on student success, especially for personnel who manage or teach in STEM programs? *Comments:*					
A3. If the institution is part of a district or system, are there mechanisms by which the institution can advocate for the human resources best practices in the next two sections? *Comments:*					
B. Hiring and Compensation					
B1. Does the institution regularly review its hiring and compensation strategies? These strategies could include recruitment, onboarding, compensation, promotion and tenure, and employee retention? *Comments:*					

| Scale: | Y = Yes | I = In Process | D = Discussing | N = No | U = Unsure |

Question	Y	I	D	N	U
B2. Is it a priority to have faculty and staff characteristics reflect those of the communities the institution serves? *Comments:*					
B3. Is both internal and comparative data used to regularly set goals and assess outcomes for progress of faculty and staff reflecting the community they serve? *Comments:*					
B4. Does the institution use both internal and comparative data to regularly set transparent goals and assess outcomes for employee pay levels? *Comments:*					
B5. Are institutional applicant data evaluated for representation on appropriate characteristics and used to improve position descriptions and posting processes (e.g., posting in STEM-specific publications and Hispanic[1]-focused academic publications)? *Comments:*					
B6. Is there a designated staff member/team who reviews position descriptions to ensure that best practices are followed (see next page)? *Comments:*					

Scale:	Y = Yes	I = In Process	D = Discussing	N = No	U = Unsure

Question	Y	I	D	N	U
Does the institution use the following **best practices** in the creation of job descriptions to ensure an expansive candidate pool: *Citation: College and University Professional Association for Human Resources (CUPA-HR) Diversity, Equity, and Inclusion (DEI) Maturity Index.*[2]					
B7. Specify a pay range for the position? *Comments:*					
B8. Limit required skills to those that are "must haves"? *Comments:*					
B9. Specify the extent to which experience can substitute for level of education? *Comments:*					
B10. Avoid biased language and jargon that can alienate potential applicants? *Comments:*					
B11. Note benefits, policies or practices in place that contribute to a flexible work environment (e.g., childcare, flexible work schedules, remote work opportunities)? *Comments:*					
B12. Is a commitment to applying student success principles emphasized in position descriptions and hiring procedures for all positions? *Comments:*					

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Question	Y	I	D	N	U
B13. Are search committees charged with a commitment to student success principles? *Comments:*					
B14. Do search committees for STEM-focused positions include representation from the Hispanic community? *Comments:*					
B15. Do hiring committees include at least one member (voting or non-voting) trained on implicit bias? *Comments:*					
B16. Is an understanding of student success principles a factor in hiring decisions for new faculty? *Comments:*					
C. Personnel Policies and Procedures					
C1. Does the institution have a strategy to match employee strengths and interests with educational and professional development resources to develop pathways into positions the institution identifies as a priority? *Comments:*					

Scale:	Y = Yes	I = In Process	D = Discussing	N = No	U = Unsure

Question	Y	I	D	N	U
Does the institution use the following **best practices** in retention and promotion of employees: *Citation: College and University Professional Association for Human Resources (CUPA-HR) Diversity, Equity, and Inclusion (DEI) Maturity Index.[2]*					
C2. Assess employee satisfaction and climate/culture at regular and meaningful intervals? *Comments:*					
C3. Provide new staff and faculty members with mentoring opportunities to assist them in finding belongingness in the institutional community? *Comments:*					
C4. Ensure service work is appropriately credited in the promotions of faculty and staff? *Comments:*					
C5. Implement practices that contribute to a flexible work environment whenever possible (e.g., childcare, flexible work schedules, remote work opportunities)? *Comments:*					
C6. Train supervisors and department heads on appropriate promotion and performance review practices at regular and meaningful intervals? *Comments:*					
C7. Establish objective and transparent promotion criteria for all staff and faculty positions where promotion is possible? *Comments:*					

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Question	Y	I	D	N	U
C8. Conduct and assess exit interview feedback and use it for institutional improvement at regular and meaningful intervals? *Comments:*					
C9. Does the institution conduct new faculty orientation that presents institutional principles of student success? *Comments:*					
C10. Does the institution conduct new staff orientation that presents institutional principles of student success? *Comments:*					
C11. Does new employee orientation include a presentation of information employees need in order to take action to connect students to resources designed to meet needs to increase their success? *Comments:*					
C12. Is demonstration of applying student success principles a factor in promotion, tenure or continuing employment decisions for faculty? *Comments:*					
C13. Is demonstration of applying student success principles a factor in promotion or continuing employment of professional staff? *Comments:*					

Sources referenced: College and University Professional Association for Human Resources (CUPA-HR)

Endnotes

1 The National Science Foundation's grant specifies the use of the term "Hispanic". In this instance, FSS uses "Hispanic" to include individuals of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

2 https://www.cupahr.org/surveys/dei-maturity-index/

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