



LEAD6

Six Roles of a Leader at **Chico State**

NOVEMBER 10, 2021



CALIFORNIA STATE UNIVERSITY, CHICO

Networking Activity

Head to an area and discuss with 3 people:

1. Something you look forward to this month
2. A work project you're excited about
3. Something for which you are grateful

There are snacks, water, and coffee available

Let's get started.....

1. Sit in a different spot
2. Sit by someone new

Today's topic and agenda

MANAGING TALENT

- Networking in the Courtyard
- Share your personal mission statement: why and how do you lead?
- Welcome and introduction to Managing Talent and its elements
- Learning : PageUp Overview
- Learning and Application: The Manager's Role in Recruitments
- Announcements

Share Your Personal Mission Statement

ICE BREAKER

Your Personal Mission Statement

Gather in small groups of 3 people

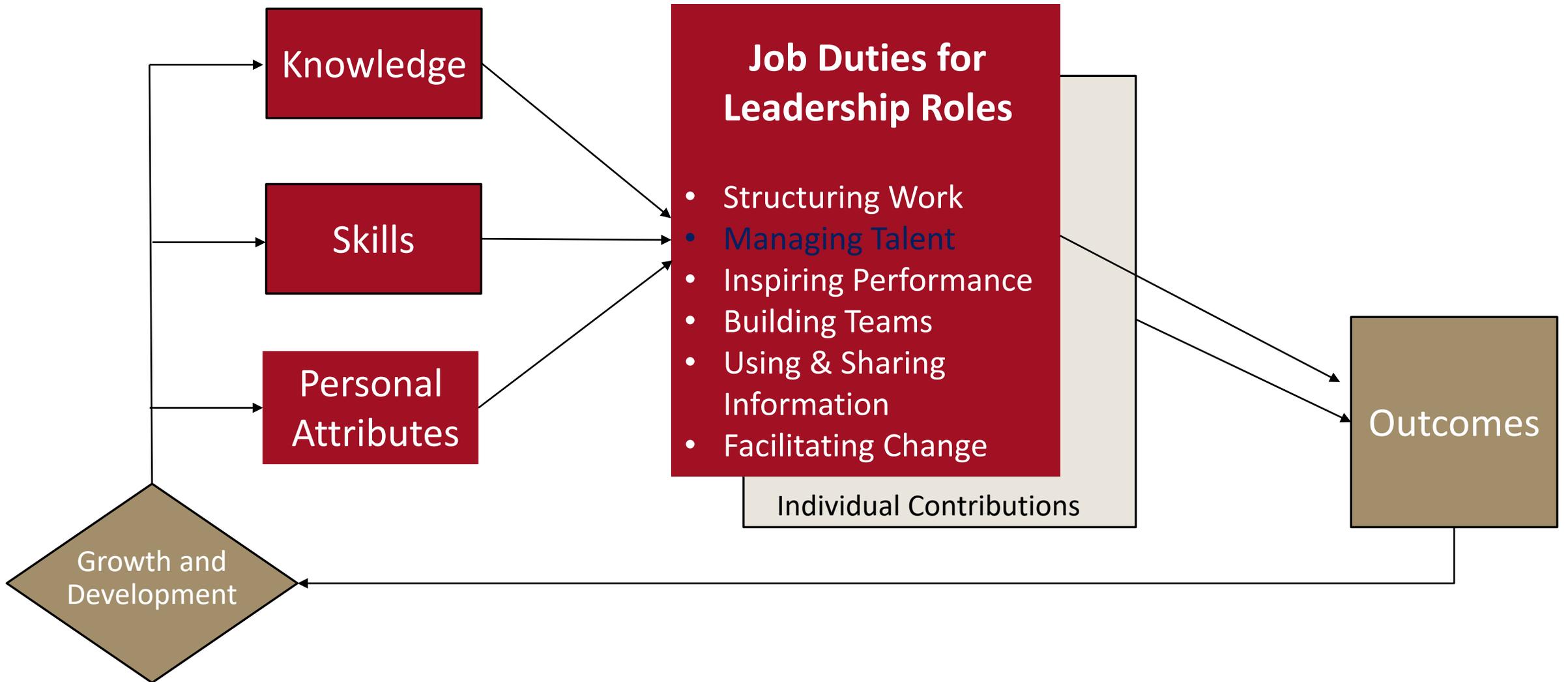
Share your personal mission statement as a leader - your “why”. One to three sentences that summarize your intent and purpose in leading.

Some examples:

- “To... [what you want to achieve, do or become] ... so that ... [reasons why it is important]. I will do this by ... [specific behaviors or actions you will use to get there]”
- “To live each day with ... [choose 1-3 values or principles] ... so that ... [what living by these values will give you]. I will do this by [specific behaviors you will use to live by these values]”
- “To appreciate and enjoy ... [things you want to appreciate and enjoy more] ... by ... [what you can to appreciate and enjoy these things on a daily basis]”

<https://www.forbes.com/sites/melodywilding/2020/11/09/why-you-need-a-personal-mission-statement/?sh=36637e8f59aa>

Multi-level Leadership Model



Managing Talent

Includes...

Hiring great talent

Encouraging professional & personal development

Fostering diversity and inclusion

Succession planning

PageUp Overview

KRISTEN CURTIS – HUMAN RESOURCES

MICHAEL GONSALVES – OFFICE OF ACADEMIC PERSONNEL

Chico CHRS Recruiting Team

- ▶ Campus Configuration Administrators
 - ▶ Kristen Curtis
 - ▶ Michael Gonsalves
- ▶ Yvonne Martini – Project Manager
- ▶ Rebecca Cagle – Technical Resource
- ▶ Brian Oppy – Managing Sponsor
- ▶ Sheryl Woodward – Managing Sponsor
- ▶ Chancellor's Office Super Users

Campus Go-Live

- ▶ December 7th, 2021
- ▶ Initial Recruitment Categories:
 - ▶ Staff / MPP
 - ▶ Emergency Hires
 - ▶ Tenure-Track Faculty
- ▶ Future Recruitment Categories:
 - ▶ EMEDC
 - ▶ Executive Searches
 - ▶ Temporary Faculty Pools & Lecturers
 - ▶ Coaches / Counselors / Librarians
 - ▶ Visiting Professors

What is New?

- ▶ New employment application forms
- ▶ Electronic approval workflows for jobs and offers
- ▶ More control over application statuses at the department level
- ▶ More transparency regarding the current recruitment step(s)
- ▶ A reduction in internal forms and paperwork
- ▶ Job templates drive consistency across positions

What is New? Continued

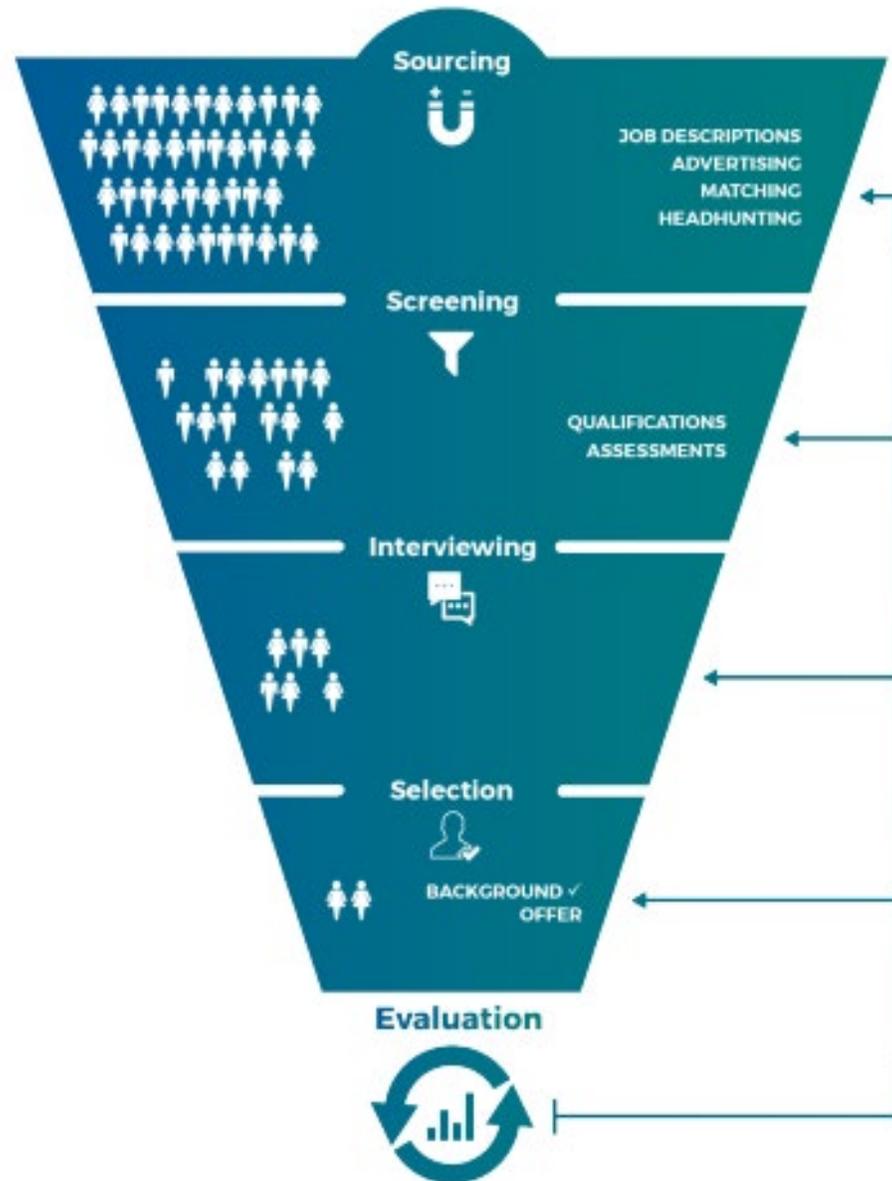
- ▶ Enhanced reporting will let us see where we may be eliminating candidates at each stage in the process
- ▶ EEO reporting will let decision-makers see what the pool looks like at each stage
- ▶ The new Onboarding Portal provides guidance for new employees and their supervisors/delegates
- ▶ Accurate Background integration with hiring process
- ▶ PeopleSoft Integration behind-the-scenes

Training Plan

- ▶ PageUp Software Testing Complete
 - ▶ November 4th – Staff/MPP
 - ▶ November 5th – Tenure-Track Faculty
- ▶ Staff & MPPs
 - ▶ Starting with Just-in-Time training
 - ▶ We will be rolling out a formalized training plan
- ▶ Tenure-Track Faculty
 - ▶ Just-in-Time training for mid-cycle recruitments
 - ▶ We will offer some general audience trainings in Spring 2022
 - ▶ We will roll out a formalized training program for Summer/Fall 2022 in preparation for the next recruitment cycle

What is the Manager/Chair Role in Recruitments?

THE HIRING FUNNEL



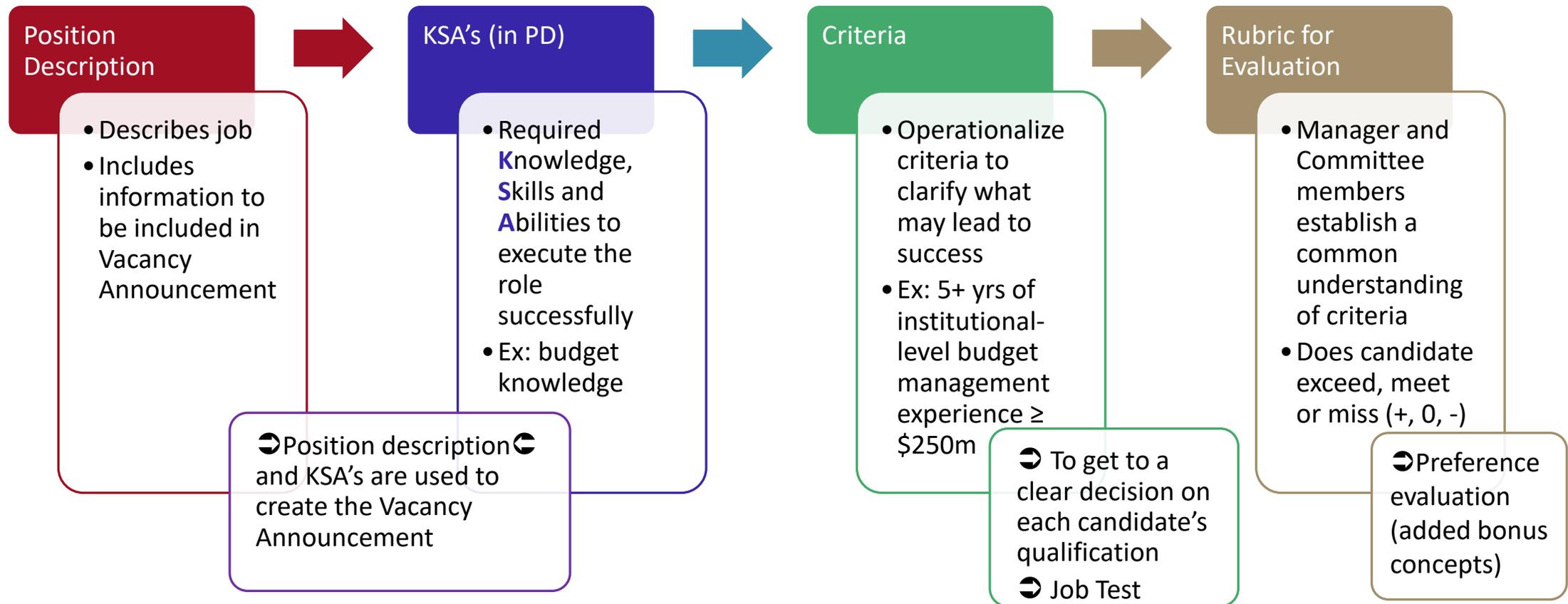
The Hiring Funnel

Create a wide pool of applicants that meet initial screening criteria

Remove non-essential language in position descriptions that could limit the hiring pool

Image: [Upturn – Help Wanted – An Exploration of Hiring Algorithms, Equity and Bias](#)

Recruitment Documents



The Role of a Position Description (PD)

What opportunities for job enlargement/role enhancement might exist for current employees?

- Rather than creating a new stand-alone position, how might we modify existing roles and create opportunities for growth and expansion?

Managing Talent begins with a well-written Position Description:

- YOU, as the hiring manager, must be clear about what duties you are expecting this position to carry out, and what will be necessary for an employee to be successful in doing so.

Big Picture: PD's are used for hiring, evaluating, and developing individuals

What should be included in a Position Description?

- Review the duties in the PD to see if they are relevant today
- Does the criteria accurately reflect that is absolutely necessary to be successful in the position.

How does a PD relate to the Criteria and the Interview Questions?

Charge Meeting with Committee

Discussion

Partner with two others and...

Make a list of the ways a manager engages in the recruitment process, from beginning to end.

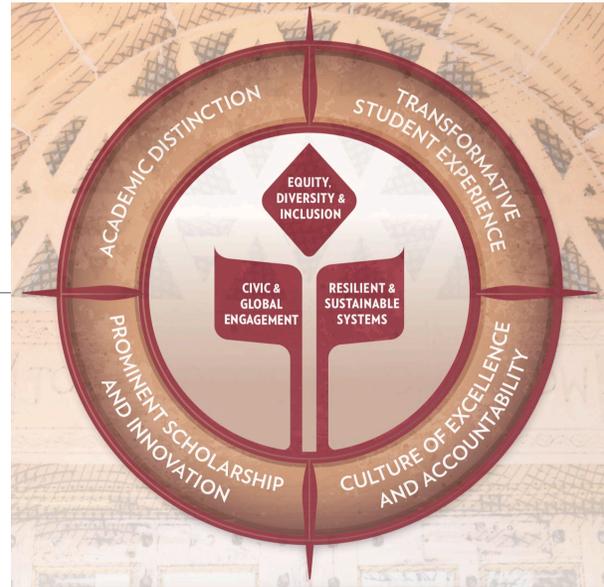
Manager's Role in Recruitment: During the Recruitment

Why do we need management engagement in the recruitment process?

Mitigate bias by being engaged throughout the process

Have a charge meeting to explain the process and what you expect from the committee

Establish shared meaning around the criteria for success



Equity, Diversity & Inclusion

Cultivate and nurture a welcoming and inclusive campus where students, faculty, and staff have an equitable opportunity to thrive.

- Promote hiring and retention that contributes to a diverse and inclusive community that reflects student demographics

Diversity Asks

- WHO is in the room?

Inclusion Asks

- Have everyone's ideas been heard?

Equity Asks

- Who is trying to get in the room but can't?

Justice Asks

- Whose ideas won't be taken as seriously because they aren't in the majority?

Advancing Workforce Diversity

- Search **committee membership; external member**
- **EDI Vacancy announcement language**
- Broaden the **applicant pool**
 - **Strategic outreach** to advertise positions
 - **Simplify** application process
 - Hiring as an ongoing activity: **Develop relationships**
- Assess for EDI capacity
 - [Sample EDI interview questions](#)
- Ensure **equity** throughout the search process
 - [Tenure-Track Faculty Recruitment Steps](#)

Employ strategies to mitigate implicit bias and hire based on position responsibilities

EDI Vacancy Ad Language

- Required Experience
 - Demonstrated commitment to working effectively with faculty, staff, and students from diverse ethnic, racial, cultural, and socioeconomic backgrounds (historically marginalized/BIPOC)
- Candidates reflecting the diverse identities of our student population are encouraged to apply
- ...is committed to increasing the diversity of its workforce and welcomes applications from African American, Latinx, Native American, Asian and Pacific Islander, Veterans....
- Preferred Qualifications
 - Bilingual

SDSU Building on Inclusive Excellence (≥ 2)

- Is committed to engaging in service with underrepresented populations within the discipline
- Has demonstrated knowledge of barriers for underrepresented students and faculty within the discipline
- Has research interests that contribute to diversity and equal opportunity in higher education

Has experience or has demonstrated commitment to:

- teaching and mentoring underrepresented students
- integrating understanding of underrepresented populations and communities into research
- extending knowledge of opportunities and challenges in achieving artistic/scholarly success to members of an underrepresented group
- research that engages underrepresented communities
- developing expertise in cross-cultural communication and collaboration

UC Merced

The strategic plan ***will guide how the values of equity and justice influence*** our pathway toward earning Carnegie R1 research status, growing enrollment, ***upholding our identity as a minority-serving institution***, and ***operationalizing how commitments to equity, diversity and inclusion are enacted*** within each campus unit. UC Merced is expected to engage in sophisticated thinking, planning, and ***implementation of actions that effectively diversify the professoriate and staff, improve campus climate for all campus constituency groups, and strengthen our equity, diversity, and inclusion infrastructure and capacity.***



He just seems too green

I know X and she's ...

Interviews

Screening

Criteria & Rubric

Reference Checks

Committee deliberations

It will be tough for them to move here from the Midwest

I just don't think he's the right fit for us

She's a single woman in her 40s, how will she meet anyone here?

SLOW DOWN. LIMIT DISTRACTIONS. EAT. REST

Discussion

Partner with two others and...

Discuss how **you** set the tone for equity, diversity and inclusion issues during the **charge meeting?**

What CAN you say during the charge meeting?

Recruit a robust applicant pool, eliminate inequities in the search process.

Start with a diverse applicant pool with the position posting (position description). Affords ALL applicants the opportunity to compete in a fair and equitable way.

Candidates who reflect the diverse identities of our student population are encouraged to apply

What NOT to say: We are looking to hire a Hispanic female for this job.

Activity

Partner with two others and...

Prepare Notes for the Charge Meeting

- Write an outline for a charge meeting.
- Include EDI language, role of the search committee, the importance of using criteria-led deliberations, do not rank candidates (and why).

How Can HR Help?

- Applicant pool diversity reports (PageUp) available
- HR to hire an EDI Specialist to assist committees with recommendations/guidance
- Linked In Recruiting (coming soon) to engage in more active recruiting
- Partnering on job enlargement and identification of opportunities within the CBAs
- Guidance on best practices for PD development and recruitment plan
- Recommendations on interview questions and hiring committee composition
- Counseling regarding process concerns through recruitment and selection

What would you like to see additionally? HR Customer Satisfaction survey coming soon: help us help you!

Personal Reflection

What do I want to do
differently?

Wrap-Up

Announcements

- Hoo-rah Veterans Run tomorrow (Veterans Day): 7:00 registration, 8:00 start time
- [On-Site EAP counselor](#) – in MLIB 335 (Ombuds Office) Mondays and Fridays, Oct 2021 – Apr 2022
- [Career Development Series](#) – pilot for staff begins Nov 16, 1 pm
- Manager & Chair Monthly Meetings: Nov 17 and Dec 8, 4 pm
- [Chico Performances:](#)
 - Post Modern Jukebox: Sat, Nov 13, 7:30 pm
 - A Very Chico Nutcracker: Dec 3-5
 - Believe (Inspired by the Polar Express): Dec 10-12