Amherst College
Office of Human Resources (OHR)

Supervisory Forum
December 5, 2019
Agenda

11:30 AM   Welcome and Introductions
11:35 AM   Introducing Fredricka Joyner & ODE
11:45 AM   Hiring Pilot Update
12:00 PM   Staff Survey 2020
12:05 PM   Competencies
12:25 AM   Working with Change
12:55 PM   Announcements/Reminders
1:00 PM     Adjourn
Organization Development
& Engagement
ODE – New HR Function

Fredricka Joyner, Director of Organization Development & Engagement (ODE)

- Manage and support the assessment of organizational needs and the design, implementation, and evaluation of programs that facilitate the professional development and continuous learning of staff, supervisors and emerging leaders.

- Lead the development and implementation of engagement strategies, programs, and events in line with the College’s strategic priorities and with a focus on improving culture and creating a positive work environment for all staff and faculty.
Organizational Development & Engagement (ODE)

Fredricka Joyner
Director of Organization Development and Engagement

Kate Wesolowski
Communication & Engagement Coordinator

Stephen Butler Trainer and Organizational Development Specialist
ODE Work Plan

- Develop a four-part “Working With Change” Series to support Workday implementation and other changes throughout the College
- Develop an Engagement Series to support actions flowing from the Staff Survey 2020
- Complete a pilot iteration of Leadership Essentials program
- Design and prepare to launch Leadership Academy program
- Identify a portfolio of “Foundation Courses”
- Design +/- four “annual learning summits” to share learning experiences around key topics
Hiring Pilot
A DEI/OHR Partnership
Hiring Pilot Update

December 2019
Hiring Pilot Goals

• To measure demographics of applicants in exempt staff positions in the following categories:
  – Race
  – Ethnicity
  – Gender

• To measure the persistence of demographic groups through the hiring process

• To be able to ask questions about how we might increase the number of staff hires of underrepresented groups
Hiring Pilot Participants:
July 2018 – September 2019

• We followed every exempt position, excepting those using outside search firms
• Tracked 74 searches
• 62 are complete (resulting in a hire or a failed search)
• 12 remain open
• Every division participated, with the exception of Communications and ODI (no openings in the past year)
Data Challenges

• Interfolio has created challenges:
  – Gender is measured on a binary
  – Numerous demographic categories are not measured
  – Applicants are not required by law to complete demographic data (even though an option for “I choose not to disclose” is available), in which case those candidates do not appear as applicants in the data
  – The way Interfolio reports racial information is problematic for data collection

• Positions hired through search firms did not produce equivalent data points
Initial Findings

- Total number of applicants: 1,835
- Total number of candidates hired: 55
- Average length of search: 106 days
- Shortest search: 33 days
- Longest search: 398 days
- Number of closed searches that reported using a rubric/matrix: 31 (50%)
# Initial Findings: Race

<table>
<thead>
<tr>
<th>Race</th>
<th>Total #</th>
<th>Total %</th>
<th>Round 1 #</th>
<th>Round 1 %</th>
<th>Round 2 #</th>
<th>Round 2 %</th>
<th>Offers #</th>
<th>Offers %</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaskan Native</td>
<td>15</td>
<td>1%</td>
<td>4</td>
<td>1%</td>
<td>1</td>
<td>1%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Asian</td>
<td>105</td>
<td>6%</td>
<td>29</td>
<td>6%</td>
<td>12</td>
<td>6%</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>104</td>
<td>6%</td>
<td>34</td>
<td>7%</td>
<td>15</td>
<td>8%</td>
<td>6</td>
<td>11%</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>1</td>
<td>0%</td>
<td>1</td>
<td>0%</td>
<td>1</td>
<td>1%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>White/Caucasian</td>
<td>1337</td>
<td>73%</td>
<td>343</td>
<td>72%</td>
<td>134</td>
<td>72%</td>
<td>40</td>
<td>73%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>51</td>
<td>3%</td>
<td>7</td>
<td>1%</td>
<td>4</td>
<td>2%</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>I prefer not to disclose</td>
<td>222</td>
<td>12%</td>
<td>59</td>
<td>12%</td>
<td>19</td>
<td>10%</td>
<td>6</td>
<td>11%</td>
</tr>
<tr>
<td>Total</td>
<td>1835</td>
<td>100%</td>
<td>477</td>
<td>100%</td>
<td>186</td>
<td>100%</td>
<td>55</td>
<td>100%</td>
</tr>
</tbody>
</table>
# Initial Findings: Ethnicity

<table>
<thead>
<tr>
<th>Race</th>
<th>Total #</th>
<th>Total %</th>
<th>Round 1 #</th>
<th>Round 1 %</th>
<th>Round 2 #</th>
<th>Round 2 %</th>
<th>Offers #</th>
<th>Offers %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic or Latino</td>
<td>117</td>
<td>6%</td>
<td>21</td>
<td>4%</td>
<td>9</td>
<td>5%</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>Non-Hispanic/Latino</td>
<td>1547</td>
<td>85%</td>
<td>409</td>
<td>87%</td>
<td>160</td>
<td>87%</td>
<td>46</td>
<td>85%</td>
</tr>
<tr>
<td>I prefer not to disclose</td>
<td>157</td>
<td>9%</td>
<td>42</td>
<td>9%</td>
<td>15</td>
<td>8%</td>
<td>5</td>
<td>9%</td>
</tr>
<tr>
<td>Total</td>
<td>1821</td>
<td>100%</td>
<td>472</td>
<td>100%</td>
<td>184</td>
<td>100%</td>
<td>54</td>
<td>100%</td>
</tr>
</tbody>
</table>
## Initial Findings: Gender

<table>
<thead>
<tr>
<th>Race</th>
<th>Total #</th>
<th>Total %</th>
<th>Round 1 #</th>
<th>Round 1 %</th>
<th>Round 2 #</th>
<th>Round 2 %</th>
<th>Offers #</th>
<th>Offers %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>962</td>
<td>53%</td>
<td>254</td>
<td>54%</td>
<td>96</td>
<td>52%</td>
<td>30</td>
<td>56%</td>
</tr>
<tr>
<td>Male</td>
<td>765</td>
<td>42%</td>
<td>185</td>
<td>39%</td>
<td>79</td>
<td>43%</td>
<td>21</td>
<td>39%</td>
</tr>
<tr>
<td>I prefer not to disclose</td>
<td>94</td>
<td>5%</td>
<td>33</td>
<td>7%</td>
<td>9</td>
<td>5%</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>1821</td>
<td>100%</td>
<td>472</td>
<td>100%</td>
<td>184</td>
<td>100%</td>
<td>54</td>
<td>100%</td>
</tr>
</tbody>
</table>
What We Have Learned

• There remains a great deal of variability in search methodologies
• There remain opportunities to implement strategies to mitigate bias, including:
  – Utilizing a matrix/rubric
  – Conversations regarding inclusive practices with Amy/Dina
• Applicant pools are not initially as diverse as they could be, meaning there may be opportunities in:
  – Writing job descriptions/ads
  – Recruitment on the part of the hiring team
  – Shifting how we think about recruitment
Changes for Second Stage of Pilot Program

• Dina/Amy will review job descriptions and ads prior to posting to ensure inclusive language is included
• Ask hiring managers to refer to inclusive hiring guidelines (attached)
• Ask hiring managers to invite Dina/Amy to meet with search committees to discuss inclusive practices
• Send demographic data to hiring manager before they engage in next round
Changes for Second Stage of Pilot Program (Cont.)

• Standard language will be included in ads and job descriptions:

  *Given Amherst’s distinction as one of the most diverse liberal arts colleges in the country, the successful candidate will demonstrate the ways in which they bring value to and will work towards supporting a broadly diverse community with regard to race, ethnicity, ability, socioeconomic status, gender, nationality, sexual orientation, and religion.*

  *All employees are expected to participate in the College’s efforts to create a respectful, inclusive, and welcoming work environment.*

• Additional recommendations will be provided where opportunities to include inclusive language are identified
Staff Survey 2020
Staff Survey 2020

- We are pleased to share that we are preparing to launch the next staff survey on **February 4, 2020**
- A volunteer staff survey advisory group is leading the planning effort to ensure a successful survey
- ModernThink will again administer the survey, supported by Sibson Consulting
- We encourage you to support staff so they can fully participate in the survey
- More information coming soon!
Introduction to Competencies
What Are Competencies?

• The knowledge, skills, abilities and other observable behaviors that are needed to successfully meet the expectations of each of our jobs.

• Competencies provide a means of communicating and striving to achieve the type of culture we aspire to at Amherst.
How Are Competencies Typically Used?

- Performance management
- Training and development
- Succession planning
- Career planning
- Hiring
Why is Amherst Considering Competencies?

- Staff survey indicated strong desire to shift performance management process
  - PMP Working Group researched best practices in performance management across a number of peer institutions and is recommending moving forward with competencies
- Create opportunity for meaningful feedback and directed growth
What is the Process to Explore / Refine Competencies?

- The Offices of Human Resources and Inclusive Leadership have drafted seven initial competencies, using current performance factors as a starting point.
- We will conduct a series of focus groups by division to invite input, ideas, changes.
- After incorporating feedback, we will propose a set of competencies to senior staff and, once approved, meet with divisions to update them on the process.
When Will Competencies be Incorporated into the PMP?

• This will be a deliberate process, designed to bring everyone along in ways that allow all of us to feel prepared, and to ensure that we have a PMP that truly meets the needs of our community
• In late fall/early winter of 2020, the PMP Working Group will begin designing a new PMP that incorporates the approved competencies
• We aim to roll out the first phase of this new PMP in Spring, 2021, aiming to be fully transitioned by Spring, 2022
• In the meantime:
  – Training and development opportunities will center around new competencies
  – We will work with hiring managers to incorporate new competencies into hiring process
How Can I Provide Input?

• You already have!
  – Dina and Maria-Judith led supervisors through an exercise to brainstorm various qualities supervisors value in staff and leaders
  – These were incorporated into first draft of competencies

• Participate in focus groups

• Reach out to Fredricka or Dina with questions
Questions?
Working with Change
The Challenge of Sticky Change

2/3
Of change initiatives fail to fully deliver on desired results.

90%
Of culture change initiatives fail.
(Senturia et al., 2008; Rogers et al., 2006)

29%
Of change initiatives are launched without any formal structure whatsoever.
(Blanchard, Mastering the Art of Change)
Culture trumps strategy every time

Plan

Acceptance

Technical Change

Adaptive/Cultural Change

Presenting Problems/Issues Challenges
We need to:
- Improve the quality of...
- Decrease the time it takes to...
- Reduce the cost of...

- Behaviors
- Attitudes
- Assumptions
- Values
- “Hard wiring”
- Habits
- Perceptions
- Beliefs
- Power/Politics
- Past experience
By building Change Intelligence, Change Leaders are able to overcome what looks like resistance, but is really either:

- confusion over the goal (no “Head”),
- lack of connection to the goal (no “Heart”), or
- lack of tactics and training to partner together to work toward the goal (no “Hands”).
Planning and Implementing Change
Managing Personal Transitions

New Beginning

Neutral Zone

Ending
Office of Human Resources

Working with Change
Stakeholder Engagement Continuum

- Do Nothing
- Do To
- Do For
- Do With
Working with Change Series

- Making Change Stick
- Change Intelligence
- Planning and Implementing Change
- Managing Personal Transitions
Announcements/Reminders
Upcoming OHR Training Sessions

- **Leadership Conversations for Supervisors** – December 10
- **Workplace Wellness / Move More** – December 12
- **Working with Change Series** – December 19, January 16 & 30, February 12
- **Employment Law Update** – January 15

Please contact Fredricka Joyner at x2372 or fjoyner@amherst.edu to coordinate ODE activities for your team or department.
Topics for Leadership Conversations

What topics or questions would you want to discuss with your colleagues at future Leadership Conversations?
Save the Date!

Amherst & You – A Welcome Event for New Employees

Wednesday, December 11

Supervisory Forum in 2020

March 12
June 11
September 10
December 10
Future Meetings

Let us know what you want to know!
Questions?
Thank you for your participation!