

REPORT FROM THE WORKING GROUP ON HIRING AND RETENTION

Dartmouth strives to hire exceptional employees and to create a work environment that is welcoming as well as supportive. Fundamental to its hiring practices is the effort to achieve a diverse and inclusive campus; the Dartmouth community should reflect the heterogeneity and complexity of the nation and world in which its students will live and work.

The Working Group has met regularly since May. These meetings have included two open sessions, each of which was attended by approximately 40 to 50 people, to get feedback from the broader college community. Michelle Meyers, the acting director of the Office of Institutional Diversity and Equity (“IDE”), and Traci Nordberg, the Chief Human Resources Officer and head of the Office of Human Resources (“HR”), each met with the committee twice. The Working Group also examined comparative information from approximately twenty campuses, gathered largely through the efforts of Jessica Friedman in HR operations, and conducted a phone interview with Cornell’s head of HR as well as the head of their Office of Workforce Diversity, Equity and Life Quality. (Cornell was identified as a school that appears to have made significant strides toward some of the goals that Dartmouth seeks to achieve.)²

Our focus has largely been on searches for *non-faculty*, exempt positions, though some portions of our recommendations will also apply to non-exempt positions. Faculty searches remain under the purview of the respective deans.

The following issues came to the fore early in the committee’s deliberations; these were the focus of subsequent meetings and have guided the directions of the report:

- (1) Many managers and search committee participants see the hiring process as overly complex and slow. Many have commented on slow responses from HR, IDE, and the Budget Committee at stages of the search process when permission is needed to proceed.
- (2) Those involved with searches feel inadequately supported, both in terms of receiving basic information (about search protocols, the use of search firms, etc.) and in developing a pool.
- (3) While Dartmouth states that we are trying to develop a more diverse work force, participants in the search process do not always fully incorporate the goals of diversity in the search process, and many of those who attempt to focus on diversity issues feel insufficiently supported in their efforts to identify a diverse applicant pool.
- (4) Due diligence in checking references and other qualifications is not carried out consistently.

This Working Group also examined the issue of staff retention in detail. The majority of our remarks on retention, however, are not presented here but instead are incorporated in a separate report prepared jointly by this Working Group and the Communication and

² Throughout the report, use of the term IDE refers to the entire office of Institutional Diversity and Equity. In referring to functions that relate specifically to Equal Opportunity and Affirmative Action only, this report uses the abbreviation IDE/EO-AA.

Culture Working Group chaired by Sheila Culbert. Both Working Groups found that the chief issues concerning retention centered on workplace matters, and therefore determined that they were best addressed in a separate focused report. One retention and community issue this report does address is Dartmouth's grievance procedures because, like hiring procedures, they are entwined with the structural roles of HR and IDE.

We note at the outset that we are making a number of recommendations regarding both HR and IDE. Because these recommendations involve implementing changes in both organizations, we also recommend the creation of a time-limited advisory committee to work with HR and IDE in carrying out the changes.

Implementing several of the recommendations would place additional responsibilities within HR and thus would require additional staffing. While alternative locations were considered for some of these functions, the Working Group concluded that the College would be best served by placing these functions within the HR office and working to ensure that HR has the necessary resources to carry out these tasks.

THE SEARCH AND RECRUITMENT PROCESS

McKinsey & Company observed that “[s]enior leadership needs to clarify the functions of Institutional Diversity and Equity and Human Resources with respect to hiring of new employees . . . [and] development of candidate pools”³ and recommended that “HR handle all the transactional aspects of the search and hiring process, and that IDE concentrate more on a broader institutional diversity program effort as well as on the development of diverse pools of candidates.”⁴ McKinsey also advised “HR should develop better support and clearer policies around advertising, the search process, and compensation and benefits packages.”⁵

Clarifying the Roles of HR and IDE:

Currently, for professional, administrative and managerial positions, the Office of Human Resources advises hiring managers on the position description and grade/salary for the position. At that point, HR essentially leaves the process, and the Office of Institutional Diversity and Equity enters. Although IDE's direct responsibility is to promote compliance with College policies and legal requirements concerning equal opportunity and affirmative action, its energies and time are frequently dispersed into serving as general adviser to the hiring manager and search committee, a role usually filled by HR departments in most organizations. The current division of responsibilities frequently is confusing to managers and staff members.

We agree with McKinsey that HR should handle all transactional aspects of the search and hiring process. We recommend below changes to the hiring process and additional HR functions designed to expedite the hiring process and improve the quality of hiring outcomes.

³ IMPROVEMENT OPPORTUNITIES FOR ADMINISTRATIVE AND SUPPORT SERVICES: THE MCKINSEY REPORT – EXECUTIVE SUMMARY, p. 4 <www.dartmouth.edu/~presoff/report/summary.html>

⁴ *Id.*, at p. 5.

⁵ *Id.*, at p. 4.

IDE/EO-AA should continue to provide statistics on the “availability” of women and minorities for each search. As we discuss below in the section on “Diversity,” IDE/EO-AA should also continue to report annually to senior administrators and to the Dartmouth Trustees on our success in meeting goals for hiring women and minorities. HR can be instrumental in assisting the hiring process by developing pools of minority and women professionals.

Under this revised structure, responsibility for attaining a diverse workplace would reside with the hiring managers in each area. Therefore it would be up to the managers, rather than IDE/EO-AA, to review the applicant pool and the short list. If the composition of an applicant pool fails to reflect the availability of women and minorities by a significant margin, hiring managers would be expected to consult with HR regarding steps they might take to remedy the situation (including accessing resources maintained by HR, described below). Vice presidents and deans may wish to require that short lists include women and/or minority candidates with respect to positions for which these groups are “underutilized” at Dartmouth (i.e., where their participation in the Dartmouth workforce significantly lags behind their availability in the labor pool). Ultimately, managers need to harness their own efforts and also take advantage of the resources provided by Dartmouth in order to assure a strong and diverse set of finalists and to meet the hiring goals.

The Hiring “Infrastructure”:

Our committee was unanimous in the view that the search process is too slow and that the College does not provide sufficient guidance or resources for hiring managers.

Based on our own experience and information received from colleagues (including comments at the two open meetings held by our committee), it takes far too long for HR to review position descriptions and determine the grade levels/salary for open positions. HR needs to move more quickly. If the problem is a lack of resources, HR should reallocate personnel to this task or request and be granted additional positions (perhaps in the form of “recruitment consultants” as we suggest below).

Many commented that the delays they experience in the hiring process are not solely the responsibility of HR. Budgetary approval for filling vacancies and/or new positions has often been very slow; in keeping with the goal of giving more responsibility to managers our committee recommends that this step be eliminated. Similarly, under the current system we have heard many comments regarding IDE/EO-AA’s failure to respond in a timely fashion when permission is needed to go forward to the next stage of the search process. Several commented that slow searches have broad impact on the hiring unit: morale may suffer as remaining staff bear the burden of additional work caused by the vacancy, and promising candidates may become discouraged by the lengthy delays and lack of response and pursue other opportunities.

Once the appropriate offices have approved the position description and grade/salary, hiring managers need better guidance in conducting the search. Hiring for administrative positions is as much a skill—albeit a different skill—as hiring for faculty positions. Developing a pool of strong candidates, including strong minority and female candidates, involves far more than simply preparing a job description, publishing an advertisement, and awaiting applications. It requires proactive efforts through research and networking to identify and attract the best candidates available. Yet very few

managers do enough hiring to develop these skills, and fewer still have received any formal training in the process.

Currently, HR provides no systematic support for exempt administrative hiring. Rather, such guidance as is available comes from IDE/EO-AA in the course of advising the hiring manager on equal opportunity and affirmative action. This is not sufficient, in our view. We believe the College should provide the following resources:

- HR should establish a group of professional recruiters to serve as recruitment consultants for exempt searches. These recruitment consultants should work directly with the search committee or hiring manager for each exempt search to plan and carry out the strategy for the search including development of the position description and determination of grade level, pool building and outreach (including use of the resources to identify promising women and minority candidates, described below), evaluation of applications, correspondence with candidates, interview strategy, due diligence (e.g., reference checking), fulfillment of non-discrimination requirements and active pursuit of affirmative action goals, and record retention. Large units that hire on a fairly frequent basis may not need to utilize these recruitment consultants; we expect they will be most helpful to smaller departments with less experience in hiring.
- The HR recruitment consultants should create a clear and concise search handbook for hiring managers with pertinent timetables, resource material, sample letters, and other information. There have been numerous comments from candidates who have gone through the application process that Dartmouth often does a poor job of simply notifying applicants of their status in a timely fashion. The handbook should provide clear guidance on these and similar matters.
- Our Working Group heard several requests for improvements to the HR website. While some of these referred to issues outside hiring (e.g., the difficulty in getting clear information about benefits), it was noted that many peer institutions have websites that make it easier for applicants to find information about job opportunities and application status.
- As we discuss below in the section on Diversity, the College should establish, within HR, a process for identifying and developing a list of qualified, diverse candidates for employment as well as contacts with organizations that may help us create a diverse applicant pool. A critical component of this is sustained efforts to establish ongoing relationships with potential recruits, i.e., an ongoing attention to networking. Hiring managers and recruitment consultants should utilize this resource during the search process.

Search Committees:

Over the years, use of search committees for exempt searches has become standard practice and can be perceived as mandatory at Dartmouth.⁶ As noted in the McKinsey

⁶ IDE's MANUAL OF AFFIRMATIVE ACTION PROCEDURES FOR EXEMPT EMPLOYEE RECRUITMENT AND HIRING states: "Exempt positions are filled by means of a search committee, typically composed of three to seven members, with one of the members designated as the chair."
http://www.dartmouth.edu/~ide/docs/exempt_recruitment_manual.pdf at p. 5.

Report, many administrators are dissatisfied with the search committee process and feel that it is over-used at the College. Our survey of other institutions indicates that Dartmouth utilizes search committees much more than most of its peers, including peers who have achieved greater workforce diversity.

Search committees have certain strengths and weaknesses:

Strengths:

- Search committees provide the hiring manager with a broader range of views on the suitability of applicants.
- Committees reduce the risk of hiring by making the decision more of a matter of collective judgment.
- For certain searches, search committees augment the hiring manager's knowledge concerning the backgrounds and qualifications of the candidates.
- Committee members, in some cases, can help to build the pool.
- Committees can serve as a counter-weight to the possible tendency of hiring managers to hire people with styles or backgrounds similar to their own. In particular, the involvement of women and minorities on search committees can help to promote diversity.

Weaknesses:

- Search committees constrain what is perhaps the hiring manager's most important responsibility: selecting staff. They therefore reduce accountability.
- Search committees are time-consuming and cumbersome; the process of scheduling committee meetings frequently delays the hiring process.
- In practice, search committee members generally find it difficult to assist with the outreach or pool-building effort.
- Given that many people report being overworked, search committee responsibilities are often experienced as more of a burden than an opportunity.
- Search committees have not been an effective means to attain diversity. Despite using search committees to fill exempt positions, the College still has a significant underutilization for both women and minorities in the Executive/Administrative/Managerial (EEO-1) and Professional/Non-Faculty (EEO-3) job groups.

Although some may think that the underutilization might be even greater without the use of search committees, we think it is time to try a different approach from the one that Dartmouth has relied on for more than two decades -- with results that still do not meet our expectations for increased diversity.

Balancing the pros and cons, we believe the College would be better served by eliminating the presumption that search committees should be used for all exempt searches. As always, the goal should be to make the strongest possible appointment for Dartmouth, while at the same time placing emphasis in the search process on the development and use of resources to identify and recruit highly-qualified minority and women candidates, as we recommend below in the section of this report on Diversity.

Specifically, we recommend that search committees be *required* only for searches at the Dean/Vice President level. Below that level, the decision whether or not to use a search committee for a particular search should rest with the responsible dean or vice president, bearing in mind the value that a search committee may add to the evaluation process given the particular field involved and the hiring manager's own knowledge of that field.

Even where a search committee is not used, we believe the hiring manager can obtain valuable feedback and improve the successful candidate's chances for a smooth transition by having the short-listed candidates interview with key administrators. Similarly, we believe that achieving diversity can be advanced by involving in the interview process women and minority staff members who are not part of the search team.

We recommend that when the changes we propose are evaluated, special attention be paid to the results of searches where committees were not used in order to see how well the new system has functioned and whether progress has been made toward achieving diversity goals.

“Waivers”:

At present it is possible to receive a waiver in order to avoid a full national search when a strong internal candidate exists for a position. Other schools have done away with this term and have made the process of receiving permission for an expedited search easier than it has been at Dartmouth. We recommend eliminating the term “waiver” and allowing deans/vice presidents to grant permission for an expedited search. Making the process less burdensome may help ease the impression that Dartmouth discourages internal hiring, an issue that came to the committee's attention as it looked at retention. Deans/vice presidents would inform HR and IDE/EO-AA whenever such expedited searches are authorized.

DIVERSITY

Achieving diversity in employment is a formidable challenge for any institution, but especially for one located in a rural section of northern New England. It is hard, labor-intensive work that cannot be accomplished merely by avoiding discrimination at the point of the hiring decision, but instead requires a comprehensive strategy implemented through sustained effort, including:

- Articulation of the College's values by senior leaders;
- Managers and divisional leaders held accountable for results;
- Training for faculty and staff;
- Communication to the outside world that Dartmouth is a place where difference is respected;
- Developing and maintaining relationships with organizations concerned with issues facing minorities and creating a database of promising personnel for future searches;
- Attention to issues of diversity during candidate visits to Hanover;
- Assistance in new staff members' personal and professional transitions, to help them adjust and succeed; and
- On-going support for diverse affinity groups of employees.

To elaborate on a few of these points:

Leadership Commitment to Diversity: The effort to achieve and maintain workforce diversity is unlikely to succeed unless it is identified as an institutional priority by senior leadership and communicated effectively across the College community. The College's policy is clear. Nevertheless, the President and other senior leaders should periodically reiterate that policy in communications with managers and others.

In his letter reaffirming the College's policy of equal opportunity, printed in the introduction to the IDE MANUAL OF AFFIRMATIVE ACTION PROCEDURES, President Wright stated:

“ . . . [W]e need to protect our hiring and admissions practices, build on accomplishments in this area, and articulate for the wider community the benefits of diversity. A campus that values difference and supports diversity is a campus that encourages its members to explore the complexities that are central to the intellectual life. Matters of race, ethnicity, and gender are not always easy to confront. But they must be confronted, for issues concerning them are critical to our society. As an academic community we cannot afford to do any less than this.”

Such statements serve to remind members of the College community that a more diverse and inclusive work environment can improve organizational performance. We recommend that senior leaders communicate the importance of diversity throughout the College, on an ongoing basis. In particular, we urge that the President convey to all vice presidents and deans the importance of achieving diversity, and that the vice presidents and deans convey this message to their own departments. (As discussed below, success in hiring and retaining a diverse staff should be reflected in performance reviews.)

Communicating Dartmouth's Commitment to Diversity – The College should also take steps to communicate its commitment to diversity to the external world, in order to inform prospective employees that Dartmouth is an institution that welcomes employees of all backgrounds and perspectives. Actions by HR staff, such as participation in professional meetings and job fairs designed to interest women and people of color, can help to communicate this message and can improve non-exempt as well as exempt hiring. In addition, Dartmouth needs to make sure that both its website and its publications fully reflect this commitment.

Pool Building: Without better resources to identify and recruit a pool that includes promising minority and women candidates at the *start* of the search process, hiring managers or search committees, however conscientious, face great obstacles in achieving a diverse workforce. The College should establish a process for identifying and developing a diverse pool of qualified prospective applicants for employment:

- A unit within HR should maintain a national database of highly-qualified professionals in relevant fields, including minority and women professionals, who come to the College's attention through Dartmouth searches, networking, contact with women and minority professional associations, or other means. This database should regularly be reviewed, updated and routinely shared with hiring managers. In addition, IDE as well as HR should establish contacts with various national, regional and local organizations that are concerned with the issues

facing minorities and use these groups to identify candidates for exempt and, where relevant, non-exempt jobs.

- HR should work with Alumni Relations to identify Dartmouth alumni, including minority and women alumni, who work in relevant fields and could become actively part of the recruiting network and pool building.

Support for New Staff; Helping New Colleagues Succeed: As is discussed in the joint report on retention and campus culture, although Dartmouth closely monitors exempt searches and compiles detailed records concerning the race and gender of applicants and hires, many offices pay little attention to helping staff members adjust once they actually start work. While this is a problem for all new employees, the situation particularly affects those of more diverse backgrounds who may come from larger and more urban areas where it is easier to find support or affinity groups.

We recommend that the College take several steps to address the personal and professional aspects of adjustment:

- The College should establish a “Welcome” office within HR to actively reach out to staff members new to the area, hear their concerns, and help them access resources including housing, education, health care, employment opportunities for accompanying spouses/partners, community/social involvement and other services. This office could also organize social events to introduce new staff members to one another and to other Dartmouth colleagues.
- The Welcome office should create a new-employee handbook with information on the history and organization of the College, the Upper Valley, and the above subjects.
- The College should establish and publish a list of colleagues who are willing to serve as confidential, professional mentors to new staff members. The network should be developed by a steering committee appointed by the Provost. Its membership should include a diverse group of men and women from academic and administrative departments throughout the College.
- Hiring managers should also anticipate who might need mentoring or special help with adjustment to Dartmouth and initiate contacts with those who can be of assistance.

Assessment: Success in meeting diversity goals should be assessed annually, on a top-down basis, for both the College as a whole and individual departments/managers:

- Vice presidents and deans should include a section on diversity goals in their annual reports to the President, and those at managerial level and above should report on their efforts in this regard to their immediate supervisors.
- As part of its annual affirmative action report to senior officers and the Board of Trustees, IDE/EO-AA should evaluate Dartmouth’s performance in meeting diversity goals.
- Performance reviews of individual managers should include an assessment of performance on diversity initiatives.

DUE DILIGENCE

Based on our experience and communication with colleagues, we believe that hiring managers sometimes extend offers without engaging in due diligence. We believe that for every hire it is necessary to:

- Complete a reference check that includes speaking with the candidate's immediate supervisor at each of the applicant's last two places of employment;
- Confirm the accuracy of the applicant's educational credentials by contacting the institutions' registrars; and
- Perform an Internet search for information concerning the individual (e.g., "Google" the applicant), while recognizing that such searches may turn up information indiscriminately so that the results need to be vetted carefully.

This procedure could be carried out either by the recruitment consultants in HR or by the hiring officers. In either case, HR should establish a procedure for certifying that the above steps have been completed before a new employee may be placed on the payroll.

CONCERNS AND GRIEVANCES

McKinsey observed that "[s]enior leadership needs to clarify the functions of Institutional Diversity and Equity and Human Resources with respect to . . . the handling of grievances"⁷ and recommended that the handling of concerns and grievances "should transition to HR."⁸

Currently, responsibility for handling employment-related grievances is divided between two processes administered by two different College offices:

- Staff members who believe that they have been treated "in a manner inconsistent with written College policy" have recourse to the grievance procedure described in the Exempt and Non-Exempt Staff Handbooks. The Office of Human Resources administers that procedure.⁹
- Staff members who feel that they have been discriminated against in violation of law or the College's nondiscrimination policy¹⁰ have recourse to the Equal

⁷ IMPROVEMENT OPPORTUNITIES FOR ADMINISTRATIVE AND SUPPORT SERVICES: THE MCKINSEY REPORT – EXECUTIVE SUMMARY, p. 4 <www.dartmouth.edu/~presoff/report/summary.html>

⁸ *Id.*, at p. 5.

⁹ This procedure is available to non-unionized staff members. Unionized staff members are governed by the grievance-arbitration mechanisms of their respective collective bargaining agreements.

¹⁰ The College POLICY CONCERNING EQUAL OPPORTUNITY AND NONDISCRIMINATION prohibits discrimination on the basis of race, color, religion, sex, age, sexual orientation, gender identity or expression, national origin, disability, or military or veteran status in the College's programs, organizations, and conditions of employment and admission. <<http://www.dartmouth.edu/~ide/policies/nondiscrim.html>>

Opportunity Grievance Procedure described on the Office of Institutional Diversity and Equity (IDE) web site.¹¹ That process is administered by IDE.

This division of responsibility has presented a number of difficulties:

1. It is confusing; many members of the community do not have a clear understanding about where to take their concerns.
2. The distinction between discrimination grievances and grievances based on violation of other College policies is less clear in practice than in theory. Many grievances that identify potential discrimination are intertwined with issues about managerial policy or practice and could most satisfactorily be resolved as a general issue.
3. The often murky dividing line separating discrimination grievances from grievances involving general management issues creates inducements for “forum shopping” by staff members and results in jurisdictional conflicts between HR and IDE.
4. Conceivably, the problems caused by the two offices’ divided/overlapping roles could be overcome through effective coordination, but coordination has been irregular.
5. Each office is regarded by community members as having certain strengths and weaknesses, which can lead to people choosing an office on bases other than the nature of the grievance.

Our committee agreed on the need for a change in the way the College handles grievances and considered several options. We compared the Dartmouth grievance system with the systems in use at a number of peer colleges and universities, and our findings confirmed the recommendation within the McKinsey report. While some had separate processes for discrimination and other grievances, the majority had a unitary system, usually located within HR and often with a specific officer dedicated to dealing with discrimination cases. Some schools also have an Ombuds office. The Ombuds office varies somewhat from campus to campus, but it is generally part of an effort to encourage the informal resolution of most issues, to provide mediation in more serious instances, and on occasion to refer cases to other offices.

While the model of dealing with formal grievances in one place, whether or not an Ombuds office also exists, may be seen as the “best” (or at least the most common) practice, we did not feel it was practical to move abruptly to such a system. At the same time, we believe it is necessary to deal with some of the confusion that we have identified in the current structure at Dartmouth and to offer employees a problem-solving resource for employees and managers that stands outside regular organizational processes and supplements the efforts of supervisors and human resources.

Therefore, we recommend the creation of an Ombuds office, which would be a neutral source of advice for employees with concerns or questions and a first stop for employees who are considering filing a formal grievance with either HR or EO/AA. The office by

¹¹ <http://www.dartmouth.edu/~ide/policies/grievance/index.html>

definition needs to be impartial, independent, and completely confidential. It would serve both managers and other staff members. It would operate outside the formal grievance procedures, in some instances simply offering advice and information, in others facilitating a resolution of the matter at hand and offering mediation when necessary. In consultation with the employee, the office would forward formal complaints of discrimination to IDE/EO-AA and formal complaints of violation of College policy to the grievance process administered by HR. The director of the Ombuds office would report to the President, and would have a close working relationship with HR, EO-AA, and the General Counsel's office.

Our belief is that by establishing and creating broad awareness of such an office it would be possible to eliminate much of the confusion and would encourage greater use of facilitation and mediation. We would hope to see the Ombuds office create a web site that effectively describes this approach, perhaps in terms similar to the Columbia University Ombuds Office, which states:

The Ombuds Office offers a safe place for any member of the Columbia community to discuss workplace issues, interpersonal conflict, academic concerns, bureaucratic runarounds, and many other problems. You can speak freely to us because we promise to keep our discussions confidential, and we are not part of any formal University process. We don't take sides in disputes and operate independently of the Columbia administration, reporting only to the president.

Get in touch with us as a first step or a last resort--or at any point along the way. We will listen to your concerns, give you information about the University's policies, help you evaluate your situation, and assist you in making plans to resolve the conflict. You control the process and decide which course of action to take. And we respect your choices.¹²

SUMMARY AND IMPLEMENTATION

Overall, the recommendations outlined in this report would result in significant changes to both HR and IDE.

HR would:

- Have overall responsibility for all transactional aspects of the search and hiring process for all non-faculty employees;
- Provide greater support for searches, in part by establishing an office of professional recruiters who would assist hiring officers, create a search handbook, etc.;
- Institute a process for identifying and developing a supply of qualified, diverse applicants;
- Establish a "Welcome" office to reach out to new members in each area, with special attention to the concerns of a diverse community;
- Create a list of colleagues who are willing to serve as confidential, professional mentors to new staff members;
- Assure that "due diligence" is carried out before job offers are extended;

¹² OMBUDS OFFICE WEB PAGE, COLUMBIA UNIVERSITY (<http://www.columbia.edu/cu/ombuds/>)

- Handle grievances involving possible violation of College policy other than the non-discrimination policy, as referred by the new Ombuds Office.

IDE/EO-AA would:

- Continue to be responsible for creating the institutional plans for meeting diversity goals;
- Provide consultation on searches in regard both to providing data about the availability of women and people of color in the labor market and in advising on how to develop a diverse applicant pool;
- Undertake more extensive training and educational programs on diversity issues (a topic covered in the separate report being issued jointly by the Working Group and the Culture and Communication Working Group);
- Annually assess and report to senior College management and the Board of Trustees on the achievement of diversity goals;
- Handle grievances involving possible violation of discrimination law or non-discrimination policy, as referred by the new Ombuds Office.

Hiring managers and their deans/vice presidents would:

- Assume responsibility for assuring that searches are conducted in a manner consistent with achieving the quality and diversity goals of the institution;
- Determine when search committees will and will not be used;
- Initiate contacts within the College for new staff who will benefit from mentoring or special help with adjustment to Dartmouth.

The Ombuds office would:

- Serve as a problem-solving resource for employees and managers that stands outside regular organizational processes and supplements the efforts of supervisors and human resources;
- Become the entity to which individuals would turn prior to filing a grievance concerning a workplace-related issue. The Ombuds office would determine whether the matter concerns possible violation of Federal or State discrimination law or Dartmouth non-discrimination policy (in which case it would be referred to IDE/ EO-AA) or whether it concerns possible violation of other Dartmouth policies (in which case it would be referred to the grievance procedure administered by HR). (The Ombuds Office would not deal with grievances by union members — which are governed by collective bargaining agreements — or grievances against faculty members — which are handled by the respective deans' offices — other than to refer staff and faculty members to the appropriate resources for pursuing such issues.);
- Serve as a source of information concerning College policies and procedures;
- Encourage, whenever feasible, the use of mediation and other informal means of conflict resolution as alternatives to formal grievance procedures;
- Endeavor to educate the community about its resources and procedures for resolving problems; among other things, it should establish a home page on the College web site that clearly and simply explains the resources and procedures available to College faculty, staff and students who seek information or have a

- concern about conflicts that may arise in the academic or workplace environment;
- Work closely with HR and IDE/EO-AA to implement the new system. In particular, it is customary for HR staff members to advise managers and staff members on workplace problems. HR staff members should continue to provide this service. If an employee is considering or has decided to invoke the grievance process, however, the matter should be referred to the Ombuds Office and HR should follow that office's advice concerning HR's continuing role in the matter.

ADVISORY GROUP

We recognize that the changes we are recommending are substantial, and that some of these have financial as well as structural implications. We therefore recommend that an Advisory Group be appointed to assist with the implementation of these proposals. The role of the committee would be to meet with the directors of IDE and HR as well as of the new Ombuds office, to discuss details of the changes, and to oversee any transitional issues. Since the members of this Working Group are intimately familiar with both the recommendations and with the reasoning behind their adoption, we strongly suggest that a subset of the Working Group be involved with this advisory role.

We encourage establishing target dates for implementing the key recommendations. Finally, we suggest evaluating the changes three years after implementation to see whether any adjustments are necessary and whether there is a need for continuation of the Advisory Group. We recommend that the evaluation consider some of the key issues raised here, including: (1) a review of whether the new system has improved our successes in achieving our diversity goals; (2) consideration of how the timeline of the search process has changed; (3) a review of the number of expedited searches and their outcomes, with particular attention to whether these searches have had an impact on diversity goals, retention (including any impact on perceptions of potential for personal advancement as well as partner hiring/retention), and so on; (4) evaluation of those searches in which a search committee was not used and their outcomes; (5) the overall functioning of the Ombuds Office (how HR and IDE interact with it, whether grievances are being resolved more or less quickly, with greater or less satisfaction, etc.).

The Provost's Office in consultation with the Advisory Group Chair, and the heads of HR, IDE and the Ombuds office would ultimately make such determination.

Working Group on Hiring and Retention

John G. Crane, Deputy Librarian of the College
Robert B. Donin, General Counsel
Lenore A. Grenoble, Professor of Russian
Joseph J. Helble, Dean of the Thayer School of Engineering
Marcia J. Kelly, Associate Dean of the College for Development & Administration
Jerry E. Nunnally, Senior Philanthropic Advisor
Marga J. Rahmann, Associate Director & General Manager, the Hopkins Center
Barry P. Scherr, Provost (chair)
James Washington Jr., Director of Admissions Outreach