HIRING THE BEST CANDIDATES AND THEN EVALUATING THEIR PERFORMANCE

LEARNING OUTCOMES

Participants will:
• Learn characteristics associated with successful recruitment and evaluation processes,
• Consider strategies for developing an ongoing evaluation process that begins with the advisor hire and evolves with departmental needs and objectives, and
• Explore opportunities for improving existing processes within their advising operations.

CONDUCTING A SUCCESSFUL SEARCH

• Human Resources and Institutional Culture (Ex., District HR Office; Unionized Organizations; 2- or 4-year institutions)
• Applicant/Candidacy Pool Development
• Timing and Consistency
• Budget
• Foundation for Performance Evaluations

Your Presenters.....

Dr. Chrissy Davis Jones
Interim Vice President of Student Services - Spokane Falls Community College

Dr. Kimberly S. Smith
Associate Vice Provost for Student Success-Virginia Tech
JOB ANNOUNCEMENT/POSITION POSTING

- Reflection of Your Institution/Campus’ Advising Operations
- Resume Rules
- Message to Prospective and Current Advisors
- Basis for Further Conversations

LET'S TALK STRATEGY

- Casting Your ‘Net’ Wide (Ex., minimum v. preferred qualifications)
- Development of Your Screening Tool
- Definitions and Motivations
- Other strategies?

ADVERTISING & SEARCH COMMITTEE

Advertising
- Scope, Publication Sources, Duration, Others?

Search Committee
- Composition (Ex., Equity Advocate); Size; Expectations; Expertise; Consensus v. Majority Rule; Role of HR Office v. Role of Appointing/Hiring Authority (such as President or VP) v. Role of Search/Interview Committee

LEARNING APPLICATION: REVIEW SAMPLE POSITION DESCRIPTIONS/JOB POSTING
INTERVIEWING: Opportunity & Responsibility

- Recruit, Educate, and Evaluate
- Reinforce and Elaborate on Job Description
- Good Questions and Better Listening (what you did not hear is just as important as what you heard)

EFFECTIVE EVALUATION PROCESSES

Advisor
- Clarify expectations
- Set performance goals
- Assess strengths and areas of improvement
- Develop/refine specific professional aspirations
- Weigh job satisfaction
- Engage in specific training/professional and skill development
- Support salary negotiations

Supervisor/Organization
- Clarify expectations
- Incorporate mission/strategic initiatives
- Determine whether skill set is appropriately matched to job.
- Assess quality of work
- Develop appropriate reward and recognition
- Support career aspirations

BENEFITS OF EVALUATION

PERFORMANCE PLANNING AND EVALUATION
PLANNING

Planning involves setting performance expectations and goals for groups and individuals to focus their efforts toward achieving organizational, professional and personal goals and objectives.

Consideration must be given to developing specific for each advisor:
• Goals
• Strategies
• Methods of Measurement
• Timeline

MONITORING

Monitoring involves consistently measuring performance and providing ongoing feedback to advisors on their progress toward reaching their goals.

Ongoing conversations provide the opportunity to check-in with advisors to determine how they are doing and to identify and resolve any problems proactively.

DEVELOPING

Developing involves increasing the capacity to perform through training, giving assignments that introduce new skills or higher levels of responsibility, improving work processes, etc.

Development efforts can encourage and strengthen good performance and help advisors keep up with changes in the workplace.
DEVELOPING
Development fosters rapport building between advisors and supervisors.

RATING/EVALUATION
Rating involves evaluating advisors’ performance against their established goals and strategies and providing a formal, written assessment.

The conclusion of this stage should open the dialog regarding the establishment of goals for the next performance and evaluation cycle.

REWARD AND RECOGNITION
Rewarding involves providing incentives to and recognition of advisors, individually and/or as members of groups, for their performance and acknowledging their contributions to the unit’s mission.

LEARNING APPLICATION: COMPLETE SAMPLE PERFORMANCE AND EVALUATION FORM
QUESTIONS?

WE NEED TO HEAR FROM YOU!
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