

MIAMI-DADE COMMUNITY COLLEGE

HUMAN RESOURCE DEVELOPMENT
REENGINEERING TEAM

RECOMMENDATIONS
FOR
THE HIRING PROCESS

**HUMAN RESOURCE DEVELOPMENT REENGINEERING TEAM
RECOMMENDATIONS: THE HIRING PROCESS**

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Miami-Dade Community College

**HUMAN RESOURCE DEVELOPMENT REENGINEERING TEAM
RECOMMENDATIONS: THE HIRING PROCESS
Executive Summary**

CHARGE: Develop an effective and efficient hiring process which simplifies and improves interaction between applicants and the College, identifies roles and an effective working relationship between hiring departments and the human resource department/function, and establishes effective recruitment contacts with the marketplace and labor pool, including effective means of recruiting a diverse workforce.

RECOMMENDATIONS

INITIATING THE PROCESS

- 1) Redesign the initiating document (P-26 form).
- 2) Update the College's job descriptions
- 3) *Technology:* develop P-26 form as on-line document
generic job descriptions on-line

APPROVAL OF HIRING DOCUMENTS

- 1) Approval of hiring document accomplished by one signature beyond originator.
- 2) Approval/feedback accomplished within 48 hours of receipt of documents.
- 3) *Technology:*
 - a) Implementation of electronic screen indicator: "*Hiring Documents Pending.*"
 - b) On-line signature capability
 - c) On-line budget/approval

POSTING AND ADVERTISING POSITIONS

- 1) The Human Resources Department remains responsible for posting of positions; HR takes on coordinating role in collecting information on needed positions and generating relevant, cost effective advertising.
- 2) Generate bi-yearly major advertisements: Winter posting for Fall hires and Fall posting for Winter hires, published in local and national media
- 3) Establish standards for posting and advertising of positions with regard to:
 - a) advertising coverage (internal, local, national)
 - b) length of posting
- 4) Closing dates for submission of application materials clearly indicated for all positions in all job announcements.

SUBMITTING AND RECEIVING APPLICATION MATERIALS

- 1) Application materials submitted directly to the hiring department.
- 2) Develop a comprehensive training program which prepares hiring departments to fulfill responsibility of receiving and processing application materials.
- 3) Departments processing large volume of applications receive process support.

Submitting and Receiving Application Materials (con't)

- 4) Initial application for a posted position made by resume plus cover letter and/or Miami-Dade application.
- 5) Redesign the application for employment. (See addendum for recommendations.)
- 6) Miami-Dade applications available in all departments, security offices and internet.
- 7) *Technology*:
 - a) Develop an applicant database, derived from unsolicited applications and those individuals not selected for positions.
 - B) On-line availability of Miami-Dade applications and electronic transfer and receipt of applicant materials.

COMMUNICATION WITH APPLICANTS

- 1) Hiring departments responsible for communicating with all applicants throughout the hiring process.
- 2) *Technology*: develop on-line response letters to applicants.

APPLICANT SCREENING

- 1) Screening committees assess candidates for all full-time positions. Committees have a minimum of three persons and reflect College/campus diversity and provide representation from each job classification. (Note: this standard is adjustable based on specific job interview requirements and the discretion of the hiring supervisor.)
- 2) Screening committees convened one week prior to the closing date. Screening begins immediately following the closing date.
- 3) Develop mandatory training for people serving on screening committees.
- 4) Screening committees forward a minimum of three qualified candidates to the hiring supervisor in alphabetical order.
- 5) M-DCC employees with two or more years of full-time experience at the College granted a screening committee interview if minimum requirements are met.

SELECTION OF FINALIST

- 1) Hiring supervisor interviews finalists and makes recommendation to immediate supervisor; all recommendations forwarded to dean or appropriate administrative manager, utilizing electronic signature process wherever appropriate.
- 2) Final approval for hiring rests with the Campus or District unit.

ESTABLISHMENT OF SALARY AND OFFER TO PROSPECTIVE EMPLOYEE

- 1) Develop a "hiring grid" which equates education and relevant experience with distinct salary gradations, allowing for computation of precise salary offers by hiring supervisors.
- 2) The hiring supervisor makes the offer according to the hiring grid.
 - Prior to making offer, hiring supervisor confirms salary level with HR.
- 3) *Technology*: hiring grid on-line

DISPOSITION OF APPLICATION MATERIALS AND NEW HIRE DOCUMENTS

- 1) Hiring department forwards all applicant materials and hiring documents from all candidates to Human Resource Department following acceptance of employment offer.

RECRUITMENT

- 1) Develop a comprehensive, long-term recruitment strategy that augments the College's applicant pool.
 - a) Emphasis on development of diverse applicant pools; commitment to proactive internal recruitment, attendance at job fairs and networking at conferences.
 - b) Target positions which are highly competitive in the local market.
 - c) Knowledge of relevant publications, hiring markets, and effective means of communication to potential applicants.
 - d) Develop an employee recruitment brochure.
 - e) Inform and encourage M-DCC employees to apply for open positions.

RECOMMENDATIONS: PART-TIME EMPLOYMENT

- 1) Hiring decisions are responsibility of the hiring supervisor; screening committees are not required for hiring part-time employees.
- 2) Develop "hiring grids" for all categories of part-time employees, allowing for computation of standardized, precise salary offers by hiring supervisors
- 3) Minimize last minute hiring for all positions.
- 4) Hiring departments communicate with prospective part-time employees.
- 5) Develop orientation program for part-time personnel.

IMPLEMENTATION PLAN SUGGESTIONS

- 1) **Develop necessary technology***
 - applicant database and tracking system
 - on-line forms/application, correspondence, screen indicators/authorization
 - on-line hiring grids with computerized calculation for full- and part-time personnel
 - Cost: College has existing capability to develop all on-line requirements; software packages for database and tracking system should be considered.

* Needs submitted to Collegewide Technology Committee (CTC): timeline for development depends on prioritizing of all College needs by CTC.
- 2) **Develop a College-wide Hiring Process Implementation Team with appropriate representation and sub-committee responsibility to accomplish the following:**
 - Clarify and communicate all new procedures appropriately
 - Re-design P-26 and Miami-Dade application and make appropriate revisions to official policies and procedures
 - Re-evaluate advertising budget (prior history research available)
 - Develop recruitment plan and brochure
 - Work with Human Resources Department to develop hiring grids
 - Develop and implement trainings:
 - a) departmental management of documents
 - b) screening committees
- 3) **Develop a priority plan for implementation with a realistic training schedule to clarify and implement the changes.**

HUMAN RESOURCE DEVELOPMENT REENGINEERING TEAM RECOMMENDATIONS: THE HIRING PROCESS

INTRODUCTION

The hiring process is the means by which the College addresses its most important resource need. That process should reflect the College's mission and values and effectively meet the needs of applicants and hiring departments throughout the College.

The hiring team's challenge was to study and assess, in detail, a long standing process, but do so with a critical distance from any assumptions and taken-for-granted expectations ingrained over the years. In other words, determine what would work the very best for the College today. The charge was developed as follows:

CHARGE: *Develop an effective and efficient hiring process which simplifies and improves interaction between applicants and the College, identifies roles and an effective working relationship between hiring departments and the human resource department/function, and establishes effective recruitment contacts with the marketplace and labor pool, including effective means of recruiting a diverse workforce.*

In reviewing the existing process, the following problem areas became apparent, echoed by many throughout the College who contributed their viewpoints:

- 1) The process is unduly slow and complex.
- 2) Serious logjams occur when approvals and authorizations and exchange of information between hiring departments and Human Resources are required.
- 3) Procedures across the College are inconsistent.
- 4) Communication with applicants during the process is often inaccurate or too infrequent.

As a foundation to a new process, the team posited a set of values characterizing the hiring process and our prospective employees. The process should be:

- simple/user-friendly
- fast
- cost effective
- consistent College-wide
- reflective of the College's diversity and inclusive of all employee groups
- de-centralized with regard to authority, responsibility & accountability
- collaborative between responsible parties in the process
- responsive to the community
- able to consistently generate quality hires who are ethnically diverse, creative risk-takers who promote student success

Two additional elements emerged as vital to an effective and efficient hiring process: *development of appropriate technology* and *training of our personnel*. Technology has the potential to simplify and expedite the process, as well as vastly improve the access which applicants and hiring departments have to one another. Training was also regarded as essential, not only to make effective use of the technology, but to enable more effective communication and screening with applicants, as well as proper and effective processing of applications.

The team reviewed Federal statutes, EEO guidelines and the hiring procedures of other educational institutions, private corporations and publicly-held utilities. Members also shared emerging ideas with colleagues across the College, including some thirty departments involved in the hiring process.

At the outset of the work, in July, 1996, the entire Human Resources team focused on the hiring process. In November, however, the team split into two groups, half remaining on hiring, and half beginning work on supervisory training recommendations.

Recommendation Format: In establishing recommendations, the hiring team identified milestones or steps which must be present for successful hiring. These milestones serve as headings for the numerous recommendations, creating a sequence or process format for the document.

HUMAN RESOURCE DEVELOPMENT REENGINEERING TEAM RECOMMENDATIONS: THE HIRING PROCESS

RECOMMENDATIONS: INITIATING THE PROCESS

- 1) Redesign the initiating document (P-26 form).
 - Revisions include adequate space for a comprehensive job description and insertion of *job line* number, job title and discipline.
 - Hiring department submits job descriptions to HR, which recommends adjustments, if appropriate.
- 2) Update the College's job descriptions (Project already in process through Human Resources Department).
- 3) **Technology:**
 - a) develop P-26 form as on-line document.
 - b) generic job descriptions on-line
 - P-26 and job posting generated from job description

RATIONALE (Recommendations 1-3)

By having updated, generic, *on-line* job descriptions available, departments can make particular adjustments for a given posting with minimum time and effort. The on-line job description expedites the entire process and becomes the source point for generating the P-26 and job posting.

RECOMMENDATIONS: APPROVAL OF HIRING DOCUMENTS

- 1) Approval of hiring document (P-26 form) accomplished by one signature beyond originator.
- 2) Approval/feedback accomplished within 48 hours of receipt of documents.
- 3) **Technology:**
 - a) Implementation of an electronic screen indicator: "*Hiring Documents Pending.*"
 - b) On-line signature capability
 - c) On-line budget/approval

RATIONALE (Recommendations 1-3)

These recommendations seek to remedy a primary problem with the existing approval

process, which requires as many as four signatures and is inconsistent across the College. With scarce resources it is understood that campuses/units will carefully consider the use of open positions, and the suggestion of "one signature beyond originator" and "48 hour" turnaround is an ideal. The spirit of the recommendation emphasizes the need for systematic and regular attention by the appropriate body. In addition, early, if general, prioritization of personnel needs should expedite the process. • Technology recommendations aim to accelerate the process and provide tracking capability. Permission for posting and hiring will be generated electronically from the budget and human resources areas.

RECOMMENDATIONS: POSTING AND ADVERTISING POSITIONS

1) The Human Resources Department remains responsible for posting of positions; in addition, the department takes on a coordinating role in collecting information on needed positions and generating relevant, cost effective advertising for available positions.

- HR maintains central advertising budget. Economic restrictions will influence availability of funds. Self-supporting departments and grants are expected to fund their own position advertising.

2) Generate bi-yearly major advertisements: Winter posting for Fall hires and Fall posting for Winter hires, published in local and national media

- Human Resources coordinates advance collection of hiring needs, with appropriate supporting information. Self-supporting departments and grants equipped with information on relevant publications, both local and national, advertising rates, and deadlines for submission.

3) Establish standards for posting and advertising of positions with regard to the following considerations

- a) advertising coverage (internal, local, national)
- b) length of posting

RATIONALE (Recommendations 1-3)

By maintaining the central advertising budget, Human Resources is best positioned to manage costs and expedite the posting process via this coordinating role. While personnel needs are somewhat unpredictable, budgets can be estimated based on retirement projections and past hiring trends. • The recommendation serves to standardize the process Collegewide. • Pro-active recruitment/marketing generates more applicants earlier and allows for better planning and fewer last minute hires.

4) Closing dates for submission of application materials clearly indicated for all positions in all job announcements.

- Closing date implies materials to *be received* by the listed date.
- Re-opening positions accomplished via telephone or electronic communication between hiring supervisor and Human Resources Department.
- Recommended closings:
 - a) national advertising: 4 weeks minimum
 - b) local advertising: 2 weeks minimum
 - c) internal posting: 5 days minimum*
- * all time periods from date of publication

RATIONALE

Closing dates contribute to better quality information for applicants as well as adherence to standard guidelines for departments throughout the College. Closing dates have been resisted because of the time delay and complexity often encountered in re-opening, thus the proposal of a simple, expedient process for re-opening of positions.

RECOMMENDATIONS: SUBMITTING AND RECEIVING APPLICATION MATERIALS

1) Application materials submitted directly to the hiring department

- Hiring department responsible for proper maintenance of materials, including logging, storing, tracking, and at the conclusion of the hiring process, forwarding all application materials to the Human Resources Department.
- Unsolicited applications, those *not* submitted in response to a posting, recorded as received by Human Resources Department and forwarded to appropriate department(s); unsolicited applications sent directly to departments, copied if appropriate and forwarded to Human Resources; departments responsible for corresponding with applicant regarding receipt of application and available positions (use of on-line correspondence; see recommendation below: *Communication with Applicants*). All applications entered into accessible database when developed. (See *Technology* below, recommendation #7.)
- Hiring supervisor designates a coordinator for all applicant materials.
- Hiring supervisor reviews applicant pool for qualifications and diversity.

2) Develop a comprehensive training program which prepares hiring departments to fulfill responsibility of receiving and processing application materials.

- College-wide initial training is mandatory for all hiring supervisors and their designated applicant materials coordinators, with ongoing availability of training, possibly tied to supervisory training. Training sessions and manual of procedures should address:
 - a) legal and equity/diversity issues
 - b) methods for proper maintenance of application materials

- c) on-line technology and data bases
- d) formation of screening committees
- e) interaction with applicants and the Human Resources Department

3) Departments processing large volume of applications receive process support.

- Each campus or district unit should assess the most effective way of providing support; support from Human Resources Department personnel should also be considered.

RATIONALE (Recommendations 1-3)

Direct submission of applicant materials to departments addresses the delay between Human Resources and the hiring department. Departments are in possession of materials from the beginning of the process and are responsible and accountable for proper handling of those materials. • However, the recommendation makes applicants responsible to submit application materials to each location if applying for more than one position. • Training departmental personnel and supervisors is essential to conform to EA/EO, ADA, veterans preference, College policies and procedures for proper handling of applicant materials. • The recommendation recognizes the added workload, particularly for departments such as Maintenance or Campus Services, which fill ongoing openings. Implementation plans should address the most effective means to support these departments.

4) Initial application for a posted position made by resume plus cover letter and/or Miami-Dade application.

- Posting states required information, including the need for social security number for database purposes.
- Application will be required for position finalists.

5) Redesign the application for employment. (See addendum for recommendations.)

6) Scannable Miami-Dade applications available in all departments, security offices and on the Internet.

RATIONALE (Recommendations 4-6)

The recommendation offers flexibility, recognizing that some positions are best responded to via resume, while others are satisfied by the application format.

7) Technology:

- a) **develop an applicant database, derived from unsolicited applications and those individuals not selected for positions.**
 - Data base maintained by HR, supplying applicant information upon request, and/or directly accessible by hiring departments. HR and technology personnel collaborate in implementing database.
- b) **on-line availability of Miami-Dade application and electronic transfer of applicant materials**

RECOMMENDATIONS: COMMUNICATION WITH APPLICANTS

1) Hiring departments responsible for communicating with all applicants throughout the hiring process.

- Correspondence occurs at timely points, including:
 - a) receipt of application materials
 - b) notification to applicants not selected
- Applicant inquiries during the decision-making process directed to the hiring supervisor or his/her designee.

2) *Technology*: develop on-line response letters to applicants

RATIONALE (Recommendations 1 & 2)

Communication provides applicants with necessary information regarding the hiring process and a point of contact. • Department responsibility implies accountability and control.

RECOMMENDATIONS: APPLICANT SCREENING

1) Screening committees assess candidates for all full-time positions.

- Hiring supervisor coordinates committee development via collaboration with faculty, support staff and administrative leadership.
- Committees have a minimum of three people.
- Committees reflect college/campus diversity and provide representation from each job classification. (Note: this is a standard to be applied wherever possible. However, it is understood that particular jobs will require specific expertise and weighting of the committee to effect the best result. Actual composition will be at the discretion of the hiring supervisor.)

2) Screening committees convened one week prior to the closing date. Screening begins immediately following the closing date.

RATIONALE (Recommendations 1 & 2)

The use of ethnically and classification diverse screening committees affirms the College's commitment to diversity and the interaction of functions and classifications. • Convening committees early allows for clarification of screening process and questions, expectations of members and workload (size of applicant pool, schedule of interviews).

3) Develop training for screening committees including:

- a) interviewing skills
- b) additional job-relevant screening techniques
- c) legal and equity/diversity issues
- d) checklist for reviewing applications and resumes

- Mandatory for all who serve on screening committees.
- Accomplish training via multiple delivery systems including video and CD rom.

RATIONALE

The selection process should result in hiring people who meet job requirements and support the institution's mission.

4) Screening committees forward a minimum of three qualified candidates to the hiring supervisor in alphabetical order.

- References collected and verified for these candidates.

RATIONALE

The screening committee's job is to provide the hiring supervisor with viable candidates. Alphabetical order implies that the recommendations are forwarded without a ranked order of preference.

5) M-DCC employees with two or more years of full time experience at the College granted a screening committee interview if minimum requirements are met.

RATIONALE

The recommendation serves as an aspect of employee development, encouraging M-DCC employees to prepare and compete for open positions.

RECOMMENDATIONS: SELECTION OF FINALIST

1) Hiring supervisor interviews finalists and makes recommendation to immediate supervisor; recommendation forwarded to Dean or other appropriate administrative manager through appropriate administrative structure, utilizing electronic signature process wherever appropriate.

- Verification of employment and/or reference letters collected by the hiring department for these candidates.
 - a) verification/reference letters must be from supervisors
 - b) obtain official or electronic transcripts
 - c) cross-check references against application by telephone

2) Final approval rests with the Campus or District Unit

RATIONALE

The recommendation allows those closest to the hiring department to make the hiring selection while recognizing that the District Board of Trustees holds all Presidents and V.P.'s responsible for equity and diversity in hiring.

RECOMMENDATIONS: ESTABLISHMENT OF SALARY AND OFFER TO PROSPECTIVE EMPLOYEE

1) Develop a "hiring grid" which equates education and relevant experience with distinct salary gradations, allowing for computation of precise salary offers by hiring supervisors.

2) The hiring supervisor makes the offer according to the hiring grid.

- Prior to making offer, hiring supervisor confirms salary level with HR Department.
- Exceptions to the hiring grid forwarded for consultation between Campus President or appropriate District V.P. and District Associate V.P. for Human Resources.
- Hiring supervisors trained on the hiring grid and related aspects of making employment offers.

3) *Technology*: hiring grid on-line

RATIONALE

The hiring grid allows the supervisor to immediately ascertain the salary level and communicate with the selected applicant. The grid also allows for standardized salary offers across the College. • HR review function ensures accuracy in the first year (approx); the function may be transferred eventually to campus or district unit.

RECOMMENDATIONS: DISPOSITION OF APPLICATION MATERIALS AND NEW HIRE DOCUMENTS

1) Hiring department forwards all application materials and hiring documents from all candidates to Human Resource Department following acceptance of employment offer.

- New hire documentation includes:
 - a) signed Miami-Dade application
 - b) three letters of reference or verification of employment
 - c) official transcript(s), if required
 - d) initiating document (P-26 form)
 - e) I-9 form
 - f) RPA
- Human Resource Department processes materials and submits new hires to District Board of Trustees.

RATIONALE

Proper maintenance of applicant materials protects the institution from applicant inquiries regarding the process.

RECOMMENDATIONS: RECRUITMENT

1) Develop a comprehensive, long-term recruitment strategy that augments the College's applicant pool.

- Emphasis on development of diverse applicant pools; commitment to proactive internal recruitment, attendance at job fairs and networking at conferences.
 - Targeting positions which are highly competitive in the local market.
 - Knowledge of relevant publications, hiring markets, and effective means of communication to potential applicants.
 - Develop an employee recruitment brochure.
 - Inform and encourage M-DCC employees to apply for open positions.
-

RECOMMENDATIONS: PART-TIME EMPLOYMENT

1) Hiring decisions are responsibility of the hiring supervisor; screening committees are not required for hiring part-time employees.

- Emphasize Interviewing skills training for hiring supervisors.
- Part-time faculty applicants must meet minimum SACS standards for the position.

2) Develop "hiring grids" for all categories of part-time employees, allowing for computation of standardized, precise salary offers by hiring supervisors.

3) Minimize last minute hiring for all positions.

- Projections and advertising for part-time needs should be accomplished well in advance of the actual need for personnel.

4) Hiring departments communicate with prospective part-time employees.

- Departments responsible for corresponding with applicants regarding receipt of application and available positions.
- Applications to be maintained in departments where they are of most use (all applications entered into accessible database when developed).

5) Develop orientation program for part-time personnel.

IMPLEMENTATION PLAN SUGGESTIONS

1) Develop necessary technology*

- Applicant database and tracking system
- On-line forms/application, correspondence, screen indicators/authorization
- On-line hiring grids with computerized calculation capability for full- and part-time personnel
- Cost: College has existing capability to develop all on-line requirements; software packages for database and tracking system should be considered.

* Needs submitted to Collegewide Technology Committee (CTC): timeline for development depends on prioritizing of all College needs by CTC.

2) Develop a College-wide Hiring Process Implementation Team with appropriate representation and sub-committee responsibility to accomplish the following:

- Clarify and communicate all new procedures appropriately
- Re-design P-26 and Miami-Dade application and make appropriate revisions to official policies and procedures
- Re-evaluate advertising budget (see addendum 2)
- Develop recruitment plan and brochure
- Work with Human Resources Department to develop hiring grids
- Develop and implement trainings:
 - a) departmental management of documents: coordinated by Human Resources Department via series of meetings in Fall term for hiring supervisors and their designees. Training addresses:
 - document handling
 - interaction with applicants
 - forming screening committees
 - interaction with HR
 - policies: EA/EO
 - b) screening committees: initial trainings prepare a core group on each campus which continues the trainings campus-wide. Training addresses:
 - Develop training for screening committees (thru Dec)
 - assessing applications/resumes
 - formulating interview questions
 - conducting job-related skills assessment
 - policies: EA/EO, other

3) Develop a priority plan for implementation with a realistic training schedule to clarify and implement the changes.

ADDENDUM # 1

RECOMMENDATIONS: REVISION OF THE MIAMI-DADE APPLICATION FOR EMPLOYMENT

- 1) Condense the instructions.
- 2) Add web site/home page information and Internet address.
- 3) Provide a field for Part-time or Full-time preference in the *"position applied for"* section.
- 4) Add a field for E-mail address and FAX number in *"contact information"* section.
- 5) Revise the education section into a table, with extra room for name and location of institution; add extra rows for undergraduate and graduate schools.
- 6) Add field for applicant's name if different from when he/she attended school.
- 7) Add table for entry of vocational, trade, governmental, armed forces, etc. information.
- 8) Delete *"recruitment source information"* section.
- 9) Revise *"instructional purposes"* section to inform applicant to complete only if applicable.
- 10) Add field for applicant to give permission to circulate application materials for other positions if not hired for the one for which he/she has presently applied.
- 11) Because of Internet access, add a yes/no question regarding the truth and accuracy of information provided.
- 12) Delete the statement that reads: "A resume may be attached, but I will not be accepted in lieu of completing this application."
- 13) Add statement in the *"employment experience"* section asking the applicant to list any additional jobs relevant to the position and explain any time gaps in employment.
- 14) **Technology:** on-line application.

ADDENDUM #2

Human Resource Development Process Team			
Name	Phone	Fax	Work Area
Marty Pinkston - Chair	7-4449	7-4170	Interim Athletic Director (M)
Ivan Figueroa-V-Chair.*	7-2690	7-0815	Business Administration (K)
Janice Kline*	7-4416	7-4227	Executive Dean's Office (M)
Eugene McDonald	7-3312	7-7622	Testing (W)
Delia Lopez	7-8163	7-1688	Student Services (N)
Joan Gosnell	7-1162	7-1833	Interim Dean, Acad Affairs (N)
Joy Ruff	7-3378	7-3228	Equal Opp Program (D)
Karen Hayes*	7-0944	7-2928	Human Resources (D)
Armando Ferrer*	7-8343	7-1688	Interim Dean, Stud Services (N)
Marie Nock	7-2258	7-0958	Center T/L (K)
Jim Harvey*	7-2412	7-0903	Dean, Faculty & Staff Support
Anita Johnson	7-4037	7-4227	Nursing (M)
Carol Deitrick	7-5056	7-5091	Learning Support (H)
Judy Schmelzer*	7-2267	7-0938	Dean of Acad Affairs Office (K)
Lorren Oliver*	7-1707	7-1858	School of Justice (N)
Mardee Jenrette	7-3775	7-3228	Reengineering Coord. Team
Ted Levitt*	7-3675	7-3724	Reengineering Coord. Team

* Members of Hiring Team. Above team was split in November with designated (*) members continuing to work on the hiring process, and remaining members beginning work on recommendations for supervisory training.