

**Improve the Application Rating Sheet so the score reflects how well an applicant's experience, education, and/or preferred/specialized skills meet or exceed job responsibilities as described in the job announcement (also improve descriptions of the essential aspects of the job).**

**CURRENT CHALLENGE:**

The Application Rating Sheet form currently used to score and determine which applicants should be moved forward for further consideration (aka "candidates") during a hiring process needs to be fundamentally changed. As the process is today, selection criteria on the Rating Sheet are determined by taking the vacancy announcement and including each item listed under the Knowledge, Skills & Abilities, Education and Experience, Specialized Skills and Preferred Skills sections. The hiring committee is then tasked with assigning a weight to each selection criteria based upon its relative importance.

This methodology is problematic for many reasons. First - each of these selection criteria basically represents a minimum requirement to do the job. Second - trying to determine how well (and give a score from 0 to 4) any given candidate meets any of these requirements is often difficult to do when most times there isn't much of anything objective to base the rating. Third - concentrating on how well a candidate meets the minimum requirements isn't a good means / approach to try to determine which candidate would be the best fit.

Because the scoring rubric is inherently flawed (e.g. the wrong items are scored, and often scored based upon assumptions and inferences instead of something more tangible and reflective of the real-world qualities of the applicants), it often results in candidates being moved forward that are not a good fit for the actual job, and only after in-person interviews are conducted does the hiring committee realize that either a) additional candidates need to be interviewed, or more commonly b) leads to a failed search.

One very real and negative side effect of the flawed recruitment process is searches often take an inordinate and unnecessarily long time to complete. It is not uncommon for some of the most talented applicants to take other jobs while our hiring and deliberation process is ongoing.

**PROPOSED SOLUTION:**

The problem can be solved as follows:

- > Departments need to make sure the job/vacancy announcement includes a good, well-thought out description of the essential aspects of the job.
- > Application rating sheet criteria should be developed to score how well an applicant's experience, education and/or preferred and/or specialized skills meet or exceed the job responsibilities as described in the announcement.
- > One of, if not the primary means of, obtaining more objective information on which to base applicant scores would be to include and ask applicants to answer open-ended questions that directly relate to the essential aspects of the job/vacancy.

By better describing our job opportunities and by being clear the specific experience and education we feel is required to be successful in the job, we stand a much better chance of identifying the best candidates, improving the time it takes to complete the hiring process, and thereby increasing our chances of attracting the best best people to work at Fresno State.

**BENEFITS TO FRESNO STATE:**

Strategic priority #2 depends upon the University being able to attract (and hire) the right people. Fundamental to that concept is a hiring process that is efficient, timely, and includes a selection process that does a good job in identifying the most talented candidates.