

# CUNY Recruitment Effectiveness Customer Survey

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CUNY's success in recruiting and hiring is influenced by the experience of candidates during the search process. Many people, consciously or not, make decisions based on their first impressions, and many share these impressions with others, sometimes even in social media and other wide-ranging outlets. While we do not have control over how candidates respond, we can attempt to project the best possible impression, one that reflects CUNY's mission and values.

We wanted to get a sense of candidates' experiences in the recruiting and hiring process – particularly those who accepted a CUNY position – and also learn a bit more about them (for example, how many relocated to take a job with us). This past spring, the Office of Recruitment and Diversity (ORD) undertook a survey of CUNY employees in selected titles, previously employed at CUNY or not, who had taken a new position as a result of a search process. We invited nearly 700 individuals who took full-time positions in Faculty, HEO series, Classified Managerial, College Laboratory Technician, and Classified Information Technology titles between May 2012 and May 2013 to complete an on-line survey in which we asked questions about the search process. We had responses from nearly 40% of those we invited. This article provides an overview of some of our most interesting findings.

## **Characteristics of Participants**

Individuals selected for CUNY positions often had previous experience with the University, suggesting both a high level of internal career mobility and a high value placed on CUNY experience in the recruitment of faculty and staff.

- 48% of faculty had some prior CUNY work history (32% adjuncts, 5% substitutes, 4% administrators, and 7% graduate assistants)
- 43% of non-faculty had held a previous job at CUNY

Many individuals also had experience as CUNY students (23% of appointed faculty, 41% of non-faculty). 43% of faculty and 9% of non-faculty relocated to take their position at CUNY.

## **Information Sources**

CUNYfirst/TAM and campus websites were the most common sources for information about position vacancies for 88% of faculty job-seekers and 63% of non-faculty. The next most common source of information was direct communication with an individual already at CUNY. When they consulted internet job boards other than CUNY's, candidates tended to concentrate on a few large sites, especially *The Chronicle of Higher Education*, HigherEdJobs.com, and Indeed.com, and did not rely on niche or specialty job sites.

## **Response to the Basic Recruiting Process**

In terms of the basic recruiting process, the highest rating went to CUNY's interviewing practices (favorable for 86% of faculty and 85% of non-faculty candidates). Most in need of improvement were:

- Finding resources to help with relocation
- Finding information on salary and benefits
- Using the cuny.edu jobs site to find vacancy postings
- Communications on the status of the application.

We also asked about the amount of time required to complete the process. The most prevalent responses were:

| Event   | Faculty               | Non-Faculty         |
|---|-----------------------|---------------------|
| Number of weeks between applying and being called for interview | Eight to Twelve (36%) | Four to Eight (34%) |
| Number of interview visits before offer                         | Two (44%)             | Two (59%)           |
| Months from application to job offer                            | Three to Five (50%)   | Two to Three (27%)  |

### **Reasons to Accept the CUNY Job Offer**

We asked participants to rank the reasons they accepted CUNY's offer. Among 18 possible choices, the top decision criteria may reflect today's economic realities and the job market.

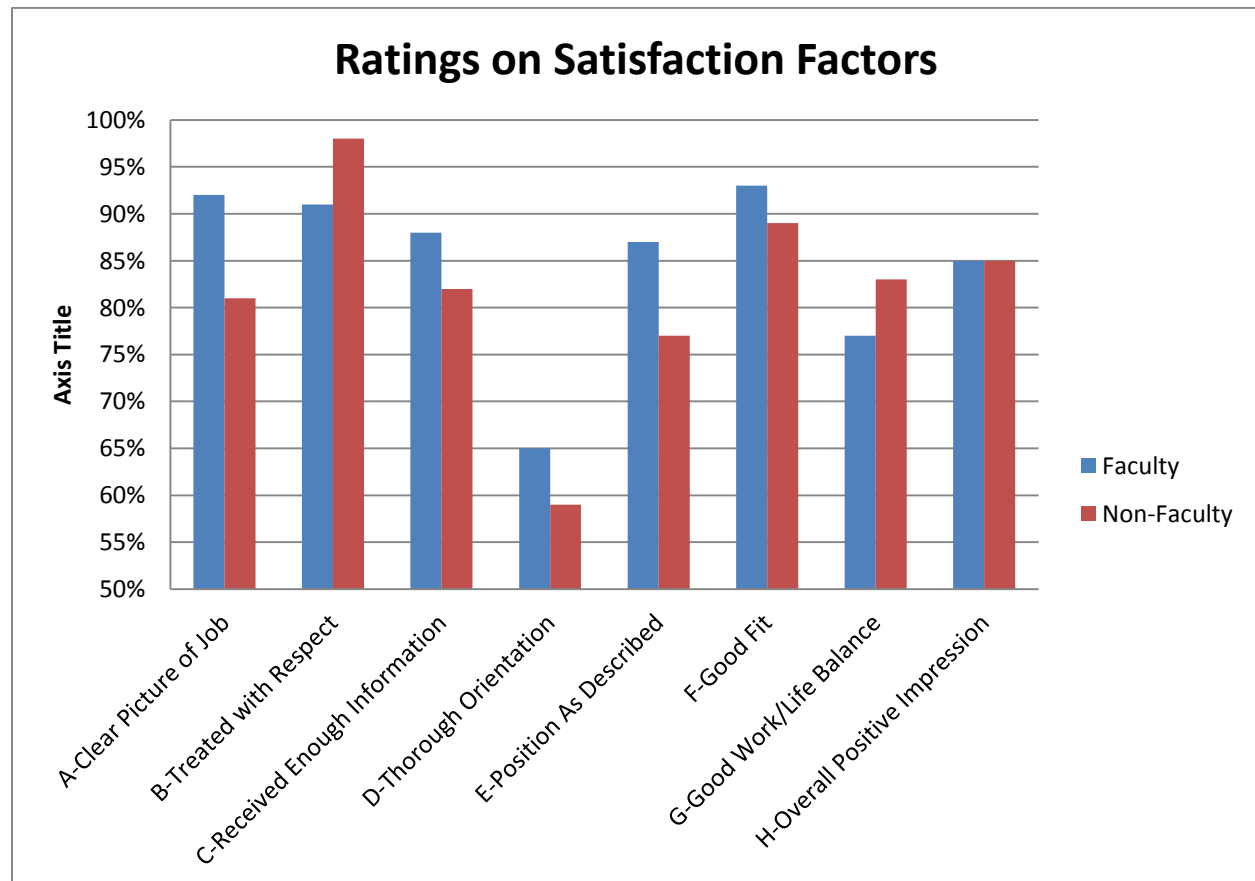
| Ranking | Faculty                     | Non-Faculty           |
|---------|-----------------------------|-----------------------|
| 1       | Job Stability               | Job Stability         |
| 2       | Working in Higher Education | Employee Benefits     |
| 3       | Co-workers/Colleagues       | Salary/Pay            |
| 4       | Long-Term Career Path       | Long-Term Career Path |
| 5       | Employee Benefits           | Location/Commute      |

## **Overall Satisfaction with the Recruiting Experience**

Finally, we asked about overall satisfaction with the recruiting process from the following perspectives. Did the candidate believe s/he:

- Was given a clear picture of the job?
- Was treated with respect during the process?
- Received enough information to make an informed decision?
- Received a thorough orientation when starting work?
- Found the position was “as described” during the recruiting process?
- Found the position was a good fit with skills, experience, and work style?
- Was provided with a good work/life balance?
- Overall, had a positive recruiting experience?

The results for faculty and non-faculty are displayed in the following chart, with 85% of both faculty and non-faculty reporting a positive overall impression of the recruiting process (Item H).



Our results also indicated who was more likely to be happy or unhappy with various factors. In general, there was little variation on the basis of ethnicity; however, women tended to be less happy with the process than men, particularly among faculty hires, and candidates under the age of 40 tended to be less happy than those 40 and above, particularly regarding the sharing of information.

In open-ended comments, candidates described situations suggesting that the University's search practices could be more uniform in terms of timing, communications, and policies such as handling of travel expenses and providing support with relocation.

We hope this information will be useful for benchmarking over time, and making comparisons at the individual college level. We also hope to take advantage of information we've received on sources of information (job boards, for example), and suggestions on information that should be made available to candidates.

The complete report is available, and we in the Office of Recruitment and Diversity are happy to discuss the survey's findings in more detail.