

Survey of Human Resources Staff/MPP Recruitment on Participating California State University Campuses Spring 2001

Summary

A customer survey of Human Resources Staff/MPP Recruitment was conducted in spring 2001 and completed by over 500 management staff on 11 CSU campuses: Bakersfield, Fresno, Hayward, Los Angeles, Long Beach, Monterey Bay, Northridge, San Bernardino, San Luis Obispo, San Marcos and Stanislaus. Survey findings revealed that managers think they, as opposed to Human Resources, should lead the process in doing the recruitment and making the selection of new hires. Placing ads and collecting applications were identified as the most highly valued services provided by Human Resources, while assistance with interview questions and interviewing applicants were identified as the least valuable. Survey results also indicated that over 90 percent of managers were satisfied with the quality of their hires.

Survey Methods

This part of the report briefly describes the HR/MPP survey instrument, campus data collection methods, survey returns and response rates, and respondents to the survey.

Instrument

The HR/MPP survey instrument was developed jointly in fall 2001 by the CSU systemwide Customer Satisfaction Survey Committee and the CSU Human Resources Function Group. The survey contains a total of six questions designed to gather information about the role that Human Resources should play in providing staff recruitment services, the value of specific services, and satisfaction with such services in terms of the quality of hires. Accompanying the main survey form is Faculty & Staff Booklet for gathering demographic information (e.g., gender, ethnicity, etc.) and written comments and suggestions for improving services. A copy of the survey instrument, including the Faculty & Staff Booklet, can be found in **Appendix A: Customer Satisfaction Survey of Human Resources Staff/MPP Recruitment.**

Data Collection

Data collection methods, the number of completed surveys, and response rates are reported for each campus in Table 1 below:

Table 1. Data Collection Methods, Survey Returns and Response Rates by Campus

Campus	Method	Sample Size	Return Count	Response Rate
Bakersfield	Campus mail	37	24	64.9%
Fresno	Campus mail	133	63	47.4%
Hayward	Campus mail	82	23	28.0%
Los Angeles	Campus mail	119	84	70.6%
Long Beach	Campus mail	190	84	44.2%
Monterey Bay	Campus mail	NAV	25	NAV
Northridge	Campus mail	193	76	39.4%
San Bernardino	Campus mail	92	47	51.1%
San Luis Obispo	Campus mail	140	68	48.6%
San Marcos	Campus mail	92	31	33.7%
Stanislaus	Campus mail	98	34	34.7%
Total		1,176	559	47.5%

All campuses distributed surveys to management staff via intra-campus mail services. The total number of staff surveyed was 1,176. Of this number 559 surveys were completed for an overall response rate of 47.5 percent. Campus response rates ranged from a low of 28.0 percent to a high of 70.6 percent. Response rates were low (20% - 30%) by survey research standards at some campuses. It is important to emphasize that survey samples from campuses with low response rates may not be representative of their target populations. These campuses, therefore, need to be very cautious about generalizing survey results beyond their sample data.

Respondents

Administrator/managers who responded to the survey were predominantly full-time (98%), male (56%), white (75%), employed at the campus more than 10 years (50%) in the Academic Affairs division (34%) and the Administration division (35%). Additional survey detail on the demographic characteristics of survey respondents is provided in **Appendix B: Demographic Characteristics of Respondents to the Customer Satisfaction Survey of Human Resources Staff/MPP Recruitment.**

Results

The main, overall findings of the survey are highlighted below:

- Managers overwhelmingly (68%) think that Human Resources should provide assistance in finding the right candidate, but that managers should “lead the process” in doing the recruitment and making the selection of new hires.

- A large percentage of managers indicate that Human Resources provides valuable¹ services in the following areas:
 - Assistance with the preparation of the vacancy announcement (75%)
 - Placing the ads (88%)
 - Collecting the applications sent to the campus (87%)
 - Responding to questions about the position (69%)
 - Reviewing the applications for minimum qualifications (63%)
- A much smaller percentage of managers see value in Human Resources providing the following services:
 - Assistance with interview questions (38%)
 - Reference checking (46%)
 - Interviewing applicants (22%)
 - Making the offer (45%)
- The factor that survey respondents think most influenced selected applicants to accept a job offer is “career advancement” (43%), while much smaller percentages think that money (17%), location (17%), service and attention received during the interview process (6%), an influential personal contact (5%), or something else (15%) was the main factor.
- Over 90 percent of respondents reported that they were either “very satisfied” or “satisfied” with the quality of hires.
- Approximately half of the respondents to the survey reported that it should usually take up to four weeks to fill a staff position while the other half think it should take more than four weeks.

More detailed survey results for each campus can be found in **Appendix C: Customer Satisfaction Survey of Human Resources Staff/MPP Recruitment Item Analysis Results by Campus**.

¹ Combined responses of “Very valuable” and “Valuable” to survey Item # 3.

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Customer Satisfaction Survey
Spring 2001

**HUMAN RESOURCES
STAFF/MPP RECRUITMENT**

BOOKLET ID					IMPORTANT! COPY YOUR BOOKLET ID NUMBER HERE. THIS NUMBER IS PRINTED IN RED ON THE TOP OF YOUR BOOKLET.
0	0	0	0	0	
1	1	1	1	1	
2	2	2	2	2	
3	3	3	3	3	
4	4	4	4	4	
5	5	5	5	5	
6	6	6	6	6	
7	7	7	7	7	
8	8	8	8	8	
9	9	9	9	9	

Although human resources and personnel offices across the CSU provide a wide variety of services, this survey focuses only on one area affecting managers: **Recruiting**. Your candid responses will help us identify the challenges we face in improving services we deliver. This survey should only be completed by a person in an **MPP** classification.

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1. When was the last time you conducted a recruitment or participated in a recruitment for a staff or MPP position?

- ~ Within the last year
- ~ Over a year ago
- ~ Never (Stop, please return this survey)

2. My basic philosophy about recruiting for staff positions is that human resources should: (Mark only one)

- ~ do all the recruiting work, make the selection and send me the new hire
- ~ do all the reviewing/screening of applicants and send me the top two or three to interview
- ~ assist me in finding the right candidate, but let me lead the process
- ~ depends on the level of the position

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3. In the recruiting process, indicate how valuable each of the following services is to you.

	Extremely Valuable	Valuable	Somewhat Valuable	Little Value	No Value
a. Assistance with the preparation of the vacancy announcement	~	~	~	~	~
b. Placing the ads	~	~	~	~	~
c. Collecting the applications sent to campus	~	~	~	~	~
d. Responding to questions about the position	~	~	~	~	~
e. Reviewing the applications for minimum qualifications	~	~	~	~	~
f. Assistance with interview questions	~	~	~	~	~
g. Reference checking	~	~	~	~	~
h. Interviewing applicants	~	~	~	~	~
i. Making the offer	~	~	~	~	~

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4. What factor do you think **most** influenced selected applicant(s) to accept your offer? (**Mark only one**)

- ~ Money
- ~ Location
- ~ Service and attention received during the interview process
- ~ Career advancement
- ~ An influential personal contact
- ~ Something else

5. On average, how much time should it usually take to fill a staff position?

- ~ less than 2 weeks
- ~ up to 4 weeks
- ~ up to 6 weeks
- ~ up to 8 weeks
- ~ more than 8 weeks

6. In general, how satisfied are you with the quality of your hires?

- ~ Very satisfied
- ~ Satisfied
- ~ Neutral
- ~ Dissatisfied
- ~ Very dissatisfied

Please make any written comments regarding your campus Human Resources on pages 3 or 4 of your survey booklet and circle letter N.

Additional Campus Items

If your campus has included an additional set of questions, please use this section to record your responses.

Six ovals are provided for each question, although some questions may not require that many choices.

Simply ignore the extra ovals. If no additional questions are provided, leave this section blank.

7.	8.	9.	10.	11.	12.	13.	14.	15.	16.
A	A	A	A	A	A	A	A	A	A
B	B	B	B	B	B	B	B	B	B
C	C	C	C	C	C	C	C	C	C
D	D	D	D	D	D	D	D	D	D
E	E	E	E	E	E	E	E	E	E
F	F	F	F	F	F	F	F	F	F

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Human Resources (MPP) Survey Respondent Profile - Spring 2001

Position Type	N	%
Administrator/Manager	499	97.1
Faculty	6	1.2
Staff	9	1.8
All	514	100

Time Base	N	%
Full-time	504	98.1
Part-time	10	1.9
All	514	100

Gender	N	%
Female	229	44.4
Male	287	55.6
All	516	100

Ethnicity	N	%
Amer.Ind./Alaskan Native	2	0.4
Asian	22	4.4
Black/African American	28	5.5
Filipino	4	0.8
Mex. Amer./Hispanic	52	10.3
Pacific Islander	2	0.4
White	378	74.9
Other	17	3.4
All	505	100

Age	N	%
Under 20	1	0.2
20 - 29	7	1.4
30 - 39	67	13.1
40 - 49	160	31.3
50 - 59	223	43.6
60 - 69	53	10.4
70 or over	1	0.2
All	512	100

Years on Campus	N	%
Less than 1 year	31	6
1 - 2 years	53	10.3
3 - 4 years	56	10.8
5 - 6 years	59	11.4
7 - 8 years	41	7.9
9 - 10 years	21	4.1
More than 10 years	256	49.5
All	517	100

Division	N	%
Academic Affairs	176	34.2
Administration	179	34.8
Student Services	69	13.4
Other	90	17.5
All	514	100

Human Resources (MPP) Item Distribution - Spring 2001

		BAK		FRE		HAY		LA		LB		MB		NOR	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%
1. When was the last time you conducted a recruitment or participated in a recruitment for a staff or MPP position?	Within the last year	21	87.5	49	77.8	21	91.3	63	75.0	71	85.5	21	84.0	67	88.2
	Over a year ago	2	8.3	9	14.3	1	4.3	12	14.3	5	6.0	2	8.0	7	9.2
	Never	1	4.2	5	7.9	1	4.3	9	10.7	7	8.4	2	8.0	2	2.6
	All	24	100.0	63	100.0	23	100.0	84	100.0	83	100.0	25	100.0	76	100.0
2. My basic philosophy about recruiting for staff positions is that human resources should:	Do all recruiting
	Send top 2-3 applicants	4	17.4	9	15.5	1	4.5	7	9.3	4	5.2	1	4.2	4	5.3
	Let me lead process	12	52.2	37	63.8	16	72.7	48	64.0	55	71.4	21	87.5	54	72.0
	Depends on position level	7	30.4	12	20.7	5	22.7	20	26.7	18	23.4	2	8.3	17	22.7
All	23	100.0	58	100.0	22	100.0	75	100.0	77	100.0	24	100.0	75	100.0	
4. What factor do you think most influenced selected applicant(s) to accept your offer?	Money	4	17.4	18	31.0	4	18.2	21	28.8	11	14.3	5	22.7	9	12.5
	Location	1	4.3	3	5.2	6	27.3	5	6.8	9	11.7	4	18.2	6	8.3
	Interview process	.	.	4	6.9	3	13.6	3	4.1	4	5.2	2	9.1	5	6.9
	Career advancement	13	56.5	28	48.3	4	18.2	28	38.4	37	48.1	7	31.8	27	37.5
	Influential personal contact	.	.	1	1.7	.	.	5	6.8	4	5.2	2	9.1	7	9.7
	Something else	5	21.7	4	6.9	5	22.7	11	15.1	12	15.6	2	9.1	18	25.0
	All	23	100.0	58	100.0	22	100.0	73	100.0	77	100.0	22	100.0	72	100.0
5. On the average, how much time should it take to fill a staff position?	Less than 2 weeks	1	4.3	3	5.3	.	.	5	6.8	5	6.4	2	8.7	11	14.9
	Up to 4 weeks	10	43.5	27	47.4	9	40.9	34	46.6	35	44.9	6	26.1	34	45.9
	Up to 6 weeks	6	26.1	16	28.1	7	31.8	19	26.0	25	32.1	5	21.7	19	25.7
	Up to 8 weeks	6	26.1	10	17.5	4	18.2	10	13.7	10	12.8	9	39.1	7	9.5
	More than 8 weeks	.	.	1	1.8	2	9.1	5	6.8	3	3.8	1	4.3	3	4.1
	All	23	100.0	57	100.0	22	100.0	73	100.0	78	100.0	23	100.0	74	100.0
6. In general, how satisfied are you with the quality of your hires?	Very satisfied	9	39.1	25	43.1	3	13.6	28	38.9	27	34.6	11	47.8	16	22.2
	Satisfied	9	39.1	31	53.4	13	59.1	38	52.8	44	56.4	12	52.2	45	62.5
	Neutral	5	21.7	1	1.7	5	22.7	5	6.9	5	6.4	.	.	8	11.1
	Dissatisfied	.	.	1	1.7	1	4.5	1	1.4	2	2.6	.	.	2	2.8
	Very dissatisfied	1	1.4
	All	23	100.0	58	100.0	22	100.0	72	100.0	78	100.0	23	100.0	72	100.0

Human Resources (MPP) Item Distribution - Spring 2001

	SB		SLO		SM		STAN		ALL	
	N	%	N	%	N	%	N	%	N	%
1. When was the last time you conducted a recruitment or participated in a recruitment for a staff or MPP position?	41	87.2	56	82.4	29	93.5	28	84.8	467	83.8
	5	10.6	9	13.2	1	3.2	3	9.1	56	10.1
	1	2.1	3	4.4	1	3.2	2	6.1	34	6.1
	47	100.0	68	100.0	31	100.0	33	100.0	557	100.0
2. My basic philosophy about recruiting for staff positions is that human resources should:	1	2.2	1	0.2
	3	6.5	5	7.8	5	16.7	2	6.5	45	8.6
	27	58.7	49	76.6	16	53.3	23	74.2	358	68.2
	15	32.6	10	15.6	9	30.0	6	19.4	121	23.0
	46	100.0	64	100.0	30	100.0	31	100.0	525	100.0
4. What factor do you think most influenced selected applicant(s) to accept your offer?	7	15.2	4	6.3	2	6.7	2	6.5	87	16.8
	5	10.9	22	34.4	7	23.3	6	19.4	74	14.3
	5	10.9	1	1.6	2	6.7	4	12.9	33	6.4
	20	43.5	29	45.3	10	33.3	19	61.3	222	42.9
	3	6.5	4	6.3	1	3.3	.	.	27	5.2
	6	13.0	4	6.3	8	26.7	.	.	75	14.5
	46	100.0	64	100.0	30	100.0	31	100.0	518	100.0
5. On the average, how much time should it take to fill a staff position?	1	2.2	4	6.3	1	3.3	2	6.5	35	6.7
	23	50.0	20	31.3	13	43.3	12	38.7	223	42.8
	14	30.4	22	34.4	9	30.0	9	29.0	151	29.0
	7	15.2	13	20.3	5	16.7	6	19.4	87	16.7
	1	2.2	5	7.8	2	6.7	2	6.5	25	4.8
	46	100.0	64	100.0	30	100.0	31	100.0	521	100.0
6. In general, how satisfied are you with the quality of your hires?	23	50.0	32	49.2	12	40.0	14	46.7	200	38.5
	21	45.7	32	49.2	14	46.7	12	40.0	271	52.2
	2	4.3	1	1.5	3	10.0	3	10.0	38	7.3
	1	3.3	1	3.3	9	1.7
	1	0.2
	46	100.0	65	100.0	30	100.0	30	100.0	519	100.0