

Appendix C: A Sample of Better Communication

The University of Arizona, one of the universities OSU uses as a peer institution for comparison purposes, has a well-developed Human Resources website that all employees, both faculty and staff, can access for immediate answers (<http://www.hr.arizona.edu/>). It provides a framework for employee performance and career development (see http://www.hr.arizona.edu/08_o/development/facdev.php). It provides direct links to the University Handbook for Appointed Personnel, their term for fixed-term faculty, which clearly spells out expectations not only for employees, but also for departmental leadership (<http://uhap.web.arizona.edu/chap2.html#2.06.03>). It also has a site just for their fixed-term faculty at <http://www.arizona.edu/working/appointed.shtml>. Steps for hiring faculty are clear, easy to follow, and all in one place: http://www.hr.arizona.edu/03_hire/forms/hire_steps_faculty.php.

OSU's web site does not lead to answers as quickly. OSU's Faculty Handbook, for example, is less easy to navigate. At UA, one resource has all the links necessary. OSU's website may have several different sites to find similar answers. It is confusing and tiresome and little knowledge is gained in the process.

Looking at our both websites for faculty and staff under employee services, one can see similar links. However, UA provides a cohesive site that clearly shows all the links as a whole. The UA clearly defines expectations for all classes of employees as well as expectations for leadership to implement progress. OSU's website takes you to as many different links, with a different look and feel to each page, and trying to determine if you are even in the right spot for the information you seek is confusing.

Not only does a comprehensive site give you a sense of "they know what they're doing" but it is empowering to the employee who needs the information, whether it is to find the right information to fill out forms for hiring, or to an individual looking for career development opportunities.

OSU may do some things better or provide more services in some areas than UA, but it can do better at providing a central resource where clear navigation to career development and employee services is provided.

Comments provided by Sheri Woods.