



University Senate  
Faculty and Personnel Affairs Committee

**Response to Charge S-1306  
Dual Career Services Program**

**A. Charge**

**S-1306 Dual Career Services Program:** Examine the desirability of establishing a dual career services program within Rutgers Human Resources in order to enhance the ability of Rutgers to recruit and retain faculty and staff who may need to relocate to accept a position at the institution. Research policies at peer institutions that provide the accompanying partner with the tools and services to access resources for an effective job search and make recommendations as appropriate.

**B. Summary**

The Faculty and Personnel Affairs Committee (FPAC) examined career services programs and services offered by fellow AAUs to the spouses or domestic partners of prospective employees. These programs differ in the range of services offered and the manner in which they are implemented. Since services for dual career couples at Rutgers are not offered on a formal basis, the FPAC recommends that a more structured program to address the employment needs of spouses and partners would facilitate the recruitment or retention of new and existing employees. The FPAC also recommends that the administration implement the proposed Rutgers *Dual Career Services* program after first sharing the plan with the FPAC for advice.

**C. Background**

The FPAC discussed the charge on two occasions as new or old business (2013 January, February) and on five occasions as a formal charge (2013 March to May, September and October). The committee examined the opportunities for the “trailing” spouse or domestic partner of a prospective employee formally offered a position at Rutgers University. The committee also examined the websites of 21 universities, including AAUs, for the programs they have for dual career couples in the hiring process (Appendix I). A summary of these findings are presented in Table 1.

**Table 1.** Summary of dual career services at 21 universities (including fellow AAUs and aspirants). (See Appendix I for full listings.)

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<b>Administration</b>	Most universities recognize that the employment needs of the spouse or partner of new hires are an important consideration in university hiring. These “dual career” programs are administered through Human Resources or the Provost’s office.
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<b>Clients/Eligibility</b>	<ul style="list-style-type: none"> <li>• Those eligible for services (clients) most often include the spouses and partners of new hires (or those about to be hired)</li> <li>• Clients include “spouses” and/or “partners”: one website lists “spouses” only; one requires proof of marriage or of a significant partnership arrangement; one requires proof of a legal partnership; one requires proof of eligibility to work in the United States</li> <li>• New hires include faculty (most often) and upper level staff (those positions expected to be in place for two years or more)</li> <li>• Other programs are open to the spouses of faculty the university wishes to retain</li> <li>• Other sites have information freely available as links on university web pages</li> </ul>
<b>Registration</b>	<ul style="list-style-type: none"> <li>• Most programs with tailored services require that the client submit an information form, a needs assessment form, or a questionnaire to a specific contact person at the university</li> <li>• Many programs require the client to contact the office directly; some require that the hiring department contact services when a spouse or partner needs assistance</li> </ul>
<b>Duration of benefit</b>	Some websites specify up to one year or until the client has obtained a position; most websites do not list a duration of benefit
<b>Cost</b>	Two sites report that services are free of charge; most do not mention a fee for service
<b>Location requirements</b>	Some websites specify that the client and new hire must be actively relocating or on site within the past 1 to 2 years; other websites do not specify location requirements
<b>Range of services</b>	<p>Services range from client-based programs that offer one-on-one consultation and a wide range of products and services (e.g., resume writing to customizing job searches based on the client’s needs) to simple lists of links to employment resources at the university and in the surrounding area. Specific programs and services include:</p> <ul style="list-style-type: none"> <li>• Consultations (in workshops or a one-on-one setting) to: <ul style="list-style-type: none"> <li>◦ assess career direction</li> <li>◦ assess the job market</li> <li>◦ develop a customized job search plan</li> <li>◦ review resumes</li> <li>◦ improve interviewing techniques</li> </ul> </li> <li>• Access to networking (i.e., collaborative relationships between the university with many internal and outside organizations (including alumni associations, local business, and corporations)</li> <li>• Access to library privileges, parking, employee assistance and wellness</li> </ul>

- offices, on-campus housing, recreation, and other facilities
- Links to Career Service Programs designed for students, alumni, parents, employers, faculty, and staff
- For clients with academic qualifications: adjunct faculty status, teaching fellowships, instructor or lecturer lines, shared positions, one-half to full-time tenure track positions; social gatherings
- Connections to resources needed to resolve visa issues
- Most programs provide links to resources and job boards/postings both internally and externally. These include links to:
  - private and public educational institutions [primary, secondary, or post-secondary]
  - job search resources
  - government (county and municipal) postings
  - local employers
  - nonprofit organizations
  - lists of available child care, housing, public services, temporary staffing, local arts and entertainment, eldercare, community activities, relocation services
  - a wide variety of published materials for dual career families
- For the hiring departments:
  - bridge funding is sometimes available to provide financial support when an offer of acceptance is contingent on employment of spouse or partner
  - some programs assist departments in targeted recruitment or retention efforts
  - others provide a funding mechanism for the partners of new hires through partnerships among the recruiting unit of the primary appointee, the host unit of the spouse or partner, and administration (such as the Chancellor or Provost)
- For outside employers: one website posts one-line descriptions of clients looking for work

**HERC**

Many universities (including Rutgers) work with the *Higher Education Recruitment Consortium* (HERC). A database of higher education and related jobs, HERC is a non-profit consortium of over 600 colleges, universities, hospitals, research labs, government agencies, and related non- and for-profit organizations.

**Disclaimers**

- Most state that they cannot guarantee employment
  - Some state that they cannot ask for preferential treatment in the hiring process; will not interfere with normal hiring processes; or by listing employers does not constitute endorsement of these employers
  - One website states that it cannot address issues of marriage counseling, housing, child care, or moving arrangements
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## D. Discussion

Most universities recognize that the employment needs of the spouse or partner of new hires are an important consideration in university hiring. These programs have different titles (for example, Dual Career Services, Dual Career Resources, Dual Career Couples, Dual Career Network, Career Partners Program, Partners Opportunities Program), but at a most basic level, these programs provide some information or services necessary to ease the career path of the “trailing spouse.”

Services for dual career couples at Rutgers are not offered on a formal basis. Links to employment opportunities<sup>1</sup> as well as local and state-wide attractions and services (such as day care, area schools, transportation, recreation, state government, and realtors)<sup>2</sup> are posted to the Rutgers University Human Resources website, but services that address the specific needs of the spouse or partner of new Rutgers employees are not readily available.

The FPAC proposes that a more structured program to address the employment needs of spouses and partners would facilitate the recruitment of new employees. The program should also be available to employees the university wishes to retain. In addition to the benefits afforded to employees and their partners, such a program will assist the hiring process by individual units, most notably by serving as a clearing house for employment opportunities within the university and elsewhere, but also by providing bridge funding and other support.

### *Considerations for the Rutgers Dual Career Services policy*

The goal of a proposed Rutgers *Dual Career Services* program is to establish a structured level of service that is uniformly accessible yet sufficiently flexible to meet the individual needs of clients (e.g., new hires and their spouses or domestic partners) and hiring units. Access to strong networks to assist new hires and their families is required. Considerations for a university-wide, Rutgers policy include:

Administering unit(s):	University-wide services/programs offered through the office of Executive Vice President for Academic Affairs in conjunction with the Vice President for Faculty and Staff Resources; more tailored or campus-based services offered through the office of Chancellor
Clients:	Spouses or domestic partners of prospective faculty and higher non-academic employees; spouses or domestic partners of employees the university wishes to retain.
Products:	<ul style="list-style-type: none"> <li>• Client access to services designed to enhance employment success (for example, resume review, customized job search plans, interviewing techniques, etc.), offered as workshops, personal consultations, or in media form posted to a website as appropriate</li> <li>• Access to libraries, parking, on-campus housing, wellness centers, recreation, social gatherings</li> </ul>

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<sup>1</sup> Rutgers University Human Resources website Employment Opportunities at Rutgers University:  
<http://jobs.rutgers.edu/>

<sup>2</sup> Rutgers University Human Resources website Work/Life Balance: <http://ehr.rutgers.edu/jobs/working-rutgers/gateway-new-faculty/useful-personal-and-work-resources>

- For those with academic qualifications: consideration for adjunct faculty status, teaching fellowships, instructor or lecturer lines, shared positions, or part-time to full-time faculty positions as appropriate
- Links to resources and job boards/postings (for example, internal and external: academic, government, county and municipal; local employers; and nonprofit organization postings, available child care and eldercare<sup>3</sup>, housing, public services, temporary staffing, local arts and entertainment, community activities)
- For the hiring unit: availability of bridge funding and assistance in targeted recruitment or retention efforts
- For outside employers: links to posts of anonymous descriptions of clients looking for work; facilitates connections once interest is expressed

Level of service:

*One-on-one consultation* (assess career direction and job market, customized job search plan, vita review, access to networks of internal and external organizations); *group workshops and training sessions* (for example, interviewing techniques and effective job search strategy), *on-line links to various resources* (for example, placement opportunities, other employment resources, and community services and programs)

Notice:

Notice of the availability of dual career services to prospective employees is essential and should be included in recruitment postings

## E. Recommendations

1. The FPAC recommends that the university administration develop a structured *Dual Career Services* program designed to address the employment needs of spouses and domestic partners of newly hired employees. The program should also be available to employees the university wishes to retain. Such a program will be administered university-wide, but certain services might be better offered on a per-campus basis. Appropriate components of the *Dual Career Services* program include those listed above; there are further considerations, however, that should be addressed by the administration when devising this policy. These include:

- services offered to lower level, non-academic hires
- services offered to faculty who wish to relocate within the university (such as moving from one campus to another)
- services that are tailored to meet individual needs but also considerate of "informal" policies that work well for individual hiring units
- the duration of benefit
- if proof of relationship is required
- if registration or referrals for services is required
- any fees
- restrictions

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<sup>3</sup> The university does not vouch for the quality of such child- and eldercare services.

Although it is expected that much of the information desired by new hires and their families might be made available on a website dedicated to the *Dual Career Services* program, a fully functioning program includes more personalized services, and these should be included in the overall design of the program and implemented as soon as feasible.

2. The FPAC further recommends that the university administration implement the proposed Rutgers *Dual Career Services* program only *after* first sharing its recommendations with the FPAC for advice; the proposal should include the projected costs for implementing and maintaining the program.

## F. Resolution

In Support of Faculty and Personnel Affairs Committee Report and Recommendations:

*Whereas*, the University Senate's Faculty and Personnel Affairs Committee has examined and reported on charge S-1306 Dual Career Services Program; and

*Whereas*, the University Senate has reviewed the Faculty and Personnel Affairs Committee's report and its recommendations; and

*Whereas*, the University Senate finds those recommendations to be sound and in the best interests of Rutgers University;

*Therefore, Be It Resolved*, that the Rutgers University Senate endorses the Report on Dual Career Services, and urges the administration to implement its recommendations.

## Faculty and Personnel Affairs Committee 2013-2014

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