UC SANTA CRUZ

Final Report
Recruitment
Solution Development Team

March 13, 2015

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I. Introduction

1. General Information

Project Name:
Recruitment Solution Development Team

Project Sponsor:
VC Sarah Latham

Project Co-Leaders:
Amy Kile, Assistant Employment Manager, SHR
Marie Logan, Director, BAS-ORM

Team Members:
- Theo Diamantopoulos, Fleet Manager, Physical Plant
- Jen Hale, Director of Resource Planning & Management, University Relations (BMAG-Member)
- Steve O'Neil, Assistant Director / General Merchandise Manager, Bay Tree Bookstore
- Lars Panzer, Administrative Analyst, BAS-ORM
- Dana Rohlf, Management Services Officer, Politics Department, Latin American and Latino Studies Department, Legal Studies Program (ABOG Representative)
- Tammy Wood, Senior Operations Analyst, Student Health Center

Initial Deadline:
December 23, 2014

2. Background information and purpose of the project

- Campus stakeholders have been engaged through a series of venues including Business Process Roundtables, electronic surveys, and other avenues of direct input to get feedback on BAS-related activities. Through this feedback process, the campus recruitment process has emerged as one of the main areas with potential for improvement.

II. Key Questions

1. How are we engaging clients to ensure they are aware of recruitment processes and policies?

1.1 Current State

- Recruitment process and policy information is posted on the SHR website
- Talent Acquisition Consultants (TAC) in Employment, Employee and Labor Relations (ELR) Analysts and/or some Certified Hiring Managers (CHMs) respond directly to client requests
- Emails with updates are sent out to the campus
- Tuesday Newsday Newsletters
- Training sessions (e.g. Fair Hiring training)

1.2 Analysis of Current State

Clients of SHR have expressed the following issues:

- Perceived lack of proactive efforts in reaching out to clients and communicating important information as well as changes. Generally no systematic strategy/method for client engagement
- Clients are oftentimes not aware of forms and policies regarding recruitment
- Difficulties in locating URL's to the job series descriptions, title and pay information; difficulties in determining at what point changing responsibilities require a higher job classification
- Generally the information offered by SHR on its website is not structured well enough/not user-friendly enough and people have difficulty navigating HR policies or feel overwhelmed by the amount of information
- Difficulty to determine who to contact in SHR to get individualized help. High staff turnover and frequent changes in assignments inhibit effective client engagement
- A variety of people are involved in the recruitment process, both within SHR and the hiring unit, which confuses the client and complicates engagement.

2. What are areas where our clients believe we are providing conflicting information on the policies and processes governing recruitment?

- Filling temporary "Limited" appointments
    - Some clients don't understand that limited appointments adhere to two rules at the same time; the 1,000 hour rule AND the duration limits of a temporary appointment type. Adhering to the 1,000 hour rule does not negate or override the temporary nature of a limited appointment.
    - Clarify why 800 hours is used to determine end dates when extending Limited Appointment job offer.
    - In addition, the campus standards for extending a limited appointment are unclear; ELR has been inconsistent in establishing both an internal process, as well as criteria for, the extension of temporary appointments.
- Response times
    - People have complained that the recruitment related turnaround times posted on the SHR website are not accurate. (The site was updated in September 2014). *Note re: Turnaround Times resource: Clarify for clients that posted turnaround times provide guidance for unit recruitment planning purposes. Make clear that turnaround times are always subject to change based on the unpredictable nature of the work, staffing fluctuations, and changing resource commitments.*
- Recruitment Management System (RMS)
    - The RMS summary report does not accurately reflect the full timeline of the recruitment process overall. For example, the initial date of a submission to SHR Employment via email is not recorded. What is recorded is the date Employment first creates the request, which may be several days after the email submission. In addition, there is no tool that captures the work that takes place before RMS is used. As a result, the timeline depicted in the summary report provides an incomplete picture of the overall process and creates confusion and frustration for the hiring unit. (See more about RMS in section six).
- Rehire Retiree
    - In general, rehiring a UC retiree is a complex process. This complexity can lead to confusion. It has to be noted that a lot of the complexity is driven by federal regulations. People are oftentimes not aware that the SHR website provides comprehensive information on this process.
- Onboarding
    - It is unclear to people when the onboarding dates are. The dates have been provided on the SHR website for several years now, and are updated annually; however, we may be able to draw attention to where this information is on the website as a way to address this issue.
    - Feedback also included confusion about how hiring units/supervisors are informed when an employee would start their new job. There is a perception that this information is not provided.

    - Another issue expressed is confusion about what is covered in onboarding sessions and the perception that the process lacks coordination between SHR units. The recommendation made in 5.1.2-D (develop a Hiring Managers (HMs) resource guide, aka toolkit), would address this confusion by documenting what is covered during onboarding sessions as well as clarify the role of the Employment office in conducting onboarding. Furthermore, it would go on to document what supervisors are expected to cover following the onboarding process and provide resources to assist them.
- Advertising/Job Elephant
    - Some hiring managers (HMs) have complained that they receive the Job Elephant (JE) recommendations after the position has been posted. If the Initial Review Date (IRD) is only 2 weeks, getting the recommendations in the first week and then getting the PO going loses ½ of the advertising time. HMs are hesitant to extend the IRD because the length of time the whole process takes, and they just want to get going.
    - There is no automated method of gathering data to determine the effectiveness of ad plans. The data comes from information voluntarily provided by applicants using RMS. Many units gather this information manually from job application materials.
    - Some hiring departments find the advertising recommendations from JE confusing.
- Live Scan
    - Some units find it is unclear whether it is the unit's responsibility to arrange a live scan or if Employment will arrange it; they don't realize it is based on whether they planned to do the background check pre-employment or post-hire. Adding to the confusion is that there is both a paper process and an online process.

3. How can we ensure we are proactively getting client feedback about their experience with the recruitment processes on campus?

3.1 Current state

- SHR participates in the Academic Business Officers Group (ABOG) and Staff Advisory Board (SAB) meetings for the purpose of providing information/updates and gathering client feedback
- The Human Resources Advisory Group (HRAG) is a good feedback mechanism for SHR to receive feedback from key contacts from campus units. However, many hiring managers do not attend HRAG meetings. It is not the purpose of HRAG to provide comprehensive information that can be shared broadly to the campus.
- Currently there is no good mechanism for hiring managers to systematically give SHR feedback.

3.2 Ideas for proactively requesting client feedback

- Live links in emails from Employment to invite feedback when recruitment activity concludes (perhaps a brief Google Form survey)
- Survey upon closing of a recruitment (or sent out infrequently), covering particular steps of the recruitment process; survey should provide contact information and allow surveyed party to ask for a call back
- Closing conversation between Employment and Hiring Manager after a recruitment is complete to gather structured feedback
- Annual meetings with selected users/clients to solicit feedback
- Establish a central help desk that routes feedback to subject matter experts who then give a call back

4. During what steps in the recruitment process do clients experience delays?

The main problem areas that lead to delays in the recruitment process are:
- Initiation of Recruitment
- Consultation with SHR Compensation
- Job Elephant / Advertising
- Formal job offers

4.1 Initiation of Recruitment

4.1.1 Current Condition:

A significant number of common delays can be attributed to the initial planning and preparation phase of the recruitment process. During the planning and preparation phase SHR Employment has usually not been engaged yet.

4.1.2 Root Causes

- Hiring units oftentimes don't know how to create a good recruitment plan. Some don't know who in SHR to go to for assistance with updating or creating job descriptions, for instance. There is a perception that there is no central contact person that can help with questions.
- Not all hiring units have a certified hiring manager (CHM) who has been trained to use the RMS system to initiate recruitments and job offers. A well-trained CHM speeds up the process overall.
- Key recruitment related information is not communicated effectively enough. Hiring managers (HMs) are sometimes unaware of specific requirements and don't clearly understand their role and responsibilities in the recruitment process.
- Recruitment processes and best practice standards vary by department or divisions. Some hiring units deviate from established standards because they favor flexibility in the way they run their recruitments or they are unaware that standards exist in their department/division. Most hiring units are unaware of the risks, negative impacts, and potential delays that following a non-standard recruitment process causes.
- Some hiring units like to keep SHR at a distance and refrain from involving them in their planning, reaching out to consult only when a problem arises.

4.2 Consultation with Compensation

4.2.1 Current Condition

Generally, classification review in RMS takes too long. The classification step is required in the recruitment process both for new job descriptions (JDs) and for existing JDs that have been revised since last classified.

4.2.2 Root Causes

- The RMS recruitment request process takes too long, in part due to workload issues in Compensation. Once a request gets to Compensation they have to review and approve the classification and JD elements before the job can be posted. Compensation has newly hired staff members. They are currently classifying requests in RMS but are not yet trained on all aspects. Their slower response time creates an overall delay.
- Adjustments to the JD, including rewrites, take too long. For example, there are certain wording requirements for each job classification. If the job description is missing particular keywords or if other important elements are incorrect or missing, the job cannot be classified as proposed and requires the hiring unit make an adjustment. It is difficult to get time with a subject matter expert in Compensation to consult about how to make the appropriate adjustments to the JD.
- Sometimes units consult with Compensation even when they are not required to do so before a job is posted. This may cause unnecessary delays.

4.3 Job Elephant / Advertising

4.3.1 Current Condition

Delays can occur in the Job Elephant/Advertising process. Sometimes it takes too long to obtain a quote from Job Elephant (JE). When the quote from JE is delayed, the job may be posted on the UCSC website long before the ads get posted on the selected advertising sites. Another potential for delay is in the JE PO process.

4.3.2 Root Causes

- Most advertising plans are coordinated by Talent Acquisition Consultants (TACs) in Employment. TACs cannot use RMS to coordinate all aspects of advertising requests and have to spend time using other tools to track the work, which can be inefficient. TACs deal with too many time sensitive tasks/assignments. Due to heavy workloads and competing demands, the TACs do not always process or coordinate advertising plans in a timely manner.
- Campus units do not normally engage directly with JE and the TACs serve as facilitators. There are several reasons why Employment recommends their office facilitate the interaction between JE and the hiring unit:
    - UCSC underutilization data (important in meeting campus diversity initiatives) must be obtained and submitted with the initial JE request; this would be cumbersome for hiring units to do on their own (unless a new resource/tool was created to easily provide the data)

  - o Only Employment can supply the RMS quicklink and Initial Review Date (IRD) data required to finalize ad copy templates for JE's use
  - o Placement of advertising must be carefully coordinated so it is not placed before the job posting goes live on the UCSC jobs website. Employment must be directly involved to ensure the appropriate timing of advertising and job postings
- Hiring units sometimes take a long time to communicate their final ad plan decisions and provide a PO number, interfering with the TACs ability to time the ad placement date to coincide with the posting on the UCSC jobs website
- The ad copy template is prepared by Employment who must wait until the job is posted in RMS to finalize the content for the ad copy template. Some hiring units prefer to review the templates for customization or proofreading. This requires extra time by TACs to carefully coordinate. If the TAC is busy significant delays can occur.
- The Purchasing department no longer accepts blanket PO's for recruitment advertising. This makes it more difficult for hiring units to be proactive in obtaining PO's early in their process.

4.4 Formal Job Offers

4.4.1 Current Condition

After the hiring unit selection committee has decided on a candidate, there is a perception that it takes too long until the candidate is presented with a formal job offer. The candidate experiences long waiting periods and uncertainty about their status. The lengthy time to process formal job offers can also result in the candidate taking a job with another employer who extends offers more quickly.

4.4.2 Root Causes

- Staffing: Only a limited number of employees in Employment are fully trained to extend formal job offers
- Generally, too many high priority tasks are assigned to TACs who prepare job offers and they have to shift between multiple priorities. The TACs are also assigned a number of administrative tasks reducing the time they have to work on formal job offers
- Sometimes, certain job offers get expedited / prioritized at the expense of other job offers waiting to be completed
- Few salary negotiations take place at the unit level prior to engagement with Employment. Over-reliance on TACs to facilitate salary negotiations is time consuming and impacts how quickly they get to other job offers.
- When a formal job offer is concluded, an informational email is sent to the HM documenting the hire date and providing other important information. However, RMS does not identify when the HM is not the supervisor. It is not clear to HMs who do not supervise that they are expected to pass the

informational email along to the appropriate supervisor. Recommend the content of the informational email be changed to clearly note this expectation.

5. Are there currently steps in the recruitment process that could be simplified?

5.1 Initiation of Recruitment

5.1.1 Short-Term (Up to Six Months to complete)

A. Engaging SHR Compensation for "pre-classification" work can be a strategic planning option for hiring units but it is often not necessary. Educate the campus about when pre-classification work is appropriate to avoid creating unnecessary extra work for the Compensation staff, which will result in an overall decrease in recruitment processing time.
B. A good recruitment plan is essential in avoiding many common delays in the process. Clearly identify which Employment staff are trained to consult on developing recruitment plans and/or advising on recruitment best practices.
C. Conduct a staffing assessment in order to determine the ideal number of FTE's in Employment.
D. Make the campus aware that the SHR Receptionist acts as a central help desk. The receptionist can answer general questions about the information we include in the HM resource guide/toolkit, or will be able to re-direct them to a knowledgeable person in the appropriate area of SHR to provide answers and assistance.
E. It is the opinion of some customers that explanations accompanying the timelines are too lengthy and wordy. People want a quick overview and not a narrative with background information. Make a quick overview of the recruitment turnaround times available. Give hiring managers access to additional, or expanded, background information as needed (as is done today in other areas on the SHR web site using the "more" link).

5.1.2 Medium-Term (Up to Nine Months to complete)

A. Assist divisions to develop, refine, and communicate division specific recruitment best practices and standards to be followed by their departments.
   - Hiring units have ownership in this process but need to know and follow their own standards.
   - Inform hiring units that deviations from their standardized approach can lead to delays.

   Supporting and consulting campus units during the initial planning and preparation phase of the recruitment process will also significantly improve client engagement, alleviate some of the existing confusion regarding roles and responsibilities and generally help to establish a more effective working relationship.

B. Improve the presentation of information documenting fair hiring practices.
    - o Clarify and consolidate the legal requirements, best practices and the required documents and/or documentation
    - o Present this information in one place for easy reference

    The Employment staff have difficulty obtaining final recruitment records from hiring units. Federal compliance regulations require certain documentation be included in the official recruitment file.
    - o A recruitment records checklist is available to assist hiring units in understanding what is required for the file
    - o Make the checklist more accessible and educate hiring units to better understand their obligation to provide this information

C. Establish a one-page resource for quick clarification of the recruitment process roles and responsibilities. List who to contact in SHR for help in the various stages of the process. Accompany this with a process map and workflow definitions.

D. Provide hiring units with a complete resource guide to recruiting (aka toolkit): the resource should document procedures, roles & responsibilities, legal or procedural requirements, turnaround times, tips & best practices guides, workflow maps and definitions, a planning guide, etc. into a complete recruiting resource for hiring managers HMs. Ideally the guide would be a combination of high-level quick reference tools for those HMs who just need a refresher, an FAQ, and more informative sections to guide HMs new to recruiting at UCSC.

E. Review the content of all RMS auto-generated informational emails; update as necessary to reduce confusion and ensure important details are easy to see.

5.1.3 Long-Term (Up to 12 to 18 Months to complete)

A. Conduct more RMS user trainings and recommend that hiring units train at least one certified hiring manager (CHM) that has a comprehensive understanding of the recruitment processes, requirements and policies.

B. Develop a web-based recruitment training module

C. Address staffing assessment resulting from 5.1.1-C and 5.4.1-B.

5.2 Consultation with Compensation

5.2.1 Short-Term (Up to Six Months to complete)

A. Make it easier to find job specifications. Include job specification information in the hiring manager resource guide (aka HM toolkit).

5.2.2 Long-term (Up to 12 to 18 Months to complete)

A. Provide templates for job classifications by series through Career Tracks. The templates should clearly outline the required wording for different job levels to help avoid JD re-writes.

5.3 Job Elephant / Advertising

5.3.1 Short-Term (Up to Six Months to complete)

A. Meet with Procurement Department to determine if the JE PO process can be further streamlined.
B. Document the current JE PO process in the HM resource guide (aka HM toolkit) (see 5.1.2-D).

5.3.2 Medium-Term (Up to Nine Months to complete)

A. Review effectiveness of current pilot program in which advertising plans are coordinated by an administrative support person in the Employment office instead of the TACs

5.3.3 Long-term (Up to 12 to 18 Months to complete)

A. Hire more TACs, or a combination of more TACs and more administrative staff to support the TACs

5.4 Formal Job Offers

5.4.1 Short-Term (Up to Six Months to complete)

A. Review criteria - used by employment office staff - by which job offers are currently expedited and adjust if possible to reduce the number of re-prioritizations.
B. Conduct a staffing assessment in order to determine the ideal number of FTE's in Employment.

5.4.2 Medium-Term (Up to Nine Months to complete)

A. Some hiring units prefer TACs to conduct salary negotiations while they remain at arm's length from the candidate, which adds to the TACs workload. Other units are willing to engage with their top candidate and conduct salary negotiations. The group feels that with proper guidance, units should be able to have that conversation with the candidate. This is not the formal offer, but simply the salary negotiation. Ensuring that units extend informal offers and conduct salary negotiations before engaging Employment, would allow TACs to utilize their time more effectively because the salary negotiation would be complete and they would be able to focus on the other parts of the formal offer. Some training would be needed to accomplish this. However, the majority of the units (approximately 75%) prefer the TACs to conduct salary negotiations. Therefore this group recommends conducting a risk/effectiveness study to assess the impact of moving this responsibility to the units.

B. Review effectiveness of pilot program in which administrative job duties of TAC's are realigned to an administrative support person.

5.4.3 Long-term (Up to 12 to 18 Months to complete)

A. Address staffing assessment referred to in 5.4.1-B
B. It was frequently noted in team discussion that RMS is an outdated system. The team has determined it is highly deficient as the primary tool to support the recruitment process. It is strongly recommended that more modern technological support be provided by replacing RMS with a new Applicant Tracking System (ATS). A more modern system will resolve or help address a significant number of key client issues expressed in this report. These issues are grouped for quick review in the Prioritized Recommendation Chart featured in section 6

6. What would an implementation plan and timeline look like to address some of the communication and process improvements in the recruitment process?

The chart below labeled Plan A, summarizes the group's recommendations, organizing them by implementation timeframe (i.e., short, medium, long or very long term) and priority level (i.e., high, medium and low). Staff HR Management determined that short-term recommendations can be completed utilizing existing Staff HR resources; however, varying degrees of additional resources would be required to ensure remaining recommendations are completed within the stated timeframes.

The next chart labeled B, shows those recommendations that are already being addressed by Employment or other HR initiatives (e.g., Career Tracks).

The final chart labeled Plan C, shows the recommendations that would be altered or considered obsolete should we replace the Recruitment Management System (RMS). This chart is intended to convey that focusing on an RMS replacement project rather than individual solutions is a more effective and efficient way to address campus concerns and Solution Development Team recommendations. Replacement system requirements would address identified system deficiencies (e.g., reporting) and recommended process enhancements (e.g., real-time communication, advertising coordination). Plan A strategy places the highest possible priority on a RMS replacement project, in turn reducing the risk of resource competition with our local UCPath implementation anticipated to occur sometime in FY 2016. Additionally, our current RMS utilizes a product that is more than 10 years old and it is probable that the vendor will stop supporting this version of their product in the near future.

The RMS replacement project would require resources outside of SHR, including ITS project support, a Project Manager with experience conducting a full RFP process, and leading a team, including a full time Project Assistant, to complete all phases of a complex system implementation including a client communication campaign and internal-user and end-user training programs.

In summary, the Team's recommendation is to complete the items listed in chart B and in parallel move forward with an RMS replacement project deferring all other recommendations.

Appendix A – Prioritized Recommendations Charts

Plan A Chart 1: Summary of Recommendations by timeframe and priority

Recommendation Number	Resource Requirement	Priority Level	Comments
Short-Term – Up to Six Months			
5.1.1-A	Can complete w/current resources	HIGH	Educate campus about when pre-classification is appropriate (see 5.1.2-D)
5.1.1-B	Can complete w/current resources	HIGH	Identify TACs as consultants for recruitment planning (see 5.1.2-D)
5.1.1-C & 5.4.1-B	Can complete w/current resources	HIGH	FTE assessment – see note below for details
5.1.1-D	Can complete w/current resources	HIGH	Identify SHR Receptionist as a resource for who to call
5.1.1-E	Can complete w/current resources	MED	Revise turnaround times for quicker read (see 5.1.2-D)
5.2.1-A	Can complete w/current resources	HIGH	Make job specs easier to find (see 5.1.2-D)
5.3.1-A	Can complete w/current resources	MED	Request w/Purchasing to further streamline PO process
5.3.1-B	Can complete w/current resources	MED	Document or link to JE PO process in toolkit (see 5.1.2-D)
5.4.1-A	Can complete w/current resources	LOW	Requests to expedite formal job offers: Provide information on how this is done and when it is appropriate (see 5.1.2-D)
Employment FTE Assessment			
Results of an FTE assessment (Short-Term recommendations 5.1.1-C & 5.4.1-B) will help define the implementation plan and resource requirements for the medium and long term recommendations. Plan to complete the assessment and adjust medium and long-term implementation strategies appropriately. If the assessment indicates the FTE in Employment is low, develop a strategy to address it (Long-Term recommendations 5.1.3-C, 5.3.3-A & 5.4.3-A).			
Medium-Term – Up to Nine Months			
5.1.2-A	Project Assistant, 75% time, 9 months	MED	Assist Units/Divisions to document recruitment standards
5.1.2-B	Project Assistant, 75% time, 9 months	MED	Fair Hiring requirements vs. best practices, how-to for ASL & Job Offer RMS worksheet (interviewee status guide)
5.1.2-C	Project Assistant, 75% time, 9 months	HIGH	Provide quick guide to roles/responsibilities
5.1.2-D	Project Assistant, 75% time, 9 months	HIGH	Develop a complete recruiting resource for HMs (aka toolkit)
5.3.2-A	Project Assistant, 75% time, 9 months	HIGH	Review effectiveness of an Advertising Coordinator in Employment
5.4.2-A	Project Assistant, 75% time, 9 months	LOW	Assess risk of training units to do salary negotiations prior to formal offer
5.4.2-B	Project Assistant, 75% time, 9 months	HIGH	Move admin work from TACs to an admin support person
Long-Term – 12 to 18 Months			
5.1.3-A	TBD	HIGH	Encourage more CHMs on campus & offer more RMS trainings
5.1.3-B	TBD	MED	Develop a web-based training on recruitment practices & standards
5.2.2-A	TBD	MED	Career Tracks templates
5.1.3-C, 5.3.3-A & 5.4.3-A	TBD	HIGH	Address FTE assessment noted in 5.1.1-C & 5.4.1-B
Very Long-Term – 18 months to 3 years			
5.4.3-B	Requires project team	HIGH	Replace RMS when feasible given UCPath implementation project

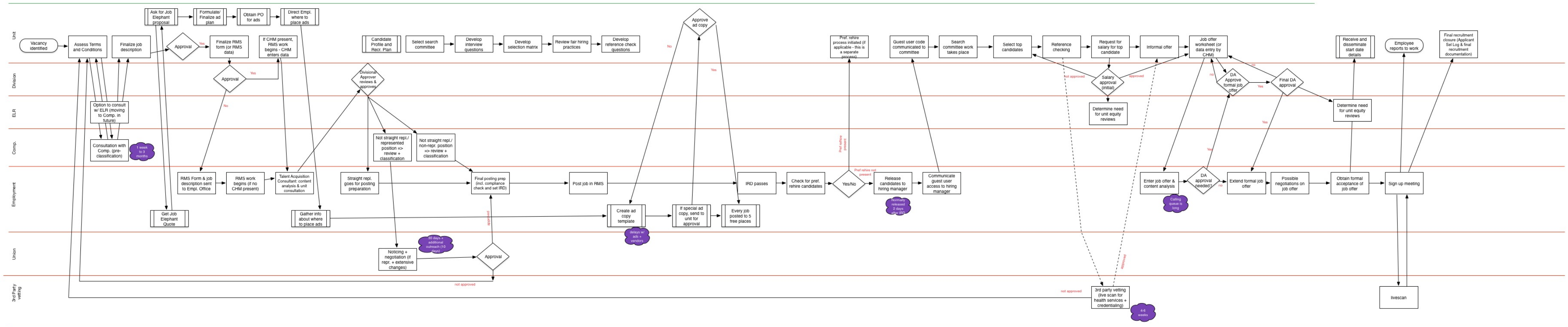
Plan B Chart 1: Replace RMS

Recommendation Number	Short, Med, or Long Term	Comments
Recommendations that will be addressed or altered by the replacement of RMS Listed items subject to change following strategic planning		
5.1.1-A	Short-term	Educate campus about when pre-classification is appropriate
5.1.1-C & 5.4.1-B	Short-term	FTE assessment – see note below for details
5.1.1-E	Short-term	Revise turnaround times for quicker read
5.2.1-A	Short-term	Easier to find job specs
5.4.1-A	Short-term	Requests to expedite formal job offers: Indicate how this is done & give examples of when it is appropriate
5.1.2-A	Medium-term	Assist w/ Unit/Division recruitment standards
5.1.2-B	Medium-term	Fair Hiring requirements vs. best practices, applicant/interviewee status guide for forms
5.1.2-C	Medium-term	Provide quick guide to roles/responsibilities
5.1.2-D	Medium-term	Develop a complete recruiting resource for HMs (aka toolkit), (system-specific information)
5.3.2-A	Medium-term	Dedicated Advertising Coordinator in Employment
5.4.2-B	Medium-term	Move admin work from TACs to Admin Support
5.1.3-A	Long-term	Encourage more CHMs on campus & offer more RMS trainings
5.1.3-B	Long-term	Web-based recruitment training, campus standards
5.2.2-A	Long-term	Provide Career Tracks templates
5.1.3-C, 5.3.3-A & 5.4.3-A	Long-term	Address FTE assessment noted in 5.1.1-C & 5.4.1-B
FTE Assessment Recommendation		
An Employment FTE assessment (Short-Term recommendations 5.1.1-C & 5.4.1-B) will determine or impact the implementation plan and resource requirements for all medium and long term recommendations. Plan to complete the assessment and adjust medium and long-term implementation strategy appropriately. If the assessment results indicate that the FTE in Employment is low, develop a strategy to address that in the long-term recommendations 5.1.3-C, 5.3.3-A & 5.4.3-A.		

Plan B Chart 2: Additional Solution Implementations

Team recommendations with solutions already identified by SHR or in progress prior to this Project Timeframes subject to change based on strategic planning and resources allocated			
n/a	n/a	Complete	Improve coordination between ELR and Employment of new hire/rehire onboarding
5.1.1-E	Can complete w/current resources	Short-term	Revise turnaround times for quicker read
5.1.1-B	Can complete w/current resources	Short-term	Identify TACs as consultants for recruitment planning (see 5.1.2-D)
5.1.1-D	Can complete w/current resources	Short-term	Identify SHR Receptionist as a resource for who to call
5.3.1-B	Can complete w/current resources	Short-term	Document or link to JE PO process in toolkit (see 5.1.2-D)
5.3.1-A	Can complete w/current resources	Medium-term	Request w/Purchasing to further streamline PO process
5.1.2-C	Project Assistant, 75% time, 9 months	Medium-term	Provide quick guide to recruitment roles/responsibilities
5.4.2-A	Project Assistant, 75% time, 9 months	Medium-term	Assess risk of training units to do salary negotiations prior to formal offer
5.1.2-D	Project Assistant, 75% time, 9 months	Medium-term	Develop a complete recruiting resource for HMs (aka toolkit)
5.1.2-B	Project Assistant, 75% time, 9 months	Medium-term	Fair Hiring requirements vs. best practices, how-to for ASL & Job Offer RMS worksheet (interviewee status guide)
5.3.2-A	Project Assistant, 75% time, 9 months	Medium-term (candidate selection in progress)	Review effectiveness of an Advertising Coordinator in Employment
5.4.2-B	Project Assistant, 75% time, 9 months	Medium-term (candidate selection in progress)	Reassign administrative work from TACs to a dedicated Admin Support
5.1.3-B	TBD based on strategic planning & resources	Long-term	Develop a web-based training on recruitment practices & standards
5.2.2-A	TBD based on strategic planning & resources	Long-term	Provide Career Tracks templates
5.1.3-C, 5.3.3-A & 5.4.3-A	TBD based on strategic planning & resources	Long-term	Address FTE assessment noted in 5.1.1-C & 5.4.1-B

Appendix B - Process Map Open Recruitment - Current State



Appendix C - Process Map Limited Non-Recruitment - Current State