



<i>Title</i>	<i>Full-Time Employee Recruiting Process</i>		
Lead:	Jennifer Teal	Date:	July, 2016
Department:	Human Resources	Status:	Complete

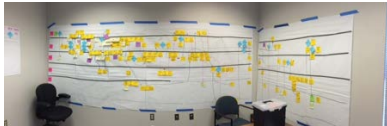
### Background/Problem Statement

The City's current process for recruiting full-time employees takes too much time. This leads to a loss in department productivity due to extended vacancies and loss of good candidates to other employers because of the extended cycle time.

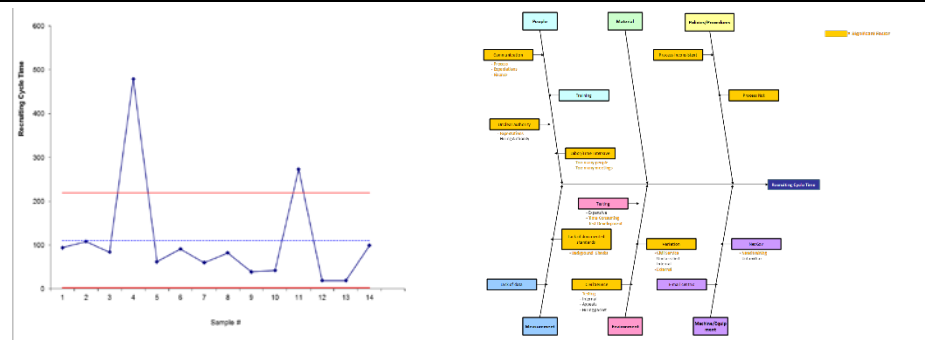
Goal: Reduce recruitment cycle time by 25%. Improve internal and external customer understanding of the process and expectations. Maintain or improve candidate quality.

### Current Condition

Slow recruiting processes are detrimental to departments who are already operating with less-than-optimal staffing numbers. Department services are often affected (eliminated or reduced) when positions remain vacant. Our current recruiting process is very labor-intensive and the staff-time that is allocated to it could be better utilized in other areas. We lose quality candidates throughout the process due to the length of time it takes.



### Analysis



#### Regression Model

$$\text{Recruiting Cycle Time} = (10.19) + (0.3547) * (\text{Posting Period}) + (51.43) * (\text{Interview Rounds})$$

### Solution/Implementation Plan

- Standardized format for initiating a recruitment through our recruiting software (NeoGov)
- Recruiting Planning Memo which outlines points of contact, timeline, expectations & documents to be reviewed
- Recruiting Kickoff Meeting which sets expectations & timelines collaboratively

### Results

	Before	After	Improvement
Process Steps ("Yes" Path)	88	45	49%
Process Handoffs ("Yes" Path)	44	16	64%

<b>KPI</b>	Mean Recruiting Cycle Time
<b>KPI Target</b>	83.25
<b>KPI Performance</b>	70

### Follow Up/Next Steps

**Recruiting Plan and Checklist**

The recruiting plan and checklist identifies the key stakeholders, decision points, required actions and proposed timelines for filling open positions.

**Key Information**

Position Title: \_\_\_\_\_  
 Date Vacant: \_\_\_\_\_  
 Hiring Manager: \_\_\_\_\_  
 Human Resources PIC: \_\_\_\_\_  
 Estimated FTE Rate: \_\_\_\_\_

**Position Characteristics**

Position Types:  Full Time  Part Time  Civil Service  
 Ordinance/Contract:  City  POP-OLC  POP  Undersized  Supervisor  Command  
 Authority & Funding:  Position is funded in current appropriations  Position exists in current ordinance/contract

**Document Review**

Completed	Document	Notes
<input type="checkbox"/>	Job Description	
<input type="checkbox"/>	Supplemental Information	
<input type="checkbox"/>	First Round Interview Questions	
<input type="checkbox"/>	Second Round Interview Questions	
<input type="checkbox"/>	Examinations (if needed)	

**Posting/Advertising Strategy**

Blockcode	Issue	Notes
<input type="checkbox"/>	Posting Type	<input type="checkbox"/> Internal <input type="checkbox"/> External
<input type="checkbox"/>	Search Advertising Source	
<input type="checkbox"/>	Posting Period	
<input type="checkbox"/>		
<input type="checkbox"/>		

**Examination Strategy**

Exam Required:  Yes  No

Exam Type: \_\_\_\_\_  
 Exam Source: \_\_\_\_\_

**Interview Strategy**

Completed	Action	Details
<input type="checkbox"/>	Identify Interview Team	Round 1 Interviewers: _____ Round 2 Interviewers: _____ Round 3 Interviewers: _____
<input type="checkbox"/>	Finalize Interview Questions	
<input type="checkbox"/>	Testatively Schedule Interviews	Round 1 Interviews: _____ Round 2 Interviews: _____

SOPs and job aids were developed to ensure adherence with the improved process.