

University Hiring Process Analysis

2016

University Process Innovation

Background

University Human Resources (UHR) requested an evaluation of the current hiring processes across campus in order to investigate the reported excessive hiring timeframes. This was accomplished by analyzing the process and understanding the time spent on each task.

Client Challenge

The perceived excessively long time to hire created a stigma around the hiring process at the University of Maryland. eTerp, the hiring platform from PeopleAdmin, was upgraded with new process flows to try and address this problem. Because one of the most important resources at the University of Maryland is its employees, it was critical to evaluate the hiring process to see if the stigma around time to hire was accurate. Evaluating the process was also important in order to find ways that effectively improve the overall experience, to ensure that the University hires top quality candidates in a reasonable timeframe, and to minimize vacancies while providing candidates with a great customer experience.

Key Takeaways

- Inconsistency and complexity in process execution hampered core strategic objectives
- Multiple short and long-term improvement opportunities
- Significant effort and cost savings from simple tools and process changes

UPI Process Approach & Recommendations

The UPI team began this project by reviewing the original project scope with our project sponsor. After defining the scope to include each part of the process from Needs Assessment until Onboarding, which was addressed in an earlier effort, we set up interviews. In order to get the whole picture, we interviewed hiring managers, search committee chairs, search committee members, members of the eTerp service center and candidates that recently applied for jobs at the University. We also talked to individuals of the same position in different departments across campus to compare the hiring process, conducting nearly 30 interviews.

In parallel with interviewing, we gathered quantitative data from the eTerp system in order to conduct a numerical analysis. We compared different types of hiring and calculated time to hire information to supplement the interviews we conducted in each department.

The UPI team identified system and process concerns with the hiring process and provided a process summary, an as-is swimlane diagram and a to-be swimlane diagram. Some key findings were that there was a high variance in the average

time to hire for a department due to an unequal distribution of information, as well as redundancies in the hiring approval process. Additionally, there were opportunities to improve both the equity consistency across campus and the user interface for the eTerp system. The most critical finding was the variance in average times to hire between departments. This ranged from approximately six weeks to over three months for the same type of position. A case study conducted to detail the real-time process of in-progress hires during this project assessment confirmed our findings.

After collecting all of our initial information, a workshop of all previous interviewees was assembled to step towards recommendations. The participants voted on the biggest problems within the process and then came up with solutions to these problems, ranking them on an impact vs. ease of implementation matrix (See Matrix Workshop Guide). Recommendations to target improvements in quality, speed, customer experience, consistency and equity were then documented and delivered. These recommendations included the elimination of five steps in the approval process by combining the position and posting processes. A suggestion for the creation of more easily assessable tools, like a schedule to show how to hire in six weeks, was made. In addition, our recommendations included future goals for eTerp interface improvements and an equity charge video to make sure a consistent message is used across campus.

Results

The project sponsor was enthusiastic about the findings and has already started to implement some of the recommended changes. As of April 2016 there have been many improvements made to eTerp such as the inclusion of automatic rejection notifications to improve the candidate experience, as well as the publishing of departmental time to hire data to help set goals and create incentives to hire quickly. In addition, tools for the hiring managers and search committee chairs are in progress that will help reduce position vacancies and the potential loss of quality candidates, as well as answer common questions about the hiring process.

"I began working with the University Process Innovation team shortly after I arrived on campus. As a new AVP it was important to me to understand the current processes so that I could have a good idea of what needed to be approved. I have worked with Joseph and his team on two projects so far and we have another one that we are just beginning. I have found that this team to be very professional, detailed oriented, and the work product has been a great value in helping me to make good strategic changes on our UHR process."

- Jewel Washington

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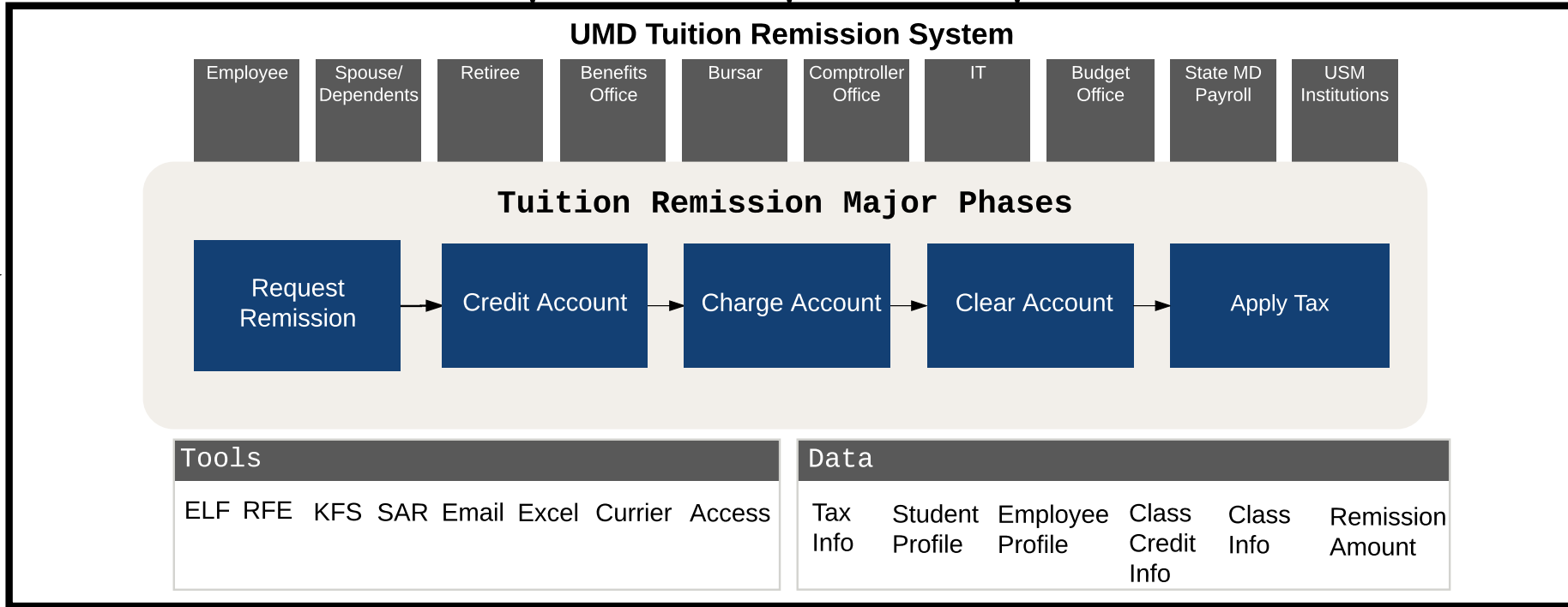
- Extremely Error Prone
- Errors are Compounded Throughout the Process

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- Significant Security Risk
- High Cost to Administer Process
- Large Potential Loss of Productivity Due to Single Failure Point

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- Requires Weeks of Dedicated Time to Process
- Takes Weeks to Correct Automated Process



● → Desire to take Classes

→ ● Classes Funded