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 Bureau of  
**Human Resources**  
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Office of Management and Finance

Fred Miller, Chief Administrative Officer

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TO: Bureau Directors

FROM: Anna Kanwit, HR Director *A*  
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SUBJECT: Recruitment Process Improvements

Master Change Facilitation Process

In July 2013, BHR alerted bureaus about direct service impacts in recruitment due to the reduction of two FTE in BHR's Diversity Outreach and Employment Resources (DOER) unit. In addition to the reduction of staff, the City experienced a 44% increase in recruitments between 2010 and 2014 and an 11% increase in the number of recruitments year-to-date. Not surprisingly, this combination of events led to general dissatisfaction with our recruitment processes. In early 2015, Anna asked BTS to assist BHR with a master change facilitation process to look at enhancing and streamlining the recruitment process. Staff used NeoGov to look at our current recruitment process, engage end users, and obtain information from other jurisdictions in order to determine best practices. Several focus groups were held and a two day facilitated workshop was conducted with DOER staff and employees from a cross-section of bureaus.

The final report (attached) contains a number of suggestions for improvement.

Current Recruitment Process

- Hiring manager submits a requisition to BHR via TrackIt or NeoGov.\*
- Vacancy is verified; BHR drafts a job posting and creates a work plan and timeline.\*\*
- Job posting is submitted to selected outreach advertisements and job opens on a Monday.
- Applicant pool is evaluated; posting closes when the requisite number of applications is received and/or when the deadline for submission has passed.
- Applications are reviewed and scored by BHR staff and/or by bureau subject matter experts.
- Eligible list is created from review above, thereby closing the examination/recruitment process.

\*Best practice for increasing the diversity of the applicant pool is to engage in ongoing outreach as well as to conduct focused outreach prior to posting a job.

\*\*Many participants in the review process indicated they never receive a work plan.

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The timeline for the steps in the process varies: the mean average to open the posting is 9 work days, the average from closing the posting to eligible list depends on whether BHR or the bureau conducts the review.

Process Improvement Recommendations

The report contains a number of recommendations. Not all are possible or, at least, are not possible at this time. However, by implementing the following we should achieve significant, overall improvements:

- **Improved communication:** Consistent use of a standardized recruitment work plan by every Senior Human Resources Analyst with agreed upon timelines and deliverables (and by whom). This change has been implemented.
- **Training Video for How to Apply:** Submitted an innovation grant request to create a “how to apply” video. Development of the video will be a collaboration between DOER and TWD (Training & Workforce Development). If funded, the expected completion date is the beginning of September 2015.
- **Implement the Online Hiring Center (OHC):** Goal is to fully implement by the end of 2015. DOER staff will work with the HR Business Partners and Training & Workforce Development staff to ensure all who have roles in recruitment are trained to use the OHC.
- **Virtual Meetings:** DOER staff will work with our Technology Business Consultant to implement this recommendation.
- **BHR Staff Realignment:** BHR is not able to realign existing staff to add to recruitment; however we are re-structuring positions within DOER. Rather than filling a vacant Senior Human Resources Analyst position, we are creating two Senior Administrative Specialist positions. Recruitment staff believe this will create efficiencies by freeing up the Senior Human Resources Analysts so they can focus solely on recruitments rather than on the administrative side of recruiting.
- **Supplemental Questions:** One suggestion to streamline the process was to use supplemental questions. Use of supplemental questions has not been ideal for the exam process and has been more effective in the selection process. Instead, then, our NeoGov Administrator, Gail Thompson, will evaluate use of the standard application in NeoGov for some positions in lieu of a resume and a cover letter which, for some positions, should speed up the exam process.

Cc: F. Miller  
D. Bauer  
Master Change Facilitation Participants