

DART Visioning Workshop Discussion Feedback

Managing Employee Requisitions 7.2.1

APQC

This is the discussion that happened when slide 1 - Manage Emp Requisitions – was presented by Victoria. She is covering 4 bps in one slide!

- Current ATS upgrade is needed but delayed. Process improvement is possible (making some improvements.)
- Metrics may not be accurate. Where in the process are we losing people? Where is information being pulled from?
 - Define metrics.
- Cybersecurity concerns.
 - Don't jeopardize security.
 - Does DART IT handle security for HR processes/databases?
- Can HR have more of a role/influence in job descriptions/qualifications?
 - It is piecemeal, not organizationally focused.
 - Make HR business partners with the hiring official/business units.
- Needs to be consistency in processes across the recruiting team/SOP's

Slide 2, 3 by Victoria

HBR-Hiring processes

- The list in this article is relevant, although there are some things DART doesn't do, like post phantom jobs.
- Important items:
 - Tracking/measuring results
 - LinkedIn/Indeed
 - Who is getting to those sites?
 - Who is filling out applications?
 - Were they hired?
 - How successful were they as employees?
- How have things changed in hiring since the 1980's/1990's/2000's?
 - "Shaking the CEO"-If you could give them this list, what would you want to them to know?
- Need to benchmark: Here is where DART is/Here's where the industry is/Here is what people expect when going through a hiring process.

Slide 4, 5

Workforce Center of Excellence

- Best practice for companies to have a dedicated team focused on this.
 - DART has staff limitations in HR. Some things happen informally.
 - There seems to be a prevalence of "one keeper" for functions. One person manages various email tools for sending out job postings to email lists, etc.
- Need to be proactive, not reactive

Slide 6,7

Refining “Qualified”

- Panels would need to be reeducated as well as changing the job description/posting.
 - Ease of use
 - Shortened time span
- Compensation can be the downfall of a good candidate
 - Based on formula, not a person who is evaluating degrees, experience, etc.
 - Hiring grades play into this
 - Needs more transparency
- Revamp job descriptions vs. pay

Next Ms. Davilla presented below. Same process happened. They seem to be cutting and pasting a bunch of text instead of summarizing and identifying 1 bp per slide.

10 Tips for Job Descriptions

- Job descriptions are long. Grammar and spelling mistakes
 - Copying/pasting from other job descriptions if the content is relevant or not.
 - To shorten job descriptions-everyone knows Word or Email, do we need to include? Does anyone fax things any more—should that be included?
 - No key words
- Compensation and hiring official are only people with inputs to job descriptions.
- Titles don’t often match job description, or what these positions are called by most other employers/industries.
- People who are in these current jobs don’t meet the qualifications of the current job descriptions.
 - How do those internal employees get promoted? What does advancement look like?
- Giving the personal emails of recruiters vary by recruiter and positions.
 - Bus drivers, 100’s of applicants
 - IT positions-smaller pool of applicants.
- Promote benefits upfront, may get more applicants:
 - Tuition reimbursement
 - Use the “About Us” sections on LinkedIn etc. to promote
 - Community college tie-ins.
- HR cannot change misspellings etc. until job is posted. There are often problems with random special characters popping up in a job description and other problems due to the old system.
- Put more power in the hands of the recruiter. This would be a culture change. How do you tell a 20 year hiring official they can’t have their “Christmas wish list” of a job description?
 - Start the process with lower level jobs. Go department by department and implement the change.

Implementation req:

Effort 10

Budget 2
IT investment 1
Impact on performance metrics 10
Quick hit? 5

How many open reqs?

- Paperwork and administrative duties are part of this team's roles, not just recruiting, and that makes their process longer.
 - "Specialists" have more administrative duties.
 - "Recruiters" skips the administrative roles.
- Some of these processes should be automated (scheduling).
- Focus on what you need varies by department.
- Takeaway-Stop recruiting by department
 - Rebalance the workload
 - Hire more recruiters, split work
 - Sourcers
 - 1 admin for every two recruiters
- Simplifying the process would help too.

Implementation Req

Effort 10

Budget 10

IT investment 1

Performance metric 10

Quick Hit? 4

Internal Recruiting

- DART has a lot of talent, it often goes unused.
 - Rather than spend \$10K on job postings, spend it on training current employees who need skills to be promoted. Attach the training with a commitment to stay at DART.
- Ask hiring officers, "Do we have the skills for this position internally?"

Recruit/Source Candidates 7.2.2

10 Signs Referral

- DART doesn't have a referral program (the program is bare bones)
 - No infrastructure to support
 - Concerns with "red carpet treatment" and EEO
- Need a strategy to develop it.
- Rewards for referrals don't have to be cash
 - Days off
 - Lunch with VP
- Should always be taking resumes for high turnover employees/temps

- No resume database exists
 - Estimates 500-600 resumes “on file”. Some are scanned, some are not.
 - One drive folder may be a workaround for storage
- Referrers can often help onboard a new employee.
- Can interviewees be referred to other jobs by HR? (You’re not a good fit for position x, but you may want to apply/interview for position y)
 - How does that change the interviewing process? Onboarding?

Recruit and Source Candidates

- Establish a hiring brand
 - We’re not just hiring bus drivers, we’re looking for you!
 - Branding specific for hiring and recruiting events
- Incentive for recruiters for hard to find candidates?
 - How to implement?
 - How to incentivize?

Recruiting Channels

- Currently don’t do any of the best practices listed.
 - No “short-list” candidates for EEO reasons
 - Forced ranking may assist in reducing volume
- Need data to help make decisions, and to see what works and what doesn’t.
- “Star” questions—helps provide an ability to sort candidates.
- Job posting site budgets are largely dependent on hiring officials.
 - Cost shift of ~\$200 base is moving from HR to hiring officials.
 - The process for posting jobs online used to be shorter. Now it’s Olivia-Tammy/Steffon approval process.
- Posting times vary by position
 - Lots of inconsistencies with postings.
- Suggestion-have a generic “DART is hiring” link posted on social media taking people to DART’s website. Who would be responsible for this process?
 - HR?
 - Marketing?
 - Hiring official?
- Indeed etc. are easy for candidates to apply, but not easy for DART to work with on the back end.
- Social media/mobile app submission would be a huge boost.
 - DART has social media accounts managed by Marketing
 - Managing a “DART Careers” social media account could be done by HR, or a HR/Marketing partnership.
 - Would it be a new FTE?
 - Define process
- Career fairs/Community Events
 - Low reward/high budget
 - ROI hard to determine

- Should these be more of a marketing focus, or HR?
- Has DART ever hosted a job fair?
 - Years ago
 - Currently have plans for an open house
- Cost sharing with other departments
 - Marketing-social media, community events, etc.
 - Various departments for job postings.

Dell-Referral Program

- Relevant for scoping out program. DART is not global, DFW focused.
- What is DART's cost per hire metric? What if that cost could be reduced 20%?
- Could also use this as a benchmark for improving the internal hiring/promotion process.
 - Create "open positions" link for email signature, embed into current email template.
 - Similar to survey template used in the past.
- DART has ~20 new openings per week.

Employee Referrals

- Referrals get the most hires for the least investment
- Skills vs. Job Description requirements
 - Employees may refer candidates with the skills who may not meet job description requirements.
 - SPHR requirement for compensation person. Only one candidate with that qualification, but other skills/certifications may be relevant.
- What are we looking for when considering internal promotion or external hire?
 - Mechanics tend to promote from within, except for entry level.
 - IT tends to promote externally.
- Changing the mindset with hiring managers to consider internal vs. external hires for promotions.
- If there was an opportunity to do targeted career fairs, it might be more beneficial.
 - If HR new three months down the road that they need a compensation manager, they'd sign up for a SHRM event.

Sabotaging Recruiting Events

- Current state-not a lot of effort being put into events by DART.
 - Would need budget
 - Not an effective tool without a budget.
- Contact shouldn't end when the even ends.
 - Email opening to attendees who sign up.
 - Kiosks at events allowing people to register for a jobs email would be helpful.
- Virtual career fairs might not be too relevant for a local company.
- Keep employees up to date on career fairs.
 - So they can tell their friends to go (referrals).
 - So they can attend as ambassadors.

- Look beyond career fairs
 - Educational opportunities
 - Networking mixers
 - Community events

Screen & Select Candidates 7.2.3

Telephone pre-screen

- Prescreens aren't widely used at DART
 - Sometimes for difficult to fill positions
 - Used sometimes IT positions, to verify credentials
- Feels like it helps candidates understand DART, help to understand salary requirements, etc.
- Record skype/go to meeting calls, attach MP3 to "paperwork"
- Concerns about cheating/favoritism in some of these tools
 - Phone interviews
 - Testing
- Could phone screening help to reduce cycle time?
- Some hiring managers dislike phone/skype calls. Feel they're not a good representation of candidates
 - Skype technology issues
 - Googling answers
 - Looking away from interviewers like they're being coached off camera
- Difference between pre-screen and interview?
 - Pre-screen is more like verifying a candidate has the qualifications before proceeding to the interview.

Structure interview to make the right hire

- Articles best practices are very similar to DART's, but order is different.

Hire the best candidate, not the best interviewer

- Good candidates might not interview well, good interviewers may not have the skills
 - Use "exercise" not "test" for EEO purposes
 - Processes aren't consistent across the agency
 - Police
 - Engineering

3 Screening Trends

- Be careful when looking at a candidates social media accounts before hiring the candidate
 - How should the information from social media be used?
 - DART police/Facebook bathing suit example.
- No standard for checking social media at dart (or not checking it) for candidates.
 - There is a social media policy for employees
 - Need a policy for hiring
 - Emphasize EEO standards and compliance
 - Time limitations—what is the value of finding a Facebook photo from 10 years ago?

10 Ways Employers Screen out the best candidates

- No way to measure failed job submissions-people who bail out of the process due to frustrations with technology or the process.
- Update of the separation policy is in process.
- There is no process for capturing how interns performed. (Another source of future hires)
- Policies and procedures change without updating manuals, or communicating the changes
- Adequate staffing would help with some of these issues:
 - Updating/changing SOP's, job descriptions, etc.
 - Onboarding consistency
 - Some updating
 - Metrics
 - HR tends to be a “dumping ground” for a lot of things.
- “Seasoned” employees tend to be resistant to change. But, some seasoned employees are tired of waiting for change to happen that hasn't happened yet.

Manage New Hire/Rehires 7.2.4

Boomerang Employees

- Don't have the manpower for alumni groups or alumni social media.
- Retirees are increasing, and will increase more in the next few years.
- When hiring ask candidates "How can I make you happy" and make you leave your job. People thinking about leaving DART should ask other boomerangs (or people at the potential new company) about their experience. Was the grass greener?
- Average tenure of DART employees 20-25 years.
- Boomerangs can be good brand ambassadors.

Steps to take before making a job offer

- HR doesn't have the manpower/bandwidth to do reference checks
 - DART police do reference checks
 - Everyone gets a background check
 - Credit check, etc. as needed by position
- Some information not available to HR when making an offer
 - Amount of travel
 - Which shift someone will work
 - Compensation (they have range, not ability to negotiate)
 - Counter offer goes back to compensation team.

Manage New Hires/Rehires

- Automaton would help processes
 - Send info (benefits etc) to candidate prior to onboarding
 - Send communications
 - Consistency to follow through
 - Lots of band-aids for not having an ATS
 - Too much room for human error and human delay
 - 2 weeks for compensation counter offer.
 - Need to change processes before automating. You don't want to put new technology on old broken processes
 - Fix the process, then worry about the technology.

5 steps before making a job offer

- Address relationships with vendors to improve experience for candidates and HR goals.
- Examples of emails:
 - Manual process
 - Should be consistent
 - Incorporate uniqueness of candidate (internal/external, parking spot, union, etc.)

Make the perfect job offer

- Consistency on compensation

- “10% rule” (people expect a 10% bump in pay in moving to a new job). Differ for an internal candidate. Why 6%+2 for an internal? Why not 6%+3?
 - Encourages people to leave to bump up their salary.
- Why isn’t the salary/compensation allotted for a job a range of \$x-y, and the candidate gets compensated within that range regardless if they’re an internal or external hire?
- Need benefit/compensation details up front to better communicate with candidate.
 - It is November and December hires are not getting the information they need for the holidays, 2020 benefits, etc.
- Communicate with candidates if there are delays on DART’s end.
- Onboarding every two weeks can hamper candidate start date.
 - Video sessions to speed up process.
 - Second issue is payroll
 - Can this be revisited with Chronos upgrade?
- Proper staffing helps with hitting timelines and closing gaps.

Onboarding Neglected and New Ways

- Communicate when probationary period is over and other opportunities in first year, and who to talk to.
 - Training/leadership classes, tuition reimbursement
 - Ability to apply for promotions
 - Toastmasters
- Add mission and values to conditional offer letter.

Your approach to hiring

- Importance of metrics compliance, consistency.

7.2.5 Manage Applicant Information

Effective ATS

- DART's system is home grown.
- Focus on JD's. Make them clear. If HR doesn't understand a JD, how will candidates? How can HR explain and answer candidates questions?
 - Sometimes JD's are wrong
 - Changing JD's is an arduous process
- Source data is a joke. We need metrics that reinforce a proper source data. Help hiring official anticipate needs.
- Let hiring officers know they don't have to wait for someone to leave before posting a job.

Beating an ATS

- Candidates should copy/paste a text version of their resume for current DART application system.
- Frequent suggestion for candidates to bring copies of resumes to interview. Particularly for panel interviews.
- ATS would help with id-ing frequent appliers or ineligible candidates and eliminate wasting time.

Best Practices on Using ATS

- When sourcing candidates, HR needs to be involved.
 - Texas workforce example, got quantity not quality.
- Clearer and more transparent with relationships such as community colleges and universities.

Record Retention

- Some paperwork is kept at Iron Mountain, some kept at DART in recruitment files
- What are legal requirements?
 - 2 years on site
 - 3 years at Iron Mountain
- Who is ultimately responsible? Has been inconsistent over the years.
- Is "paperless" records a potential?
 - It was, has gone back to paper.
 - Potential process improvement.
 - Cleveland RTA example as saving money

6 Best Practices for ATS

- Sourcing in important
 - Expanding focus, being more proactive rather than hoping people come to us.
 - Expanding talent pool.
- Need to be able to go to existing resume database and look for candidates.
- Metrics

- Are they accurate/up to date?
- Where do they come from?

Employment Record

- FTA audit requires certain materials to be kept and workflows

Fair Chance

- Critical focus for DART...disclosure. Candidate needs to disclose, don't hide the information, that's falsifying your application.
- No formal program for hiring people with "backgrounds", but moving in that direction.
 - Confers with legal when necessary.
- Written notice is sent to applicant if they are rejected due to background.
 - Candidates can re-apply if background is "cleaned up" if it was wrong.
- Background check process is too long/incomplete
 - Should be 3 to 5 days, usually is 5-7 days.
 - DART technology isn't able to easily synch with some background vendors.

This method we have used is biased. No customers. Same people with pet peeves are giving input. No one else from other depts. are present. But it was a good approach to establish the methodology!