

DART Report Out - Notes taken during discussions of the Evaluation Grid as each sticky was discussed.

7.2.1 Manage Employee Requisitions

- 1a-having hiring recruiters and HR managers measure job qualifications is key. Improving JD's will improve everything.
- 1b/1c-all of the HBR your approach to hiring is all wrong are important.
- 1d-having a workforce planning team would be important.
- 1e-how to put a workforce planning team together.
- 1f-impact based hiring. Qualify talent. Goes along with JD's, changing qualifications, etc. Needed every day and would benefit everyone.
- 1g-how to go about establishing impact hiring.
- 1h-JD's, talent needs to be included in creating them, they're the ones being monitored for response to fill, they should have some input.
- 1i-BP centered on private sector, not public sector. Not sure how it would apply to them. Feedback-it should be scored higher. Make sure to balance the load among the talent team, keep burnout low, faster turnaround, help to support talent team happy which could make them work harder.
- 1j-Internal hires, some companies promote a lot from within, some don't. It would benefit DART to keep this number (75% of hires are promotions) high.

7.2.2 Recruit/Source Candidates

- 2a-Treating your referrals like people, strong referral program; how to implement.
- 2b-Referral process should be quick. Give incentives and can be other than money. Whatever reward is given, make it fast. Have to do 2a before we can even get to 2b.
- 2c-Providing quick feedback and having leaders create a culture of referral. Use social media when possible/available. Could implement today without developing infrastructure.
- 2d-Recruiting through career fairs. Lackluster displays, particularly next to other companies. Could make small changes the makes it okay. Need to establish a strong brand and customize those brands to candidates.
- 2e-Using data to see how relevant data and how this affects people being hired.
 - Improve the process in career fairs (kiosk at career fair), help sourcing candidates
- 2f-Using data to identify where applicants are coming from, are they viable, how successful those applicants are as employees. Create metrics so DART can accurately spend their money. Do we need to see how these people perform as employees, or do we stop at hiring?
- 2g-Utilizing job scrapers like Indeed, LinkedIn, etc. Redundant, we already do it.
- 2h-Using social media as a recruiting tool. Would be an easy relevant hit, great for mobile usage. Probably the cheapest solution that could be implemented today and make a big impact.
- 2i-Community engagement as a recruiting tactic. Low reward, high effort; more branding than recruitment.

- 2j-Dell's referral program improvements (assumes there is a referral program in place.) Good structure for a program.
- 2k-Overall improvement of communications as it relates to onboarding, job opportunities for internal and external candidates, etc. Using communications to help improve the ability to find good candidates.
- 2l-Types of sourcing, changing the way DART does referrals and the job descriptions related to those referrals; particularly for internals.
- 2m-Leveraging the advantage of internals over externals and what they bring to the company. Varies by hiring manager, but could use an improved process across the board. Improve employee satisfaction, increase time to fill, other benefits to the company.
- 2n-Identifies career fairs are debatably relevant, on-line sourcing is more important. Every moment at a career fair is a dollar that could be better spent on line.
- 2o-How to improve your career events. Can't be done due to budget restraints.
- 2p-More over the top career event suggestions.
- 2q-If at a career fair, use employees as brand ambassadors, turn "other" calendar events into recruiting events, make events instagramable, better planning for career fairs—make sure you have jobs available and/or pick the events (SHRM) when there are jobs available in HR.
- 2r-Metrics: Identify where people are, where they're going, etc. and use those metrics to help reduce fill time.
- 2s point one-Put relevant details in JD's,
- 2s point two-Reconsidering how much focus is being put on passive talent; we could do better...send regular emails to people, put ads out, put jobs on applicant portal.
- 2t-Measuring the success rates of different types of applicants.
- 2u-Persuading fewer people to apply, testing candidates. Outside of very specific positions, DART doesn't have an issue with too many applicants. Testing as needed, processes are in place; but homegrown tests aren't the best may want to consider investing in new electronic tests. This would be an improvement over what exists.
- 2v-Revamping interview process and understanding the role of machine learning. Not used at DART, not relevant.

7.2.3 Screen and Select Candidates

- 3a-Telephone screen, not readily used at DART but could be helpful with hard to fill positions.
- 3b-Interview tips to make a good hire. A lot of the tips are being used. DART used to conduct hiring official interview training, may be a good idea to bring it back.
- 3c-How to hire the best candidate, not just the best interviewer. Some hiring officials are better at hiring for skills, not polished interviewers. Some hiring officials walk into the panel interview knowing who they want to hire and stacking the deck.
- 3d-Screening trends and the legalities of social media checks.
- 3e-Screening out candidates by making ATS/applying process arduous.

7.2.4 Manage New Hires/Rehires

- 4a-Corporate alumni groups to help with rehire. DART doesn't have a problem with rehires.
- 4b-Hiring former employees, DART is already good at this.
- 4c-Check personal references. Don't currently do, but do for more than a handful of positions.
- 4d-Ensure job offer is a good fit. When you make a job offer, give them as much information (and have it be as complete) as possible. Salary dispute is so common in almost all hires.
- 4e-Managing new hires and rehires. Automating the new hire process and cutting back on cycle time.
 - Move to a process where compensation is known up front, cut the steps of going back to compensation manager to get another number.
 - Compensation department is not consistent.
- 4f-Steps to take to make a job offer, similar to 4d.
- 4g-How to make a perfect job offer.
- 4h-Use onboarding to close the loop in recruiting, help DART work smarter, faster, and with greater confidence in particular talent.
- 4j-How to make Onboarding fun again.

7.2.5 Manage Applicant Information

- 5a-ATS, build the processes behind JD's, and then put the technology on top to improve efficiencies. Either update what they have and make it more user friendly, or get a new one.
- 5b-ATS, currently need a new system or to update the current system. Key words in resumes (suggest text fields to candidates) are key.
- 5c-ATS, communication is key to candidate success and updates are essential.
- 5d-Records management, make it accessible and easy to use when DART gets records requests. Medium focus because it doesn't have a big impact on internal business customers.
- 5e-Background checks. Following EEOC guidelines, make the turnaround faster.
- 5f-If an applicant is rejected because of a record, inform the applicant, giving them a chance to verify or challenge the information.
- 5g-Second chance opportunities