

BUSINESS CASE for HR PRE-RECRUITMENT PROCESS IMPROVEMENT



HUMAN RESOURCES PRE-RECRUITMENT DYNAMIC PLANNING, 2012/2013
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UAF Strategic Plan and UA Strategic Direction Initiative (SDI)

In this report the HR Internal Recruitment Design (HIRED) team makes several process improvement recommendations to streamline the recruitment process. These recommendations relate to the themes in UAF's 2012 Strategic Plan and the University of Alaska Strategic Direction Initiatives (SDI).

A human resources recruitment process presents a first impression to potential employees. If an institution cannot timely and effectively contact and process potential candidates to fill its positions, the organization's reputation suffers as does overall productivity and performance of the organization.

Improving the recruitment process ties directly to UAF Strategic Plan goals 6 and 7, as well as the core value to be accountable for the efficient use of university resources. Recruitment improvements align with the five core themes identified in SDI, in particular the accountability theme.

Background: Challenge and Purpose

In 2011 UAF's Executive Leadership group asked Vice-Chancellor for Administration Pat Pitney to review administrative processes for efficiency. The UAF Administrative & Support Review committee was convened for this purpose. The committee found that the recruitment process is "slow and cumbersome, yet has high impact and high visibility to many groups across campus". As a result of this finding, VC Pitney chartered the HR Internal Recruitment Design (HIRED) team to examine the recruitment process for improvements and efficiencies. The team began work in 2012. **HIRED's purpose is to improve the current recruitment practices by creating a more streamlined process that provides increased customer satisfaction through an effective, timely, measureable and efficient approach to recruitment.** See Appendix 1 for HIRED's vision and deliverables statement.

The adverse impacts of the current recruitment process include:

- Delayed or failed searches due to lengthy process, which results in loss of qualified candidates to other opportunities.
- Inefficiency and lack of transparency in a multi-step process which leads to user frustration.
- Cumbersome, inflexible process that cannot timely accommodate quick seasonal hires when duration of fieldwork is time sensitive and funding for labor is perishable.
- Redundancy in workflows.
- Lack of adequate document storage space in current software which slows software response time and results in user frustration.
- Lack of reporting tools and/or difficulty in reporting on vital statistics or equal opportunity demographics, contributing to increased institutional risk.
- Frustrated stakeholders and process inconsistency.
- Outdated software (UAKJobs) causes user dissatisfaction.

See Appendices 2 and 3 for HIRED's qualitative and quantitative data supporting the identity of adverse impacts.

HIRED identified four distinct recruitment phases:

- **Phase 1 Pre-Recruitment** - the time from a decision to hire until the job is posted online (made public) for applicants.
- **Phase 2 Applicant Screening** -the process of developing screening questions, conducting screenings and interviews, and selecting a candidate.
- **Phase 3 In-Processing/Onboarding** - the process of salary negotiation, contract letter development, and employee access to systems including email/technology.
- **Phase 4 Post-Recruitment** -expectation setting, training, and career development.

This report focuses on the pre-recruitment phase, with other phases scheduled for examination in the future.

Process Improvement Goal

To better meet the needs of the organization and streamline the process, the HIRED team determined that an acceptable and realistic goal is to post any recruitment within one business week from the department's decision to recruit.

To begin its analysis of the process, HIRED identified the 11 possible steps in the automated UAKjobs system during the pre-recruitment phase:

- 1) Save function (used while postings are being updated; indicates actions are pending)
- 2) Sent/Return to PPA/CCC (Personnel & Payroll Assistant/Cost Center Clerk) for modification
- 3) Submitted to supervisor for approval
- 4) Submitted for primary approval
- 5) Submitted to secondary approval
- 6) Submitted for third level approval
- 7) Submitted to HR for approval
- 8) Submitted to Grants for approval
- 9) Submitted to Budget for approval
- 10) Submitted to HR for posting
- 11) Return to supervisor for modification

The typical turn-around time is two to three days per step. These steps result in the potential for 22-33 days delay to posting, depending on the number of approval levels selected. If a position description (PD) must be created or altered prior to posting, this timeline may be significantly extended.

Pre-Recruitment Data Collection

The HIRED team collected and analyzed quantitative and qualitative pre-recruitment data from multiple sources across UAF. See Appendix 2 for data methodologies and data details. The team identified the following major factors that contribute to recruitment delays:

- Too many approval steps.
- Inconsistent application of approval steps within units or between units and HR.
- Limited access or poorly configured workflows within UAKjobs to efficiently do what is needed.
- Software inflexibility to reassign access in UAKjobs to another person in case of employee transition or approval requirement/delegation.
- Inability to assign approvers to positions that are split between different units or timekeeping locations.
- Back-and-forth or "rework" between units, budget offices and HR.
- Lack of training/common understanding of recruitment standards and compliance.
- Lack of documented practices within units for position review/approval.
- Overly complicated unstandardized position descriptions (PD) that are used for recruitment, employee performance management and career development planning.
- Repeated PD rewrite prior to recruitment (lack of standardization).
- UAKjobs system excessively slow due to a lack in adequate storage space for documents that are stored in it (applicant materials and department materials).
- Low or inconsistent use of pooled positions or recruitments for faster hiring.

SUMMARY OF RECOMMENDATIONS and ACTIONS

In order to reach the identified goal of posting within one business week from a decision to recruit, the HIRED team recommends the following improvements in four major pre-recruitment areas:

- 1) Position Descriptions
- 2) Streamline UAKJobs Accesses and Approval steps
- 3) Technology: improve existing system or purchase new system
- 4) Best Practices

The recommendations are listed in the order of those recommendations which UAF can implement in the short-term followed by those that will need UA system collaboration and tend to be longer term solutions. See Appendix 3 for additional narrative details and explanation of the data supporting each of the below recommendations.

UAF has the ability to address the following immediately:

Positions Descriptions (PDs):

- 1) Discontinue the use of customizing and detailing each PD. Instead, utilize UA Job Family descriptions or similar alternative which are standardized, do not change often, and contain the general skill set and minimum requirements for every type of position at UAF. This action will eliminate time in pre-recruitment PD writing and re-writing, along with reducing HR review and classification time. This is a project that will likely require a separate work team.
- 2) Utilize existing detailed PDs for setting expectations in a position (supervisor to employee) as part of an onboarding activity. Rather than use a highly customized document as a recruitment tool within the pre-recruitment phase (which must be revised each time a position is vacant), these documents may serve a different and better purpose for performance management. Establishing a Career Development Plan (CDP) or setting expectations early in a career and storing the PD in an online database to reference as the employee progresses may streamline the recruitment activities and serve as a transparent performance management tool. This recommendation preserves a body of work that has already been accomplished, but shifts the use of the document(s) to performance management/expectation setting.
- 3) Create a transparent, searchable database of standard job duties as a tool for supervisors, hiring managers and PPAs. PDs from other units are often requested by supervisors and must be extracted from UAKJobs and emailed individually by HR Consultants. Typically supervisors are seeking to save time by copying parts of an existing PD to describe their own similar position. A searchable database will help supervisors draw from existing resources to reduce the time it takes to create PDs and will help with consistency across campus. The database will eliminate a supervisor having to contact HR, HR having to extract the PD and send it to the supervisor. It will standardize the description of many of the routine functions accomplished in many positions.
- 4) Research OnBase as a possible PD searchable database tool. This project will likely require a separate work team.

Reduce Approval Steps:

- 1) The employee initiating a posting must understand and select the minimal amount of appropriate department level approvers in alignment with his or her VC/Provost level review and communication standards. VC/Provost standards must be clearly communicated and available online (or other appropriate method) for hiring managers, PPAS, HR and others that must respond within these approval steps.
- 2) Each VC and Provost level executive must complete a memo or HR template (to be created by UAF HR) indicating which PDs and/or postings require approval and the level of scrutiny for each. Appropriate designees, fiscal officers, and PPAs within that unit must be identified. HR will communicate and post these templates online for reference in addition to referencing standards for recruitment in Supervisor Training modules (where appropriate).
- 3) Allow departments to request fiscal approval as one of the existing levels of approval within any department that requires it. Financial Managers/Executive Officers and unit leadership are held accountable for funding positions within a unit; therefore, they must have appropriate access to confirm or deny the availability of funds before the position leaves the Department approval steps. Currently there are three possible departmental approvals available to implement; HIRED recommends one of these approval steps be allocated to fiscal (currently this is impossible in UAKJobs). As HIRED recommends central office Budget and Grant review steps move to a later phase, department fiscal awareness is more necessary in this phase.
- 4) Staff positions at or below a grade 78 (non-exempt) should be pooled for maximum efficiency. Pools are currently used for student and temporary staff positions. Units that utilize pools report a higher degree of success in faster pre-recruitment activities. As staff positions below a grade 78 have a lower benefit cost, have high turnover, and may not functionally change as often, these positions may be appropriate for pooled recruitments. Streamlining PDs or posted advertisement text will allow for an increased use of pools.

Move Recruitment Responsibility from Central UAF HR to Departments:

- 1) Expand the existing PPA/designee training program to allow for this shift in responsibility and increased access to the online systems for recruitment management. Create an incentive or career development program for PPA/designees that can perform higher level functions in the departments. UAF HR should maintain an audit function to ensure recruitment activities are in compliance and are efficient. This shift in responsibility will allow units to quickly execute recruitment steps. It will also empower the department PPAs to act as experts within their units and manage operational and regularly occurring recruiting activities. This may require a separate work team to develop a plan, evaluate training/access, and communicate changes.

Communicate Best Practices - via UAF HR and Website, Trainings and Meetings:

- 1) Utilize standardized memo and scoring summary templates and reference tools provided on the UAF Human Resources recruitment web page to expedite HR approvals.
- 2) Contact the UAF HR UAKJobs help desk at 907-474-7700, PPA or HR Consultant when needing assistance in UAKJobs. UAKJobs is not intuitive to users. Contacting a

representative can help minimize frustration that many users reported experiencing with UAKJobs.

- 3) UAF PPAs and/or HR Consultants should attend an initial recruitment committee meeting to discuss the role of the committee, acceptable recruitment practices and to communicate EEO information.
- 4) HIRED recommends improving PPA training that is standardized and mandatory. Implement PD trainings to assist with streamlining PDs and increase appropriate performance management efforts. Increase UAKJobs training as PPAs will now have a higher level of access within the system. Implement OnBase training if this tool can be used for improved document management.

A highly trained PPA group will increase awareness and communication with HR consultants, and will help reduce the re-work associated with multiple approval queues or lack of knowledge in the process/approval levels. Empowering this group may also expand the career development path of a PPA, which may help reduce turnover in these positions.

- 5) HIRED recommends departments limit any search committee to no more than 3-5 key staff or faculty. Additionally, tasks associated with interview preparation or search committee formation should be addressed after the recruitment is posted (while applicants are applying), so the posting is not delayed. Student, temporary, faculty and executive level recruitments committees are excluded.

UA System collaboration is needed to address the following:

UAKJobs Access/Permissions:

- 1) *Expand access and approvals to Department PPAs/CCCs - Configuration Change in UAKJobs*
 - Reevaluate access assigned to each user group in UAKJobs. Identify greater degree of review and access for PPAs as this group represents the expert resource within units. This may require further discussion with SW HR for inventory of current access permissions and creation of new PPA group with additional authority for recruitment activities.
 - All actions are tracked within UAKJobs and can be monitored for compliance by unit leadership and/or HR. This decentralization of approvals would allow departmental designees to approve movement to the next stage of recruitment faster than the current process. HR Consultants will attend search committee meetings where appropriate, to communicate with the PPA regarding the recruitment process, and share critical hiring and EEO information.
 - Implement mandatory training for PPAs/CCCs to gain additional access with clear responsibility and functional changes.

Streamline/Modify UAKJobs Actions or Approval Steps:

- 1) Modify "Return to Supervisor" by reconfiguring this step in UAKjobs as "Return to PPA/CCC"
 - PPAs often serve as the expert HR resource within a department and regularly interact with fiscal managers and leadership/hiring managers; supervisors often do not understand or respond quickly to returned items in UAKjobs which adds to the wait time for posting.
- 2) Modify or Move "Budget Approval" to a later recruitment phase.
 - This step is not necessary prior to an advertisement and can be conducted at the department level. The central Budget Office (OFA) also has other opportunity to review a position budget prior to employee hire date. Position control information can also be collected monthly via the existing management reporting process.
- 3) Eliminate or Move "Grants Approval" to a department approval step as this is not a step currently used in pre-recruitment. Exceptions exist that can be addressed; however, this step is currently not utilized by the UAF Office of Grants & Contract Administration (OGCA) and only functions as a pass-through to OFA in most cases.

Technology: Improve the Existing UAKjobs System vs. Explore a New Recruitment/ Performance Management System

- 1) Improve "Save" Functionality
 - Currently there is no auto-save function; data and information can be lost if the software times out (set to occur regularly after a short period of user inactivity).
- 2) Improved Document Archiving/Storage via use of OnBase
 - Utilize OnBase to store application, resume, cover letter, and additional documents. The current UAKJobs system is slow due to lack of available storage; use of an online archival system (and searchable database) would increase the speed of online processing.
- 3) Expand UAF Capability to Recruit Within a Position Range (Grade X or Y; DOE)
 - This recruitment flexibility allows a department to best match the applicant with the organizational needs.
- 4) Explore an Upgrade Path for UAKjobs or a New Online HR Tool
 - To date, there is no upgrade path for UAKJobs in its current version with PeopleAdmin. There is a migration available to a new platform, however based on feedback from OIT technical experts, any migration to a new platform with PeopleAdmin will require an equivalent amount of technical work as it may to transition to an alternative system.
- 5) Conduct UA Needs and Cost Analysis
 - A needs and cost analysis is recommended, as part of any request for proposal (RFP). HIRED welcomes the opportunity to provide data and findings related to the exploration of a new tool based on research the team has already conducted via vendor demonstrations, stakeholder interviews, and data analysis from the existing system.

- HIRED interviewed other universities and educational institutions using other recruitment systems. HIRED also attended demonstrations from several industry leaders in Human Resource or Employee Management options.
- Several alternative systems can provide expanded functionality, including, improved customer/applicant interface and aesthetics (user-friendly and intuitive), employee transition management, succession planning, internal recruitment/transition based on employee career development planning, and performance management. Several of these items correspond with feedback HIRED has gathered which may be representative of UAF's needs. Alignment with UAA and UAS may be needed.

Conclusion

Pre-recruitment steps and approvals should be owned and decided by the hiring department with appropriate training by HR, however, system constraints in UAKJobs impose extra steps and processes that add little value to a defensible hire, but to add time delays.

HIRED has recommended several revisions to UAF's and UA processes which have the potential to streamline and speed pre-recruitment activities and lay a future foundation to continue improving the recruiting process in other phases as well.

APPENDIX 1

Prior to beginning work, the HIRED team identified its vision and deliverables:

Vision and Deliverables

- Applicant friendly recruitment process reflective of high quality institution
- Timely responses to applicants and stakeholder groups are improved
- Customer service perspective improved; easily navigable for departments/customers
- Intuitive and simplified recruitment system
- Hiring process is more efficient/timely/accurate; less back and forth between departments/hiring managers and HR
- Improved use of automated systems and faster processing within the existing system; less paperwork
- Improved document retention and storage
- Eliminate redundancies, loops or “rubs” in the current process by removing or repositioning steps to the most optimal place in a new process
- Communicate to ensure awareness of the process improvement effort and receive feedback from key stakeholders throughout the process
- Current department processes are understood and baseline data is established
- Improved training for those involved in the process
- Process is consistent for hiring managers, approvers and administrative offices
- Short and long term solutions are identified; best practices are identified that can be easily adopted within UAF

APPENDIX 2

METHODOLOGY and DATA COLLECTION

HIRED data specific to UAF pre-recruitment indicates:

Total UAF staff and crafts & trades positions posted per year:

2012: 342

2011: 364

2010: 310

- 80% of all UAF staff hires on average are posted within 26 days
- As this category has both highest volume and the longest time to post, it is an area of particular concern

Total UAF faculty and adjunct faculty positions posted per year:

2012: 125

2011: 179

2010: 157

- 80% of all UAF faculty hires are posted within 25 days

Total UAF students and temporary positions posted:

2012: 257

2011: 322

2010: 373

- 80% of all UAF student hires are posted within 11 days
- Students and temporary positions have shifted to pooled recruitments in some areas, so total number of postings in these areas are declining over time
- Student and temporary positions also do not require the same level of PD scrutiny as staff positions

- 3% of all UAF postings took more than 100 days to post
- Most slowed pre-recruitments are related to benefit eligible positions (staff and faculty)

Not surprisingly, the UAF Provost and VC Research areas have the highest number of total postings since 2005.

Data Collection Surveys & Results

HIRED conducted a campus-wide survey and extensive interviews with stakeholder groups. These groups included personnel/payroll technicians and administrators that function as the HR representative or liaison within a department, hiring managers and approving officials, search committee representatives, data and reporting representatives, project investigators (PIs) or researchers with specific or seasonal field work, and fiscal managers.

The following offices were also contacted for feedback regarding their respective role in the process: Office of Finance & Accounting, the Office of Equal Opportunity, the Office of Grants & Contracts Administration, and UAF Human Resources.

In summary, HIRED also pulled “touch time” data from the UAKjobs system from 2005 through October 2012 to investigate total number of steps in the process (on average by VC area). During that time, 2072 postings were initiated.

On average, any student or temporary posting is completed within 11 days and a staff or faculty posting is completed in 26 days. This average time does not include a modification of the PD for the benefited staff positions, which can add a significant amount of time to posting a position.

HIRED produced an inventory of the UAKjobs pre-recruitment steps. There are 11 possible steps for any pre-recruitment. HIRED identified the internal department activities such as updating a PD, coordinating a hiring committee, determining approvers, or creating a posting take the most time as part of this process. HIRED will recommend several of these steps be streamlined or eliminated from the pre-recruitment phase.

In order to understand not only which level of approval is of concern, but where the pre-recruitment documents are stalled, HIRED evaluated the offices associated with each level of approval. Multiple department levels of approval are counted within the “Department” data.

Department time encompasses the longest amount of time in the approval process as there are typically up to three levels of approval within any department, and each Vice Chancellor may have a different procedure for approvals. A budgetary review within a department is also an optional part of this process and exists outside of these three approval steps in many areas. Inconsistency between VC practices and optional internal budgetary review adds confusion to the process which results in added wait time for position recruitment approvals.

Additionally, the second longest time in the system is attributed to supervisor approval. Based on stakeholder feedback from interviews, this is due to:

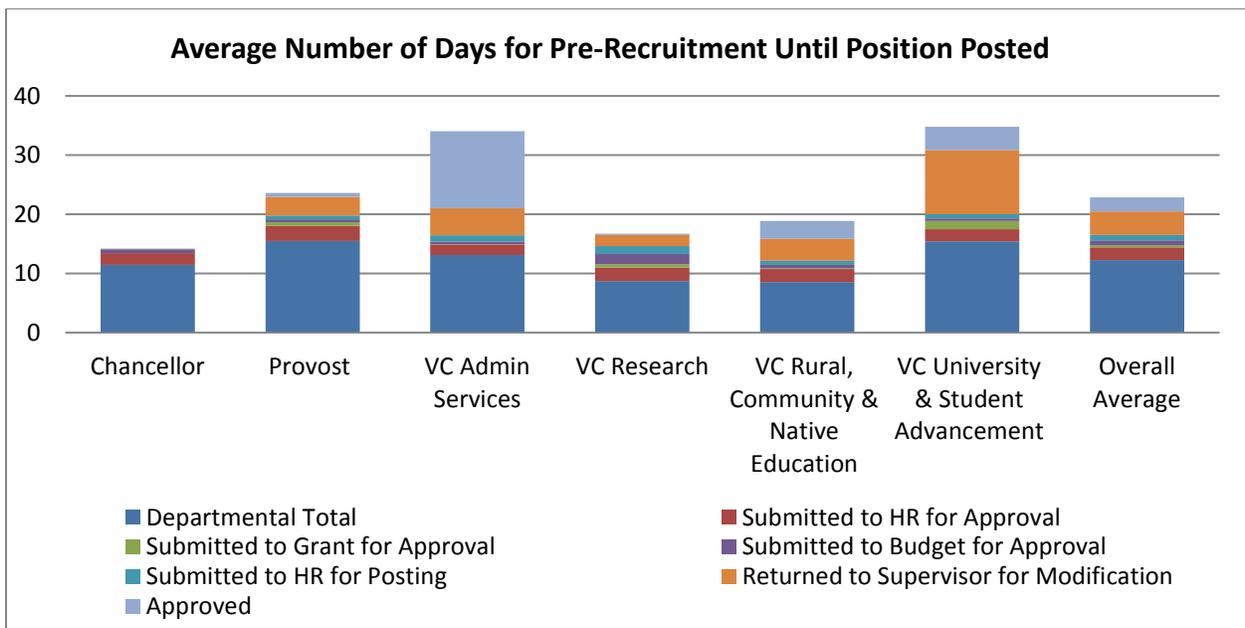
- PD updates needed prior to recruitment
- Field work in or travel to other locations (supervisors not in the office) and/or with no designee assigned
- Lack of supervisor training/experience in the system; do not regularly log in to process documents
- No PPA or department administrator with access to move recruitment through the system efficiently
- Confusion regarding which levels of approval are required within each unit based on differing VC standards

The category “Approved” represents a decision made by a department to hold a posting, after it has routed through all approval levels and is ready to post, until a specified date. This is generally somewhat rare, since most departments want jobs posted as soon as they are approved; however, it does occur in some units.

Average percent of time spent at each approval level by VC unit

	Internal Dept Activities	Dept PPA mods or updates	Supervisor approval	1st level	2nd level	3rd level
Chancellor	62%	0%	34%	3%	1%	0%
Provost	59%	2%	17%	11%	9%	2%
VC Research	51%	6%	11%	15%	12%	5%
VC Admin Svcs.	36%	2%	20%	10%	17%	15%
VC RC & NE	68%	5%	10%	9%	7%	1%
VC USA	74%	0%	15%	6%	2%	2%

This data validates the time spent in the Department approval steps, but also demonstrates how the department PPA tends to move items through the system quickly when they are involved in the process. HIRED will make several recommendations to involve PPAs more consistently, train PPAs appropriately, and allow greater access in the UAKjobs system to shepherd the activities along.



This data indicates once a posting leaves a department, it is reviewed at multiple offices and generally has turn-around that may be appropriate, unless it is returned to the supervisor for modification. This step, in all VC units with the exception of the Chancellor, nearly always adds significant time to any posting. This represents an area suitable for improvements.

Appendix 3

RECOMMENDATION DETAILS

PD Issues Identified in Feedback Needing Improvement:

- PDs are written on departmental level, but are classified by HR Consultant/Generalist. Although HR Consultants are trained in job classification system, there is a room for error, since consultants are not subject matter experts, when it comes to duties of the position. In addition, there is a room for error on department's level due to the lack of PD writing training. The recommendation is to provide necessary *training* and workshops on how to do a job analysis, how to write a PD, and how to use a PD database (UAKJobs). Frequently PDs at UAF are *too heavily customized* to fit an incumbent, not a position. The recommendation is to include actual duties, knowledge, skills and abilities as required for the position, not the incumbent in that position.
- PDs are also used as a performance management tool or a career development plan (CDP) as well as a recruitment tool. PDs are edited to promote highly performing staff that take on more duties, then revised if the employee vacates so the job can be recruited at an entry level. This consumes a significant amount of time within the departments prior to posting the position.
- Departments should provide the employee a list of job details, a memo of supervisor expectations specific to the position, or a career development plan with specified criteria either in the interview or upon hire. Employees should be evaluated for performance as part of a separate action and an update to a PD should have limited impact on recruitment time.
- Because of complexity, different funding sources, and UAF's scope, many PDs require *multiple approvals* that add to timeliness of the process. In many situations the same approvals are required for PD update/classification as for a job posting. This is a duplication of the approval process.

UAKjobs Access/Permissions:

- Currently, department PPAs/designees have limited access in the system and are unable to act as a designee for an approver. PPAs often know the most information about any particular posting, are in regular contact with department leadership/management, are most familiar with the UAKjobs system, and are trained by HR consultants as well as department staff/faculty. Allowing greater access to UAKjobs would allow for a PPA/designee to facilitate faster movement through UAKjobs for PDs and postings.
- Presently, PPAs review screening documents and scoring summaries, and upload them into UAKjobs for approval by a HR Consultant. Essentially, the departmental HR employees are reviewing the documents needed to progress to the next stage of recruitments, but uploading a memo and scoring summary for a HR Consultant to approve in UAKjobs. Allowing departments to approve stages of recruitments will significantly speed up movement to the next stage and empower departmental staff. The HR Consultant and PPA/ departmental designee will meet with a recruitment committee at the start of recruitment. The consultant will approve the initial posting and approve the hire stage of the search.
- The departmental PPAs/designees must attend training in order to perform these approvals. It's important that compliance is understood and that there is consistency across campus.

Streamline/Modify UAKJobs Actions or Approval Steps:

Modify “Return to Supervisor” by reconfiguring this step in UAKjobs as return to PPA/CCC

- This step causes the most confusion for nearly every department since the supervisor rarely knows how to respond to technical questions an approver, HR, or Budget office may pose, has inconsistent access to the system, and lacks training once in the system, may not routinely log into the system or views it as a technician’s responsibility.
- Reconfigure this step in UAKjobs, so any returns are sent to the department PPA. The PPA typically is consistently available for this type activity, can be expected to contact the appropriate individuals or will have expanded access (or delegation) to modify the documents and return them to HR for posting.
- If a posting is returned for modification, eliminate the requirement to re-route the posting through each level of approval (again) for changes. Once the leadership has initially approved the recruitment activity, each level expressed little to no concern for PPAs/designees making the appropriate changes to push the action to completion.

Modify or Move “Budget Approval” to a Later Recruitment Phase

- This step serves little value in the pre-recruitment phase and may be better performed at the conclusion of the active recruitment phase. If Budget finds a lack of funding behind a PCN in the pre-recruitment phase, Budget contacts the department to remind the fiscal officer to submit a revision prior to hire. This is already a department responsibility to which each department can be held accountable.
- The Budget Office has another opportunity to review if appropriate funding is set up: after a salary negotiation takes place but prior to contract letter/hire date, when funds are loaded behind a PCN for use.
- Currently this step functions as a place for the Budget Office to update vacancy status of UAF positions. This can be done quarterly (no less than annually) based on System Office reporting needs or as part of the existing management reporting process conducted monthly.

Eliminate or Move “Grants Approval” to a Department Approval Step

- This step serves no value in pre-recruitment. The Office of Grants & Contract Administration does not use this step in any way and has delegated this review to the Budget Office. Positions in the Grants queue are moved into the Budget queue for processing, and are not reviewed from a Grants perspective.
- Several department fiscal officers expressed a desire to have budgetary or grants related approval as one of the three existing layers of “Department Approval” prior to any posting moving from a department to a central office. This feedback aligns with the data, indicating that the return to the department for additional approval significantly lengthens time to post. HIRED recommends this department fiscal review be inserted into an existing approval level.

Reduce Approval Steps

- The employee initiating a posting should understand and select the minimal amount of appropriate department level approvers in alignment with VC/Provost level review and communication standards.
- HIRED recommends each VC and Provost level executive complete a memo or HR template (created by UAF HR) indicating which PDs and/or postings require approval and the level of scrutiny for each. Appropriate designees and PPAs within that unit should be identified. This should be distributed to each supervisor with responsibility in these processes, and kept on file with UAF HR and VC/Provost. Templates or memos should be stored online for easy reference and updated annually or as deemed appropriate. HR may choose to add a discussion on this topic or distribute these memos in supervisor training, as an additional communication option.
- Insert fiscal approval as one of the existing levels of approval within any department that requires it. Financial Managers/Executive Officers and unit leadership are held accountable for funding positions within a unit; therefore, they must have appropriate access to confirm or deny the availability of funds. This can be done without adding any additional routing, but rather a “swap” of one department approval level with an internal fiscal approval. As HIRED recommends central office Budget and Grant review steps move to a later phase, department fiscal awareness is more necessary in this phase.
- Units should utilize applicant pools whenever possible. This may include temporary staff, students, vacated positions on restricted funds (with PI or fiscal approval), and any staff position at or below a grade 78 (non-exempt) for maximum efficiency. Units that utilize pools report a higher degree of success in faster pre-recruitment activities.

Technology: Improve the Existing UAKjobs System vs. Explore a New Recruitment/ Performance Management System

- Currently, the Save function is not automatic and has a time-out feature. If time-out is reached, all text is lost and a supervisor or PPA must redo all work in the specific sections of the system. Auto-save is currently not available and a supervisor or PPA must repeatedly push the Save button to ensure successful saving. This is not only inconvenient, but is inefficient when postings are lost and work must be redone.
- Currently, UAKJobs is increasingly slow due to the large volume of documents stored directly into the online system. Conducting training within UAKJobs is often inefficient for HR Consultants because the system moves so slowly. A small amount of additional storage has been purchased by the System Office before a longer term solution is found; however this was a temporary fix.
- HIRED recommends utilizing the existing UA OnBase document retention system for archiving complete recruitments from UAKJobs. Exploring improvements for reporting purposes is recommended as OnBase may have improved capabilities. The UAKJobs system will have improved performance by only maintaining the documents for active recruitments.
- Based on feedback, postings are sometimes delayed when the PD content is not suitable for a new recruitment (this is also noted above). Currently, UAF recruits for a position based on the specific duties listed in the PD. A PD is tied to a pay grade and set of qualifications. Often

times, departments would like to recruit with a higher level of flexibility for a skill set with a minimum and maximum (within a range). There is no way to associate the range of skills associated with two PDs (from X to Y) in a recruitment posting. If applicants apply to a specific posting, typically only the duties associated with one of the PDs are displayed online, which may limit the applicant pool.

- With the ability to recruit within a range of qualifications, it allows a department to best match the applicant with the organizational needs.
- This need arises often in Information Systems (technical) and Research related positions with a specialized skill set, but is not limited to these recruitments.
- HIRED interviewed other universities and educational institutions using other recruitment systems. HIRED also experienced demonstrations from several industry leaders in Human Resource or Employee Management options. As this was beyond the initial scope of pre-recruitment processes, HIRED has documented details from these interviews outside of this report. Details can be made available or discussed further, as needed.
- To date, there is no upgrade path for UAKJobs in its current version with PeopleAdmin. UA is currently operating a much older version. There is a migration available to a new platform, however based on feedback from OIT technical experts, any migration to a new platform with the same vendor (PeopleAdmin) will require an equivalent amount of technical work, as it may to transition to an alternative system.
- A needs and cost analysis is recommended, as part of any request for proposal (RFP). HIRED welcomes the opportunity to provide data and findings related to the exploration of a new tool based on research the team has already conducted via vendor demonstrations, stakeholder interviews, and data analysis from the existing system. To date some key features several alternative systems can provide include, but are not limited to, improved customer/applicant interface and aesthetics (user-friendly and intuitive), employee transition management, succession planning, internal recruitment/transition based on employee career development planning, and performance management. Several of these items also match up with UAF's needs, and may align with needs at UAA and UAS.