




Pat Pitney, Vice Chancellor
(907) 474-7907
(907) 474-5850 fax
pat.pitney@alaska.edu
www.uaf.edu/adminsvc/

Administrative Services
University of Alaska Fairbanks, P.O. Box 757900, Fairbanks, Alaska 99775-7900

MEMORANDUM

DATE April 14, 2014
TO Brad Lobland, Director Human Resources
FROM Pat Pitney, Vice Chancellor for Administrative Services 
RE HIRED Pre-Recruitment Process Improvement: Phase 1 Closeout & Transition Plan

I want to take this opportunity to formally thank the HIRED Team and communicate the Phase 1 project closure and transition plan. On behalf of Chancellor Rogers, Administrative Services, the HIRED Steering Committee and UAF Human Resources our thanks to the team for their dedicated efforts to improve the Pre-Recruitment Process. Your work is appreciated and is important to UAF.

As part of this project transition, it is important to note the “early releases” or “quick wins” we have seen as a result of this team. More results are expected; however, the following items have already been put in place with positive initial results:

- 1) To increase consistency in the recruitment process, Vice Chancellors (VC) and units were asked to complete a **standardized delegation template** indicating what positions within each unit require review. To date, unit templates are available and each VC and Provost have completed these delegations. HR has also developed **standardized memos and scoring templates** for PPA use. They are posted online as a PPA/hiring manager recruitment resource: <http://www.uaf.edu/uafhr/recruitment/>
- 2) To alleviate complaints of losing entered information upon being “timed-out” of the UAKJobs recruiting system, the **time-out period has been extended from 30 minutes to 1 hour for data entry**. Regular “saves” while entering data is still advised to prevent loss of information in the event of a time-out.
- 3) In an effort to eliminate multiple levels of approval for some recruitments, the process for Direct Appointments has been streamlined. **This improvement has reduced time for hiring a position via Direct Appointment from an average of several weeks to an average of three days and cut the cost of processing a direct appointment in half (an effort savings of more than \$200 per direct appointment)**. HR is examining other positions to eliminate redundant approvals where they exist.
- 4) Recruitment references for PPAs have been improved online and a **PPA Training Academy** is being actively developed. The goal of improved and specific HR training will include a shift of recruitment responsibility (and access to complete the work) from the central UAF Human Resources Office to the departments.

In addition to these early releases, many of the recommendations in the Business Case were accepted by the project Steering Committee. From this point forward, I will work with Brad Lobland in Human Resources to explore each opportunity for these recommendations to become implemented solutions. Some of the team members may be called on from time-to-time to assist with the implementations as will the process improvement facilitators; however, the process mapping work associated with this team will now be moved to the functional service owner.

A summary of recommendations from the HIRED Business Case and subsequent action plan is attached to this transition document.

CC: HIRED Team, HIRED Steering Committee, Brian Rogers, Erik Seastedt, UAF PIT Crew, UAF HR

Recommendation	Responsible Lead	Target Completion	Outcomes	Status
Streamline PDs				
1. Choose 2-3 commonly recruited job types to draft/start recruiting	Shelly Hall	April 2014	Admin Generalist 1-2/3-4 and Fiscal Tech 1-2/3-4 have been selected. Drafts in progress. Testing delayed.	In Progress
2. Create searchable PD database	N/A	July 2014	PDs online and searchable by units	Not Yet Started
Reduce Approval Steps				
1. Clarify/establish VC approval requirements for each unit	Margo Griffith	December 2013	VC memos completed; posted to HR recruitment page - consistent and known approval requirements are available	Completed
2. Communicate routing standards to units/make info accessible	Margo Griffith/ Brad Lobland	March 2014	Units templates created; posted to HR recruitment page – may consider other active ways to improve communication with units	Ongoing
3. Promote fiscal approval within dept. approval steps, not in addition to	Margo Griffith	April 2014	Eliminate multiple budget approval steps. Give authority to units for posting budget approvals.	In Discussion
4. Eliminate redundancies and multiple signatures	Margo Griffith	November 2013	Direct Appointment approvals reduced from week(s) to three days (on avg). Signature requirements clarified through memos, eliminating redundant signatures. Employee time and cost spent processing reduced by 50% (over \$200 per appointment).	Completed
5. Encourage recruitment pools for student, temp and non-benefitted positions	HR Consultants/ Brandy Gloria	February 2014	Continual encouragement.	Completed and Ongoing
PPA Training Academy				
1. Expand existing PPA training program	Margo Griffith/ HR Consultants	September 2014	Well trained PPAs, mechanism for professional growth, empowerment, and training for individuals with a goal of entering the HR field	In Progress
2. Create PPA career development plans with defined training requirements, and mechanism for tracking PPA outcomes	HR Consultants	September 2014	This will be tied to the PPA Academy	Not yet started
3. Shift responsibility from central HR to units for recruiting activities	Margo Griffith/ HR Consultants	January 2015	Units will have the ability to approve different stages of a recruitment. Recruitments will move faster.	In Progress
Communicate Best Practices				
1. Utilize standardized memo/scoring templates and tools	Margo Griffith	October 2012	Clear and streamlined scoring process. Posted online and in use.	Completed
2. Establish early contact between unit, search committee, and HR consultant	HR Consultants	April 2014	Communication of the recruitment process and expectations of units and hiring committees during the recruitment process.	In Progress
3. Limit unit search committee members to no more than 3-5 key staff or faculty for recruitment, excl. student, temp and faculty/executives if necessary	HR Consultants	April 2014	Clarification of committee responsibilities and recommendations are posted as a reference on the UAF HR website.	In Progress
Technology Changes				
1. Reevaluate access assigned to each user group in UAKJobs; expand roles where appropriate	Brad Lobland/ HR Consultant	July 2014	Allow for new approval levels and more efficient movement of recruitments and ability to make corrections within UAKjobs.	In Progress
2. Allow the ability to “kick back” an action to a PPA (not only a supervisor) who can solve the problem	Julie Queen/ Margo Griffith	July 2014	Approved by UAKjobs work team; “Return to PPA” button in progress with vendor; testing required.	
3. Improve SAVE functionality	Julie Queen	Closed	Vendor cannot provide this functionality.	Not Complete/Closed
4. Create bridge to OnBase or Banner for e-workflows or storage	Brad Lobland/ Julie Queen	-	Quote requested from C. Weaver – pending update and meeting	In Progress - Delayed
5. Purge old documents in UAKJobs to improve system storage/speed in alignment with records retention schedules	Margo Griffith/Derek Bastille	June 2014	C. Weaver to put in request with vendor for purge of oldest data in alignment with records retention standards – pending update	In Progress - Delayed
6. Explore upgrade path to PeopleAdmin 7 or new tool (needs/cost analysis must be a part of this activity with campus feedback)	Brad Lobland/ Julie Queen	June 2014	SW has advocated recently for use of Cornerstone, an Ellucian product. UAF requested a team be formed with HIRED representation for full demo and evaluation of this product (or other viable options) with UAF recruitment needs in mind. To date, no cross-campus team has been formed.	In Progress - Delayed