

Performance Excellence
Continuous Improvement

DAS Recruitment Kaizen Event Report Out

By:
One Iowa Outreach

May 15, 2008

Team Members

Chris Van Gorp

- Chris Van Gorp, DNR, Team Leader
- Jim Scott, TBM, Facilitator
- Robin Jenkins, DAS
- Bill West, DAS
- Robin Bagby, DOC
- Michael Savala, DOC
- Karen Cram, DOR
- Scott Zalaznik, DOT
- Bill Gardam, DHS
- June Froehle-Snyder, DHS
- Jesus Estrada, DAS
- Linda Leto, DOM
- Cindy Axne, DOM
- Jane Mild, DNR
- Dennis Mack, IVH
- Bev Schmeling, IVRS

Background

Cindy Axne

- Recruitment process has an Enterprise wide impact and a strong tie to the State of Iowa's workforce planning needs.
- Integral to getting the right person with the right skills in the right job at the right time.

Objectives

Robin Jenkins

1. Manage candidate relationships for qualified applicant pool
2. Define the recruitment process for State of Iowa positions
3. Develop candidate self-screening tools
4. Improve ease of access to the State by applicant
5. Develop and improve brand recognition by DAS and agencies
6. Identify and develop multiple cost-effective recruiting / hiring techniques
7. Tie recruiting to Workforce, Diversity, and Succession Planning
8. Develop intern groups
9. More communication and collaboration between agencies and DAS for recruitment
10. Make the recruiting process transparent
11. Identify all agency resources available for recruiting, and prioritize their use
12. Develop metrics for tracking recruitment process in the future

SWOT Analysis

Linda Leto

Strengths

- Flexibility in recruiting
- High interest in state jobs- lots of applicants
- Higher education relationships
- Current high retention
- BrassRing &/or structure
- Supportive upper management
- Recruiter with support
- Focus on recruitment, recruitment committees
- Leadership support
- Large employer
- EO4
- Central talent database
- Good talent

Weaknesses

- No set plan – too many variables
- Inability to compete on salary and benefits
- BrassRing process (external & internal)
- Current Retention (some shouldn't stay)
- Need more employee involvement
- State has numerous industries
- Applicant list certification
- Outdated MQs – unqualified, no fit
- Lack of Resources to recruit
- Outdated job titles
- Passive recruiting approach, Reactive vs. proactive
- Don't share strong candidates

Weaknesses

- Lack of Workforce Planning
- No central communication / share resources
- Merit System
- Lack of consistency
- Slow reaction time
- Slow process / BrassRing
- Fear of Change
- Lack of standardized process
- Silos
- Not getting qualified applicants
- Lack of communication
- Not appealing to Generation X
- Candidate Management- Just a list
- Lack of diversity/awareness
- Follow-up
- Nepotism

SWOT Analysis

Dennis Mack

Opportunities

- Partnerships with agencies
- BrassRing
- Internships / training sites
- High visibility of our work
- Branding and marketing
- Community Outreach – qualified candidates
- Recognition of new competencies
- Long-term relationship building
- Tie to WFP
- Develop career ladders
- Educate the public
- Partnerships
- Collaboration
- Exchanging Resources / ideas
- More organized, efficient, seamless process
- Educate staff
- Kaizen
- Recruiter

Threats

- BrassRing
- Economic Conditions/ Budget
- Federal Immigration Policy
- Recruitment in Rural Areas
- Current / Upcoming retirements
- No active recruiting
- Dictative Rules
- Limited graduates in certain professions
- Inaccurate or outdated hiring requirements
- Generational differences
- Iowa brain drain
- Private sector competition
- Focused recruiting by competing cities
- Public employment perception
- Leadership flavor of the day
- Loss of top talent / experience (internal/external)
- Other employers more adaptable
- Shrinking of specialized talent
- Being sued / liability
- Inflexible- This is how we've always done it
- "Good 'ol Boy System"
- Unions- CBA

Brainstorming

Robin Bagby

- To identify aspects of the ideal recruitment system
- Team members identified how the ideal system would work
- Small group exercises provided opportunities for growth
 - Sharing ideas, networking, building collaboration, encouraging creativity, glimpse into other agencies operations
- Prioritized by voting

Deselection

Scott Zalaznik

- Started with the prioritized items from the vote
- Identified the Impact vs. Difficulty for each

Ideal System Components

Jane Mild

- BrassRing Update
- Targeted Recruitment Process
- Internship Coop Program
- Flexibility with Selectives
- Ambassadors /Community Events
- Data Reports
- Increased Communication

BrassRing Updates

Bill West

- BrassRing Updates support One Iowa Outreach Objectives
 - Improve ease of access to state by applicant
 - Develop Candidate Self-screening tools
- Five opportunities were identified to support implementation of these objectives
 1. Easy to use and remember URL
 2. More appropriate auto responses to limit negative applicant feedback
 3. Ability to limit non-state employees in applying for state employee only jobs
 4. Applicant screening questions to develop more qualified list
 5. Link resumes and cover letters with appropriate job

Targeted Professional Recruitment

Michael Savala

For Professional and/or Hard to Fill positions– as identified by the agency

Strategies:

- Advertising -Industry publications, newspaper ads, tv, radio, internet, email distribution
 - Targeted recruitment by agency- schools of ...(nursing, engineering, etc.)
 - Community events (cultural) nonprofits engaged in education, community involvement and reentry
- Recruitment Bonus – relocation expenses (geographical obstacles), flexible work schedules, telecommuting
- On-site Job Fair / Open House / Tours
- College Career Services – Refer graduates
 - Alumni, Professional associations – nursing, engineering, etc.
- Extending Posting time
- Resume Database – careerbuilder, monster.com, yahoo!

Sharing Candidates:

- Centrally located website – overseen by DAS
- Each agency will have access to input / search
- With automated follow-up letter to manage candidate relationships
- Built-in alert system indicating that a particular agency is currently working with a candidate
 - Once relationship with/candidate is terminated-take off alert

Internship / COOP Program

June Froehle-Snyder

- Statewide Internship Coordinator
 - Agency intern coordinator
 - Regular meetings
- Minimum standards across state with flexibility
- Job specifications – Agency SP & WFP
- Assessment at end of program validating interns and agency success (achieving job spec)
- Potential Resources (paid/unpaid)
- Relationship building / Network (myspace, etc.)
- Lunch and learn and other social and learning programs
- Sharing interns between agencies
- Presentation and evaluation
- Internship web page
- Intern supervisor Training (Site supervisor training)

Flexibility with Selectives

Bev Schmeling

- Flexibility to craft selectives with justification that are meaningful & fit the needs of agencies
- Intra-agency accountability
- Agencies will complete due diligence prior to submittal to DAS
 - DAS turnaround within 2 weeks

Ambassadors / Community Events

Jesus Estrada

- Centrally coordinated state agency volunteers who represent state gov't (not only their particular agency)
- Trained by DAS / coordinated
- Would wear polo shirts with logo
- Agency can represent own events
- State display for events when needed (give aways, brochures, video presentation)

Data Reports

Bill Gardam

1. Current Vacancy Report

2. Standard Reports

- Job posted /opened # apps
- Job closed /filled
- Closing reason
- Time open to fill
- Self screening impact
- Applicants vs. applications
- Retirement calculator – updated
- Turnover report

3. Mining Capabilities

4. Data dictionary

5. Benchmarking

- Other states
- National comparisons

Increased Communication

Karen Cram

- Email distribution list
- Strategic Recruitment Committee
 - Get representation from all agencies
- Issues addressed by work groups
- Take minutes and send to all representatives
- Recruitment web page
- Determine “best practices”
- Identify areas we can collaborate on

Homework

As of:	5/15/08	Event #:		Event Name:	DAS Recruitment	Owner: C. Van Gorp
Item	Item Description			Person Responsible		Due Date
1	Identification of members and initial meeting to develop details of the Ambassador Program			<u>Robin Jenkins</u> , Michael Savala, Robin Bagby, Scott Zalaznik, Jesus Estrada		June 15, 2008
2	Establish details for Ambassador program for Community Events (objectives, key strategies, implementation plan, selection criteria, performance measures, training)			<u>Robin Jenkins</u> , Michael Savala, Robin Bagby, Scott Zalaznik, Jesus Estrada		August 15, 2008
3	Identify members and initial meeting for data team			Bill West with ITE		June 15, 2008
4	Identify customer data needs and create data dictionary			Bill Gardam, Bill West		July 15, 2008
5	Meet with ITE to discuss business data needs and service request			Bill West		August 1, 2008

Homework

6	Finalize ITE service request and determine feasibility and cost	Bill West	August 15, 2008
7	Create team to identify and solidify the Brass Ring Issues	Bill West	May 30, 2008
8	Answer existing questions on Brass Ring functionality	Bill West (Sharleen Newton)	May 23, 2008
9	Implement quick fixes (URL, auto responses) and communicate to team and appropriate parties	Sharleen Newton, Jesus Estrada, ITE, Kenexa	June 1, 2008
10	Identify priority and cost benefit analysis for non-quick fix BR items	Sharleen Newton, Jesus Estrada, ITE, Kenexa	July 15, 2008

Homework

11	Develop process (including tracking mechanism) for creating screening (tied to MQs) questions page and associated training	Barb Kroon, Bill West, Bev Schmeling, Sally Jagnandan	August 1, 2008
12	Send One Iowa Outreach Vcard to team	Chris Van Gorp	May 19, 2008
13	Identification of members and initial meeting to develop details of a statewide Internship Program	June Froehle-Snyder, Jane Mild, Karen Cram, Dennis Mack	June 15, 2008
14	Establish details for Internship program (objectives, key strategies, implementation plan, selection criteria, performance measures, training)	June Froehle-Snyder, Jane Mild, Karen Cram, Dennis Mack	August 15, 2008
15	Define scope of Statewide Recruitment website	Jesus Estrada, Susan Hase, June Froehle-Snyder	June 15, 2008

Comments

Jim Scott

We welcome your
questions and comments!