

Overview of Staffing Strategy/Process for Operational Excellence in AP/HR¹

- Spring/Summer 2011 conducted resume writing and interview skills classes
- Created job families
- Developed job descriptions for all levels; posted requisitions for two weeks
- Conducted 5 job clinics to inform staff how new position related to the old and answer any questions about the application process
- Recruiters reviewed entire applicant pool
 - Affirmed that all were career employees/disqualified non-career applicant
 - Reviewed remaining pool to determine qualifications/disqualified small number
- Assembled interview panels comprised of cluster managers and specialty center managers (and in some cases directors)
- Scheduled applicants of multiple positions for one interview and informed they would be required to submit references through skills survey
 - Interviews were conducted and panel evaluated each individual for all the jobs for which they applied
 - Panelists scored each applicant for each job for which they applied
- Conducted candidate selection workshops (one for staff, one for academics) with appropriate representation from clusters and specialty centers to determine final pool and placement
 - Assessment of viability of candidate was based on:
 - Resume review
 - SkillsSurvey results
 - Interview Panel results (score)
 - Placement into cluster/SC and position level was determined based on:
 - Candidate experience and expertise
 - Candidate knowledge of/relationship with department(s) in cluster
 - Best fit for the entire AP/HR organization
 - Candidate preference
- Assessed all candidates, placements, etc. for viability to ensure best fit and strongest team across entire organization
 - Conducted additional reference checking where needed
 - Conducted review of personnel file for all final candidates
- Leadership Team (all directors) with counsel reviewed entire list of all candidates who were not offered positions to ensure that decisions were appropriate, fair, consistent and defensible
 - For staff, there were fewer positions therefore not everyone got a job
 - For academics, though there were several open positions, it was determined that remaining applicants did not qualify for positions

¹ The PreAward recruitment process followed the same general principles, with modified procedures to fit their unique needs

- Several applicants applied only for the higher level positions for which they were deemed not qualified. One or two of these individuals will be encouraged to apply for lower level positions for which we are currently recruiting (internal/external)
- Directors/Managers made offers to final candidates
- For candidates who did not receive offers – directors called and or met with candidates' MSOs to explain the decision and then met/spoke with unsuccessful candidates