

# ATTACHMENT

## Changes Initiated for Continuous Improvement

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### August 2002

**Change 1:** Medical recruiters are conducting screening interviews on all applicants (Coral Gables recruiters were already doing this). During this interview, the recruiter makes notes of the applicant's skills on the Applicant Knowledge and Skills Sheet. These skills are entered into the applicant's Resumix file.

**Logic 1:** This screening interview will allow the recruiters to meet with the applicants before they are referred to the hiring department. The interview improves the communication with the applicants and informs them of the Application/Employment procedure. The Applicant Knowledge and Skills Sheet ensures all of the applicants' skills are added to their Resumix profile.

**Change 2:** Recruiters are conducting weekly searches on all of the open positions.

**Logic 2:** This will ensure new applicants are considered for each open position.

**Change 3:** Medical recruiters are contacting all of the Tracked applicants prior to referring their resume to the hiring department (Coral Gables offers the same service to hiring managers if they choose). The recruiters are verifying the applicant's availability for the given position.

**Logic 3:** This will ensure HR is only sending applicants that are interested in the given position and applicants who are not interested are not contacted for an interview.

**Change 4:** Recruiters are contacting all applicants with text resumes and requesting a resume image prior to referring the resume to the hiring department. A copy of this resume image is given to the operator to be added to the applicant's Resumix file.

**Logic 4:** This will eliminate poor formatted, text-only resumes being sent to the hiring department for consideration. The applicants' resumes will be sent to the hiring department in the same format HR receives them.

**Change 5:** Operators are printing all electronically submitted resumes and scanning them into Resumix.

**Logic 5:** This avoids the utility that turns resume images into text resumes. This ensures the applicants' resumes will be sent to the hiring department in the same format HR receives them.

**Change 6:** Recruiters changed the format of e-mailed resumes to 75 dpi TIFF format instead of the default 75 dpi BMP format.

**Logic 6:** This will improve the quality of the resumes e-mailed to the hiring departments. Unlike the BPM format, the TIFF format is a clean, crisp image and prints on the correct number of pages.

**Change 7:** Recruiters will change the Tracked description from "Manual" to "Referred to Interviewer" once the candidates interest is confirmed and the resume is sent to the hiring department. [This change was modified on October 10, 2002. The recruiters will change the

status description of candidates who are not referred to the hiring department from “Tracked” to “Review.” No change will be made to candidates whose interest is confirmed.]

**Logic 7:** This will distinguish between an applicant who was considered qualified but not sent to the department and an applicant who was considered qualified and was sent to the hiring department. Reasons for a candidate not being sent to the hiring department are the recruiter was unable to contact the applicant or applicant withdrew from the process. [The modification was made in order to reduce the number of changes made by the recruiters.]

**Change 8:** HR has revised the Applicant Knowledge and Skills Sheet to include terms that are in the Knowledge Base and terms that are commonly used in the recruiter’s searches.

**Logic 8:** This will enable the Resumix operator to add skills to the applicant’s profile without searching for the proper word match in the Knowledge Base. This should give the applicant more skills in their profile. The recruiters will have more, better qualified applicants on their searches.

## September 2002

**Change 9:** The recruiters and employment managers will follow-up with all hiring managers that have positions posted more than thirty days without interviewing candidates or making a hiring decision. This will also be done with positions on hold or pending for more than thirty days.

**Logic 9:** This process will increase the communication between HR and the hiring departments. This will allow both departments to fill the position in less time and eliminate any confusion or misunderstanding about the recruitment process.

**Change 10:** During the initial applicant interview, medical recruiters will attempt to immediately set-up interviews for any positions the applicants are deemed qualified.

**Logic 10:** This process will reduce the amount of time it takes to coordinate interviews between the hiring managers and the applicants. Since the applicants are on-site, medical recruiters will attempt to have them interviewed the same day.

**Change 11:** The employment divisions will closely monitor positions pending or on hold. Follow-up with the hiring departments will be conducted as needed.

**Logic 11:** It is believed the monitoring and following-up will reduce the number of days the vacancy will stay stagnant. This should reduce the number of days to fill the position. Ensuring recruitment is active, will reduce the waiting period applicants experience between the initial verification of interest and notification of the hiring decision.

**Change 12:** The employment divisions will closely monitor all active recruiting positions. Follow-up with the hiring departments will be conducted as needed. HR will hold weekly employment meetings to discuss any issues with current vacancies and evaluate recruitment strategies. Meetings will be scheduled with hiring departments that have positions open 60 or 90 days to re-evaluate the department’s needs.

**Logic 12:** It is believed the monitoring and following-up will reduce the number of days to fill the position. Evaluation of the recruitment strategies will ensure HR and the hiring departments are utilizing the most effective methods to meet the department’s needs.

## October 2002

**Change 13:** HR revised the Applicant Referral Form to list up to ten applicants per position. Every resume sent to a hiring department will now be listed on this form. Four new disposition codes have been created and added to the form. The new disposition codes will be used for applicants reviewed by the hiring manager, but not selected for an interview. They are as follows: Lack of Job Stability, Work experience on resume not relevant to position, Errors on resume, and Gaps in employment.

**Logic 13:** This new form will reduce the amount of transactional work completed by the HR Office employees and the hiring departments. The new form also crystallizes the applicant pool for each position. Since each resume referred to the hiring manager will now be on the form, every one in the applicant pool will now have a disposition code.

**Change 14:** The School of Medicine created a process to allow qualified transfer applicants to self-nominate for a specific position and be referred to a hiring department; Coral Gables will implement this process in January 2003.

**Logic 14:** The self-nomination process will better serve current UM employees whom would like to move to another position within the University. This process will ensure current employees are considered for any non-exempt vacancy in which he or she self-nominates for and meets the minimum qualifications. It is hoped this process will encourage current employees to continue their employment with UM and achieve the career advancement they desire.

**Change 15:** The School of Medicine created a new recruiter position.

**Logic 15:** The additional staff member will allow HR to provide better service to the growing employment needs at the Medical School.

**Change 16:** The School of Medicine revised the Comment Report form. The form is available in the HR lobby for visitors to complete. The forms will be reviewed on a weekly basis.

**Logic 16:** The Comment Report will allow employees and/or applicants to provide feedback on their experience in the HR office. This will allow HR to ensure high levels of service and satisfaction.

**Change 17:** An on-line Position Request (P-1) Form was created.

**Logic 17:** Departments are able to access and complete the form conveniently on-line. The completed form can be saved to a personal computer for reference or re-submitted at a later date with little effort.

**Change 18:** A script was written for the Resumix Database that will make all resumes received more than six months from the current date "Unavailable". Unavailable resumes do not show up on Resumix search results.

**Logic 18:** This script will ensure resumes appearing in Resumix searches are current applicants who are still interested in employment with UM. This will decrease the number of applicants declining interviews and increase recruiter's productivity with their searches.

**Change 19:** An Archive/Purge Utility was installed on the Resumix Server that will enable HR to delete old records from the database. All resumes will be purged from the system after two years.

**Logic 19:** This utility will enable the system to run at maximum efficiency and not be overloaded with old records.

### **November 2002**

**Change 20:** The Resumix operator will no longer scan copies of the test scores into the applicant's Resumix profile. The scores will continue to be entered into the Custom Field of the appropriate profile.

**Logic 20:** This process was determined to be duplicate work for the operator. Elimination of this duty will allow the operator to process resumes into Resumix in a shorter time frame.

**Change 21:** HR will no longer keep paper copies of resumes from CareerBuilder on file. The resumes will be recycled after they are scanned into Resumix.

**Logic 21:** Recycling the paper copies of resumes will free up valuable storage space in the office. If a paper copy of a CareerBuilder resume is needed, it can be printed from the applicant's Resumix profile.

### **December 2002**

**Change 22:** Standard letters were drafted for hiring departments to send to applicants who were interviewed but not selected for hire. The letters will be placed on the HR Forms Website for easy access. Hiring managers will be notified on the acknowledgement of position posting that interviewed applicants should be sent follow-up letters.

**Logic 22:** Making the standard letters part of the recruitment procedure will help improve communication between the hiring departments and the applicants. The interviewed applicants will be more aware of their status in the recruitment process.

**Change 23:** A survey form was drafted for hiring managers. It will be distributed on a quarterly basis.

**Logic 23:** This survey will gather feedback from the hiring departments on the recruitment process. This will ensure high levels of service and satisfaction.

**Change 24:** A survey form was drafted for hired applicants. It will be distributed at New Employee Orientation.

**Logic 24:** This survey will gather feedback from the new hires on the recruitment process. This will ensure high levels of service and satisfaction.