

Human Resources CI Team Report Update

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Team Name: Resumix

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Meetings: Bi-weekly on Friday mornings concluded December 6, 2002

Mission Statements:

Business and Finance – To continuously improve and innovate support services, to constantly exceed the University's needs for high quality, cost effective support services, to safeguard and improve return on University assets, and to help the schools and colleges of the University anticipate and respond to external opportunities and vulnerabilities.

Human Resources – To innovatively manage and improve the delivery of high quality employment related services to departments in order to effectively recruit, select, retain, develop and manage the University's diverse workforce.

CI Team – To improve the recruitment process and applicant screening, enhancing service in a quick, easy and fair way with continuous communication until a hiring decision is made.

How will success be measured?

Every resume emailed by Human Resources to departmental hiring authorities will be legible and printable. Goal is 100%

Prior to sending an applicant's resume to the departmental hiring authority the applicant will be screened by Human Resources for interest and availability. Goal is 100%

Increase percentage of desired attributes possessed by new hires – data already collected monthly and reported as part of the HR Strategic Plan Objectives.

Conduct search to match and ‘track’ applicants to vacant positions within posting period (first 3 days); weekly follow-up with departmental hiring authority as needed until position is filled.

Scan resumes within 24 hours of receipt – goal is 100%

Measure time for HR to post position – from approval in HR to posting

Time to fill position – from posting date to date filled - data already collected monthly and reported as part of the HR Strategic Plan Objectives

Increase percent of applicants interviewed for vacant positions whose resumes were electronically received

Reason Project selected:

Vice President for Human Resources was dissatisfied with the presentation of resumes to hiring departments. Also, in order to keep Human Resources ‘cutting edge’, processes need to be continually reviewed looking for areas to improve. The target area for improvement is the presentation of applicants to the hiring departments including format (legibility) of resumes and interviewing applicants prior of referring the resume to the department

Situation Analysis:

- The current process of importing electronically submitted resumes (via e-mail or from job posting web sites) removes the professionally formatted look of the resume turning it into rich text format (text with no formatting). (See attachment A)
- Resumes emailed to departmental hiring authorities are sent in bitmap format – these resumes are often illegible or (due to formatting) print on multiple pages (4 instead of 2) or print horizontally rather than vertically on the page. (See attachment B)
- Meetings with a sample group of Stakeholders have identified areas for improvement including the need for HR to screen applicants, refer only available applicants, and the department’s request to complete one applicant referral form per applicant pool (not an individual form for each applicant). (See attachment C)
- The HR Resumix database policy is that resumes will be active for four months – there is no facility within Resumix to make resumes greater than four months old unavailable to be matched to vacant positions.
- The HR Resumix database policy is to purge the database of resumes over 24 months old. No utility exists to purge the database.

Data Analysis:

Stakeholders and their needs were identified by use of an interrelationship digraph:

Applicant

Ease of application process

Want to know their status

Get job now

Get job and succeed

Hiring Department

Qualified applicants

Legible resumes

Qualified applicants now

Knowing the status of the process

Easy hiring process

Human Resources

Equal opportunity

Fill job quickly

Selection of 'best' candidate

Employees (in dept where there is a vacancy)

Fill quickly

Qualified candidate selected

Equity

Identified key ideas

Quickly

Qualified

Communication/status

Legible resume/easy process

Fairness

Communication drives everything followed by legible resume/easy process, fairness, quickly, and qualified. Conclusion: Get best qualified applicant quickly by focusing on communication and easy process, then on fairness.

Mind map (pictorial representation of the current process) was conducted to analyze current process.

Meetings with Medical Campus departmental chairs on how Business and Finance can improve service – feedback regarding HR included:

- since the goal is to double research dollars, positions for new grants (pre-funding) may be established – the dept wants to be able to state when they want to receive applicants
- depts. want one form for all referrals

- depts. feel some applicants are not 'hireable' – they feel HR should screen applicants before sending, the perception has been that the computer does screening
- concerns about time to scan resumes (2-3 days)

Benchmarking Data:

- University of Kentucky's HR Director on their utilization of Resumix. They are in the process of changing to PeopleAdmin – a web-based applicant system; they did not utilize the system for tracking and matching applicants
- FPL – utilizes Resumix for all positions (nonexempt, exempt and bargaining unit); does not screen applicants prior to referring to department
- Electronically submitted resumes are in text format for all Resumix users - The loss of formatting occurs after the resume is received and during the import process.

Results of Data Collection and Analysis:

- The Team hypothesized that the extremely low hire rate from electronically submitted resumes (Careerbuilder) was due to the format of resumes (text). The formatting problem was fixed so that all resumes were sent in legible format of equal quality. An analysis of hiring activity by recruitment source was conducted to determine if changes in resume format would increase the hire rate of Careerbuilder submitted resumes. Data was collected for the period June 2002 through December 2002 (format changes were made in August). Careerbuilder provides UM with a large volume of resumes however it is still the least effective recruitment source:
 - 2009 out of 6478 resumes received (31%) are from Careerbuilder
 - only 2% of hires are from that source
 - 1% of the resumes tracked (meet qualifications and matched to available positions) are hired
 - 8% of those individuals interviewed are hired
 - .5% of resumes from this source result in hires

In addition to not being effective, this recruitment source creates a backlog of resumes to be scanned and is costly. The contract cost \$8,000 last year and would increase to \$12,000 this year. Based on the data, the Careerbuilder contract will be discontinued as of February 2003. In addition, elimination of this resource will make the goal of 100% resumes scanned in 24 hours achievable.

- Utilizing an interrelationship digraph to identify the needs of stakeholders, the results showed that a common element existed for all stakeholders (HR, hiring dept, departmental employees and applicants) the need to fill positions quickly. Data is being collected to analyze the number of days to fill vacant positions. A control chart for the time period September 1, 2002 to January 15, 2003 was produced to analyze the average days to fill a position; outliers were identified. During this time period there were 287 positions filled, 10 were outside of the control limits. The mean days to fill positions are 40, 148 days for those outside

the control limits. Of those 10 outside the limits 90% were from Medical Campus and 50% were technical positions. Data will continue to be collected to determine if the changes implemented by the Team: HR contacting the hiring managers at weekly, monthly, 60-day and 90-day intervals decreases the time to fill positions.

- Every applicant tracked to a position and referred for interview must meet the minimum requirements for the vacancy. HR identifies desired attributes for each position; these are additional skills or knowledge that make an applicant better qualified. The new hire attribute ratio reflects the desired attributes a selected candidate possesses to the possible attributes identified for the vacant position by HR. This data is already collected monthly in the HR Strategic Plan. The Team hypothesizes that by conducting pre-screening interviews on all applicants prior to referring them allows recruiters to identify additional applicant skills and knowledge. A more complete profile of the applicant should increase the ratio reflecting better qualified candidates are being hired. This data will continue to be analyzed.

Actions Taken (see Attachment)

Team Objectives Met:

- To improve the quality/legibility of resumes reviewed by departmental hiring authorities
 - Modified resume format – all resumes are legible
- To screen all applicants matched to a position for interest in that position and availability prior to submitting resumes
 - Modified process to pre-screen all applicants for employability, interest and availability
 - Additionally, to increase quality of applicants, desired attributes were added to knowledge/skills base
 - Purged database of unavailable/stale resumes
- To evaluate the effectiveness of utilizing electronic resources for recruiting
 - Evaluated electronic resources to determine whether these sources are cost-effective – Careerbuilder will be discontinued
- To improve communication with departmental hiring authority during the recruitment process so that qualified, suitable candidates may be selected easily, quickly and fairly
 - Improve service to customers: Applicants
 - Improve communication with hiring manager through follow-up letters to applicants interviewed
 - New Hire Survey to elicit feedback on hiring process for continuous improvement
 - Improve service to customers: Hiring Managers

- HR will contact hiring managers for vacant positions weekly, monthly, 60 and 90 days to offer assistance
- Consolidated Applicant Referral Form (online form)
- Drafted follow-up letters for managers to send to interviewed candidates (available online)
- Distribute quarterly surveys to elicit feedback on hiring process for continuous improvement

Looking to the future:

- Rejection letters on-line available for hiring managers to send to applicants interviewed – projected completion date March 31, 2003
- New Hire survey distribution in orientation to elicit feedback on the hiring process from applicants hired – projected completion date May 31, 2003
- Quarterly survey to hiring managers to elicit feedback on hiring process – projected completion date April 30, 2003
- Upgrade server – projected completion date May 31, 2003