Session 2
Interviewer Recruitment Overview, Key Metrics, and Discussion

September 18, 2018
Vivienne Outlaw and Ken Szmigiel

Agenda

- Session Goals
- Overview of current field and SSL process
- Metrics and Reporting
- Next steps
- Suggestions? Feedback?

Recruitment Brownbag Series

- Session 2: The recruitment process – requirements, constraints, goals

- Session 3: What's in an application or a resume – characteristics that define a good candidate
  - October 2nd, 2018, Carlos Macuada, Grant Benson

- Session 4: Screening questions, interviewer pay, job stressors, and interviewer attrition
  - November 13, 2018, Sharon Simonton, Grant Benson

Session Goals

Overview of the problem	• Common understanding of recruitment process and constraints
Seeking input and suggestions	• What areas are we not looking at? • Are there other measures we should be using? • How can we improve?

Recruitment Process

- Recruitment is project based
- The start of recruitment is initiated by a DCO PM
  - Project descriptions, candidate requirements and timelines
- On-staffer recruitment
- New hire recruitment (may start at same time in areas where there no on-staff interviews)

Recruitment Process (2)

- Create a project in SRO recruitment website

- Develop an advertising/marketing plan for the project

- Update and produce face to face interview materials, new hire packets and generate UM posting number

- Website open and ads placed

- Candidates are directed to SRO recruitment website for screening

Recruitment Process (3)

- Candidate's address are put through mapping software
  - Candidates are mapped to SRO home area(s)
  - Out of area applicants do not move forward
- Qualified candidates are sent for online testing
- Online testing
  - Typing (25wpm minimum)
  - Computer literacy (proficient)
  - Basic skills test (collected and scored but not used for selection)

Recruitment Process (4)

- Qualified candidates receive a phone interview

- Recruiter submits google form communicating plan for face to face interviewing

- Scheduler is programmed for face to face interviewing
  - Location, time of interview
  - Candidate schedules their interview
  - Send confirmation emails

Recruitment Process (5)

- Face to face interviewing my be with recruiter or an assistant with recruiter using Blue Jeans

- Recruiter conducts interviews, makes offer(s), completes new hire paper, initiates UM onboarding

- Candidate engagement
  - Automatic e-mails
  - 800 line
  - Email address for questions/assistance

Recruitment Process (6)

- Admin staff monitor on boarding process

  Three days to four plus weeks

  Three weeks are allotted in the recruitment process

- DCS staff do not have access to systems to monitor and do not have authorization to contact the background check agency. Can not ask HR for intervention until after the two week mark.

Recruitment Process (7)

- Weekly reporting on candidate flow sent to all recruiters
  - Home area specific stats are maintained for recommended ratios of interviews to hire
  - Low candidate flow will result in increased advertising and sourcing
- Final executive summaries are written to review recruitment outcomes and make suggestions for improvement.

Recruitment Process (8)

As of 2/12/18 - 8:30 am		Goal	Shortfall		Hired	Incomplete application or screener - message sent	Incomplete application screening - unable to contact	Not qualified after generic screener	Not qualified after study specific screener	Sent for on line assessments	Did not respond to take on line assessments	Not qualified after on line assessments	Passed on line assessments
PSU	PSUName			DCSR Total	101	005	401	601	602	501	606	603	502
171	Atlantic City, NJ	2		23		3	0	1	6	2	0	1	0
194	Bulloch County, GA	2		44		14	0	1	13	9	0	1	0
196	Cape Girardeau, MO	1		23		2	0	2	11	2	0	0	0
199	Charleston, SC	2		38		5	0	2	16	7	0	0	0
223	Columbus, GA	2		48		9	0	1	16	8	0	1	0
45	Dallas/Fort Worth, TX	4	0	39	4	4	0	1	11	3	0	1	0
251	Decatur County, IN	2	0	10	2	0	1	0	3	0	0	0	0
253	Denver, CO	2		24		3	0	1	10	1	0	0	0
265	El Dorado County, CA	2		12		0	0	1	5	3	0	0	0
297	Fresno, CA	1		44		8	0	2	17	9	0	1	0
303	Grand Rapids, MI	3		32		2	0	1	19	0	0	1	3
55	Houston, TX	3		63		8	0	3	24	13	0	1	0
337	Hutchinson County, TX	2		8		2	0	0	2	2	0	0	0
342	Jackson, MS	1		40		7	0	3	18	4	0	1	0
348	Kansas City, MO	1		11		0	0	1	5	2	0	0	0
355	La Salle County, IL	2		8		2	0	0	1	1	0	0	0
353	Lakeland, FL	1		54		15	0	3	21	8	0	0	0
354	Lee County, MS	2		20		5	0	0	5	3	0	2	0

Recruitment Process (9)

- Headway
  - Same screening and testing
  - Video or audio (SSL) files sent to DCO recruiter for evaluation
  - In-person interview abbreviated
    - Testing
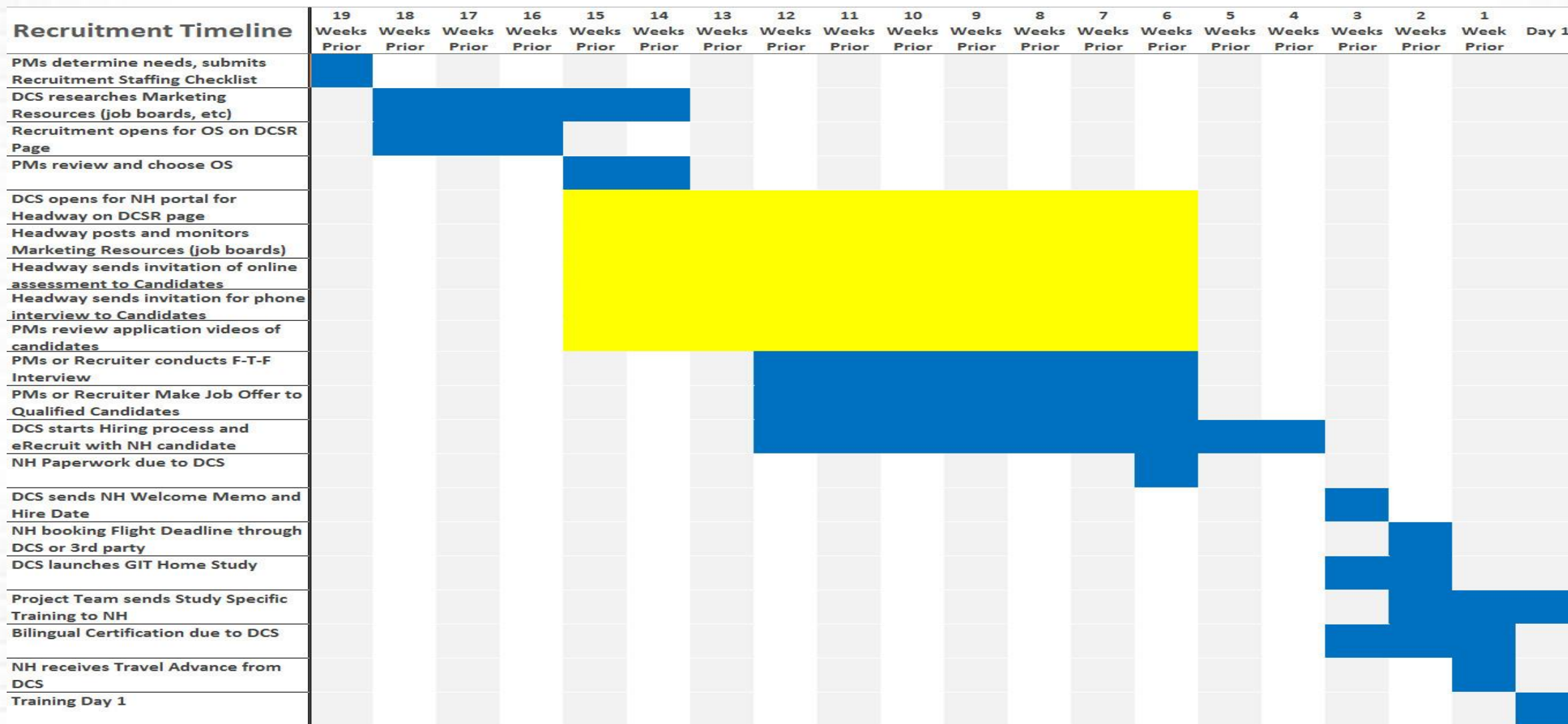   - Review of requirements and attendance/availability

Recruitment Timeline

Recruitment Timeline	19 Weeks Prior	18 Weeks Prior	17 Weeks Prior	16 Weeks Prior	15 Weeks Prior	14 Weeks Prior	13 Weeks Prior	12 Weeks Prior	11 Weeks Prior	10 Weeks Prior	9 Weeks Prior	8 Weeks Prior	7 Weeks Prior	6 Weeks Prior	5 Weeks Prior	4 Weeks Prior	3 Weeks Prior	2 Weeks Prior	1 Week Prior	Day 1
PMs determine needs, submits Recruitment Staffing Checklist	█																			
DCS researches Marketing Resources (job boards, etc)		█	█	█	█	█														
Recruitment opens for OS on DCSR Page		█	█	█																
PMs review and choose OS				█	█	█														
Recruitment opens for NH on DCSR page					█	█	█	█	█	█	█	█	█	█						
DCS posts and monitors Marketing Resources (job boards)					█	█	█	█	█	█	█	█	█	█						
DCS sends invitation of online assessment to Candidates					█	█	█	█	█	█	█	█	█	█	█					
DCS sends invitation for phone interview to Candidates					█	█	█	█	█	█	█	█	█	█	█					
DCS and PMs performs daily review of candidates progress in DCSR				█	█	█	█	█	█	█	█	█	█	█	█					
PMs or Recruiter conducts F-T-F Interview							█	█	█	█	█	█	█	█	█					
PMs or Recruiter Make Job Offer to Qualified Candidates							█	█	█	█	█	█	█	█	█					
DCS starts Hiring process and eRecruit with NH candidate							█	█	█	█	█	█	█	█	█	█				
NH Paperwork due to DCS															█	█				
DCS sends NH Welcome Memo and Hire Date																	█			
NH booking Flight Deadline through DCS or 3rd party																		█		
DCS launches GIT Home Study																	█			
Project Team sends Study Specific Training to NH																	█	█	█	
Bilingual Certification due to DCS																	█	█		
NH receives Travel Advance from DCS																		█		
Training Day 1																				█

14

Recruitment Timeline - Headway

Recruitment Analysis

| Year | (Multiple Items) | ← 2014, 2016, 2017, 2018 |
| Project | (Multiple Items) | ← HRS, NSFG, MTF |

					602	401	603	606	402+555	403	404	607+609	900	101
Row Labels	Eligibility Rate of Face to Face Interview	Qualify Rate after Face to Face Interview	No Show Rate for Face to Face Interview	Ratio of Interviews to Hires	Sum of Total Candidates	Sum of Not qualified after study specif	Sum of Incomplete application	Sum of Not qualified after online asse	Sum of Did not complete online assessm	Sum of Qualified not scheduled for f-t-f	Sum of Candidate cancelled f-t-f inter	Sum of NCNS f-t-f interview	Sum of Not qualified after f-t-f interv	Sum of Qualified after f-t-f interview	Sum of Hired
Houston, TX	0.15	0.41	0.39	0.18	428	64	166	6	49	62	6	19	13	9	14
Nassua County, NY	0.16	0.54	0.25	0.26	153	41	36	3	14	25	0	6	5	5	4
Los Angeles, CA	0.18	0.44	0.19	0.28	429	94	121	2	33	84	5	8	31	11	13
Minneapolis, MN	0.19	0.55	0.19	0.38	164	56	30	4	6	22	3	3	8	10	6
Pittsburgh, PA	0.15	0.42	0.25	0.26	79	15	19	2	10	17	1	2	4	2	3
Fort Lauderdale, FL	0.14	0.26	0.34	0.10	257	28	69	4	35	70	2	10	14	1	7

Recruitment Constraints

- ## Timelines/Constraints

  - On-staff recruitment always precedes new hire recruitment

  - All postings and ads must have HR review and approval prior to publication – which may result in delays

  - I-9s for new hires must be completed in-person

  - Onboarding and assignment of UMICH ID must precede the start of home study, booking of travel and access to UM systems

  - Background checks and other onboarding can take from 2 days to several weeks. Recruitment timelines are set assuming 3 weeks for candidate onboarding.

Recruitment Constraints (2)

- Timelines/Constraints
  - Recruiters are not able to schedule face to face interviews until the candidate pool is sufficient
  - Most recruiters are assigned to hire in multiple areas which can complicate scheduling
  - Onboarding and assignment of UMICH ID must precede the start of home study, booking of travel and access to UM systems
  - Background checks and other onboarding can take from 2 days to several weeks. Recruitment timelines are set assuming 3 weeks for candidate onboarding.

Recruitment Constraints (3)

- Timelines/Constraints
  - Current recruitment process is passive – we wait for candidates to contact us.
  - Recruitment website are not optimized for mobile devices.
  - Candidate pool is project based
  - Finding sources to advertise in small regions/difficult markets can be challenging
  - Recruiters and assistants must be trained annually

Next Steps

- New ATS
  - Mobile friendly
  - Active candidate search (no longer passive recruitment)
  - Integration with testing and other vendors
  - Develop a candidate pool across projects/recruitment efforts
- Social Media Marketing plan
- Use of online reference checking vendor to create candidate pool

Next Steps (2)

- Text analysis
- Continued refinement of face to face interview and screening questions
- Analysis of testing to predict success

Suggestions

?