

All University Recruiting and Hiring

Board of Regents

Faculty and Staff Affairs Committee

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Strategic Direction for OHR

- **Mission:** The Office of Human Resources strategically leads and partners with our community to provide the diverse workforce and organizational capabilities that drive excellence in the University.
- **Vision:** Create the diverse workplace of the future where people are engaged, connected, thriving, and achieving.
- **Values:** Integrity, service, innovation, collaboration, responsibility.

Strategic Imperatives

- **Define**
 - Re-imagined, integrated OHR portfolio of services
 - Well-articulated partnership between central OHR and HR work in colleges, units, and campuses in which roles and responsibilities are clear and understood
 - Leader in providing HR professional skills and practice, and encouraging best practices in HR systems and service delivery
- **Simplify**
 - Simplified employment policies and administrative procedures
 - Streamlined employment processes and management
- **Empower**
 - Leaders and managers to make strategic decisions about talent
 - Employees to optimize their employment experience
 - Human resource professionals to be proactive, responsible, and responsive
- **Deliver**
 - Excellent, high quality service in core OHR business functions
 - Improved business processes that support talent management
 - Strategic organizational development advice and practice

The Hiring Context

- The quality and diversity of the University's workforce has a direct impact on the achievement of the University's mission and overall impact on, and contribution to, the state of Minnesota.
- Higher education faces demographic changes in the workforce, greater competition for top talent, and increased expectations for efficiency, productivity, and accountability.
- The University must become more strategic, intentional, connected, and innovative in building a strategy that prepares us for "Workforce 2020" and beyond.

FY 2012 Statistics

3,513 Positions Posted



60,000 Applicant Activities



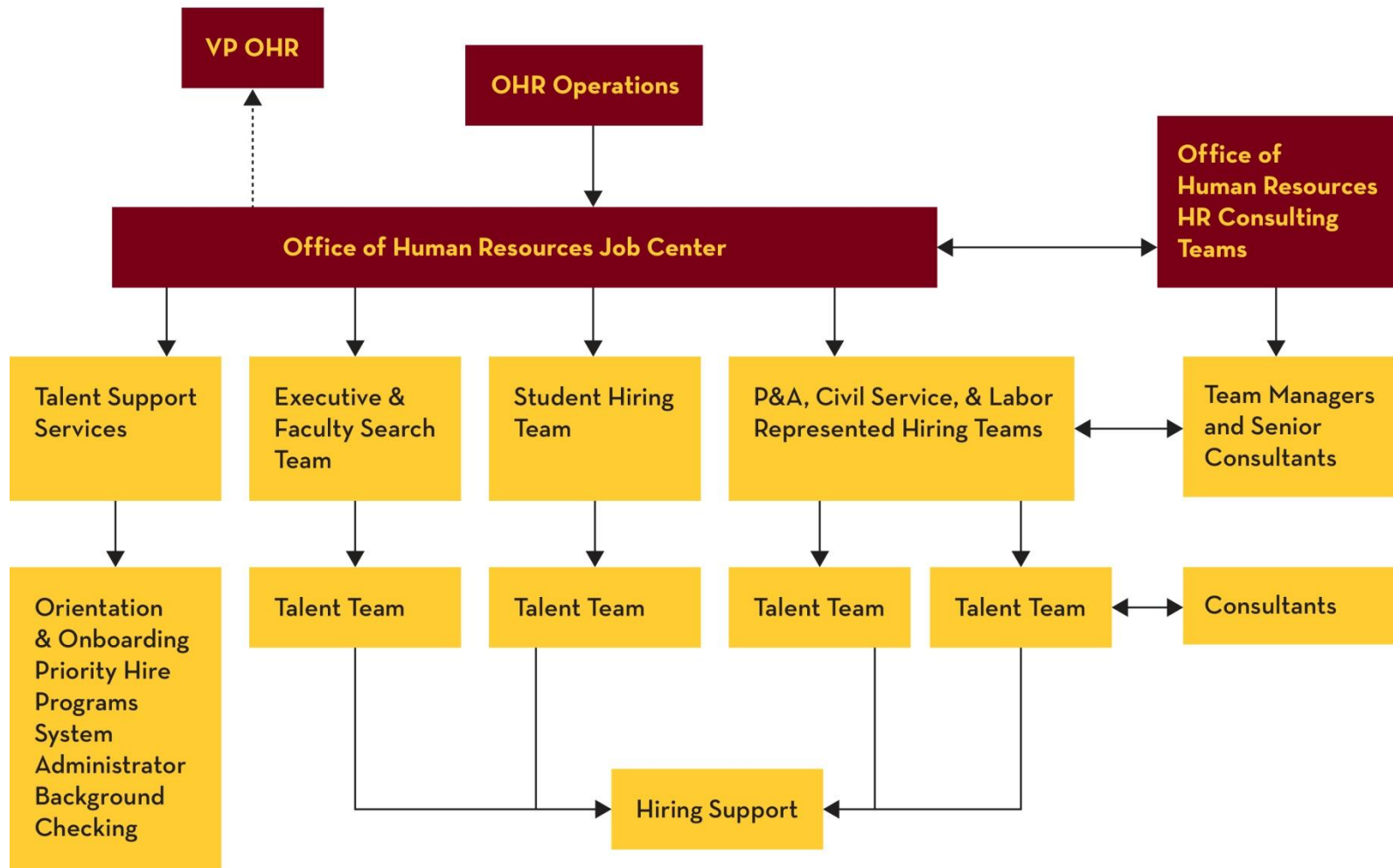
3,202 Hires

OHR Strategic Dashboard: Recruiting and Hiring Redesign

(Define and Simplify)

Goal: To create a strategic talent acquisition system that increases the diversity and quality of hires, promotes the University as an employer of choice, incorporates best practices in recruiting and hiring, and achieves operational excellence by leveraging technology and simplifying the hiring process.

New Job Center Model - Collegiate/Admin. Units



Recruiting & Hiring for the University of Minnesota

A Partnership Model

Unit HR

- Engage in workforce planning
- Prepare/consult search plan and position description
- Prepare and route requisition
- Appoint search committee
- Develop recruitment plan
- Advertise position
- Recruit/source candidates
- Identify candidates to interview
- Conduct candidate interviews
- Review search committee recommendations
- Obtain approval to hire and prepare letter of offer
- Obtain approval for tenure, if needed
- Update candidate status in system
- Onboard new employee to position

Consulting Teams (OHR)

- Advise on workforce planning
- Advise on position class
- Advise on recruitment plan
- Advise on search committee
- Serve on search committees for key HR positions
- Collaborate on hiring process for frequently hired positions
- Advise on interviewing techniques
- Advise on salary offer to ensure consistency across units
- Other assistance, as requested by the unit
- Consult on diversity recruiting

Hiring Teams (OHR)

- Advise on position class
- Prepare and route requisition
- Advise on recruitment plan
- Recruit/source candidates
- Screen and evaluate candidate pool
- Consult on hiring process for frequently hired positions
- Recommend candidates to interview
- Promote best practices regarding interviewing techniques
- Conduct candidate interviews
- Conduct background checks
- Orient new employees to University
- Onboard candidate to the position
- Close requisition in system
- Other assistance, as requested by the unit
- Consult on diversity recruiting

Highlight: Diversity in Hiring

System Campus	Number of Hires	Number of Disclosed Diverse Hires	% of Hires Representing Diversity
Crookston	66	6	9%
Duluth	304	58	19%
Morris	58	8	13%
Rochester	34	4	12%
Twin Cities	2,740	470	17%

Diversity Recruiting Initiatives:

- Job Center presence at UROC to include recruiting, resume writing, and applicant coaching
- Hiring a recruiter to build and promote diversity recruiting initiatives
- Partnering with E&D to build a strong recruiting presence in local, regional, and national communities of color

The New Job Center: Action Steps and Outcomes

Action Steps		Anticipated Outcomes
1.	Consolidate separate senior leader, faculty, staff, and student employee recruitment functions into one unit	One-Stop Recruiting & Hiring Center of Excellence
2.	Increase competencies and capacity of the recruiting and hiring staff	Expanded suite of strategic in-house services, including professional recruiting for senior-level positions and search process support for faculty hiring
3.	Reorganize existing recruiting and hiring staff into dedicated teams serving an assigned set of University units	Alignment of recruiting teams with OHR's consulting teams to better understand and serve our University partners
4.	Reassign New Employee Orientation and Relocation Assistance Program to the COE within an overall onboarding strategy	Alignment of all onboarding service and support programs within one unit
5.	Embed strategies that support equity, diversity, and inclusiveness into University hiring policies and procedures	Increased diversity among senior leader, faculty, staff, and student employees
6.	Expand recruiting strategies beyond posting and advertising to include social media, internal mobility, employee referrals and testimonials, professional networks, community partnerships, workforce centers	Robust recruiting strategy that expands the University's reach in sourcing and recruiting candidates and creates a talent pipeline for the University
7.	Support efforts to develop and market an integrated employment brand consistent with the University's Driven to Discover institutional brand	Designation of the University as an "Employer of Choice," increased quality and diversity of candidate pools, and overall higher quality of hires
8.	Expand existing metrics for success beyond cost per hire and time to fill to include a new focus on measuring employee engagement	Alignment of recruiting and hiring metrics with the University's overall business objectives
9.	Simplify and standardize the different hiring processes through a Kaizen process improvement exercise	Reduced complexity, time, and cost of hiring
10.	Implement the PeopleSoft upgrade and introduce Talent Acquisition Manager technology	Integrated system to improve overall data collection and reporting

Roadmap for Job Seekers at the University of Minnesota

Start

EXPLORE - "I'm looking for a job!"

1. Browse open positions on the University's employment website
2. Identify positions that match individual qualifications and interest
3. Post resume, cover letter, and references for position(s) of interest on the employment website

ACCEPT - "I got the job!"

1. Discuss employment terms with hiring authority and accept the position
2. Complete and submit background check forms
3. Complete new hire forms (I-9, benefits, etc.)

ENGAGE - "I've been invited to interview!"

1. Participate in an initial screening interview
2. Return as a finalist for an interview with hiring authority and other key constituents
3. Grant permission for the hiring authority to check references

ONBOARD - "I want to succeed!"

1. Attend New Employee Orientation to learn all about the University of Minnesota
2. Meet with key constituents within the unit and beyond to learn about the position, measures of success, and challenges and opportunities
3. Review key unit and institutional documents, reports, and policies to learn about both strategic priorities and day-to-day operations of the unit and University

Begin