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Revised Recruitment Process

**To Support UT's State-wide
Applicant Tracking System**

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Purpose of Redesign

- To share one applicant tracking system for all UT entities
- To increase recruitment effectiveness and efficiency
- To provide maximum flexibility to hiring supervisors
- To emphasize focus on diversity efforts:
 - proactive recruiting strategies
 - internal development/succession planning
 - holding hiring officials accountable

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Vendor Review Team

<p>UTC Bryan Samuel, Equity and Diversity Dan Webb, HRO</p> <p>UTK Lisa Bonds, Chemistry Melody Branch, Earth and Planetary Sciences Belinda Carter, College of Business Chris Cimino, Budget & Finance Gayle Mathews, College of Education Marva Rudolph, Equity & Diversity</p> <p>UTSI Patricia Burks-Jelks, HRO</p>	<p>UT Martin Phil Bright, HRO Marcia Tuck, Human Resources</p> <p>Health Science Center Michael Alston, Equity & Diversity Jerry Hall, HRO</p> <p>Information Technology Kevin Feeney, IT Analyst IV Michael Fellers, IT Administrator III Joel Reeves, Assoc. CIO Andy Rivers, IT Administrator III Teresa Simpson, IT Manager</p>
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Vendor Review Team

<p>Institute of Agriculture Amy Caponetti, Ag Research Herb Byrd, HRO</p> <p>University Wide Administration Priscilla Bright, Total Rewards Linda Francisco, Talent Management Linda Hendricks, CHRO Carla Parmele, Development Theotis Robinson, Equity & Diversity Sherry Sims, HR Janet Smith, IRIS</p>	<p>IPS Judie Martin, HRO Robin Roberts, CTAS</p> <p>East Regional Service Center Tony Givens, Recruitment Ashlie Cxyz, Recruitment Janice Hodge, Tech & Policy Avice Liebl, Recruitment Charlene Rice, Compensation</p> <p>West Regional Service Center Stacy Luckett, Recruitment</p>
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Hiring Process Redesign Team


- Lisa Bonds, Chemistry, UTK
- Melody Branch, Earth and Planetary Sciences, UTK
- Carla Parmele, System Development
- Amy Caponetti, Ag Research
- Belinda Carter, College of Business, UTK
- Tony Givens, HR East Regional Service Center—Recruitment
- Janice Hodge, HR East Regional Service Center—Technology & Policy
- Judie Martin, HRO—IPS
- Gayle Mathews, College of Education, Health, & Human Science, UTK
- Marva Rudolph, Equity and Diversity, UTK
- Janet Smith, IRIS
- Stacy Luckett, HR West Regional Service Center—Recruitment

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Three Focused Work Teams

- **Team One** addressed minimum number of required days for position posting (Lisa Bonds, Melody Branch, Linda Francisco, Judie Martin, and Carla Parmele)
- **Team Two** addressed the role of compensation in the hiring process (Belinda Carter, Janice Hodge, Gayle Mathews, and Janet Smith)
- **Team Three** addressed the role of equity and diversity in the hiring process (Amy Caponetti, Tony Givens, Stacy Luckett, and Marva Rudolph)


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Team One Consensus

- Benchmarked national institutions of higher education
- Make consistent minimum posting requirement for both non-exempt and exempt hires
- **Recommendation:**
 - Required minimum posting of seven calendar days
 - Unlimited maximum posting days, at discretion of hiring official
 - Posting should be until a well-qualified, diverse candidate pool has been identified
 - Campus/Institute has flexibility to set reasonable time parameters based on market and recruitment reach (i.e., diversity of pool will be impacted by availability within recruitment area – local, regional, national or international)


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Team Two Consensus

- Benchmarked national institutions of higher education
- **Recommendation:**
 - Engage Compensation to classify new positions
 - Engage Compensation to review existing vacant positions if organizational changes have occurred
 - Compensation to review proposed salary if it is outside of the hiring range

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Team Three Consensus

- Benchmarked national institutions of higher education
- Currently, some entities require as many as three paper (manual) approvals from OED before an offer can be extended for exempt hires
- **Recommendation:**
 - HR and Equity and Diversity should serve in advisory capacity:
 - providing training on how to develop diverse candidate pools
 - advising search committees and interview teams
 - having electronic access to all aspects of hiring throughout the process
 - workflow will require one check-in with OED pre-offer for exempt hires (automated approval vs. manual paper approvals)



Team Three Consensus (cont'd)

- **Recommendation cont'd:**
 - **Accountability for hiring decisions placed with hiring official (with upcoming performance management redesign, should be part of performance evaluation process)**
 - > applicant tracking system will notify hiring official when position has a hiring goal (underrepresented)
 - > approval for hire would ultimately be supervisor of hiring official
 - > campus/institute may require training for hiring officials (HR and OED can provide this training)



Team Three Consensus (cont'd)

- **Recommendation cont'd:**
 - **HR and OED to focus on:**
 - > proactive recruitment strategies
 - > identification of diverse candidate pools
 - > implementation of succession planning/internal development programs
 - > where there are departmental issues of concern related to hiring practices, work with senior leaders to resolve
 - **HR and OED will provide entity senior leaders quarterly reports related to diversity:**
 - > # opportunities for exempt hires; diversity of pool and diversity of hiring decisions
 - > terminations of diverse employees
 - > gain/loss of diverse workforce, particularly focused at director-level positions and above



Summary

- State-wide guidelines allow *maximum flexibility* for campuses/ institutes to set standards meeting their needs and goals
- **Accountability** is the key – hiring official held accountable (component of performance review)
- Senior leaders **take responsibility** for diversity of workforce (monitor hires/terminations and net results of diverse workforce)
- **Information** is the key – quarterly reports provided to leadership teams for each campus/institute
 - prepared jointly by HR and OED
 - hiring
 - terminations
 - areas of concern
