Revised Recruitment Process

To Support UT’s State-wide Applicant Tracking System

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

Vendor Review Team

UTC
Bryan Samuel, Equity and Diversity
Dan Webb, HRO

UTK
Lisa Bonds, Chemistry
Melody Branch, Earth and Planetary Sciences
Belinda Carter, College of Business
Chris Connors, Budget & Finance
Gaye Mathews, College of Education
Marcia Randolph, Equity & Diversity

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Health Science Center
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Information Technology
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Vendor Review Team

Institute of Agriculture
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Linda Francisco, Talent Management
Linda Hendricks, CHRO
Carla Parmelee, Development
Theresa Robinson, Equity & Diversity
Sherry Sims, IIR
Janet Smith, IRIS

IPS
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East Regional Service Center
Tony Givens, Recruitment
Ashley Cary, Recruitment
Janice Hodge, Tech & Policy
Avery Litt, Recruitment
Charlene Rice, Compensation

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Stacy Luckett, Recruitment

Hiring Process Redesign Team

• Lisa Bonds, Chemistry, UTK
• Melody Branch, Earth and Planetary Sciences, UTK
• Carla Parmelee, System Development
• Amy Caponetti, Ag Research
• Belinda Carter, College of Business, UTK
• Tony Givens, HR East Regional Service Center—Recruitment
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• Gayle Mathews, College of Education, Health, & Human Science, UTK
• Marva Rudolph, Equity and Diversity, UTK
• Janet Smith, IIRIS
• Stacy Luckett, IIR West Regional Service Center—Recruitment

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 Parmelee)
• 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)

Revised Recruitment Process
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)

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

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 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 hiring terminations and set 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