

**Faster, Better, Cheaper:**  
*Improving the Recruitment Process One  
Step at a Time*



# RECRUITMENT PROCESS

- How would you describe your recruitment process?
  - Good, Bad, or Ugly?

**UNCLEAR**

**SLOW**

**BROKEN**

**INCONSISTENT**

**RIDICULOUS**

**IMPOSSIBLE**



# COMPARATIVE ANALYSIS

Organization	Average Recruitment
City of San Antonio	4-6 Months <sup>1</sup> (estimated)
City of Austin	2.5 Months
City of Ft. Worth	3 Months <sup>2</sup> (estimated)
City of Phoenix	3 Months
City of San Jose	3.5 Months
CPS	4 Months
SAWS	2 Months

<sup>1</sup> City of San Antonio recruitments range from 2-9 months

<sup>2</sup> City of Ft. Worth recruitments range from 1-6 months



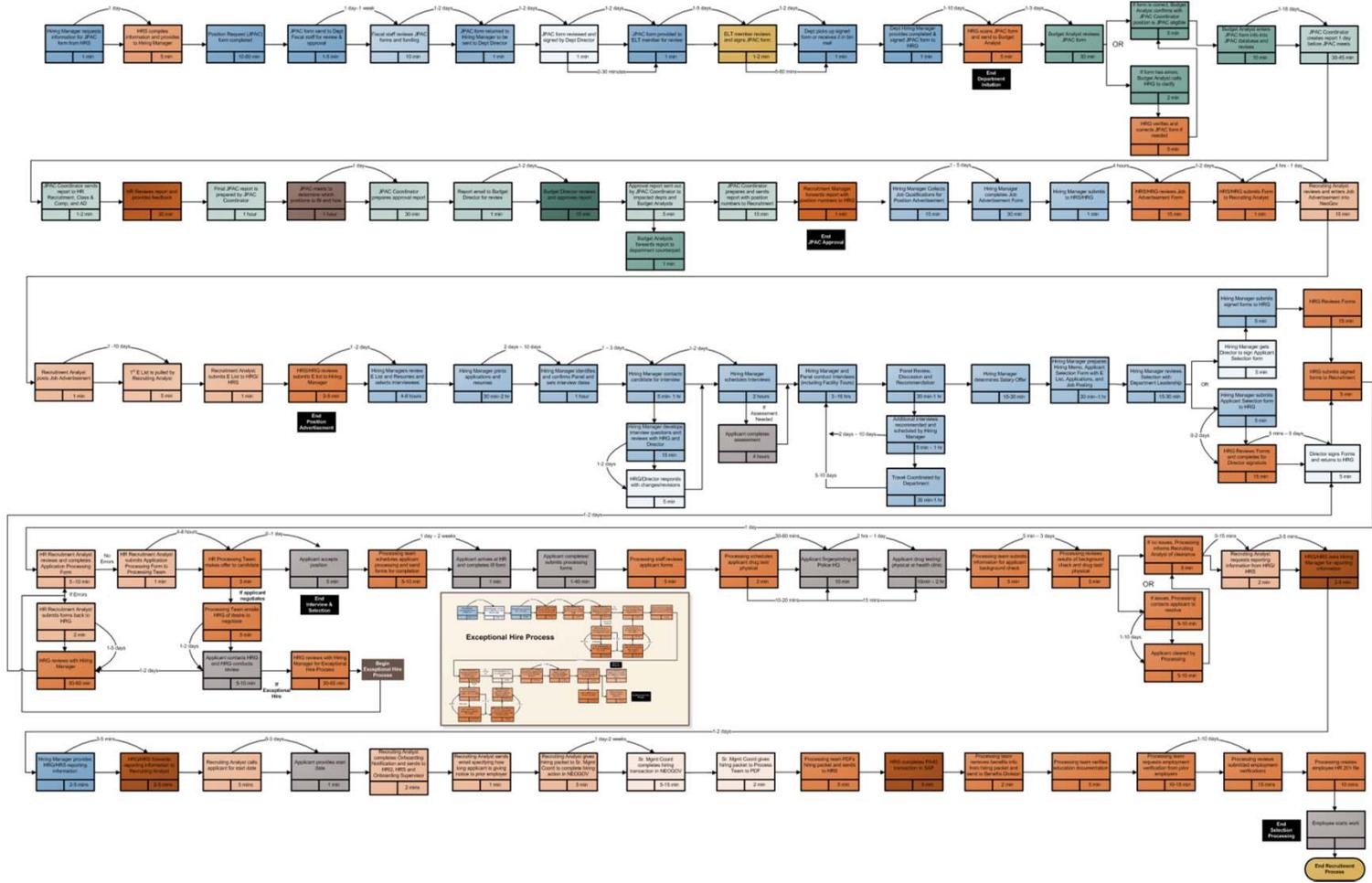
# PROJECT SCOPE & BACKGROUND

- Office of Innovation tasked to work with Human Resources to:
  - Streamline current hiring process to reduce recruitment time

**“Do it Faster”**



# CURRENT PROCESS— 84-105 STEPS



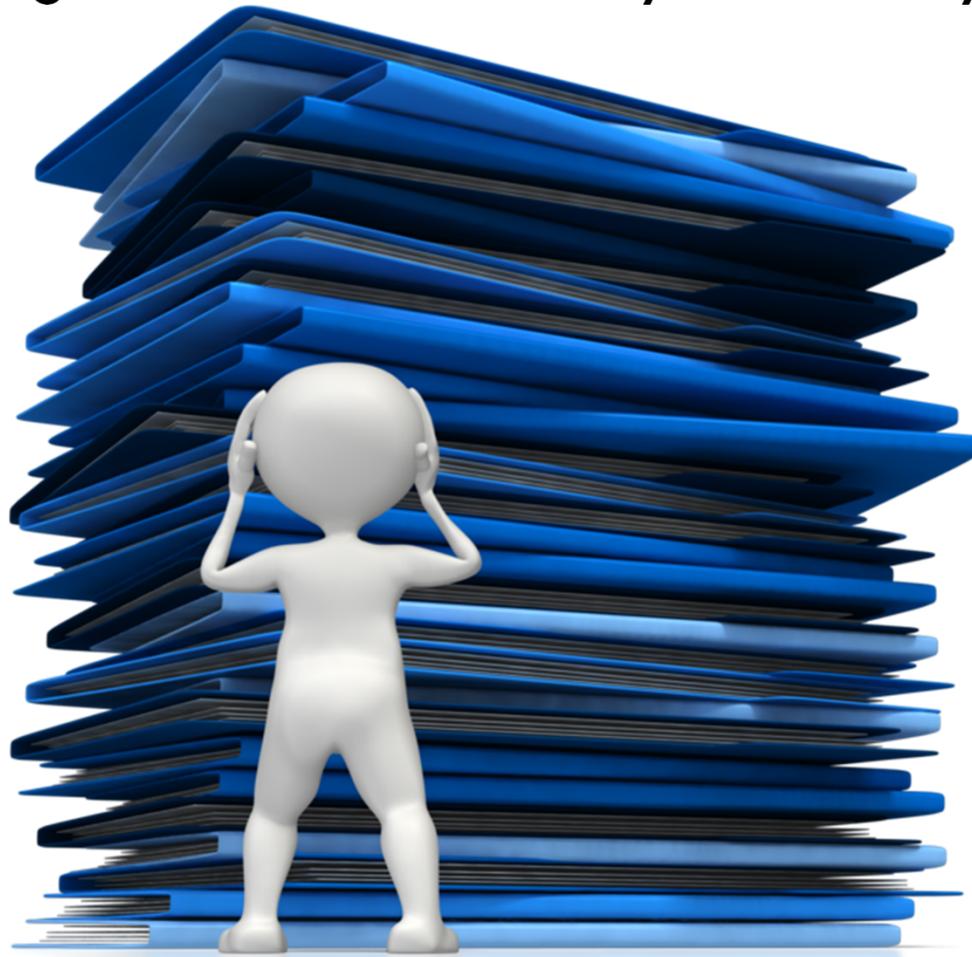
- Step Owner**
- Department Staff
  - HR Staff
  - Budget Staff
  - City Managers Office
  - JPAC
  - Applicant

Process Steps	Total Time	% Wait Time	Handoffs
84-105	30-175 business days	90-96%	46-55



# FASTER

- Just going Faster isn't always the only solution



# BETTER



# CHEAPER

- Time



- Communication with customers
  - Internal
  - External

I submitted my application 2 months ago. When is my interview?

When's my position going to be filled?



# STRAIGHTEN THE PIPES

- Lean Process Improvement methodology
  - What is there? What exists in the current process?
  - What are we trying to accomplish?
  - What has to be there?

CITY OF SAN ANTONIO  
OFFICE OF MANAGEMENT & BUDGET

i n n o v a t i o n



CITY OF SAN ANTONIO  
**HUMAN RESOURCES DEPARTMENT**



Solid Waste  
Management



Development  
Services



Parks &  
Recreation



Animal Care  
Services



# KEY PROCESS STEPS

## Department Initiation



- “This position is authorized and I have the budget to hire”
- “This is the type of person I want”

## Position Advertisement



- “Come in we’re hiring”
- “Here are the best candidates”

## Interview & Selection



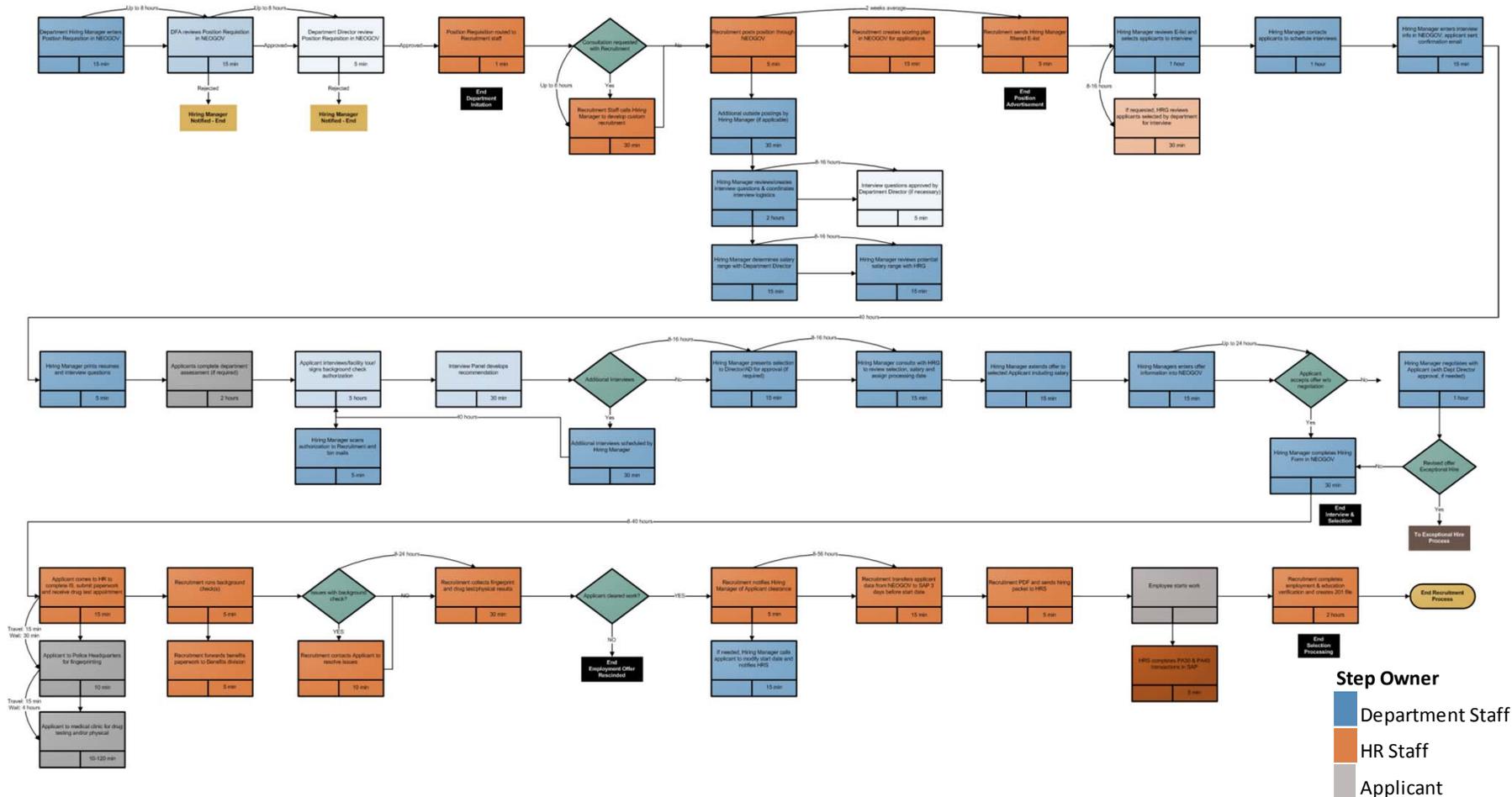
- “I want to hire this person”
- “This is how much we can pay”

## Selection Processing



- “Welcome Aboard!”
- “Here’s your badge”

# NEW PROCESS – 30-45 STEPS



Process Steps	Total Time	% Wait Time	Handoffs
30-45	18-46 business days	89-93%	27



# FIRE BULLETS FIRST...

- How was Phase I of the recruitment process described?

**IMPROVED** **EASY TO USE**  
**MUCH FASTER**  
**FLEXIBLE** **THRILLED**  
**EXTREMELY HELPFUL**

# IDENTIFYING QUALIFIED APPLICANTS

- Supplemental Questions
  - HR Recruitment will work with Departments to:
    - Identify what makes a successful candidate
    - Create supplementary questions
  - Allows system to prioritize candidates
  - Option to include essay questions

16. Describe an instance where you identified an inefficiency in a process and took steps to improve the process. What impact did this have on the organization?

Utilization of Lean Six Sigma methodologies I lead a team of 14 individuals in an effort to modernize the professional development process of the enlisted force within the U.S. Air Force. Identification through use of tools like Value Stream Mapping (VSM) analysis and analytical analysis it was identified that a overage in printing cost were costing the tax payer over \$2M dollars a year; as well as, a storage cost of over \$4M a year. These were direct costs and did not include indirect factors of labor, communication, shipping and handling.

# BETTER

- Sr. Management Analyst to support new organic recycling program
- Preferred Qualifications
  - Bachelor's degree
  - 2-3 years of experience in data collection & analysis
  - Experience creating and presenting status update reports that can be shared with Council



BETTER



eHarmony®



**SPEED**DATING

# FILTERING AND RANKING

- How many resumes are you going through?
  - Let the system work for you!

**1. SYSTEM EXCLUDES APPLICANTS WHO DO NOT MEET MINIMUM QUALIFICATIONS**

**2. SYSTEM SCORES AND PRIORITIZES**

**3. RECRUITMENT STAFF REVIEW AND CREATE E-LIST**

**4. DEPARTMENT STAFF REVIEW QUALIFIED APPLICANTS**



# ALTERNATIVE HIRING METHODS

- Mass Interview & Processing Events
  - Solid Waste, Parks
  - Apply, Interview and Fingerprint
- Pre-K 4 SA job fairs
- Outreach examples
  - UTSA All-Majors Career Fair – Feb 7
  - Recruit Austin – Feb 13
  - Trinity Job Fair – Feb 20
  - Innotech Conference – April 20
  - Centurion Military Alliance Networking Fair – April 25



# RESOURCES

**COSAweb**  
City of San Antonio - Intranet Portal

Friday, March 22, 2013

COSAweb Jobs Council Agenda Telecommuters GoCosa SanAntonio.gov

CITY OF SAN ANTONIO  
**Human Resources**

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**Key Recruitment Process Steps with links below**

Department Initiation	Position Advertisement	Interview & Selection	Selection Processing
			
<a href="#">Hiring Process Flowchart</a> <a href="#">Hiring Process Guidelines</a> <a href="#">NeoGov Training Guide: Training Tutorials</a> <a href="#">NeoGov Training Guide: Creating a Requisition</a> <a href="#">NeoGov LOGIN</a>	<a href="#">Interview Manual</a> <a href="#">Interview Form Template</a>	<a href="#">NeoGov Training Guide: Eligibility Lists, Applicant Profiles and Hiring Form</a> <a href="#">Candidate Matrix Template</a>	<a href="#">Selection Processing: What To Expect</a>

# RESULTS

- Recruitment process time can be reduced up to 75% by:
  - Eliminating 50% of steps;
    - 30-45 steps
    - 18-46 business days per hire
  - Implementing new recruitment methods; and
  - Fully implementing existing technology



# LESSONS LEARNED



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