

## **Summary of Recommendations**

### **From Recruitment Workflow Review**

#### ***Strategy and Philosophy***

- Conduct an assessment that specifies risks, their management and mitigation. Communicate this assessment to central HR and unit partners as a framework for realigning work and assigning responsibilities. (pages 4-5)
- Frame the philosophy and principles that will guide the evolution of recruitment practices. Declare that UTA intends to train and empower local users to perform responsibly functions that are now done by central HR. Use the regional hub design and pilots to rebuild trust with HR partners. (pages 3-4)

#### ***Organization and Staffing.***

- Increase staffing levels in UTA. Select people who can pivot to more consultative roles as work is shifted to the regional hubs. (2-3)
  - HR Generalist for Compensation
  - Compensation and Operation Assistant (now interim, to be made permanent)
  - Project Manager (part-time but dedicated) for regional hub implementation
- Move toward a case worker model in which PDs are assigned to a recruiter who guides the unit partner/manager through the entire process. (6)

#### ***Process***

- Determine what metrics are truly important and incorporate them in ongoing evaluations of the recruitment process. (3)
- If MyTrack allows, take creation of position number off recruitment's critical path. (9)
- Determine if there could be a reduction in the number of approvals at the requisition stage. (9)
- Evaluate the Health Center's pilot project on embedding supplemental questions within the application. If worthwhile, expand the practice across campus. (10)
- Review the instructions on the offer card for clarity. (11)
- Consider reducing the number of offer letter templates. (12)
- Analyze with data the current impact of Payroll's involvement in the creation of the 95# and associated tasks. Consider the staffing and process improvement implications of moving those activities to Human Resources. (14)
- Clarify and make explicit to users the process for pool recruitments. (23)
- Continue to develop generic PDs for instructional and research positions. (23-24)

### ***Partners and Regional Hubs***

- Segment the partners into tiers based on expertise and intensity of recruitment activities. Develop for each a set of needed competencies, a training regime and possibly certification. (15)
- For the regional hub pilot in FASS:
  - Foster a collaborative spirit between UTA and FASS through joint establishment of principles, processes, protocols, and metrics. Be sure to include staff who will be actively engaged in the pilot regardless of organizational level. (17)
  - Create a staffing plan that ensures sufficient resources to carry out assigned responsibilities. (17)
  - Assign a Project Manager who will focus on the effort and assume accountability for its success. (17)
  - Prepare a staffing plan to support FASS during the fall rush. (18)
- Identify other potential regional hubs and develop a schedule for full University roll-out. Ensure that an academic unit is among the early participants. (18)

### ***MyTrack***

- Continue assessing and progressing on more integration of MyTrack and Banner. (18)
- Assess the costs and benefits of integration between MyTrack and Academic Jobs Online. (11, 19)
- Assess the relative priority of customizations to MyTrack, including the ability to:
  - Inform units automatically when the background check is completed. (11)
  - Create pick and validation tables for the PD that narrow down users' choices to a manageable selection (e.g., classified versus faculty). (5, 18)
  - Automatically terminate the old position when someone moves to a new one. (19)
  - Create versions of documents. (19)
  - Expand exception and error reporting. (19)
  - Enable applicants to see and retrieve the documents they have uploaded. (19)
  - Enable search committee members to see candidate ratings and other documentation. (11, 19)
- Use these and other desired changes in functionality to develop priorities and a negotiating strategy with PageUp in contract renegotiation. (20)

### ***Support and Training***

- Open user access to PDs from across the University. (8-9)
- Provide clearer standards on (for example) the threshold for a "minor" PD change, the guidelines for making salary offers, and rules for creating job-specific PDs for pooled positions. (8, 23)
- Develop a library of PD templates and guidelines for the most common positions. (9)

- Continue to provide – and perhaps expand – training and support for search committees on best practices. (10)
- Through the HR partners group, encourage the sharing of tools and templates that units use to evaluate candidates. (10)
- Direct all support emails to the HR Service Center for triage and redirection rather than using five email addresses. (20)
- Rethink the purpose and agendas for HR partner meetings so that they are more collaborative. (20)
- Review the content and navigation of HR’s website to ensure consistency and ease of use. Streamline documentation (e.g., the six guides for PDs). (21-22)
- Determine whether the HR Service Center would benefit from a log or tracking mechanism (such as Remedy in IS) for queries that require follow-up or investigation. (21)
- Ensure that HR Service Center personnel are kept in the loop for all communications and changes to assignments. (21)