

Faculty Hiring and Recruitment Project

Background

In 2018, University Human Resources, Sibson Consulting and a diverse group of campus stakeholders started work on a faculty recruitment and hiring project. The aim of the ongoing project is to streamline NC State's faculty hiring process. The project resulted from faculty voicing concerns about the length of the process. The goals of the project are to:

- Shorten the recruitment timeline.
- Address retention.
- Reduce the number of manual steps in the hiring process.
- Enhance transparency.
- Eliminate unnecessary oversight and policies.

Approach: Phases 1-4



The group met every couple of weeks between December 2018 and July 2019. The group:

- Mapped out the current hiring process and steps to include in a new process.
- Conducted an analysis to identify the people responsible for the hiring process and the people who should be consulted and informed about changes to the process.
- Crafted a document explaining why the hiring process needs to be streamlined.
- Reviewed implementation risks and plans for mitigation.
- Discussed a change management strategy.
- Developed a communications plan.
- Created an implementation plan.

 <p>Phase 1: Map Existing Processes</p>	<p>Completed December 2018 through March 2019</p>
<p>During this phase, the work group met several times to discuss and map out the more than 185 steps in the faculty hiring process. The group also identified ways to improve the process, including:</p> <ul style="list-style-type: none"> • The elimination of unnecessary steps. • A reduction in layers of review and approvals. • The enhancement of applicant experience. • Automating part of the process. <p>Throughout this phase, the work group learned the faculty hiring process timeline can vary greatly. The long turnaround times are the result of many layers of approval in the hiring process, the lack of technology, and policy and regulatory mandates.</p>	



Phase 2: Reimagine and Redesign Processes

Completed March and April 2019

The second phase of the project was to reimagine and redesign the faculty hiring process. During this phase, the work group:

- Evaluated each portion of the process and identified several changes that could be made in the areas of policy, practice, process, technology, roles and responsibilities and training.
- Identified opportunities to shorten the hiring timeline, leverage best practices, enhance the applicant experience, explore and revise policies, automate systems and processes, eliminate duplicative steps and enhance training.
- Discussed potential risks and required investments if proposed changes to the process are implemented.



Phase 3: Create Implementation Plans

Completed May through July 2019

The third phase of the project involved creating an implementation plan for the proposed hiring process. The work group:

- Developed a change management strategy and communications plan.
- Categorized those who are responsible for the faculty hiring process and those who need to be consulted and informed throughout the process.
- Identified potential risks and strategies to mitigate those challenges.



Phase 4: Implementation

Work began July 2019

The last phase included planning an implementation rollout. A work group will:

- Finalize the implementation plan.
- Engage the appropriate stakeholders.
- Review the 53 proposed enhancements that could improve the hiring process, such as automating steps in the process and eliminating duplicative steps.



Sprint: Job Waiver

August 2019

An 11-person team met for a five-day sprint to explore enhancing the job waiver process. The work group:

- Reviewed 13 proposed enhancements to the job waiver process.
- Gathered feedback from stakeholders.
- Discussed automating the process using the PeopleAdmin system and creating an online application.



Mini Sprint: Background Check

September 2019

An eight-person team met for a one-day sprint to focus on enhancing the background check process. The process was costly to new employees paying out of pocket and required all nontemporary employees who hold foreign degrees to undergo degree equivalency using World Education Services (WES). The work group:

- Met with stakeholders to gather feedback.
- Decided foreign degrees for all employee types will be verified through our background check vendor, eliminating WES cost and burden placed on new employees with foreign degrees.

The new background check process was implemented Jan. 1, 2020.



Mini Sprint: Implementation

January - June 2020

The 53 proposed enhancements to the hiring process are being reviewed and additional improvements are being considered. Work groups will:

- Review the following aspects of the faculty hiring process: position requests, hiring proposals, offers, interviews, recruitment, Department of Labor verifications and spousal hires.
- Continue to meet with stakeholders and gather feedback on next steps.
- Try to complete its work by June 2020.