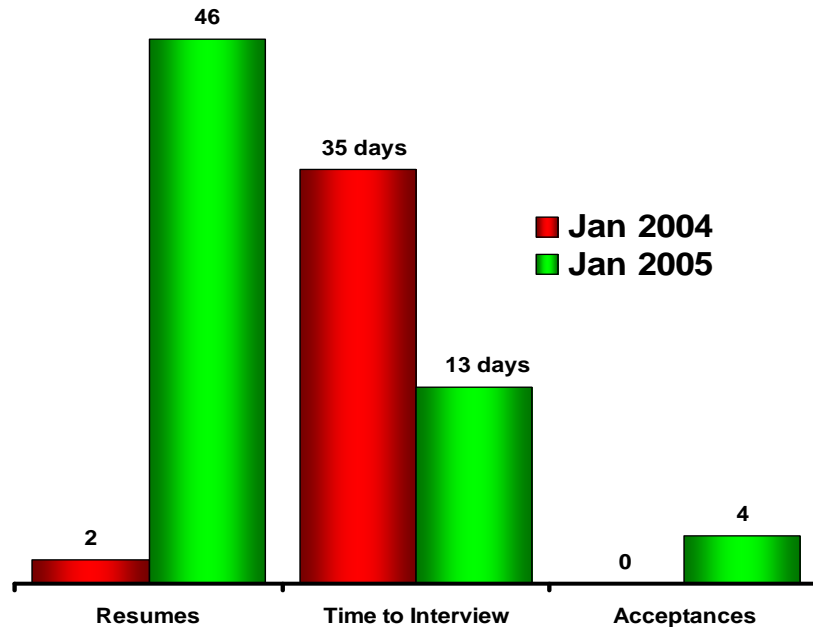
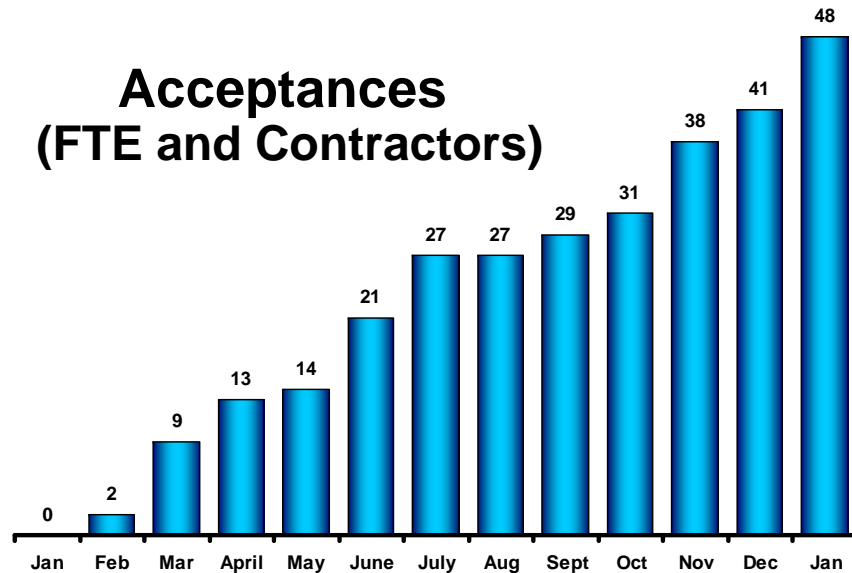


## Acceptances (FTE and Contractors)



# Improve Department Recruitment Process

## Challenge

Company growth at risk because of resource shortage

## Accomplishments

### Goal Exceeded

48 hired- 1 year ahead of plan

### New recruitment process

- Resumes received increased by **25x** (from 2 to 46 resumes)
- Time to interview was reduced by **50%** (from 35 to 13 days)
- Acceptances improved significantly (from 0 in January 2004 to 4 in January 2005)

# Project Charter

<b>Problem</b>	<b>Company growth at risk because of resource shortage</b> <ul style="list-style-type: none"><li>➤ company had reputation of high turn over and burn out</li><li>➤ hiring managers couldn't find enough experienced candidates</li><li>➤ interviewees rejected job offers, many new hires left in first year</li></ul>
<b>Goal</b>	1. increase R&D department by 30 in two years
<b>Critical Success Factors</b>	<ol style="list-style-type: none"><li>1. improve company reputation in community</li><li>2. increase number of qualified interviewees</li><li>3. Improve compensation and working conditions</li><li>4. train managers to recruit and retain new hires</li></ol>
<b>Project Team</b>	<ol style="list-style-type: none"><li>1. dedicated HR recruiter for department</li><li>2. hiring managers and interview team</li><li>3. project champion; department head</li></ol>
<b>Process Improvement Period</b>	January 2004 to January 2005

## Project Timeline

Milestones	Date	Accomplishments
<b>Kick off</b>	February 2004	<ul style="list-style-type: none"> <li>◆ Define problems, set targets, identify metrics</li> <li>◆ Assign responsibilities</li> <li>◆ Gain commitment from management</li> </ul>
<b>Organized Team</b>	April 2004	<ul style="list-style-type: none"> <li>◆ Hired external recruiters</li> <li>◆ Collected performance metrics</li> <li>◆ Manager assigned to phone screen</li> </ul>
<b>Refined process</b>	July 2004	<ul style="list-style-type: none"> <li>◆ Mapped recruiting process; streamlined process</li> <li>◆ Redefined roles and responsibilities</li> <li>◆ Renegotiated partnership with HR</li> <li>◆ Trained hiring managers on interviewing</li> </ul>
<b>New Process Roll out</b>	December 2004	<ul style="list-style-type: none"> <li>◆ New recruitment process rolled out to company</li> <li>◆ Hiring managers trained</li> <li>◆ HR managers trained</li> </ul>

## Critical to Time (CTT)

Requirement	Responsible	Tasks
<b>Define Requirements</b>	Hiring Manager	<ul style="list-style-type: none"> <li>➤ Define job duties, career path and salary</li> <li>➤ Invest time to recruitment process</li> <li>➤ Lead recruitment to fill position</li> </ul>
<b>Partner with External Recruiters</b>	HR	<ul style="list-style-type: none"> <li>➤ Establish agreements with external recruiters</li> <li>➤ Manage quality and quantity of resumes</li> <li>➤ Expedite interviewing schedule</li> </ul>
<b>Source for Candidates</b>	External Recruiters	<ul style="list-style-type: none"> <li>➤ Promote opportunities to candidates</li> <li>➤ Match candidates to job requirements</li> <li>➤ Coach candidates on company culture</li> </ul>
<b>Debrief and Refine</b>	Recruitment Team	<ul style="list-style-type: none"> <li>➤ Refine candidate target profile</li> <li>➤ Realign expectations; salary, duties, travel</li> <li>➤ Remove barriers to expedite process</li> <li>➤ Recommit to process and team</li> </ul>

## Critical to Quality (CTQ)

Requirement	Responsible	Tasks
<b>Candidate Experience Defined</b>	Hiring Manager	<ul style="list-style-type: none"> <li>➤ Define target skill set for candidate</li> <li>➤ Gain preapproval on competitive salary</li> </ul>
<b>Partnership with External Recruiters</b>	HR	<ul style="list-style-type: none"> <li>➤ Pay competitive rates for placements</li> <li>➤ Talk every week about progress</li> <li>➤ Only keep active recruiters</li> </ul>
<b>Sourcing for Top Talent</b>	External Recruiters	<ul style="list-style-type: none"> <li>➤ Attract talent from successful competitors</li> <li>➤ Sell candidates on opportunities</li> <li>➤ Sell candidates on new leadership</li> </ul>
<b>Team Commitment</b>	Recruiting Team	<ul style="list-style-type: none"> <li>➤ Set weekly goals and track performance</li> <li>➤ Keep decisions and process transparent</li> <li>➤ Stay accountable to team meetings</li> </ul>