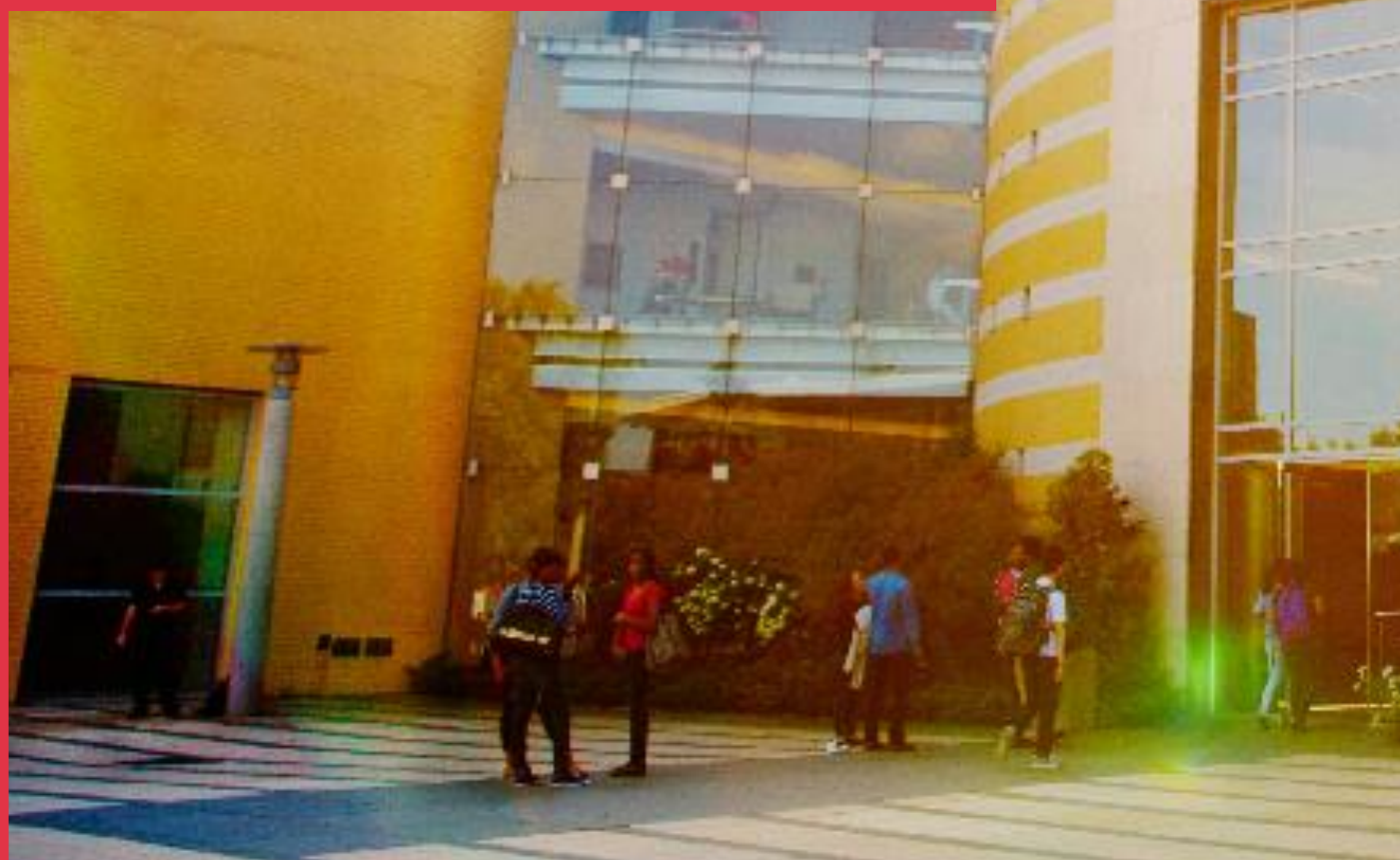


12-step Accelerated Hiring Process

YORK 



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In 2021, the Service Excellence Program (SEP) and Human Resources (HR) completed a series of improvements to save faculty and staff time and effort when hiring. The changes make it easier for hiring managers to post and fill vacant roles sooner.

1. Identify sponsors.

First, the SEP team identified sponsors to support the improvements taking place in HR – Mary Catherine Masciangelo and Jane Goodyer. In change projects, a sponsor is a leader who supports the change and is ultimately responsible for ensuring that the change realizes its intended benefits. Once sponsors were identified, SEP and HR joined together to create one integrated team for the duration of the project.

2. Begin consultations.

With strong sponsorship, it was time for consultations. The integrated team created a list of key stakeholders, including both local and central HR leaders to identify pain points and potential opportunities. With the input of key stakeholders, opportunities were prioritized based on complexity and estimated impact for the community.

3. Create a working group.

Once the opportunities for improvement were selected, the team created a recruitment working group that consisted of local and central stakeholders to co-create key solutions. Working as a team, SEP, HR and the working group created the streamlined Job Summary and Evaluation Form (JSEF) and 20 pre-rated job summary templates.

4. Validate solutions and revise as needed.

Aligned with York's vision for Service Excellence and ensuring solutions were designed with, not for, the team moved on to testing their solutions with the community. Feedback was used to iterate and improve the design.

5. Develop additional support resources.

To support the resources being developed with the working group, the team also collaborated with central HR (Compensation and TAD) to develop the CPM job creation guide. This guide was designed to answer common hiring questions and reduce confusion in the process for hiring managers.

6. Share resources with the community.

Following community testing, SEP launched the streamlined JSEF and CPM job creation guide.

7. Select most common roles for pre-rated job summary templates.

With two of three improvements completed, the team turned their attention back to the pre-rated job summary templates. They reviewed HR data to determine the initial list of CPM job summaries. The final selection included 20 summaries that covered the most common jobs across all units, such as Executive Assistant, Human Resources Business Partner (HRBP) or Communications Manager.

8. Develop templates with working group.

Once the roles were selected, SEP and HR created a job standardization working group to develop pre-rated CPM job summary templates. This group was comprised of local and central stakeholders to ensure representation at different levels.

9. Validate templates with the community.

To test the pre-rated CPM job summary templates with the community, the program introduced a feedback mechanism on its website. Feedback was collected on a rolling basis and incorporated accordingly.

10. Create the CPM Job Repository.

With all 20 CPM job summary templates finalized, the team created the CPM job repository Sharepoint site and an accompanying demo video to show managers how to best leverage the repository. Advance notice was sent to managers to ensure they would feel prepared at the time of launch.

11. Launch the repository and 20 pre-rated job summary templates.

In November 2021, SEP and HR jointly launched the CPM job repository with 20 pre-rated job summary templates. The new repository reduces up to five to seven weeks of time in the job creation and evaluation phase, making the hiring process simpler and faster.

12. New summaries added on a rolling basis.

As part of continuous improvements, HR develops new roles and collects feedback on an ongoing basis. New summaries are added as they become finalized.