

Primary Personas

Deke – Hiring Manager

“Hiring takes too much time! I need the right people now!”



Deke's team is always scrambling to get their work done. He needs more staff and has support from upper Management to start hiring. It's his job to create the Hiring Packet describing the job. He sends it to HR to start the Hiring process.

That's when the fun begins: Deke has to manage his current workload while reviewing resumes, coordinating interviews and interviewing applicants. He has to make sure that the hiring process follows due process so that if his decision is questioned by one of the applicants he can defend himself.

Deke shakes his head, "It will take me three months before I can make a decision, and then if someone contests the decision it could be years before the new hire is actually allowed to start."

Goals

- Get the best person he can afford in the least amount of time
- Avoid wasting time on the wrong candidate
- Have a repeatable, defensible process for evaluating candidates

Needs

- Visibility of job requisition status
- Visibility into how many candidates have been reviewed
- Access to hiring regulations & policies
- Control over the hiring process

Janet – Recruiter

“Never try to fit a round peg into a square hole.”



Janet's evaluated based on the number of positions she helps fill each month. She's not worried about the candidate's other details: if they meet the criteria, she's going to forward them to Deke.

Janet works on ten open positions at a time, and hops between positions and hiring managers without pausing for breath. She needs help staying organized and a quick way to access an open position when the Hiring Manager calls to ask where his candidates are.

Goals

- Find the right candidate fast
- Get awesome survey results
- Help the candidates be prepared
- Know when someone isn't a fit for the job
- Sell the job to the candidate

Needs

- Easy access to all open jobs she's assigned to
- Fast, easy way of filtering and marking applicants as candidates
- Easy way to track postings she's working on
- Fast, easy way of capturing correspondence with applicants
- Easy way to coordinate interviews
- Responsive Hiring Manager

Secondary Personas

Adrian – Review Team

“Help me keep the candidates straight.”



Adrian is going to be training the new hire and Deke wants his help evaluating the applicants.

After four or five interviews, Adrian can't keep the candidates straight. "Was Shirley the woman who went on and on about her cat or the quiet one?" He needs an easy way to capture his thoughts about the candidates so that he can refer back to them.

Influencer & Buyer

Kylie – VP, HR

“Everything we do has to protect us from litigation.”



Part of Kylie's mandate is to protect Innovate from litigation. She and Anne, the Records Manager, want an easy way to capture all the documents created during the hiring process.

One of Kylie's biggest concerns is the number of employees who will be retired in the next few years. She's starting initiatives to streamline the new hire on-boarding process so when replacement workers need to be hired HR is prepared to handle them.

Karen – Job Applicant

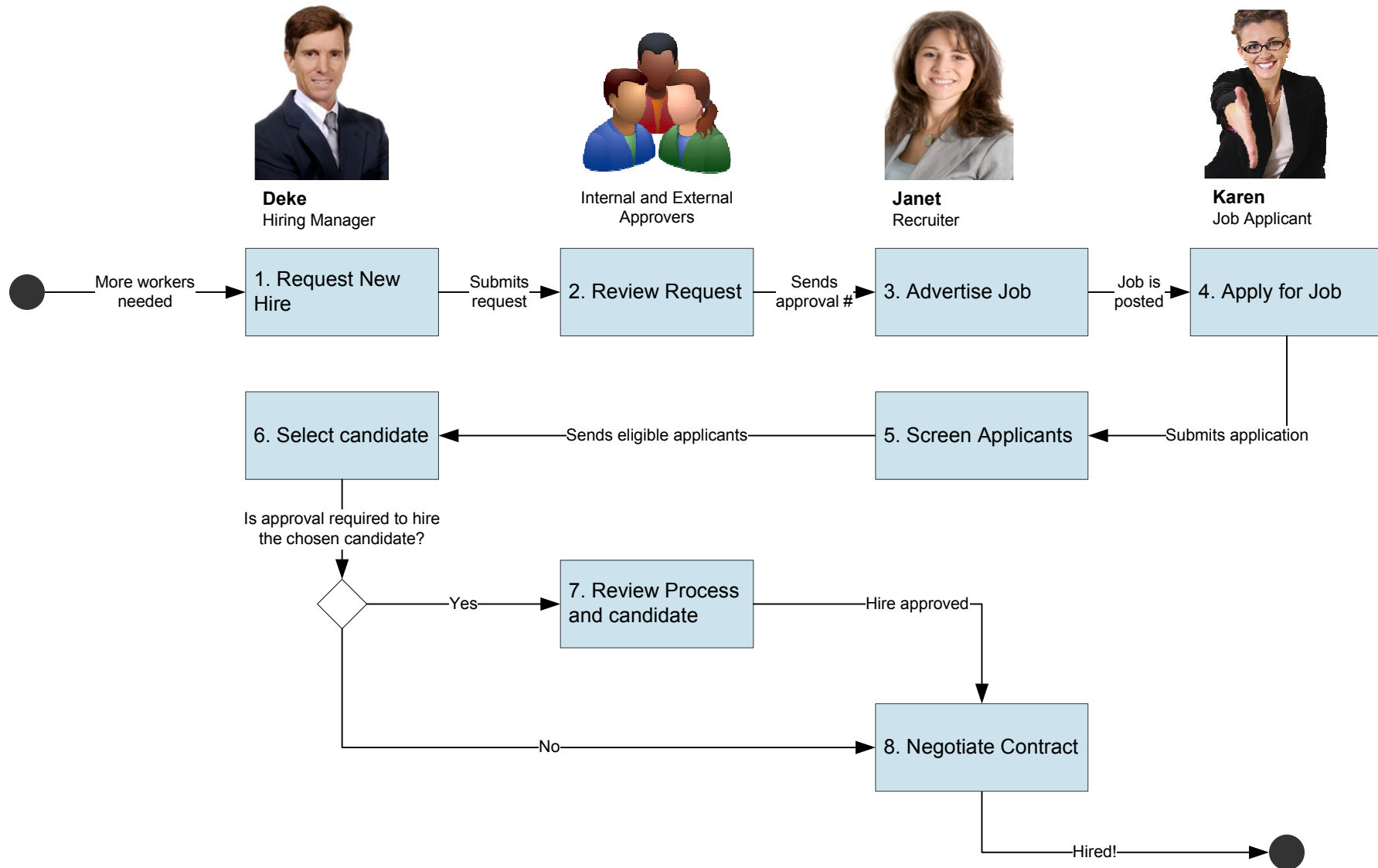
“Just let me know what's going on.”



Karen wants to make a great first impression. She wants to look responsive, prepared and informed about the company.

She's applied to 14 other jobs this week, so she needs help remembering what job she's being interviewed for. She wants to see the status of her application and she wants notifications every time the status is updated.

Process Overview



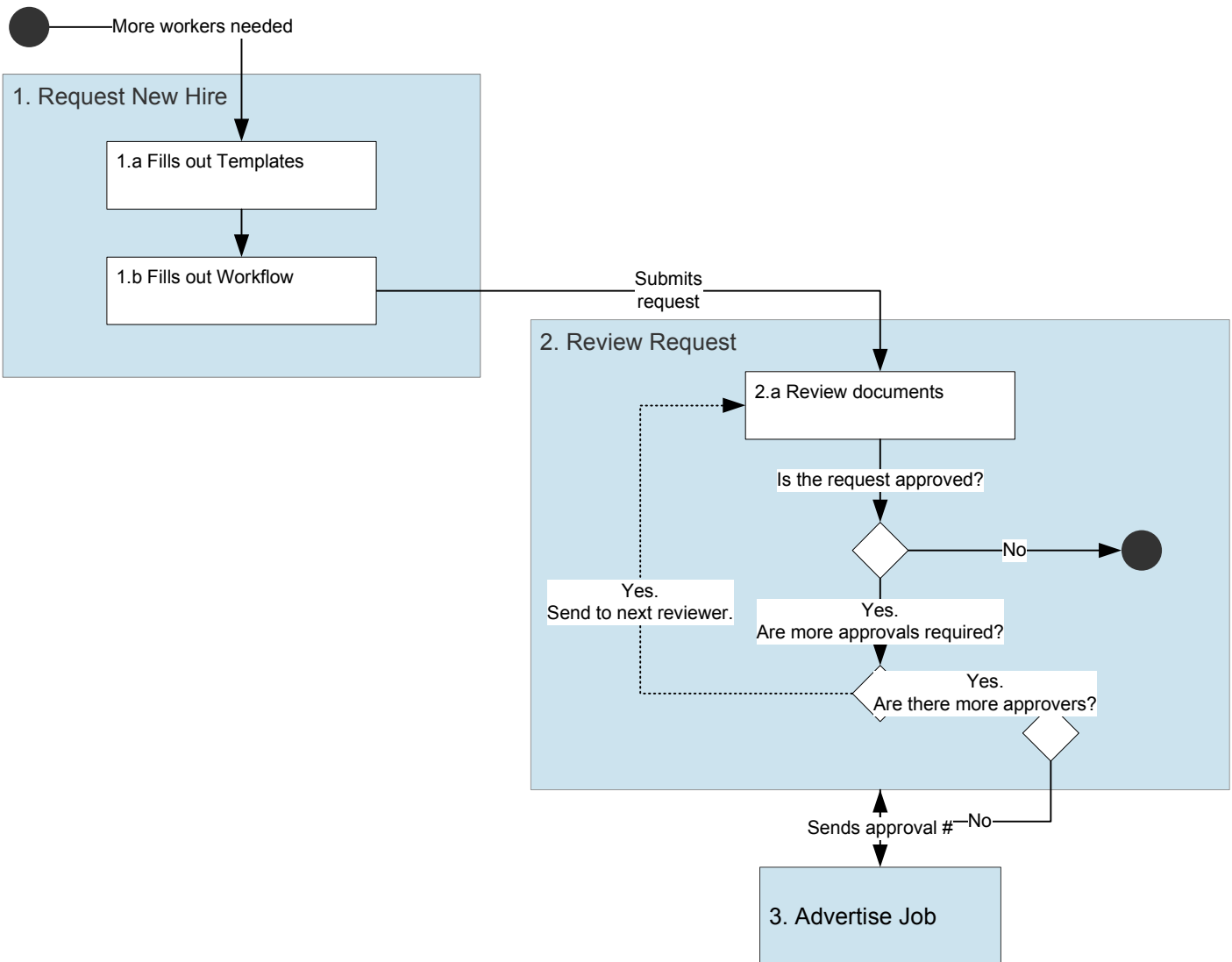
Request New Hire and Review Request



Deke
Hiring Manager



Internal and External
Approvers



Hiring Manager



Deke
Hiring Manager

The Hiring Manager's tree is organized by the status of positions she has requested. More details on these levels follow.

- ▼ HR Hiring Solution
 - ▶ Hiring Packet Templates (*Folder*)
 - ▶ Hiring Policies and Procedures (*Website*)
 - ▶ Request New Hire (*Workflow*)
 - ▶ Action Items (*Task list*) ●
 - ▶ Requested Positions (*Report*)
 - ▼ Open Positions (*Virtual folder*)
 - ▶ Contract Manager – Intermediate: #45877 (*Dashboard summary of applicants*)
 - ▶ Contract Manager – Senior: #45898 (*Dashboard*)
- ●
●

The list of Action Items related to hiring in general, and not for a particular job posting appear here.

Open Positions



Deke
Hiring Manager

A case file exists for each of the Hiring Manager's open positions.

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-
-
- ▼ Contract Manager – Senior: #45898 (*Dashboard*) ●
 - ▶ Hiring Packet (*Dashboard + documents*) ●
 - ▶ Hiring Calendar (*Shared Calendar*) ●
 - ▶ Review Team (*Contact list*) ●
 - ▶ Applicant Diversity (*Report*) ●
 - ▶ Responses to Questions from Applicants (*Report*) ●
 - ▶ Eligible Applicants (*Virtual folder*) ●
-
-

The dashboard shows the status of the hiring process, how many candidates applied, which state their application is in.

The dashboard contains the information captured when the request for a new hire was submitted. The documents that make up the hiring packet are contained in this folder

The Calendar shows the key events related to this position: the date the position must be filled by, the dates where interviews will be held, review team meetings.

A list of the contact information for the people who make up the Review team.

A report on the applicant's responses to the diversity questions on the application

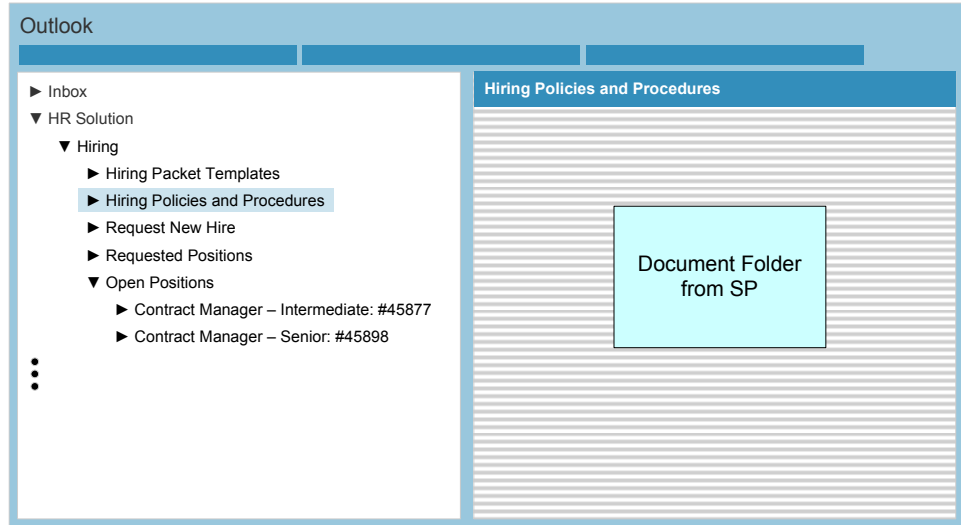
Responses captured during interviews can be accessed via this report. It's sent to the Equity Board when a candidate is selected.

Requesting a New Hire

Deke
Hiring Manager



Deke opens Outlook. He expands the Manager's Tree to see the Hiring portion of the tree. He reads the Hiring Policies and Procedures and then creates a new Hiring Packet using the Templates in his tree.



Requesting a New Hire

Deke
Hiring Manager



Deke fills out the Workflow form requesting the new position and attaches the Hiring Packet. This task is assigned to the HR Recruitment Lead who is responsible for getting approval from all the necessary parties.

Request New Hire

Position Details

Position Code: 420A – Contract Manager

Office: 80 Crescent Street

Location: Texas

Hiring Packet: <Path name>

Reason for Request

Reason: Replacement – Employee Retiring

Additional information:
Sam Johnson is retiring after 30 years. My request stems from my need to continue to maintain my team's productivity.

The form captures information related to the position like position code, location and salary. At this point, Deke specifies why the position is being requested, and if any changes to the position – salary, location – are required.



URL

Hiring Packet

PeopleSoft form and document capture

Document Folder in SP
Deke has a working folder in SP

Assembling the Review Team

Deke
Hiring Manager



Once the position is approved by HR, Finance and the Employment Equity board, Deke assembles his Review team and assigns them a role.

Outlook

- ▶ Inbox
- ▼ HR Solution
 - ▼ Hiring
 - ▶ Hiring Packet Templates
 - ▶ Hiring Policies and Procedures
 - ▶ Request New Hire
 - ▶ Requested Positions
 - ▼ Open Positions
 - ▶ Contract Manager – Intermediate: #45877
 - ▶ Contract Manager – Senior: #45898
 - ▶ Hiring Packet
 - ▶ Hiring Calendar
 - ▶ **Review Team**
 - ▶ Applicant Diversity
 - ▶ Responses to Interview Questions
 - ▶ Eligible Applicants

Review Team

Cindy Crawford, Contract Manager	Interviewer
Karen Lont, Sr. Contract Manager	Interviewer
Michael Layton, HR Advisor	Secretary

PeopleSoft provides the data for the solution tree

SP Contact List

Coordinating Interviews

Deke
Hiring Manager



Deke uses the Hiring Calendar to book interviews with external applicants. Adding an event to the calendar sends an invitation to each member of the review team.

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Hiring Calendar

Interview			Interview	
	Interview			
		Interview		

SP