Redefine

and

Align

How to Stay Alive in 2009

Presented By…...
Robyn Warren

TODAY'S CHALLENGES

The year 2009 is already proving to be a significantly challenging year for human resources proccessionals in the public sector. So many of the organizations for which we work are experiencing severe budget shortfalls, resulting in significant cuts to our resources. Yet, we are being pressed to be more responsive - more responsive to our customers, our candidates, and to all other stakeholders.

How do we meet these demands without compromising the tenets of merit-based employment selection?
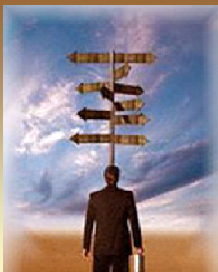
By changing our business practices to meet the demands of our times….
…..by adopting more flexible rules and procedures
…..by exploring new technologies
…..by partnering with our customers
…..by redefining the role of Human Resources Professionals
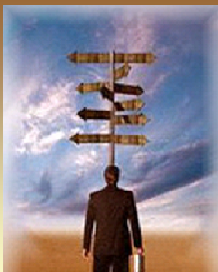
TODAY'S CHALLENGES

Demand for Faster Service

- For years, our hiring process was a linear process.

- "Turn around time" could be as long as 4 to 6 months!

- With today's technology, other agencies, hire within a matter of days.

- We can lose our strongest candidates to other agencies if our hiring process is too long.

- Our customers, the hiring departments, were getting very frustrated with the time it took to hire a new employee.
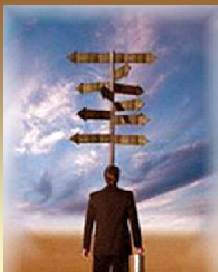
TODAY'S CHALLENGES

Demand for Better Qualified Candidates to fill Job Vacancies

- Our hiring departments reported to us that the candidates on eligibility lists we were producing were not highly skilled.

- This was especially true about candidates further down on the eligibility lists.

- It is more important now to consider the qualifications of candidates in light of the Tucker v Grossmont case.

TODAY'S CHALLENGES

Large Candidate Pools for Few Job Vacancies

- In today's economy, we are seeing very large numbers of candidates applying for our jobs.

- This is overburdening to our staff, and those who assist us (e.g. SME's)

- This is impacting promotional opportunities for our internal candidates, and is frustrating for our external candidates.
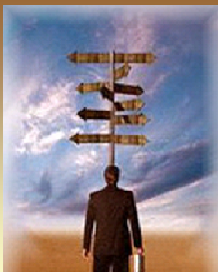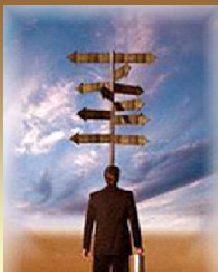
TODAY'S CHALLENGES

Competition for Highly Skilled Candidates for Hard to Fill Job Vacancies

- There are some jobs that we still find difficult to fill because it is hard to find qualified candidates.

- This increases our need to source; identify; and hire qualified candidates as quickly as possible.
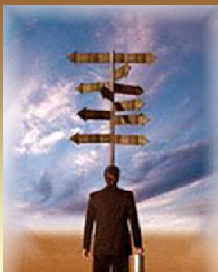
TODAY'S CHALLENGES

Highly Bureaucratic and Manual Work Processes

- LAUSD tends to employ cumbersome work processes.
- We still use paper in many instances where automation is appropriate.
- We tend to duplicate our efforts.
- We tend to train only one person/unit to perform a specific work function rather than cross train our employees.
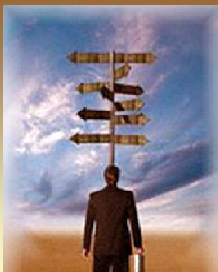- We also tend to work in silos.

TODAY'S CHALLENGES

Deep Cuts in Resources

- **Effects everything we do.**

- **We have lost a significant portion of our staff and will continue to lose more.**

- **We have a freeze on supplies and equipment.**

- **All this impacts our customers as well.**

TODAY'S CHALLENGES
Challenges that may be Unique to LAUSD

- Serving an area of 700 sq miles

- Testing for Broad Job Classes with multiple positions in different departments

- Continual Expectation to Administer "On-Demand" Testing Services

- Extremely Large Candidate Pools

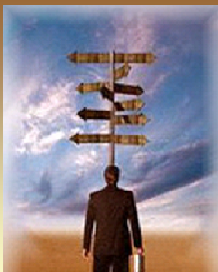- Lack of support for the Merit System from some executive team members

How do we meet these challenges?

by
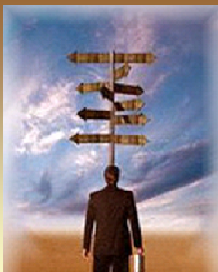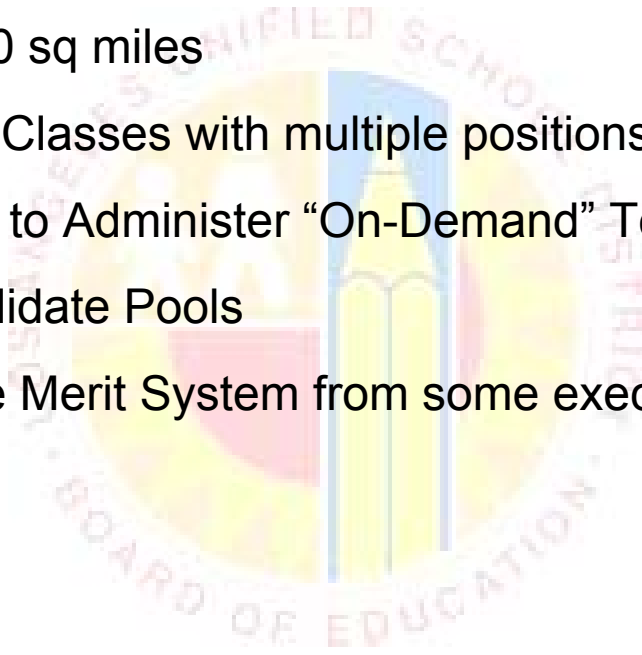
Redefining
&
Aligning

REDEFINE: Our way of doing business

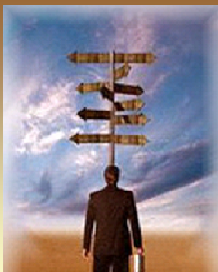*ALIGN:*   Our goals with that of our Stakeholders

How do we meet these challenges?

by

**Redefining
&
Aligning**

We must **move away** from the idea that we can not change our business practices because "we have always done it like this in the past", rather, we must **adopt strategies** that will allow us to **most effectively meet our goals** given the limited resources we have today.
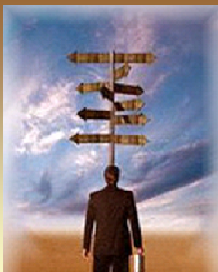
MEETING TODAY'S CHALLENGES

Employing Technology

New Application Management System

Computerized Testing Capabilities
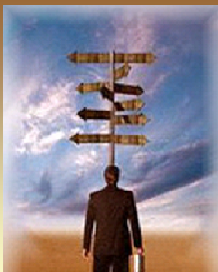
ALL Communication via eMail

MEETING TODAY'S CHALLENGES

Employing Technology

Written Test Item Bank

Interview Question Bank
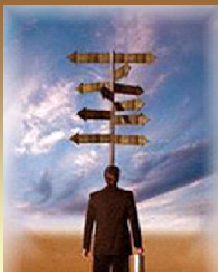
Project Management Data base

MEETING TODAY'S CHALLENGES

Employing Technology

New Application Management System

- All applications (except for very entry level jobs) accepted on-line.

- Easy to manage candidates through assessment process.

- System allows us to replace cumbersome manual exam scoring process with easier process.

- System is flexible and allows us to easily track candidates through continuous testing processes; allows for banking of test scores; easy list management.

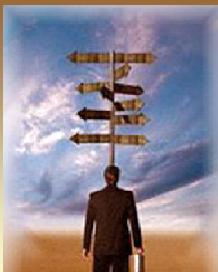- Even allows for Talent Searching and Talent Banking.

MEETING TODAY'S CHALLENGES

Employing Technology
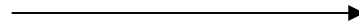
Computerize Testing Capabilities

- **We use two Computerized Testing Software Packages/Systems: SkillCheck and TMS; both upload scores to eRecruiting.**

- **We have set up a computerized testing facilities at our Headquarters and have set up smaller facilities at our two satellite offices.**

- **We are also using the TAP program (SIGMA) to provide on-line testing services at school sites and occupational centers throughout the District.**

- **Computerized testing allows for immediate reporting of test results; large decrease in paperwork.**
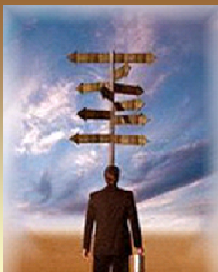
MEETING TODAY'S CHALLENGES

Employing Technology

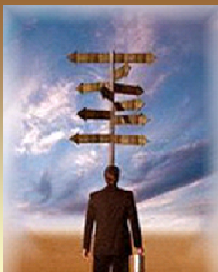| ALL Communication via eMail |
|---|
| • All communication (except for the very entry level positions) to candidates to be via email rather than snail mail |

MEETING TODAY'S CHALLENGES
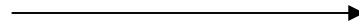
Employing Technology

Written Test Item Bank

- We use an Item Bank of over 35,000 items to create our written tests.

- We offer tests via computer at sites throughout the District using this technology.

MEETING TODAY'S CHALLENGES

Employing Technology

Interview Question Bank
• We will be "banking" our interview questions based on related competencies and difficulty of question. • Analyst will be able to search for questions based on job class; job family; or competency.
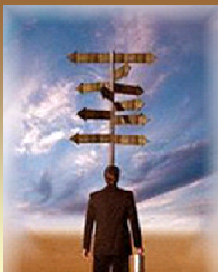
MEETING TODAY'S CHALLENGES

Employing Technology

Project Management Database

- This database allows us to track all work performed by analysts on staff.

- It is an essential reporting tool.

MEETING TODAY'S CHALLENGES

Redefining the Employment Testing Process

Who Is The Right Applicant ?

Taking the Test "on the road"

Continuous Testing Strategies

Competency-Based Testing Strategies

Keeping the Candidate "in the loop"

Managing the Size of the Applicant Pool
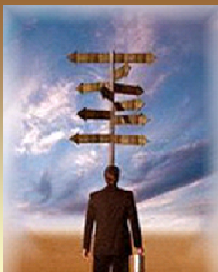
MEETING TODAY'S CHALLENGES

Redefining the Employment Testing Process

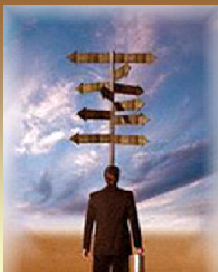Who Is The Right Applicant ?

Making Exams Less Complex

Using Tests Requiring Fewer Raters

Redefining Scoring Strategies

Redesigning Tests to Assess for Broad Job Classifications

MEETING TODAY'S CHALLENGES

Redefining the Employment Testing Process

Taking the Test "On the Road"

- **We serve a large area, making it inconvenient for our candidates to travel downtown to take a test.**

- **With our new "on-line" testing capabilities, we can bring the test to the candidate.**

- **We have two computer testing centers and we are partner with our occupational centers to provide testing services in their computer labs.**

- **We also have the capability to administer our tests at job fairs, community events. etc.**

- **We also have ability to test out of town candidates.**

Who Is The Right Applicant ?

MEETING TODAY'S CHALLENGES

Redefining the Employment Testing Process

Who Is The Right Applicant ?

Continuous Testing

- "School based" exams require us to offer testing on a continual basis (e.g. weekly).

- These tests are offered at locations District-wide.

- Our computer-based testing programs allow us to directly upload scores into our applicant management system from remote locations.

- We also manage requests to provide "on demand" testing for candidates for our non-continuous exams. Central coordination is key here.
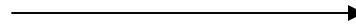
MEETING TODAY'S CHALLENGES

Redefining the Employment Testing Process

Who Is The Right Applicant ?

Competency Based Testing

- We can cut down on the number of test administrations by employing a competency based test banking system.

- We are designing computerized modules that will assess specific competencies.

- Candidates will be able to take the test for one or more modules and then "bank" the module score for the future.

- As we test for various jobs, we will use these scores as their test scores.
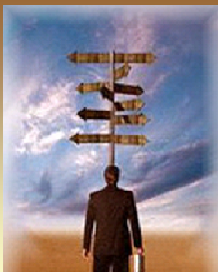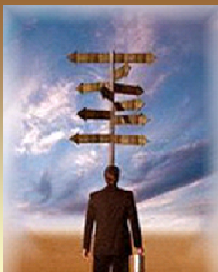
MEETING TODAY'S CHALLENGES

Redefining the Employment Testing Process

Who Is The Right Applicant ?

Keeping the Candidate "in the Loop"

- **Our hiring process is seen by some candidates (especially those used to applying for jobs in the private sector) as complicated.**

- **It is critical that we take the time to communicate to our candidates about our process.**

- **We try to take extra steps to communicate the following:**

    - application information
    - length of application filing period
    - test dates
    - test results

- **We also offer candidate assistance via our help desk.**

MEETING TODAY'S CHALLENGES

Redefining the Employment Testing Process

Who Is The Right Applicant ?

Managing the Size of the Applicant Pool

- **We are receiving an extremely high number of applications for a limited number of job vacancies.**

- **In light of severe budget cuts, it is not practical to accept an excessive amount of applications**

- **It is critical to take steps to manage the size of the applicant pool.**

- **Various techniques are used by different organizations to manage the size of the applicant pool.**

  Techniques include:
  - **Keeping the filing period open only as long as necessary to receive adequate number of applications.**
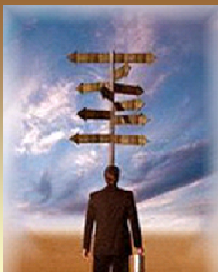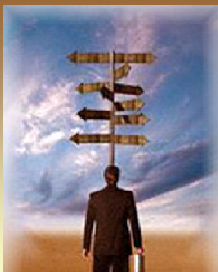
MEETING TODAY'S CHALLENGES

Redefining the Employment Testing Process

Who Is The Right Applicant ?

Managing the Size of the Applicant Pool

Techniques include:
- Testing a pre-defined number of candidates even though the organization received more applications.

- Using an automatically scored questionnaire or T/E to make a first cut of candidates.

- Designing the first test part (e.g. T/E) to identify a defined (smaller) number of candidates in the top group that will move on in the   process.
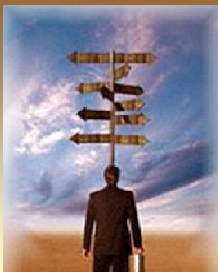
MEETING TODAY'S CHALLENGES

Redefining the Employment Testing Process

Who Is The Right Applicant ?

Making Exams Less Complex

- **We should always keep the candidate in mind – we don't want the exam to scare away our candidate.**

- **When there is a need to fill a position quickly, we should be sure not design exams that are overly time intensive.** (e.g. an exam which requires a candidate to appear just one time rather than several times).

- **We also don't want to make the scoring of the exam to be overly complex as this will add unnecessary days to turn around time.**

- **With a strong recruitment strategy you have well qualified candidates and there is less need to design an overly rigorous exam.**
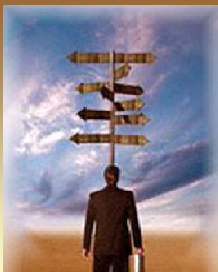
MEETING TODAY'S CHALLENGES

Redefining the Employment Testing Process

Who Is The Right Applicant ?

Using Tests Requiring Fewer Raters

- Budget cuts = less commitment from subject matter experts to assist us as raters. In order to address this, we have begun using test parts that do not require a large number of raters. Such tests include:

  - Automatically Scored T/E (in lieu of a T/E requiring Raters)

  - Objectively Scored Technical Projects (in lieu of Technical Interviews)

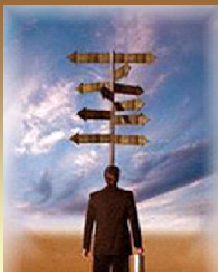 - "Written Interviews" (in lieu of Interviews)

MEETING TODAY'S CHALLENGES

Redefining the Employment Testing Process

Who Is The Right Applicant ?

Redefining Scoring Strategies

- We have adopted a new strategy (when appropriate) of not using a pre-defined pass point for test parts (especially interviews).

- Based on rater and analyst input, pass points are set after the test.

- Pass points are typically set to include only strong and exceptional candidates.

- For those exams which have a pre-set pass point, we require raters to sign off that they would hire anyone that they have identified as passing.
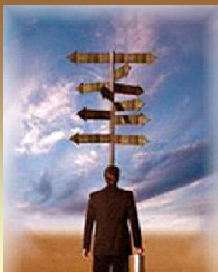
MEETING TODAY'S CHALLENGES

Redefining the Employment Testing Process

Who Is The Right Applicant ?

Redefining Scoring Strategies

- **It is particularly critical that those of us who are subject to the provisions of the Tucker case be sure that candidates on an eligibility list are fully qualified and capable of performing the duties of the target job.**
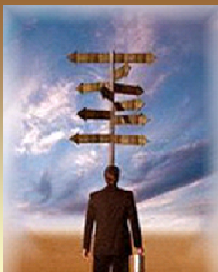
MEETING TODAY'S CHALLENGES

Redefining the Employment Testing Process

Who Is The Right Applicant ?

Designing Tests for Broad Job Classes

- One challenge is that of designing tests for job classifications where there are numerous positions requiring different skill sets.

- This is addressed through selective certification for some jobs, but many for job classes we do not have this option.

- One option is to include multiple routes in the testing process (e.g. a candidate being interviewed can choose to answer one of several questions – each question designed to assess a separate, but equivalent, skill set). We have also used this method with our T/E's.
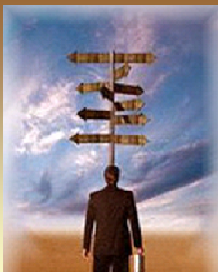
MEETING TODAY'S CHALLENGES

Redefining Workplace Processes and Roles

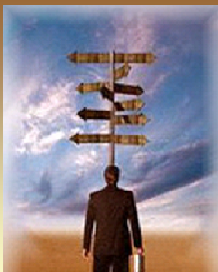Full Workflow Analysis

Cross Training Staff

Cross Functional Teams

MEETING TODAY'S CHALLENGES

Redefining Workplace Processes and Roles

Full Workflow Analysis

- Many of our processes are manual; many of our forms are paper; and some of what we do duplicates work that is already completed.

- We are in the process of looking at the flow of work in our office to cut out duplication; reduce the need for handoffs; and automate processes as much as possible.
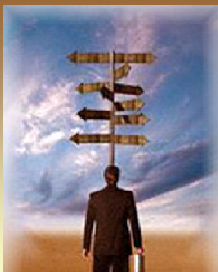
MEETING TODAY'S CHALLENGES

Redefining Workplace Processes and Roles
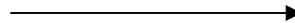
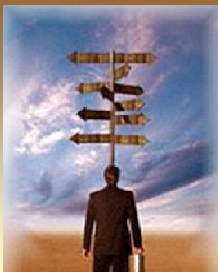| Cross Training Staff |
|---|
| • To avoid "bottlenecks" in the workflow process and to ensure that we have trained staff even in the face of a reduction in force, we have invested in cross training our staff members. |

MEETING TODAY'S CHALLENGES

Redefining Workplace Processes and Roles

Cross Functional Teams

- **Because we are so large, we have divided the Classified HR Division (Personnel Commission) into Branches based on function.**

- **Sometimes this division acts to stifle communication and workflow.**

- **To avoid this, we are beginning to build cross functional teams.**
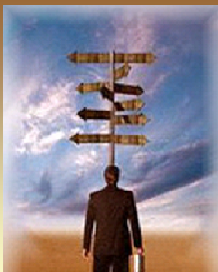
MEETING TODAY'S CHALLENGES

Partnering with our Hiring Departments

Redefining our Relationship with our Hiring Departments

Collaborating with our Hiring Departments

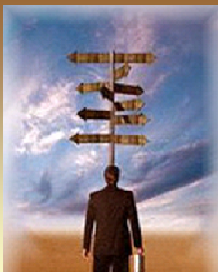**Being accountable to our Hiring Departments**

MEETING TODAY'S CHALLENGES

Partnering with our Hiring Departments

Redefining our Relationship

- **We have aligned our teams with the departments that we serve.**

- **This provides departments with one point of contact to assist them with their selection needs.**

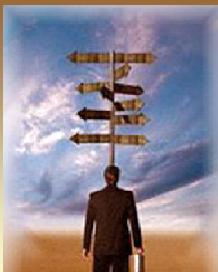- **We benefit in that are very familiar with our clients needs.**

MEETING TODAY'S CHALLENGES

Partnering with our Hiring Departments

Collaborating with our Hiring Depts

- **Our purpose is to find qualified candidates to fill job vacancies in their departments.**

- **In this role, we need to value the input and assistance our hiring departments can provide for us.**

- **Representatives from our Hiring Departments aide us by providing SME's to assist with the development of exams; as raters etc.**

- **Our staff can and do act as consultants, working with our hiring departments to identify qualified candidates to fill their jobs.**
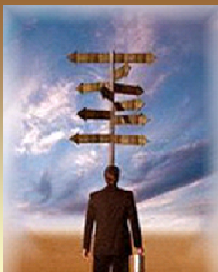
MEETING TODAY'S CHALLENGES

Partnering with our Hiring Departments

Being Accountable to our Hiring Depts

- **As our clients, we must be accountable to our hiring departments.**

- **We try to be as transparent as possible and keep our customers apprised of our progress on exams; projects; etc.**

- **We do this by providing reports on a routine basis; holding regular meetings; and generally being available to assist our customers.**
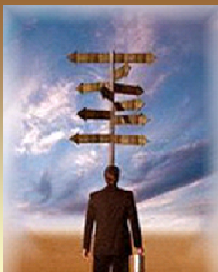
DETERMINING OUR SUCCESS AT MEETING OUR CHALLENGES

Challenge	*Demand for Faster Service*
Results	✓ 70% Decrease in Exam Turn-Around Time ✓ Significant Decrease in Time to Hire new Employees
How we met the Challenge	✓ Automation ✓ Management of Size of Applicant Pool ✓ Using Less Complex Exams

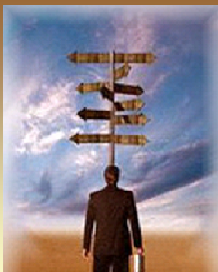| Challenge	*Demand for Better Qualified Candidates*
Results	✓ Most eligibility lists consisting of candidates assessed as strong or higher
How we met the Challenge	✓ Redefining our Scoring Procedures

DETERMINING OUR SUCCESS AT MEETING OUR CHALLENGES

Challenge	*Large Candidate Pools for Few Job Vacancies*
Results	✓ Manage Candidate Pools to ensure adequate but not excessive numbers of qualified candidates
How we met the Challenge	✓ Shorter Filing Periods ✓ Automatically Scored First Test Part

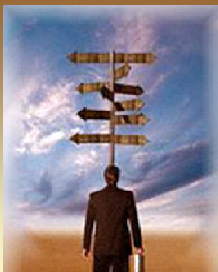| Challenge	*Competition for Highly Skilled Candidates*
Results	✓ Increase in number of skilled candidates hired
How we met the Challenge	✓ Offering Tests "on the road" ✓ Using Less Complex Tests

DETERMINING OUR SUCCESS AT MEETING OUR CHALLENGES

Challenge	*Highly Bureaucratic and Manual Work Processes*
Results	✓ Streamlined approach to workflow and work processes ✓ Less bottlenecks; less duplication of work
How we met the Challenge	✓ Re-engineering our Workflow ✓ Automation

Challenge	*Limited Resources*
Results	✓ New ways of meeting our goals
How we met the Challenge	✓ Generate our own revenue ✓ "Thinking outside the box"

QUESTIONS

COMMENTS

SUGGESTIONS