

Talent Acquisition

Administration and Finance – May 11th 2021

DEPARTMENT ASSESSMENT PLAN



Talent Acquisition's Assessment

In our recent history, the HR department had a change in it's service model. In January of 2020 we switched from a generalist to a specialist model and Talent Acquisition was restructured.

The intent was to be able to provide a deeper knowledge and service level to each function within human resources.

Prior to the transition, some of the feedback we heard was:

- We like your people and know they're working really hard but
- I never know the status of my recruitment
- We have a lack of consistency between colleges/departments
- Lack of transparency



First year focus

- Lead the TA transition from a generalist to specialist model
 - This includes strategy development
 - Training new TA team on best practices (build the plane as you fly it)
 - Change management as we roll out new model
- Drive the transition to a new Applicant Tracking System (CSU Recruit)
 - Working alongside ITS and the Chancellors office, we were able to create new workflows, test, integrate, train and launch on schedule
- * Like everyone else, build a virtual workflow process on the fly to manage through the pandemic.

How are we doing?

- Even though we were getting positive comments about our progress, it was tough to quantify if we were moving in the right direction.
- This led us to develop surveys that would allow us to measure our progress in two key areas;
 - Hired Candidate Experience survey
 - Hiring Manager survey

Methodology

- We ask several questions related to their experience in different areas of the recruitment but
 - One primary question would drive overall score
 - The other questions would provide insight into overall rating
 - Respondents would have an option to write in additional feedback
- Respondents would have a choice of four answers to best describe their experience. We chose an even number because this would force respondents to skew one way or another and eliminate fence sitters.

Methodology

- The four options were provided to those who were surveyed include:
 - Extremely satisfied
 - Somewhat satisfied
 - Somewhat dissatisfied
 - Extremely dissatisfied

- For scoring purposes we would assign a numerical value to each. Extremely satisfied a 4, somewhat satisfied a 3 somewhat dissatisfied a 2 and extremely dissatisfied a 1.

Hired Candidate Experience questions

Primary – How satisfied are you with your overall experience with the Talent Acquisition department?

How satisfied are you with the Talent Acquisition Department in terms of:

	Extremely satisfied	Somewhat satisfied	Somewhat dissatisfied	Extremely dissatisfied
Understanding your career goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivering effective guidance and support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responding in a prompt and reliable manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing information regarding advantages of being a CSUSB employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of online application process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comprehensive overview of compensation offer (pay, benefits, time-off, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Hiring Manager questions

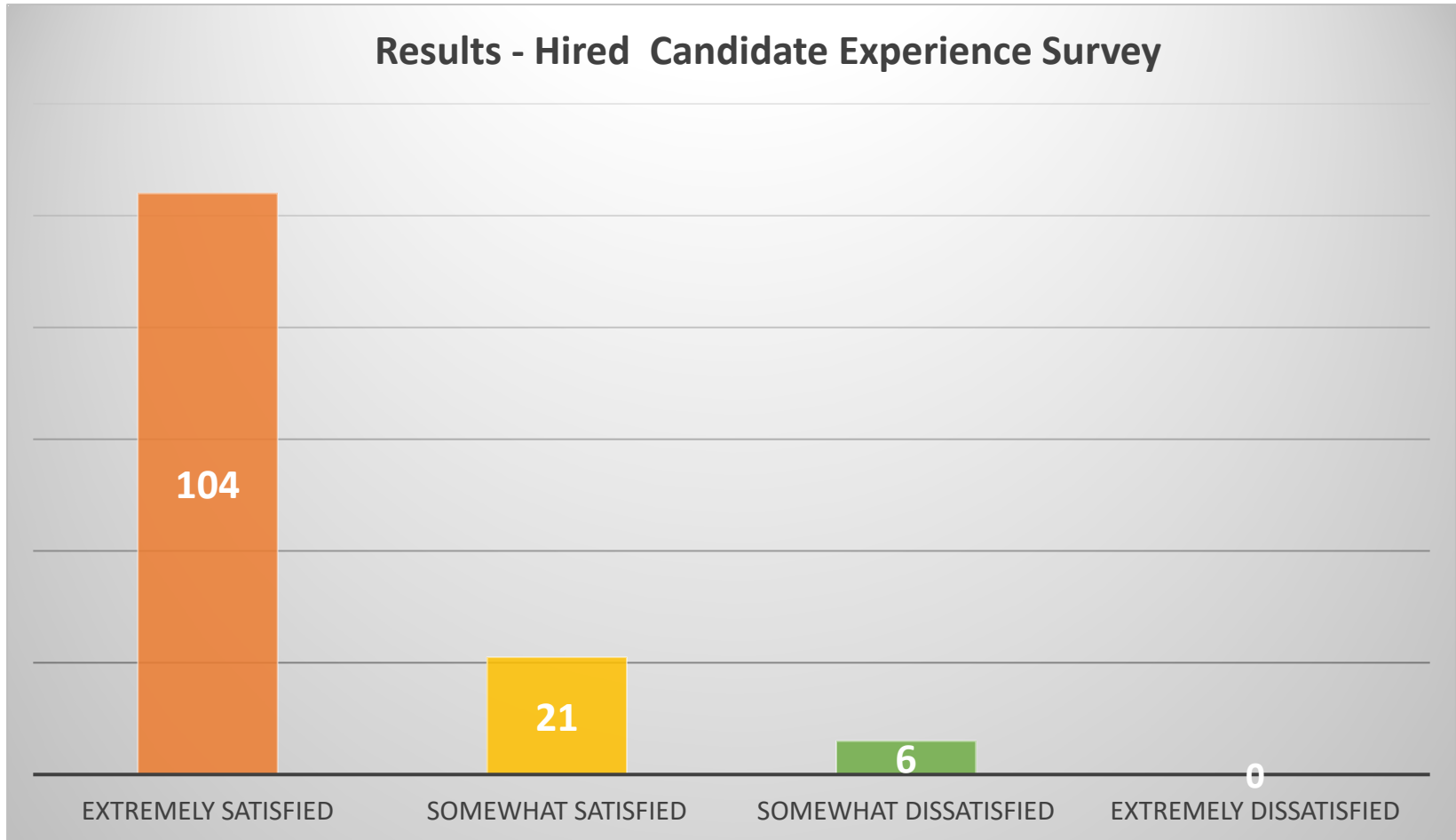
Primary - Please rate your satisfaction level based on the Talent Acquisition department's ability to fill your position with a quality applicant in a timely manner.

How satisfied are you with the Talent Acquisition Department in terms of:

	Extremely satisfied	Somewhat satisfied	Somewhat dissatisfied	Extremely dissatisfied
Amount of time it took to advertise your job opening	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promptly scheduling an Intake Meeting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding the job description and skill set needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being responsive and accessible to you or the search committee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivering and adhering to a recruiting timetable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of applicant pool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommending best practices to help identify qualified applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time it took to fill the position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Results – Hired Candidate Experience



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Results – Hiring Manager

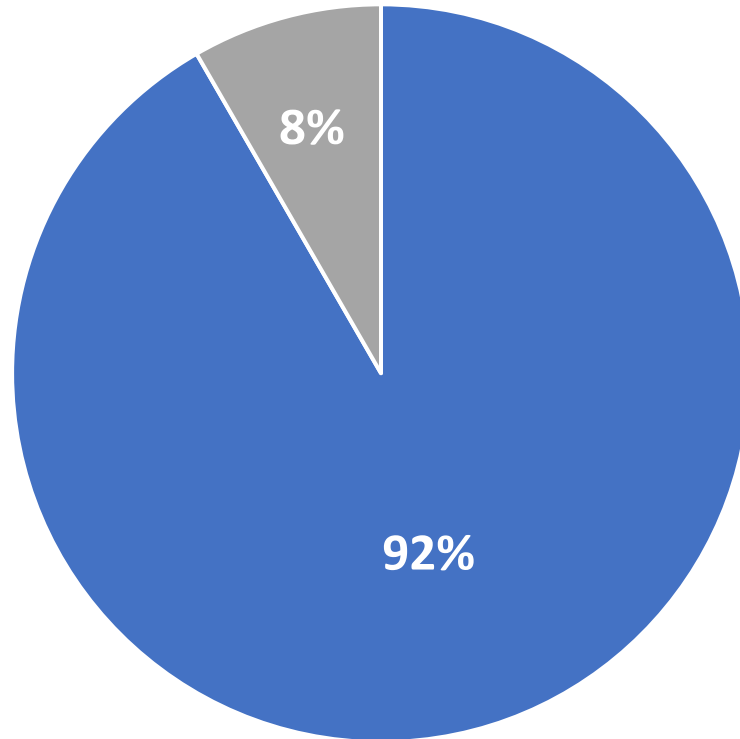


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Hired Candidate – Aggregate Satisfied vs Aggregate Dissatisfied



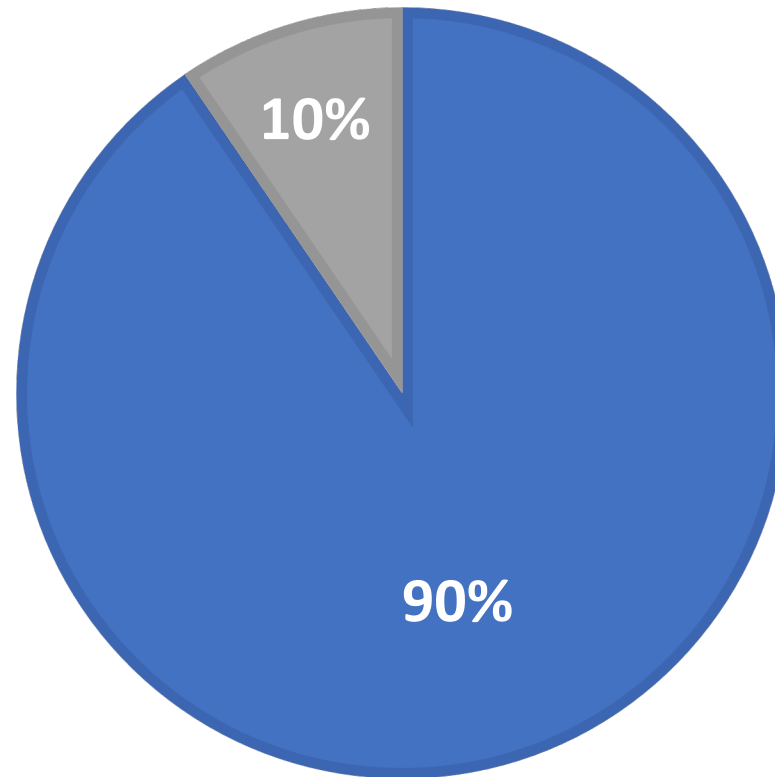
■ Aggregate satisfied

■ Aggregate dissatisfied



Hiring Manager – Aggregate Satisfied vs Aggregate Dissatisfied

■ Aggregate satisfied ■ Aggregate dissatisfied



Additional feedback

The process was much better compared with our prior recruitment effort and the team was very helpful.

The timeline was extensive

Aimee was very attentive and willing to research questions, large and small, that I had surrounding my offer. I greatly appreciated her responsiveness and welcoming manner. It made a very positive impression on me.

Danielle Duran was awesome to work with. No matter how stupid of a question I had she would respond quickly and answer my question or point me in the right direction. She made me excited about joining the CSUSB team.

Although I was hired and began my career here during the challenging time of COVID-19, I was still greeted and welcomed with warmth and respect. I appreciated all the help and guidance I received upon my arrival. I understood that with the challenging times I didn't have a typical onboarding experience but the department did their best to assist me in every way possible.



Areas of Opportunity

- The data tells us that we still have some work to do.
- Hired Candidate Experience
 - Enhance the onboarding process
 - Identifying ways to simplify the online application
 - Build a stronger employer brand
- Hiring Manager
 - Reduce time to fill
 - Continue to train on CSU Recruit
 - Identifying and recommending sources of qualified candidates

What have we learned?

- We've made some meaningful progress in some key areas
 - Transparency – People know progress of their recruitment.
 - Consistency – Single process for state side recruitments
 - Built credibility in our ability to execute and fill tough positions
- As outlined in the previous slide, we still have some work to do.

Thanks for your continued
partnership



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