THE REGENTS OF THE UNIVERSITY OF CALIFORNIA
OFFICE OF ETHICS, COMPLIANCE AND AUDIT SERVICES

1111 Franklin Street, 5th Floor • Oakland, California 94607-5200 • (510) 987-0479 • FAX (510) 287-3334

Alexander Bustamante
SENIOR VICE PRESIDENT
CHIEF COMPLIANCE AND AUDIT OFFICER

July 18, 2023

EXECUTIVE DIRECTOR KALMIJN

RE: Final Report Project No. P23A009: UCOP Staff Recruitment and Compensation Process

Attached is a copy of the final report for: Audit Services Project No. P23A009 UCOP Staff Recruitment and Compensation Process. With the issuance of this final report, please destroy any previous draft versions. We very much appreciate the assistance provided to us by you and members of your staff during our review. If you should have any questions please feel free to contact me at 510-987-9646 (email: matthew.hicks@ucop.edu).

Matt Hicks
Systemwide Deputy Audit Officer

Attachment

cc: Senior Vice President Bustamante
Executive Vice President Nava
Systemwide Associate Audit Director Bishin

University of California Office of the President

UCOP Staff Recruitment and Compensation Process Internal Audit Report

July 2023

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Introduction and Background

In accordance with the University of California Office of the President (UCOP) Ethics, Compliance and Audit Services' (ECAS) 2022 – 2023 fiscal year internal audit plan, ECAS collaborated with Deloitte to conduct an internal audit of the UCOP staff recruitment and new hire compensation-setting processes. The purpose of the internal audit was to identify opportunities to streamline and improve processes, while maintaining effective controls to mitigate risk and comply with policy. The scope included the talent acquisition process from identification of hiring need through position fulfillment. This included several sub-processes to gain an end-to-end understanding of specific activities making up UCOP's staff recruitment and new hire compensation-setting, and to identify root causes of concerns raised regarding recruitment efficiency and efficacy, specifically those related to process duration and ability to meet business needs in a timely manner.

Concurrently with this effort, a Lean Six Sigma (LSS) review of the UCOP hiring process was conducted by the UC San Diego Operational Strategic Initiatives (OSI) team. Upon completion of the LSS documentation process, the UCOP HR leaders and team members worked together to identify opportunities for service and process enhancement. We leveraged the outputs of the LSS project as an input to the review Recommendations set forth in this internal audit report are independent of current efforts underway within UCOP HR.

This report provides an in-depth review and explanation of the procedures performed, observations noted, impact of the observations, industry leading practices, and recommendations for efficiency and improvement of studied processes.

Executive Summary

We noted several significant findings and recommendations for improvements in the recruitment and new hire compensation classification processes. These challenges limit the overall performance of the HR function and result in suboptimal service levels for the units served by the function. Key findings include:

Lack of transparency in processes and timelines: the recruitment and new hire compensation classification processes are reported as having variation in the execution of core activities and the timelines associated with them. In short, stakeholders lack information about how long specific recruitment activities will take and long delays are expected, but often not explained or possible to anticipate. This results in some recruitments lingering for months, leaving units without the necessary talent and/or adequate staffing levels. These gaps often create operational and compliance risks. Additionally, this is causing some candidates to abandon the process after prolonged inaction.

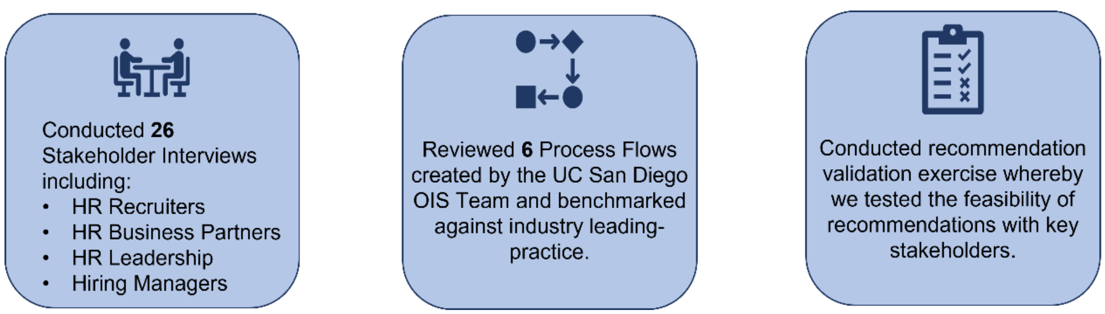
Lack of clarity and consistency in roles, responsibilities, and expectations: the role of key players in the processes – HR business partners, recruiters, hiring managers, and members of the compensation team – are not well understood or have been reported as varying across business units and select recruitments. While some HR team members (primarily HR business partners and HR leaders) were cited as providing high levels of service, others (primarily recruiters) were cited as particularly unresponsive or difficult to work with. Overall, stakeholders reported a lack of clarity on what everyone should be doing to support the processes and noted the need to escalate to more senior HR leaders (e.g., the Executive Director of UCOP HR) as a common workaround to the lack of consistency in service expectations.

Process redundancies and inefficiencies: Redundancies and inefficiencies appear to be embedded in the current processes, resulting in suboptimal service levels. Stakeholders reported dissatisfaction with enabling technology which requires the use of manual workarounds to accommodate the process. Other stakeholders noted that certain reviews and approvals are repeated in the process due to lack of confidence in prior reviews or lack of controls to alleviate compliance concerns.

Summary of Procedures Performed

To investigate the staff recruitment and new hire compensation setting processes, we performed the following activities as summarized below.

Figure 1: Procedure Methodology Summary



To gain an understanding of UCOP's staff recruitment and new hire compensation activities, we conducted interviews with 26 stakeholders. Interviewees included HR leadership, HR recruiters, HR business partners, compensation specialists, and HR customers such as hiring managers and recent hires. Interview questions focused on HR operations and communications, resources, capabilities and services, strengths, and opportunities for improvement. Questions were tailored to an employee's job function to better understand the particular roles, responsibilities, handoffs, expectations, and pain points related to each role and subprocess. These interviews provided first-hand insight into common challenges experienced by HR employees and HR customers, which were reinforced by additional analyses of process flow documentation.

Concurrently with interviews, we reviewed six Promapp Process Flows created by the UC San Diego Lean Six Sigma Team to understand UCOP's current state governance structure including overall accountability and decision-making authority for HR practices in UCOP staff recruitment and new hire compensation classification and approval. These process flows were benchmarked against industry leading practices to assess current state functionality and areas of opportunity for increased efficacy.

Using insights from the stakeholder interviews, LSS Promapp process flows, industry-standard and leading-practice benchmarks, and the Deloitte team's HR and higher education experience, we identified opportunities for improvements. These opportunities include ways to reduce time to fill, improve customer experience, decrease duplicative activity, clarify roles and responsibilities, enhance collaboration, rationalize controls, streamline handoffs, and reduce redundancies.

It is important to understand that the recommendations laid out in this report require significant resource investment. While the team did conduct a validation exercise whereby recommendations were previewed with key stakeholders for feedback, this operational internal audit does not provide a roadmap based on cost, level of effort, or timeline needed for each recommendation.

Observations and Recommendations for Improvements

Based on efforts outlined in the introduction section of this document, a series of observations were identified pertaining to recruitment and compensation-setting activity and organized into five themes – process, classification, technology, service orientation, and experience. The improvement opportunities associated with each theme are outlined below. Additionally, the summary for each theme is accompanied by recommendations. Those labeled "Corrective Actions" are the highest priority recommendations that require action to allow UCOP to meet its business needs (e.g., fill critical vacancies in a timely manner). Recommendations labeled "Leading Practices" will, if implemented, better position UCOP among industry leaders, promote continuous improvement, and significantly improve the experience of HR employees and customers; however, there is not a business imperative to adopt these changes immediately.

UCOP Operations has agreed to implement the recommended Corrective Actions identified in this report. However, due to transition in the Chief Human Resources Officer position at UCOP, target dates for completing each of the Corrective Actions will not be finalized until September 30, 2023.

I. Process

Process Observations

According to HR employees and customers, recruitment processes are not currently documented in a detailed way or shared broadly with individuals participating in the hiring process. Process activities are also not widely understood by hiring managers. This lack of documentation and distribution has limited overall understanding of the steps required to hire a new employee and has created confusion regarding activity ownership and expectations. Notably, stakeholders reported variability and uncertainty pertaining to hiring timelines. Not only do hiring managers lack an understanding of how much time is required to fill a vacancy in their department, but they also lack awareness of the duration for each discrete step within the process (e.g., time to post the position, time to interview, wait time for offer letter, etc.). The lack of clarity around the process is resulting in unmet business needs for UCOP. Hiring managers are currently unable to expeditiously fill critical roles in their organization.

In addition to delays and uncertainty around timelines, stakeholders reported inconsistencies in the hiring process. Specifically, some reported that steps, levels of service, and duration inexplicably vary from one recruitment to the next. Some illustrative examples of this variation are:

- In some instances, recruiters are cited as providing candidate screening support, but in others that is the responsibility of the hiring manager. While this is sometimes worked out between the hiring manager and recruiter based on customer preference, there are other times when hiring managers are not consulted and are subsequently confused about roles and responsibilities.

- Duration of time needed to execute offer letters was cited as inconsistent. In one case, it was issued in two days, in another case for a similar recruitment/candidate, it took a full month.

- Time needed to assign a recruiter to a recruitment also varied significantly – from an almost immediate assignment to one taking up to six months.

- While tailored processes that vary from a typical recruitment should and do exist for Senior Management Group (SMG) and represented positions, hiring managers cited confusion when hiring for these types of roles due to unanticipated variances from the "typical process."

UCOP HR has already begun the critical process of documenting current state hiring processes. By way of the UCSD Lean Six Sigma process documentation effort, UCOP HR has demonstrated initial action and investment in the improvement of the hiring process, which is anticipated to yield positive results for HR employees, and if circulated in a digestible format with hiring managers, for HR customers as well. While this is an important first step in the path to improvement, the corrective actions and recommendations included in this report are equally imperative and should be executed alongside the initial documentation effort.

Process Recommendations:

1) **<u>Corrective Action P1:</u>** Continue developing detailed process documentation and policy. While initial documentation created through the LSS process is the first step, there is still opportunity for additional detail (see appendix for industry-leading list of 18 talent acquisition processes recommended for documentation). Documentation should include process steps, participants, decisions, exceptions, inputs and outputs, dependencies, and high-level timing expectations.

2) **<u>Corrective Action P2:</u>** Share documentation broadly with relevant stakeholders (e.g., hiring managers) and published in a shared location. Documentation should also be reviewed periodically (e.g., annually) to incorporate adjustments or changes to improve the process or comply with emerging requirements. Process documentation should then be socialized with

hiring managers to improve transparency, and materials emailed to relevant parties and published internally to a shared location.

3) **<u>Corrective Action P3:</u>** Introduce a contract between UCOP HR (service provider) and hiring managers (HR customers), defining the types and standards of services to be offered. These contracts are commonly referred to as Service Level Agreements (SLAs) and are useful for managing process outcomes, roles, and expectations. SLAs are most effective when developed collaboratively between the service provider and recipient, so input from HR customers should be included when writing the agreements. A list of recommended SLAs is provided in the appendix of this report; those of highest priority include:

    a. completion of a mandatory intake meeting,

    b. email response times from HR business partners and recruiters,

    c. time to post job announcement and application link to appropriate channels,

    d. time to complete compensation classification, and

    e. time from hiring decision to issuance of offer letter.

4) **<u>Corrective Action P4:</u>** Convene workshops to discuss redundant and/or cumbersome process steps, devise mitigation strategies, document process changes, and communicate process changes to impacted stakeholders. Note: the current "Kaizen" workshops underway are a first step in executing this corrective action. Example redundancies to be considered are outlined below.

    a. **Excessive Interviews/Interviewers:** Avoid the use of multiple rounds of interviews and panel interviews, where possible (and especially for lower-level positions). Set a reduced number of interview events and interviewers for roles at the beginning of the process and reflect the guidance in process documentation/policy as noted in Corrective Action P1.

    b. **Consistent Resume Reviews:** Recruiters should conduct a careful resume screen at the beginning of the applicant review process for all recruitments. Recruiters need to be equipped with the knowledge and training to articulate why someone may be ineligible for a role based on the job description, especially if a disagreement between a recruiter and a hiring manager arises pertaining to an applicants' candidacy.

    c. **Second Compensation Approval Step:** For most recruitments, the process step where the compensation team reviews the salary decision after a hiring decision has been made should be eliminated. Because the compensation team sets the approved salary band for each position at the beginning of the recruitment process, a secondary approval is not required for those falling in the middle 50% of the band. When salary offers fall outside of 25-75% of the salary band (see corrective action C4 in the “Classification” section of this report), a secondary review is justified. Removing the extra step of the second compensation approval for those falling in the middle 50% of the band will streamline the process.

d. **Executive Director Approvals for all Hires:** It is not common practice for an HR leader to review and approve all offers for employment for an organization. The Executive Director, Human Resources should only be involved in and approve any offers over a certain threshold according to salary amount, span-of-control, and level in the organization (e.g., executive) or in circumstances requiring escalation.

5) **<u>Corrective Action P5:</u>** Identify cross-training opportunities to mitigate single point of failure around offer letter development. Identify other HR employees (likely recruiters) to be trained on drafting offer letters to enable processing times that align with an agreed upon Service Level. Use of a template and technology (e.g., Smartsheet, as currently identified by HR) will expedite this process and remove administrative burden.

6) **<u>Corrective Action P6:</u>** Offer transparent and detailed trainings to hiring managers to provide them with more broad understandings of core hiring processes and an opportunity to ask questions. Additionally, hiring managers should be better trained on compensation practices and related equity requirements, contingencies, and dependencies. Training materials should also be published for hiring managers to reference.

7) **<u>Leading Practice P1:</u>** Build automated, standardized recruiting dashboards and reports from TAM to be leveraged by recruiters, HR business partners, and applicable hiring managers. (Note: these types of reports are often “nice to haves,” and are likely only required for hiring managers conducting a high volume of hiring).

II. Classification

Classification Observations

Throughout the assessment, excessive communication related to position classification and compensation setting were identified as creating delays and requiring duplicative approvals and excessive coordination. Because appropriate guardrails are not currently in place throughout the hiring process, heightened rigor is needed later in the process. When controls to confirm candidates have the required knowledge, skills, abilities, and experiences are not in place at appropriate junctures in the process, decisions are made at inappropriate stages, rework is needed, and frustration mounts. One such example pertains to compensation approval once a candidate has been selected: presently, an in-depth review by the compensation team is essential to confirming that candidates receiving offers meet the minimum qualifications articulated in the job description. There have been instances where candidates who do not meet minimum qualifications made it through screenings and were selected for hire by managers. These past mistakes have created a trust challenge with the compensation team, resulting in heightened scrutiny at the approval stage.

Other instances were noted where a high volume of back-and-forth occurs at the compensation approval stage even if the candidate satisfies all requirements and set compensation falls conservatively within the approved band for the position. Compensation decisions made by hiring managers are often scrutinized at the selection and offer stage. The requested compensation is often rejected, sometimes because the compensation team is not able to identify candidate experiences from a resume review and sometimes due to concerns about internal equity. Regardless of role (HR employee or HR customer), the majority of interviewees reported significant pain points in this part of the process. Nearly all interviewees noted they expect challenges to emerge during this stage of the process.

Currently, significant decision-making authority resides with the Compensation Manager in the compensation approval step. Some stakeholders question the appropriateness of an individual at this level of seniority holding such a high level of decision-making authority. Further, stakeholders expressed concern that the organization is potentially rejecting a competitive level of compensation, which may result in losing a qualified candidate. Current state emphasis is on demonstrated experience rather than transferrable skills. Candidates are not provided flexibility pertaining to transferable skills during the compensation approval step as these transferrable skills are often demonstrated during the interview phase; however, Compensation is basing decisions solely on resume.

Classification Recommendations

1) **Corrective Action C1:** Enable the function in the Talent Acquisition Management (TAM) system that will auto-reject a candidate who does not meet minimum qualifications. Further review and update preliminary resume screen policies and procedures to confirm that candidates that advance to the interview stage have met minimum job description requirements.
2) **Corrective Action C2:** Create, convene, and conduct training on the job description development process to determine hiring managers are thoughtful and intentional about which requirements are included in the job description as “required” and “preferred.”

   Encouraging this critical consideration at the job description development stage will mitigate issues later, should a desirable candidate be identified despite not meeting all “required” qualifications. HR Business Partners should be trained and able to clearly communicate the policy that candidates failing to meet all minimum requirements are ineligible for hire into that position when the job description is being written. For example, if the job description requires a master's degree and the candidate does not hold one, the candidate will be ineligible. Should the hiring manager still wish to hire that candidate, the requisition must be cancelled, and the job description rewritten without the minimum requirement of a master's degree. It should then be reposted for the required amount of time and the candidate will have to reapply. Further, UCOP HR should include a reminder of this policy in the job description template so hiring managers are reminded each time they go to write a job description.

3) **Corrective Action C3:** Create, convene, and publish training on preliminary resume reviews for recruiters. It should be the recruiter’s responsibility to confirm that candidates meet minimum job description requirements before entering the interview stage of the process.

4) **Corrective Action C4:** Require hiring managers (with support from their HR business partner) to provide a candidate scorecard or justification for compensation decision instead of conducting a full-scale resume review by the compensation team at the offer review stage of the hiring process. The compensation team should only conduct a secondary review for offers where salary falls outside of 25%-75% of the pre-approved compensation band).

5) **Corrective Action C5:** Develop, convene, and publish training for HR business partners, recruiters, and hiring managers to create appropriate and equitable offer packages.

6) **Corrective Action C6**: Conduct regular (e.g., annual) compensation equity reviews across the organization, mitigating the need to address equity concerns exclusively as part of the new hire compensation setting process.
7) **Leading Practice C1**: Introduce budget accountability for hiring managers so responsibility for compensation and pay equity is shared by HR and hiring managers. Holding managers accountable for equitable pay within their departments will reduce the need for central compensation to overcontrol budget decisions made within the departments, while also promoting accountability to mitigate risk.
8) **Leading Practice C2:** In writing job descriptions, focus should be placed on transferrable skills in addition to subject matter knowledge and experience. HR should identify the threshold for where transferrable skills are sufficient and hiring manager accepts responsibility for training the employee in the subject matter. Adding an “acquirable” distinction for knowledge, skills, and abilities (KSAs) in the job description framework in addition to “required” and “preferred” can provide leeway for hiring of candidates that demonstrate strong transferrable skills but may not have experience in the exact type of role.

III. Technology

Technology Observations
Stakeholders reported three interconnected frustrations related to technology: an excessive dependance on email, the Talent Acquisition Management (TAM) system, and labor-intensity of using workaround shadow systems.

First, email is currently being used to manage actions and tasks related to the hiring process which is difficult to monitor and not centrally captured. The high volume of requisitions being routed for approval between stakeholders via email is causing delays throughout the process. One situation where this is especially challenging is during the offer approval stage. In some instances, the hiring manager tells the recruiter what offer they would like to make. The recruiter then writes the offer and sends to the HR business partner via email. The HR business partner then forwards the email to compensation for a decision. This same process works in reverse should compensation decline the proposed offer, working, via email, through both the HR business partner and the recruiter as intermediaries. Should one of these individuals be out of the office, or simply managing other priorities, offers can be delayed by days or even weeks.

Second, information visibility in TAM was cited as a pain point for hiring managers. The limited visibility appears to be stemming from three roots: 1) hiring managers do not know they can access TAM should they choose to do so, 2) a clunky user interface makes accessing the system challenging, and 3) TAM does not have the functionality to automatically create reports or dashboards that summarize status of recruitments.

Third, because TAM's user interface is difficult to learn and manage, teams are establishing "shadow systems," (e.g., Excel spreadsheets, Smartsheet, ServiceNow reports) that, while easier to see and process information, necessitate re-work. One TAM workaround currently in place for some teams is that recruiters download information from TAM and then upload to Box for their customers. This promotes a more user-friendly experience for the hiring manager; however, it delays data availability, and the manual process absorbs recruiter time.

Technology Recommendations

1) **<u>Corrective Action T1:</u>** Create a web form via Smartsheet (or similar tool) for recruiters to fill out when ready for final compensation review. This form should automatically route to the HR business partner and the compensation team, canceling the need for offers to be routed via email and enable process tracking.
2) **<u>Corrective Action T2:</u>** Provide training to hiring managers on the TAM system so they understand their level of access and how to navigate the system. While there is not a way to reduce number of "clicks" to find information (e.g., TAM stores candidate resumes separately from cover letters and requires users to download these separately), training can help users understand how to access the information they need.
3) **<u>Corrective Action T3:</u>** Work with the metrics team within HR Learning & Development to create and share reports and/or dashboards for hiring managers who request them.
4) **<u>Leading Practice T1:</u>** While the TAM system was implemented recently, review the use of functionality for automation, routing, and user-experience to identify system enhancements that can improve the utilization of the tool.
5) **<u>Leading Practice T2:</u>** Develop system integration/application integrations between ServiceNow, TAM, and UCPath to automate handoffs between systems and reduce the amount of manual data entry that is both timely and results in data errors.

IV. Service

Service Observations

Roles and responsibilities between hiring managers, HR business partners, and recruiters are not clearly defined. As a result, the division of responsibility between the three roles varies by department, recruiter, and requisition. For some teams, level of service provided by recruiters was deemed adequate – notably, this was most common among hiring managers who preferred to have a high level of involvement in and responsibility over the hiring process. Other customers expressed frustration as they needed to execute activities typically performed by a recruiter (e.g., resume screening, phone screening, managing communication with panel interviewers, panel coordination/scheduling, interview question writing, etc.). There were also numerous instances cited where recruiters did not meet the expectations of their customers. For example:

- Errors have been made in posting positions to the appropriate job sites; said errors were not found until the minimum posting period had passed.
- Recruiters are not monitoring open postings, meaning if there are concerns about an insufficient quantity or quality of applicants, corrective action is not being taken.
- Emails to recruiters have gone unanswered for days and even weeks.
- Recruiters are not serving as strategic thought partners who provide tailored knowledge in the areas of their customers' business (e.g., healthcare recruiting).
- Talent Acquisition team is not able to provide broad sourcing strategies for departments, let alone individual positions; they do not provide exciting graphics or compelling blurbs to better market postings on sites like LinkedIn.
- Posting venues were cited as inadequate, placing outsized emphasis on the hiring manager's network.

To alleviate certain challenges, some stakeholders indicated their HR business partner was heavily involved in the recruitment process which improved the overall level of service and ease of process. Service level agreements are not currently defined or enforced in the hiring process which may be a major contributor to uneven service levels experienced across requisitions.

Service Recommendations

1) **Corrective Action S1:** Work to confirm, document, and publish roles and responsibilities for recruiters, hiring managers, compensation professionals, and HR Business Partners (with respect to recruiting) to promote consistency of experience and service.

2) **Corrective Action S2:** Develop or procure and facilitate trainings for recruiters, hiring managers, and HR Business Partners to improve service provided and reinforce consistency. One industry leading training that the team can consider is Josh Bersin Academy. Note: HR has already identified one training titled "How to Service as a Consultative Partner" for HR Business Partners; this could also be considered for Recruiters.

3) **Corrective Action S3:** Collaborate with hiring managers to develop a checklist for intake meetings. Include steps to confirm understanding of desired role, job description details, career tracks classification, compensation expectations, hiring process overview, services to be provided by recruiters, responsibilities designated to hiring managers, relevant service level agreements, and estimated timelines.

4) **Leading Practice S1:** Consider implementing a regional recruiting model wherein recruiters have highly tailored areas of knowledge and experience to service different parts of the institution. When this is done well, it can have a significant impact on service delivered to customers; however, complexity and cost associated with the transition make it important to plan for this change far in advance.

V. Experience

Experience Observations

Interviewees observed significant opportunities to improve candidate and hiring manager experience throughout the hiring process. For candidates, it was reported that excessive timelines to fill positions and limited communication created a poor candidate experience and sometimes resulted in candidates pursuing and accepting offers with other organizations. Panel interviews were also cited as a pain point in the candidate's experience. The use of panel interviews – a practice not required by policy – was sometimes not communicated in advance and was reported as creating unnecessary anxiety for candidates, especially those applying for lower-level positions. One example of this was the use of a three-person panel for an administrative assistant role.

Hiring managers reported that the process of posting a requisition and interviewing candidates seemed variable from one role to the next. While hiring managers had varying expectations about the role they should play in the process, they reported a lack of clarity around roles and responsibilities across recruiters and HR business partners. Some suggested the role of the recruiter varied significantly depending on the person assigned to handle the process, with some recruiters providing a high level of service and candidate management, while others seemed to engage in only essential steps.

Experience Recommendations

1) **Corrective Action E1:** Work with units to establish a standard communications protocol to update them on the requisition pipeline. Commit to regular, transparent, and detailed updates on candidate processing. Publish communication protocol in a shared location and ask recruiters to share the protocol with hiring managers at the beginning of each recruitment.

2) **Corrective Action E2:** Work with units to establish a candidate communications protocol to update them on their journey. Commit to laying out the full process upfront, including number of interviews and estimated timelines for scheduling and offer decision-making. Publish communication protocol in a shared location and ask recruiters to share the protocol with hiring managers at the beginning of each recruitment.

3) **Corrective Action E3:** Deploy surveys to candidates after recruitment process to assess satisfaction with experience. Deploy surveys to hiring managers after requisition closure to assess satisfaction with service. Note: this is currently in development with the HR team.

4) **Leading Practice E1:** Once intake meetings are standardized, leverage this time for HR Business Partners to collaborate with their customers to think both logically and creatively about how positions are classified within Career Tracks.

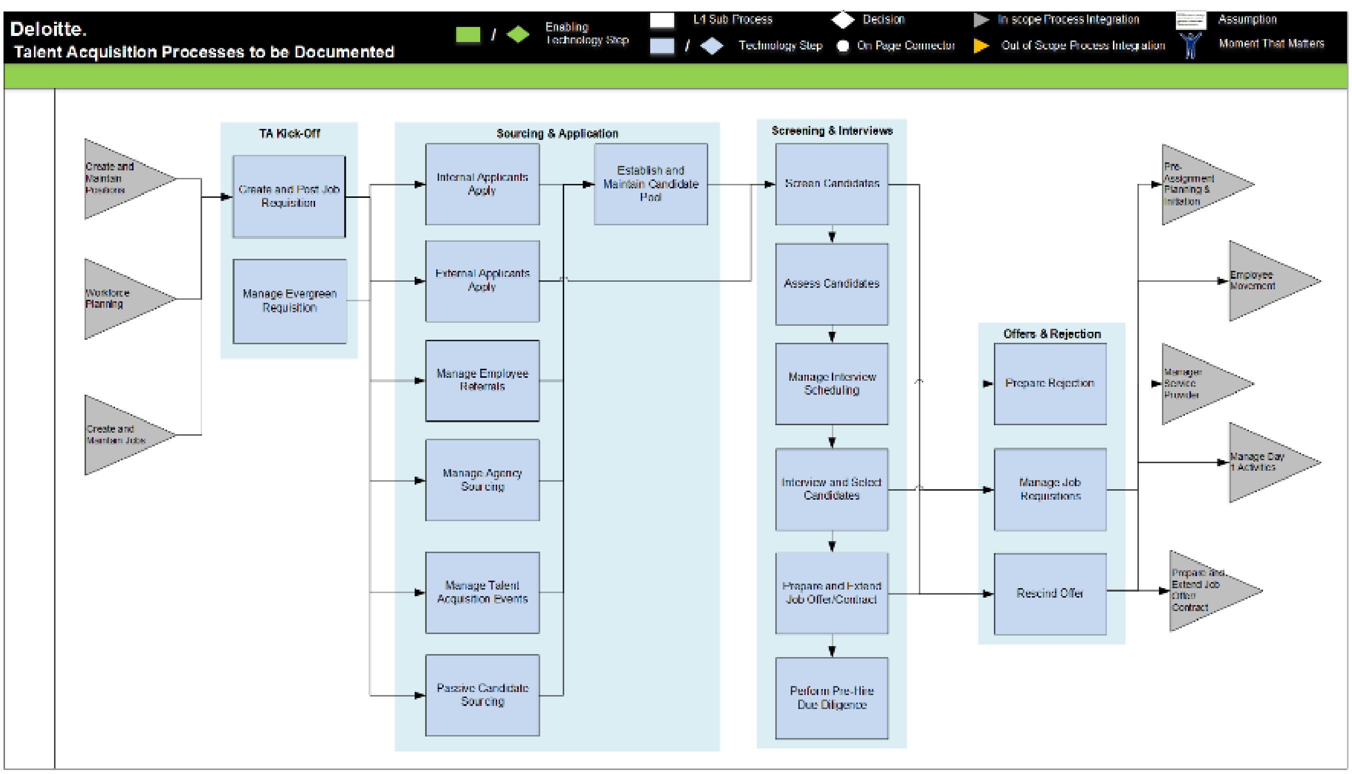
Appendices

Suggested Inventory of Processes to Document

Deloitte's Next Gen Process Design materials, which are created to integrate end-to-end business processes, HR technologies (HCM, portal, case management), HR operating models, and workforce experience, include an inventory of HR processes our team of subject matter advisors have identified for documentation. We recommend building on the work begun during the LSS process review to thoroughly document the below 18 processes and socialize with relevant HR employees and customers.

Processes:

1. Create and post job requisition
2. Manage evergreen requisition
3. Internal applicants apply
4. External applicants apply
5. Manage employee referrals
6. Manage agency sourcing
7. Manage talent acquisition events
8. Passive candidate sourcing
9. Establish and maintain candidate pool
10. Screen candidates
11. Assess candidates
12. Manage interview scheduling
13. Interview and select candidates
14. Prepare and extend job offer/contract
15. Perform pre-hire due diligence
16. Prepare rejection
17. Manage job requisitions
18. Rescind offer



Example Artifacts

Example Artifact 1: Talent Acquisition RACI Chart

Talent Aquisition RACI Chart

Project Tasks	ITS / Hiring Manager	HR	Recruitment	Finance
Requisition Initiation				
Select appropriate job description	R	A	C	I
Create centralized recruiting dashboard	C	R	A	I
Utilize dashboard to socialize status of requisitions	A	R	A	I
Coordinate recurring meetings between all talent	C	R	A	I
Provide a regular cadence of report outs for metrics that show the status of each position	C	R	A	I
Review and confirm job descriptions	A	R	C	I
Recruitment				
Prioritize and work on filling critical positions	A	C	R	I
Diversify job posting strategy including posting to internal and external sites	A	C	R	I
Develop robust recruitment plan	A	C	R	I
Coach hiring managers and teams on how to promote jobs through their own social networks	A	C	R	I
Manage screening and interview processes	A	C	R	I
Make candidate selection	R	C	A	I
Reference Checks	A	C	R	I
Verbal & Written Offers	A	C	R	I
Compensation				
Review budgets and forecast ways to give more flexibility in the agile market	I	A	C	R
Assess the organizational budget of the most critical positions and the align hiring % pay bands to the	A	C	C	R
Assess the position budget and align the hiring % pay bands to the market	A	C	C	R
Update pay bands frequently in Workday	I	A	C	R
Assess positions to see if the organization has the budget to fill positions	I	A	C	R

Legend:

- R = Responsible
- A = Accountable
- C = Consulted
- I = Informed

Example Artifact 2: Recruiter Job Description

Job Summary
The Recruiter provides full cycle recruiting support for a wide range of functions across the University, including academic and administrative positions. This role is responsible for developing strong relationships with hiring managers and University leaders to provide top talent to the organization, while advocating for candidates throughout the recruiting process to ensure fair and equitable talent management delivery. This role develops reports to track and communicate progress on recruiting efforts, and is a champion for the culture, values and strategy of the University. This role will execute the University's vision while championing the University's culture and values.

Qualifications	
Minimum Education	**Preferred Education**
Bachelor's degree in business, psychology, human resources, communications, or another related field, or equivalent experience.	Advanced degree in business, psychology, human resources, communications, or another related field.
Minimum Years of Experience	**Preferred Years of Experience**
5 years	7 years
Minimum Fields of Expertise	
• Experience in Human Resources. • Experience in Talent Acquisition. • Experience in Sourcing and Recruiting.	
Preferred Fields of Expertise	
• Experience in Higher Education.	
Minimum Required Skills	
• Working knowledge of labor markets, recruiting practices and effective social media recruitment tools. • Ability to positively interact with candidates, hiring managers, and senior leaders in the organization. • Proven track record of sourcing, engaging, and recruiting top talent. • Exceptional collaboration skills and the ability to understand the needs of hiring managers. • Excellent written and verbal communications skills. • Excellent analytical skills and the ability to think strategically and creatively. • Team-oriented self-starter with the ability to work independently and proactively. • Ability to work under pressure with tight deadlines and frequent interruptions. • Ability to contribute to concurrent projects, prioritize competing assignments, and manage workload effectively. • Ability to exercise discretion with confidential information. • Proficiency with Microsoft Office applications (Word, Excel, Outlook, PowerPoint). • Experience working with HR applications (such as Workday HCM and Applicant Tracking Systems (ATS).	
Preferred Skills	

- Experience championing an employer brand.
- Experience as a technical recruiter.
- Experience recruiting researchers or faculty.
- Ability to learn, interpret, and apply a wide variety of state, federal and local policies and procedures relating to Human Resources and University.
- Excellent interpersonal skills, emotional intelligence, and relationship-building abilities.
- Ability to use sound judgment in making decisions with minimal supervision.
- Experience championing diversity and inclusion initiatives and strategies including training, change management, or other programs.
- Any of the following certifications: CIPD, CPLP, CPTD, SHRM-CP, SHRM-SCP, PHR, SPHR.

Job Responsibilities		
Responsibility #1 (HR Acumen Competency)	20	Provide full cycle recruiting support for a wide range of functions across the University, including academic and administrative positions. Serve as a talent acquisition consultant to a variety of hiring managers.
Responsibility #2 (Business Understanding)	15	Develop strong relationships with hiring managers and senior University leaders to better understand the requirements of open positions and desired candidates. Manage the priority of the recruiting pipeline effectively.
Responsibility #3 (Customer Focus)	20	Advocate for candidates throughout the recruiting process to ensure a fair and equitable process free from bias. Collect feedback from hiring managers and candidates to continuously improve the recruiting experience for all customers.
Responsibility #4 (Communication)	15	Track, maintain, and report on recruiting metrics. Communicate progress on the recruiting lifecycle frequently and proactively to recruiting leads, managers, and hiring managers. Demonstrate empathy to candidates and champion the University's brand to enthusiastically recruit top talent.
Responsibility #5 (Agility and Innovation)	10	Actively seek opportunities to continuously improve the recruiting lifecycle (including technology and processes). Demonstrate willingness to pivot swiftly and in an organized fashion based on changing resource needs and University priorities. Quickly adopt leading practices in talent acquisition. Demonstrate a strong sense of urgency to complete tasks.
Responsibility #6 (Critical Evaluation, Problem Solving & Decision Making)	10	Assume an analytical mindset when reviewing and analyzing performance metrics of recruiting efforts. Advise hiring managers on candidate selection based on objective interactions and experiences with successful hires. Recommend long-term strategies to improve and diversify the overall talent pool of the University.

Responsibility #7 (Culture, Values & Ethical Practices)	5	Collaborate with peers in the department to demonstrate the culture and values of the University and the HR organization to all applicants, candidates, and hiring managers. Contribute to an inclusive environment by building and maintaining collaborative relationships with team members, peers, and leaders across the HR organization.
Responsibility #8 (Alignment to Strategy)	5	Participate in special projects to continuously improve the performance of talent acquisition and talent management at the University. Demonstrate, through words, actions, and ideas, alignment to the University's Strategic Plan and the HR Organization's Strategic Plan.
Other		Perform other related responsibilities as requested and when necessary. The University reserves the right to add or change duties at any time.

Example Artifact 3: Recruiting Assistant Job Description

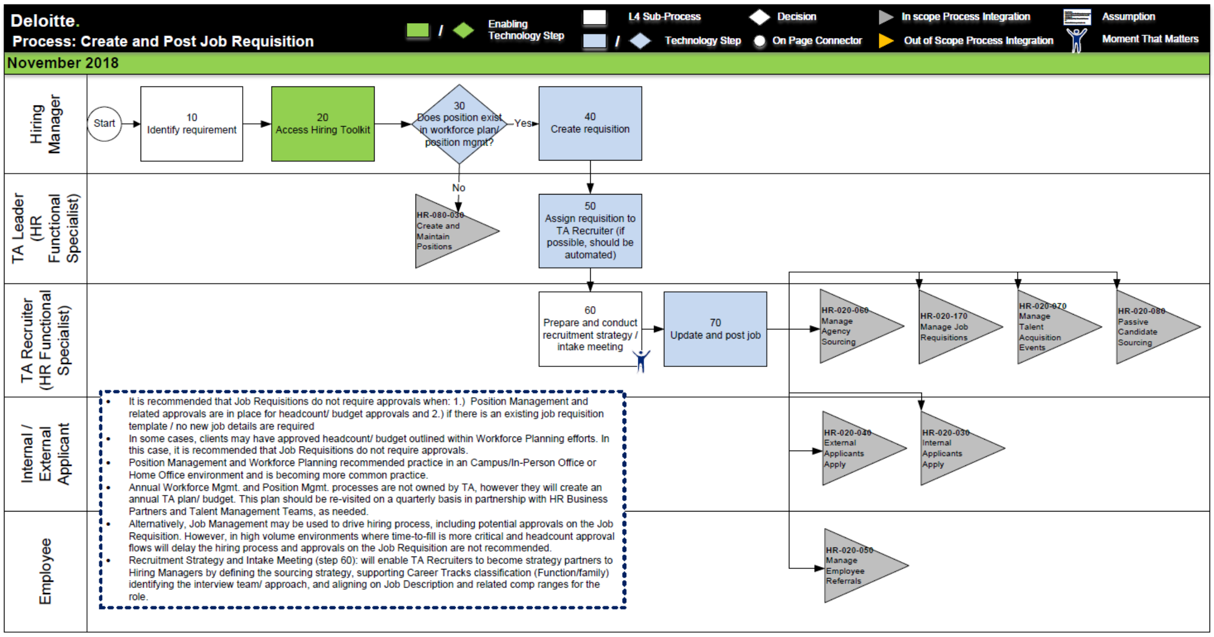
Job Summary
The Recruiting Assistant will support the recruiting process by performing accurate and timely tracking and reporting throughout the recruiting lifecycle. This individual will execute transactional activities in Workday, building a solid foundation of data from which important insights on candidates can then be extracted for decision-making. The Recruiting Assistant will support the recruiting team's ability to provide welcoming and personal experiences for candidates and a seamless transition from interview, to offer processing, to onboarding by partnering closely with the Onboarding team for hand-offs and scheduling. This person may also be involved in opportunities to research and identify process gaps and streamline existing processes. This role will execute the University's vision while championing the University's culture and values.

Qualifications	
Minimum Education	**Preferred Education**
Extensive Applicable Experience.	Bachelor's Degree in business, psychology, communications, or another related field.
Minimum Years of Experience	**Preferred Years of Experience**
0 years	3 years
Minimum Fields of Expertise	
• Experience in Talent Acquisition.	
Preferred Fields of Expertise	
• Experience in Human Resources. • Experience in Higher Education.	
Minimum Required Skills	
• Experience coordinating logistics for events. • Effective interpersonal skills. • Demonstrated written and verbal communications skills. • Team-oriented self-starter with the ability to work independently and proactively. • Experience working in an office or department support role. • Strong organizational skills, especially relating to coordination. • Comfort with data entry and reporting. • Ability to provide support as needed on projects. • Ability to exercise discretion with confidential information. • Familiarity with Microsoft Office applications (Word, Excel, Outlook, PowerPoint).	
Preferred Skills	
• Experience working with HR applications (such as Workday HCM and Applicant Tracking Systems (ATS)).	

Job Responsibilities		
Responsibility #1 (HR Acumen Competency)	25	Perform Workday transactions for talent acquisition team throughout recruiting lifecycle including generating pipeline reports, managing applicant and candidate information in Workday, and triggering background checks and onboarding activities for new hires.

Responsibility #2 (Business Understanding)	15	Demonstrate ability to understand the recruiting lifecycle and trigger key communications and tasks for candidates and hiring managers accordingly.
Responsibility #3 (Service Excellence & Customer Focus)	15	Provide consistent support to the recruiting team by processing Workday transactions in a timely manner and maintaining high data quality.
Responsibility #4 (Communication)	10	Maintain a responsive line of communication with recruiters and hiring managers to resolve outstanding questions or issues.
Responsibility #5 (Agility and Innovation)	10	Solicit constructive feedback and insights from hiring managers, recruiters and the broader team. Proactively incorporate suggestions for continuous improvement of work. Expand knowledge of Workday modules and capabilities as well as recruiting Leading Practices. Propose solutions for ways to automate manual tasks to increase consistencies and efficiencies.
Responsibility #6 (Critical Evaluation, Problem Solving & Decision Making)	15	Run reports in Workday to extract important data as requested by talent acquisition and hiring teams. Escalate and route urgent issues and requests through appropriate channels. Make decisions with integrity.
Responsibility #7 (Culture, Values & Ethical Practices)	5	Embody the culture and values of the University and the HR organization. Develop trusting, credible relationships from demonstrated ethical judgment, behavior, and practiced confidentiality. Contribute to an inclusive environment by building and maintaining collaborative relationships with team members, peers, and leaders across the HR organization. Promotes an environment that fosters inclusive relationships and creates unbiased opportunities for contributions through ideas, words, and actions that uphold principles of the University's Code of Ethics.
Responsibility #8 (Alignment to Strategy)	5	Support recruiting strategy set by broader talent initiatives. Demonstrate, through words, actions, and ideas, alignment to the University's Strategic Plan and the HR Organization's Strategic Plan.
Other		Perform other related responsibilities as requested and when necessary. The University reserves the right to add or change duties at any time.

Example Artifact 4: Sample Leading Practice Process Flow



Example Artifact 5: Sample HR SLAs

1. Time-to-fill: This SLA measures the amount of time it takes from the opening of a job requisition to the offer acceptance by the selected candidate. For example, the SLA may state that the talent acquisition team will fill a position within 3 months of opening the job requisition.

2. Time-to-Interview: This SLA measures the amount of time it takes from receipt of a candidate's application to them being scheduled for an interview. For example, the SLA may state that 90% of all candidates will be scheduled for an interview within 25 days of their application.

3. Candidate quality: This SLA measures the quality of the candidates submitted by the talent acquisition team regarding skillset, experience, and fit. For example, the SLA may state that at least 80% of candidates submitted for a position must meet the minimum qualifications and requirements.

4. Cost per hire: This SLA measures the cost of recruiting per hire made. For example, the SLA may state that the talent acquisition team will maintain a cost per hire of no more than $8,000.

5. Diversity, equity, and inclusion: This SLA measures the efforts made by the talent acquisition team to attract a diverse pool of candidates. For example, the SLA may state that the talent acquisition team will ensure that at least 50% of candidates submitted for a position are from diverse backgrounds.

6. Hiring manager satisfaction: This SLA measures the satisfaction of hiring managers with the recruitment process. For example, the SLA may state that the talent acquisition team will maintain a satisfaction score of at least 80% on post-hire surveys completed by hiring managers.

7. Candidate experience: This SLA measures the quality of the candidate experience during the recruitment process. For example, the SLA may state that the talent acquisition team will maintain a satisfaction score of at least 85% on post-hire surveys completed by candidates.

8. Retention: This SLA measures the retention rate of new hires after a certain period of time, which can indicate the effectiveness of the recruiting process in selecting candidates who are a good fit for the organization and the role. For example, the SLA may state that at least 80% of new hires will remain with the organization for at least one year from their start date.

These SLAs can be customized and tailored to the specific needs and goals of UCOP’s talent acquisition team.

Example Artifact 6: Top 10 Recruiter Skills of the Future (Josh Bersin)

1. **Branding:** Developing a strong employer brand. Building authentic marketing that appeals to top talent.
2. **Empathy:** Understanding the needs and preferences of candidates, hiring managers, and teammates.
3. **Collaboration:** Solving talent problems in a collective manner. Working with all parts of the business.
4. **Business Acumen:** Deep knowledge of the business. Alignment with organization's goals, strategy, and vision.
5. **Diversity, Equity, and Inclusion:** Confronting and mitigating bias in recruiting. Cross-cultural awareness and communication.
6. **Employee Experience:** Understanding the end-to-end employee experience. Personalizing and prioritizing candidate experience.
7. **Data and Analytics:** Drawing insights from data. Data discipline.
8. **Digital and Social:** Leveraging digital and social recruiting strategies. Meeting candidates "where they are."
9. **Adaptability:** Flex and change with changing business need. Continuous development and growth to support new ways of working.
10. **Systems Thinking:** Understanding how talent acquisition integrates with other parts of HR and the Digital and Social business.

Source: Josh Bersin Definitive Guide to Recruiting

Deloitte.