Talent Acquisition: A New Approach to Hiring

June 2016
Agenda

• Introductions
• What is Talent Acquisition (TA)?
• High level overview of changes
• Introducing the University’s first Applicant Tracking System
• New Hiring Process
• The Applicant Experience
• Tour of New TA Website
• Wrap up
Meet the Talent Acquisition Team

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Employment Services is now... Talent Acquisition

What is Talent Acquisition?
• Strategically attracting, recruiting and acquiring the right talent for the job.

Core TA Practices and Principles:
• Anticipating future needs
• Designing an intelligent recruitment plan, taking into account:
  – the current job market
  – the resources you have for training
  – retention strategy for whomever you hire
First Things First – Hiring Process

Which processes **ARE** being affected?

- Faculty, Professional and Classified Hiring
- Promotions, Reclassifications, etc.

Which hiring processes **ARE NOT** being affected?

- **Students** (including Graduate Assistants)
- Graduate Assistantships
- Adjuncts
New Approach to Hiring

Previous Approach:
Relationship based on process-coordination

New Approach:
Relationship based on a consultative partnership

RESULT: A more productive hiring process.
Improvements

• More strategic hiring manager-recruiter relationship
• Leverage technology to consolidate redundant forms/procedures
• Automated communication with applicants
• New onboarding and employee orientation
Introducing the university’s first applicant tracking system...

- Technology that integrates forms and procedures into a single tool.
- Saved time will be re-invested into the search process.
- Onboarding automation welcomes and prepares new employees.
- Smart Planning + Efficient Candidate Management = A Great Hire.
Hiring Process Video

Hiring at Boise State
Hiring Steps

1. Pre-Recruitment Consultation
2. Post Job Announcements
3. Manage & Interview Candidates
4. Make Offer
5. Hire
6. Onboard

NEW

Taleo
Step 1: Pre-Recruitment Consultation

What is the Pre-Recruitment Consultation?

A conversation with your TA Specialist that’s driven by an agenda tailored to your specific hiring situation. It’s purpose is to identify recruitment strategies that will lead to a highly productive hiring process.
Consultation Complete. What next?

TA Specialist works with you to:

- Finalize job description or compensation analysis
- Update position information in PeopleSoft

Once the applicable tasks are complete you can proceed with submitting the REQUISITION
Step 2: CREATE and TRACK Requisition

How do I access Taleo?
DEMO: Completing A Requisition
Leaving Comments in Requisition

1. Requisition Structure

Organization
- Level 1 Boise State University
- Level 2 AA-Coll Arts & Sciences
- Level 3 English Department

Primary Location
- Country: United States
- State/Province: Idaho
- Region: Boise

Job Field
- Category: Faculty
- Career Type: Faculty
Leaving Comments in Requisition

We are finished with the Requisition. Please begin the approval workflow. Thanks!
Leaving Comments in Requisition

We are finished with the Requisition. Please begin the approval workflow. Thanks!
What Does TA Specialist Do With Your Requisition?

Assign Approvers:

• Professional & Classified Requisitions:
  Director > AVP > Budget Office

• Faculty Requisitions:
  Chair > Dean > Budget Office
What Does an Approver See?

Dear [Name],

Requisition Approval Request

Requisition Title: Talent Acquisition Specialist
Requisition ID: 160236
Requested by: [Name]
Comments: [Comments]

Click “Respond…” to view more requisition details and respond to the approval request as soon as possible.

Respond...

Talent Acquisition Team
Human Resource Services
Boise State University

CONFIDENTIALITY NOTICE: This message, including attachments, is intended only for the designated recipient(s), and may contain confidential, proprietary, or privileged information. If you are not a designated recipient, you may not review, copy or distribute this message. If you receive this in error, please notify the sender by reply e-mail and delete this message. Thank you.
Step 2: CREATE and TRACK Requisitions

Welcome to the Recruiting Center.

Create a Requisition
Create a requisition for your job opening using a tool.

View Requisitions
View detailed information about your requisitions.

View Candidates
View detailed information about your candidates.
Find your requisition and click it.
Click the Approvals tab
The first approver approved your requisition on the indicated date and time. Approval is pending for the third approver.
When requisition is approved you’ll receive a notification
Step 3: Posting Job Announcements

Where are job ads posted?
To locations discussed in Pre-Recruitment Consultation. (Classified >> State Announcement)

Who posts them and how?
Your TA Specialist will post most of the announcements. You may post approved announcement content to other locations if desired.
Step 3: Posting Job Announcements

Your job will appear on our Careers Page. Classified Jobs will appear on a separate page through the Careers website.

<table>
<thead>
<tr>
<th>Requisition Title</th>
<th>Location</th>
<th>Posting Date</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test Case - Job Reclass Upward</td>
<td>United States</td>
<td>Apr 21, 2016</td>
<td>Apply</td>
</tr>
<tr>
<td>Event Worker - Taco Bell Arena</td>
<td></td>
<td>Apr 8, 2016</td>
<td>Apply</td>
</tr>
<tr>
<td>Event Worker 1 - Security</td>
<td></td>
<td>Feb 19, 2016</td>
<td>Apply</td>
</tr>
<tr>
<td>Event Worker 1 - Usher</td>
<td></td>
<td>Feb 19, 2016</td>
<td>Apply</td>
</tr>
<tr>
<td>Business Operations Manager</td>
<td></td>
<td>Feb 3, 2016</td>
<td>Apply</td>
</tr>
<tr>
<td>Developer/Analyst</td>
<td>United States</td>
<td>Feb 2, 2016</td>
<td>Apply</td>
</tr>
</tbody>
</table>
Step 4: Manage and Interview Candidates

Once a job candidate submits an application...

Talent Acquisition Specialist screens for veterans preference then moves them along for your review.

View candidates for a specific requisition
<table>
<thead>
<tr>
<th>Title</th>
<th>ID</th>
<th>Status</th>
<th>Status Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Professor</td>
<td>160260</td>
<td>Draft</td>
<td></td>
</tr>
<tr>
<td>Associate Director</td>
<td>160258</td>
<td>Open</td>
<td>Unposted (5/27/16, 2:09 PM)</td>
</tr>
</tbody>
</table>
### Candidates for:

**Associate Director (160258)**

<table>
<thead>
<tr>
<th>Candidate</th>
<th>Result</th>
<th>Assets</th>
<th>Requirements</th>
<th>Step</th>
<th>Selection Step, Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weinrib, Geddy Lee (23420)</td>
<td>100%</td>
<td>8 / 9</td>
<td>6 / 6</td>
<td>Interviews</td>
<td>Interviews - To Be Interviewed</td>
</tr>
<tr>
<td>Lifeson, Alex (23422)</td>
<td>100%</td>
<td>6 / 9</td>
<td>6 / 6</td>
<td>HM Screen</td>
<td>HM Screen - To Be Reviewed</td>
</tr>
<tr>
<td>Peart, Neil (23421)</td>
<td>91%</td>
<td>6 / 9</td>
<td>5 / 6</td>
<td>HM Screen</td>
<td>HM Screen - To Be Reviewed</td>
</tr>
<tr>
<td>Smith, Cheryl (11400)</td>
<td>59%</td>
<td>6 / 9</td>
<td>4 / 6</td>
<td>HM Screen</td>
<td>HM Screen - To Be Reviewed</td>
</tr>
</tbody>
</table>
ACE Candidate Email Notification

BOISE STATE UNIVERSITY
HUMAN RESOURCE SERVICES

Dear [Redacted] (Recruiter),

A candidate matching your requisition criteria has just entered the system. The candidate file is attached to this message.

Requisition: Event Worker 3(150129)

Best regards,
Human Resources Department
Boise State University

Replies to this message are undeliverable and will not reach the Human Resources Department. Please do not reply.
Brown, Bobby applied for requisition:

Assistant Professor (150105)

1. Personal Information
2. Submission Information
3. Experience and Credentials
4. External Services
5. Questionnaire
6. References
Managing Candidates Through Step and Status

STEP

“Hiring Manager (HM) Screening”

STATUS

Under Consideration

STATUS

PASSED HM Screen

STATUS

Did Not Pass HM Screen
How to screen candidates using Taleo

Screen and Interview Candidates Using Taleo
You’ll see any changes to Step/Status immediately reflected here
Managing Candidates Through Step and Status

STEP

“Interviews”

STATUS

Under Consideration

STATUS

PASSED Interviews

STATUS
How to manage interviews using Taleo

Manage Candidate Interviews in Taleo
<table>
<thead>
<tr>
<th>Candidate</th>
<th>Step</th>
<th>Status Name, Icon</th>
<th>Requirements</th>
<th>Assets</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marine, Danny</td>
<td>HM</td>
<td>HM Screen - Did not Pass HM Screen</td>
<td>1 / 3</td>
<td>1 / 4</td>
<td>17%</td>
</tr>
<tr>
<td>Schute, Dwight K</td>
<td>Screen</td>
<td>Pass HM Screen</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scott, Michael</td>
<td>Interviews</td>
<td>Interviews - Passed Interviews</td>
<td>1 / 3</td>
<td>4 / 4</td>
<td>66%</td>
</tr>
<tr>
<td>Parsons, Alan</td>
<td>Interviews</td>
<td>Interviews - Under Consideration</td>
<td>2 / 3</td>
<td>4 / 4</td>
<td>62%</td>
</tr>
<tr>
<td></td>
<td>Interviews</td>
<td>Interviews - On Campus Interview</td>
<td>1 / 3</td>
<td>3 / 4</td>
<td>41%</td>
</tr>
</tbody>
</table>

You’ll see any changes to Step/Status immediately reflected here
Step 5: Make Offer

- Final candidate is selected
- Pre-Offer Consultation with TA Specialist
- Upon approval, Hiring Manager makes verbal offer
- Candidate accepts verbal offer
- TA Specialist then sends written offer via Taleo
- Candidate e-signs written offer
- Post-Offer Checks (Degree/Background Checks, etc)
Approver receives email request to review and approve offer

Offer approval request

Requisition Title: Assistant Professor
Requisition ID: 150126
Requested by: (Recruiter)
Comments: Please approve as soon as possible. At risk of losing an awesome candidate.

Click “Respond…” to view more offer details and respond to the approval request as soon as possible.

Respond...

Talent Acquisition Team
Human Resource Services
Boise State University
Offer Approval Request

Requisition: Assistant Professor
Candidate: Cheryl Smith (Recruiter)
Requested by: [blank]
Comments: Please approve as soon as possible. At risk of losing an awesome candidate.

Please review the Offer Information Summary and respond to the approval request as soon as possible.

In response to [blank] (Recruiter)'s approval request:

- [ ] I approve this offer

Offer approval path details

Comments (required if you do not approve the offer)

- [ ] Send me an email with my decision
# Offer Information Summary

## Offer Details

<table>
<thead>
<tr>
<th>Details</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start Date</td>
<td>5/23/16, 11:00 AM</td>
</tr>
<tr>
<td>Pay Basis</td>
<td>43.27/Hourly</td>
</tr>
<tr>
<td>Salary</td>
<td>90,000.00</td>
</tr>
<tr>
<td>Bonus</td>
<td>-</td>
</tr>
</tbody>
</table>

*BSU Professional Offer Letter New.htm*

## Requisition Details

150126 — Assistant Professor

<table>
<thead>
<tr>
<th>Details</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruiter (Recuriter)</td>
<td>(Recuriter)</td>
</tr>
<tr>
<td>Recruiter Assistant</td>
<td>-</td>
</tr>
<tr>
<td>Hiring Manager (Hiring Manager)</td>
<td>(Hiring Manager)</td>
</tr>
<tr>
<td>Hiring Manager Assistant</td>
<td>-</td>
</tr>
<tr>
<td>Justification</td>
<td>Replacement</td>
</tr>
<tr>
<td>Number of Openings</td>
<td>1</td>
</tr>
<tr>
<td>Primary Location</td>
<td>United States</td>
</tr>
<tr>
<td>Target Start Date</td>
<td>8/17/16</td>
</tr>
</tbody>
</table>

## Candidate Details

Cheryl Smith (11400)

<table>
<thead>
<tr>
<th>Details</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer</td>
<td>Idaho State Department of Agriculture</td>
</tr>
<tr>
<td></td>
<td>J. R Simplot Company Johnson Sports Center, NNU Campus</td>
</tr>
<tr>
<td>Education</td>
<td>Bachelor's Degree, Northwest Nazarene University</td>
</tr>
<tr>
<td></td>
<td>Master's Degree, NNU</td>
</tr>
</tbody>
</table>

*Attachments* —
Step 6: Hire

Employee and Job Information Moves From Taleo into PeopleSoft
Managing CLASSIFIED Job Candidates
(infographic on next slide)

• Candidates still required to apply through DHR.
• You’ll receive a Hiring List when announcement closes.
• Notify TA Specialist of those candidates you plan to interview.
• TA Specialist will load their applications from DHR and will send an electronic request to applicant to complete their Taleo-based application.
• Allows us to use Taleo to manage candidates, create offer letters, process background checks and initiate the onboarding process.
Classified job announcements are posted on the State of Idaho Division of Human Resources (DHR) website (not through Taleo).

Hiring manager (HM) reviews DHR hiring list & informs TA Specialist who they plan to interview. TA Specialist invites interviewees to complete their applications in Taleo. HM completes interview process and dispositions candidates in Taleo. TA Specialist updates and closes out hiring list.
Hiring Non-Benefit Eligible Temporary Staff

- Will follow a similar (but likely shorter) process.
- Approvals are streamlined through the requisition and offer stages.
- Will receive an offer letter and will experience welcoming onboarding process.
- The requisition takes the place of the EAF.

*excludes students, adjuncts and assistantships
What About “Other” Actions?

- Promotions
- Reclassifications
- Reappointments
- Job Description Updates
- Salary/FTE Changes
- Compensation Analysis
Step 7: Onboarding

What is onboarding?

• Supports new employees in acquiring knowledge, skills and behaviors to become successful and effective in their new roles
• Includes delivery of traditional new employee orientation provisioning items and other information
• Provides what the employee needs to be prepared and feel welcomed, engaged and motivated upon their arrival
Step 7: Onboarding

Supports several important principles:

• Connect early and often
• Onboarding is a process, not an event
• Managers play a pivotal role in successful onboarding
• Team connections are critical for engagement
• Positive leadership interactions strengthen commitment
## Step 7: Onboarding
Employee and Supervisor Communications

<table>
<thead>
<tr>
<th>What</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome! (2 emails)</td>
<td>• Immediately after offer acceptance and background check</td>
</tr>
<tr>
<td>- General</td>
<td>• When PeopleSoft record is created</td>
</tr>
<tr>
<td>- Account provisioning</td>
<td></td>
</tr>
<tr>
<td>Prepare! (2 emails)</td>
<td>• Employee: 7 days prior to start date</td>
</tr>
<tr>
<td>- Logistics: parking, I-9</td>
<td>• Supervisor: 14 days before hire date</td>
</tr>
<tr>
<td>- Supervisor check list</td>
<td></td>
</tr>
<tr>
<td>First Day Essentials (2 emails)</td>
<td>• On start date</td>
</tr>
<tr>
<td>- Welcome, I-9 reminders, self service</td>
<td></td>
</tr>
<tr>
<td>- Benefits information</td>
<td></td>
</tr>
<tr>
<td>New Hire Policy Email</td>
<td>• 14 days after start date</td>
</tr>
<tr>
<td>- Compliance certification reminder</td>
<td></td>
</tr>
<tr>
<td>- Shared Values, Standards of Conduct</td>
<td></td>
</tr>
</tbody>
</table>
## Step 7: Onboarding

### Employee and Supervisor Communications

<table>
<thead>
<tr>
<th>What</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Hire Goal Setting (2 emails)</td>
<td>• 21 days after start date</td>
</tr>
<tr>
<td>- Employee &amp; Supervisor</td>
<td></td>
</tr>
<tr>
<td>New Hire Survey</td>
<td>• 28 days after start date</td>
</tr>
<tr>
<td>- Employee feedback</td>
<td></td>
</tr>
<tr>
<td>BSU Best Kept Secrets</td>
<td>• 60 days after start date</td>
</tr>
<tr>
<td>- Resources and activities for employees</td>
<td></td>
</tr>
<tr>
<td>Employee Development</td>
<td>• 90 days after start date</td>
</tr>
<tr>
<td>- Learning &amp; Development, Shared Leadership &amp; Tuition Fee Waiver</td>
<td></td>
</tr>
</tbody>
</table>
The Applicant Experience

CLASSIFIED JOB OPPORTUNITIES

Below you will find all current classified job opportunities. Classified jobs are jobs that are categorized according to the State of Idaho’s job classification system. Classified positions fall into a variety of roles and responsibilities including administrative support, skilled trades and technical specialties. Please click on the job title to view pertinent information about a particular job opening.

ADJUNCT FACULTY

If you are interested in working as an Adjunct Faculty at Boise State University, contact the department in which you are qualified to teach. They will request a curriculum vitae and ask you to fill out an application. These will be reviewed when an opening occurs. You may also contact Extended Studies for information about teaching at other campuses, on weekends, and through distance education.

Department Contact Information
http://academics.boisestate.edu

STUDENTS

GRADUATE ASSISTANTSHIPS

Boise State Graduate Assistantships provide support to graduate students who are committed to continuing their education at the graduate level. Departments may award teaching, research, or service assistantships which provide a stipend, tuition waiver, and health insurance. Assistantships are awarded competitively and the contract period includes at least one full semester or session. Students are required to be admitted to a graduate program, meet minimum registration requirements, and continue to meet satisfactory degree progress.

Graduate Assistantships are offered by the departments. Students may contact departments with questions about available positions. Students wishing to apply for graduate assistantships must correspond directly with the department offering the assistantship.
The Applicant Experience

Applying for: AP Business Operations Manager (Job Number: 160007)

**RESUME/CV UPLOAD**

Profile Upload

You can submit personal and professional information by uploading a resume/CV or by uploading a profile through a third-party service. automatically extract the relevant information from the profile or the resume/CV and fill out part of the online submission. You can review information and make the appropriate changes in the next steps.

If you do not upload a profile or a resume/CV, you will need to fill out the online submission manually.

UPLOAD DATA FROM

OR UPLOAD A RESUME/CV

Select the resume/CV file to upload
The Applicant Experience
**JOB SPECIFIC QUESTIONS**

Please answer the following questions as accurately as possible.

*1. Please indicate your annual base salary requirements (not including bonus or other forms of compensation) using the salary ranges provided below:

- Less than $25,000
- $25,000 - $35,000
- $35,000 - $45,000
- $45,000 - $55,000
- $55,000 - $65,000
- $66,000 - $75,000
- $75,000 - $85,000
- $85,000 - $95,000
- More than $95,000

*2. Please indicate the highest level of education you have completed:

- High School/GED
- Some College
- Associate’s Degree
- Bachelor’s Degree
- Master’s Degree
- Doctorate
- None of the Above
Talent Acquisition Website Enhancements

Enhancements for **Job Candidates**

• Improved presentation of Boise State brand
• Access to a modernized application process (Taleo)
• Photo-centric style and more inviting layout
• Web content is optimized for mobile devices

Enhancements for **Hiring Managers**

• Easy access to step-by-step instruction and training support
• Single sign-on for Taleo access
• Web content is optimized for mobile devices
Check Your Email and Share Your Feedback!
THANK YOU