# Introducing a digital process using BPMN

A non-digital business process is the process of employee recruitment and onboarding in a small business. This process typically includes the following steps:

1. Job Posting: The business creates a job advertisement and posts it on physical bulletin boards, newspapers, or industry-specific magazines.

2. Application Collection: Interested candidates submit physical copies of their resumes and cover letters to the business's office.

3. Initial Screening: The HR team or hiring manager manually reviews the resumes and cover letters to shortlist candidates based on their qualifications and experience.

4. Interview Scheduling: The business contacts shortlisted candidates via phone or mail to schedule in-person interviews.

5. Conducting Interviews: Interviews are face-to-face, and interviewers take handwritten notes on each candidate's performance.

6. Reference Checks: The hiring manager calls the references provided by the top candidates to verify their past employment and performance.

7. Job Offer: Once a candidate is selected, the business prepares a written job offer and sends it to the candidate by mail or in person.

8. Onboarding Preparation: The business prepares the necessary paperwork for the new hire, such as employment contracts, tax forms, and company policies.

9. First Day Orientation: On the new employee's first day, they are given a tour of the workplace, introduced to their colleagues, and provided with an orientation session that includes reviewing the company handbook, safety procedures, and job-specific training.

10. Training: The new employee undergoes hands-on training, often shadowing experienced employees and receiving verbal instructions and feedback.

This process involves substantial manual tasks, from handling physical documents and conducting face-to-face interviews to providing on-site training and orientation.
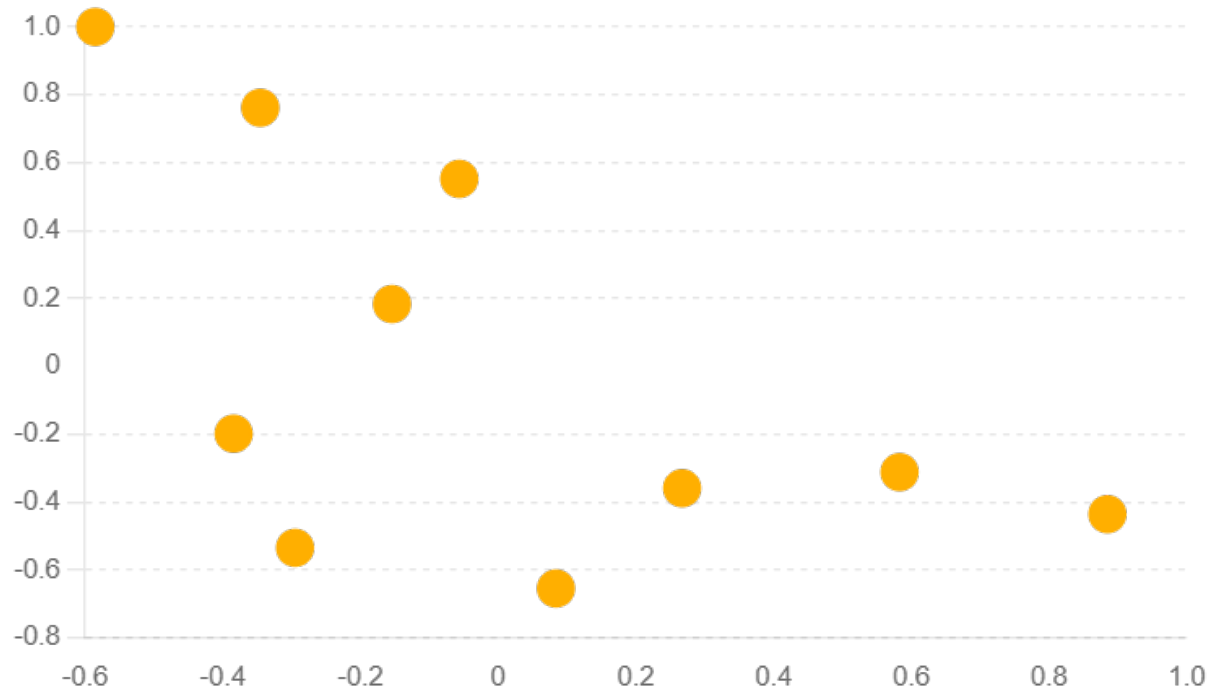
Implementing the digital transformation of the employee recruitment and onboarding process involves several steps and requires integrating various digital tools and technologies. Here's a step-by-step guide:

1. Digital Job Posting

Implementation:

- Select Platforms: Choose job posting platforms like LinkedIn, Indeed, Glassdoor, and industry-specific job boards.

- Create Accounts: Set up employer accounts on these platforms.

- Automate Postings: Use tools like Applicant Tracking Systems (ATS) to automate job postings across multiple platforms.

2. Online Application Collection

Implementation:

- ATS Integration: Integrate an ATS to collect applications in a centralised database.

- Create Online Forms: Develop custom application forms that candidates can complete online.

3. Automated Initial Screening

Implementation:

- Define Criteria: Set up screening criteria within the ATS (e.g., experience, skills, qualifications).

- Use AI Tools: Implement AI-powered tools to analyse and rank applications based on predefined criteria.

4. Automated Interview Scheduling

Implementation:

- Scheduling Tools: Use tools like Calendly or the scheduling feature within the ATS to automate interview scheduling.

- Integrate Calendars: Sync the scheduling tool with the interviewers' calendars to avoid conflicts.

5. Virtual Interviews

Implementation:

- Select Platforms: Choose video conferencing tools such as Zoom, Microsoft Teams, or Google Meet.

- Integrate with ATS: Ensure the ATS can send automated interview invitations with video conference links.

6. Automated Reference Checks

Implementation:

- Automated Tools: Use reference check automation tools like Checkster or Xref to collect and verify references.

- Set Up Workflows: Create automated workflows for sending reference check requests and collecting feedback.

7. Digital Job Offer

Implementation:

- E-Signature Tools: Use e-signature tools like DocuSign or Adobe Sign to send and receive signed job offers.

- Automate Offer Letters: Set up templates and automated workflows within the ATS to generate and send offer letters.

8. Onboarding Preparation

Implementation:

- Onboarding Software: Implement onboarding software like BambooHR, Workday, or Zenefits to manage onboarding tasks.

- Digital Forms: Create digital versions of onboarding paperwork (e.g., tax forms, contracts) that can be completed online.

9. Virtual First Day Orientation

Implementation:

- Virtual Meeting Tools: Use video conferencing tools for virtual orientations.

- Prepare Digital Content: Develop digital orientation materials, including presentations, videos, and company handbooks.

10. Online Training Modules

Implementation:

- LMS Integration: Implement a Learning Management System (LMS) like Moodle, TalentLMS, or Coursera for Business.

- Create Training Content: Develop online training modules and courses for new employees to complete.

<u>Key Considerations</u>

Data Security: Ensure all digital tools comply with data protection regulations (e.g., GDPR, CCPA).

Integration: Ensure all digital tools and systems are integrated to provide a seamless workflow.

Training: Provide training for HR staff and employees on how to use the new digital tools effectively.

Feedback Loop: Establish a feedback mechanism to assess and improve the digital processes continually.

Following these steps can effectively transform your recruitment and onboarding process into a streamlined, efficient, and digital workflow.

We'll outline each digital recruitment and onboarding step to represent the digitised process using BPMN (Business Process Model and Notation). Here's a textual representation that can be used to create a BPMN diagram:

BPMN Elements

1. **Start Event:** Triggers the beginning of the process.
2. **Tasks:** Represents each step in the process.
3. **Gateways:** Decision points within the process.
4. **End Event:** Marks the end of the process.
5. **Sequence Flows** Arrows indicating the flow of the process.
6. **Pools and Lanes:** Separate sections representing different participants (e.g., HR, Applicant).

BPMN Diagram Steps

1. **Start Event**: Begin Recruitment Process
2. **Task**: Post Job Digitally
3. **Task**: Collect Online Applications
4. **Task**: Automated Initial Screening
5. **Gateway**: Screening Decision (Qualified/Not Qualified)
   - **Task**: Notify Unqualified Applicants (End Event for Unqualified)
   - **Task**: Schedule Interviews Automatically for Qualified Applicants
6. **Task**: Conduct Virtual Interviews
7. **Gateway**: Interview Decision (Proceed/Reject)
   - **Task**: Notify All Applicants (End Event for Rejected)
   - **Task**: Conduct Automated Reference Checks for Proceeding Applicants
8. **Task**: Send Digital Job Offer
9. **Task**: Prepare Onboarding Materials
10. **Task**: Conduct Virtual Orientation
11. **Task**: Complete Online Training Modules
12. **End Event**: End of Recruitment and Onboarding Process

<u>Why is the digital version better?</u>

In conclusion, the use of digital tools in the recruitment and onboarding process enhances efficiency, accuracy, accessibility, and candidate experience, while simultaneously reducing costs and administrative burdens. Furthermore, it facilitates improved data management, reporting, and adaptability, thus establishing itself as the favoured choice for contemporary businesses.