Proposal-to-Management:
Easing the Hiring Process at a Firm

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Overview:

As we progress with our graduate degrees, we are all in the hopes of starting or furthering our careers. As we get closer to that realization, there is one process that we all must go through. The interview process is something that we are starting to experience. With searching, applying, and waiting for a call back being so emotionally draining, the interview process should be exciting. However, we are all in agreement the interview process that we have experienced so far seems to still be archaic. There is so much back and forth with a coordinator, who then coordinates with the interviewers. Then based on the location of the interview, you may be asked to fly in or perform a video call. This process needs to be improved.

IS Analysis

Functional Description (IS) - Process

- Hiring Manager/Candidate/Interviewers communicate through Coordinator
- Confirmations and schedule requests are made via phone or email
- Coordinator checks everyone's schedule to provide options to Hiring manager
- Coordinator informs hiring manager if selected interviewer does accept to interview
- Coordinator needs to talk to Hiring manager, candidate, and interviewers separately to choose a time.

Functional Description (IS) - Issues

- Everyone needs to provide the coordinator with different calendar options.
- Coordinator needs to talk to Hiring manager, candidate, and interviewers separately to choose a time.
- There is a delay between the coordinator and discussions with respective parties which could result in missed scheduling opportunities

- Any changes in schedule results in the Coordinator needing to sync up with all individuals

- Selection of interviewers is performed without knowing their calendars (i.e. out of office)

Process Map (IS)

Interview Schedule Process: Process Map (Is)
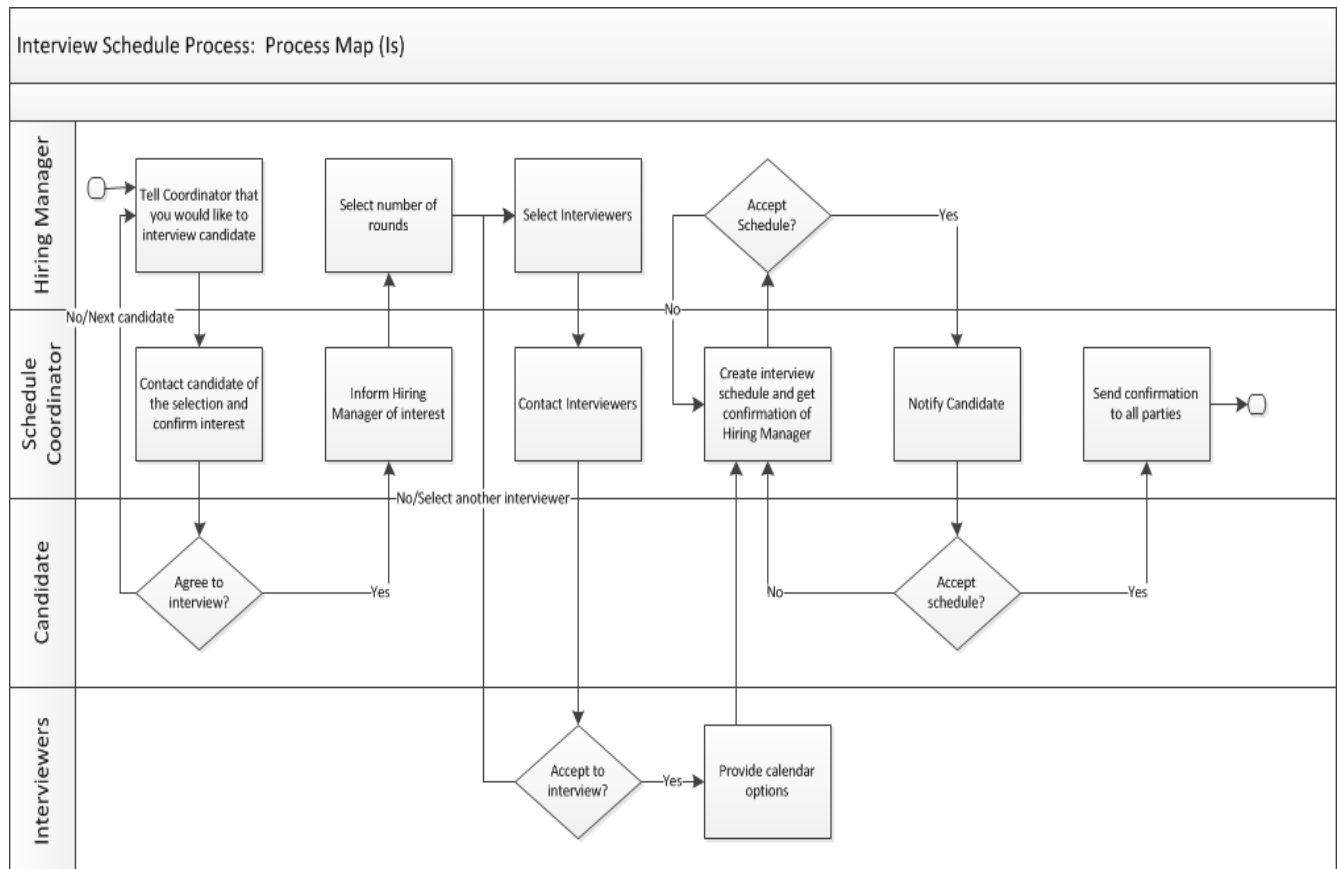
Process Constituents (IS)

When understand current interviewing we know it to be a current manual process that relies on independent people and system not working together to form a system that is stream line.

1. User Interaction
    a. An interested hiring manager will reach out to a candidate to setup a phone interview.

      b. Followed by a phone interview, there might be a second phone or in person interview. Currently the interviewee is left into the cold to understand each employer's way of doing interviews.

      c. Acceptance and Offer is done via phone and either follow up by an email or a form to electronically sign.

2. System

      a. Generic calendar/emails system like Outlook or Gmail send a request the candidate. All a manual process.
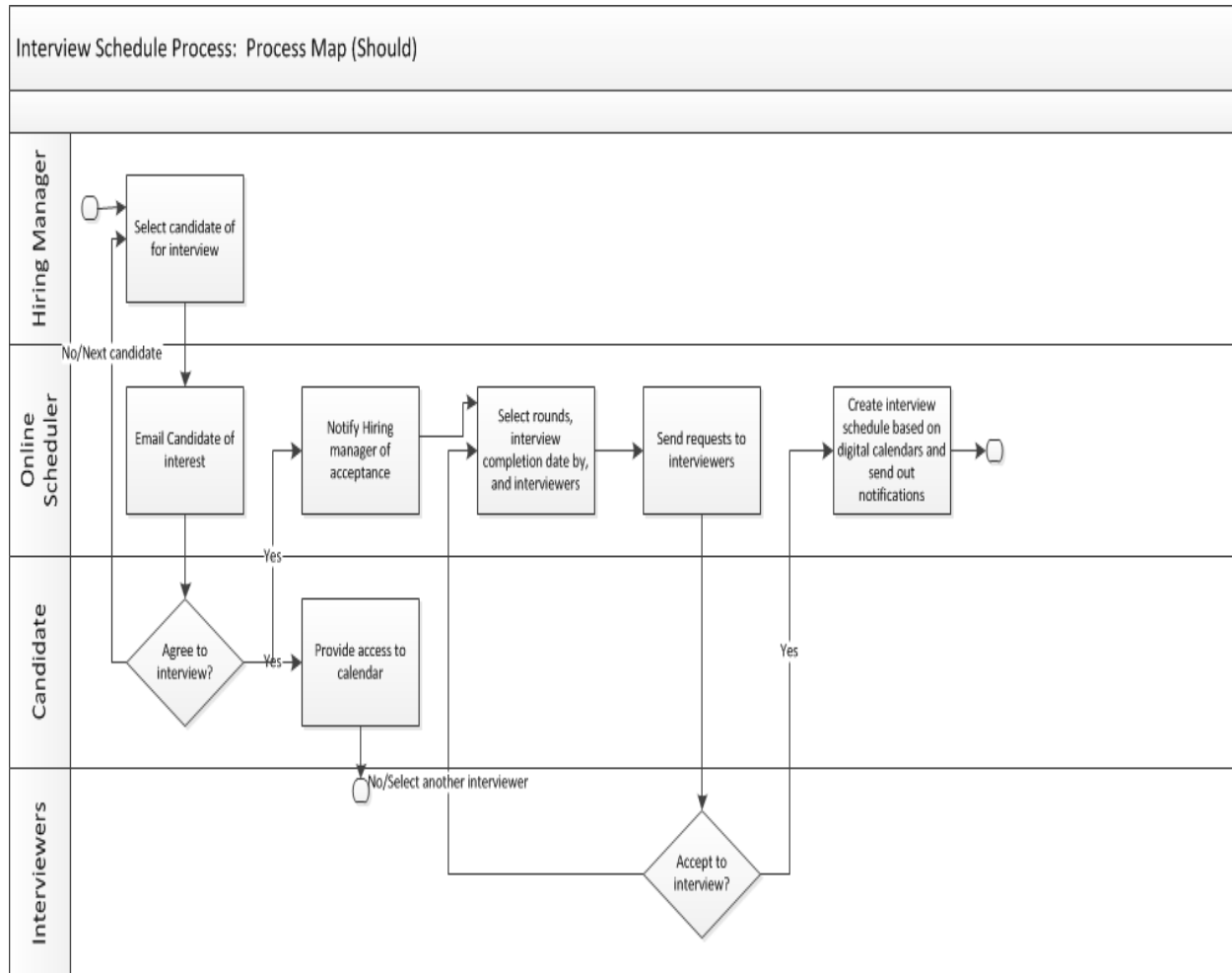
SHOULD Analysis

Functional Description (SHOULD)

-      Hiring manager makes candidate selections into online scheduler who then takes response from candidate of interview request acceptance

-      Schedule requests are made through the online scheduler

-      Candidate will share his/her calendar with the online scheduler

-      Hiring manager will select rounds, interview completion date by, and interviewers

-      System will automatically create a schedule based on everyone's digital calendar

-      System will send out notifications to all parties once schedule is created

Behavioral Description (SHOULD)

-      Hiring manager knows how many rounds and who he would like to interview the candidate

-      Hiring manager knows when he would like interviews to be completed by

-      All parties involved have a digital representation of their calendar that they can share

-      There is no need for hiring manager to confirm schedule since the system will automatically choose the best time for everyone.

-      If someone's calendar changes, there is no need to notify someone as the system will monitor everyone's schedule and update as needed

Process Map (SHOULD)

Interview Schedule Process: Process Map (Should)

Hiring Manager	Select candidate of for interview
Online Scheduler	Email Candidate of interest → Notify Hiring manager of acceptance → Select rounds, interview completion date by, and interviewers → Send requests to interviewers → Create interview schedule based on digital calendars and send out notifications
Candidate	Agree to interview? —Yes→ Provide access to calendar
Interviewers	Accept to interview?

No/Next candidate

Yes

No/Select another interviewer

Yes

Process Constituents (SHOULD)

Process Constitutions breaks several main components. As we understand process, there are both the human and system factors to understand when breaking down a large interviewing system as we have designed.

1. User Interaction
   a. In order for the system to begin the flow, a user inside the organization needs to take some action on the scheduling system.
   b. The user needs to enter information and setup different variable settings such as number of rounds.

c. The user also must act on different notifications that information has been changed. Example a candidate has the need to reschedule the interview, the hiring manager needs to accept or reject said request.

2. Automated Services

   a. The first service that is automated is the calendar service. The calendar service allows for people to keep align their personal calendar with the calendar system for people that have scheduled for interviews.

   b. The second service that is automated is the automated email/form system that is designed to get information from the candidate. This allow the candidate to accept/reject interviews and collect additional information if needed.

   c. The notification system which will allow the system to send people notifications of information that has been updated or changed. Example a interviewer need to change his/her previously scheduled interview time, the system need to notify the candidate of said change.

Conceptual Data Model
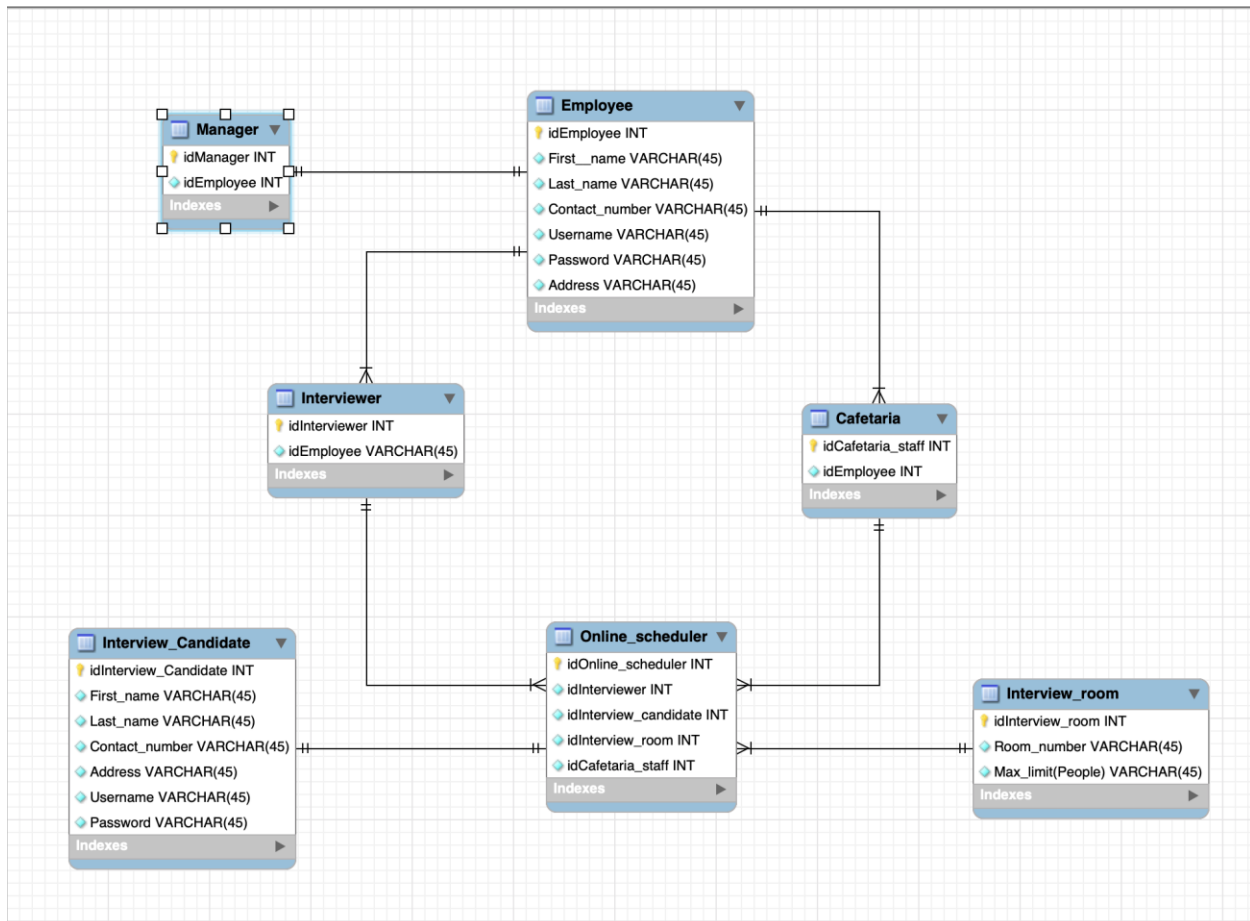
- This conceptual diagram shows the normalized ER diagram where the employee table is the main table with primary keys and then interviewer, the recruiting manager and the cafeteria staff derives their information from the employee table. The foreign keys are idEmployee in Manager, Interviewer and Cafeteria table and foreign keys in online scheduler are all the attributes apart from the idOnline_scheduler.
- The online scheduler table is linked with the interview candidate, the interview room the cafeteria staff and the interviewer, this way the online scheduler will be able to contain all the information needed to set a date and room and if there is requirements for refreshments in the room.

Reengineering Principles

Several of Hammer's reengineering principles are used in the reengineering of the hiring process at our firm. The first is principle 2, which is to question the original ways of doing business and try to simplify or eliminate them. This principle holds true in our reengineering efforts as we are simplifying the current process which requires a lot of coordination through emails between HR, the hiring department, Interviewers and Interviewees for the various steps in the process by having one centralized system that stores all the needed information like resumes and room openings, books interview slots, and shares information with the parties involved. Some candidates are automatically filtered out because they are less than an 80% match to the job description eliminating some of the screening done by Interviewers in the hiring department.

The next principle used in our reengineering efforts is principle 4 which is self-service. The online reservations system allows interviewers to book available rooms and allows both the interviewer and interviewee to select time slots that work for them a without talking to an HR representative. The Job posting department can post openings directly to the company website without going through an HR representative. It also allows the interviewee to post their resume and information for the interviewer to see without having to share their information with an HR representative who then gathers everything and passes it on to the interviewer.

Principle 5, which is value chain redesign and focuses on changing where the value creating work is done is also used in reengineering our process. The posting of job openings, some filtering of candidates, sharing information, and room and time bookings are now handled directly by the online system which shares the appropriate information with the right parties. For example, the system can show time slot selections made by interviewee with Interviewer, show open rooms for a given time slot to Interviewer booking room, show resumes and candidate information with the interviewer, etc. Interviewers can select the room and time as well as make job postings directly without coordinating with an HR representative to discuss their needs. This allows HR to focus on making sure the system is working well, potential

improvements to the system, and providing support when additional accommodations are needed for travel for disabilities.

Principle 6 is to reduce the busy work involved in the process. Our reengineering efforts reflect this principle as the new system automates the scheduling time slots, gathering and sharing resumes, and booking rooms to cut down on the manual work required to schedule an interview like emailing the different parties and forwarding documents like sending resume sent to HR to the interviewer and having a system that tracks room openings without talking to HR. Principle 7, which is self-reports so that information is captured once and by the party doing the work is also key to our reengineering design. Job postings, reservation confirmations receipts, and resume gathering for interviews are handled by the new online reservation system and the work is done by the parties involved in the interview without HR as an intermediary. For example, Interviewers now type and post their own job description without HR typing up a description based on what they've said. Candidates also determine their availability and select the time slot that works for them directly while sharing their information directly with the interviewer without having to go through HR with their availability, information, and documents to be forwarded to the interviewer.

Principle 8 is to reduce the contact points for participants in the process. This is achieved by having one interface/service to book rooms and time slots. There is also one interface for the interviewer and interviewee who booked an interview time slot to review their reservations and interviewers to see resumes for candidates that will be interviewed. There is also less coordinating/sharing information with HR for both the interviewer and interviewee. Principle 10 is Centralization and it is crucial to our reengineering efforts. Centralization has been achieved through our new automated hiring system. The online system allows job posting, candidate filtering, and room and time slot booking in one central place. All parties are automatically notified by the system with information and updates regarding their part of the process. For example, if an interviewee selects a time slot with an interviewer, they will receive a notification.

Principle 13 is early data capture which focuses on capturing data once and early on at its source. This is true for our reengineered hiring process as candidate information and resumes for the interviewee as well as job postings and available

interview slots from the interviewer are recorded once by the parties uploading them rather than going through an HR representative who gathers pieces in multiple emails for clarity and then uploads/shares them with the needed parties. Similarly, Principle 17, also called Infomate, is demonstrated in our reengineered process as the new system will have reporting on key metrics like processing time for bookings and filters applied to candidates for interviews to allow for process improvement in the future. Clearly, Hammer's reengineering principles are crucial components to the improvement of our hiring process.

Rummler Matrix

The reengineered process has led to new organizational and process specific goals as follows:

Organizational Goals

- More effective and efficient hiring of candidates for job openings:
  - Installing an easy to access and use online system that allows users to see what rooms and/or time slots are available and any needed information for the interview like candidate resumes and other candidate information
  - Having quality filtering to eliminate candidates whose background and skills aren't a good match for the position
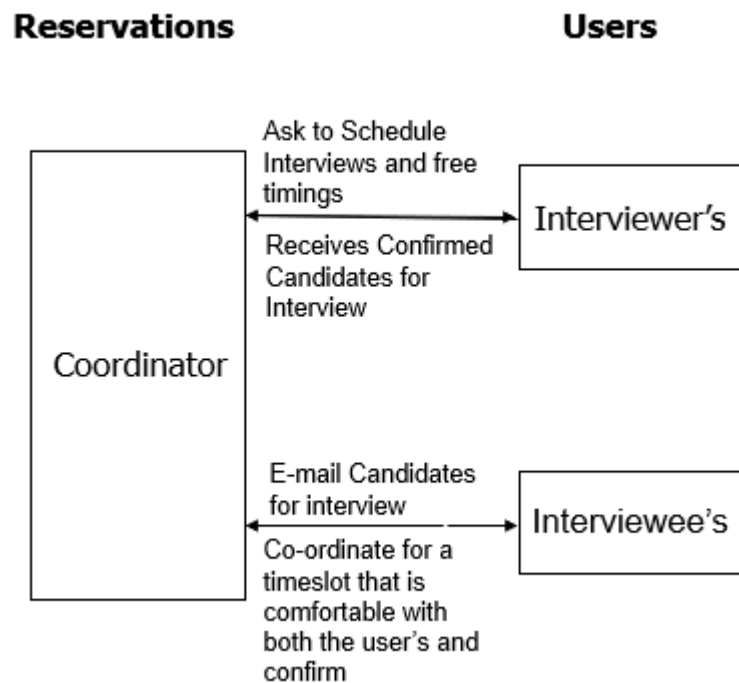
Process Design Goals

- Reduce the occurrences the interviewee must contact HR for assistance with scheduling interview slot by 90%.
- Reduce the occurrences the interviewee must contact HR for assistance with scheduling interview slots and posting job openings by 95%.
- Reduce the amount of time to schedule an interview by 75%.
- Reduce the number of interviews needed to find the right candidate by 50% with good filtering
- Reduce the time needed to find the right candidate for an opening by 50%

Operating Goals

- Reduction in the double booking of rooms by 90%

- Reduce missing information like resumes not reaching interviewer by 90%

Relationship Map

Relationship Map (IS)

Reservations   Users

Coordinator

Ask to Schedule Interviews and free timings

Receives Confirmed Candidates for Interview

Interviewer's

E-mail Candidates for interview

Co-ordinate for a timeslot that is comfortable with both the user's and confirm

Interviewee's

Relationship Map (SHOULD)
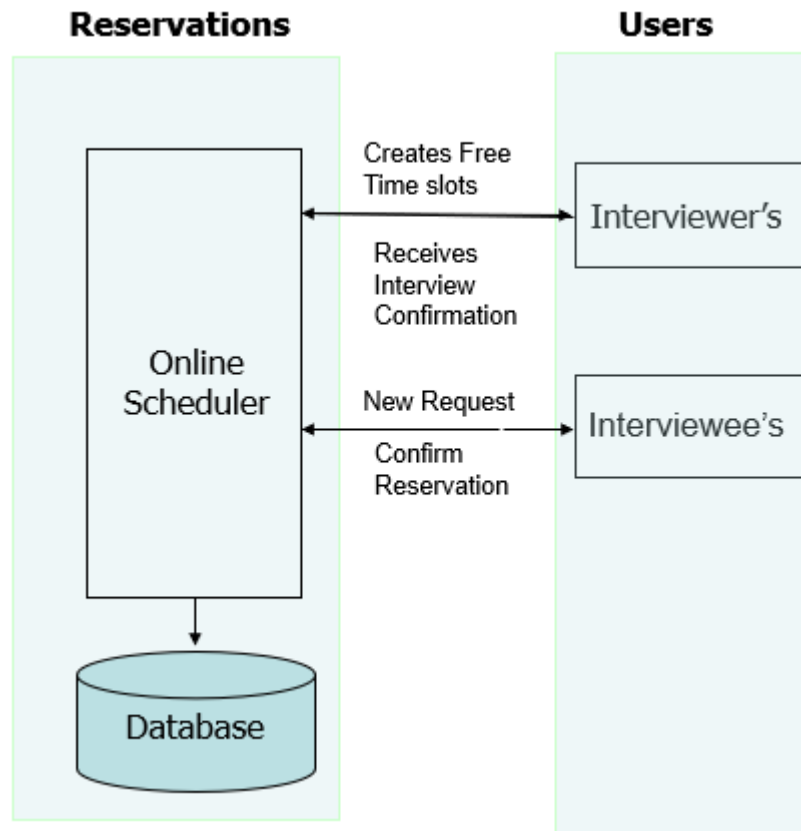
Relationship Map (IS) Issues

With the current process, there are inessential steps which unnecessarily elongates the interview process. These steps make the Schedule Coordinator to have a heavy workload on tedious tasks. In order to identify these steps, the process needs to be reanalyzed and question which tasks directly contribute to the interview processes. There are three types of unnecessary steps they can be categorized in: illogical, missing, and extraneous.

The illogical steps pertain with the Schedule Coordinator, who makes possible timetables based on assumptions with incomplete resources. The Coordinator has to wait for some unknown time to get phone or email responses from all participants before making a final possible schedule to process through the interview. Another problem is how frequent Coordinator have to update and relay the new possible

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timetable to all associating parties every time when either one of them decided to send in their modified individual schedule. It is also illogical for the Hiring Manager to request potential interviewers without knowing their schedules hoping they are available to proceed through the interview.

One of the missing steps shown in the current process is how time is easily wasted by the Coordinator to find the perfect date and time for the interview and communicating necessary information between all three parties. Another missing step is how the Manager does not have available information on which interviewers are available and well suited for the task before requesting them to precede the interview.
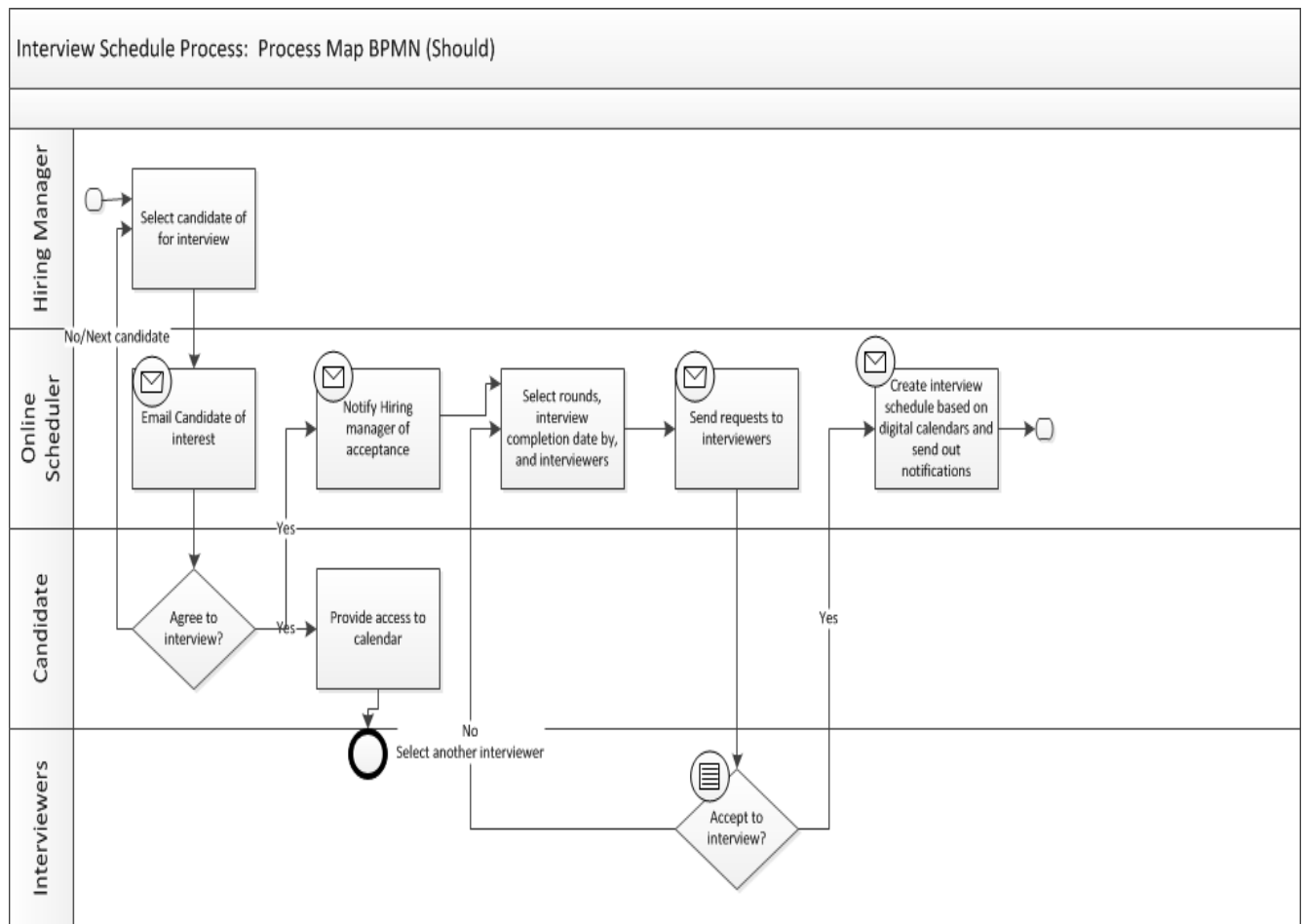One extraneous step found in the current process is most of these tasks can be combined and reduced to a few steps. For example, there is an extra step in selecting interviewers and the number of interviewing rounds. This can be done in one step and filter out which interviewers are interested and available. Also, by using the online scheduler, it will have already created the optimized schedule so the Manager step to review and confirm the schedule will be unnecessary.

Summary
- Illogical Steps
    - Schedule Coordinator is making schedules with incomplete resources to manually connect and match interviewers and prospective candidates based on unknown varying schedules.
    - Hiring manager is blindly selecting interviewers without knowing their schedules if they are available to do the interview.
- Missing Steps
    - Time is wasted in matching schedules between both parties to find the best time for an interview.
    - Information on the interview and details of possible qualifying available interviewers are not given to Hiring Manager immediately after candidate approval.
- Extraneous Steps

      ○   The scheduling and the interview requirements (e.g. number of rounds) can easily be done in one step instead of two.

BPMN (SHOULD)

Interview Schedule Process: Process Map BPMN (Should)

Hiring Manager — Select candidate of for interview

Online Scheduler — Email Candidate of interest → Notify Hiring manager of acceptance → Select rounds, interview completion date by, and interviewers → Send requests to interviewers → Create interview schedule based on digital calendars and send out notifications

Candidate — Agree to interview? → Provide access to calendar

Interviewers — Select another interviewer → Accept to interview?

No/Next candidate · Yes · No

Functional Narrative (SHOULD)

With the new optimized process, as shown in Process Map BPMN (Should), the basic functions of the interview process are more direct, organized, and easy accessible. This is done by an automated online system or scheduler. All schedules from all participating parties will be requested, monitored, and analyzed through the online scheduler to create the best possible schedule for the interview. The Hiring Manager nominates interested candidates detailed in the online scheduler and gets notified of the response

once candidates accepts to proceed the interview. From there the Manager can customize interview requirements and choose a suitable interviewer. Another basic function for the online scheduler besides creating an optimize schedule and updating interview status is to quickly notify correct participants once everything is confirmed and in place.

Behavior Narrative (SHOULD)

In the new proposed interview process, it is expected for the active participants such as the candidate, interviewer, and hiring manager to interact with the online scheduler directly in order for this new process to proceed without delay. This way the online scheduler can use its algorithm to create an optimize schedule that best fits for all participants. Hence reducing the task of the hiring manager in reviewing and confirming the interview time slot. If there is a need to update an individual schedule, the online schedule is automated to readjust and calculate a new optimal schedule. It is also expected for the online scheduler to display detailed information on the interview progress for all parties.

Costs & Benefits:

Costs

Initial Investment:

- Online Scheduler - $20,000 (Utilizing open source to reduce initial investment)
- DBMS- $5,000
- Deployment Cost - $5,000

Operating Costs:
- Maintenance Cost: $5,000
- Training Cost: $2,000
- licenses for software: $5,000 annually

Benefits

Tangible:

- No need to have a Coordinator as a mediator for the process which saves 50,000$ Annually
- Faster Interview Scheduling
- One Step process to Schedule an interview

Intangible:

- Seamless and easy process to schedule an interview time that is comfortable with the interviewer and interviewee.
- Time Saving
- No Meetings would be scheduled at the same timing
- Less Stress, no hassles and confusions.

Other Processes Impacted

- Since there is no need of a Coordinator for the interview scheduling, the interviewers don't need to spend time responding to emails.
- The interviewers can themselves directly stay in touch with the candidate.
- The interviewers and Interviewees can have a look at their calendar to check their schedule for the day.
- Rescheduling is also very easy which makes the system more comfortable with the candidates.
- The process of booking/scheduling a slot makes the procedure effortless and seamless making it a great experience for the users.
- The HR department and Interviewers can spend the saved time on higher priority tasks and increase their productivity and efficiency.

Compliance

In order to make sure users are using the new and improved system the leadership of the organization needs to host a demonstration of the system in process. This allow for the audience and users to understand how to use the system. This also allow for the users to ask questions and get instant feedback. In the beginning it will be a hard adopted because of the new steps this process takes, but during the presentation it should highlight the benefits to all the manager working in the organization. User adoption can relatively adopt because there can be a rule where, in order to a candidate to be hired they must have taken the appropriate steps through the system to make an offer to a candidate.

Future Evolution of the System

- Future evolution of the system is to have an ATS system that advanced that it can find the perfect candidate for the job and integrate it with the online scheduler. Once the candidate is filtered out and all the dates available by the interviewer is provided then the online scheduler will automatically contact the candidate via email and inform the candidates all of the possible dates available. This will reduce the time taken for hiring by a significant percentage.
- Automatically suggest travel arrangements in case the candidate is not in close proximity of the interviewer's location.

References

1. MIS710-WS - Process Innovation & Management Lecture Notes
2. Rummler, Geary A. and Alan P, Brache:Improving Performance: How to Manage the White Space on the Organization Chart. Second Edition. Jossey-Bass Publishers, SanFran, 1995.