# Business Analysis and System Recommendation Report (BA&SR)

## Addressed to Fadil Abadi: CIO of Chesapeake IT Consultants

### Surtej Sarin

### Tonya Miller

### IFSM 300 – 6982

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## Background and Organizational Analysis

### Introduction

Chesapeake IT Consultants, Inc. (CIC) is an IT consulting company. Since May 2004, the company has been utilizing IT and management methodologies to help its clients achieve their business objectives. CIC’s clients are small to mid-tier businesses, non-profit organizations and government agencies. The company’s headquarters are in Baltimore, Maryland, and its satellite locations are in Herndon, Virginia and Bethesda, Maryland. According to Alvin Morrison, the company’s Chief Executive Officer (CEO), CIC relies on the quality and expertise of its consultants to provide high-quality IT-related services to clients on-site i.e. business process consulting, IT consulting, and IT outsourcing consulting. With an annual gross revenue of $80,000,000.00, the company plans on expanding by establishing partnerships with vendors abroad and incorporating consultants worldwide to provide remote research, analysis support, and help desk services. To keep up with its growing contracts, CIC requires an efficient and cost-effective, commercial, off-the-shelf software product to automate its recruiting and hiring process. The following sections explain how the new IT hiring system will benefit the company. First, the organizational strategy section will explain how the hiring system will support CIC’s business strategy and second, the components of an information system section will provide additional details on the hiring system and how it will support CIC’s employees, processes, and data.

### Organizational Strategy

The CIC goal is to provide extraordinary consulting services to its customers. It plans to achieve this through its strategy to employ highly skilled consultants, stay up-to-date of new business concepts and technology, develop new business concepts, and establish the best business practices. First, the new hiring system will support the strategy by reducing the hiring processing time. According to the Manager of Recruiting, Suzanne Rodriguez, “software applications for hiring that have enabled [companies] to reduce their hiring time by 15-20%.” The current manual hiring process is not scalable i.e. increasing the number of employees means increasing the number of recruiters in the HR department. Additionally, the manual process is slow and error prone. Administrative Assistant, Ted Anderson acknowledges, “when hiring volume is up, [he is] buried in paperwork and trying to keep all the applicants and their resumes straight, track their status in the process, and ensure everyone has what they need is very challenging.” By using an automated system, the process of hiring employees will be scalable, inexpensive, faster, and effective. As a result, CIC will have an advantage over its competitors by sending offer letters expediently. Second, a new IT hiring system will help with business intelligence. According to an article in the Harvard Business Review, “the idea behind applicant tracking software was to provide a simple first cut of applicants to see if they had the basic attributes the jobs required” (Cappelli, 2013). The software package could scan resumes to examine work permits, education, certifications, age, and even international labor laws to determine if CIC can recruit and hire employees. Moreover, having an automated hiring system will standardize tasks, improve business processes, help select the best candidate, and store resumes in system for future use. According to David T. Bourgeois, “The requirement to manage process documentation has been one of the driving forces behind the creation of the document management system” (Bourgeois, 2014). Ultimately, by using an IT automated hiring system, CIC can make better business decisions and have a more effective hiring process.

### Components of an Information System

* 1. People and Technology

The following points detail each stakeholders’ professional interests and in what manner the new IT hiring system can improve their work at CIC.

* + 1. *CEO: Alvin Morrison.* The CEO is primarily concerned with having knowledgeable and capable staff. HR needs to hire additional staff for future contracts in a quick manner. Soliciting new business is secondary to hiring the right people to deliver services to clients from the current contracts.
    2. *CFO: Marianne Cho.* According to the CFO, the new hiring system needs to be a cost-effective, reliable, and long-lasting; the technology solution should be able to track employee skill and certification data information to assess present capabilities.
    3. *CIO: Fadil Abadi.* The CIO needs the software solution to be compatible with existing system architecture, meet the strategic plan of utilizing Software as aService (SaaS), allow for quick deployments, follow the best industry practices, and include security software to protect clients’ data­. Additionally, it will be mobile compatible, portable, and continually updated, to meet the need of CICs distributed workforce, and offered globally.
    4. *Director of Human Resources: William Bradley.* The HR directors goal is to meet hiring and staffing demands, by moving to an easy-to-use automated system of processing applicants. The new system must reflect CICs growth, continue to expand capabilities, and be able to hire employees from countries around the world.
    5. *Manager of Recruiting: Suzanne Rodriguez.* The recruiting manager advises that due to the competitive market, the company should efficiently process applicants and provide job offers to qualified candidates, through supporting and improving the current hiring process. Specifically, the she requests to reduce the company’s hiring time and implement a solution before the next set of contracts are won i.e. must hire 75 (to as many as 150) staff in a 3-month period.
    6. *Recruiters: Paul O’Brien (along with Mac Thompson and Juliet Jackson).* According to recruiters, managers who issue job requisitions want the most qualified applicant hired as quickly as possible. An efficient system that can screen resumes, schedule interviews, access the calendar, sort candidates, and immediately provide the status of a candidate in the hiring process.
    7. *Administrative Assistant: Ted Anderson.* According to the administrative assistant, the new hiring system should enable many steps in the process to be done electronically. After selection of the most qualified candidate, the system should be able to send applications and resumes to the respective functional/hiring manager. Moreover, it should assist with feedback regarding interviews, availability, scheduling, and informing recruiters regarding the status of each interviewed candidate. The system should be effective during high hiring volumes and help the overall workflow.
    8. *Hiring Manager (in functional area).* It is important for the hiring manager to have well-qualified staff members to fulfill their clients’ contracts. Due to turnover, hiring new staff is both critical and time-sensitive. The hiring manager requests the system to include an electronic dashboard showing the status of nearby job openings, data on all qualified candidates who apply and their status in the hiring process. Additionally, the system should include an electronic scheduling of interviews on a calendar and be easy to use. Finally, to help with biding for contracts, the CIC hiring system should identify specific skillsets and experiences from the resume of its applicants.
  1. Processes

The following table lists and compares the existing manual hiring process with the proposed automated hiring system process, and highlights the business benefits of switching to the new hiring system.

|  |  |  |  |
| --- | --- | --- | --- |
| **Hiring Process**  Below are sub-processes that are part of the overall hiring process | **As/Is Process** | **To/Be Process** | **Business Benefits of Improved Process** |
| **Receiving applications** | Applications and resumes are mailed to the office or emailed to HR. | Candidate directly enters their resume into the hiring system on the secured company website. | Process applicants quickly and in larger quantities (resumes are not lost in the process), increased accuracy of data, save recruiters time, and notifications are instant. The onus is on the applicants. |
| **Matching applications with open job requisitions** | Manually done by recruiters from open job requisitions issued by managers. | The new IT system should automatically be able to match candidates for the job. This will be done because the candidate will apply for the appropriate job bucket at the time of sent application. | Efficient, scalable, convenient, and accurate, high return on investment, and automatic sorting. |
| **Screening Resumes** | Recruiters  screen the  resumes and  select the best  candidates for  a position, which are forwarded to the managers. | The system will automatically disqualify the candidate that do not meet the requirements for the job i.e. qualifications, skills, security clearances, work visa, and so on. | Reduce time spent by recruiter to weed out unqualified candidates, repeatable process, accurate, objective unbiased/neutral process (no human bias), and efficient. |
| **Scheduling Interviews** | Feedback from the functional/hiring managers is given to the administrative assistant who manually schedules the interviews based on availability of applicants and the interview team member. | The electronic system will automatically check the availability of the hiring manager via their calendar. Then the administrative assistant will contact the candidate and schedule the interview. The system will automatically generate a report and an email notification be sent directly to the hiring manager for confirmation. | The process is more efficient, accurate, and quick, hence more time given to admin assistant and hiring manager. |

* 1. Data/Information

The CIC's hiring system needs to capture and preserve the following data elements to match candidates with jobs, maintain status of the candidates, and help with the hiring process.

|  |
| --- |
| **Data/Information Requirement** |
| 1. Name, contact information, and resume of qualified candidate |
| 1. Status of candidate in the process |
| 1. Interview date and location |
| 1. Feedback section from interview team |
| 1. Job location and description |
| 1. Job salary |
| 1. Job requirements i.e. education level, skills, and years of experience |
| 1. Job status (filled/vacant) |
| 1. Position title |
| 1. End date of hiring for job |

## 

## Strategic Use of Technology

### Decision-Making

The decision-making process in every organization is critical to meeting its business goals and it is divided into three levels: operational, managerial/tactical, and strategic; specifically for the CIC, business decisions are supported by a hiring system software, as shown in the following table.

|  |  |  |
| --- | --- | --- |
| **Role** | **Level** | **Example of Possible Decision Supported by Hiring System.** |
| **Senior/Executive Managers**  *(Decisions made by the CEO and the CFO at CIC supported by the hiring system.)* | Strategic | CEO: Bid on more contracts supported by hiring system to service those contracts, monitor actual projects won and determine client satisfaction due to high performance of candidates.  CFO: Approve funds for projects that are providing greatest value to clients based on clients’ feedback on productivity and performance of the employees. Periodically provide feedback to shareholders by return on investment achieved by the use of the new hiring system by charting trends on return on investment. |
| **Middle Managers**  *(Decisions made by the Director of HR and the Manager of Recruiting supported by the hiring system.)* | Managerial/Tactical | Monitor monthly payroll budget i.e. check hours worked and overtime.  Recruit and process applicants and give offers to chosen candidates efficiently. |
| **Operational Managers**  *(Decisions made by the line managers in the organization who are hiring for their projects supported by the hiring system.)* | Operational | Prepare the interview, scan resumes, and give feedback to HR, and decide on well-qualified candidates for the team in order to fulfil contracts in a timely manner. |

### Communication

The new hiring system will improve both internal and external communications at CIC by distributing information from senders to receivers. The purpose of internal communication is to exchange information between employees in various departments within an organization (Bourgeois, 2014). Firstly, the business process management (BPM) workflow of the hiring process is directly supported by a built-in hiring software. The HR department sends applicants’ information to hiring managers, which are then notified in the system through emails - communication tool and feedback – notes section. External communication on the other hand is used to maintain relations between those within the company and external parties, often with a significant distance between the sender and receiver (The Business Communication, 2014). This is especially relevant when reaching out to possible candidates, as HR will utilize the hiring system to automatically send out job openings. During the interview process, HR recruiters will remain in constant communication with applicants, receive resumes, issue time slots, check availabilities, schedule interviews, provide feedback and information i.e. office mailing address, and give offer letters if candidates are selected. This ties into CICs organization’s strategy of employing highly skilled consultants because an automated hiring system will help HR effectively determine well-qualified candidates while standardizing tasks and reducing hiring time.

### Collaboration

As defined in Oracles white paper on *The Business Case for Enterprise Collaboration*, “Enterprise Collaboration is a process in which the right people connect with the right expertise or information at the right time to drive the right business decision.” A hiring system will improve collaboration internally within CIC by supporting teams and performing key organization activities. For example, the Hiring Manager (in functional area) mention that “[he or she] is not as responsive to HR as [he or she] should be but…look to recruiters to stay on top of [the hiring of new staff].” An automated hiring system can greatly assist in the collaboration between the hiring manager and HR recruiting team. According to Administrative Assistant, Ted Anderson, HR will manually “route…applications and resumes via interoffice mail to the respective functional/hiring manager, receive their feedback on who they would like to interview and who should be involved in the interviews, schedule the interviews based on availability of applicants and the interview team members, collect the feedback from the interview team and inform the assigned recruiter of the status of each candidate who was interviewed.” By implementing an electronic system to facilitating this process, the HR staff will work together with the Hiring Manager and vice versa in order to effectively and efficiently hire new candidates.

### Relationships

By implementing an enterprise hiring system, CIC will foster stronger relationships with its applicants and/or protentional employees. Relationships in organizations are built on trust i.e. the expectation that employees can rely on their organization. According to an article published by the Harvard Business Review, this involves “past interactions with their company, whether [employees] feel like things are done fairly, openness in communication, whether their values are consistent with the company’s values, the reliability of the company, and their perceptions of their company’s motives” (Gavett, 2014). Communication and trust in organizations derives from both openness and transparency. In the case of CIC, this means HR should be providing accurate information to its applicants in the hiring process. The hiring system will let CIC record everything in black and white, and provide information to its applicants such as, the start date and required qualifications of a position. The hiring system is essential for building trust with future employees because it involves zero miscommunication, offers little to no chance of errors, increases integrity of data, and provides clear instructions and measures for both the CIC HR staff and applicants.

### Structure

As information moves through an organization, a standard organizational structure helps determine how supervision, allocation and coordination of tasks are directed to meet business goals (Pugh, 1990). Similar to CIC, Whole Foods, Xerox, and Motorola utilize team structures in which each organization is constituted by groups with synergy amongst competent individual. Each candidate, recruiter, and manager is to be respectively measured by same yard stick and follow the same process. Since the hiring system software has a built-in workflow structure, it automatically provides checks if each participant is performing his or her part in the hiring process. The hiring system at CIC will help aid in the process of hiring applicants by involving every stakeholder. When receiving applicants, candidate will directly enters their resume into the hiring system on the secured company website, HR recruiters will monitor matched candidates for the appropriate job bucket at the time of sent application and disqualify the candidate that do not meet the requirements for the job, the Administrative Assistant will contact the candidate and schedule the interview, and automatically generate a report and an email notification to be sent directly to the Hiring Manager.

### Competitive Advantage

According to “Competitive Advantage” a book by Michael Porter, “Competitive advantage is a function of either providing comparable buyer value more efficiently than competitors (low cost), or performing activities at comparable cost but in unique ways that create more buyer value than competitors and, hence, command a premium price (differentiation)” (Competitive Advantage, 2008). Improving the hiring process will help achieve CIC’s competitive advantage, by providing a faster process time and hiring window. Candidate will be hired before competitors and biding for contracts will be quick and more efficient. This is a competitive advantage because it will reduce the hiring time. According to the Manager of Recruiting, Suzanne Rodriguez, “software applications for hiring that have enabled [companies] to reduce their hiring time by 15-20%.” The automated hiring process will be scalable, quick, and error free. Moreover, CIC can utilize data mining to collect data/information that will be in the hiring system for strategic advantage by capturing and preserving data elements to match candidates with jobs and maintain status of the candidates. For example, CIC can find matches for both new and existing employees in timely manner, meaning employees will not on bench and every employee’s next project will be the right project, since he or she will already meet the required qualifications.

## Strategic and Operational Outcomes

### Strategic Outcomes

1. Strategic Goal/Objective 1 – Speed up the hiring process

CICs management direction gives one key strategic goal/objective to “automate the hiring process and shorten the time it takes to hire new employees.” According to the Manager of Recruiting, Suzanne Rodriguez, “software applications for hiring that have enabled [companies] to reduce their hiring time by 15-20%.” The new hiring system will reduce the time needed to hire applicants and replace the current manual process by efficiently screening resumes, scheduling interviews, accessing calendar, sorting candidates, and providing the status candidates along the hiring process.

1. Strategy Goal/Objective 2 – Make the hiring process scalable

Another goal of CIC is scalability and expansion. The current manual hiring process is not scalable i.e. increasing the number of employees means increasing the number of recruiters in the HR department. Administrative Assistant, Ted Anderson acknowledges, “when hiring volume is up, [he is] buried in paperwork and trying to keep all the applicants and their resumes straight, track their status in the process, and ensure everyone has what they need is very challenging.” By using an automated system, the process of hiring will be scalable because the processes will be standardized, repeatable, and manageable with increased hiring volumes. Furthermore, it will support the overall workflow at CIC and allow recruiters to track feedback regarding interviews, availability, scheduling, and informing them regarding the status of each interviewed candidate even with large quantities of applicants.

1. Strategy Goal/Objective 3 – Hire well qualified applicants

It is important for the hiring manager to have well-qualified staff members to fulfill their clients’ contracts. According to the CFO, “the ability to track skills and certifications of the current staff so we know who has what capabilities when certain expertise is needed on a project” would help the company financially and it would allow CIC to “put the right person in the right place at the right time.” The new hiring system will disqualify candidates that do not meet the required qualifications and skills for the job. This ties into CICs organization’s strategy of employing highly skilled consultants because an automated hiring system will help HR effectively determine the best-qualified candidates.

### Process Analysis

The following table represents the processes involved in the current manual hiring process and hiring process steps are organized from start to finish, as discussed by employee interviewees at CIC. According to Techopedia, “Business process analysis (BPA) is the analysis of various business operations classified into processes, or series' of related tasks, where observation revolves around the specific ways in which these processes happen along a life cycle from beginning to end.”

|  |  |
| --- | --- |
| **Hiring Process Step** | **Responsible CIC Position** |
| * + 1. Receive application from job hunter | Recruiter |
| * + 1. Match applications with open job requisitions | Recruiter |
| * + 1. Screen resumes | Recruiter |
| * + 1. Route applications and resumes via interoffice mail to the respective functional/hiring managers | Administrative Assistant |
| * + 1. Provide feedback on who to interview based on review of candidates’ applications and resumes | Hiring Managers |
| 6. Collect feedback from functional/hiring managers on who to interview and who should be involved in the interview | Administrative Assistant |
| 7. Schedule interviews | Administrative Assistant |
| 8. Provide feedback on candidates after scheduled interview | Hiring Managers |
| 9. Collect the feedback from the interview team | Administrative Assistant |
| 10. Inform the assigned recruiter of the status of each candidate | Administrative Assistant |
| 11. Select candidates | Hiring Manager |
| 12. Extend Hiring Offer to Selected Candidate | Recruiter/Hiring Manager |

### Requirements

The following table specifies the essential user, reporting, security, and system performance requirements for the new automated hiring information system, as discussed by employee interviewees at CIC. System analysis requires identifying “business requirements and…the specific details of a system that needs to be built” (Bourgeois, 2014).

• 4 user requirements (what users will be able to do with the product (functional) requirements (numbered in the table as U-#). requirement in this section

• 1 reporting requirement (UR-#)

• 2 software requirements related to security (SS-#)

• 3 software requirements related to system performance requirements (SP=-#)

|  |  |  |
| --- | --- | --- |
| **Requirement Number** | **Requirement** | **Source (individual) from Case Study – name and title** |
| U-1 | Prepare job offer for chosen candidate | Recruiter – Paul O’Brien |
| U-2 | Screen applications and resumes | Recruiter – Paul O’Brien |
| U-3 | Schedule the interviews based on availability of applicants and the interview team members | Administrative assistant –  Ted Anderson |
| U-4 | Inform the assigned recruiter of the status of each  candidate | Administrative assistant –  Ted Anderson |
| UR-1 | Dashboard report of the open jobs and status of qualified candidates and where they are in the application process | Hiring Manager (in functional area) |
| SS-1 | The hiring system should implement all required security controls | CIO – Fadil Abadi |
| SS-2 | The hiring system will protect and encrypt clients’ data at rest and in transit | CIO – Fadil Abadi |
| SP-1 | Improve efficiency of manual hiring system by reducing errors and automating processes | Director of HR – William Bradley |
| SP-2 | Reduce the time it takes to hire new candidates | Manager of Recruiting –Suzanne Rodriguez |
| SP-3 | Make the hiring process scalable | Administrative assistant –  Ted Anderson |

## System Recommendation

### Benefits of an Enterprise Solution

An enterprise system solution is a software "built around thousands of predefined business processes that reflect best practices" (Laudon & Laudon, 2006, p. 265). Organizations have adopted enterprise systems in their business and IT departments for two main reasons: “(1) organizational development/acceptability to the business, and (2) the availability of appropriate technology” (University of Maryland University College, 2017). Enterprise system solutions integrate many parts and processes of a business and allow managers to manage the enterprise with real-time operations and improve decision making. In general, enterprise system solutions are implemented as IT systems to plan, manage and utilize resources in organizations. For instance, TeleAnalysis recently reported Vodafone Business Services (VBS) “launched a cloud based enterprise solutions through which firms can manage their field staff more efficiently” (Vodafone Business Services Launches Enterprise Solution To Manage Filed Staff – TeleAnalysis, 2017).

Organizations that implement enterprise systems benefit from faster information processing, smoother operations, smarter and effective decision making, and profitability. Chesapeake IT Consultants (CIC) will benefit from such an enterprise system solution by delivering world-class service and meet business goals by automating its hiring system and reducing its hiring processing time. Specifically, the new system will standardize tasks and, as requested by the HR team, “help the workflow and enable many steps in the process to be done electronically.” Moreover, it will improve business processes, facilitating tasks between the recruiters and managers, and scan applications and resumes in system, to select the best-qualified candidate. Additionally, as CFO Marianne Cho needs a cost-effective solution to be implemented in a relatively short period, the new system will be a quick and inexpensive solution which will become the heart of CICs IT and HR infrastructure.

### Proposed IT Solution

Businesses are leveraging technology with the talent acquisition process and are resultantly transforming their recruiting process. JazzHR (formerly Resumator) founded in 2009, is a Software as a service (SaaS) HR system that improves the hiring process of small to mid-size businesses (SMB) by providing a software solution for job posting and syndication, applicant tracking, interviews and assessments, offers and eSignatures, reporting and compliance, and support (About Jazz | HR Technology for SMBs, n.d.). JazzHR is a solution that meets and exceeds the requirements for a new hiring system at CIC. As mentioned CEO of CIC: Alvin Morrison, “what is critically important is that the right people can be in place to fulfill our current contracts and additional talented staff can be quickly hired to address needs of future contracts.” JazzHR allows the HR team to collaborate closely with hiring managers to recruit and interview prospective employees. The system supports the workflow and allows managers to file open job requisitions, schedule calendars, give feedback regarding interviews, access applicant data and send emails on a mobile device, and track status of each applicant in the applicant pool with the JazzHR applicant tracking system. The CFO Marianne Cho states that she needs a cost-effective solution to be implemented in a relatively short period. JazzHR will improve the current hiring process at CIC by automating the hiring processes with its built-in software and metric reports, allowing recruiters to communicate with and hire a larger quantity of applicants in a shorter amount of time.

### How the Proposed IT Solution Meets the Requirements

The following table lists the user, reporting, security, and system performance requirements listed in section 3: Strategic and Operational Outcomes, as discussed by employee interviewees at CIC, and explains how these are satisfied by the new automated hiring system.

|  |  |  |  |
| --- | --- | --- | --- |
| **Req.**  **Number** | | **Requirement**  **(from Requirements table in Section III)** | **Explanation of How the Proposed System Meets the Requirement** |
| U-1 | Prepare job offer for chosen candidate | | The JazzHR system allows users to create offer letters using a variety of templates and to generate letters, it has embedded forms with tokens and fields to be accessed from a Word document at a later time. Moreover, the system allows *drafting version control* i.e. accessing previously drafted offers and declines at any time. Additionally, JazzHR can expedite onboarding and pre-employment by requesting potential employees for eSign –  electronic signatures. | |
| U-2 | Screen applications and resumes | | JazzHR allows the HR team to manage and screen resumes on-the-go through the *Candidate Quick Screen*, a mobile-friendly page that allows the team to select the best-qualified candidates. To decide on candidates, the HR team and hiring managers can automatically vote to select or reject an applicant for an open job. | |
| U-3 | Schedule the interviews based on availability of applicants and the interview team members | | With JazzHR recruiters can sync their personal calender and the JazzHR interview calendar to fine available interview times. Moreover, JazzHR allows the hiring team to prepare for interviews with sharable discussion notes and questions. Post-interview the recruiting team can compare candidates with score-based evaluations and a variety of templates. Additionally, with automation in mind, candidate rejection emails and/or requests for interviews can be done automatically using a variety of JazzHR's *customizable message response templates*. | |
| U-4 | Inform the assigned recruiter of the status of each  candidate | | JazzHR has an *applicant tracking system* and through recruiting workflows, it can “track the progression of your candidates through customizable [or default] recruiting stages” which can be accessed by hiring managers for specific positions. | |
| UR-1 | Dashboard report of the open jobs and status of qualified candidates and where they are in the application process | | JazzHR has an *applicant tracking system* and through recruiting workflows, it can “track the progression of your candidates through customizable [or default] recruiting stages” which can be accessed by hiring managers for specific positions. Additionally, hiring managers can contact candidates by syncing their inboxes with JazzHR for recruiting messages and auto-send pre-drafted emails to candidates as the recruiting process progresses. | |
| SS-1 | The hiring system should implement all required security controls | | JazzHR adheres to the following two main certifications regarding security measures i.e. Payment Card Industry (PCI) and Data Security Standards (DSS). | |
| SS-2 | The hiring system will protect and encrypt clients’ data at rest and in transit | | The JazzHR API is encrypted and secured with SSL/HTTPS, along with a JazzHR login which is a thirty-two digit alphanumeric password authentication. Further information about its API can be accessed from the following two URLs: (1) <http://www.resumatorapi.com/v1/> (2) <https://success.jazzhr.com/hc/en-us/articles/222540508-API-Overview>  Additionally, the JazzHR system has option for organizations for a multi-factor authentication and allows for data backup in several geographical (GEO) regions. | |
| SP-1 | Improve efficiency of manual hiring system by reducing errors and automating processes | | JazzHR provides users with *recruiting reports* which detect inefficiencies hidden the recruiting process and *pipeline reports* which detect bottlenecks and find solutions in the recruiting process. Moreover, *Sourcing HR reports* identify the locations of well-qualified candidates to allow recruiters to enhance recruit efforts in certain areas. JazzHR also allows for efficiency metrics that compare hiring times and performance with competitors, tracking milestones from job requisition, application, and job offer. | |
| SP-2 | Reduce the time it takes to hire new candidates | | JazzHR reduces the time it takes to hire candidates through features like candidate metrics such as character metrics, top skill metrics, and top school metrics which gives insights to what skills and universities match what candidate for specific job positions. Additionally, JazzHR allows for rapid job posting i.e. CIC can “post jobs online to dozens of popular free job boards with a single click. Purchase job traffic through pay-per-click and pay-per-post job boards around the web.” JazzHR also has a mobile-ready and customizable applicant app, which allows recruiters to quickly post job openings and applicants to access job applications through their mobile device. Furthermore, JazzHR allows CIC to benefit from referrals “creating and managing a company-wide referral program fast, easy, and super-efficient.” | |
| SP-3 | Make the hiring process scalable | | JazzHR includes workflows, which automate the hiring process i.e. auto-assign tasks, emails, questions. Workflow Helper allows the hiring team “ensure that [its] hiring process is consistent while automating repetitive tasks and reminders” (Workflows Overview, n.d.) | |

### Implementation Steps

The following steps address how CIC will implement JazzHR automated hiring system and adapt its current IT infrastructure for its HR department.

1. Vendor agreement

To start using JazzHR and access its various hiring capabilities, CIC must become a member and pay for a subscription with Jazz. Additionally, it must setup a company account, which it can manage its owners and admins and edit company and billing information. JazzHR offers 21 days free trial for using its software. While JazzHR comes in three different subscriptions: Hero, Plus, and Pro, JazzHR Pro is a subscription for $309 a month for a 1-year contract and will best allow CIC to optimize which candidates to hire and how to hire them. JazzHR Pro includes the following features: Job Postings & Syndication, Applicant Tracking System, Interviews & Assessments, Offers & eSignatures, and Reporting & Compliance. Moreover, JazzHR will allow any organization to hire unlimited number of candidates with unlimited use licenses (ATS Pricing, n.d.).

2. Hardware and telecommunications

In the case of implementing JazzHR in its IT infrastructure, as related to hardware, CIC needs to support one of the following operating system: Windows 7, Windows Vista, Windows XP, Mac OS, Linux, HP-UX, AIX, Solaris, Unix, IBM OS/400, Web browser (OS agnostic), Windows 2000, Windows 8, or Windows 10. Additionally, referring to the kind of telecommunications needed for the solution i.e. local connectivity and Internet access, CIC will need to enable TLS 1.1 and 1.2 and ensure the company’s firewall allows for connectivity with Jazz website and accept certificates. Moreover, Jazz support the following web browsers: Internet Explorer 11, Mozilla Firefox (Newest Version), Google Chrome (Newest Version) and Safari (Newest Version). Additional hardware and telecommunication requirements should be monitored by the IT team during implementation of the JazzHR system software.

3. Configuration

For configuring the off-the-shelf system, JazzHR allows CIC to perform account access and setup, such as modifying roles and privileges for different users and assigning groups, Moreover, it allows CIC to configure and sync its google calendar, outlook calender, time zones, website, and linkedin information to the JazzHR software. Configuring the data is done through the organizations account page and CIC is responsible for performing the changes to its account. For instance, the hiring managers will post jobs, admin will assess user accounts, and IT team will perform integrations and consolidate company data.

4. Testing

Looking at system requirement, SP-1: *Improve efficiency of manual hiring system by reducing errors and automating processes*, CIC will be able to test the system to see if it is working properly by tracking employee data. JazzHR gives recruiting reports which detect inefficiencies hidden the recruiting process, while pipeline reports detect bottlenecks and find solutions in the recruiting process. Additionally, sourcing HR reports identify the locations of well-qualified candidates to allow recruiters to enhance recruit efforts in certain areas. JazzHR also allows for efficiency metrics that compare hiring times and performance with competitors, tracking milestones from job requisition, application, and job offer. CIC will be able to test the efficiency of its new automated hiring system with the reports provided by JazzHR for every applicant and will allow managers a chance to visualize the data to make informed business hiring decisions.

5. Employee preparation

a. Leadership

To prepare employees in Leadership, CIC will need to direct managers to use the hiring system, and teach all of the features of the application to their employees. Moreover, CIC will expound upon the system to involve and utilize each member of the hiring team, including admins, managers, and recruiters. Creating a collaborative environment, the new hiring process will become more familiar and easy-to-use. This will need to include efforts by the CEO of CIC, as the CEO of an organization “helps a transformation succeed by communicating its significance, modeling the desired changes, building a strong top team, and getting personally involved.” (Aiken and Keller, 2007).

b. Change Management

According to Chron.com, “‘Change management’ is a term used to describe significant alterations to an existing business model, philosophy or business approach, designed to improve a company’s overall operations” (McQuerrey, n.d.). Above all, CIC will need to update its existing manual hiring system to an automated hiring system. In order to do so, this process will need CIC to provide accountabilities for which employees have the ability to identify, approve, and deploy changes in automated system. The current business environment will need a shift in processes and methods of processing data, as current efforts are not scalable and inefficient. Two specific things CIC can do to effect positive change is through educating subordinates and setting clear expectations. Firstly, CIC should provide employees with resources and training to improve their performance and role in the organization. Secondly, managers can support this process by establishing policies, goals, timelines, and communication for their employees.

c. Training

CIC will ensure that employees, including the hiring managers, recruiters, and administrative assistants, will have access and know how to use the JazzHR. JazzHR Assistant, provided by Jazz, is a step-by-step process to using JazzHR. This tool provides employees with video walkthroughs and guidelines to follow using industry standard processes to post jobs, optimize screening, and provide offers.

6. Data migration

Currently CIC employs a manual process of data storage, retrieval, output. After implementing JazzHR its hiring system processes will become automated. Existing data needed to be entered into the system initially would include those listed in data/information table in Section 1, such as job location, description, salary, requirements, status, title, and dates. However, JazzHR has a dedicated Data Migration team to import data from old systems into the Jazz hiring system. Since this process is detail-oriented and lengthy, the CIC team can get in touch with the Jazz Data Migration team to see if they can process manual documents into the system with an email request at [support@jazz.co](mailto:support@jazz.co).

7. Maintenance

All updates and corrections to the system are provided by the Jazz IT team. As JazzHR is a Software as a service (SaaS), hosted remotely, CIC does not need to perform any software updates and operations of any systems related to Jazz. Being a SaaS solution, JazzHR is “easier to try, easier to buy, no installation, easier to upgrade and generally, there is less of a need for an additional department, like IT to get involved” (SaaS Maintenance Software vs Hosted Software, 2016). However, if there are any changes to the API, CIC will need to adjust its processes to comply with the software.

### Conclusion

By implementing JazzHR, a Software-as-a-Service (SaaS) applicant tracking system, CIC will be able to meet its business goal of hiring well-qualified candidates in a timely manner. JazzHR is a cost-effective, commercial, off-the-shelf automated software solution that will revolutionize the current manual hiring process at CIC. It will allow users to “post jobs, mirror any internal approval processes and syndicate jobs to numerous free and paid job boards from one spot.” (About Jazz | HR Technology for SMBs, n.d.). Furthermore, JazzHR allows users to track applicants, write reports, manage the interview process entirely within the Jazz portal, and process onboarding paperwork for its numerous applicants. JazzHR is a tool that best meets the need of CIC, presently and for the future. This new automated hiring system will allow CIC to grow its employees and continue to provide excellent IT services for the benefit of its stakeholders. Overall, by using JazzHR as its new automated hiring system, CIC will have a more effective hiring process and provide stronger business solutions.

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