



Department of Employee Relations Hiring Process Review

CITY OF MILWAUKEE INTERNAL AUDIT DIVISION – JULY 2020

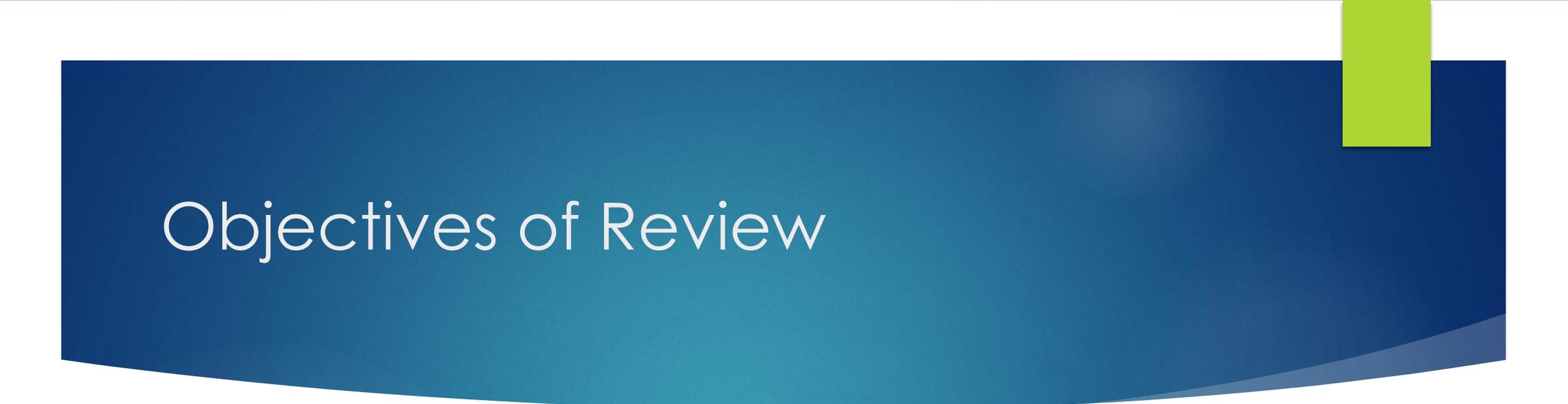
Agenda

1. Scope of Review
2. Objectives of Review
3. Simplified Process Overview
4. New Hire Survey Results
5. Hiring Manager Survey Results
6. Opportunities for Efficiency

Scope of Review

The scope of the review encompasses the hiring process, specifically including DER's involvement in recruitment, examination, certification and referral. The time period covered includes the current state of the hiring process.

Review activities consist of process walkthroughs, process flow documentation, observations, interviews, and review of policies and procedures and applicable regulatory requirements. During the performance of these activities, the hiring process was evaluated while taking into account City policy, procedure, and applicable Federal and State law, and civil service requirements.



Objectives of Review

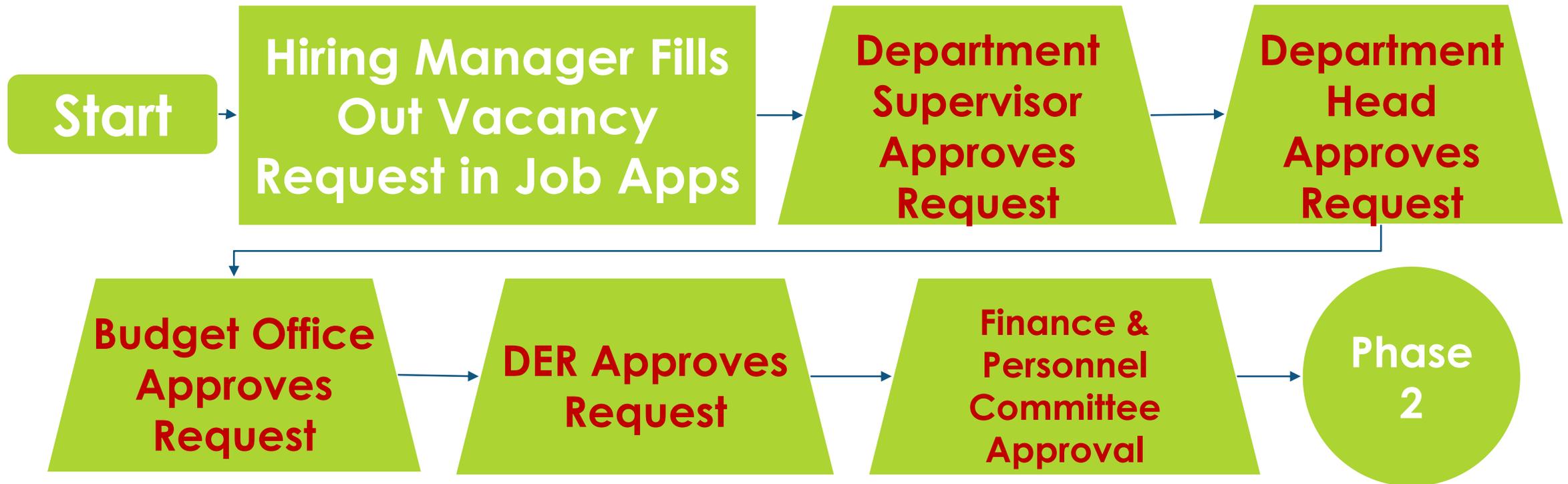
1. Review, document, and assess hiring practices for efficiency, while taking into account City policy, applicable Federal and State law, and civil service requirements.
2. Review, document, and assess whether the DER hiring process is compliant with department policy, applicable Federal and State law, and civil service requirements.



PROCESS OVERVIEW

Simplified Process Overview with Approvals

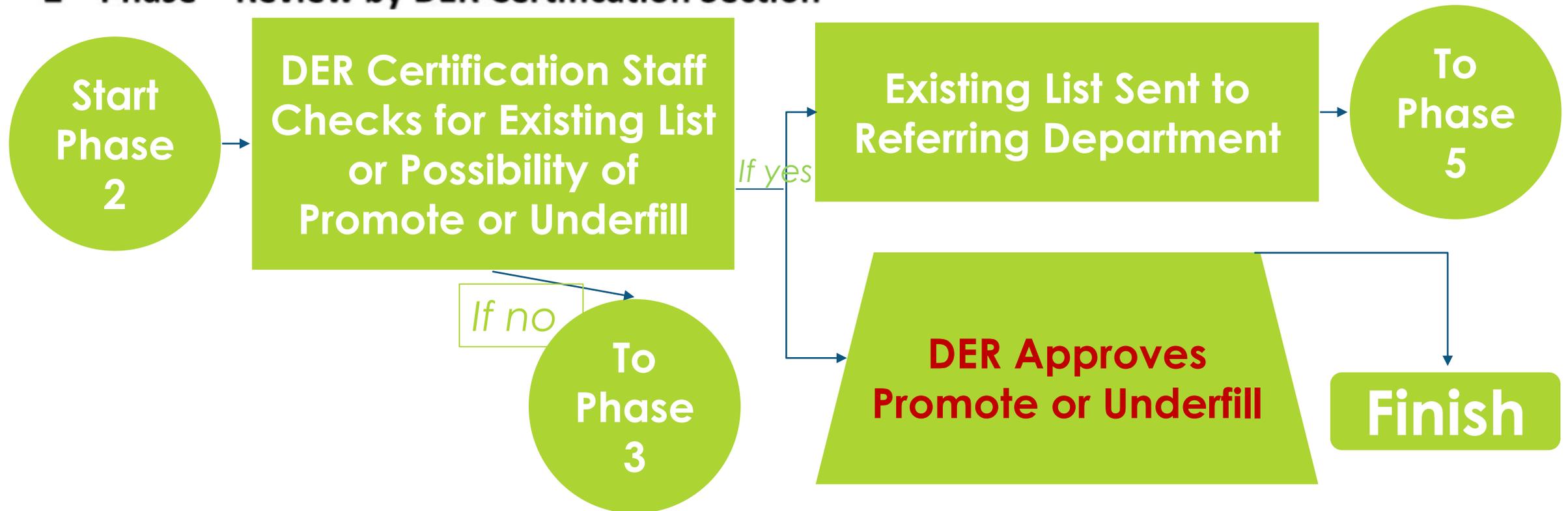
1st Phase – Request to Fill



Note: Texts in red signifies a required approval.

Simplified Process Overview with Approvals

2nd Phase – Review by DER Certification Section



Note: Texts in red signifies a required approval.

Simplified Process Overview with Approvals

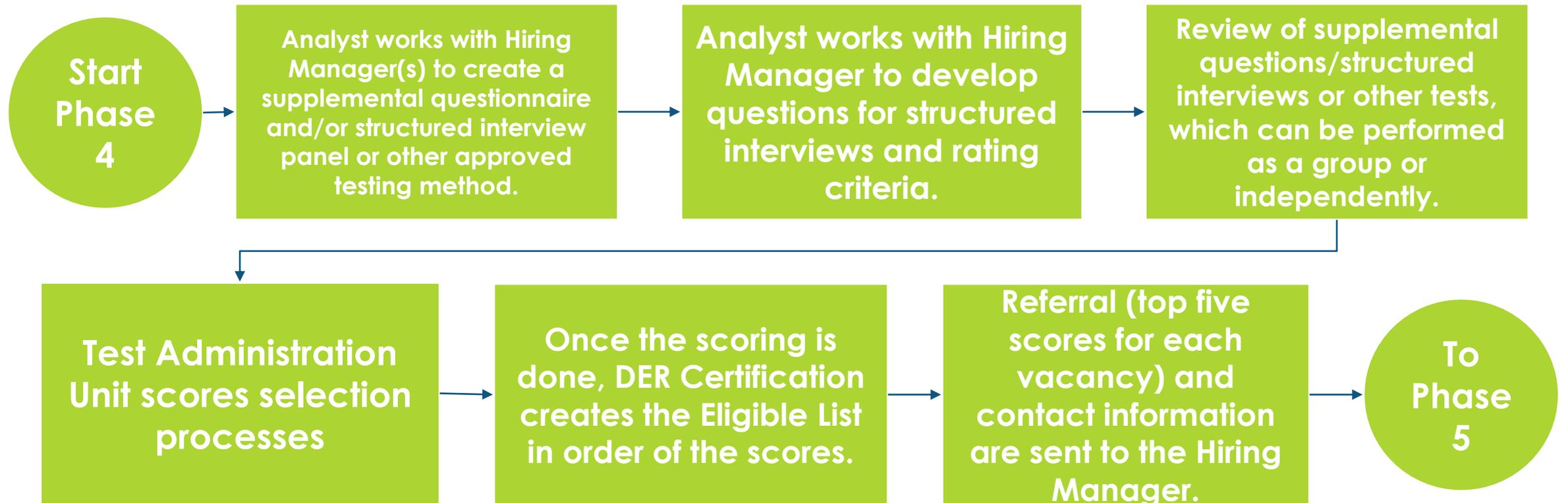
3rd Phase – Job Announcement/Analysis/Recruitment



Note: Texts in red signifies a required approval.

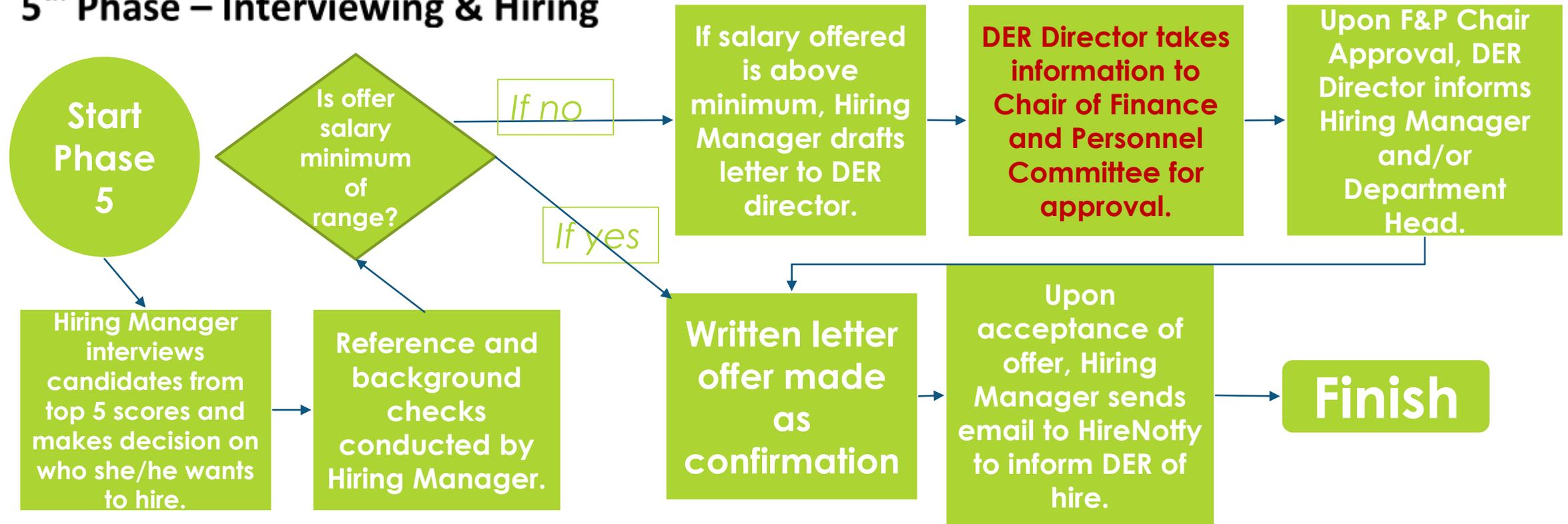
Simplified Process Overview with Approvals

4th Phase – Selection Process/Eligible List



Simplified Process Overview with Approvals

5th Phase – Interviewing & Hiring



Note: Texts in red signifies a required approval.



NEW HIRE SURVEY RESULTS

Survey response rate

Surveys Sent	258
Responses Received	159
Response Rate	62%

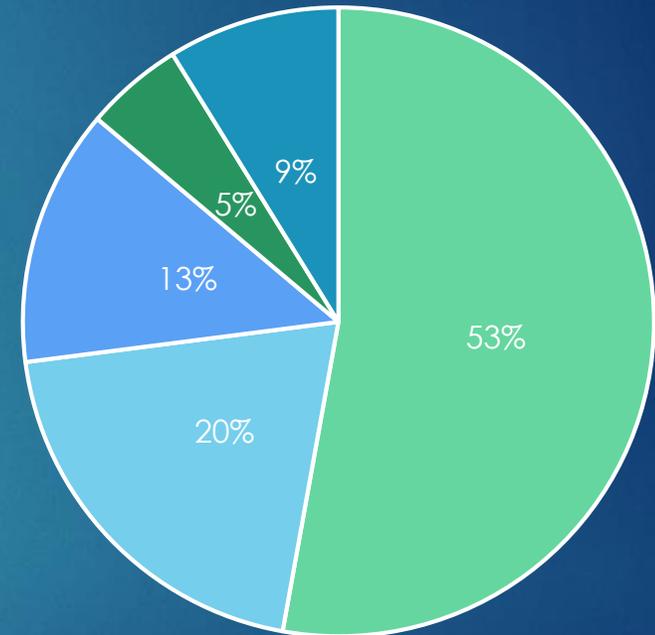
Survey was sent to employees with a hire date of 1/1/19 to 9/30/19 to the email address on file. (Note: MPD, MFD & Election Commission excluded.)

Q1: How did you find out about the employment opportunity with the city?

ANSWER CHOICES	RESPONSES	
City Website	52.83%	84
Referral	20.13%	32
Online job board/professional website	13.21%	21
City E-Notify	5.03%	8
City Recruiter	1.89%	3
Social Media	1.26%	2
Job fair	0.00%	0
TOTAL		159

Note: Choices not listed totaled 9 in addition to the 150 above.

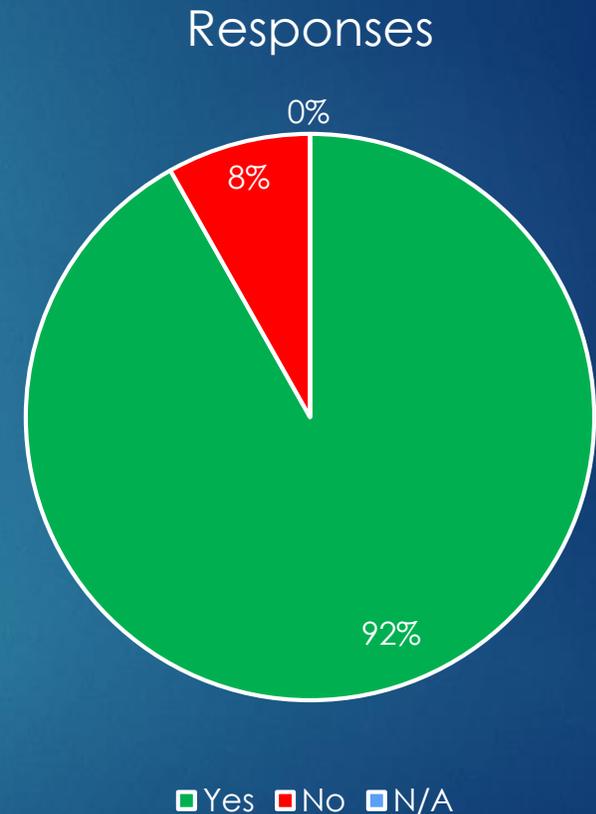
Responses



■ City Website ■ Referral ■ Online Job Board ■ E-Notify ■ Other

Q2: Was the description of the job and the job requirements clear and understandable?

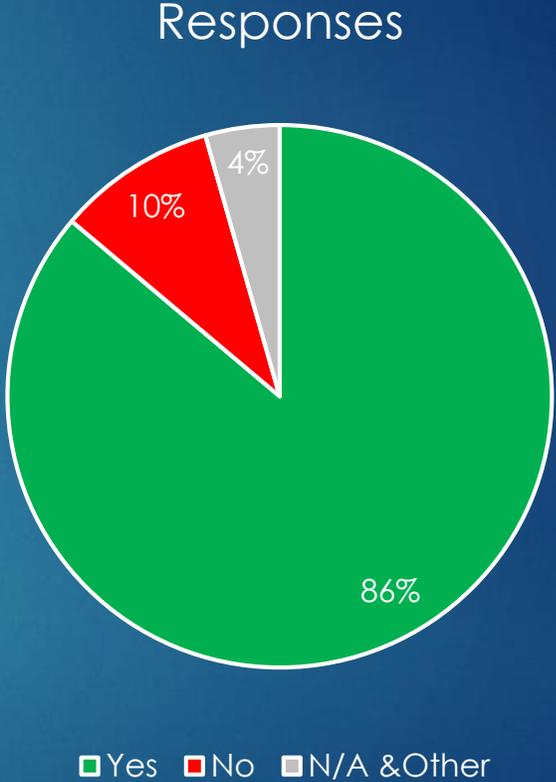
ANSWER CHOICES	RESPONSES	
Yes	91.82%	146
No	8.18%	13
Not applicable	0.00%	0
TOTAL		159



Q3: Was the application process clear, understandable and user-friendly?

ANSWER CHOICES	RESPONSES	
Yes	86.16%	137
No	9.43%	15
Not applicable	2.52%	4
TOTAL		159

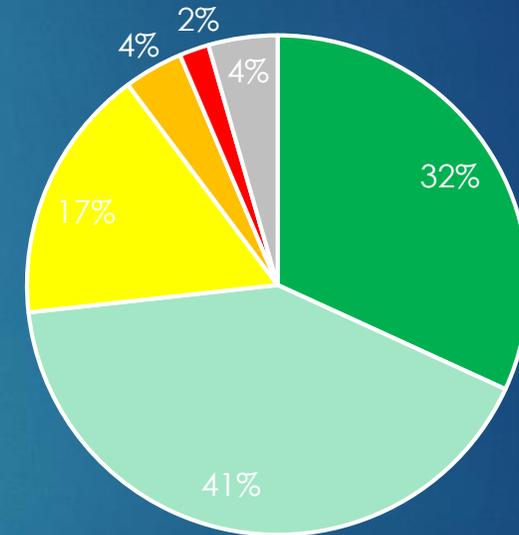
Note: Choices not listed totaled 3 in addition to the 156 above.



Q4: How satisfied were you with your interactions and communications with the recruitment and testing staff from the Department of Employee Relations during the process (i.e. recruitment through final score)?

ANSWER CHOICES	RESPONSES
Very satisfied	31.85% 50
Satisfied	41.40% 65
Neither satisfied nor dissatisfied	16.56% 26
Dissatisfied	3.82% 6
Very dissatisfied	1.91% 3
Not Applicable - I did not interact with the Department of Employee Relations during the process.	4.46% 7
TOTAL	157

Responses

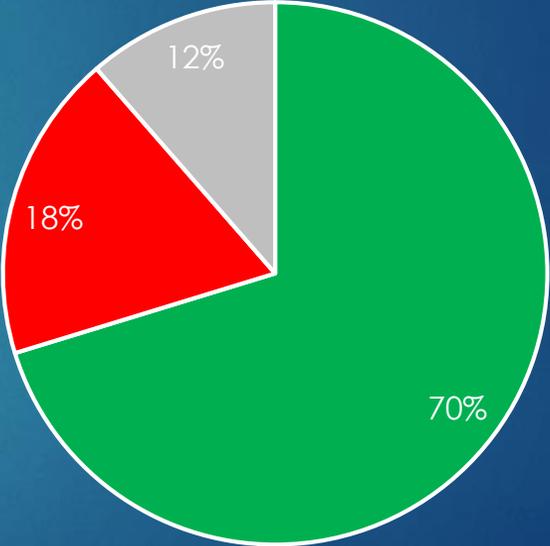


- Very Satisfied
- Satisfied
- Neither
- Dissatisfied
- Very Dissatisfied
- N/A

Q5: Were you able to easily obtain useful information about the status of your application at various points during the process (e.g., application received, application assessed, application referred) by calling the Department of Employee Relations or checking your personal status on JobApps?

Responses

ANSWER CHOICES	RESPONSES	
Yes	70.25%	111
No	18.35%	29
Not Applicable	11.39%	18
TOTAL		158

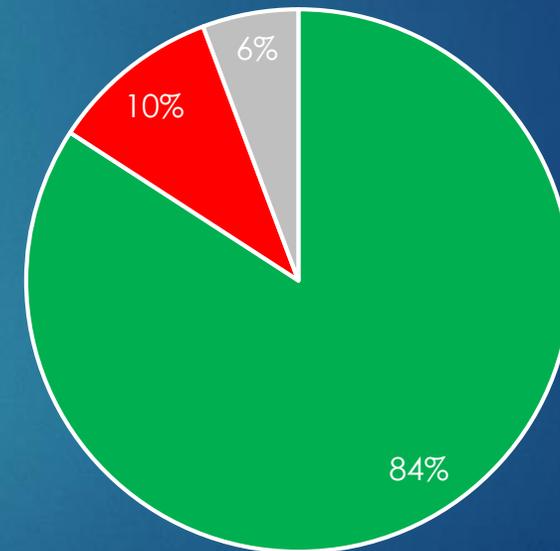


■ Yes ■ No ■ N/A

Q6: Do you feel the application and examination process (i.e., prior to departmental interview) effectively assessed your qualifications for the knowledge, skills and abilities required for the position?

ANSWER CHOICES	RESPONSES	
Yes	84.18%	133
No	10.13%	16
Not applicable	5.70%	9
TOTAL		158

Responses

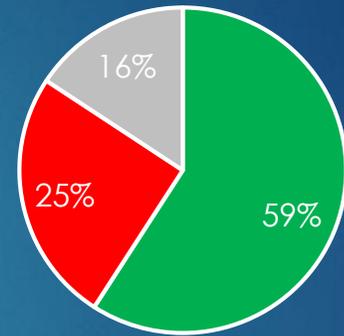


■ Yes ■ No ■ N/A

Q7: Did the amount of time of the recruitment and examination process impact your level of interest and/or engagement?

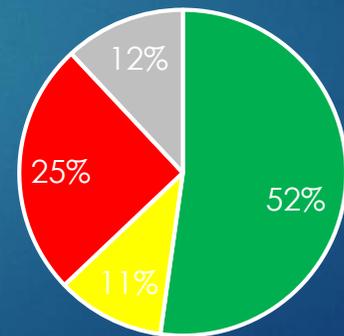
ANSWER CHOICES	PERCENTAGE	RESPONSES
Yes - Positively (I remained engaged)	59.12%	94
No - Negatively (I lost interest)	25.16%	40
Not applicable	15.72%	25
TOTAL		159

Responses



■ Yes ■ No ■ N/A

Responses



■ Yes ■ Qualified ■ No ■ N/A

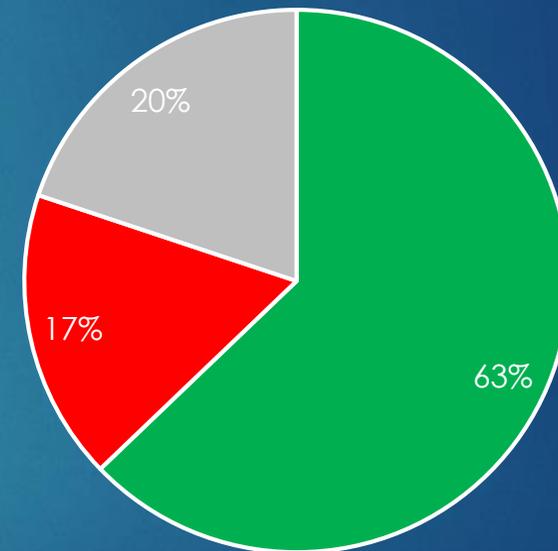
Note: "Yes" responses with a negative comment on time: 11
 "Not Applicable" responses with a negative comment on time: 6

Results Modified for these 17 "qualified" responses.

Q8: Was there a helpful, knowledgeable point of contact for any questions you may have had during the recruitment and examination process?

ANSWER CHOICES	RESPONSES	
Yes	48.41%	76
No	17.20%	27
If "Yes", who was the contact? (Job Title or position or name.)	14.01%	22
Not applicable	19.75%	31
TOTAL		157

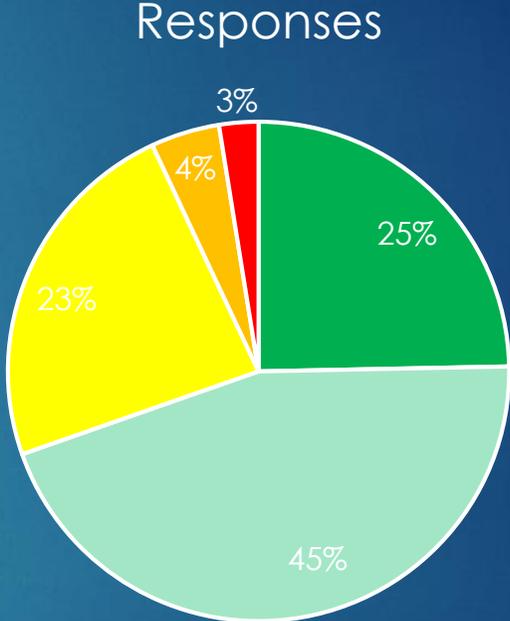
Responses



■ Yes ■ No ■ N/A

Q9: How satisfied were you with the overall recruitment and examination process (i.e. recruitment through placement on eligible list)?

ANSWER CHOICES	RESPONSES	
Very satisfied	24.68%	39
Satisfied	44.94%	71
Neither satisfied nor dissatisfied	23.42%	37
Dissatisfied	4.43%	7
Very dissatisfied	2.53%	4
TOTAL		158



- Very Satisfied
- Satisfied
- Neither
- Dissatisfied
- Very Dissatisfied

Additional comments

- ▶ All survey respondent comments were provided to DER and are available upon request.



HIRING MANAGER SURVEY RESULTS

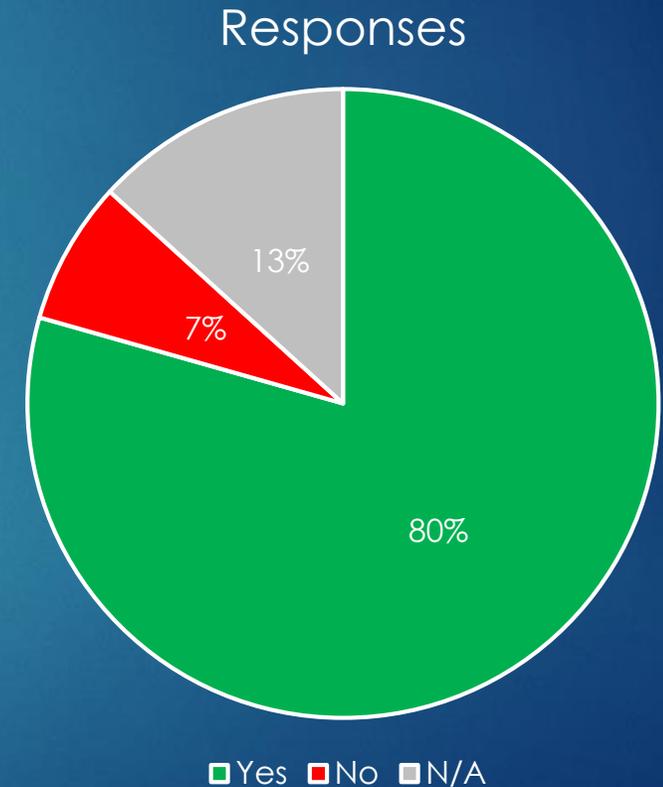
Survey response rate

Surveys Sent	105
Responses Received	68
Response Rate	65%

Surveys were sent to the managers noted as the hiring manager for the employees selected for the New Hire Survey.

Q1: Were you given an opportunity to review the job posting and exam components prior to implementation to ensure the job posting was accurate and included all required knowledge, skills and abilities?

ANSWER CHOICES	RESPONSES	
Yes	79.41%	54
No	7.35%	5
Not applicable	13.24%	9
TOTAL		68

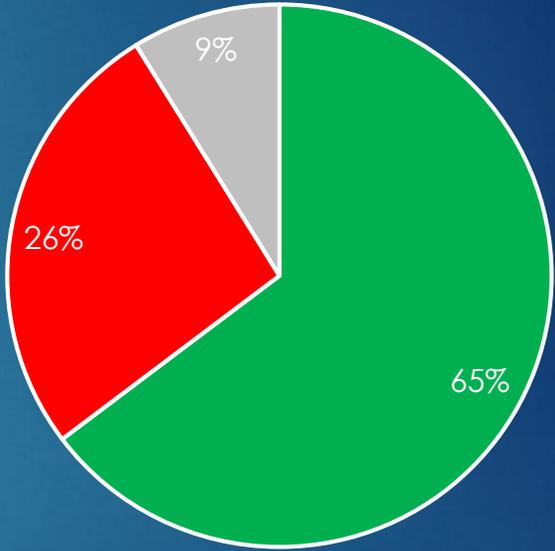


Q2: Were you kept informed by the Department of Employee Relations (DER) of the status of the process and any delays in the process?



ANSWER CHOICES	RESPONSES	
Yes	64.71%	44
No	26.47%	18
Not applicable	8.82%	6
TOTAL		68

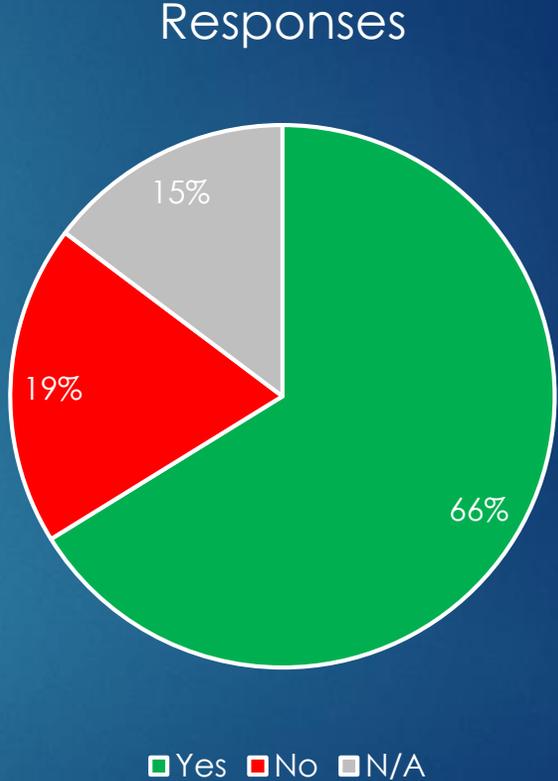
Responses



Yes No N/A

Q3: Did DER provide you sufficient information regarding all the options available to fill the vacancy per civil service rules?

ANSWER CHOICES	PERCENTAGE	RESPONSES
Yes	66.18%	45
No	19.12%	13
Not applicable	14.71%	10
TOTAL		68

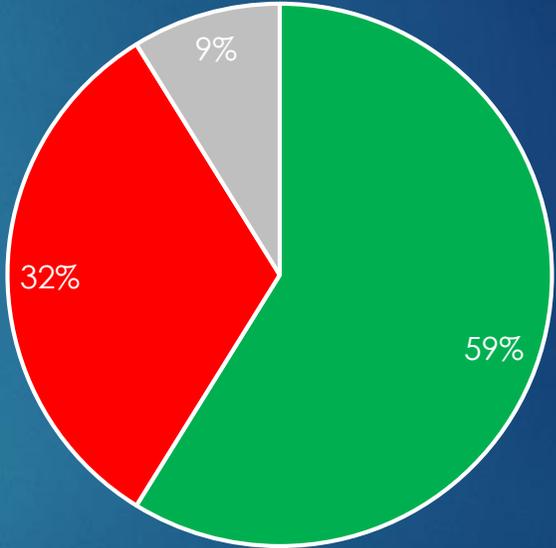


Q4: Did the top 5 exam scores produce enough candidates to consider for the vacancy?



ANSWER CHOICES	RESPONSES	
Yes	58.82%	40
No	32.35%	22
Not applicable	8.82%	6
TOTAL		68

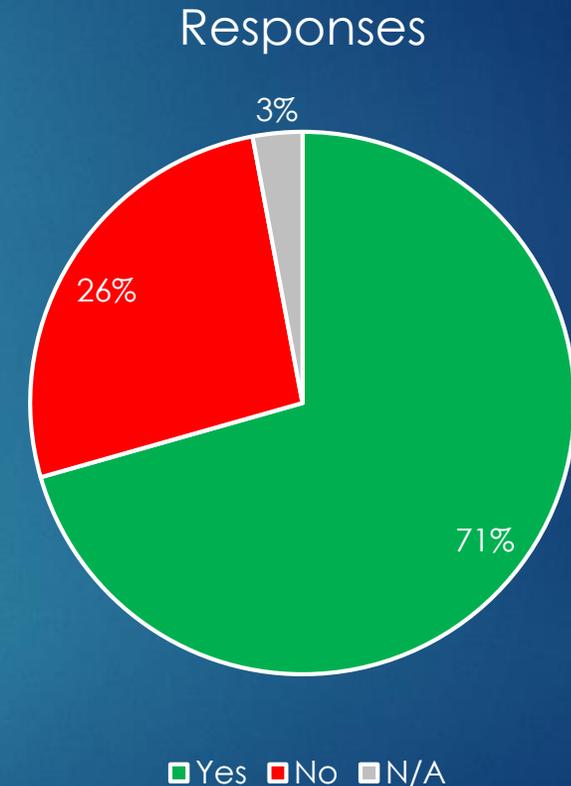
Responses



Yes No N/A

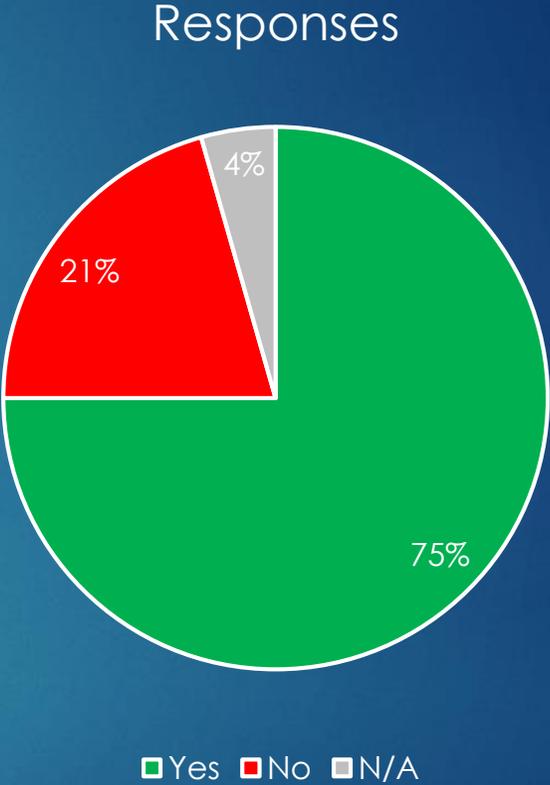
Q5: Was the quality of the candidates referred by DER consistent with the minimum requirements established in the job posting?

ANSWER CHOICES	RESPONSES	
Yes	70.59%	48
No	26.47%	18
Not Applicable	2.94%	2
TOTAL		68



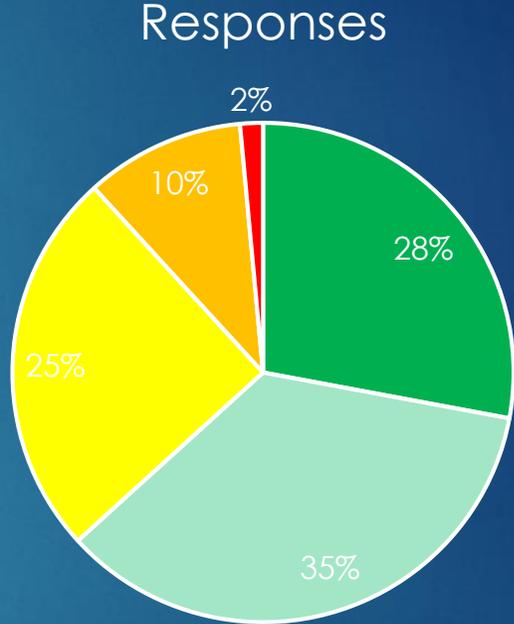
Q6: Did the eligible list contain a sufficiently diverse pool of suitable candidates from which to select?

ANSWER CHOICES	RESPONSES	
Yes	75.00%	51
No	20.59%	14
Not applicable	4.41%	3
TOTAL		68



Q7: How satisfied were you with your interactions, communications, guidance and assistance from DER during the recruitment and examination process?

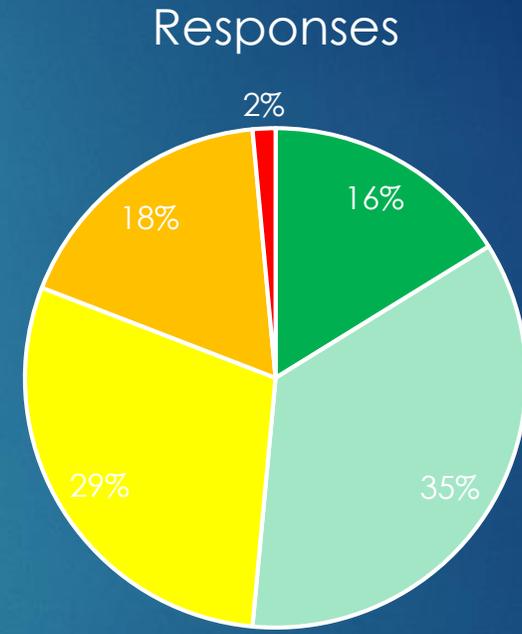
ANSWER CHOICES	RESPONSES	
Very satisfied	27.94%	19
Satisfied	35.29%	24
Neither satisfied nor dissatisfied	25.00%	17
Dissatisfied	10.29%	7
Very dissatisfied	1.47%	1
TOTAL		68



- Very Satisfied
- Satisfied
- Neither
- Dissatisfied
- Very Dissatisfied

Q8: Overall, how satisfied were you with the quality of the recruitment and examination process?

ANSWER CHOICES	RESPONSES	
Very satisfied	16.18%	11
Satisfied	35.29%	24
Neither satisfied nor dissatisfied	29.41%	20
Dissatisfied	17.65%	12
Very dissatisfied	1.47%	1
TOTAL		68

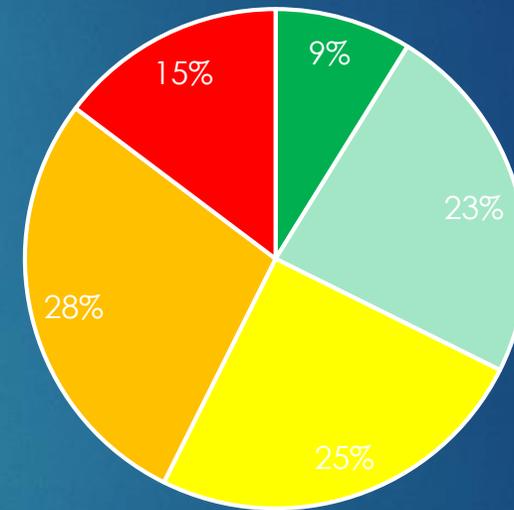


- Very Satisfied
- Satisfied
- Neither
- Dissatisfied
- Very Dissatisfied

Q9: Overall, how satisfied were you with the timing of the recruitment and examination process?

ANSWER CHOICES	RESPONSES	
Very satisfied	8.82%	6
Satisfied	23.53%	16
Neither satisfied nor dissatisfied	25.00%	17
Dissatisfied	27.94%	19
Very dissatisfied	14.71%	10
TOTAL		68

Responses



- Very Satisfied
- Satisfied
- Neither
- Dissatisfied
- Very Dissatisfied

Additional comments

- ▶ All survey respondent comments were provided to DER and are available upon request.



OPPORTUNITIES FOR EFFICIENCY

Hiring Manager Training

- ▶ Implement hiring process training for all managers new to hiring.
- ▶ Implement periodic “refresher” training for all hiring managers, including the options for using referral lists over 1 year old.

Hiring Manager Communications

- ▶ Increase communication or include in hiring manager training the complete set of hiring process options open to hiring managers.
- ▶ Reinforce the process by which hiring managers are given the opportunity to review exam components.
- ▶ In conjunction with hiring manager, ensure job descriptions and postings are current, streamlined to include only necessary information, and written in the simplest language possible.

Hiring Manager Monitoring

- ▶ Establish a “service level agreement” between DER and the hiring manager that spells out responsibilities and time frames for steps in the hiring process.
- ▶ Establish a performance metric, or develop an aging list, to track and measure positions open for “x” number of days after referral to the hiring manager.

Dashboards

- ▶ Establish a “Status Dashboard” for both hiring managers and applicants with current status and expected times for remaining parts of the process.
- ▶ Consider a disclaimer on the applicant dashboard with an average time required for the process for a position, or include summary information on the DER website describing the process, including the approximate timeline and the importance of each step of the process.

Recruitment & Outreach

Prior to this review, DER had already expanded recruitment sources and outreach initiatives and should continue to enhance them to reach the widest possible candidate pool, including:

- ▶ Continue to pursue LinkedIn account.
- ▶ Strengthen social media outreach to keep current on quickly evolving platforms and developments, and coordinate with hiring departments' social media presence.
- ▶ Work with hiring departments to identify pertinent professional organizations that can be used for recruitment outreach.
- ▶ Consider more frequent virtual “City Hall Hiring Fairs” in which hiring managers from various departments throughout the City are available to discuss opportunities with potential candidates.

Periodic & Continuous Recruitments

- ▶ Expand continuous recruitments for certain city-wide positions that may be pertinent to multiple departments to develop a candidate pipeline and current pool of available candidates.
- ▶ Similarly, consider periodic recruitments for certain positions to leverage available talent in the market, e.g. college graduations for entry-level positions.

Enterprise Efficiency

- ▶ Several departments throughout the City have their own departmental human resources staff. However, not all of those departments use the staff specifically for recruitment and hiring duties. To increase city-wide efficiency, increase communication (e.g., periodic city-wide HR management meetings or periodic training) to leverage the opportunities for collaboration in hiring.

Workforce planning

- ▶ Prior to this review, DER had already been implementing enhanced work force planning. Continue to develop even more robust workforce planning so that it can be used as a keystone for proactive and “before the fact” recruitment (e.g., known retirements, promotions, etc.).

21 day posting period

- ▶ Continue to pursue with the State Legislature the abolition of the 21 day posting period, which is a requirement unique (and burdensome) to the City in Wisconsin.

Surveys

New Hire & Hiring Manager Surveys:

- ▶ DER is in the process of implementing an applicant feedback survey at the post-examination point and should continue with that survey, as well as continuing development of a periodic survey of hiring manager input.
- ▶ Conduct a Peer City Review of hiring metrics and staffing levels to determine comparable “best practices”. Compare the City to its true peers.

Comments & Questions