Be a part of the city that you love.

Hire the Best Fast

City and County of Denver/ Change and Innovation
Hello I’m Anna

- 17 Recruiters
- 3800 Hires
- 40+ agencies
- 150,000 applications
Hello! I’m Brian.
**Denver County Market Unemployment**
- 2010: 9.3% unemployment
- 2019: 2.6% unemployment

**City and County of Denver Recruitment**
- 2010: 200 vacancies, 5 Recruiters
- 2019: 1500 vacancies, 17 Recruiters

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*Data source: Homefacts.com*
See it!
2016 Current State
Average Time to Fill = 85 Days

<table>
<thead>
<tr>
<th>RECRUITER</th>
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<th>Non-Value Add</th>
<th>Business Necessary</th>
<th>TOTAL</th>
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<td>206.83</td>
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<table>
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<th>Business Necessary</th>
<th>TOTAL</th>
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<td>57%</td>
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<td>Wait Time (hours)</td>
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<td>200.67</td>
<td>53.33</td>
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<td>TOTAL TIME (hours)</td>
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<td>207</td>
<td>58</td>
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<th>Business Necessary</th>
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<td>1.20</td>
<td>9.00</td>
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<td>TOTAL TIME (hours)</td>
<td>340</td>
<td>437</td>
<td>157</td>
<td>933</td>
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</table>
• Decentralized model
• Inconsistent service model
• Transactional focus
• 85 days TTF
• No metrics / performance targets
• Manual onboarding
• Candidate experience not ideal
• Not able to attract top talent
See it!

Cause and Effect

- “Post and Pray” to attract applicants instead of proactively sourcing
- Job postings not attractive and enticing
- Focus on minimum qualifications results in too many applicants
- Lack of established, reliable metrics
- Process requires too many steps and approvals
- Reactive instead of proactive – no planning ahead
- Lack of urgency by hiring managers
CONSULTING / Problem Solving

C!A
Change & Innovation Agency
Methodology:

- Enlisted PEAK to help TA reduce time to fill
- Participated in workshops to analyze current processes
- Identified opportunities for improvement
- Innovated!
Hire the Best, Fast!
Using the paper in front of you – make your best airplane!

Task:

Spend the next five minutes writing down the instructions on how to make your airplane.
Task:
Pass your instructions to your neighbor…and let them fly!
“Hey, Sisyphus, when you’ve got a minute I’d like to discuss this progress report with you.”
SOLVE IT!

• Centralize Recruiting & Onboarding
• Reduce TTF
• Full cycle recruitment
• Talent brand

• Contemporary, inviting job postings
• Focus on ideal candidates
• Performance metrics
• Strategic partners
The Wildly Important Goal (WIG)

- One clear aggressive goal – Reduce TTF to 45 days!
- Daily WIG meetings
  - Keep the focus
  - Verbalize performance and commitments
  - Cadence of accountability
  - Create new habits
~ 50% Reduction in Time to Fill
## Progress Per Hire
(To Date and Beyond)

<table>
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<tr>
<th>TTF (March 2017) = 59.7 Days...</th>
<th>When we hit 45 Days TTF Target...</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Total Touch Time Savings</td>
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</tr>
<tr>
<td>= 12.38 Hours (33%)</td>
<td>= 16.5 Hours (44%)</td>
</tr>
<tr>
<td>▪ Total Wait Time Savings</td>
<td>▪ Total Wait Time Savings</td>
</tr>
<tr>
<td>= 846 Hours (34%)</td>
<td>= 1,128 Hours (45%)</td>
</tr>
<tr>
<td>▪ Total Soft Dollar Savings</td>
<td>▪ Total Annual Soft Dollar Savings</td>
</tr>
<tr>
<td>= $343.20</td>
<td>= $457.60</td>
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</tbody>
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Our Tools

• Standard of Work
• Checklists
• Visual Management
• Good Metrics
Solve it!
Standard of Work

▪ Design a best practice and share
▪ Ensure consistency
  ▪ New employee training
  ▪ Postings
  ▪ Talent brand
  ▪ Process and outcome
  ▪ Candidate/client experience
▪ Minimize errors and risk

Lifeguard Hiring Events!

February 24, 2018, 1:30 p.m.-4:30 p.m., Rude Rec Center
March 10, 2018, 11:30 a.m.-2:30 p.m., Athmar Rec Center
April 10, 2018, 4:00 p.m.-7:00 p.m., Hiawatha Davis Rec Center
May 5, 2018, 11:30 a.m.-2:30 p.m., Montclair Rec Center

Job Details
▪ Pay rate starting at $10.50/hour
▪ Opportunities to earn time and a half with your Water Safety Instructor Certification to teach swim classes
▪ Must be at least 15 years old to apply

Event Details
▪ Complete your application and interview for a position onsite
▪ Take a swimming pre-test (bring your swim gear)
▪ Sign up for free Lifeguard Training Classes
▪ Light refreshments served
▪ Minors please bring parent/guardian, if possible

Find Out More
Call 720.913.5673 or email erica.frontz@denvergov.org
Call 720.865.0660 or email aquaticsjobs@denvergov.org

#WhereDenverWorks
Checklists

- Specific tasks
- Clear and easy to understand, concise
- Timeline for completion
- Engagement tasks
- Go-To’s and defined roles

Onboarding Checklist for Managers

New Hire Name: Click or tap here to enter text. | Start Date: Click or tap to enter a date.

Prior to First Day

Email Communication Director/Exec/HR Manager, review candidate's LinkedIn and/or current job experience to make sure candidate meets requirements. Bring Director/Exec/HR Manager up to date on interview/offer status.

Ensure DHR/HR Manager sets up multiple interviewers for First Day interview before HR Manager.

Schedule meeting with CIO/CTO/VP/Chief Technology Officer/Chief Financial Officer to discuss IT and technology needs/make arrangements. Ensure CIO/CTO/VP/Chief Technology Officer/Chief Financial Officer is available.

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Finger print notification will be signed off before and background check is complete.

Communication Touchpoints and Employee Checklist Tasks

First Day

Get started and attend training.

Welcome from Human Resources.

Onboarding kit/HR and IT.

Check HR/IT conference call.

Review completed 360° Future Workplace Guide and onboarding plan with HR/IT.

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Visual management and social pressure!

• Visible (not hidden on share drive)
• Anyone can do it (no pivot tables here)
• Keeps the focus on the goal
• Promotes engagement
• Healthy competition
• More likely to reach success!
Progress Overall
(To Date and Beyond)

TTF (March 2017) = 59.7 Days...

- Total Annual Touch Time Savings
  = 43,016 Hours (33%)
- Total Annual Wait Time Savings
  = 2,940,696 Hours (34%)
- Total Annual Soft Dollar Savings
  = $1,192,971

When we hit 45 Days TTF Target...

- Total Annual Touch Time Savings
  = 57,354 Hours (44%)
- Total Annual Wait Time Savings
  = 3,920,928 Hours (45%)
- Total Annual Soft Dollar Savings
  = $1,590,628
What we learned along the way

- It takes time to implement major change!
- Everyone must be onboard
- Resistance to change is natural
- Create a plan of attack
- Commit to it
- Create a safe environment
Innovation is a state of mind.

Be a part of the city that you love.