



State of the Union for Talent Acquisition

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Director of Talent Acquisition
Wednesday, April 5, 2017
Bloomington, IN

Getting to know you...

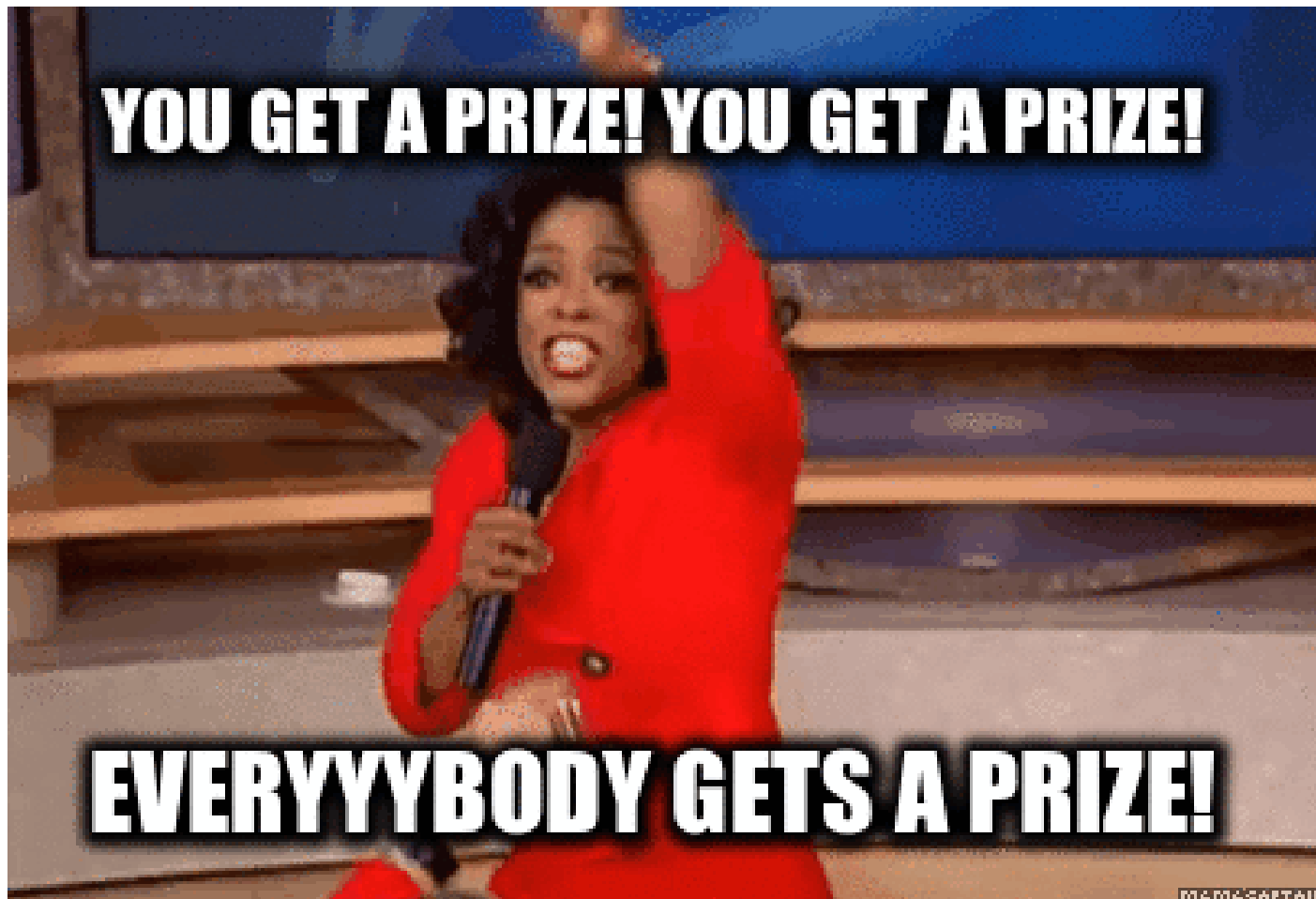


Getting to know you...



Up / Down Exercise

We are playing for a VALUABLE Prize!!!



Let's get started!!!

Everybody raise a hand high in the air...



- If you rooted for Cleveland last year in the World Series, lower your hand





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- If you rooted for Cleveland last year in the World Series, lower your hand
- If your favorite baseball team is the Chicago White Sox – OR – the St. Louis Cardinals, lower your hand





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- If you rooted for Cleveland last year in the World Series, lower your hand
- If your favorite baseball team is the Chicago White Sox – OR – the St. Louis Cardinals, lower your hand
- **If you prefer thin crust pizza over deep dish pizza...lower your hand**





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Anybody who is left still...

Please stand up!

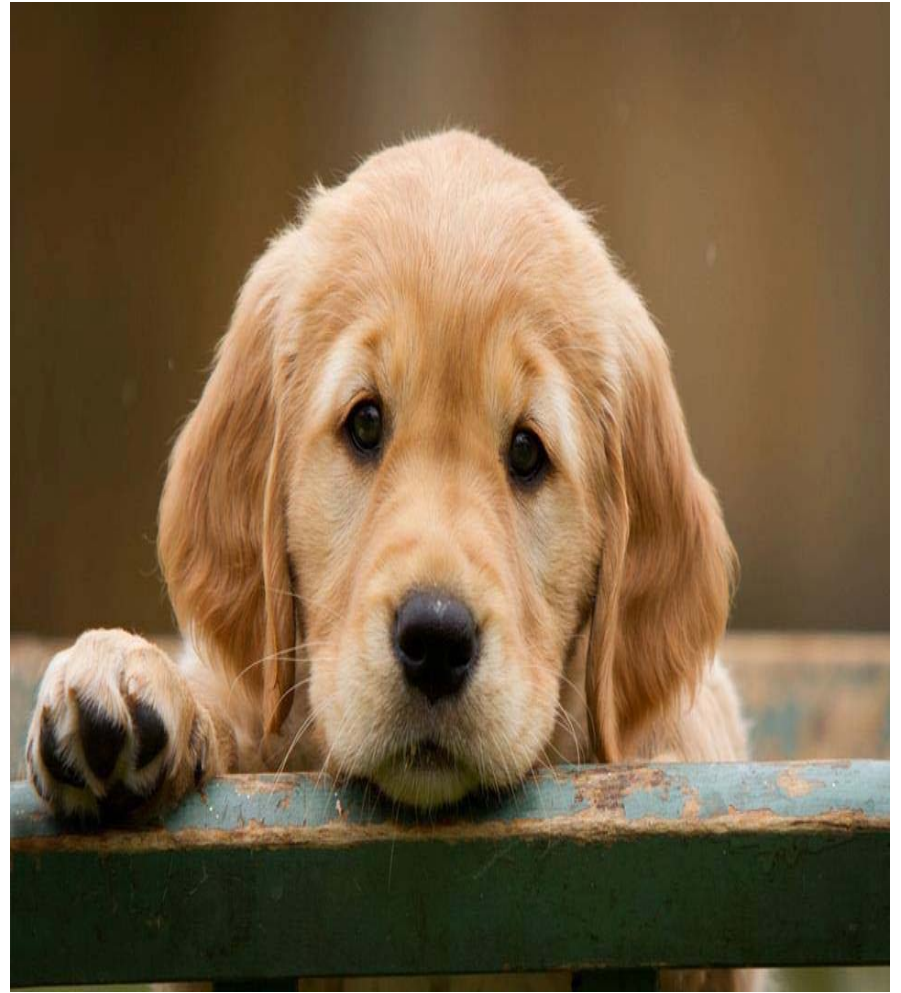


- If you rooted for Cleveland last year in the World Series, lower your hand
- If your favorite baseball team is the Chicago White Sox – OR – the St. Louis Cardinals, lower your hand
- If you prefer thin crust pizza over deep dish pizza...lower your hand
- **If you are a cat person vs. a dog person, sit down**





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- If you rooted for Cleveland last year in the World Series, lower your hand
- If your favorite baseball team is the Chicago White Sox – OR – the St. Louis Cardinals, lower your hand
- If you prefer thin crust pizza over deep dish pizza, lower your hand
- If you are a cat person versus a dog person, sit down
- **If your last name is “Whelan”, sit down**



- If you rooted for Cleveland last year in the World Series, lower your hand
- If your favorite baseball team is the Chicago White Sox – OR – the St. Louis Cardinals, lower your hand
- If you prefer New York Style thin crust pizza over Chicago deep dish pizza, lower your hand
- If you are a cat person versus a dog person, sit down
- If your last name is “Whelan”, sit down
- **If you prefer a hamburger over a hot dog, sit down**



To Make a Chicago-Style Hot Dog:

Take a famous Vienna® Beef Frank, serve it in a poppyseed bun, and “drag it through the garden” in the following order:



- If you rooted for Cleveland last year in the World Series, lower your hand
- If your favorite baseball team is the Chicago White Sox – OR – the St. Louis Cardinals, lower your hand
- If you prefer New York Style thin crust pizza over Chicago deep dish pizza, lower your hand
- If you are a cat person versus a dog person, sit down
- If your last name is “Whelan”, sit down
- If you prefer a hamburger over a hot dog, sit down
- **If you haven't earned some type of degree from IU, sit down**





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- If you rooted for Cleveland last year in the World Series, lower your hand
- If your favorite baseball team is the Chicago White Sox – OR – the St. Louis Cardinals, lower your hand
- If you prefer New York Style thin crust pizza over Chicago deep dish pizza, lower your hand
- If you are a cat person versus a dog person, sit down
- If you have never lived with a primary residence in IL, sit down
- If your last name is “Whelan”, sit down
- If you prefer a hamburger over a hot dog, sit down
- If you haven’t earned some type of degree from IU, sit down
- **Finally – if you are still standing, whose birthday is closest to May 27th???**



It's in my DNA...



AkzoNobel



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First impressions...



Thoughts

✓ This is my dream job...



Thoughts

- ✓ This is my dream job...
- ✓ There's a **LOT** going on here...



Thoughts

- ✓ This is my dream job...
- ✓ There's a **LOT** going on here...
- ✓ What have I gotten myself into???



General Observations

- There are really nice people here, passionate about HR and IU
- Talent Acquisition is not an island, nor does it feel like one
- Peeling back the layers of the onion versus ripping off the band aid
- There are definitely some quick wins available
 - ✓ Compliance
 - ✓ Inefficiencies in process
 - ✓ Broken processes



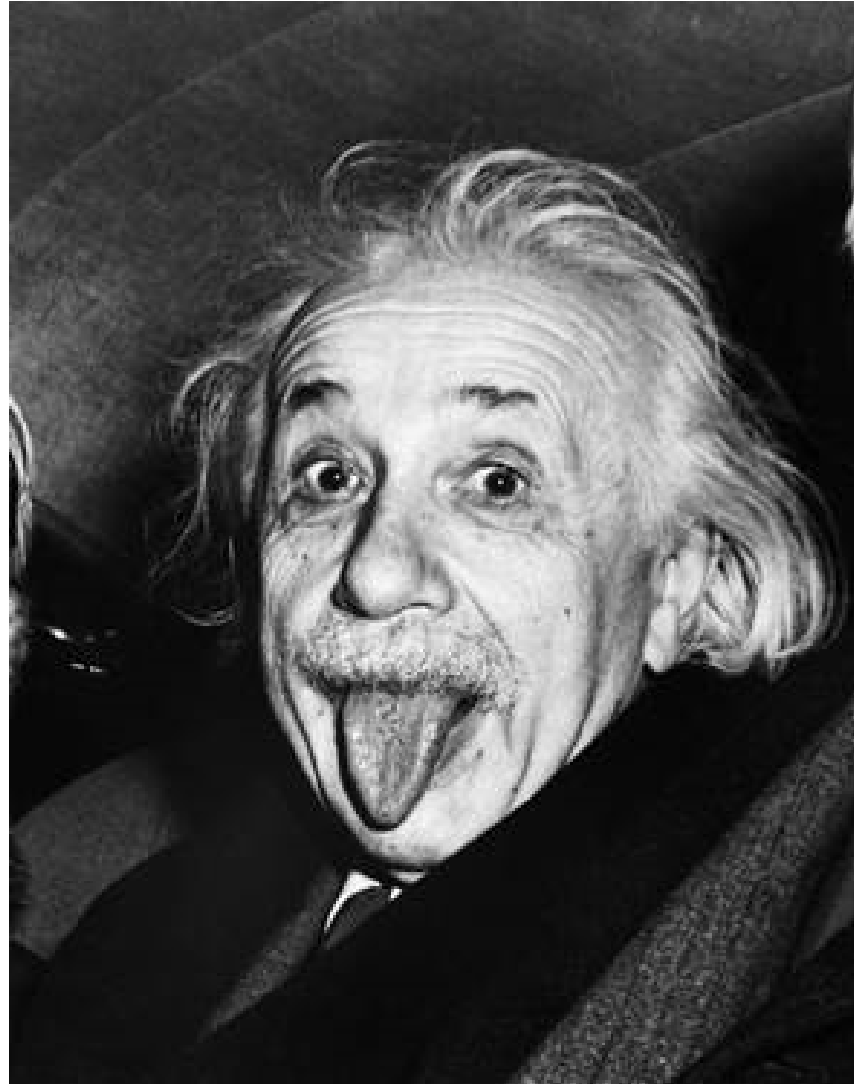
I hear you!



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McDonald's and how it relates to us...





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kai·zen

/ˈkīzən/

noun

a Japanese business philosophy of continuous improvement of working practices, personal efficiency, etc.

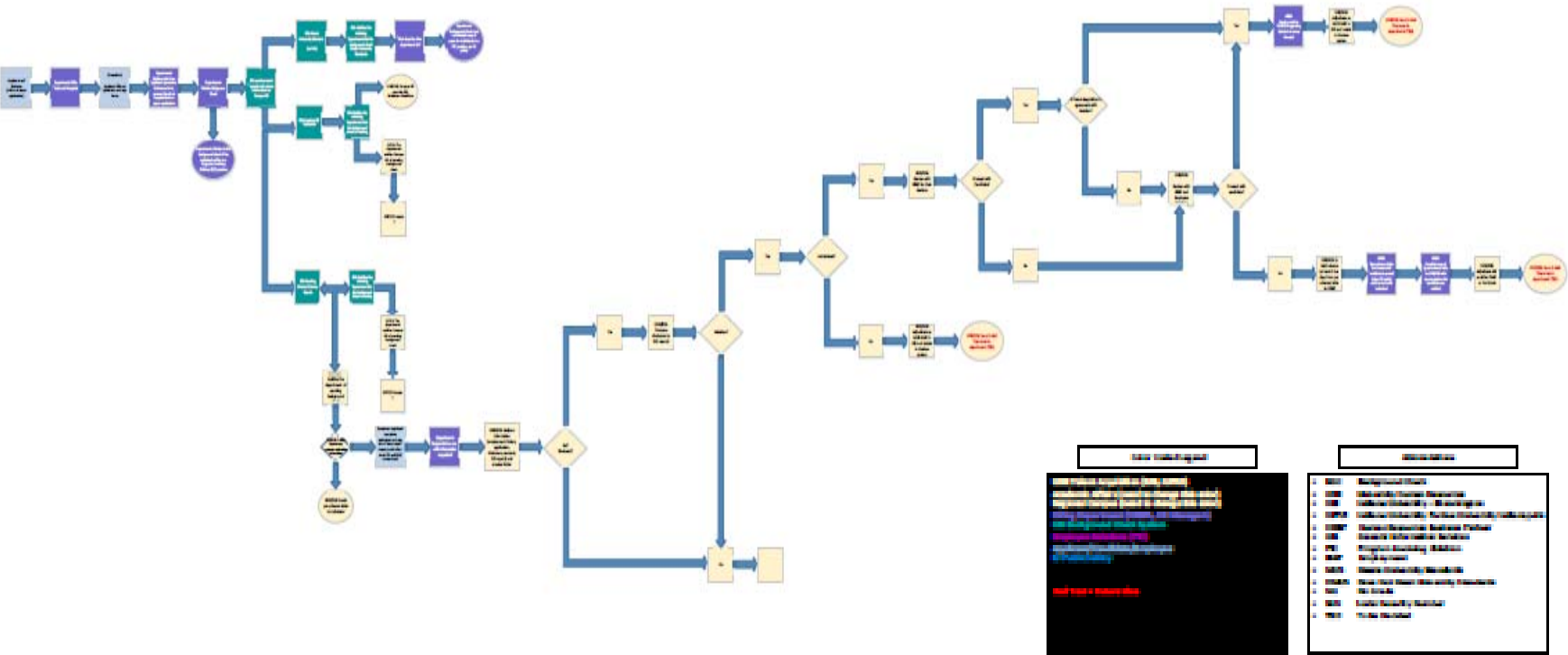


Muda is Waste

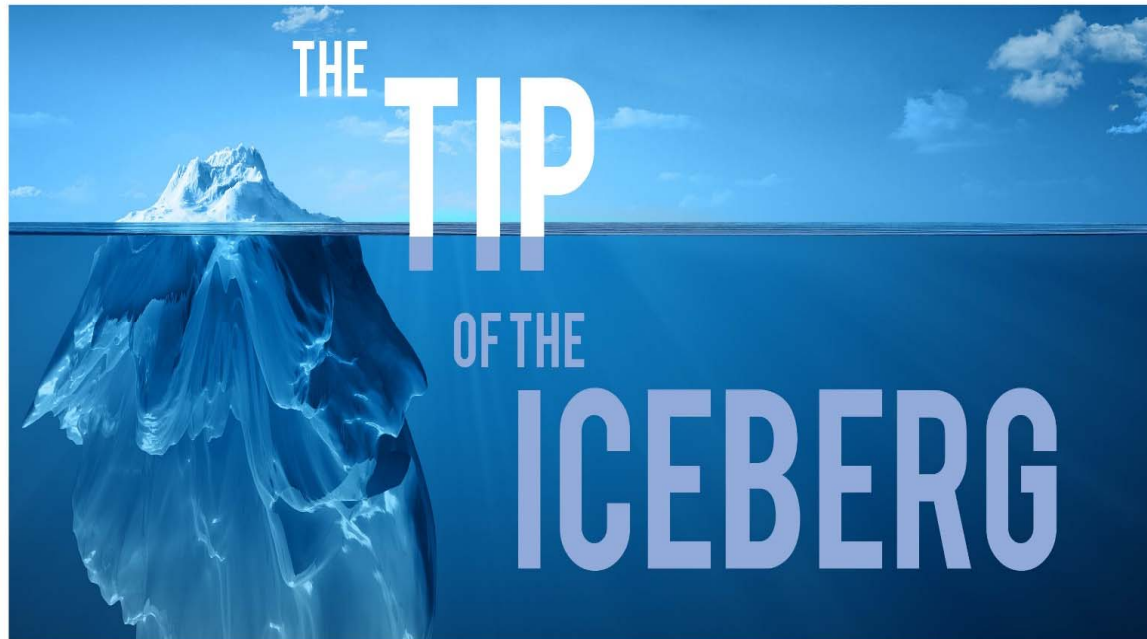
1. Transportation (moving material/product from one place to another)
2. Inventory (material/product/information waiting to be processed)
3. Motion (excess movement and/or poor ergonomics)
4. Waiting (delays caused by shortages, approvals, downtime)
5. Overproduction (which leads to excess inventory)
6. Over processing (adding more value than the customer is paying for and/or wants)
7. Defects/Rework (doing the job more than once to get it done right)



A recent kaizen event for Background Checks



You ain't seen nothing yet!



Rapid Redesign is coming in May...



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IU Talent Acquisition Process - Background

Specific feedback from the HR2020 Survey stated that:

- There is no proactive recruitment strategy, candidate sourcing and assessment support**
- It takes way too long to hire talent; often months to fill a position**
- The search committee process and methodology is inconsistent with unclear roles and guidelines**
- External hires are perceived to be favored over internal because it's easier to pay an external candidate at market versus an internal promotion**
- There are way too many approvals, process delays and conflicts between the fiscal and HR policies regarding the recruitment process**
- Recruiting is the largest area with duplicative efforts across the university and too few resources in some areas**
- The orientation and onboarding process lacks consistency and quality**



Rapid Redesign Overview

- Brings together people from across the organization who are closest to the problem/issues
- Challenges them to develop creative solutions
- Allows Senior Leaders to respond/decide upon solutions immediately
- Enlists employees as champions of solution implementation
- Promotes university-wide buy-in of the process

Imagining, Listening, Discussing, Acting



Talent Acquisition Rapid Redesign Project

- **May 23rd through May 25th**
- **IUPUI Campus**
- **80+ participants representing**
 - **all of the IU campuses**
 - **the HR community**
 - **our internal customers, and**
 - **Executive Sponsors**



Objective and Design Criteria

Objective - Rapidly design and implement a **university-wide process** for recruiting talent in staff positions

Design a process that...

- Is **efficient**, streamlined, easy to understand and consistent across campuses
- Drives **consistent** hiring and assessment while complying with applicable laws
- Provides an **excellent** candidate experience
- Utilizes social media effectively to attract and source **passive** candidates
- **Embraces** a “Just in Time” delivery model (Right Person, Right Job, Right Time)
- Provides a **diverse** slate of candidates for review
- Uses **best practices** and cost effective methods
- Clearly **identifies** roles and service level agreements
- **Reduces** cycle time (Timeframes and number of steps)
- Treats internal candidates with **respect** and encourages internal hiring and development
- **Measures** the quality of hire (measured by a metric)
- Pushes decision making down (leaders **empowering** hiring managers)



Rapid Redesign Process Flow

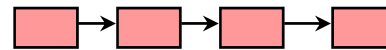
Kick-Off



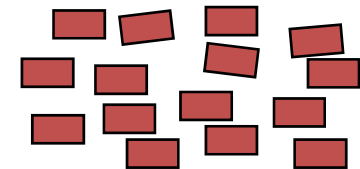
Ground Rules,
Introductions, Roles,
etc



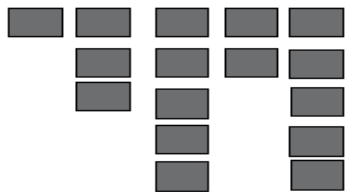
Define the Problem



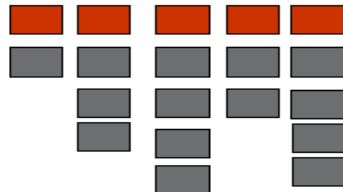
Brainstorm
Ideas or Barriers



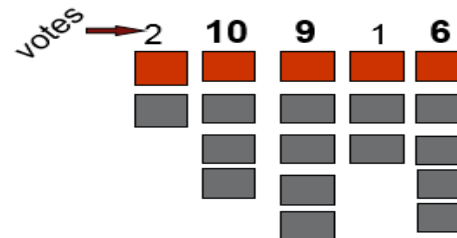
Categorize
Ideas or Barriers



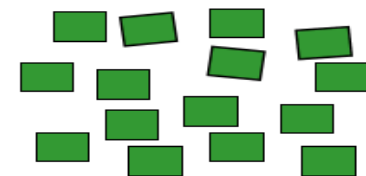
Define "Headers"
for Categories



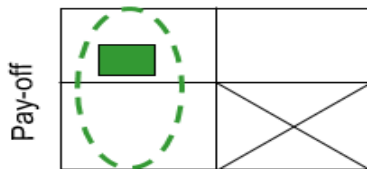
Prioritize
Categories



Brainstorm & Define
Recommendations



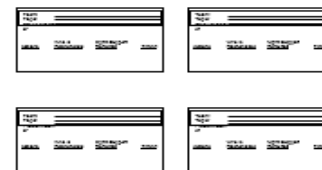
Assess Potential
Recommendations



Develop
Action Plans

Team: _____			
Topic: _____			
Problem/Barrier: _____			
Actions	Who is Responsible	Next Support Required	Timeline

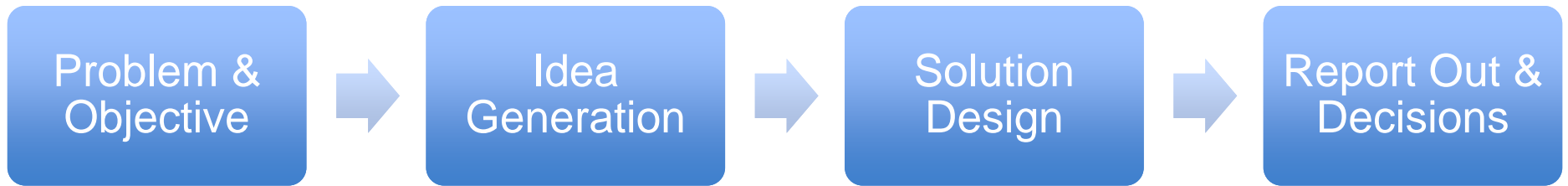
Share
Action Plans



Report-Out
Action Plans



Talent Acquisition Rapid Redesign



- Overall Problem
- Session Objective
- Problem Breakdown
 - 6 Teams

- Problem Statement
- Discuss Current State & Best Practice
- Brainstorm Ideas
- Present to Large Group
 - Questions/Feedback/Linkages
- Voting Top Ideas

- Action Planning I
- Present to Large Group
 - Questions/Feedback/Linkages
- Action Planning II
- Present to Large Group
 - Questions/Feedback/ Linkages

- Present to Sponsors
 - Questions/Feedback
- Decisions
 - Go
 - Maybe/Pending
 - No Go
- Next Steps



Rapid Redesign Breakout Teams

1) Posting Creation & Approval

2) Recruiting Strategy, Sourcing & Screening, incl. Search Committees

3) Assessment, Selection & Metrics

4) Offer, Background Checks, Reference Checks & Onboarding (not Orientation)

5) Diversity & Inclusion

6) Employee Value Proposition, Branding & Candidate Experience

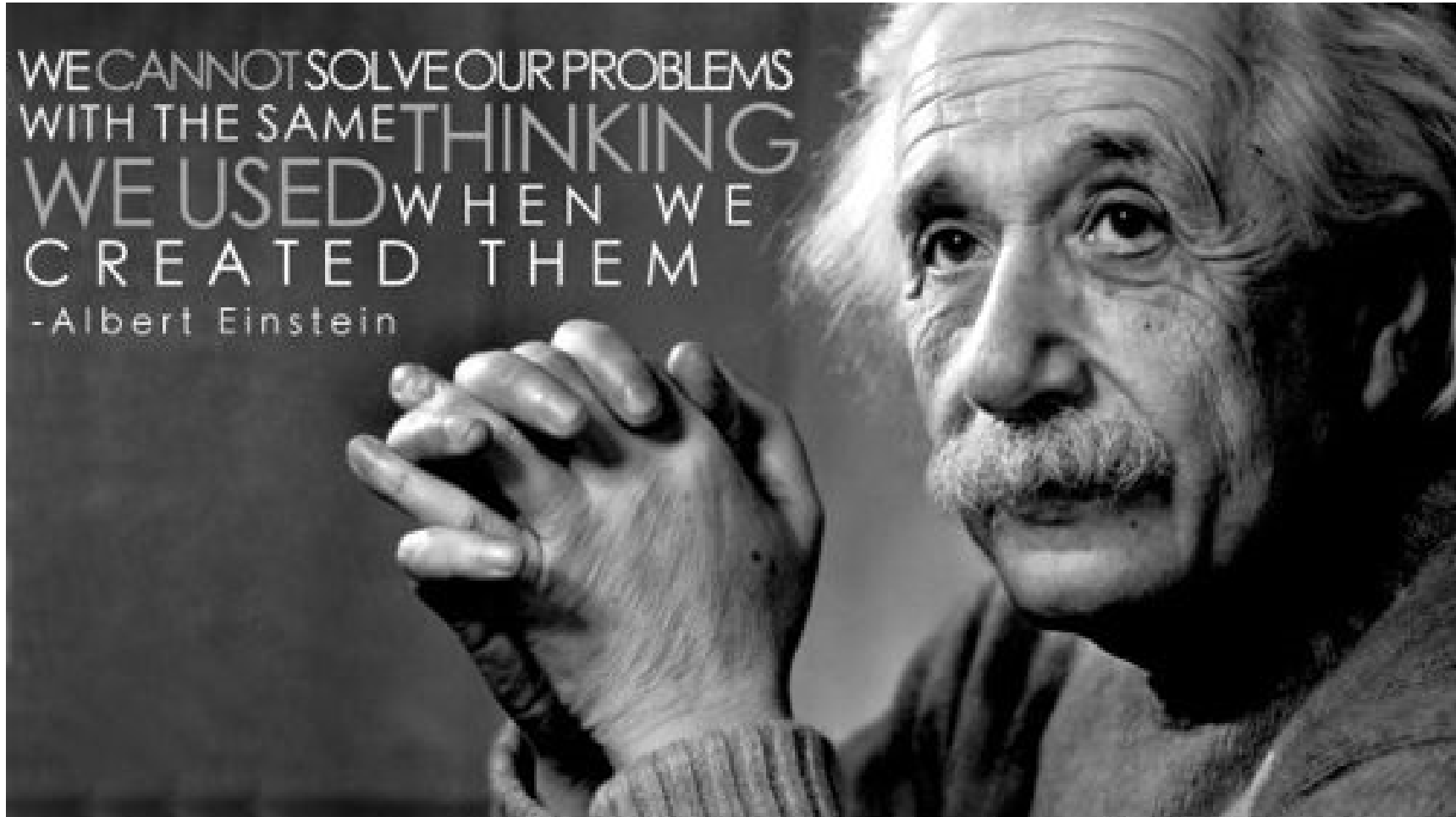


Rapid Redesign is seeing our process from both a university wide and a customer perspective – Not just HR putting out fires



When you achieve your successes... Celebrate like never before... or since 1908!

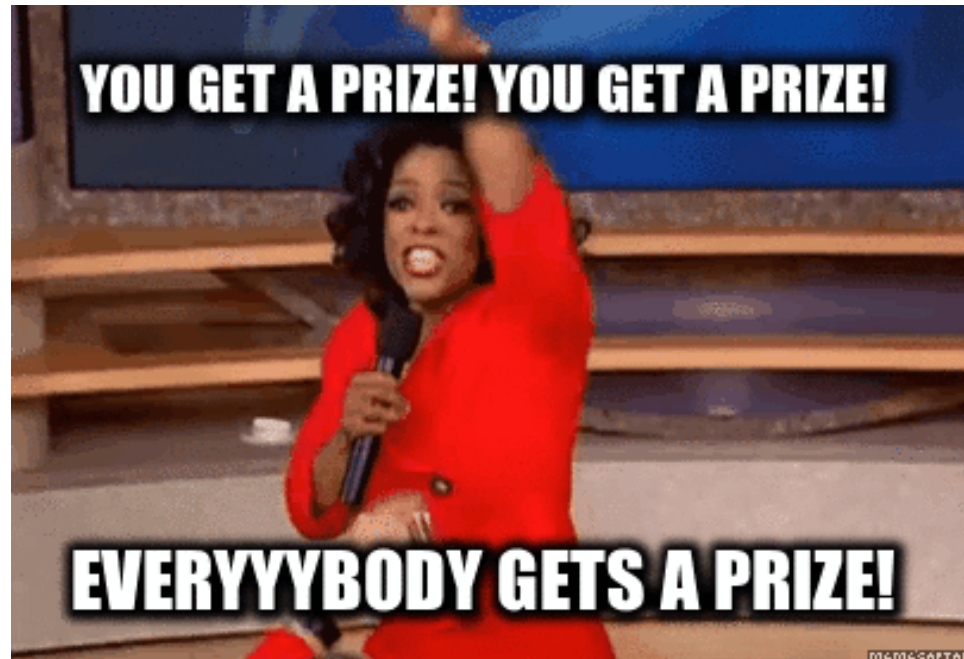




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We are playing for a VALUABLE Prize!!!

**The right people,
in the right place,
at the right time.**



Before I sit down...

