Recruiting Strategic Initiative

EXECUTIVE SUMMARY

Build an intuitive and efficient institutional process for staffing roles across Yale with highly talented and diverse candidates. Re-engineer the recruiting methods and practices of Yale to contribute to the culture and capability of Yale in an effective university-wide approach.

KEY GOALS

- Improved the central capability to reduce pressure for local units to build overlapping capability in the units.
- Create a "validated" process, informed enough/ flexible enough to respond to the needs of the individual units and job families.
- Define assessment criteria to balance institutional goals and localized need.
- Assure process transparency and strong service orientation.

KEY BENEFITS

- Improved pace of hiring – time to fill
- Improved quality and diversity of candidate pool and hires
- Improved transparency – stages in process, accountability
- Improved clarity of process flow and delineation of responsibilities

IN-SCOPE

Recruiting Assessment Selection (in progress)

- Kincentric has been selected as the vendor partner for the recruiting assessment.
- Workstreams and project plan will be determined upon completion of vendor assessment and recommendations.

Core processes:

- Expression of need, position posting, sourcing strategy, selection process / methodology, screening, budget approvals and offer process, analytics on pools, visibility and flow of recruiting process, internal movement, background check (hiring practice), orientation/onboarding (90 days)
- Executive Hiring, utilizing Search Firms
- Employee Referral Program – MVP (Completed)

Populations:

- All staff roles
- Faculty ONLY in the context of meeting data collection requirements in support of institutional DEIB goals

Systems:

- Process changes are likely to imply some systems adjustments or changes to both recruiting and HR systems

Approach:

- Leverage a UX mindset to improve community experience of improve processes

OUT OF SCOPE

Core processes:

- Workforce planning, position control, employment value proposition/marketing, job family redesign
- Faculty planning, qualification, hiring decisions

*Job family redesign gaps may be a key constraint in compensation steps which may cause delays in process until fully resolved.

PROGRAM TEAM

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