

**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.



GOVERNING
THE STATES AND LOCALITIES



THE DENVER POST

DENVER
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School of Public Policy
and Leadership



LIVING CITIES
INNOVATE ► INVEST ► LEAD

What Works Cities | Bloomberg
Philanthropies



colorado**biz**

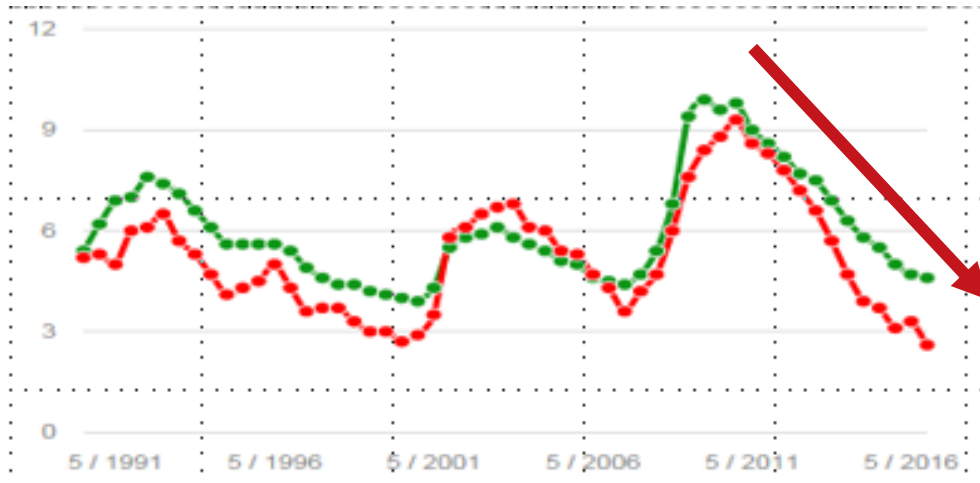
5280
MAGAZINE



See It!

Denver County Market Unemployment

- 2010: 9.3% unemployment
- 2019: 2.6% unemployment



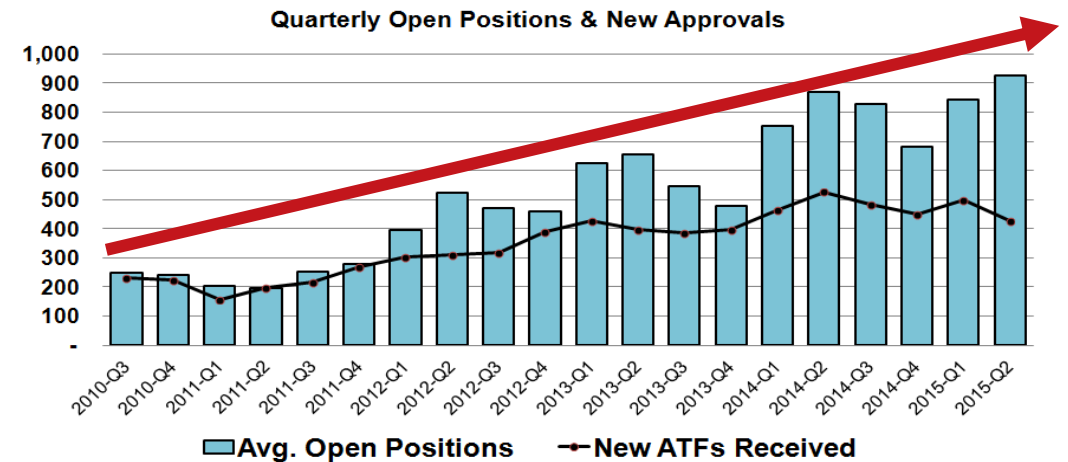
Green – National

Red – Denver County

Data source: Homefacts.com

City and County of Denver Recruitment

- 2010: 200 vacancies, 5 Recruiters
- 2019: 1500 vacancies, 17 Recruiters



Avg. Open Positions

New ATF's Received

See it!

2016 Current State

Average Time to Fill = 85 Days



RECRUITER				
	Value Add	Non-Value Add	Business Necessary	TOTAL
# of Steps	4	4	4	12
% of Steps	28%	41%	31%	100%
Touch Time (hours)	6.80	0.31	3.01	10.13
Wait Time (hours)	32.33	123.83	50.67	206.83
TOTAL TIME (hours)	43	129	58	230

HIRING MANAGER				
	Value Add	Non-Value Add	Business Necessary	TOTAL
# of Steps	1	4	1	6
% of Steps	23%	57%	20%	100%
Touch Time (hours)	1.83	2.51	3.00	7.34
Wait Time (hours)	41.17	200.67	53.33	295.17
TOTAL TIME (hours)	44	207	58	309

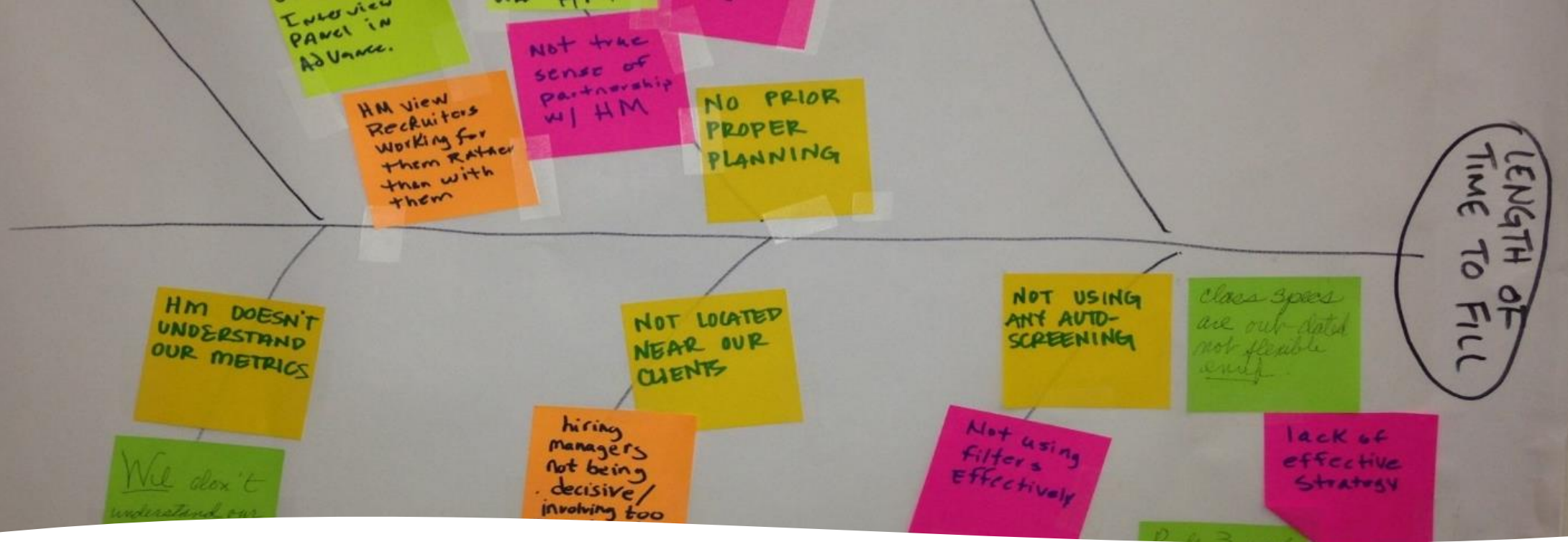
CANDIDATE				
	Value Add	Non-Value Add	Business Necessary	TOTAL
# of Steps	2	3	3	8
% of Steps	25%	38%	38%	100%
Touch Time (hours)	1.25	1.20	9.00	11.45
Wait Time (hours)	336.00	432.00	145.00	913.00
TOTAL TIME (hours)	340	437	157	933



2016

TA not aligned with market

- 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

DENVER PEAK ACADEMY

CONSULTING / Problem Solving

C!A

Change & Innovation Agency



Methodology:

See it!
Say it!
Solve it!

- Enlisted PEAK to help TA reduce time to fill
- Participated in workshops to analyze current processes
- Identified opportunities for improvement
- Innovated!



WHAT
IS THE
CITY

BUT
THE PEOPLE?

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

SOLVE IT: Standard Work



Task:

Pass your instructions to your neighbor...and let them fly!

Standard Work



Kanin

“Hey, Sisyphus, when you’ve got a minute I’d like to discuss this progress report with you.”



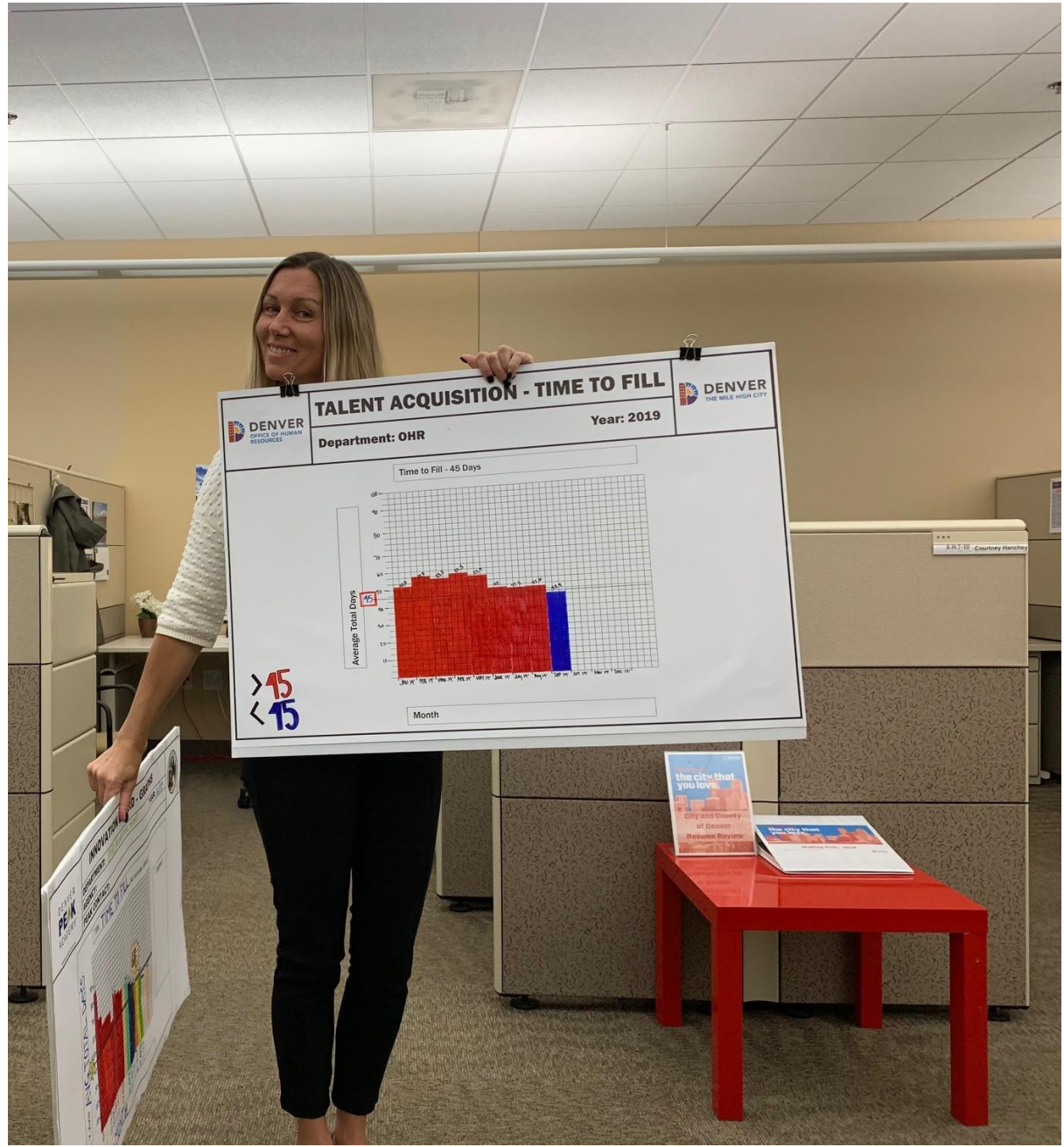
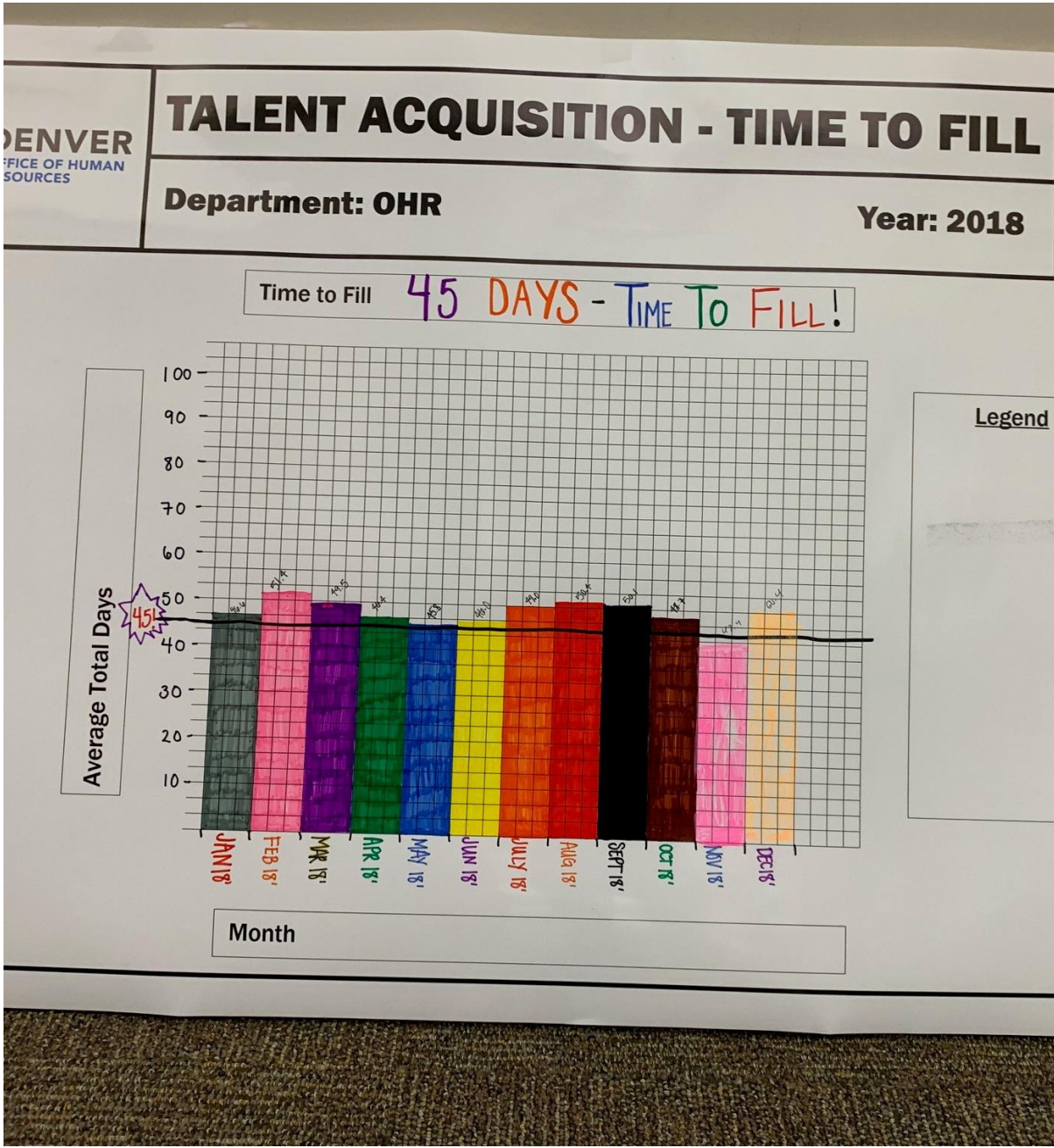
SOLVE IT!

- Centralize Recruiting & Onboarding
- Reduce TTF
- Full cycle recruitment
- Talent brand
- Contemporary, inviting job postings
- Focus on ideal candidates
- Performance metrics
- Strategic partners

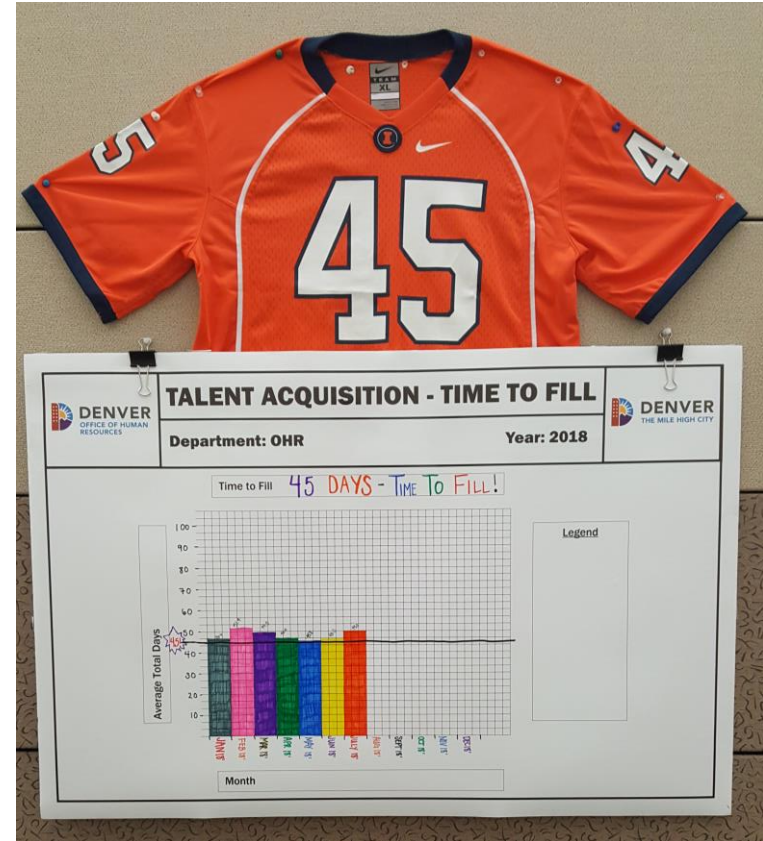
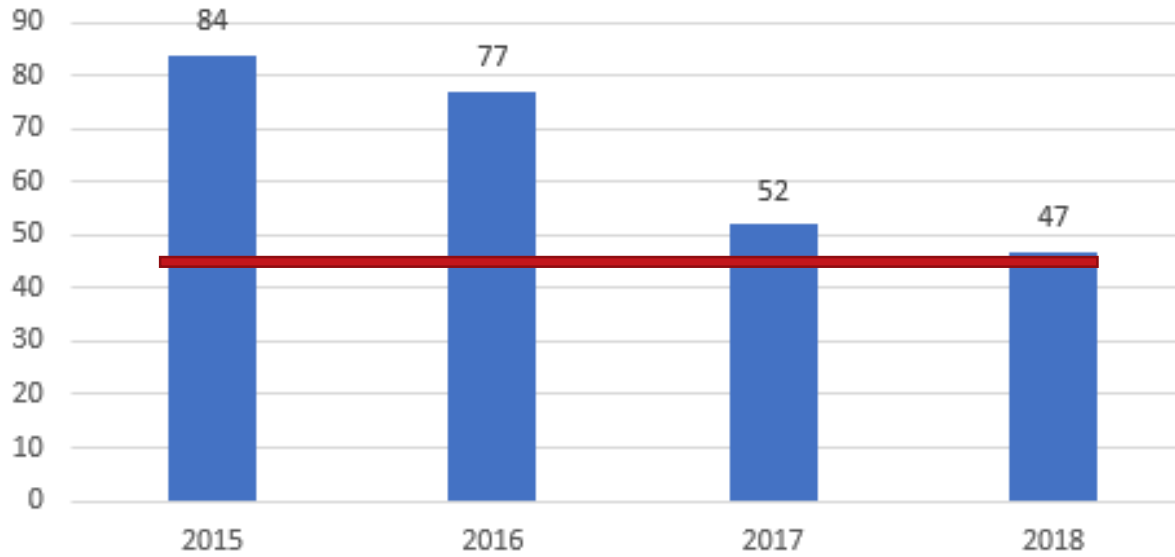
The Wildly Important Goal (WIG)

- 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

45



Average Time to Fill
Post to offer



~ 50% Reduction in Time to Fill

Progress Per Hire (To Date and Beyond)

TTF (March 2017) = 59.7 Days...

- Total Touch Time Savings
= **12.38 Hours (33%)**
- Total Wait Time Savings
= **846 Hours (34%)**
- Total Soft Dollar Savings
= **\$343.20**

When we hit 45 Days TTF Target...

- Total Touch Time Savings
= **16.5 Hours (44%)**
- Total Wait Time Savings
= **1,128 Hours (45%)**
- Total Annual Soft Dollar Savings
= **\$457.60**



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

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

Hiring Tasks		
Status	Task	Owner
<input type="checkbox"/>	Email Compensation Director (Nicole de Giola-Evans) and HR Manager (Suzanne Iverson) to request appropriate salary range for job offer (Pay Equity)	Hiring Manager
<input type="checkbox"/>	Notify OHR Recruiter when ready to make verbal offer	Hiring Manager
<input type="checkbox"/>	Request offer letter and background screening from TA Onboarding Supervisor via email	Hiring Manager
<input type="checkbox"/>	Work with OHR Recruiter to disposition candidates and complete hire actions in Newgov	Hiring Manager
<input type="checkbox"/>	Schedule meeting with OHR Admin about workspace set up, technology provisioning, etc. FYI: Laptop can take up to 6 weeks to arrive if not available in OHR stock	Hiring Manager
<input type="checkbox"/>	Hiring manager notified when candidate signs offer letter and background check is complete	TA Onboarding

Communication Touchpoints and Employee Checklist Tasks		
Status	Task	Owner
<input type="checkbox"/>	After background check is cleared, announce new hire offer acceptance to team	Hiring Manager
<input type="checkbox"/>	Email team with a short background of the new hire and encourage them to connect on LinkedIn and send a warm welcome message – send to OHR-Communications for OHR Update	Hiring Manager
<input type="checkbox"/>	Determine who will serve as the new hire's buddy or 'go-to' person	Hiring Manager
<input type="checkbox"/>	Finalize training plan for new hire and complete New Hire Welcome Guide	Hiring Manager
<input type="checkbox"/>	Circulate a welcome card for new hire for messages from all members of the team	Hiring Manager
<input type="checkbox"/>	Obtain a welcome gift: flowers, book, ear buds (for online training), etc.	Hiring Manager
<input type="checkbox"/>	Send new hire copy of the DEB and OHR Update to keep engaged prior to first day	Hiring Manager
<input type="checkbox"/>	Create a fun/short welcome video with your team and text/email to new hire	Hiring Manager
<input type="checkbox"/>	Contact new hire prior to first day to welcome and go over first day logistics: time to arrive, dress code, where to meet, parking or transportation, any other questions	Hiring Manager

First Day

Getting Started		
Status	Task	Owner
<input type="checkbox"/>	Greet new hire and escort them to their workspace	Hiring Manager
<input type="checkbox"/>	Introduce new hire to team members	Hiring Manager
<input type="checkbox"/>	Tour restrooms, kitchen(s), and break area(s)	Hiring Manager
<input type="checkbox"/>	Review completed New Hire Welcome Guide and onboarding plan with new hire including orientation, training and resources	Hiring Manager
<input type="checkbox"/>	Share and discuss specific department organization chart in Workday	Hiring Manager
<input type="checkbox"/>	Coordinate meeting for new hire with OHR Admin at their workspace to go over technology set up, phone usage, system logins, supply needs, badging, etc.	Hiring Manager
<input type="checkbox"/>	Take new hire to lunch or have a lunch with the team	Hiring Manager

DENV Onboarding Checklist for Managers | December 2017 #WhereDenverWorks

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**

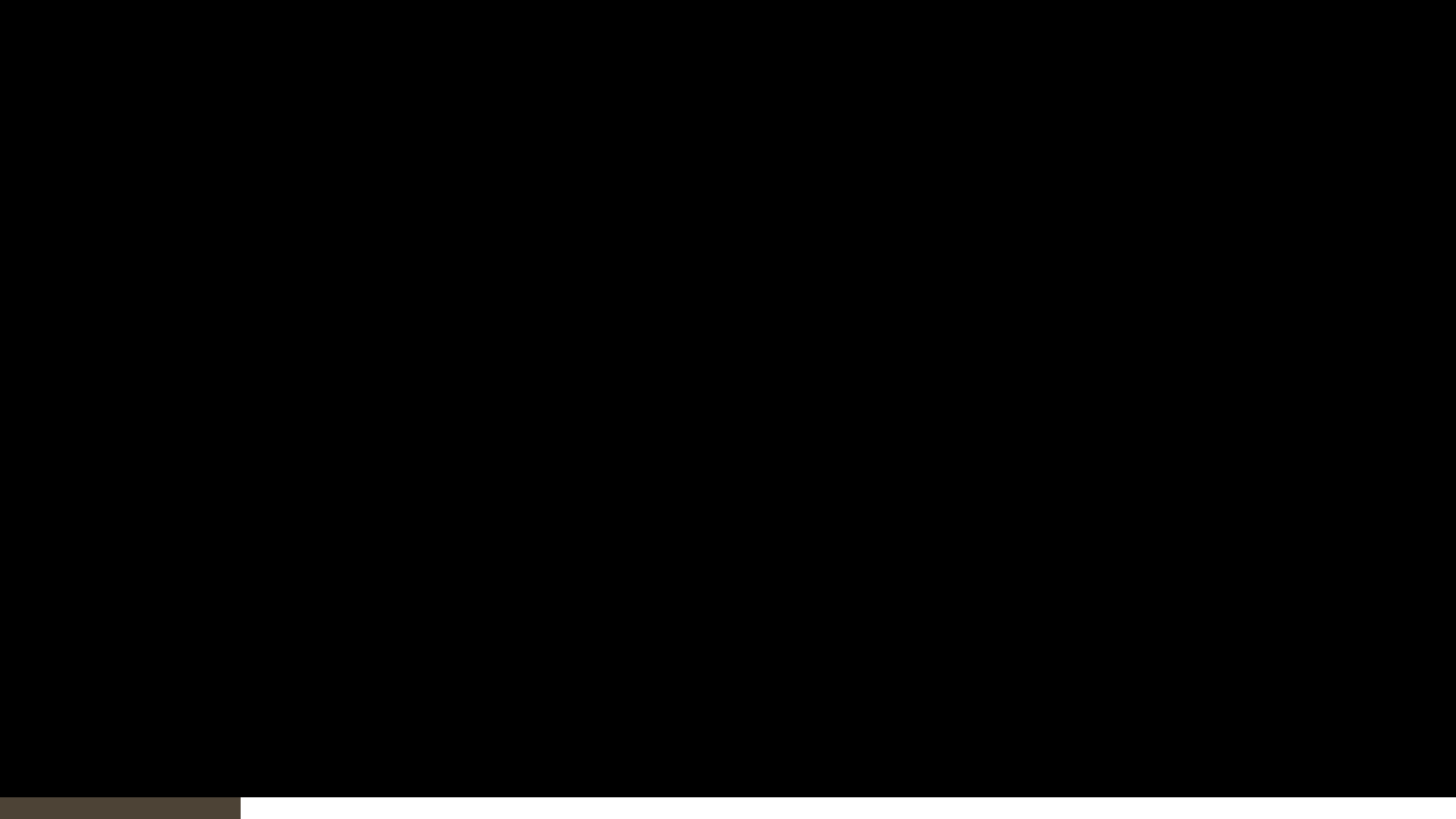
When we hit 45 Days TTF Target...

- 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.**



DENVER
THE MILE HIGH CITY