

Recruitment Process Needs Assessment

- DRAFT -

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Victoria, British Columbia

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Last Updated: 2012-01-03

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1. Executive Summary

The environment in which UVic operates is changing rapidly. Demographic and economic pressures, and other external factors, require the organization to examine how best to maintain a strategic focus on the quality of the learning environment. The current on-line recruitment tool used to support the majority of staff hires, uHire, will be replaced in the near future. In advance of this replacement the Recruitment Process Needs Assessment project has conducted a broad consultation with stakeholders including non-academic administrators and managers, operational processing units, faculty and librarians, academic department administrators, and new hires of both staff and faculty. The intent of these consultations is to determine if a single system could conceivably meet all, or a majority of, the requirements of both for both staff and faculty hires.

Stakeholder input on current state was solicited based on a series of five questions, with slight modifications between groups as required. Feedback is summarized under four major headings: What Works Well, What Needs to be Improved, Magic Wand and Future System Requirements, and Shadow Systems.

What Works Well

While there are challenges with the existing processes and systems used for recruitment, overall the recruitment systems and processes utilized by HR and VPAC are effective. As noted by the participants, “the right people are being hired”. It is interesting to note that aspects identified as working well by some participants were also identified as needing improvement by others. For example, the rigid format for applicant resumes is appreciated by some users as it enforces a level standard between applicants whereas others thought that this prevented applicants from differentiating themselves based on their application approach. This range of opinion reflects the need to have a flexible and configurable tool to support a diverse range of requirements.

What Needs to be Improved

Although the current processes and systems are generally effective, there are many areas that have been identified as needing improvement. These are a combination of issues that are likely not surprising given the entirely manual nature of faculty recruitment and known issues with uHire. However, some feedback applies to supporting processes that will remain external to a future automated recruitment system and must be addressed through improvements.

Magic Wand and Future System Requirements

A “magic wand” question was included to provide consultation participants with an opportunity to provide blue-sky input with no constraints with respect to uHire or to existing aspects of the recruitment process. Responses covered a wide spectrum resulting in some useful insights into what is important to the end users of the recruitment system. These responses broadly roll up to

the categories of process automation and workflow, information support, applicant management, and system usability.

Shadow Systems

Gaps in the existing systems or processes can be identified by reviewing the various systems that have been implemented by users and departments to support missing functionality. For the purposes of this review, these are referred to as Shadow Systems. The shadow systems identified have been created primarily to support gaps in information management or process automation and can likely be replaced by the future recruitment system.

Recommendations

Existing Processes and Forms

Feedback received during project consultations confirmed that although the current processes and forms result in the “right people being hired” there is still significant room for improvement. This applies to both the current uHire supported hiring processes and the manual processes followed by VPAC. The current state can be maintained and will support effective recruitment outcomes in the near term. However, any significant improvement to the quality of the processes or reduction in the resources required to support recruitment require the implementation of an automated recruitment system. Every effort should be made to address the near term opportunities noted below to in order to streamline the existing processes in preparation for an implementation of an automated recruitment system.

Functional Requirements

The uHire Replacement Options Analysis project developed a draft list of functional requirements for a system procurement RFP. Feedback received during stakeholder consultations confirmed the cross section of the requirements identified in the earlier project as well as several additional items not previously considered. See section 7.2 for the list of net new functional requirements identified.

Near-Term Opportunities

Feedback received during the consultation identified several challenges and opportunities for improvements that should be considered independently of any future decision to implement an automated recruitment system. Going forward, every effort will be made to resolve these issues, ensure that the organization is making the most effective use of current resources and systems, and avoid carrying poor practices into a new system.

Next Steps

Following completion of the report draft the following steps are planned:

- Post draft Recruitment Process Needs Assessment report on the Cross Institutional Efficiency Project website and invite comments Dec 2011

- Email a copy of the draft report to all consultation participants for comment, responses requested by Jan 15, 2012
- Finalize Recruitment Process Needs Assessment report Jan 30, 2012
- Validate RFP functional requirements with report findings and key stakeholders Jan 30, 2012
- Project Close Jan 30, 2012

2. Purpose of the Document

This document provides review and summary of feedback provided into the recruitment processes and systems currently in place at the University of Victoria (UVic). A review of current state finding gathered through a series of input sessions is presented and summarized to allow the organization to identify areas to simplify and streamline. Feedback gathered will be used to determine functional requirements for an RFP to replace the existing uHire applicant tracking system.

Additional documents relevant to this project are available and include:

- uHire Replacement Options Appraisal
- uHire Replacement Options Appraisal – Draft RFP

3. Definitions

Hiring Resource - all resources that are involved in the hiring process external to HR/VPAC, such as managers, department chairs, and administrative support.

Onboarding - the set of processes that support the transition of a successful applicant to an employee of the organization

uHire – the online application used by Human Resources to support staff recruitment.

4. Overview

4.1.Introduction

The environment in which UVic operates is changing rapidly. Demographic and economic pressures, and other external factors, require the organization to examine how best to maintain a strategic focus on the quality of the learning environment. Part of this examination is a commitment to ensuring that the supporting administrative systems and processes are as efficient and effective as possible and enable those who access them to focus on their contribution to the academic mission of the university.

The current on-line recruitment tool used to support the majority of staff hires, uHire, will be replaced in the near future. The uHire system only supports the recruitment function of a subset of the employee groups on campus. In advance of this replacement the Recruitment Process Needs Assessment project has conducted a broad consultation with stakeholders including non-academic administrators and managers, operational processing units, faculty and librarians, academic department administrators, and new hires of both staff and faculty. The intent of these consultations is to determine if a single system could conceivably meet all, or a majority of, the requirements for both staff and faculty hires. The organization also wants to ensure the areas within the existing recruitment process that are inefficient and should be addressed are understood. This will allow the organization to address issues with the existing processes and avoid continuing these in any new system.

The Recruitment Process Needs Assessment builds on the uHire Replacement Options Analysis project completed in the spring of 2010. The uHire Replacement Options Analysis project focused on an examination of the existing uHire and VPAC manual systems and outlined a recommended approach to procurement. In addition the project developed an RFP draft that captured the technical and broad functional requirements of the operational processing units. The Recruitment Process Needs Assessment extends this work by gathering the requirements and feedback of the much larger stakeholder community.

4.2.Scope

Recruitment processes for Faculty, PEA, CUPE 951 and 917, Exempt Support and Management Excluded employee groups are within the scope of this review. These employee groups represent approximately 75% of all employees of the university. CUPE 4163 employee groups are not included in this review directly due to the uniqueness of Teaching Assistants and the Sessional allocation, search and recruitment processes.

The needs assessment covers the processes involved in creating and approving a position fill request through to the point that the position has been filled and the required data has been updated in Banner and other involved systems, e.g. Moodle.

4.3. Assessment Approach and Objective

The project team organized a series of eight facilitated input sessions with identified stakeholder groups. Each session was scheduled for 90 minutes and followed a free input approach with a single group of stakeholders working through a set of four to five standard questions to guide the discussions. Notes from these sessions were consolidated and categorized to provide a structured resource for determining functional requirements, existing process issues and opportunities for improvement.

The broad objectives of the project are:

- To consult with 917, 951, PEA, ME and Exempt Administrators in administrative and service units on the effectiveness of the current process to identify inefficiencies and areas of process to potentially simplify, and to streamline workflow (including document flow) processes that could be enhanced or eliminated.
- To consult with a group of individuals recently hired through the uHire process to obtain their feedback on the current process.
- To consult with teams of academic administrators and senior support staff to gain an understanding of the requirements for a centralized recruiting system. To identify inefficiencies and areas of process to potentially simplify and streamline. To discuss workflow process that could be enhanced or eliminated to meet the needs of faculty recruitment processes.
- To consult with a group of recently hired faculty members to obtain their feedback on the process.
- To consult with HR, HRIS\Payroll and VPAC to identify inefficiencies and future requirements to meet their operational needs. To identify processes most suited to streamlining or elimination.
- To document results of consultations into a format that is acceptable to the RFP process that will form part of the functional requirements listing.

5. Current State and Requirements Findings

Stakeholder input on current state was solicited based on the following questions (with some variations to the base questions depending on the group):

- 1) What is currently working well for you in our existing processes? What is not meeting your needs? (gaps, shadow systems).
- 2) What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?
- 3) What things do we need to be aware of?
- 4) If you had a magic wand to improve our existing process and systems, what would you add, change, eliminate?
- 5) Do you have unique systems you run within your department that we need to ensure we understand and interface with? (Shadow systems, stand alone systems, university systems (FAST)

Feedback summaries are presented below based on common themes stated by each group and insight gleaned by reviewing the consolidated input.

5.1.What Works Well

While there are challenges with the existing processes and systems used for recruitment, overall the recruitment systems and processes in HR and VPAC are effective. As noted by the participants, “the right people are being hired”. Feedback received from stakeholders has been reviewed and is summarized below. It is interesting to note that aspects identified as working well by some participants were also identified as needing improvement by others. For example, the rigid format for applicant resumes was appreciated by some users as enforcing a level standard between applicants whereas others thought that this prevented applicants from differentiating themselves based on their application approach. This range of opinion reflects the need to have a flexible and configurable tool to support a diverse range of requirements.

Staff/Operations Feedback

- The standardized resume format for uHire applicants allows for easier evaluation and to focus on the details of interest quickly.
- The uHire posting process is fast and efficient. The application is intuitive and does not require extensive training to be able to use.
- Process integration and approval with the budget office provides needed control and oversight.
- Compared to a manual system, uHire reduces the use of paper and duplication of data entry and provides an approval workflow to ensure that required steps have been completed prior to posting.
- Postings are processed daily so there is no delay or cut off date that can delay the process.
- uHire provides an information repository for users to access and to create new postings or get other information to support hiring processes.
- Communication to the applicants on the status of the posting helps with the engagement of the applicant and supports the hiring manager.
- Support for coordinated hiring committees makes effective use of the information entered by the applicant and hiring manager to make their review less resource intensive.
- Can see the applicants for a posting prior to close to monitor how the posting is progressing.

Academic Feedback

- Current manual Faculty posting and related processes are fast, or at least meets the expectations of the departments.
- Manual approach provides maximum flexibility to the departments in how they manage and organized the recruitment. The system is not a “barrier” (nor is it an enabler)
- There is no restriction on the type of documents or formatting for faculty applicants. This is particularly important due to the wide variety of documents that may be requested, such as videos, pictures, CVs, recommendations etc.
- Offers are going to the right person and UVic is hiring quality applicants.
- Departments compose their own follow up communications sent to applicants throughout the process.
- Creative approaches to supporting document management have simplified the overhead with this process. One department created a single response email for postings and provided the documents to the committee via SharePoint.

Recent Hires (Staff and Faculty) Feedback

- The communication with staff applicants during the hiring process was effective and the applicants felt well supported during the process. All applicants reported some personal follow up by the hiring manager, generally via a phone call but also through email.
- Staff applicants appreciated the status provided to the applicant by uHire to know where they were at in the process (shortlisted, in process, scheduled for an interview). This was an important factor given that the applicants generally had submitted applications to other organizations.
- Onboarding processes and required documents were clear and no major issues or delays were reported after the applicants were hired.
- The marketing approach and promotional material has the right focus. No excessive focus on the non-institutional aspects of Victoria as part of the sales pitch. Out of town applicants compared this favourably with other institutions. Availability of material on the UVic website was appreciated

- Immigration support for out of country hires was good, including the involvement and support provided for spouses.

5.2. What Needs to be Improved

Although the current processes and systems are generally effective, there are many areas that have been identified as needing improvement. These are a combination of issues that are likely not surprising given the entirely manual nature of faculty recruitment and known issues with uHire. However, some feedback applies to supporting processes that will remain external to a future automated recruitment system.

Staff/Operations Feedback

- The lack of a complete workflow and assignment of responsible resource creates challenges and delays in managing posts. This applies both to operation support (HR/HRIS/Budget) and hiring managers.
- Incomplete information is provided for budget tracking requirements in some circumstances. For example, the budget office must follow up manually in cases where an advice of hire is received with a note “no posting required”
- Access to required and current supporting information is a challenge. Examples include access to current job descriptions, benefit entitlements, HR resource contacts and related recruitment procedures.
- Lack of clarity on the current process and HR resource assignments. Once a requisition is posted a hiring department has no insight into who is supporting the process in HR and the status of the work.
- uHire is not the best “marketing” tool for the organization. The rigid format, look and feel, and categorization of postings are seen as negatives. In general the marketing and representation of UVic was an area identified for improvement.
- No effective pre-screening of applicants to help identify lack of fit for the position before the application is submitted.
- Lack of comprehensive Banner integration for information required to support workflow, posting creation and approval where this information is already stored and maintained in Banner. No ability to use information collected by from the applicant to pre-populate the new employee record in Banner or provide reporting support to the organization.

- Numerous functional issues with uHire, highlights are listed below. A full review of uHire functional and technical issues is available in the uHire Replacement Options Analysis report.
 - Mandatory elements are not marked as such, creating confusion with system error messages.
 - Format of the resume does not allow applicants to effectively differentiate themselves based on their applications.
 - No ability to attach documents.
 - Standard sections that appear to be required may encourage applicants to provide detail when it is not required.
 - No spell checking or advanced formatting in the input sections.
 - Once an applicant has created a profile it is too easy to spam (repeatedly submit) applications, leading to an increase in applications by unqualified applicants.
 - Ability to sort applicants on screen is not provided.

Academic Feedback

- The current manual system does not represent UVic well compared to peer institutions with respect to innovation.
- VPAC requires a parallel system to track application status, search statistics and create reports. The current reporting data requirements must be supplied by the faculty hiring resources and requires overhead to maintain. Information required by VPAC for reporting is difficult to gather and submit with little direct value to the department. This can take a long time to compile for a search with a large applicant pool (pools as large as 400 were mentioned). It would be preferable to have the information entered by the applicant.
- Significant overhead required to manage the existing process. For example, one department reported that it required a full support FTE for a period of six months in order to manage three recruitments. This includes all aspects of the search from posting, advertising, applicant management, document management, scheduling and onboarding.
- The process can take so long that applicants drop out or accept alternate employment during the search.
- Once an applicant has been hired, there are significant delays in processing the appointment status form and providing access to accounts and systems such as Netlink.
- Turnover and training of chairs can create inconsistent communication and variation in the process.
- A huge paper producing exercise.

Recent Hires (Staff and Faculty) Feedback

- Lack of consistency of advice provided during the immigration process, potentially creating a lot of hassle for the new employee.
- Better training is recommended for the chairs in how to support the process. Confirms the feedback from operations that turnover in the positions can create training issues.
- As noted above, there are numerous issues with uHire and these carry over to the applicant experience for staff applicants. Critical uHire issues for this group include:
 - Format of the resume is “terrible” and does not allow applicants to effectively differentiate themselves based on their applications. This is particularly important for administrative positions where demonstrated mastery of word processing tools is important.
 - Too much time (up to 2 hours) required to create a profile.
 - No confirmation provided to assure the applicant that the application was received.
 - Cut and paste issues and format problems can create a lot of stress, particularly for applicants seeking administrative support positions.
 - No ability to attach documents.
 - No application preview prior to submission.

5.3. Magic Wand and Future System Requests

A “magic wand” question was included to provide consultation participants with an opportunity to provide blue-sky input with no constraints with respect to uHire or to existing aspects of the recruitment process. Responses covered a wide spectrum resulting in some useful insights into what is important to the end users of the recruitment system. The feedback has been summarized into themes to more easily focus on the concepts that were considered most important by the stakeholders.

Process automation and workflow. Keywords within this theme included “self-service formula”, “assist”, “streamline”, “automatic recommendations”, “automated processes”, “approval workflow support”, “supported offer management”, “tie in to processes after hire”, “scheduling”, “eliminate the paper”, “Document management”, “anywhere, anytime”

Information support. Keywords within this theme included “ranking”, “template”, “system generated notifications”, “better information”, “support any document type”, “reporting on all data collected”, “online documents”, “secure”, “reminders”.

Applicant management. Keywords within this theme included “Eligibility”, “screening questions”, “configurable to the requirements of the group”, “applicant pools”

System Usability. Keywords within this theme included “simple”, “easy to navigate”, “training support”, “flexible”, “intuitive”, “customizable”, “configurable”.

For the full set of response details, see the session notes referenced in [Appendix B](#).

5.4. Shadow Systems

Gaps in the existing systems or processes can be identified by reviewing the various systems that have been implemented by users and departments to support missing functionality. A project to implement a new recruitment system should consider these “shadow systems” with the goal of consolidating the functionality into a single, supported tool.

1. VPAC Faculty Database. In addition to other processes, the VPAC faculty database is used to support the faculty recruitment function. This system provides transactional level tracking to support the manual recruitment processes and is needed to provide ad hoc reporting and performance management statistics.
2. Facilities Management maintains a laddering tracking worksheet in Excel. This is used to manage the bumping and displacement options that can be created when staff members move internally to fill a series of position vacancies, especially temporary vacancies, that can be triggered by a single initial vacancy.
3. Manual tracking files and Excel documents are created to record, manage and submit reporting statistics required by VPAC for department recruiting activities.
4. Manual storage and tracking of documents generated during a search, such as applicant resumes, letters of acknowledgement, etc.
5. Banner and FAST are accessed by operations staff for information to support approval and control requirements. This includes reviewing budgets, position numbers, or employee details.
6. Equity surveys are conducted periodically and upon hire rather than as part of the application process.

5.5. SWOT Analysis

Consultation feedback provides insight on the strengths, weaknesses, opportunities and threats (SWOT) for the current state of recruitment systems and processes. The high-level summary below approach is intended to provide an alternative view of the responses aligned to the SWOT categories.

Table 1.

SWOT Analysis	
Strengths	Weaknesses
Outcomes The right hires are being made. System <ul style="list-style-type: none"> uHire has established the concept of an automated recruitment tool. Processes <ul style="list-style-type: none"> Control and approval requirements are working. Onboarding of new hires is generally smooth and effective. Communication <ul style="list-style-type: none"> Applicants know where they are at in the process. Personal contact is well received and appreciated by applicants. 	System <ul style="list-style-type: none"> uHire is inflexible and does not allow document attachments. Lack of flexibility leaves a one-size fits all approach. No automation for faculty recruitment. Minimal Banner integration uHire functionality does not allow applicants to differentiate themselves effectively. Processes <ul style="list-style-type: none"> Insufficient approval workflow Unclear accountabilities and resources. Delays in user accounts and system access. Communication <ul style="list-style-type: none"> Inconsistent approach to applicant follow and feedback. Access to up to date documentation.
Opportunities	Threats
System <ul style="list-style-type: none"> A single integrated solution to support all recruitment activities. Support for all document attachment and integrated document management. Feature rich toolset for applicant profiles. Processes <ul style="list-style-type: none"> Approval workflow to support requirements of both HR and VPAC. Configurable approach for different employee groups and faculty. Communication <ul style="list-style-type: none"> Automated notifications with the option for personal follow up. Represent UVic as an innovative organization. 	<ul style="list-style-type: none"> Loss of applicants to the process due to delays and ability to manage the process. Significant resources required to manage the existing processes can be more effectively utilized. Reporting relies on manual data management with an increased possibility of errors. Shadow systems have been developed to support gaps in the existing process. <ul style="list-style-type: none"> Increases the chance of error between systems. Duplication of effort and data. More difficult to ensure applicant confidentiality.

5.6. Summary

The consultations with stakeholders provided extremely valuable feedback on the effectiveness of the existing systems and processes and the requirements of any replacement system.

The current systems result in the right people being hired but are costly to support. This is primarily evident in the manual processes for faculty recruitment, but also in additional processes that have been developed to fill in the gaps and limitations of the uHire system for staff hires.

There is mixed feedback on some of the features of the current systems and processes. While most applicants and hiring resources do not like the rigid formats and manual approaches in the current system, there was a small subset that liked the enforced standardization of uHire and the level of control with the manual process in VPAC.

The organization does a good job of communicating to applicants and new hires. However, some standardization is required to provide more consistency in the approach. Also, feedback has identified that supporting documentation, such as job descriptions, can be difficult to access and may be out of date.

Current systems do not effectively support the reporting needs of the organization or utilize the data provided by applicants. Significant resources are currently allocated to reporting data and documents that could be collected through the use of an automated system and more easily made available for reporting and performance management, i.e. the recruitment report. The “shadow systems” that exist are primarily focused on providing information and reporting that are not available in the current systems.

System Integration needs to be extended to better link to Banner for information to manage posting creation and approval and from the system to Banner, and supporting systems (security, Moodle etc.), when a new hire is processed.

Document management has significant potential to address resource requirements within the current processes. With reported volumes of over 400 applicants for a single posting, the overhead with managing this via manual processes is astounding. Any system must support the collection and attachment of all required electronic document types (Word, PDF).

Applicants require more functional tools to create and support their profiles and application. Basic features such as spell checking must be provided.

Any automated system must be configurable to the needs of all employee groups and faculty and provide local “control” of the process depending on the requirements of the departments. Support for the departments to run at the pace they need with flexibility required.

6. Environmental Scan

6.1. Canadian Experience

UVic operates in a competitive environment for talent across Canada and internationally. An environmental scan was conducted via a question set posted to the Faculty Recruitment list server to provide insight into the current state of on-line systems for faculty recruitment. Likely due to resource challenges over the summer the response rate was not high (six responses). However some valuable detail was received from a cross-section of peer organizations.

The use of automated recruitment systems at these organizations was mixed, from no automation to full implementation of an on-line tool for both faculty and staff recruitment. The complexity of faculty documentation requirements was most commonly cited as the biggest hurdle to implementing an online system. However, the fact that several of the organizations have automated systems in place highlights the fact that these challenges can be overcome. Useful insights provided for UVic for any future implementation project include:

- Involve the end-users in the system requirement definition, configuration and design.
- Ensure that change management and user training are well supported throughout the implementation. Acceptance and engagement is a significant impediment to the success of the system.
- Consider the implications to existing procedures.
- Plan for complexity in the approach to faculty application support materials (CVs and related document requirements)
- Allocate sufficient resources for technical support required to maintain and grow the system.

6.2. United States Experience

The committee also sought some guidance from two U.S. universities (De Paul and Oregon State) that had experience with a web-based recruitment management system (People Admin) to manage the faculty recruitment process. People Admin is currently installed in 679 universities and colleges, is an official Banner partner and thus is a potential responder to UVic's RFP next year.

The feedback on functionality was encouraging. Oregon State has been using People Admin for five years in response to numerous complaints from faculty and campus and the inefficient, paper-based recruitment processes of the past. Three significant benefits were highlighted by Oregon State:

1. Document management became paperless (no lost paper).
2. Hiring committee members could work on recruitment anywhere, anytime via the web.

3. Equity reporting improved from 20% to 90% when applicants were required to complete the equity section of the on-line system versus the former paper based questionnaire.

As part of the implementation, Oregon State also took time to redesign their recruitment processes with a view to eliminating unnecessary steps. Oregon State also partnered with Arizona State to share training materials and a training site. Finally, Oregon State surveyed recently hired faculty after three months and heard no significant complaints – many applicants reported that they were already familiar with electronic recruitment systems at other universities.

De Paul reported similar outcomes – especially the impact on equity reporting and the notion of “anywhere, anytime” recruiting. De Paul also noted that having a centralized, standardized system still gave faculties the ability to tailor their selection process while providing a central ability to monitor and report progress on searches. A couple of other benefits of moving to an electronic system from the paper-based system of the past included:

1. Privacy: no longer need to print CVs etc. to shared printers.
2. Green: less printing/paper.

Again, De Paul emphasized that training and ongoing support for search committees is essential to a successful implementation (and beyond implementation). Their change management plan included classroom training, on-line support, and scenario testing. Ongoing training has been made available to recognize that some faculties do not recruit very often, there is turnover among search committees members, and new features become available over time.

Both universities were concerned that an electronic system could potentially dehumanize the search process but feedback from applicants indicated that this is not the case and, in fact, applicants are expecting easy to use, professional looking web-based processes from competitive universities.

7. Recommendations

7.1.Existing Processes and Forms

Feedback received during project consultations confirmed that although the current processes and forms result in the “right people being hired” there is still significant room for improvement. This applies to both the current uHire supported hiring processes and the manual processes followed by VPAC. The current state can be maintained and will support effective recruitment outcomes in the near term. However, any significant improvement to the quality of the processes or reduction in the resources required to support recruitment require the implementation of an automated recruitment system. Every effort should be made to address the near term opportunities noted below to in order to streamline the existing processes in preparation for an implementation of an automated recruitment system.

7.2.Functional Requirements

The uHire Replacement Options Analysis project developed a draft list of functional requirements for a system procurement RFP. Feedback received during stakeholder consultations confirmed the cross section of the requirements identified in the earlier project as well as several additional items not previously considered. Net new requirements that have been identified include:

- visual flow charts to track and manage the ladder, or chain of events for posting generated by a termination. i.e. A led to B led to C led to D, etc..
- automatic system recommendation of the top applicants for a posting when the selection is seniority based or if HR/the system has done pre-screening. Integrated Banner seniority for internal applicants.
- a prompt for managers to address upcoming events, i.e. an upcoming expiry of a temporary position. In this case the manager should get a system notification of a pending event and to start to prepare the replacement posting.
- support the transition from an external applicant to an internal employee that ensures that the applicant/employee can access both, i.e. tie to email/account and then flag as employee, add Vnumber when appropriate. Needs to flow in the opposite direction when terminated.
- an org chart type review of positions for a manager or department.
- more employee details from Banner based on the employee's file.
- support for delegation so that multiple people can manage a recruitment.
- access to the system and documents for the committee when needed, i.e. can be accessed from off-campus.
- allow referees to upload his or her own letter of recommendation for the candidate as opposed to the candidate loading it directly.

7.3. Near-Term Opportunities

Feedback received during the consultation identified several challenges and opportunities for improvements that should be considered independently of any future decision to implement an automated recruitment system. Going forward, every effort will be made to resolve these issues, ensure that the organization is making the most effective use of current resources and systems and

avoid carrying poor practices into a new system. The project team has reviewed the challenges and opportunities identified and has articulated a response to each item detailing the follow up activities that will be undertaken.

The principles that will be used to assess the near-term opportunities are:

- Will not result in duplication in a new system.
- Will not require additional investment in uHire.
- Is a process improvement.
- Supports education.
- Effort invested can be leveraged in a new system.

Process Near-Term Opportunities

- **Challenge:** Several stakeholders noted that there are anomalies or unknowns in the current end-to-end recruitment process and suggested a review to outline the process flow.
Opportunity: Review the uHire/VPAC process material and update as required. Consider posting the process outline on the HR/VPAC website.
Response: Guidelines on the recruitment process can be found in the Faculty Recruitment Handbook located on the VPAC website <https://www.uvic.ca/vpacademic/resources/howto/recruit/index.php>. Training is also provided annually by the VPAC office.
- **Challenge:** The current process and response times can vary substantially between recruitments. There is no service standard from VPAC/HR to ensure that tasks move when/as needed; for example at the intent to hire stage, when offers are made, when offers are accepted, and what the hiring administrator can expect. This was reported as a common experience.
Opportunity: HR/HRIS can examine the feasibility of establishing service standards or as a minimum, guidance timelines to manage these expectations. This would allow hiring administrators to know when to follow up on work in progress which hopefully would decrease the number of status requests being sent to HR/VPAC.
Response: Service standards, response times, guidelines and training will form part of the implementation of a new on line recruiting tool.
Due to the nature of faculty/librarian appointments it would be limiting to proscribe the process. This is due to the complexity and flexibility often associated with each individual recruitment. That being said, we anticipate that a new on line recruiting tool would allow the hiring administrator to track the process from start to finish. It is also anticipated that prompts and reminders would be built in to the system where appropriate.

- Challenge:** The assignment of Vnumbers to new hires can be delayed and create bottlenecks in other onboarding processes, such as the creation of a Netlink ID or Moodle account.

Opportunity: Review the option to create Vnumbers as soon as the required information for the new hire is available. There was general agreement during consultations that the creation of a Vnumber does not provide any access on its own but becomes a roadblock to providing services if not completed.

Response: The University is reviewing the provisioning and deprovisioning of employee access. The deprovisioning and communication/education processes will be completed in the spring of 2012. The review of provisioning or creating accounts will be considered in the next phase of the project.
- Challenge:** Need a clear retention policy to manage documents collected during recruitment.

Opportunity: Review existing document retention policy (electronic and physical) and provide communication to departments on those requirements.

Response: Improvements are underway through the Recruitment Handbook and Managers Tool Kit available on the Human Resources website. Electronic links, and information and policy updates with respect to information and record management will be implemented. An updated electronic handbook will go live on the web February 2012 along with the manager 'How To Series'. Guidelines on the process for faculty/librarians are found in the Faculty Recruitment Handbook located on the VPAC website <https://www.uvic.ca/vpacademic/resources/howto/recruit/index.php>. The principal tool for records management is the UVic Directory of Records. Questions related to the directory and procedures can be sent directly to the Associate Archivist (jmorriso@uvic.ca).
- Challenge:** Faculties and departments can often send the required paperwork for terminations with insufficient lead time from the day of separation. This may be out of sync with the posting to recruit the replacement, and create review and approval issues with the Finance/Budget Office.

Opportunity: Communication to hiring departments and managers on the deadlines and considerations for budget office posting approval.

Response: Sending the advice of separation in a timely manner is required not only to terminate an employee but also to inform other offices that may have responsibility for actions associated with the termination. Even if an employee submits notice of termination well in advance, administrators are encouraged to submit the advice of separation well before an employee's last pay day.
- Challenge:** Stakeholders requested an automatic recommendation from HR for the top applicants for seniority-based posting.

Opportunity: HR to review reporting provided to hiring managers to ensure that senior applicants are identified (HR Posting Seniority Report).

Response: Human Resources provides seniority rankings for all CUPE postings in UHire. The dates appear next to the applicant's name. Administrators of the competitions using UHire are responsible for sorting the information by date if required.

- Challenge:** Departments have suggested the overhead required to track and provide the reporting requirements to VPAC such as recruitment equity reports can be significant.

Opportunity: Review the current data collection processes and support the tools provided to departments. A standardized reporting data collection tool may help departments to better manage the reporting requirements. Alternatively, allow departments to update a central VPAC reporting system directly.

Response: The Recruitment Report form found on the VPAC website https://www.uvic.ca/vpacademic/assets/docs/resources/forms/recruitment_report.pdf is the current standardized data collection reporting tool. It is anticipated that one of the functions of a new on-line recruiting system would be to allow applicants to self-identify (for example, gender, race, marital status, etc.).
- Challenge:** Managers are required to complete certain processes after a hire as part of the probationary process. It was suggested that managers may not be aware of these process cut off dates and may need reminders of a new hire-related task.

Opportunity: When new hire details are entered into Banner, investigate the possibility of creating automatic reminders of pending tasks such as performance reviews that can be delivered to the department manager.

Response: Currently there is an electronic workflow that informs all administrative probationary supervisors when a probationary review is required. For CUPE positions, a one month reminder is sent via email or mail to remind the supervisor of the probationary timeframe. This is currently being manually tracked and reported. A project is underway to automate this process and should be in place by the spring of 2012.

Information Support Near-Term Opportunities

- Challenge:** Stakeholder feedback identified several issues related to accessing supporting information or related recruitment procedures.

Opportunity: HR, HRIS/Payroll and VPAC should review their communications' strategy and supporting documentation. This should include a review of departmental web sites and communication support to ensure that the material provided is up to date and comprehensive.

Response: Human Resources has been conducting an extensive review of the departmental website and communication tools currently in place to assist and guide administrators. These tools will be revised in February 2012. A large part of the redesign will involve enhancing the current technology and links to better serve the navigation requirements of administrators .

The Faculty/Librarian Recruitment Handbook is updated annually, as are all forms and "How to... guides" related to recruitment. The VPAC website has just been updated and recruitment is now clearly organized and easily accessible, as is the Framework Agreement.

- Challenge:** Position numbers required to create a posting are not always easily available. One work around that has been used is to run FAST payroll reports to confirm the position details and numbers.

Opportunity: Review options to create standard reports in a widely accessible tool or publish them in a searchable resource, e.g. as an Excel sheet.

Response: It is important to confirm position numbers when creating postings. Our position numbering system is incumbent-driven and numbers are available via FAST Finance which is available to those with appropriate signing and access authority. Clarification on position numbers, access and availability will be enhanced in the revisions to the Recruitment Handbook. VPAC is also in the process of updating the Faculty/Librarian Viewcat report to include position numbers.
- Challenge:** Offers to applicants must meet applicable organizational guidelines. Some stakeholders suggested that more support could be provided to ensure organizational guidelines are known and that the offers made are in compliance.

Opportunity: Provide offer letter templates and ancillary information to better support the offer process and to ensure that offers are in line with organizational guidelines.

Response: Three guidance documents – the Recruiting Handbook, salary administration resource webspace and the Managers Tool kit in Human Resources will be updated to provide clearer guidance. These changes will be implemented in February 2012.

Template offer letters are currently available from the VPAC office by contacting the Coordinator of Academic Appointments (sutherla@uvic.ca). All recruitment offer letters are reviewed by the Director of Administration & Faculty Human Resources (pnielsen@uvic.ca) prior to being sent to the successful candidate to ensure compliance.
- Challenge:** uHire users requested the ability to reference old postings by pay bands.

Opportunity: Discussions at the input sessions suggested that this may require training/education and may currently be available. This should be confirmed and communicated.

Response: The current system should not be used to repurpose existing postings without first updating the current job description to ensure it meets the operational needs of the unit. Postings can then be built from updated job descriptions. If units require strategic recruitment support, they should contact their HR advisor.
- Challenge:** Stakeholders, including operations staff, suggested a checklist or similar resource to provide a clear outline of who is accountable within each department for each step in the recruitment process. The lack of clarity in the current process sometimes results in duplication of work as review steps are repeated.

Opportunity: Create a roles and accountability matrix for each recruitment process.

Response: The revisions to the Human Resources Recruitment Handbook available February 2012 will include a clear outline of accountability.

Each Faculty currently handles the recruitment process differently and they prefer the individualized approach due to the intricacies of their disciplines. The VPAC office will request that each decanal office establish an internal checklist that will be unique for their Faculty. The overarching outline of the recruitment process is provided on both the Request to Recruit form and in the Faculty/Librarian Recruitment Handbook.

- **Challenge:** Access to supporting procedures and employment terms (for example, leave entitlements) should be consolidated and made available for quick access by hiring resources. This is required to ensure that correct information is provided to applicants.

Opportunity: Review the current support documentation and ensure that this is available and communicated.

Response: The Framework Agreement provides all employment terms and procedures. The Framework Agreement can be found on the VPAC website

<http://www.uvic.ca/vpacademic/assets/docs/resources/framework/FrameworkAgreement2008Revised2010.pdf>. The link to the Framework Agreement is also embedded in each offer letter and a session specifically on employment terms is offered annually during the New Faculty & Librarian Orientation.

- **Challenge:** Employees with positions in multiple bargaining units can create errors in the lists of eligible employees provided to the hiring manager. Currently HRIS vets an eligible employee list but users report that they can't always trust that the details about an employee are correct. As a result hiring managers have to go back and forth to confirm the correct details which is inefficient.

Opportunity: Review the information and processes that generate the eligible employee list for each posting. As a minimum if logic cannot easily provide the correct the eligibility one option may be to highlight any employee applicants that are in multiple groups.

Response: The intent of this project is not to change the current uHire system to more fully identify and sort multiple positions. This functionality has been identified as a requirement in the uHire replacement system and will form part of the functional requirements in the RFP.

- **Challenge:** In uHire, competitions that have been cancelled or have expired remain in the system and cannot be archived or deleted directly.

Opportunity: Engage USys to review any options that can be employed to identify and purge these records.

Response: Programming changes to delete cancelled or expired postings within uHire is not in the current work plan. This functionality has been identified as a requirement of the uHire replacement system and will form part of the functional requirements in the RFP.

Communication Near-Term Opportunities

- **Challenge:** Provide an announcement page for HR on the HR web site to provide detail on procedures and news to the hiring user. Feedback identified a need to have an improved starting page for HR that highlighted information or interest or recent changes.
Opportunity: Set up an announcement page for HR communication. If this is already available direct users to communication updates accordingly.
Response: Human Resources will be implementing a more streamlined process to ensure that administrators are easily guided to the relevant announcements and points of interest. Changes will be made in February 2012.
The Faculty/Librarian Recruitment Handbook is updated annually, as are all forms and “How to... guides” related to recruitment. The VPAC website also has a specific webpage dedicated to recruitment. All procedures and announcements are located on that page. When a procedure/policy is revised or added an email will also be sent to the appropriate administrators (Chairs/Directors/Deans/Assistants/Administrative Officers)
<http://www.uvic.ca/vpacademic/resources/howto/recruit/index.php>. In addition to the online materials/emails, annual training is provided where changes/announcements are provided.
- **Challenge:** Several approaches were noted to the follow-up and communication pieces provided to the successful (and unsuccessful) applicant. The suggestion made was to have HR/VPAC provide a recommendation to standardize the approach if not specified in any of the collective agreements.
Opportunity: Revise HR procedures on offer letter/applicant follow up.
Response: The ability to customize and standardize messaging to applications has been identified as a requirement in the new on line recruiting tool and will be identified as a functional requirement in the RFP.
The process for this can be found in the Faculty Recruitment Handbook located on the VPAC website <https://www.uvic.ca/vpacademic/resources/howto/recruit/index.php>. The handbook also includes a template letter for the unsuccessful applicants. Template letters for successful candidates are available from the Coordinator of Academic Appointments (sutherla@uvic.ca) in the VPAC Office.

8. Change Management

A clear theme communicated by the stakeholders is the need for user community engagement and support during implementation. This was also clearly stated in the external feedback received and described in section 6. This can broadly be addressed through a formalized and planned commitment to change management. To an extent this project demonstrates support for to change management through the direct engagement of the stakeholder community in documenting the future recruitment system needs assessment.

Stakeholder feedback received in the session clearly supports the need for integrated change management. This should include participation in RFP requirements review, system evaluation, configuration and testing, training and implementation.

9. Next Steps

Following completion of the report draft the following steps are planned:

- Post draft Recruitment Process Needs Assessment report on the Cross Institutional Efficiency Project website and invite comments Dec 2011
- Email a copy of the draft report to all consultation participants for comment, responses requested by Jan 15, 2012
- Finalize Recruitment Process Needs Assessment report Jan 30, 2012
- Validate RFP functional requirements with report findings and key stakeholders Jan 30, 2012
- Project Close Jan 30, 2012

Appendix A – Current State Process Flows

Figure 1. Current State Staff Process

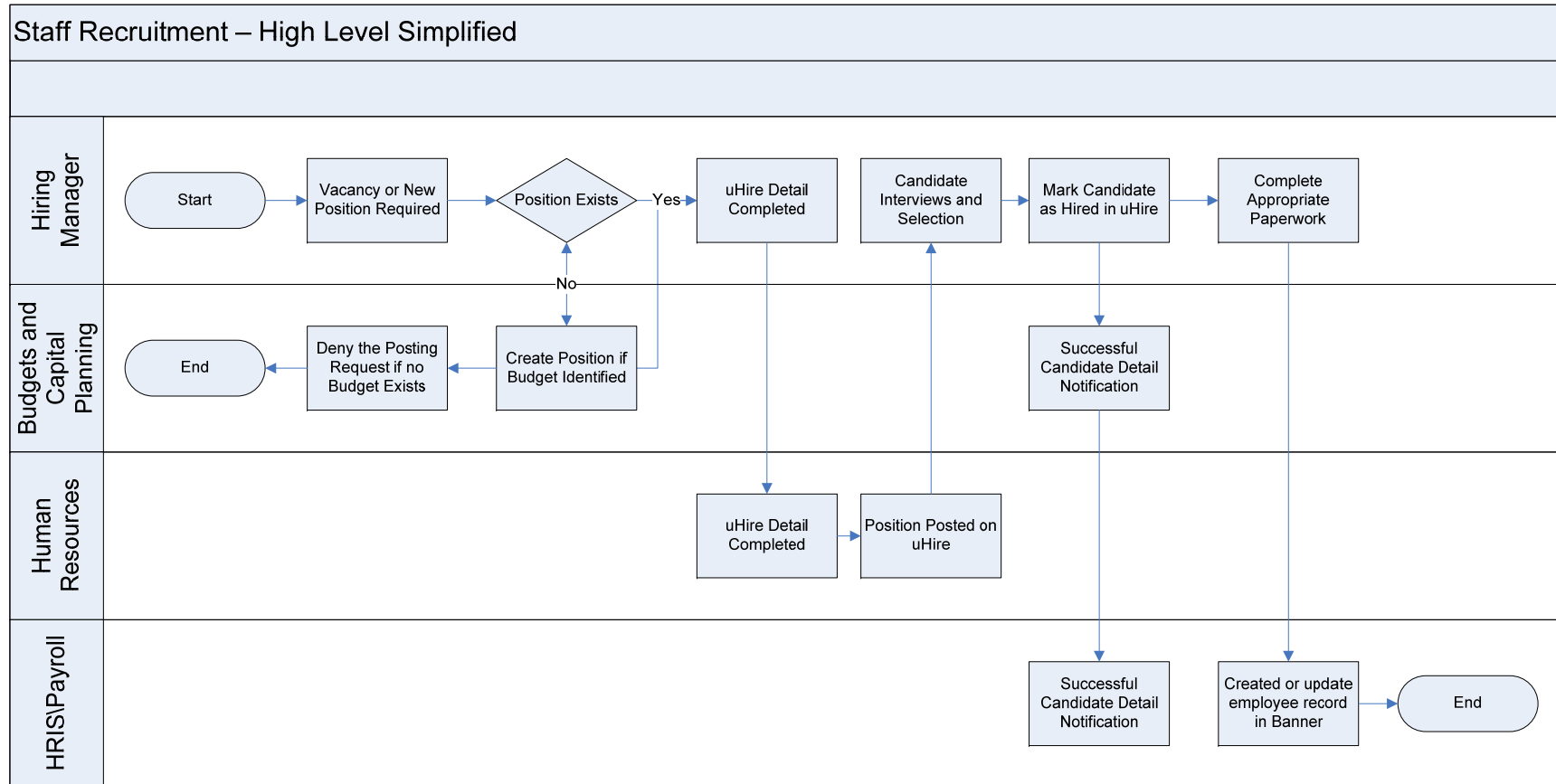
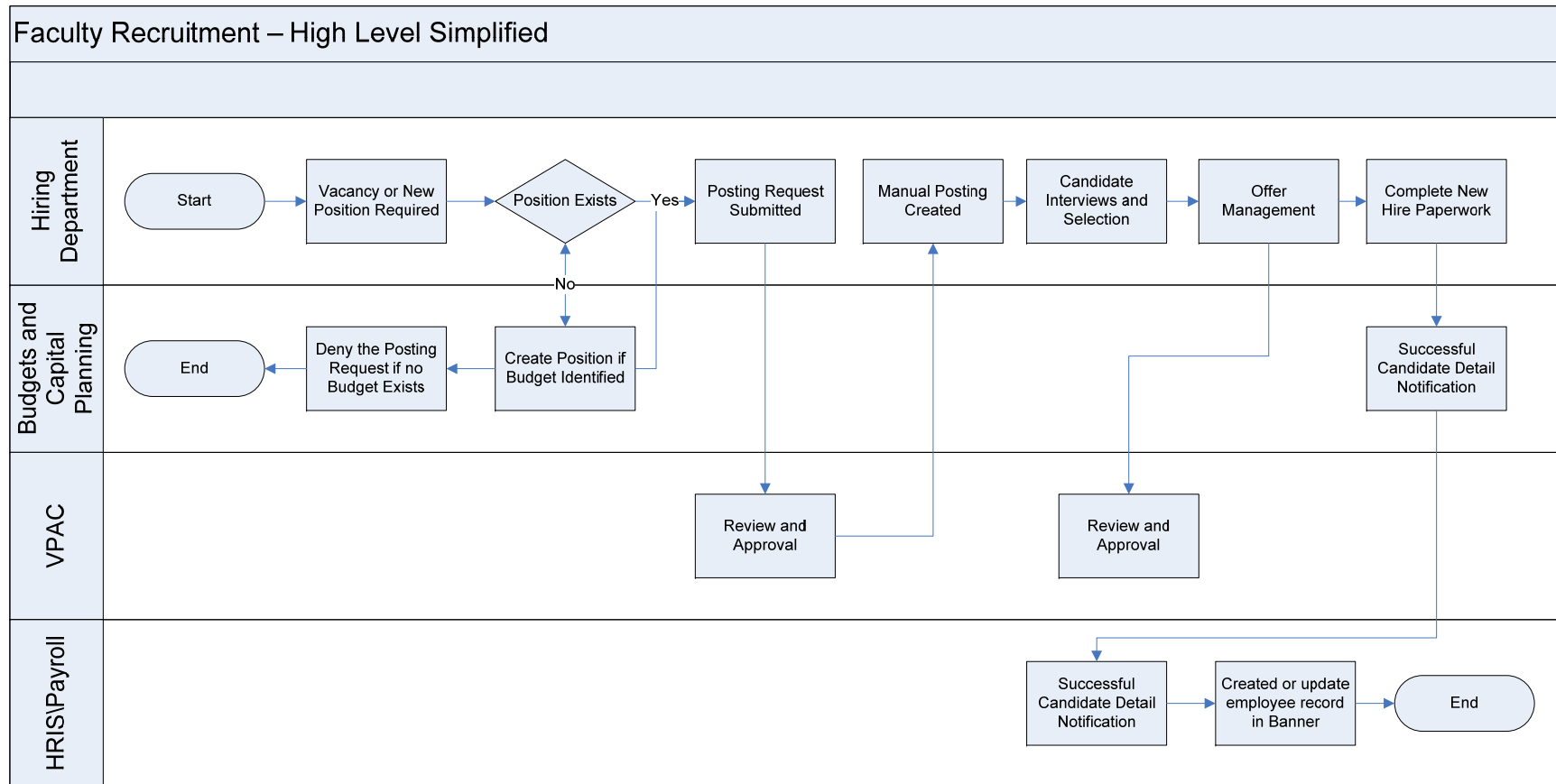


Figure 2. Current State Faculty Process



Appendix B – Stakeholder Input Detail

Stakeholder feedback from each session has been documented and categorized as recorded. See the project excel sheet for details.

See document: [Appendix B Stakeholder Input Detail.pdf](#)

Date	Session Group	Question	Response
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Current process doesn't allow for automated review of the details. Need to manually follow up on events, by budget or finance, because they are not able to see. The process in the faculty/department might not currently send the paperwork until really close to the day of separation, meaning this is out of synch with the posting to recruit the replacement.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Currently the uHire format does not work for the faculty CV requirement. This doesn't really work great for the uHire resumes as well. No ability to attach resumes.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Follow on, essentially providing a tracking mechanism to anticipate the advice of separation. Budget doesn't want to have a new posting without knowing the existing base position.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Discussion on the ability to assign an earlier vNumber. JS pointed out that a vnumber doesn't automatically provide any security.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	There are a few anomalies or unknowns in the current process. Need a review to outline how the process should flow.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	The posting process works well from the request through to posting, at least for uHire.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Budget using uHire to track but has inefficient workflow to reconcile postings to budget approval. Looking for budget notification of termination and backup documentation. Essentially workflow to assist the process, a before b before c and some way of preventing that.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	budget will get a copy of recommendation for appointment with a note "no posting required" but budget has to track down why no posting required? Budget needs to know because they still need to review the budget and if its required.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	The budget office assigns the new position numbers.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	This NOC code in the uHire system is used hit or miss. There is a manual process to follow this up. Requirement is to ensure that mandatory elements are completed in the process.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Currently struggle with equity hires and VPAC requirement for approvals. This doesn't currently go through uHire its done separately. This is on the requisition end, e.g. Indigenous Affairs request. This come as a request to VPAC for review and approval. There is currently no formal record unless VPAC keeps the record. These can get missed and the recruitment goes ahead without VPAC review. Any replacement needs to include this as workflow in the review/posting approval.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Faculty, the existing simplified process works well however the manual system has challenges for automation etc, need to move to an electronic process. This would improve the process or at least provide opportunities for improvement.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Note that some departments only recruit very rarely.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Posting and ads the content is managed on email back and forth to finalize content. Then the budget for advertising is then sent back to budget.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Currently VPAC has an access system to track the manual steps in the process and is used for tracking and follow up stats. This is a risk since it is not really a "recruitment" tool.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Faculty doesn't really understand the NOC code and the use/assignment.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Requirements, termination and exit (advice of separation) to flow into the new position recruitment process for refilling a base position. This also counts for promotions or other transfers, its all refill.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Typically when a hire is made, the departments have all the background detail. Why is there a holdup? PN, the Vnumber is assigned through payroll.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Need to have a Vnumber generated early to allow this to come through.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Updates to position control and NOC code, there is currently no enforcement mechanism to manage this.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Having a hard time currently getting data/performance on equity hires.
July 18 1:30-3:00	Operational Processing Units	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	There is currently no checklist or other resource to provide a clear outline of who is accountable at each step. So, the downside on this is that people are duplication process to ensure that everything is correct. Concept is that there needs to be a system with workflow and approval for each step.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Employee offers that don't follow the guidelines may need to be revoked, ensuring this process could avoid this.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Need to have banner integration.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Electronic approvals and workflow to enforce standard process requirements. This will be a big win for efficiency.

Date	Session Group	Question	Response
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Need to upload documents and to be software agnostic.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Any custom fields collected need to be reportable and accessible to the department.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	HRIS wanted integration with Banner to get details from, and to load updates to on award. The only thing that HRIS sees as not possible is setting up employee banking details. Essentially, the support for standard hire forms.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Links to budget approval and checking.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Need to provide the ability for the responsible group to update and be accountable for their piece in the process and to have this enforced? E.g., FTE calculations, rules of work. Etc.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	The ability to configure a tailored posting form that allows custom questions as required. E.g., are you a Canadian resident? Are you legally entitled to work in Canada?
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	The offer letter composition and the review and structure is critical. Consistency here would be very helpful.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Delegation and assignment of roles. And to generate reports and functional, delegated reporting and different access to data as security requires.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Intuitive system to minimize training, errors and maximize buy in.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Electronic approvals and notifications, configurable as needed. Needs to satisfy audit requirements and be track-able to ensure this happens.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Forms management would work well if integrated.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Need to abolish paperwork and missing information required by the pay office/HR to process the hire.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Need to have error checking and some way to determine and correct errors before it gets to posting or conversely to hire.
July 18 1:30-3:00	Operational Processing Units	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	HR/Payroll currently have a lot of back and forth to review the offer letter and terms and to ensure that this is clear and coordinated. I.e. tracking the details in the offer to ensure this is tracked.
July 18 1:30-3:00	Operational Processing Units	What things do we need to be aware of?	Audit, reporting, due process enforcement.
July 18 1:30-3:00	Operational Processing Units	What things do we need to be aware of?	Communication and training, for implementation as well as ongoing.
July 18 1:30-3:00	Operational Processing Units	What things do we need to be aware of?	Faculty are usually more complex, the system needs to be more than just a cookie cutter. Need flexibility.
July 18 1:30-3:00	Operational Processing Units	What things do we need to be aware of?	Following the collective agreements and framework agreements for alignment.
July 18 1:30-3:00	Operational Processing Units	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Need to provide follow up hire support to new hires.
July 18 1:30-3:00	Operational Processing Units	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Adding a formula for self service and review. E.g., integrate the employee to self serve to support onboarding.
July 18 1:30-3:00	Operational Processing Units	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Managing and assisting with benefit offers. There are currently many variations but any system need to support this.
July 18 1:30-3:00	Operational Processing Units	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Streamline the process.
July 18 1:30-3:00	Operational Processing Units	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	A universal way of dealing with benefit groups (and there was general snickering).
July 18 1:30-3:00	Operational Processing Units	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Clear support for policy detail, e.g. leave entitlement and getting this quickly to the successful applicant.

Date	Session Group	Question	Response
July 18 1:30-3:00	Operational Processing Units	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	No need to wait for paper, automation.
July 18 1:30-3:00	Operational Processing Units	Do you have unique systems that you run within your department that we need to understand and interface with.	FAST reporting.
July 18 1:30-3:00	Operational Processing Units	Do you have unique systems that you run within your department that we need to understand and interface with.	Departments have their own tracking systems and updates.
July 18 1:30-3:00	Operational Processing Units	Do you have unique systems that you run within your department that we need to understand and interface with.	Faculty tracking database, numerous VPAC tracking systems and access or excel.
July 18 1:30-3:00	Operational Processing Units	Do you have unique systems that you run within your department that we need to understand and interface with.	Banner Budget
July 18 1:30-3:00	Operational Processing Units	Do you have unique systems that you run within your department that we need to understand and interface with.	To support study leave, to provide start date and the ability to calculate. This would be driven from Banner.
July 18 1:30-3:00	Operational Processing Units	Do you have unique systems that you run within your department that we need to understand and interface with.	Tie into the notice of Hire, Banner is the target.
July 19 Session 1	Non-Academic Units - Users	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Doesn't appreciate that resume formats can wow or distract from the detail in the resume. I.e. don't care so much about how it looks but the content.
July 19 Session 1	Non-Academic Units - Users	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Once a rec is posted, the follow up in HR and knowing there status, who is working on it is not known. The departments then have to call in and track with HR, this process needs to be improved. Need a better understanding of where the posting is in the process.
July 19 Session 1	Non-Academic Units - Users	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Likes the email trails and updates on where things are with the system. However, there is no automated functionality to tell the hiring manager when all the applicants have completed all the detail.
July 19 Session 1	Non-Academic Units - Users	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Resume template establishes a level playing field and a standard set of detail from the applicants. The uploaded resumes tended to have errors or poor formatting.
July 19 Session 1	Non-Academic Units - Users	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	The collective agreement rules and the list of eligible employees does not always work. Right now HRIS vets eligible employee list, users can't trust that the details for the employees are correct. uHire details provided do not always line up with HRIS or with what the employee says they are so the hiring managers have to go back and forth to fix this and it's an inefficient process for them to manage. HRIS makes mistakes on the screening and it ends up on the hiring manger to fix. This has been specific to employees with positions in multiple positions in different collective agreements.
July 19 Session 1	Non-Academic Units - Users	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Competitions that have been cancelled or expired, sit there and can't be archived. Need to have different ability to classify and view to better manage the process. If the rec is not completed they sit there indefinitely. This is a uHire difficulty.
July 19 Session 1	Non-Academic Units - Users	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	In one department, admin has to send the rejection back to the hiring manger, can only have a small number of approvals. Need a system with more ability to set up approval steps and processes. BH verifies the detail on the posting and the internal controls before the posting gets final signoff. uHire has a limited number of workflow steps, i.e. 2, once for approval by the director and one to HR. This is specific to rejecting the requisition. Ahhh, she rejects that requisition to get back to the director to send on.
July 19 Session 1	Non-Academic Units - Users	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	HR must review and approve the posting, i.e. ensure that classification has been completed, the position details or other competition specific factors, i.e. compensation or perhaps terminations or eligibility. HR needs to ensure that the appropriate collective agreement rules are being followed.
July 19 Session 1	Non-Academic Units - Users	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	The job descriptions are getting old so managing the job descriptions can be hard, right now for example HR may need to review a JD that hasn't been used in a while.
July 19 Session 1	Non-Academic Units - Users	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Multiple ways to classify and sort historical requisitions is required.
July 19 Session 1	Non-Academic Units - Users	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	The frustration could be reduced by providing better insight to the workflow and who is currently next in the chain for work. Turn over in HR has created some issues with knowing who is assigned to which group.
July 19 Session 1	Non-Academic Units - Users	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Like the paperless functionality with uHire.
July 19 Session 1	Non-Academic Units - Users	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Had a situation where a manger was going though 250 resumes and the system timed out. So uHire does not support high volume work that takes a long time to complete, its not reliable.
July 19 Session 1	Non-Academic Units - Users	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Uses flow charts to track and manage the ladder chain of postings because it gets really complex. Some system to track the ladder effect and report on this is required. I.e. A led to B led to C led to D.....
July 19 Session 1	Non-Academic Units - Users	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	A more flexible system to allow for handling situations where a posting might create a domino effect of other postings. For example, a FT vacancy in janitorial created a follow up of 12 changes as the candidates position came up and was filled etc, etc. Right now this has to be set up manually. Employees must apply to be appointed even with seniority role. There is quite a ladder effect.
July 19 Session 1	Non-Academic Units - Users	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Need a stable system and currently uHire crashes or causes problems. There are some work arounds, i.e., SAVE SAVE SAVE or you'll be very upset.
July 19 Session 1	Non-Academic Units - Users	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Some why of tracking "good contact/candidate" list from previous postings to follow up with in the future.

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July 19 Session 1	Non-Academic Units - Users	What things do we need to be aware of?	Detail available on the screen is not sufficient. uHire does what she needs, but she is also the only one that completes and knows for the department. If there were a change in the system then the department would be sunk. Her secretary is terrified of having postings come up during her vacation.
July 19 Session 1	Non-Academic Units - Users	What things do we need to be aware of?	Tie to Banner for things like position number is essential.
July 19 Session 1	Non-Academic Units - Users	What things do we need to be aware of?	Use the content/structure of the cover letter to screen.
July 19 Session 1	Non-Academic Units - Users	What things do we need to be aware of?	Once users are familiar with the workflow then things in uHire go smoothly, this needs to be maintained. Need to have good training and food tutorials to support turnover and training to ensure that knowledge is easier to maintain.
July 19 Session 1	Non-Academic Units - Users	What things do we need to be aware of?	Department internal processes don't always align with the system. I.e., department approval process not supported.
July 19 Session 1	Non-Academic Units - Users	What things do we need to be aware of?	In FMGT there is complex backlash (laddering) that happens so managing this is complex. Uses excel to manage.
July 19 Session 1	Non-Academic Units - Users	What things do we need to be aware of?	Managing the detail and the workflow is hard. Should be specific to the user as to what employees and position details are provided. I.e. table driven from Banner.
July 19 Session 1	Non-Academic Units - Users	What things do we need to be aware of?	uHire is not intuitive. Spend more time trying to understand uHire rather than doing the actual hiring process.
July 19 Session 1	Non-Academic Units - Users	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Ranking of the applicants using the committee report does come up with a consistent A applicant pool.
July 19 Session 1	Non-Academic Units - Users	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Shortlisting (A,B,C or X) is most easily done by assembling a committee to review the applicants for ranking. Need better tools to support shortlisting.
July 19 Session 1	Non-Academic Units - Users	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Support for short listing and committee review for the competition. A, stars, B mostly, C maybe but low, X no.
July 19 Session 1	Non-Academic Units - Users	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Electronic versions of the forms.
July 19 Session 1	Non-Academic Units - Users	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	An automatic recommendation from HR for the top candidates for a posting. IE, if the job is seniority based, can HR prepopulate? Integrated Banner seniority for internal applicants.
July 19 Session 1	Non-Academic Units - Users	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Need to present the detail from the existing systems (Staged from banner), then the users can review and approve or submit.
July 19 Session 1	Non-Academic Units - Users	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Need a more flexible rating process, but the rating system is not flexible to allow for changes to the relative ranking during the process. They currently do this externally.
July 19 Session 1	Non-Academic Units - Users	Do you have unique systems that you run within your department that we need to understand and interface with.	Maintains an internal HR database for easier access to data.
July 19 Session 1	Non-Academic Units - Users	Do you have unique systems that you run within your department that we need to understand and interface with.	Shadow systems used to track and update post hire check points, e.g. when probation is up, what the prorated leave banks are for the employees.
July 19 Session 1	Non-Academic Units - Users	Do you have unique systems that you run within your department that we need to understand and interface with.	Committee scheduling is done externally, using Outlook.
July 19 Session 1	Non-Academic Units - Users	Do you have unique systems that you run within your department that we need to understand and interface with.	Excel sheets and workflow diagram to map out the laddering. "I track everything"
July 19 Session 1	Non-Academic Units - Users	Do you have unique systems that you run within your department that we need to understand and interface with.	Pilot project implementation is a good approach.
July 19 Session 1	Non-Academic Units - Users	Do you have unique systems that you run within your department that we need to understand and interface with.	Are there any tracking/reporting requirements that are known? Yes, tracking who was successful and why to back up decisions and what was done.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	"Other" category, if all positions can't be recruited through the new system then we need some better way of posting/marketing rather than classifying all these catch-alls as "Other". Poor marketing.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Need to have some way to prescreen candidates up front, i.e. if there are minimums required then the system should provide some ability to removed up front.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	uHire resume copy and paste and formatting is no helpful. Sees this as a hard time to determine the professionalism of the candidate. The resume formats enforced by uHire is not good. Attachments of formatted documents would be helpful. Linking to external advertising, any new system should allow personalizations of external advertising, i.e., standard associations to post positions, i.e., one stop shop for posting to external suites.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Need stronger wording to provide guidance on "Internal applicants will be considered first". I.e. external vs. internal applicants. This is specific to PEA, but at least having some flexibility to change this. ** Collective Agreement flexibility to tailor the posting as required.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Some way of adding prescreen questions. IE: Are you childcare certified? If no, then don't proceed.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	From an applicant perspective, uHire almost forces the applicant to add detail, e.g. awards. Having the section there almost forces people to answer.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Have the history to pre-populate. Need to be able to delete and achieve postings that are Hx. A lot of clutter on the uHire system for historical postings.

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July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	In the ideal world, communication would follow through all of the process once complete. I.e., notify unsuccessful but also support new hire workflow, i.e. position notice form.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	uHire cut and paste approach leads to more typos and content errors.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Like how you can pull forward from previous posting to short cut the posting create process and make the required changed. Doesn't like how the system times out during the process. Tie to Banner for lookups like Banner posn number.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Like the short list function to send just the list to the interviewers.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Need for specialization depending on the union. Uhire function to prompt calling to applicants causes issues, there are some issues with how this works depending on the collective agreement. For example, some unions require a call to unsuccessful candidates but others don't.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Need to carry forward uHire history to ensure that this is accessible. Can this be done?
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	No existing notification on mandatory elements.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	One work around is to use FAST payroll to confirm the positn details and numbers.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Recurring theme on carrying forward a historical posting to edit and shortcut the create process. Knowing the position number is helpful, but the current list does not provide the detail.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Previous posting detail and history of applications is great. Some difficulty with tracking and seeing the position number, this might be from Banner. Resumes cannot be attached and this creates issues. No way of hiring casuals for CUPE and 917. Would like to have everything on the same system so there isn't multiple systems. Currently just pulls resumes from uHire to fill casual positions but this is "lame". Automated response to unsuccessful candidates is too impersonal and cold. Would prefer the ability to customize a rejection letter.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Applicant template in uHire provides standard assessment, pro and con to this approach.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	The section approach to uHire does provide for a good standard layout and where to find things. I.e., work experience, followed by education etc. So it might be harder finding common detail.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	UHire has been more efficient than with manual, easier management of the cutoff deadlines. More flexibility to post any time. However, finds uHire clunky.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	This depends on the type of position. CUPE postings, enforcing a simple template would work be better. IE, configurable applicant template depending on the position type (CUPE, Faculty.)
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	uHire is user friendly, any new system should be just as functional. No issue with the process as is now. "Always worked great for me and we post a lot" - registrars office.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	UHire makes it easy to spam applications once your candidate is in the system.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	uHire, the current approach almost makes the formatting and look and feel worse for those that have put in the effort.
July 19 Session 2	Non-Academic Units - Hiring Managers	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	User friendly for an applicant but the format can be confusing. The format issues came up multiple times.
July 19 Session 2	Non-Academic Units - Hiring Managers	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	No responses. Questions 2 rolled into question 1 for this group.
July 19 Session 2	Non-Academic Units - Hiring Managers	What things do we need to be aware of?	The need to history from previous postings.
July 19 Session 2	Non-Academic Units - Hiring Managers	What things do we need to be aware of?	When a person leaves, need to ensure that the postings are applicant specific not with the posting. I.e. be posting specific not with the person.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Access to on-hire documents, i.e. bank detail, criminal check. Follow up details.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	An automated rejection letter from the system that is generated and sent by the system. Better timing on when to send these notifications, i.e. prior to the interview, even at the short list stage.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Applicant alerts to highlight and notify of a new posting.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Be able to see applications in process and see the status as the posting progresses. Some way to see who has applied before posting has closed.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Flag to the manager that the applicant has certain characteristics. The other category and how this applies, prompt for current employees to know this when they aren't covered by the recruitment process.

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July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Better rights management to ensure that users for each department can have permissions and delegations and to have the system properly manage this. Need to have workflow follow up to ensure that the posting details remain with the original user but allows for delegations and correct tracking.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Eligibility list to feed into a casual pool.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Would like a eligibility list and follow up if there is a top 2 candidates, so want to add to a "hire next" list. I.e. candidate pool.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Forms should be online and pre-populated with the details available. It would be great to eliminate the paper forms and have this be electronic.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Prompt managers to address up coming events. I.e. an upcoming expiry of a temporary position. In this case the manager should get a system notification of a pending event and to start the replacement posting.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	A magic app to prepopulate and send forms required for the process would be great. prepopulate where possible.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Need to have simple interface and be able to minimize training so that the knowledge is not only in a single super user.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Needs to support multiple users in each of the roles (admin, hiring, posting, committee) etc.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Needs to support standard workflow and notifications of the process. Currently there are different ways to work around this, i.e. edit directly or come up with workaround rejection pieces to make this work in uHire.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	The tutorials/online help needs to be context specific to support the users. The help function needs to be multi channel to better support users with a different need (visual, audio, text etc).
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Tie into new employee orientation. E.g., worksafe review, orientation.
July 19 Session 2	Non-Academic Units - Hiring Managers	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Support the transition from an external applicant to an internal employee and ensure the applicant/employee can access both. I.e., tie to email/account and then flag as employee, add number when its appropriate. Needs to flow in the opposite direction when terminated.
July 19 Session 2	Non-Academic Units - Hiring Managers	Do you have unique systems that you run within your department that we need to understand and interface with.	Need an archive of historical postings, job descriptions for hx access and statistics. It would be convenient to support posting management. I.e. look at hx JDs and Postings to pull forward as required. Grab one that was done before as a starting point.
July 19 Session 2	Non-Academic Units - Hiring Managers	Do you have unique systems that you run within your department that we need to understand and interface with.	Sometimes the current applicant resume is blank, 2-3 with every competition. uHire is not consistent and buggy, This can result in multiple applications from applicants.
July 19 Session 2	Non-Academic Units - Hiring Managers	Do you have unique systems that you run within your department that we need to understand and interface with.	Mandatory field notification and workflow to correct, flag for the user (applicant or manager/admin)
July 19 Session 2	Non-Academic Units - Hiring Managers	Do you have unique systems that you run within your department that we need to understand and interface with.	Reporting and access to ad hoc detail.
July 19 Session 2	Non-Academic Units - Hiring Managers	Do you have unique systems that you run within your department that we need to understand and interface with.	Some way for applicants to see the application specifically for the posting. To maintain the ability to update the application and submit for different applications. I.e., one for grounds, one for housekeeping.
July 19 Session 2	Non-Academic Units - Hiring Managers	Do you have unique systems that you run within your department that we need to understand and interface with.	Tracking position and status of everything is tracking on a flow chart. I.e. this person is temp for this one and really is this one.
July 19 Session 2	Non-Academic Units - Hiring Managers	Do you have unique systems that you run within your department that we need to understand and interface with.	uHire applicants can change up until the positing closes. This is not a problem for managers because the posting hasn't actually closed.
July 19 Session 2	Non-Academic Units - Hiring Managers	Do you have unique systems that you run within your department that we need to understand and interface with.	Provide for an org chart type review of positions for a manager or department.
July 20, 2011 3-4 S	New Hires	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	All, the formatting issue is really stressful for new applicants that want their application formatting to be professional.
July 20, 2011 3-4 S	New Hires	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Resume builder functionality was very complex and was a duplicate of having a resume already built. Redundant work. The look of the resume creating in uHire didn't allow administrative jobs to demonstrate how they would structure and polish the documents.
July 20, 2011 3-4 S	New Hires	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Hiring process went well, but the resume format tool didn't work well.
July 20, 2011 3-4 S	New Hires	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Feedback: 1-2 hours was common to set up the initial account and application. Secondary applications are quicker. Spell check doesn't work so applicants have to come up with work arounds.
July 20, 2011 3-4 S	New Hires	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Formatting and review is terrible. The interface use was not very helpful.
July 20, 2011 3-4 S	New Hires	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Helpful that uHire provided status to the applicants to let them know where they are in the process. Shortlist, in process, scheduled for interview.
July 20, 2011 3-4 S	New Hires	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	The communication from UVic has recently been updated to provide follow up. For example a phone call for an interview and support from uHire for where you are in the process. Phone interview notification as well as an email/uHire update.

Date	Session Group	Question	Response
July 20, 2011 3-4 S	New Hires	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Bombardier, does do prescreening for the applicant skills and review prior to the review.
July 20, 2011 3-4 S	New Hires	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	No use of the tutorials by this group but they appeared to be tech savvy.
July 20, 2011 3-4 S	New Hires	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	The cover letter upload was good. The resume though took 1.5 hrs to finally complete. Can possibly turn off the applicants because its not clear if it works and you'll look bad. Basic tool bar isn't helpful.
July 20, 2011 3-4 S	New Hires	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	The follow up notification for unsuccessful candidates has been ok. Mostly the candidates are called, but for short listings there is not a lot of information provided to the applicant.
July 20, 2011 3-4 S	New Hires	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Written follow up was good, as far as the email. Some feedback that the process for some postings didn't close out as expected, i.e. interview in process for 6 months.
July 20, 2011 3-4 S	New Hires	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Didn't feel obligated to enter detail but could see this might be an issue.
July 20, 2011 3-4 S	New Hires	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Ease of use.
July 20, 2011 3-4 S	New Hires	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	It would be good to be able to preview your submission to ensure that it will look the same on the other end.
July 20, 2011 3-4 S	New Hires	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Not all postings in uHire appeared to have JDs provided as well.
July 20, 2011 3-4 S	New Hires	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Notifications of posting (some didn't notice this feature), can be filtered to a high level
July 20, 2011 3-4 S	New Hires	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Receipt of "application successful" notification to provide some confidence that the application process was completed.
July 20, 2011 3-4 S	New Hires	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Standard approach to creating content in all sections. Right now this is a mix.
July 20, 2011 3-4 S	New Hires	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Support for a general application.
July 20, 2011 3-4 S	New Hires	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	The timeliness of the process were great once the applicants got into this part of the process.
July 20, 2011 3-4 S SEG B142	New Hires	What things do we need to be aware of?	Connecting to UVic posting, no one got the notice or knew they did though Monster or workopolis.
July 20, 2011 3-4 S SEG B142	New Hires	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Access and accounts did not flow quickly after hire. It seems that hires that were close to the interview that the security details didn't catch up very quickly. Netlink ID, keys for the building, etc.
July 20, 2011 3-4 S SEG B142	New Hires	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Auto application approach is not really needed or would be trusted. Are there any collective agreements that allow/support this.
July 20, 2011 3-4 S SEG B142	New Hires	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Better information about the university and roles/organization.
July 20, 2011 3-4 S SEG B142	New Hires	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Better tools to help applicants screen in or out before application. Better access to job descriptions.
July 20, 2011 3-4 S SEG B142	New Hires	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Copy and paste with an advanced toolbar and spell check to create content.
July 20, 2011 3-4 S SEG B142	New Hires	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Fair bit of paperwork but everything was expected. The paperwork provided a good cue that they were actually being hired.
July 20, 2011 3-4 S SEG B142	New Hires	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Interview scheduling support.
July 20, 2011 3-4 S SEG B142	New Hires	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Most of the users were OK with that as long as its secure. Bank account detail was most concerning. Secure sites, no one trusts it in the long term.
July 20, 2011 3-4 S SEG B142	New Hires	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Notifications to come to email instead of only to the system, i.e. notifications to your inbox.
July 20, 2011 3-4 S SEG B142	New Hires	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Provide the paperwork to complete the hire process online.

Date	Session Group	Question	Response
July 20, 2011 3-4 SEG B142	New Hires	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Onboarding should be smooth and support both the new employee and the manager.
July 20, 2011 3-4 SEG B142	New Hires	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Provide a detailed position description to better describe the position and details. The example was the federal government and how they also provide a detailed requirement.
July 20, 2011 3-4 SEG B142	New Hires	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Screening would help applicants to avoid the wrong fit up front.
July 20, 2011 3-4 SEG B142	New Hires	Do you have unique systems that you run within your department that we need to understand and interface with.	Not applicable to this group
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Uhire is quick and HR is fast to support the process. Closes and you get it the next morning.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Posting in uHire is daily and must be maintained.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Can see the applications as they come in prior to close and HR review. Less work on the end to managed the committee review
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Could improve by adding sorts on the applicants, i.e. alpha
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Need to identify internal applicants more directly to save time. This also has to be verified, there are both real and fake internals that apply.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Can't add someone to the committee after it has been initial set up. Must print everything after the fact if you add or change the committee after initial setup.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Search committee would rather not have to add in the system but to view and manage outside (this was a single person' perspective). Concern that they loose control on what they added after the posting closes. Seems to be nervous about security and feedback after the fact Need a retention policy to delete detail on the posting after it closes.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Need a clear retention policy to manage documents collected during recruitment.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	uHire you can't look at a closed search.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	uHire doesn't also provide pay band details for the employee. Need to provide more employee detail from Banner based on the employee file. TO be determined.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Automatic messaging doesn't work well and is to impersonal. Some of the folks in the room bypass this and call the applicants to manage. Could use a customized messaging process to make this more relevant. Perhaps a combination of the two to ensure that everything is covered off. Need a preferred method of contact.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Hiring is time sensitive and need to ensure that the applicant has received the details, so they follow up in multiple channels.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Uhire has a communication bypass functionality. Someone might not work out so they can go back to the pool.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Can interviews or other details be replicated into other searches.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Formatting and structure of the uHire application is terrible. Applicants need a better way of attaching the detail in the format that they want to present.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Ability to support applicant attachments.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Reporting difficulty with applicants using the system and how uHire reformats.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Addressing in the system can be strange, if there is an existing profile etc it is harder to see that you need to change.
10-Aug-11 Academic Department Administrators		What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Need to have an application preview prior to submission
10-Aug-11 Academic Department Administrators		If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Ability to reference previous postings to shortcut the creating process.
10-Aug-11 Academic Department Administrators		If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Standardized job descriptions that are available from all the units to share. Standards created by HR for use.
10-Aug-11 Academic Department Administrators		If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	At the end of the posting, ne a way to link the appointment form to the posting and do that automatically. Need to have onboarding workflow to integrate the forms and notification to support the hire, it HRIS, HR, USys
10-Aug-11 Academic Department Administrators		If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	To provide a formal notification and offer letter process in the system to the applicant. Need to provide a written offer letter generated by the system.

Date	Session Group	Question	Response
10-Aug-11	Academic Department Administrators	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	The other side is to keep this more personal in the offer letter process. Need an HR policy recommendations.
10-Aug-11	Academic Department Administrators	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Having the hiring system integrated to the process, i.e. create a posting, then generate the next steps. Workflow to guide the creation would help when you haven't gone through the process recently.
10-Aug-11	Academic Department Administrators	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Templates or associated forms provided.
10-Aug-11	Academic Department Administrators	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Intuitive and easy to use. (of course!)
10-Aug-11	Academic Department Administrators	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Need a way to shorten the appointment status form sent back to the department.
10-Aug-11	Academic Department Administrators	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Once the hire has been made, have the system support all the other access that is required. I.e. parking, security, IT (Waits for the Vnumber), access to Banner. Perhaps the access levels and requirements for the job could be defined in advance to get the ball rolling first.
10-Aug-11	Academic Department Administrators	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Tie in the terminating employee details if the posting is to replace a departing employee.
10-Aug-11	Academic Department Administrators	If you had a magic wand to improve the existing process and systems, what would you add, change or eliminate?	Tie in to the probationary process, HR working to check with the hiring manager at intervals to ensure this is done. I.e. hire +30 send out a notice email to the hiring manager to review performance.
10-Aug-11	Academic Department Administrators	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Make user friendly
10-Aug-11	Academic Department Administrators	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Please involve the users in the configuration and setup of whatever solution is chosen.
10-Aug-11	Academic Department Administrators	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Need to solicit input from the group on how the setup and configuration is done for the package chosen.
10-Aug-11	Academic Department Administrators	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Don't want to have the same customization experience with Banner but to be clear about the limitation
10-Aug-11	Academic Department Administrators	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Key word searching of the profile and attachments.
10-Aug-11	Academic Department Administrators	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system	Announcement page for HR to provide detail on policy and news to the hiring user
10-Aug-11	Academic Department Administrators	Do you have unique systems that you run within your department that we need to understand and interface with.	Need to have the ability to review and correct detail provided by the deans, position numbers, account numbers etc not always correct
10-Aug-11	Academic Department Administrators	Do you have unique systems that you run within your department that we need to understand and interface with.	Need to have initial review to ensure that budget is in place prior to posting (this would tie into the budget office requirements)
10-Aug-11	Academic Department Administrators	Do you have unique systems that you run within your department that we need to understand and interface with.	Need to review and engage with the deans office to review the details. They don't always know.
10-Aug-11	Academic Department Administrators	Do you have unique systems that you run within your department that we need to understand and interface with.	Need to include the HR and budget office review and approval. Currently for new but needs to cover all.
10-Aug-11	Academic Department Administrators	Do you have unique systems that you run within your department that we need to understand and interface with.	Need a status page to see all the status' of postings in progress.
10-Aug-11	Academic Department Administrators	Do you have unique systems that you run within your department that we need to understand and interface with.	Need to generate reports of previous hires etc to assist in planning and mandatory reports.
10-Aug-11	Academic Department Administrators	Do you have unique systems that you run within your department that we need to understand and interface with.	Shadow system in place for reporting. Need to track and assist with management.
08/16/2011 session 1	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	In Economics recruiting is standalone, advertising works well and mostly in paper but it works well. Difficulty is in gathering the information from the applicants on hire, i.e. gender, other aspects to support VPAC reporting. The current system does not look good in comparison to other institutions.
08/16/2011 session 1	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Environmental studies recruiting is standalone and generally works well but document management is difficult, i.e. 100 applicants with CV, reference letters cover letters etc. This year they created a separate email account to manage the volume and provided instructions to applicants to have all documents in a single PDF. Documents are stored electronically on SharePoint to share with the committee and for record keeping. Document management is currently difficult.
08/16/2011 session 1	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Document management is difficult, i.e. 100 applicants with CV, reference letters cover letters etc. This year they created a separate email account to manage the volume and provided instructions to applicants to have all documents in a single PDF. Documents are stored electronically on SharePoint to share with the committee and for record keeping. Document management is currently difficult.

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08/16/2011 session 1	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	The recruitment report is useful and its required at different times, to initiate the process and at different times during the process. Can be difficult to get the information from the departments. The report comes from the VPAC office (Pam must prepare?)
08/16/2011 session 1	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Not all candidates are clear on their degree/Canadian employment status. Male and female status can be hard to determine as well.
08/16/2011 session 1	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Recruitment report can take a long time to compile, especially in the case of up to 400 applicants.
08/16/2011 session 1	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Tracking details are shunted to staff, for statistics etc, but the recruitment group doesn't really need to track and offloads the work.
08/16/2011 session 1	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Currently, some departments have huge overhead for managing recruitment, e.g. 1 FTE for 6 months to manage 3 recruitments.
08/16/2011 session 1	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Enforce mandatory questions to ensure that detail is provided, i.e., citizenship status, prescreen.
08/16/2011 session 1	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Reportable prescreen questions or other attributes.
08/16/2011 session 1	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Configurable questions based on the department/field of expertise to provide the detail.
08/16/2011 session 1	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Configure mandatory attachments or other requirements.
08/16/2011 session 1	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Support for different practices as far as upfront requirement for letters of reference or to require this only from the short list of candidates.
08/16/2011 session 1	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Ability to possibly allow references to upload their own letter of reference for the candidate as opposed to the candidate loading for themselves. This would be appreciated but perhaps not mandatory. NOTE: this is a net new requirements.
08/16/2011 session 1	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Document management and searching support. Enforce mandatory's.
08/16/2011 session 1	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Current reports, Grad students experience is good unless the system goes awry. Once there are issues with the process its hard to recover in the process.
08/16/2011 session 1	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Allow custom form/feedback to note any additional requirements. IE spousal hire requirements and the ability to let applicants note this in the process.
08/16/2011 session 1	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Remove paper and manual steps from the process.
08/16/2011 session 1	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	The appointment form and "onboarding" process could be better supported. Some detail goes to VPAC, to HRIS, security etc. The feedback is that this is currently not overly onerous. Sometimes the holdup is in the negotiations/offer management. Negotiation is an up and down process from VPAC, DEAN to candidate, so there is workflow
08/16/2011 session 1	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Document management!
08/16/2011 session 1	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Screening questions and mandatory requirements to proceed with the application.
08/16/2011 session 1	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Tie in to advertising.
08/16/2011 session 1	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Testing and QA is very important to ensure that the applicant and hiring experience is smooth and works as expected. There are enough problems in the current process and don't want anything new.
08/16/2011 session 1	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Templates for letter of offer and ability to review/approve before sending. Templates would also vary base don the position type, benefits etc. There is common wording but it is different for each group.
08/16/2011 session 1	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Offer management and review/approval workflow process to minimize the overhead in the process and acceptance by the candidate.
08/16/2011 session 1	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Need to way to see the status and next steps for all recruitments in process.
08/16/2011 session 1	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Workflow support to start tasks in advance that are required later in the process, i.e. immigration work, which is required before hire, required before a vnumber is setup, before a netlink ID is setup. Netlink IDs cannot be setup earlier than 30 days prior to appointment date (this is a USys questions). This is an issue for onboarding, i.e. a new hire may not have access to the "system" to post course material etc. It can be touch and go.

Date	Session Group	Question	Response
08/16/2011 session 1	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	System automation to have standard onboarding documents depending on the position being recruited.
08/16/2011 session 1	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Ensure that the system has the ability to record all detail required in the final reports be added to the front end.
08/16/2011 session 1	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Allow delegates/HR/Staff to create applicants and add them to postings manually if required.
08/16/2011 session 1	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Screening questions to direct applicants out or enforce applicants out if screening requirements are not met.
08/16/2011 session 1	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	If the overhead with document management in the current process was reduced, more review and open recruitment would be good.
08/16/2011 session 1	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Ability to apply screening based on the applicant responses to the process (I.e. screen after application)
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Require letters of reference, or other documents, i.e. a paper, CV, letters of reference.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Support different requirements for mandatory elements or other details depending on the faculty. This could include Media, i.e. images, films or links to these. I.e. fine arts may have many non-typical attachment/reference requirements.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Multiple channels to allow clients to upload/add required details. I.e. teaching dossiers, teaching evaluations.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ensure that the posting/ad allows for direction or custom detail depending on the posting requirements. Customizable postings depending on the faculty.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ensure that the system supports automated notifications to the candidates on status or current state of the applicant.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Notice to the unsuccessful applicants send out in mass in electronic process. Support for this at different states, i.e. those that didn't make the short list could be notified at that point because they aren't successful.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Editable templates for any automated notifications going out to candidates, but to start with templates. Ability to send multiple letters along the process.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Support panel ranking of candidates to apply some systematic way of review and selection.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ability to provide an export report to allow external tools to be used if needed, i.e. excel.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Support for committee access to all of the required candidate documents to support the session.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ability to manage comments and access to documentation of the candidate scoring/evaluation.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	To automate those "things" in the process that aren't directly necessary for the actual hire.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Include everything on the recruitment report in the detail collected via the system.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ability to cross list to other list serves, there are some standard ones for departments (i.e. Jobs for Economists), or other sources. Ability to define exports or other reports to support cross postings).
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ability to track how the applicants found the posting or UVic
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Feedback, happy with this process. However the key thing is to ensure that the system works to support the end to end process. Do not want a hybrid or one of many system for this.

Date	Session Group	Question	Response
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Reduce the document management overhead in the current process and the payback will be there.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Need to allow some customization to support UVic, not a total enforcement of the vendor process. Ensure that the admin staff lives are made easier.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Allow for demo's and input in the process.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ensure that data exports are supported to allow flexibility in the future process.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Not to be locked into a format once implemented.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Allow for deadlines and customizations to the deadlines as required, I.e. closes Apr 1, or open until filled.
08/16/2011 session 1	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Provide a status to the applicant on the status of the search.
08/16/2011 session 2	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	What works is that offers are going to the right person.
08/16/2011 session 2	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	What doesn't work is that the process takes so long that candidates are lost to the process. They are accepting offers from other places while UVIC waits or works through the process. "Everything takes to long". Causes deadlines to be missed and revisions to the posting to align to reality.
08/16/2011 session 2	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	There should be a service standard from VPAC/HR to ensure that tasks move when/as needed. I.e. to hire, to offer, to accept an offer. This seems to be a common experience.
08/16/2011 session 2	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Faculty recruitment process takes too long and UVIC is losing the most qualified candidates.
08/16/2011 session 2	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	What works well, when the application is completely within the department, the department can follow up with the candidate that works well. Additional "barriers" like uHIRE may not improve this process. I.e. departments are motivated and can move as fast as they need, do not necessarily want to have a more integrated process.
08/16/2011 session 2	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Currently receive application, cover letter, CV electronically and can follow up fast with the applicant.
08/16/2011 session 2	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Really like the detailed applicant letters and what is provided.
08/16/2011 session 2	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Netlink ID delay is a current barrier, needs to be improved.
08/16/2011 session 2	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Difference between a letter of offer and an employment contract. Significant delays in the appointment status forms.
08/16/2011 session 2	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Existing templates for offers works well, more a fill in the blanks approach.
08/16/2011 session 2	Faculty/Librarian	What is currently working well for you in our existing processes. What is not meeting your needs? (Gaps and Shadow systems)	Currently can be difficult to track which candidates have submitted which documents and what is outstanding.
08/16/2011 session 2	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Offer process, to get the offer out and the official offer processed without losing the candidate and in good rapport.
08/16/2011 session 2	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Ability to allow committee access to the short list candidates including the applicant documents and details.
08/16/2011 session 2	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Support for internal forms required (onboarding documents) either on line or in workflow.
08/16/2011 session 2	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Support the same guidelines detail that VPAC currently provides. Workflow and approval queues.
08/16/2011 session 2	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	The recruitment process to align with the steps and the deadlines required for the position.
08/16/2011 session 2	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Ability to support the follow on requirements, moodle, netlink ID, security. Etc.
08/16/2011 session 2	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Ability to provide reference and support documentation to new hires.
08/16/2011 session 2	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Workflow and task queue to support admins and hiring managers in the process and what comes next.
08/16/2011 session 2	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Better support for triggering tasks based on the contract of employment.

Date	Session Group	Question	Response
08/16/2011 session 2	Faculty/Librarian	What would you like to see improved in our existing processes and systems, what would you add, change, eliminate?	Templates for standard communication but must be customizable if required.
08/16/2011 session 2	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Ability to allow customization and ability to enforce entry of screening questions up front.
08/16/2011 session 2	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Allow applicants to attach documents to their application in the format of their choice.
08/16/2011 session 2	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Ability to track if documents have been received as required from applicants. (this may be a new requirements).
08/16/2011 session 2	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Status of where the candidate is in the process for the candidate to review.
08/16/2011 session 2	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Ability to provide delegation so that multiple people can manage a recruitment.
08/16/2011 session 2	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Ability to provide an automatic response to the applicant to know that their application has been received.
08/16/2011 session 2	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Mail merge document to allow the system to pull information that has been collected from the applicant rather than having to have admin double enter.
08/16/2011 session 2	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Enforce that approval or sign off is done. For example, official transcripts have to be provided. Really this is the ability for HR/VPAC to setup a check process to ensure that these steps are done before it proceeds.
08/16/2011 session 2	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	Ability to allow applicants to attach other documents, or links. Ex Flickr links, or artwork.
08/16/2011 session 2	Faculty/Librarian	Is there anything in particular that you feel would be a necessary component when considering an online system for a faculty/librarian hire? Are there any additional needs or requirements for a faculty/librarian hire that differ from a staff hire?	The difference with Faculty is the documents required to support faculty hire. (feedback: don't have to ensure the system support specific and unique requirements from fine arts.)
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Support for personal contact in the system, this is being provided by other organizations.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Needs to include detail that is required for VPAC reporting, i.e., custom data input template.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Allow VPAC to run their own reports against the data collected for their reporting.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Need to ensure that whatever solution meets the needs of each of the employee groups I.e. CUPE and PEA and Faculty. Different types and workflow depending on the ob type.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Solution should allow customization to support UVIC as much as possible rather than enforce UVIC to match to the system.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ability to flag "high interest" candidates to allow for additional follow up if needed, i.e. to maintain a candidate pool.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ability to maintain a candidate pool of "candidates of interest"
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ability to support the offer process to ensure that the negotiations are quick and based on the allowable policy from VPAC.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Reminders and task follow up generated to both the applicant if details are missing or to the next person in the hire chain internally that something is outstanding.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ability to track what has been submitted and what is outstanding by the applicant. Allow the hiring resource to easily see this and follow up or exclude the candidates accordingly.

Date	Session Group	Question	Response
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ability to classify the candidate during the process.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Sometimes if a system asks too much and provides too much support it can obscure the ability to see employees that don't pay attention" I.e. it will say in the ad what is required so if they haven't listened.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	"there are candidates that we are more interested in them then they are interested in us" so we need to sell UVIC
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Needs to highlight the Non-salary benefits of working at UVIC as part of the sell. Tie to marketing and follow up ads.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Needs to provide tracking and where things are in the process, to keep them engaged. This is similar to uHIRE.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ability to manage internal tracking, and to hide this from the candidate unless deemed appropriate. IE, they may be moved to candidate but are not made aware that they are in reference checking process internally.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Not clunky, or telegraph to the client that they have been "automated"
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Allow user signatures that can go out with the document, depending on the document. I.e. use the department logo or image to have it be specific to UVIC.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Should be seamless to the applicant to support the type of posting (i.e. don't call it the Faculty/Librarian posting system)
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Support for the offer negotiation process. This may be done off line but any offer generated by the system must be approved before being sent.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ensure that access to the system and documents is provided to the committee where needed, I.e. can be accessed from home.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	The online system should not be "visible" to the candidate, i.e. not the focus of the process but rather transparent.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ability to archive detail submitted in the system.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Can integrate with external processes for support, i.e. can use SharePoint to allow committees to access common documents if required, doesn't have to be all in one if reasonable alternatives exist.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Being able to track who has accessed the candidates details, or a checkout to ensure that this has been done.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Ensure security and privacy is maintained.
08/16/2011 session 2	Faculty/Librarian	What are the most important features of an online recruiting system for you as an administrator? Is there something you wish you had in an online recruiting system?	Approval process should be electronic in the workflow, supports electronic signatures to minimize paper and delay.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Recruitment tied into the academy conference and know what to expect and review.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Response from UVic in the process was well managed and reflected that UVic was organized.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Quick process from interview to offer to start. (Aug job posting, site visit in September, start in Dec). Reflects a good organization.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Position availability was found through academic conference/professional association. Others found the posting by searching through professional sites. None of the participants came to the posting from the UVic site.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Feedback was that UVic was professional and quick and reflected well on the organization.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Documentation was done via email (research papers, CV, credentials), these were in the job posting and were clear.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Posting detail was complete enough.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Immigration process was supported and smooth with UVic support.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Travel and arrangements were prepaid and worked well.

Date	Session Group	Question	Response
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	One was standard job ad, paper copies required as part of the add.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Communication process went well.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Onboarding process went well, in that none of them thought it was an issue.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Great support for family (schools, spouse) requirements
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Able to get setup before the start date to begin work and transition early.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	The hiring process was well managed.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Prospective faculty material provided on the web was appreciated.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Not too much emphasis on the city, versus the university.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Bunnies. Really.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Chair didn't do a great job of communicating about the process and conveying the feeling that UVic is where the candidate wants to be.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Better training for the chair running/coordinating the recruitment process.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Lack of consistency in advice on immigration process (i.e. rules on immigration visa). Better support for the immigration process.
20-Sep-11	New Faculty	From your perspective as a recent applicant, what in the recruiting process worked well and what didn't work well?	Timing for recruitment doesn't align with processes in place by some competitive schools.
20-Sep-11	New Faculty	What suggestions do you have to improve our existing recruitment process? What would you add, change or eliminate?	Support for immigration, tied into organizational support so its not the chair or dean trying to provide the support.
20-Sep-11	New Faculty	What suggestions do you have to improve our existing recruitment process? What would you add, change or eliminate?	Better training for the chairs coordinating the process
20-Sep-11	New Faculty	What suggestions do you have to improve our existing recruitment process? What would you add, change or eliminate?	Friendly and professional approach
20-Sep-11	New Faculty	What suggestions do you have to improve our existing recruitment process? What would you add, change or eliminate?	More notice for schedule of events, itinerary.
20-Sep-11	New Faculty	What suggestions do you have to improve our existing recruitment process? What would you add, change or eliminate?	Better support to interpret the offer and a resource to ensure that the hire is well supported.
20-Sep-11	New Faculty	What suggestions do you have to improve our existing recruitment process? What would you add, change or eliminate?	Better post hire resources (i.e. how does the organization manage the pension fund
20-Sep-11	New Faculty	Have you had any experience with an online recruiting system? If so, is there anything that stood out that we should try to include - or avoid - in our new system?	Some US schools had online systems. Feedback was that this was removed, they liked the paper and personal correspondence. Do not generally like dealing with online systems. No human touch. (this was from one of the three)
20-Sep-11	New Faculty	Have you had any experience with an online recruiting system? If so, is there anything that stood out that we should try to include - or avoid - in our new system?	One of them looked for online processes to see just how the organization supports technology. Assumption of the capability of the organization is reflected in the recruitment tool. Email processes were not appreciated because there is no process to support.
20-Sep-11	New Faculty	Have you had any experience with an online recruiting system? If so, is there anything that stood out that we should try to include - or avoid - in our new system?	One liked the mix of manual posting and email submission, mixed the efficiency of email with a personal touch. Do not like the thought of sending to the ether.
20-Sep-11	New Faculty	Have you had any experience with an online recruiting system? If so, is there anything that stood out that we should try to include - or avoid - in our new system?	Need to ensure that formats and details are preserved, (Pdfs, or other).
20-Sep-11	New Faculty	Have you had any experience with an online recruiting system? If so, is there anything that stood out that we should try to include - or avoid - in our new system?	Ability to track and provide detail on where the application is in the process.
20-Sep-11	New Faculty	Have you had any experience with an online recruiting system? If so, is there anything that stood out that we should try to include - or avoid - in our new system?	Multiple channels should be supported, Paper if needed or electronic (could be filled out on your behalf.
20-Sep-11	New Faculty	Have you had any experience with an online recruiting system? If so, is there anything that stood out that we should try to include - or avoid - in our new system?	Need to ensure that electronic document management does not expose the candidate to risk or other considerations (Proprietary e.g.).
20-Sep-11	New Faculty	Have you had any experience with an online recruiting system? If so, is there anything that stood out that we should try to include - or avoid - in our new system?	General feedback that a completely automated system can be perceived as cold. There is something to be said for being "different". How does UVic stand out from the crowd.
20-Sep-11	New Faculty	Have you had any experience with an online recruiting system? If so, is there anything that stood out that we should try to include - or avoid - in our new system?	The recruitment process is the window to the organization and how professional/organized that university is.

Appendix C – Consolidated RFP

See document: [Appendix C Consolidated RFP.pdf](#)

REQUIREMENTS FOR THE APPLICANT TRACKING SYSTEM

The Applicant Tracking System will be used Human Resources, VPAC and hiring managers and delegates for all posting and recruitment at the University. Postings will include positions from the various collective agreements, management excluded as well as faculty, with each groups potentially requiring different workflow and approval processes.

Solution: The University is looking for an Applicant Tracking System solution that will meet all of its requirements listed in this document with limited customization and is capable of integrating with Banner.

The product must: a) be deployed in Canadian higher education institutions, b) ensure that personally identifiable data is not stored, managed or accessed on servers resident outside of Canada, c) be offered as an Application Service Provider (ASP) or Software as a Service solution. Responses that do not meet the mandatory requirements will not be evaluated further.

Instructions: For each requirement please describe the solution in the comment field (such as steps required to accomplish an action, # of screens used to accomplish, if the process is automatic or manual, etc.) The preferred solution is for functionality to be a standard function included in the product; requirements that are met through customization will receive lower rankings. If the solution does require customization, please describe how this is accomplished including length of time to accomplish and cost. If there is more than one solution, please describe each one.

No.	Topic	Functional	Priority	Standard function included in product	Available with customization	Comments
		Mandatory Requirements				
1	Mandatory Requirements	Solution is currently fully deployed in a Canadian higher education institution.	Mandatory	Yes or No	Yes or No	
2	Mandatory Requirements	Solution meets the requirements of the Freedom of Information and Protection of Privacy Act. In normal operation or in a problem solving situation, the successful Proponent must store all personally identifiable information in Canada and not allow access to any personally identifiable information to anyone outside of Canada.	Mandatory	Yes or No	Yes or No	
3	Mandatory Requirements	Solution is offered as an Application Service Provider (ASP) or Software as a Service (SaaS) model.	Mandatory	Yes or No	Yes or No	
		Functional Requirements				
4	Applicant Management	Ability for designated users to define standard applicant profile formats including comment, radio button and check box data types for all questions .	Preferred	Yes or No	Yes or No	
5	Applicant Management	Ability for HR or VPAC to create an applicant profile on an behalf of an applicant.	Preferred	Yes or No	Yes or No	

No.	Topic	Functional	Priority	Standard function included in product	Available with customization	Comments
6	Applicant Management	Ability for designated users to define multiple applicant profile formats so that applicants can choose the profile format applicable to them. For example a Faculty applicant profile may have different data, layout and attachments from a general employee profile, and an employee may have a different profile format from an external applicant.	Preferred	Yes or No	Yes or No	
7	Applicant Management	Ability for applicants to attach multiple files to their profile, including MS Word, Adobe PDF and JPEG images. These attachments could include formatted versions of resumes, CV's, certificates etc.	Preferred	Yes or No	Yes or No	
8	Applicant Management	Ability for applicants to create a "general" profile without submitting an application to a posted position.	Preferred	Yes or No	Yes or No	
9	Applicant Management	Ability for applicants to spell check all entered text on their profile.	Preferred	Yes or No	Yes or No	
10	Applicant Management	Ability for applicants to apply formatting to entered text, including font size, bolding, italics, tables, underline and colour.	Preferred	Yes or No	Yes or No	
11	Applicant Management	Ability for applicants to create multiple "resumes" to reflect different job types of interest within a single applicant profile.	Preferred	Yes or No	Yes or No	
12	Applicant Management	Ability for designed users to search the applicant database for specific keywords or responses in all profile data.	Preferred	Yes or No	Yes or No	
13	Applicant Management	Ability for designed users to search applicant attachments for specific keywords.	Preferred	Yes or No	Yes or No	
14	Applicant Management	Ability for users to retrieve or reset forgotten passwords without administrative assistance.	Preferred	Yes or No	Yes or No	
15	Applicant Management	Ability to send a confirmation email to applicants when a profile has been successfully created or modified.	Preferred	Yes or No	Yes or No	
16	Applicant Management	Ability for HR or VPAC users to create and manage custom "pools" or categories/groupings of applicants based on search criteria. For example, applicants with specialized skill sets may be tracked in a separate category to improve HR processing and matching to appropriate postings.	Preferred	Yes or No	Yes or No	

No.	Topic	Functional	Priority	Standard function included in product	Available with customization	Comments
17	Applicant Management	Ability to create standard notifications that can be used to send out communications to applicants. These may include notifications such as "Your application as been received" or "A position has been posted that may be of interest to you".	Preferred	Yes or No	Yes or No	
18	Applicant Management	Ability to HR or VPAC users to see all postings, including the status or result, that the applicant has applied to.	Preferred	Yes or No	Yes or No	
19	Applicant Management	Ability for HR or VPAC to create, modify and delete reminders or alerts to review an applicant's profile.	Preferred	Yes or No	Yes or No	
20	Applicant Management	Ability for HR or VPAC to add a notation to an applicant profile where specific issues have been identified in previous encounters. This could include Criminal Records Checks or other details that require review prior to any future interview or offer.	Preferred	Yes or No	Yes or No	
21	Applicant Management	Ability to attach custom data elements (such as HR comments) to applicant profiles that can only be created and seen by designated users which, may not include the applicant or hiring manager.	Preferred	Yes or No	Yes or No	
22	Applicant Management	Ability for HR or VPAC to define a standard list of sources for applicants to identify where they heard about the organization.	Preferred	Yes or No	Yes or No	
23	Applicant Management	Ability for applicants to see the current status of all postings that they have previously applied for, including positions that are closed and in-progress.	Preferred	Yes or No	Yes or No	
24	Applicant Management	Ability for HR or VPAC to create and send survey requests to selected applicants.	Preferred	Yes or No	Yes or No	
25	Applicant Management	Ability to search applicant profiles and send email notifications to the results of the search list. For example, a notification that a possible position of interest has been posted or notification that the applicant has not visited the site recently and may want to review available positions.	Preferred	Yes or No	Yes or No	
26	Interview and Offer Management	Ability to define standard offer letter templates that can be edited as required to include the details of an offer to an applicant.	Preferred	Yes or No	Yes or No	
27	Interview and Offer Management	Ability for HR or VPAC to record results for tests completed by applicants as part of the hiring process, for example typing speed.	Preferred	Yes or No	Yes or No	

No.	Topic	Functional	Priority	Standard function included in product	Available with customization	Comments
28	Interview and Offer Management	Ability to provide standard notification of new hire and position details to related departments such as Payroll, University Systems or Security.	Preferred	Yes or No	Yes or No	
29	Interview and Offer Management	Ability to for HR or VPAC to review and approve all offer details prior to being sent to the applicant.	Preferred	Yes or No	Yes or No	
30	Interview and Offer Management	Ability to securely allow applicants to directly enter new hire information such as Social Insurance Number or Provincial and Federal Tax forms required by HR and VPAC to complete the hire.	Preferred	Yes or No	Yes or No	
31	Interview and Offer Management	Ability for HR or VPAC to record details of background checks or Criminal Records Checks for an applicant required as part of the hire process.	Preferred	Yes or No	Yes or No	
32	Interview and Offer Management	Ability to define an alert or time-limit for an applicant to respond to an offer once it has been made.	Preferred	Yes or No	Yes or No	
33	Interview and Offer Management	Ability to hire multiple applicants into a posted position.	Preferred	Yes or No	Yes or No	
34	Interview and Offer Management	Ability to attached standard forms that can be sent to applicants to be manually printed, completed and returned to HR or VPAC as part of the hire process.	Preferred	Yes or No	Yes or No	
35	Interview and Offer Management	Ability to integrate with Microsoft Outlook to schedule applicant interviews or other appointments.	Preferred	Yes or No	Yes or No	
36	Interview and Offer Management	Ability for HR, VPAC or the hiring manager to create a "Hiring Panel" consisting of other users that will then have access to the posting to support the interview process.	Preferred	Yes or No	Yes or No	
37	Interview and Offer Management	Ability for members of the "Hiring Panel" to record details of applicant interviews and recommendations that can be accessed by HR, VPAC and the hiring manager as part of the selection process.	Preferred	Yes or No	Yes or No	
38	Interview and Offer Management	Ability to record details of reference checks completed on the applicants as part of the selection process.	Preferred	Yes or No	Yes or No	

No.	Topic	Functional	Priority	Standard function included in product	Available with customization	Comments
39	Interview and Offer Management	Ability to create a short list of qualified applicants to be interviewed and move other applicants to "declined" or other status.	Preferred	Yes or No	Yes or No	
40	Interview and Offer Management	Ability for HR of VPAC to notify unsuccessful applicants of their status using standard templates.	Preferred	Yes or No	Yes or No	
41	Interview and Offer Management	Ability to notify all unsuccessful applicants of the final outcome of a posting, including the name of the successful applicant.	Preferred	Yes or No	Yes or No	
42	Interview and Offer Management	Ability to schedule new hires into orientation sessions by providing notification to the orientation leader and details to the new hire.	Preferred	Yes or No	Yes or No	
43	Interview and Offer Management	Ability for HR or VPAC to track and review all offer negotiations between the hiring manager and the applicant.	Preferred	Yes or No	Yes or No	
44	Interview and Offer Management	Ability to create standard notification content that can be used to send out offer related communications to applicants, hiring managers, or other related departments such as Security or HRIS/Payroll.	Preferred	Yes or No	Yes or No	
45	Job Descriptions	Ability to create standard job descriptions for all positions, not restricted only to posted positions.	Preferred	Yes or No	Yes or No	
46	Job Descriptions	Ability to retain version history of job descriptions as edits or updates are made over time.	Preferred	Yes or No	Yes or No	
47	Job Descriptions	Ability for Hiring Managers to modify job descriptions as required with HR or other designated users having final approval for any edits made.	Preferred	Yes or No	Yes or No	
48	Job Descriptions	Ability for Hiring Managers to create new job description as required for a posting with HR or other designated users having final approval for any content.	Preferred	Yes or No	Yes or No	
49	Job Descriptions	Ability to ensure that job description titles match the working titles required by the collective agreements.	Preferred	Yes or No	Yes or No	

No.	Topic	Functional	Priority	Standard function included in product	Available with customization	Comments
50	Job Descriptions	Ability for Hiring Managers and designated users to search stored job descriptions based on text or applicable drop-down values.	Preferred	Yes or No	Yes or No	
51	Job Descriptions	Ability to generate a "printer friendly" or PDF version of a job description that can be printed to hard copy by applicants and organizational users.				
52	Posting Management	Ability for applicants to create,schedule, modify and delete posting searches that match their interests and send automatic email notification to applicants when a posting matches their search criteria.	Preferred	Yes or No	Yes or No	
53	Posting Management	Ability for Hiring Managers, or other designated users, to create an initial posting request without the direct assistance or redundant data entry by HR or VPAC resources.	Preferred	Yes or No	Yes or No	
54	Posting Management	Ability for hiring managers to specify suggested content and publications for external advertising.	Preferred	Yes or No	Yes or No	
55	Posting Management	Ability for HR or VPAC to enter and track internal costs associated with a posting, including advertising, travel expenses and any other related expenses and to associate a responsible department for each cost.	Preferred	Yes or No	Yes or No	
56	Posting Management	Ability for designated users to review all submitted posting requests as part of an approval workflow and edit, approve, deny or return to the original requestor for modification.	Preferred	Yes or No	Yes or No	
57	Posting Management	Ability for designated users to define standard posting formats and data elements including comment, radio button and check box data types for all questions .	Preferred	Yes or No	Yes or No	
58	Posting Management	Ability to create multiple posting formats depending on the position type. For example, general employee posting formats and questions may be different from Faculty posting formats.	Preferred	Yes or No	Yes or No	
59	Posting Management	Ability to define budget questions as part of the posting request to ensure that required data is provided for Budget Office review.	Preferred	Yes or No	Yes or No	
60	Posting Management	Ability to ensure that the number of positions listed on the posting does not exceed the number of budgeted positions approved.	Preferred	Yes or No	Yes or No	

No.	Topic	Functional	Priority	Standard function included in product	Available with customization	Comments
61	Posting Management	Ability to create posting specific applicant screening questions unique to each posting, including comment, radio button and check box data types. These might include questions to support the organizations equity programs or to identify international applicants.	Preferred	Yes or No	Yes or No	
62	Posting Management	Ability to define and display screening questions and selected responses as mandatory or desirable.	Preferred	Yes or No	Yes or No	
63	Posting Management	Ability to limit or prevent applicant from completing a submission if mandatory responses to screening questions are not provided.	Preferred	Yes or No	Yes or No	
64	Posting Management	Ability to define internal and external posting types and allow access to internal postings only for employees or other internal applicants.	Preferred	Yes or No	Yes or No	
65	Posting Management	Ability to enter posting open and close dates and automatically display or remove postings from display to applicants accordingly.	Preferred	Yes or No	Yes or No	
66	Posting Management	Ability for a Hiring Manager to create a new posting using detail from a previous posting to minimize duplicate data entry.	Preferred	Yes or No	Yes or No	
67	Posting Management	Ability for Hiring Managers or designated users to save a posting request that is in progress but has not been completed or sent to HR or VPAC review, and to complete the in-progress posting at a later date.	Preferred	Yes or No	Yes or No	
68	Posting Management	Ability to store and retrieve audit data on posting request history including the edit user, data and time and event details such as the changed text.	Preferred	Yes or No	Yes or No	
69	Posting Management	Ability to add posting comments or other internal fields to postings that can only be seen by designated users and do not get displayed on the posting when open the site.	Preferred	Yes or No	Yes or No	
70	Posting Management	Ability for HR or VPAC to add attachments to a posting, including Microsoft Word and Adobe PDF formats.	Preferred	Yes or No	Yes or No	
71	Posting Management	Ability to define custom posting numbers for each posting.	Preferred	Yes or No	Yes or No	
72	Posting Management	Ability for applicants to search postings based all data fields associated with the posting.	Preferred	Yes or No	Yes or No	

No.	Topic	Functional	Priority	Standard function included in product	Available with customization	Comments
73	Posting Management	Ability to create a link to an external document or website as part of the posting detail.	Preferred	Yes or No	Yes or No	
74	Posting Management	Ability to generate a "printer friendly" or PDF version of positing that can be printed to hard copy by applicants and organizational users.	Preferred	Yes or No	Yes or No	
75	Posting Management	Ability to close or remove an open posting prior to the closing date.	Preferred	Yes or No	Yes or No	
76	Posting Management	Ability for designated users to access, edit and repost postings that have previously been closed or removed manually from the site.	Preferred	Yes or No	Yes or No	
77	Posting Management	Ability for HR or VPAC to manually add an applicant to a posted position on behalf of the applicant.	Preferred	Yes or No	Yes or No	
78	Posting Management	Ability for an applicant to withdraw a submitted application for a posted position prior to the posting closing date.	Preferred	Yes or No	Yes or No	
79	Posting Management	Ability for an applicant to select an existing profile or edit their profile data for an application to a posted position.	Preferred	Yes or No	Yes or No	
80	Posting Management	Ability for an applicant to attach files to an application for a posted position. These may include specific certifications, formatted cover letters, resumes or CVs.	Preferred	Yes or No	Yes or No	
81	Posting Management	Ability to define notifications to be sent to HR or VPAC when an application has been received on a posted position. This may for difficult to fill or other specialized positions that require special attention.	Preferred	Yes or No	Yes or No	
82	Posting Management	Ability for HR or VPAC to see status details of all open and closed postings. These details include, but are not limited to, the number of employee and external applicants, posting status, number of positions, and number of hires.	Preferred	Yes or No	Yes or No	
83	Posting Management	Ability to automatically send a notification email to HR recruiters when an applicant that is in progress with an interview or an offer on a posting is hired into another position.	Preferred	Yes or No	Yes or No	
84	Posting Management	Ability for an applicant to apply for multiple posted positions.	Preferred	Yes or No	Yes or No	
85	Posting Management	Ability for designated HR or VPAC users to see all postings that an applicant has applied to and the status of all applications in progress including the responsible recruiter.	Preferred	Yes or No	Yes or No	

No.	Topic	Functional	Priority	Standard function included in product	Available with customization	Comments
86	Posting Management	Ability to automatically calculate initial applicant rankings when a position closes based on the position requirements. This could include ranking criteria based on screening questionnaires or current employment with the organization.	Preferred	Yes or No	Yes or No	
87	Posting Management	Ability for Hiring Manager to associate an existing job description with a posting, and integrate with Job Description management if a new or modified job description is required.	Preferred	Yes or No	Yes or No	
88	Site Design	Ability to modify external site design including wording and layout configuration without requiring code level programming.	Preferred	Yes or No	Yes or No	
89	Site Design	Ability to apply organization branding to the site, including corporate logos, style and colour schemes.	Preferred	Yes or No	Yes or No	
90	Site Design	Ability to sort all data columns in application screens or tables by each column heading, either up or down. For example sorting should be supported on all columns in posting listing screens, job description listing screens, applicant listing screens and user listing screens.	Preferred	Yes or No	Yes or No	
91	Site Design	Ability to perform a system search for a specific value in all lookup lists or drop down values. Users should not have to "page through" all values in order to find the target value.	Preferred	Yes or No	Yes or No	
92	Information Support	Provides visual flow charts to track and manage the ladder, or chain of events for posting generated by a termination. I.e. A led to B led to C led to D, etc..	Preferred	Yes or No	Yes or No	
93	Information Support	Provides automatic system recommendation of the top applicants for a posting when the selection is seniority based or if HR/the system has done pre-screening. Integrates with Banner seniority for internal applicants.	Preferred	Yes or No	Yes or No	
94	Information Support	Provides a prompt for managers to address upcoming events. I.e. an upcoming expiry of a temporary position. In this case the manager should get a system notification of a pending event and to start to prepare the replacement posting.	Preferred	Yes or No	Yes or No	
95	Information Support	Supports a transition of the users from an external applicant to an internal employee that ensures that the applicant/employee can access both. I.e., tie to email/account and then flag as employee, add Vnumber when appropriate. Process must operate in the opposite direction when terminated.	Preferred	Yes or No	Yes or No	
96	Information Support	Provide a faculty to create an organization chart type review of positions that exist for a manager or department.	Preferred	Yes or No	Yes or No	
97	Information Support	Allows a configurable set of employee details stored in Banner to be displayed to the manager for internal applicants..	Preferred	Yes or No	Yes or No	
98	Information Support	Allows for user delegation so that multiple people can manage a recruitment.	Preferred	Yes or No	Yes or No	
99	Information Support	Provides access to the system and documents to committee members when needed, i.e. can be accessed from off-campus.	Preferred	Yes or No	Yes or No	
100	Information Support	Allows referees to upload his or her own letter of recommendation for the candidate as opposed to the candidate loading it directly.	Preferred	Yes or No	Yes or No	

No.	Topic	Functional	Priority	Standard function included in product	Available with customization	Comments
		Technical Requirements				
101	Administration	Ability to configure user password format requirements including password length, character types and case.	Preferred	Yes or No	Yes or No	
102	Administration	Ability to prevent the clear text transmission of user passwords via email or other means when passwords are created, changed or reset.	Preferred	Yes or No	Yes or No	
103	Administration	Ability to specify the period of time that passwords are valid before a reset is required.	Preferred	Yes or No	Yes or No	
104	Administration	Ability to prevent previous password reuse when password resets are processed.	Preferred	Yes or No	Yes or No	
105	Administration	Ability for designated users to reset other user's passwords with the reset password being sent and visible only to the user whose password was reset.	Preferred	Yes or No	Yes or No	
106	Administration	Ability to integrate with Microsoft Active Directory for user and group management.	Preferred	Yes or No	Yes or No	
107	Administration	Ability for designated HR or VPAC users to identify and merge/delete duplicate applicant profiles.	Preferred	Yes or No	Yes or No	
108	Administration	Ability to configure the system for custom requirements at the application level rather than at the code level to minimize complexity and ensure system functionality is maintained.	Preferred	Yes or No	Yes or No	
109	Administration	Ability to restrict the file types that are permitted for applicant profile attachments.	Preferred	Yes or No	Yes or No	
101	Administration	Ability to archive or otherwise move completed postings and hire details to a secondary screen.				
102	Administration	Ability to purge or otherwise flag stale applicant profiles based on a period of inactivity since last log on.	Preferred	Yes or No	Yes or No	

No.	Topic	Functional	Priority	Standard function included in product	Available with customization	Comments
103	Administration	Ability to define mandatory workflow and approval processes. For example, approval of budget office to create a posting, completion of reference checks to finalize an offer or review of job description edits to create a new job description.	Preferred	Yes or No	Yes or No	
104	Administration	Ability to for the budget office to review all posting requests to ensure that the budget has been allocated or other financial details are in place prior to the position being posted.	Preferred	Yes or No	Yes or No	
105	Administration	Ability to define and enforce system workflows, such as approval routing, for all posting requests prior to a posting being released.	Preferred	Yes or No	Yes or No	
106	Administration	Ability to define and reference internal tables for all look up values required to create a posting, for example position number, FOAPAL, employee group, position type etc.	Preferred	Yes or No	Yes or No	
107	Administration	Ability to define multiple, separate approval workflows depending on the type of position posting being requested. For example, Management positions may require a different approval process than Faculty positions.	Preferred	Yes or No	Yes or No	
108	Administration	Ability to support workflow requirements internal to HR and VPAC where different resources within the departments may have responsibility for different aspects of the posting and recruitment functions.	Preferred	Yes or No	Yes or No	
109	Administration	Ability for hiring managers to correct or revise a rejected posting request and resubmit for approval.	Preferred	Yes or No	Yes or No	
110	Administration	Ability to create a user "dash board" to provide quick access to common tasks, reports, current metrics, or candidate lists.	Preferred	Yes or No	Yes or No	
111	Administration	Ability to set the time for automated system processing tasks using a 24 hour clock, including automated processes for releasing open postings, closing postings from applicants, closing postings from further edit.	Preferred	Yes or No	Yes or No	
112	Administration	Ability to create security groups within the application to align with multiple roles and access requirements within the solution. These groups could include Administrator, Employment Advisor, Hiring Manager, Delegate, Employee.	Preferred	Yes or No	Yes or No	
113	Administration	Ability to specify screen, function and field level restrictions to user groups.	Preferred	Yes or No	Yes or No	
114	Administration	Ability to assign users to defined user groups to simplify user management.	Preferred	Yes or No	Yes or No	

No.	Topic	Functional	Priority	Standard function included in product	Available with customization	Comments
115	Administration	Ability for HR or VPAC users to assign delegate access for vacation or other coverage.	Preferred	Yes or No	Yes or No	
116	Administration	Ability suppress the display of functions, screens or menu paths to users that do not have access.	Preferred	Yes or No	Yes or No	
117	Administration	Ability to automatically send updates to recruiters or other designated resources when changes have been made by to certain posting or applicant records by other users.	Preferred	Yes or No	Yes or No	
118	Administration	Ability to create and maintain look up tables with all valid values for all drop-down lists or reference value in the application.	Preferred	Yes or No	Yes or No	
119	Administration	Ability to restrict hiring managers from seeing applicant names or details for positions that they did not request or otherwise have access to as part of a hiring panel.	Preferred	Yes or No	Yes or No	
120	Administration	Ability to spell check all free text data entered by HR, VPAC, Hiring Managers or other users.	Preferred	Yes or No	Yes or No	
121	Administration	Ability to purge applicant data once a system specified period of time has elapsed from initial collection.	Preferred	Yes or No	Yes or No	
122	Administration	Ability to prevent the deletion of applicant and position data once the data has been saved in the system.	Preferred	Yes or No	Yes or No	
123	Administration	Ability to create hard copy output of all applicant profiles and all submitted forms completed electronically in the system to provide paper backup or to include in the paper HR file.	Preferred	Yes or No	Yes or No	
124	Administration	Ability to import table value lists from external sources such as text files or comma separate values files.	Preferred	Yes or No	Yes or No	
125	Integration	Ability to implement real-time or batch update processes to synchronize look up tables using data provided from Banner or other Uvic source systems.	Preferred	Yes or No	Yes or No	
126	Integration	Ability to support a standard outbound interface with SunGard Banner for data elements including but not limited to position numbers, FOAPAL, pay ranges and employee group.	Preferred	Yes or No	Yes or No	
127	Integration	Ability to support Banner integration via an EPAF (Electronic Personnel Action Form).	Preferred	Yes or No	Yes or No	
128	Integration	Ability to configure third party job board integration using standard application functionality (not code level development), including Monster and Workopolis.	Preferred	Yes or No	Yes or No	
129	Integration	Ability to provide a standard interface with SunGard Banner to create a base employee record once and employee has been hired into a posted position.	Preferred	Yes or No	Yes or No	
130	Integration	Ability to create new hire data reports to support data entry for the new hire by HRIS\Payroll, or other departments, into Banner.	Preferred	Yes or No	Yes or No	

No.	Topic	Functional	Priority	Standard function included in product	Available with customization	Comments
131	Integration	Ability to interface with Banner to track and verify that the market supplement offered is within VPAC guidelines.	Preferred	Yes or No	Yes or No	
132	Integration	Ability to configure new integrations with third party job boards that may be new or of interest to Uvic.	Preferred	Yes or No	Yes or No	
133	Integration	Ability to interface with Banner to create a base employee record in Banner HR once an applicant or existing employee has been hired into a posted position.	Preferred	Yes or No	Yes or No	
134	System Requirements	Ability to function correctly on all Microsoft Internet Explorer version 6 and higher.	Preferred	Yes or No	Yes or No	
135	System Requirements	Ability to function without requiring additional "plug-ins" or application downloads to be installed by the user.	Preferred	Yes or No	Yes or No	
136	System Requirements	Ability to ensure that all application sessions and server communications are secured via HTTPS.	Preferred	Yes or No	Yes or No	
137	System Requirements	Ability to support standard protocols supported by UVic (cryptographic protocols): SFTP, SCP (data file transport), LDAPS (query and modify).API support: XMLRPC (system interaction via HTTPS), others considered. Database connectivity: Oracle Generic Connectivity (ODBC, OLEDB) may be an option (to be determined by UVic Systems).	Preferred	Yes or No	Yes or No	
		Reporting Requirements				
135	Reporting	Ability for designated users to run standard productivity reports directly from the application. These could include, Time to Hire, Open Posting Breakdown, Cost per Hire	Preferred	Yes or No	Yes or No	
136	Reporting	Ability for designated users to include standard reports available in the application as part of their application "dash board" for quick and easy access.	Preferred	Yes or No	Yes or No	
137	Reporting	Ability to use an integrated reporting tool within the application to create, manage, and execute custom reports.	Preferred	Yes or No	Yes or No	
138	Reporting	Ability for designated users to create custom reports for their own use that are not visible to all other users by default.	Preferred	Yes or No	Yes or No	
139	Reporting	Ability to designate standard reports that can be accessed by all designated reporting users.	Preferred	Yes or No	Yes or No	
140	Reporting	Ability to schedule reports and send the output to designated users.	Preferred	Yes or No	Yes or No	
141	Reporting	Ability to export standard reports as Adobe PDF, text and comma separated values (CSV) formats.	Preferred	Yes or No	Yes or No	
142	Reporting	Ability to query or extract all data elements from all system tables for reporting using an external reporting tool. This could be via table extracts or ODBC functionality.	Preferred	Yes or No	Yes or No	
143	Reporting	Ability to define and include graphs and charts within standard reports.	Preferred	Yes or No	Yes or No	
144	Reporting	Ability to create reports on questions created in posting screening questionnaires to determine hiring patterns based on responses in the questionnaires.	Preferred	Yes or No	Yes or No	
		Upgrades and Software Update Requirements				
145	Software Update	Ability to provide a notification screen to users when the system is inaccessible due to an in-progress system update.	Preferred	Yes or No	Yes or No	
146	Software Update Process	The ability to implement planned system patches with no significant downtime to the production system. Significant downtime is defined as a downtime in excess of one minute.	Preferred	Yes or No	Yes or No	

No.	Topic	Functional	Priority	Standard function included in product	Available with customization	Comments
147	Upgrades	Ability for the organization to choose to implement version upgrades that are available based on a schedule determined by the organization.	Preferred	Yes or No	Yes or No	
148	Upgrades	Ability to ensure that new releases can be installed while maintaining all custom developed functionality that has previously been implemented.	Preferred	Yes or No	Yes or No	
		Vendor and Support				
149	Customer Support	Ability to access a user support group officially supported by the vendor.	Preferred	Yes or No	Yes or No	
150	Customer Support	Ability to access a knowledge base for online and self service support.	Preferred	Yes or No	Yes or No	
151	Customer Support	Ability to provide a customer support number with a staffed service desk to help answer technical questions and resolve service issues.	Preferred	Yes or No	Yes or No	
152	Customer Support	Ability to provide a "trouble ticket" system where Uvic can enter the details of service issues and access the details of the resolution.	Preferred	Yes or No	Yes or No	
153	Customer Support	Ability to have applicable custom functionality added to standard user guides provided to the organization.	Preferred	Yes or No	Yes or No	
154	Customer Support	Ability to access priority service in the event that a critical issue takes place and must be resolved immediately.	Preferred	Yes or No	Yes or No	
155	Training	Ability to provide computer based training modules customized to the functionality as used at the university.	Preferred	Yes or No	Yes or No	
156	Training	Ability to provide printable electronic versions of solution user guide customized to the functionality as used at the university.	Preferred	Yes or No	Yes or No	
157	Vendor	Ability to prove a certified partner relationship exists between the vendor and SunGard.	Preferred	Yes or No	Yes or No	