To-Be Process Review Workshop

Human Resources
E-Recruitment Series

ROSS 120
1:00 p.m. – 5:00 p.m.
September 27, 2005
Welcome!

- Introductions of Group
  - Name
  - Department
Workshop Logistics

- Tent Cards
- Rest Rooms
- Breaks
- Parking Lot
Workshop Agenda

1. Discuss workshop objectives, rules and principles
2. Discussion of Candidate Profile
3. Break
4. Discussion of Requisition/Posting
5. Capture issues in the “parking lot”
6. Adjourn
Why Are We Here?

Our objective today is to...

- **Discover**
  - SAP terminology, definitions, and capabilities
  - Specific opportunities for business transformation
  - Best practices in the context of the SAP implementation
  - Documented future process and any system gaps

- **Validate**
  - “To-Be” business processes
  - Required policy changes
  - Process acceptance by core process owners, advisory committees and University leadership

- **Facilitate communication and change management for**
  - The future state of Purdue University
  - Integrating people, processes and technology in the future.
What Have We Done to Prepare?

To prepare for this workshop, we have...

- Researched best practices
  - SAP software is the best practice source
  - As in the OnePurdue Guiding Principles, SAP software WILL NOT be modified

- Developed proposed business processes
  - The “To-Be” business processes were developed utilizing the best practices found in the SAP software

- Reviewed and refined proposed processes with knowledgeable staff in key operational positions
  - Presented proposed processes
  - Gathered feedback, learned of gaps and implemented changes as necessary
What is Your Role?

Today, we need you to...

- Review and validate the proposed process
- Identify gaps in the proposed process
- Identify organizational challenges
- Help us facilitate change management
What will come from this Meeting?

The output from this meeting includes…

- A business process review report
- To-Be process flowcharts
- Gap analysis report
- Functional specifications report
Workshop Ground Rules

- Respect time
- Respect process
  - Stick to agenda topics
  - One subject discussed at a time
- Respect one another
  - One conversation at a time
  - Cell phones and Blackberrys turned off
  - Listen
- Stretch
- Keep the end in sight
- Work to gain consensus on terminology
- Silence means agreement
- Issues will be parked and resolved outside the meeting
OnePurdue Guiding Principles

1. ERP is an institutional-transformation project, not an information-technology project. Information technology merely provides the opportunity for, and enables, the business transformation.

2. Create and enforce common business practices.

3. All campuses will participate financially in the ERP implementation.

4. There will be a system-wide implementation of a single ERP product, a single operational database and a single warehouse.

5. The ERP software and database will not be modified. This is often called a “vanilla” implementation.

6. Ensure a timely (and on-schedule) implementation of the ERP system.

7. Any “bolt-ons” to the ERP software and database will not be implemented until the budget and schedule implications are understood, agreed upon and funded by the Executive Oversight Committee.

8. All campuses will contribute knowledgeable and empowered personnel to the core implementation teams.

9. The project teams and all governing bodies will resolve issues quickly and decisively.

10. The ERP management team will communicate, communicate and then communicate more in order to keep the University community informed.

11. The ERP software will be tested until exhaustion to ensure operations and regulatory and legal compliance.

12. Sufficient resources will be committed to ERP user-training prior to implementation.

13. The technical infrastructure and network will be sufficiently robust to support the ERP before it is implemented.

Signed July 15, 2004, by Executive Vice President & Treasurer, Provost and Vice President of Information Technology and CIO.
BPR Guiding Principles

1. “OnePurdue Guiding Principles” will apply.
3. Primary best-practice source = SAP and third-party bolt-on solutions (return-on-investment opportunity).
4. Subject Matter Experts (SME) will be empowered by process owners to make key decisions regarding processes.
5. Enterprise processes will adhere to software best-practices – flexibility in implementation.
6. Disposition for exceptions to best practices:
   a. Termination of process
   b. Work-Around: “User Exit” w/o code modification
   c. Off-the-shelf bolt-on
   d. Offline operation
7. Process owners and key stakeholders “buy-in” validation required.
8. All best practices (5) and exceptions (6) must be integrated into the OnePurdue system.
9. Successful BPR also requires:
   a. Executive commitment
   b. Effective change agents to drive best practices and overcome resistance
   c. Appropriate organization structure
   d. Institutional willingness to consider radical change
Let’s Get Started!

Our topic today is...

• **E-Recruitment**
  » Candidate Profile
  » Requisition / Posting
What is E-Recruitment?

- SAP E-Recruiting is a Web-based personnel recruitment solution. It provides a suite of functions to help create requisitions, post jobs, monitor step by step selection process of the candidates and the timely correspondence in all areas.
Candidate Profile

- All applicants will be asked to establish a login and password unique to themselves.

- Once the applicant submits their profile (and resume if desired), they will receive a pop-up message including confirmation of receipt and further process information.
  - Profile includes: contact information, education, experience, desired jobs, and basic screening questions.
Candidate Profile

- Applicants will be responsible for establishing, updating, and maintaining their profile (self-verification).
Candidate Profile

- No scanning system will be provided for hard copy resumes.

- Provide kiosks in Human Resource areas.
- Provide education to applicants to complete necessary information.
- The area accepting the hard copy resume will be responsible for data entry of profile information.
Initial Candidate Screen

**Personal Pages**

These are your personal pages. You can enter and update your data here. You are given support during the job search and can save interesting vacancies in your favorites list.

**Candidate Profile**
- The candidate profile contains your resume and your job preferences. If you do not release this data, only you have access to it.
  - Candidate Profile
  - Data Overview
  - Profile Release
  - Change Interest Group
  - Delete Registration

**Jobs**
- The system assists you in your job search. You can add employment opportunities that interest you to your favorites. You can also apply for jobs directly online.
  - Apply Directly
  - Search for Jobs
  - Favorites
  - Applications

**Personal Data**
- Enter your personal data and your contact data here.
  - Personal Data
  - Communication Data

**Personal Settings**
- You can tailor your pages to suit your personal requirements. This includes defining your preferred data format, decimal display, the language you prefer to work in, and the display format for data overviews.
  - Personal Settings
  - Change User Name
**Work Experience**

### Candidate Profile

The candidate profile contains your resume and your job preferences. If you do not release this data, only you have access to it.

#### Data

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer</td>
<td>XYZ Industries</td>
</tr>
<tr>
<td>Not Under Notice</td>
<td></td>
</tr>
<tr>
<td>Start Date</td>
<td>05/01/2000</td>
</tr>
<tr>
<td>End Date</td>
<td>05/12/2005</td>
</tr>
<tr>
<td>Country</td>
<td>USA</td>
</tr>
<tr>
<td>City</td>
<td>Kingsport</td>
</tr>
<tr>
<td>Industry</td>
<td>- Select -</td>
</tr>
<tr>
<td>Functional Area</td>
<td>Technical Staff</td>
</tr>
<tr>
<td>Hierarchy Level</td>
<td>Manager</td>
</tr>
<tr>
<td>Job Title</td>
<td>Systems Manager</td>
</tr>
<tr>
<td>Description</td>
<td></td>
</tr>
</tbody>
</table>

**Save**  **Cancel**
### Education

#### Candidate Profile

**Which courses of study have you completed?**

List all the courses of study you completed.

<table>
<thead>
<tr>
<th>Data</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Institute</td>
<td>Purdue University</td>
</tr>
<tr>
<td>Start Date</td>
<td>04/01/1970</td>
</tr>
<tr>
<td>Country</td>
<td>USA</td>
</tr>
<tr>
<td>City</td>
<td>West Lafayette</td>
</tr>
<tr>
<td>Education Type</td>
<td>University</td>
</tr>
<tr>
<td>Field of Education</td>
<td>Computer Sciences</td>
</tr>
<tr>
<td>Subject</td>
<td>Computer Applications</td>
</tr>
<tr>
<td>Grade</td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>End Date</td>
<td>04/01/1974</td>
</tr>
<tr>
<td>Region</td>
<td>Indiana</td>
</tr>
<tr>
<td>Education Level</td>
<td>Post Graduate</td>
</tr>
<tr>
<td>Highest Education Level</td>
<td></td>
</tr>
</tbody>
</table>
Desired Jobs

The candidate profile contains your resume and your job preferences. If you do not release this data, only you have access to it.

What expectations do you have for your future job?
You should only receive vacancies from us that are relevant for you. To ensure this happens, specify your preferences and requirements here. If you want to select multiple entries for a preference, use CTRL to do so. You can also give us more information in your own words.

Employment Preferences

- Industry
  - North Central
    - West Lafayette
- Functional Area
  - Human Resources
    - Technical Support
- Hierarchy Level
  - Clinical Job
  - Manager

Job Details

- Salary Expectations
  - US Dollar 20,000 - 36,000
- Work Contract Type
  - Full Time
- Working Time
- Willingness to Travel (%)
- Willingness to Relocate
- Description

OnePurdue
Profile Release

The candidate profile contains your resume and your job preferences. If you do not release this data, only you have access to it.

**Data Overview**

Do you want to be considered for open jobs?
Release your profile to enable recruiters to access your data (see data privacy statement). You can lock your profile again at any time and this prevents anyone from accessing your data.

- Release Profile
- Lock Profile

We endeavour to ensure that the data you submit to us remains confidential and is used only for the purposes stated in the data privacy statement. Please confirm acceptance of our data privacy statement.

☐ Yes, I have read the data privacy statement and accept it

Save
Candidate Applies

- Steps to apply for a position:
  - Verify information in profile
  - Verify resume on file (if initially uploaded)
  - Respond to the following additional questions:
    » Minimum salary requirement
    » Source of application
  - Note: Candidates do not have to submit a resume, the profile is sufficient.
Job Search

Are you looking for a new challenge at our company?
You can find a large number of employment opportunities in our database, so go ahead and take a look at our vacancies.

Search Queries

Search Query

-- No search query saved --

General Job Information

Work Contract Type

- Select
- Full time
- Part time
- Temporary

Hierarchy Level

- Select
- Clerical Job
- Manager

Functional Area

- Select
- Human Resources
- Technical Staff

Start Search | Reset | Save Search

General Search Settings
Candidate Status

- As applicants apply for positions, their application status will update on their personal page - no additional correspondence will be generated.
Candidate Status Options

- **Released** – the candidate has submitted their profile for a position. This will be their notification that the referral was received by Purdue University Employment.

- **Position closed** – this indicates to the candidate that the position for which they applied has been closed. They are no longer in consideration for the position.
Application Status

Do you want to call an overview of your applications up to now?
These are your applications up to now. You can check the status and withdraw or delete applications. You can apply for withdrawn or deleted applications again.

<table>
<thead>
<tr>
<th>Number of Applications: 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Posting</td>
</tr>
<tr>
<td>----------------------------</td>
</tr>
<tr>
<td>Posting NC500693D5</td>
</tr>
<tr>
<td>Posting NC5006003D9</td>
</tr>
</tbody>
</table>

Continue / Display Application | Delete / Withdraw
Special status

- Special audits will need to be completed to handle the 05, 99, DP, and RIF applicant tracking.
  - Comparison between existing special status individuals and newly created profiles.
  - If duplicate is found, employment clerk will update newly created profile to show special status.
Process Flow

2.1.1 Candidate Profile

Applicant

- Start
- Complete profile and upload resume (resume is optional)
- Apply for position and verify profile information.
- Monitor application status
- End

SAP System

- Release
- Pop-up confirmation
- Update of application status
Break Time
Requisition / Posting

- Positions will be delivered by the Classification area to the Employment area.
Requisition / Posting

- The position itself will be established (in SAP) ahead of time by the Classification area.

- The posting process requires completion and release of both the requisition and job posting sections...more detail to come.
  - This will require keying (or copying) of information into SAP by the Recruiter.
A Two Step Process

- Requisition (Viewable only to the Recruiter)
  - Job Details
  - Salary Information
  - Organizational Data
  - Job and Educational Qualifications
  - Additional Notes

- Job Posting (Viewable to the Public)
  - Actual wording that will appear on the Purdue Employment Site
    - Education, Experience, and Skills required and desired
    - Posting summary
Initial Recruiter Page

Personal Pages

These are your personal pages for recruitment tasks. You can make your personal settings and call all required services from here.

- **Talent Relationship Management**
  - You want to view candidates’ data in the Talent Pool or assign those candidates Talent Relationship Management activities.
  - [Talent Relationship Management](#)

- **Requisitions**
  - You want to create or edit requisitions, search the Talent Pool for suitable candidates for requisitions, or approve status changes.
  - [Maintenance](#)
  - [Approval](#)
  - [Candidate Selection](#)

- **Application Management**
  - You want to access candidates’ data, edit or enter applications, or send correspondence from correspondence activities.
  - [Candidate Overview](#)
  - [Applications](#)
  - [Enter Internal Application](#)
  - [Enter External Application](#)
  - [Correspondence](#)

- **Reporting**
  - Predefined reports help you display the current status of the data. You can save reporting results and reuse them at a later date. Simultaneously, the reporting results are sent to you by e-mail.
  - [Reporting](#)

- **Administration**
  - You want to create or edit questions, questionnaires, or process templates for later use.
  - [Questionnaire Maintenance](#)
  - [Question Maintenance](#)
  - [Process Templates](#)

- **Personal Settings**
  - You can tailor your pages to suit your personal requirements. This includes defining your preferred date format, decimal display, the language you prefer to work in, and the display format for data overviews.
  - [Personal Settings](#)
Requisition Maintenance

This list contains the requisitions you can access. Restrict the number of requisitions displayed using suitable selection criteria.

Selection Criteria

Role: Recruiter
Status: Draft
Start Date: MM/DD/YYYY
End Date: MM/DD/YYYY

Display Selection  Reset

Requisitions

<table>
<thead>
<tr>
<th>Alias</th>
<th>Requisition Title</th>
<th>Created On</th>
<th>Status</th>
<th>Requested Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Requisition NB50000282</td>
<td>09/08/2005</td>
<td>Draft</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Requisition NB50000284</td>
<td>09/08/2005</td>
<td>Draft</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Requisition NB50000259</td>
<td>08/30/2005</td>
<td>Draft</td>
<td></td>
</tr>
</tbody>
</table>

Create Requisition  Edit  Copy
General Job Information

Requisition

A requisition is a formal request to fill one or more positions. Store the relevant data and release the requisition.

Organizational Data

General Job Information

Administrative data on the requisition and on the job details of the vacancy(ies)

Basic Data
- Requisition Title: Requisition NB50000292
-Alias:
- Interest Group: -- Select --
- Application Close: MM/DD/YYYY
- Process Template: 

Job Details
- Job Title:
- Industry: West Lafayette
- Hierarchy Level: -- Select --
- Functional Area: Human Resources
- Work Contract Type: Full time
- Working Time: -- Select --
- Start Date: MM/DD/YYYY
- End Date: MM/DD/YYYY
- Branch:
Organization Data

A requisition is a formal request to fill one or more positions. Store the relevant data and release the requisition.

Here you can assign specific positions, an organizational unit, a job, or a number of positions to the requisition. You can also specify where the costs incurred are to be posted.

- Position: 50000135, Bus Mgr Business Manager
- Position vacant as of: 08/03/2005
- Organizational Unit of Position: 50000081, 1936 Advancement Office Agriculture
- Job of Position: 50000101, 11152 Financial Assist Administration-Middle

Save
A requisition is a formal request to fill one or more positions. Store the relevant data and release the requisition.

The requisition status specifies the current processing status of the requisition.

- Released
- Draft
- Released
- Closed
- To Be Deleted
- On Hold

Status History:

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Name</th>
<th>Status</th>
<th>Status Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>08/31/2005</td>
<td>11:04</td>
<td>Applicant 1 MV</td>
<td>Draft</td>
<td></td>
</tr>
<tr>
<td>09/06/2005</td>
<td>16:24</td>
<td>Applicant 1 MV</td>
<td>Released</td>
<td></td>
</tr>
</tbody>
</table>
Basic Data

Job postings invite potential candidates to apply. You can publish the posting in a number of different posting channels.

Basic Data

Enter the basic data for this job posting here. This data is published in the job posting.

- Industry
  - North Control
- Functional Area
  - Technical Staff
- Work Contract Type
  - Full time
- Working Time
  - Select

Save
Job Posting Status

Job postings invite potential candidates to apply. You can publish the job posting in a number of different posting channels.

Change Status

The posting status specifies the current processing status of the job posting.

- Status: Released
- Status Reason: -- No Selection Possible --

Save
Publication

Job Posting

Job postings invite potential candidates to apply. You can publish the posting in a number of different posting channels.

Data Overview

Data
- Reference Code: 50000125
- Posting Channel: External Posting
- Language: English
- Start Date: 9/17/05
- Status: Draft
- End Date: 9/30/05

Save Cancel

Released Withdrawn
Once released, the position will be posted to the Purdue website.

- Instantaneous posting to the Purdue website via an interface.
- Posting accessible through candidate’s personal page or through Purdue Employment website.
Requisition / Posting

- Any external advertising would be completed outside of the system by the recruiter and hiring supervisor/business office.
2.1.2 Requisition / Posting

**Classification/Compensation Area**
- **Start**
- Review description and forward to employment

**Recruiter**
- Recruiter enters requisition and job posting
- Position posts to website
- Manual process
- Position posted on external sites

**Hiring Manager**
- Review and approve posting summary
- **End**
Key Performance Indicators (KPI)

- 90% Applicant material submitted electronically
- Reduce lapse time between request to post and actual posting – Goal 24 hours
- 80% Return PIF-SIF (Faculty EEO info too)
- Applicant manages their own job self-service = reallocate recruiter time involved in customer service
- EEO data 1-2 days instead of weeks to audit for workforce snapshot

*KPIs described here are indicative of general objectives. During the Blueprint process, we will consider end-to-end processes in developing specific metrics associated with these metrics.*
Questions ? ?

- Thank you for participating!