County of Los Angeles
CHIEF EXECUTIVE OFFICE
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DAVID E. JANSSEN
Chief Executive Officer

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YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

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MICHAEL D. ANTONOVICH
Fifth District

July 3, 2007

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: David E. Janssen
Chief Executive Officer

Michael J. Henry
Director of Personnel

JOB OPPORTUNITIES WEBSITE AND HIRING PROCESS

On May 1, 2007, your Board instructed the Chief Administrative Officer and the Director of Personnel to:

1. Report back to the Board on a plan to increase the accessibility and effectiveness of the Job Opportunities search website within 30 days; and

2. Develop a plan for a streamlined job application, review and selection process and report back in 60 days.

The first requirement was addressed in a previous report **(Attachment I).** This report addresses the second directive.

Background

Your Board approved the acquisition of the CGI/Kenexa Brass Ring e-HR system in May 2007 that includes an on-line application system (i.e., Talent Gateway), an application tracking component, and an integrated assessment component (e.g., written test, rating from record). These systems will be used to streamline the Department of Human Resources (DHR) on-line job application processes.

Currently, DHR has manual processes for job application, review, and selection process that impact the hiring cycle time of applicants. By utilizing the CGI/Kenexa Brass Ring e-HR system, DHR is capable of automating many manual processes that would normally result in hiring delays.

Streamlined Application, Review and Selection Process

The shift from manual processing of application information to the automated CGI/Kenexa Brass Ring system will streamline the process. Below is a proposed plan to implement that process:

1. **Data Analysis** - Work with the vendor (i.e., Kenexa Brass Ring) to document the County's current application, review, and selection process flows and to identify modifications to the existing Kenexa system to support Civil Service Rules and other required regulations. This step will be completed by July 2007.

2. **Develop Automated Processes** - This will be a collaborative effort between County subject matter experts and Kenexa process flow experts to replace manual process steps with automated solutions. The end goal is to eliminate redundant manual data entry steps and include better data integration to accelerate candidate processing, application, review, and selection. This review will be completed by July 2007.

3. **Study Selection Methods** - Selection methods will be examined (e.g., written test, interview, work sample, appraisal of promotability, etc.) to determine areas in the administration or delivery of tests that can be streamlined. The study will be completed by September 2007.

4. **Integrate Business Rules** - The County's selection process is governed by many business rules (e.g., five bands, randomize names within bands, etc.). County selection subject matter experts will work with the Kenexa team to incorporate these business rules into the current Kenexa software platform. These business rules will be integrated into the Kenexa system by October 2007.

5. **Modify Policies, Procedures and Guidelines or Civil Service Rules** - Many of the policies and rules were developed to accommodate paper application processing. Some rules, such as one day posting of bulletins prior to filing should be modified to allow immediate internet applications. These modifications are projected to be completed by November 2007.

6. **Develop System Prototype** - Kenexa will modify the existing system to address County personnel policies. These modifications will be tested by a County team of subject matter experts to derive a close approximation of the final system. The prototype is expected to be completed by January 2008.

7. **Pilot Test** - The Kenexa solution will be adopted by departments in phases. This will provide further testing of the system and allow for additional modifications to streamline the process. The pilot test will begin March 2008.

8. **Countywide Implementation** - The Countywide implementation will require training on the new web-based system and applicant tracking and assessment system. Most departments will transition to the system by August 2008.

Automation Benefits

There are several benefits of automating the current job application, review, and selection process, including:

- Elimination of the paper forms as data is input directly into the system.

- Many rating from records or evaluation of experience and education can be automated.

- Applicants can receive notification of each step in the process or have access to information about their standing.

- Hiring managers will have access to applicant flow data throughout the hiring cycle and can plan other components of the selection process.

- Recruitment will be facilitated because hiring managers will have immediate data related to the number of candidates that are interested in a given job title.

- Job postings can be linked directly to other application gateways such as Monster.com, Careerbuilder.com, and others to expedite the notification to potential candidates.

We are committed to continued improvement and streamlining of the job application, review and selection process. We feel that with the steps outlined, the automation of many of the selection processes will serve to accelerate the hiring cycle time.

Please call either of us if you have any questions, or your staff may call Bruce W. Davis, Human Resources Manager, Department of Human Resources at (213) 974-2616.

DEJ:MJH:STS:BD
SK:VC:ljp

Attachment

c: Departmental Human Resources Managers

job opportunities website.bm

Attachment I

COUNTY OF LOS ANGELES
DEPARTMENT OF HUMAN RESOURCES

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MICHAEL J. HENRY
DIRECTOR OF PERSONNEL

June 1, 2007

To: Each Supervisor

From: Michael J. Henry
Director of Personnel

David E. Janssen
Chief Administrative Officer

Subject: **JOB OPPORTUNITIES WEBSITE AND HIRING PROCESS**

On May 1, 2007, your Board instructed the Chief Administrative Officer and the Director of Personnel to:

- Report back to the Board on a plan to increase the accessibility and effectiveness of the Job Opportunities search website within 30 days; and
- Develop a plan for streamlined job application, review and selection process and report back in 60 days.

The second requirement will be addressed in a subsequent report. This report addresses the first directive by specifically addressing the following:

1. The Job Opportunities web link is not clearly labeled on the LA County homepage.
2. Individual job bulletins on the site still refer to only submitting paper, rather than electronic applications.
3. All individual job bulletins do not have active links to the LA County Job Application.
4. The web link to the Job Application is not clearly labeled/accessible on the DHR website.

5. Applicants do not receive immediate confirmation of whether their application has been received.

6. Applicants cannot search by amount of experience required or other fields for each job bulletin.

The Director of Personnel has developed a plan to address the six items listed above. These items can be addressed through the use of internal staff and existing technology. The estimated timeline to complete the first five enhancements is 60 days and 120 days to complete the sixth item. There is no cost to complete four of the six enhancements as they are covered under existing budgeted maintenance agreements. The estimated cost to complete items number 3 and 6 is $18,540. This additional cost will be billable to County departments.

Below are future enhancements to increase the accessibility and effectiveness of the Job Opportunities search website along with a discussion of the enhancements that have already been completed per your Board's request.

- **Job Opportunities Web Link Labeled on the LA County Homepage**

The Department of Human Resources (DHR) staff has met with the Internal Services Department (ISD) staff to display the job opportunities link on the County's homepage in a more prominent location. The change was implemented on May 23, 2007. The link now appears near the "Board of Supervisors" bar on the left side of the webpage and is the first item appearing on the "Links" section of the webpage.

- **County Job Bulletins Website Application Process**

The Career Opportunities website language will be modified to clarify the application process and encourage candidates to apply online by outlining the following benefits: (a) complete one application for many jobs, (b) the ability to return at a later date and submit an application for a new opening, and (c) receive instant notification that the application has been received. To ensure that more job bulletins include electronic application language, DHR will develop a memorandum to encourage Departments to inform applicants to file online. These activities will be completed within 45 days at no additional cost.

- **Job Bulletins Active Links to LA County Job Application**

Bulletins will be created in HTML to provide an immediate hyperlink to the online or paper application. DHR and ISD staff will modify the Job Opportunities website to have the candidates select the examination job title instead of the exam number. Clicking the job title will direct the candidate to the bulletin that contains the embedded links to the online application and other required documents (e.g., a supplemental application). A PDF version will be available to facilitate the printing of the document should the candidate

DHR is committed to improving the website to attract a larger pool of applicants and improve the job seeker's use of the online application system. We believe that the enhancements described above are a step in that direction.

If you have any questions, please contact me or your staff may call Susan Toy Stern, Chief Deputy Director, Department of Human Resources, at (213) 974-2631.

MJH:STS
BD:es