

# 2021 NASPE AWARD

Eugene H. Rooney, Jr. Award Nomination

*Innovative State Human Resource Management Program*

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

Additionally, please attach a one-page summary of the program and prepare a narrative answer for the questions listed below. Do not send supporting documentation. Provide a narrative answer for each of the following questions.

2021 NASPE AWARD  
Eugene H. Rooney Jr. Award Nomination  
Innovative State Human Resource Management Program

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## PROGRAM INFORMATION

Program Title: Recruitment Ease of Use  
State: Utah  
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## NOMINATOR INFORMATION

Contact Person: Jennifer Wakefield  
Contact's Title: Director, Recruitment  
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## DETAILS

- 1. Please provide a brief description of this program.**

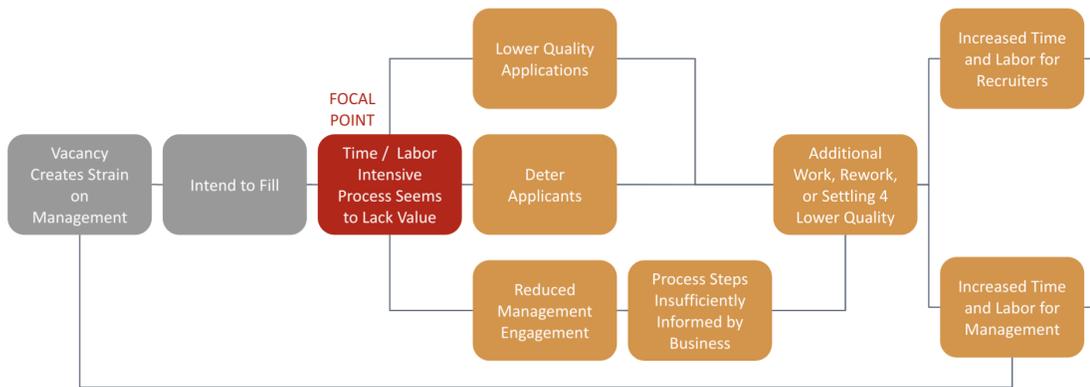
The Center for Excellence (CFE) in Utah's Department of Human Resource Management (DHRM) initiated an operational excellence project focusing on recruitment in 2017. Embracing the responsibility to make optimal use of taxpayer dollars, the goal was to find ways to make meaningful improvements to recruitment outcomes and the recruitment experience without passing costs or work on to others. Several phases of changes were identified. The first phase targeted the experience of the hiring official. With generous input from managers across the state, a new workflow was created and implemented without additional cost. In January 2020, the new workflow was launched as a pilot within the Utah Department of Health and the concept was considered proved by the end of 2020. The results clearly demonstrate dramatic improvements for the hiring official.
- 2. How long has this program been operational (month and year)?**

January 2020
- 3. Why was this program created? (What problem[s] or issues does it address?)**

The program was initiated because of DHRM's pursuit of continuous improvement. Satisfaction rates with DHRM services have traditionally checked in at over 90% satisfied. However, when

recruitment was lensed exclusively on quality of hire, a core problem was identified with multiple downstream effects: hiring officials are not inclined to invest the time to translate their business requirements into common recruitment configurations. The recruiters would often make concessions for the recruitment targets in order to help the hiring official achieve the experience they desire. Even moderate concessions of quality at the point of recruitment configuration has multiple downstream effects. So, in an effort to improve quality at source in the process as means to improve quality hires, the ease of use for the hiring official became the focal point.

### VICIOUS CYCLE



#### Problem Statement:

Gaps in understanding the occupation / position requirements reduces the odds of quality hires.

### VIRTUOUS CYCLE



#### 4. Why is this program a new and creative method?

Some of the prevailing assumptions regarding improving recruitment includes: (1) increased investment in employer branding, (2) increased investment in sourcing, (3) increased investment in applicant tracking systems, (4) reorganize from business unit focus to occupation focus, and (4) more recruitment data.

The design featured in this pilot embraced none of those assumptions. It was a no cost improvement that was executed with marginal manual adjustments on the part of the recruiters. It operated within the functions of the current applicant tracking system. It is designed to greatly reduce the work time of the hiring official and use a fraction of that time to build a data framework with minimal information that renders improved speed / quality for both the hiring official and recruiter over time.

**5. What were the program’s startup costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology and staff already in place.)**

The improved workflow and experience was achieved at no additional cost or purchases. The State of Utah uses Google’s productivity suite (GMail, Drive, Calendar, etc.) and it was executed with those existing tools. No additional purchases were required.

The staff used to execute the development of the design included the Chief Strategy Officer, Director of Recruitment, and several recruiters. The implementation of the program included the Chief Strategy Officer, Director of Recruitment, and a Senior Business Analyst.

**6. What are the program’s operational costs?**

Once the design was complete, the operational costs were entirely found within the senior business analyst’s time (approximately \$80,000 for total compensation).

**7. How is this program funded?**

Within the DHRM standard budget (internal service funds).

**8. Did this program originate in your state?**

Yes

**9. Are you aware of similar programs in other states? If yes, how does this program differ?**

No

**10. How do you measure the success of this program?**

The ultimate target is to make a meaningful improvement in the quality of hire. Given the proof of concept nature of this program, the following measures were used:

Evaluation Point	Response
Was the process easy to use?	<b>100.0%</b>
Was the process configured to ensure quality at each step?	<b>100.0%</b>
Did the process provide useful information to aid your hiring decision at the conclusion of interviews?	<b>100.0%</b>
If you were to perform another recruitment, which process would you be inclined to use?	<b>90.9%</b>

**11. How has the program grown and/or changed since its inception?**

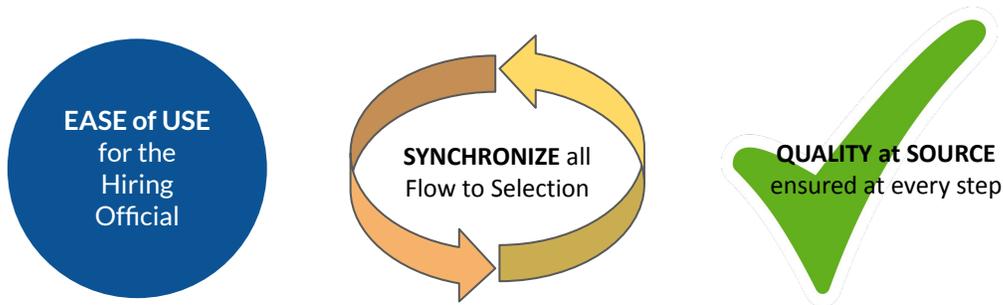
A plan to scale the program more broadly was paused with a change in governor’s and

administration. Designs are in place to internally develop minimum viable IT supports to operationalize the design across multiple organizational lines.

## CHALLENGING CONVENTIONAL THINKING: OPERATIONAL EXCELLENCE IN RECRUITMENT

It seems many feel the solution to improving recruitment outcomes require new investments, like investments in new IT systems, sourcing, or marketing. The Center for Excellence in Utah's Department of Human Resource Management looked at recruitment to see if workflow solutions might help solve quality of hire challenges without new investments. The first phase of improvements rendered powerful results that laid the groundwork for advancing the recruitment practices (efforts) in the State of Utah.

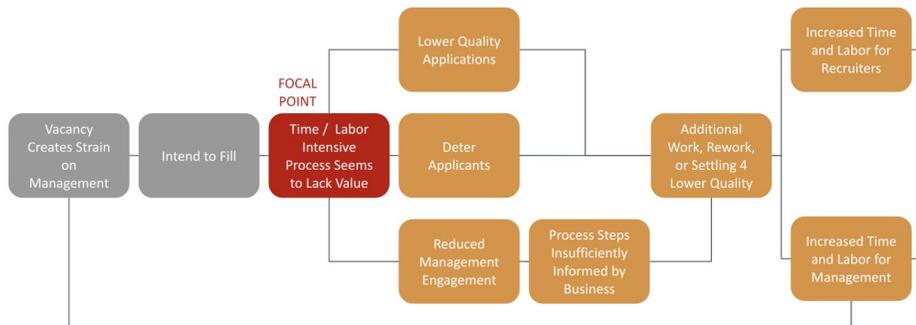
### TARGETS OF FIRST IMPROVEMENT PHASE: THE HIRING OFFICIAL



### ROOT CAUSE OF UNDESIRABLE EFFECTS

### HIRING OFFICIAL VALUE STREAM

#### VICIOUS CYCLE



### PILOT RESULTS: IMPROVING RECRUITMENT WITHOUT NEW INVESTMENTS

**100%** of participants

- ➔ Viewed the new flow as easy to use
- ➔ Felt the new flow ensured quality at each step
- ➔ Observed the information aided in hiring decisions at the conclusion of interviews

**"The pilot was so easy to use!** While I did not have prior experience hiring individuals on behalf of the Department, **this was one of the simplest hiring processes I have encountered in 20 years of work with the federal government and private sector...**If/when I have future hiring needs, I hope this approach remains available -- and becomes the new norm (i.e., not just a pilot!). I will also recommend to others in my bureau/division as well. Thanks for the opportunity to participate!"

"It was a great process that made it easier."

"So much quicker and easy to use. **Cut time by more than half, I would say.**"

"The pilot process was MUCH faster. **Let's get this implemented NOW.**"