ROONEY AWARD NOMINATION

Program Title: The Arizona Hiring Gateway

State: Arizona

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ROONEY AWARD NOMINATION – Program Summary

The Arizona Hiring Gateway is the State of Arizona's automated recruitment and hiring system. It provides a "paperless" Internet based process that reengineered Arizona's previous paper intensive manual business process. Hiring Gateway has dramatically improved productivity by eliminating time consuming and non-value added paper management tasks, reducing the calendar time to hire new employees, and reducing the cost of making a hire. Perhaps most importantly, this new system is delivering high customer satisfaction to the agencies using the system.

Using Hiring Gateway, applicants can find **ALL** state job opportunities at one web site, azstatejobs.gov; previously applicants had to search individual agency web sites. Hiring Gateway, however, is not just another automated job board. Instead, all participants in the hiring process (hiring supervisors, personnel liaisons, recruiters, agency approvers, agency executives, and applicants) now rely on Hiring Gateway's automation to facilitate the ENTIRE hiring process. This novel approach streamlines the process, from the very first steps in securing management's approval to post a job opening on azstatejobs.gov; to the very last steps in processing the successful candidate into the organization's human resources/payroll system.

Hiring Gateway is delivering impressive results. Azstatejobs.gov is providing nearly twice as many candidates than our old process yielded. We are reducing the calendar time to hire by 30%. Staff productivity has increased by 20% and the overall cost to hire a new employee has dropped by 10%. We have also reduced the state's advertising costs. The annual cost savings of Hiring Gateway is estimated at $2.1 million. Hiring Gateway was awarded the 2005 Director's Customer Satisfaction Excellence Award for being the State's highest rated Human Resource service in customer satisfaction.

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<u>Please provide a brief description of the program.</u>

The Arizona Hiring Gateway is an Internet based automated recruitment and hiring system that

reengineers Arizona's previous paper driven business process. This solution, used by over 100

state agencies, boards and commissions, makes the hiring process nearly "paperless", reduces the

time it takes to hire new employees by 30%, reduces the state's cost to hire by 10%, doubles the

number of quality candidates available for hire, and makes it easy for people to find and apply

for open Arizona state government positions.

<u>How long has this program been operational?</u>

Hiring Gateway was initially piloted at the Arizona Department of Corrections in November and

December 2004. In January 2005, we began rolling out Hiring Gateway to other state agencies.

By March, 2005, over 100 state agencies, boards and commissions were using the Hiring

Gateway system as their source to recruit and hire applicants.

<u>Why was the program created?</u>

The average turnover rate for State of Arizona employees was 17.6% in Fiscal Year 2005. Many

critical jobs have turnover rates over 30%. If Arizona State Government is to maintain an

effective workforce that is responsive to its' customers, we must have a recruitment process to

fill 7,500 open positions annually that is fast, efficient, and makes it easy for applicants to find

and apply for jobs. <u>Our old paper based recruitment process provided none of those benefits</u>.

We had four objectives with Hiring Gateway : 1) reduce the time it takes to hire a new employee,

2) reduce the cost to complete the recruitment process, 3) provide more qualified candidates for

evaluation, and 4) make it easy for people looking for work to find and apply for state jobs.

Hiring Gateway is an Internet based e-recruitment program. By reengineering and applying Internet technology as a "change driver" to our recruitment business process we have been able to meet all of our objectives.

Why is this program a new and creative method?

Hiring Gateway provides a "paperless" recruitment process that **supports the ENTIRE recruitment and hiring business process.** All participants in the process (hiring supervisors, personnel liaisons, recruiters, agency approvers, agency executives, and applicants) use Hiring Gateway to find and hire new employees rapidly and with minimal costs.   We believe the **comprehensive reengineering of our business process** is what makes Hiring Gateway unique and deserving of consideration for this award.

What was the program's start up costs?

Our total startup costs were $784,234.

What are the program's operational costs?

Our annual operational costs are $349,052.

How is the program funded?

Hiring Gateway is 100% state funded.

Did this program originate in your state?

To our knowledge, no other state has implemented a comprehensive integrated automated process to support the **entire recruitment and hiring business process**. For example, many states have automated job boards but none have automated the internal processes of requisition creation and approval routing that precede a job board posting nor the applicant review and hiring processes that follow job closings.

Are you aware of similar programs in other states?

No.

How do you measure the success of this program?

The results of the team's efforts have been spectacular when measured against the project's four objectives: 1) reduce the time to hire, 2) reduce the cost to hire, 3) improve candidate list quality, and 4) make it easy for applicants to find and apply for state jobs. The overall time to hire was reduced by 30%. The hire requisition approval process time was reduced by 80%. Recruiters report their productivity increased by as much as 20%... a result of eliminating non-value added, paperwork tasks that consumed much of their time. The on-line job board produced startling results. Since the implementation, over 300,000 potential applicants visited the job board and 62,000 of them applied for jobs. Agencies report the number of qualified candidates increased up to 200%. As importantly, most jobs posted to the job board have received sufficient qualified candidates to complete the hiring process the first time…even hard to fill jobs in remote locations. This stands in stark contrast to previous experiences of having to cancel and restart job openings when insufficient numbers of candidates were identified. As a direct result of the successful job board activity, many agencies are eliminating or reducing their print advertising costs. The cumulative financial impact of the productivity and direct cost savings resulting from the Hiring Gateway project is estimated to be approximately $2 million per year.

Below is an example of the results from the state's largest agency (Department of Corrections):

	Before Hiring Gateway	After Hiring Gateway	Percent of Reduction
Time to Fill	80 days	56 days	30%
Route Requisition	10 days	2 days	80%
Post Requisition	4 days	1 day	75%
Finalize Hire	7 days	3 days	57%

Hiring Gateway has provided high levels of customer satisfaction in addition to the quantitative results described above. On an annual basis, the Arizona Department of Administration (ADOA) surveys state agencies for customer satisfaction with their services. Hiring Gateway was the highest rated Human Resources service and the second highest rated service of all 70 ADOA services measured. Independently, the Auditor General (Arizona's legislative audit organization) completed a performance review of the Human Resources Division. As part of its audit, auditors gathered pertinent information regarding the Hiring Gateway program and their finding was **"Agencies report satisfaction with new software"**. Auditors spoke with state agencies who reported satisfaction with Hiring Gateway. Here is a direct quote from the Auditor General report:

> "According to seven agencies, two of who are from small agencies that rely on ADOA for recruiting and support, the new software saves time in the recruiting process. For example, one recruiter said the internal e-mail communication is faster than the previous "paper shuffling" they used to do, and that time is not spent making copies. In addition, some agency representatives like the self-nomination feature because they no longer have to guess whether applicants are interested – now they can review resumes from candidates who applied for specific positions."

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

We have added over 30 enhancements to various Hiring Gateway components to enhance user productivity since its inception. For example, we revised the automated process agency recruiters use to electronically distribute hiring lists to managers and record results of their actions. That revision reduced the time to execute those processes from 30 minutes to 2 minutes per hiring list.