

# COM/UCH Clinical Faculty Hiring

Kick-off Date: 10/30/18—Completion Date: 04/29/19

COM/UCH Clinical Faculty Hiring

DEFINE MEASURE ANALYZE IMPROVE CONTROL

## Project Charter

Charter Element	Description
<b>Background &amp; Purpose</b>	<ul style="list-style-type: none"> <li>Each year, UTHSC hires approximately 200 new clinical faculty members across all practice plans.</li> <li>Approximately 100 clinical faculty are dually employed by both UTHSC and UCH.</li> <li>The process currently takes 4-6 months to recruit and onboard new physicians.</li> </ul>
<b>Mission Statement</b>	Consolidate the recruiting and onboarding process for both organizations – UTHSC COM & UCH Practice Plan.
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>Improved the hiring experience for the new faculty members</li> <li>Streamlined process, using Taleo for recruitment and onboarding</li> <li>Improved collaboration</li> <li>Reduced onboarding process steps</li> </ul>


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## Voice of the Customer

### Cross-Functional Project Team

- Representatives from COM & UCH
- Brainstorming and collaboration helped to identify pain points and areas of “waste” in the process.
- Identified opportunities and recommendations for process improvements.



**Improved relationship building & collaboration**

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## Data Summary

Data was taken from the Application Tracking System via Oracle that showed some outlying time variances in step approvals. This variance caused delays in the approval process.

The top causes of variation are:

Requisitions are issued before approval	Misplaced Requisitions	Manual Entry	Antiquated scan process
Approvals held up due to holiday closings and PTO	Lack of assigned back-up approvers	Slow recruitment process	No standardized process for practice partners like ULPS, UTMP, etc.

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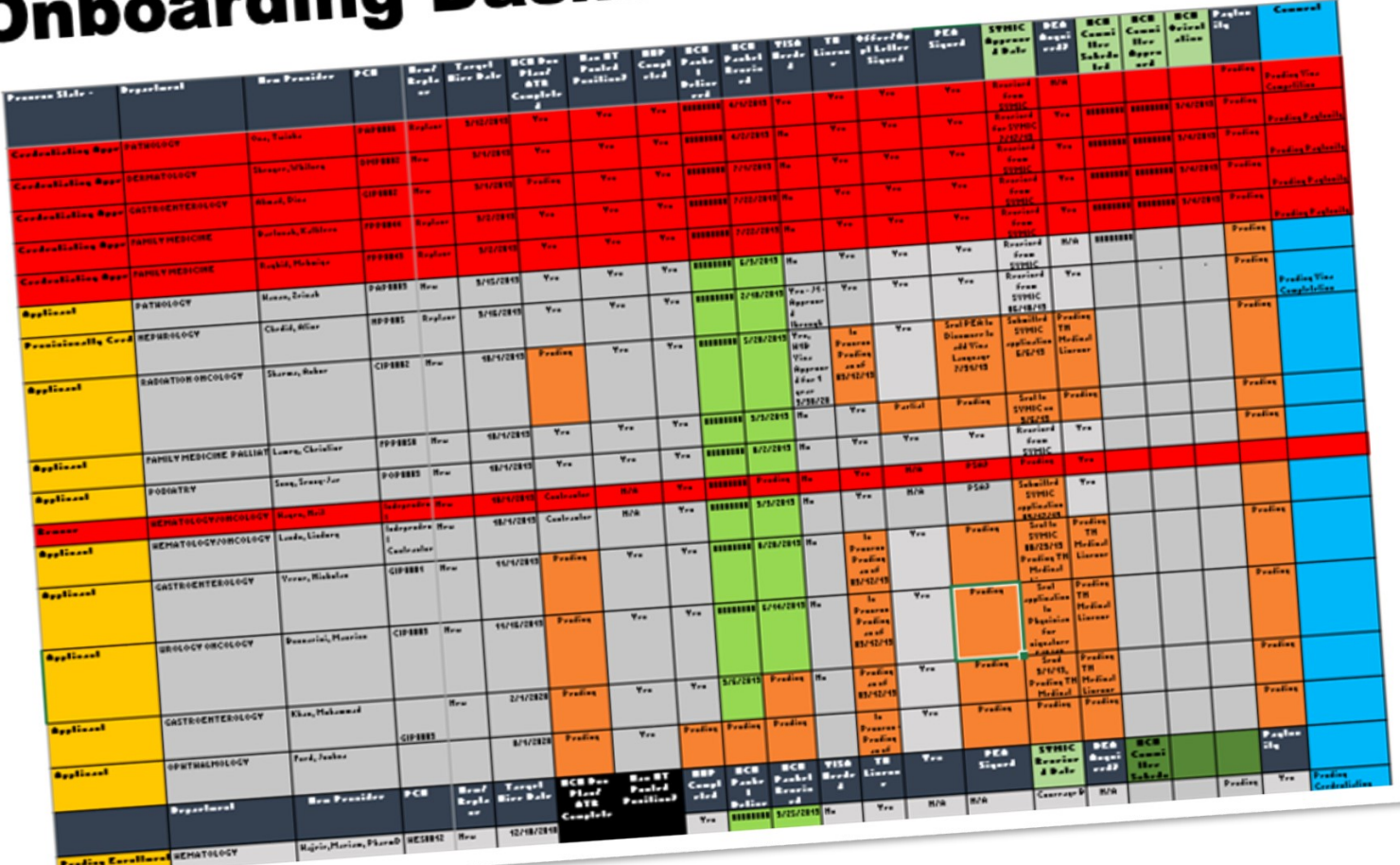
## Oracle to Taleo Process Change Summary

Before	After	Benefits
Director creates position in IRIS	Same	
Director creates position in Oracle (Applicant Tracking System)	Creates requisition in Taleo and attaches job advertisement once posted, tracking # created	
Dean's office, Finance and OED reviewed/approved in Oracle (Applicant Tracking)	Performed in Taleo	<ul style="list-style-type: none"> <li>Meets OED Fair Hiring compliance requirements</li> <li>Improves position tracking</li> </ul>
HR manually posts position to website	Position automatically posted to web	<ul style="list-style-type: none"> <li>Reduces “Lost” positions</li> <li>Improves timeliness of posting</li> </ul>
Candidates send CV to chair	Candidates apply for position in Taleo	<ul style="list-style-type: none"> <li>Improves quality &amp; quantity of data</li> </ul>
Department sends Thank You & Self ID info	Candidate Self-ID's during application process	<ul style="list-style-type: none"> <li>Improves data integrity</li> </ul>
Department completes Narrative Summary for selected candidates to be interviewed (Approval eliminated 5 steps)	Taleo tracks information	<ul style="list-style-type: none"> <li>Expedites process. No longer waiting for approvals</li> <li>Eliminates manual steps</li> <li>Provides single source of information “truth”</li> </ul>
OED posts Narrative Summary to SharePoint	Eliminate SharePoint for most candidates	
Faculty Affairs Coordinator verifies & approves info in OED SharePoint, Oracle	All info in Taleo	

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## Onboarding Dashboard



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## Sustainability of Improvements

- COM/UCH meetings to be held quarterly
- Conduct bi-annual customer satisfaction surveys with administrators and new faculty
- Team will review feedback from Information Session for process improvement ideas
- Use each new hire as an opportunity to review/audit the process to ensure it is being followed
- Faculty Affairs Coordinator will continue to perform a quality control review on all candidate documents
- Use Onboarding Report dashboard for up to the minute status for all UCH practice plan candidates
- Utilize SharePoint collaboration tools to further improve communication

## Project Team

