



RECRUITING STRATEGY CAN DRIVE ORGANIZATIONAL CHANGE

Jeralyn Woodall
Chief Talent Officer, University of Oklahoma –
Information Technology

Session Objectives

- To outline the 5 steps of a strategic recruiting process.
- To define what a recruiting strategy looks like.
- To show you how you can structure the interview process so talent hired fits desired organizational culture and values.
- To help you gain an overall understanding of how recruiting can be used to help drive organizational change.



WHEN IS IT TIME FOR AN ORGANIZATIONAL CHANGE?

Common Influencers

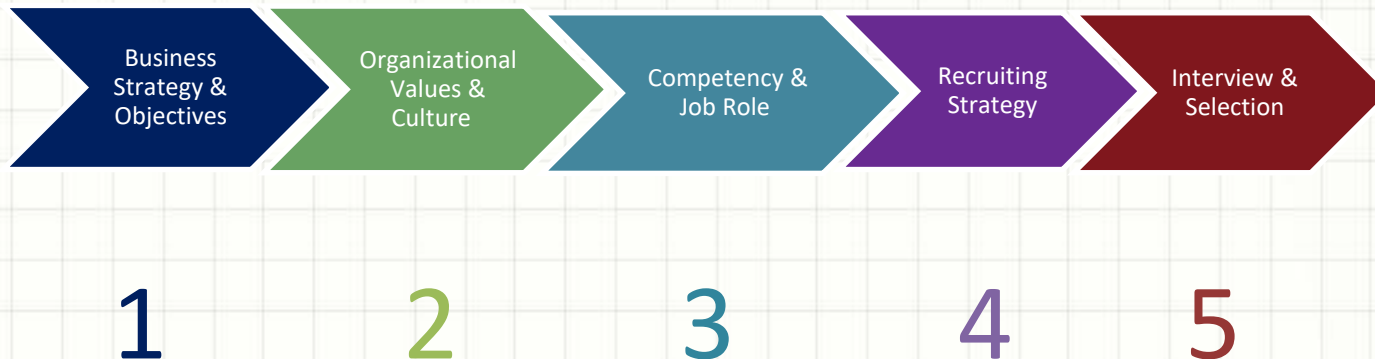
- Market Competition
- Technology
- Legislation
- Economy
- Customer Focus
- Social/ Internal Values
- Attitudes of Employees
- Demographics
- Globalization
- Change in Leadership



OU IT

Recruiting Is...

A Strategic Process with 5 Steps



Step 1- Business Strategy & Objectives

1

- What type of Organization do you want to be?

2

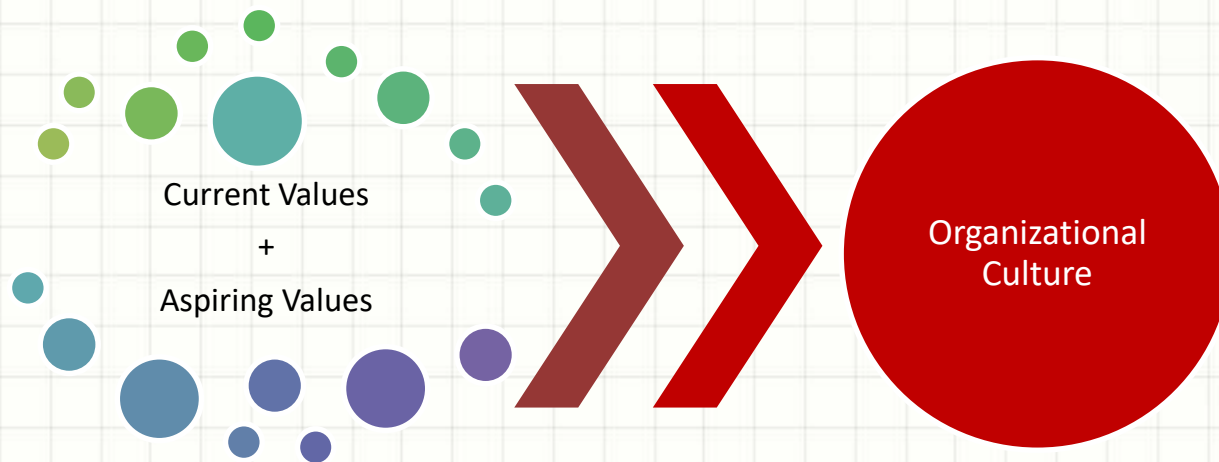
- Clearly define your business vision and goals

3

- What words are used that reflect your people?

2 - Organizational Values & Culture

- Values are a set of guiding principles that define the character of an organization



Example of Values





Culture

Stems from organizational values. Is the unwritten code of conduct made up of core values, cherished beliefs, priorities, attitudes, and practices that characterize an institution or organization.

Things that affect culture:

- Corporate History
- Style of Leadership - how decisions are made
- Organizational Structure/ Chart
- Industry & Environment
- Region of Country or World
- Employee/Membership base
- Key Organizational Tasks
- Shared Values - what we think is important
- Beliefs - how we think things should be done
- Behaviors - the habitual patterns of the team
- Systems - written & unwritten policies
- Workspace



INFORMATION TECHNOLOGY

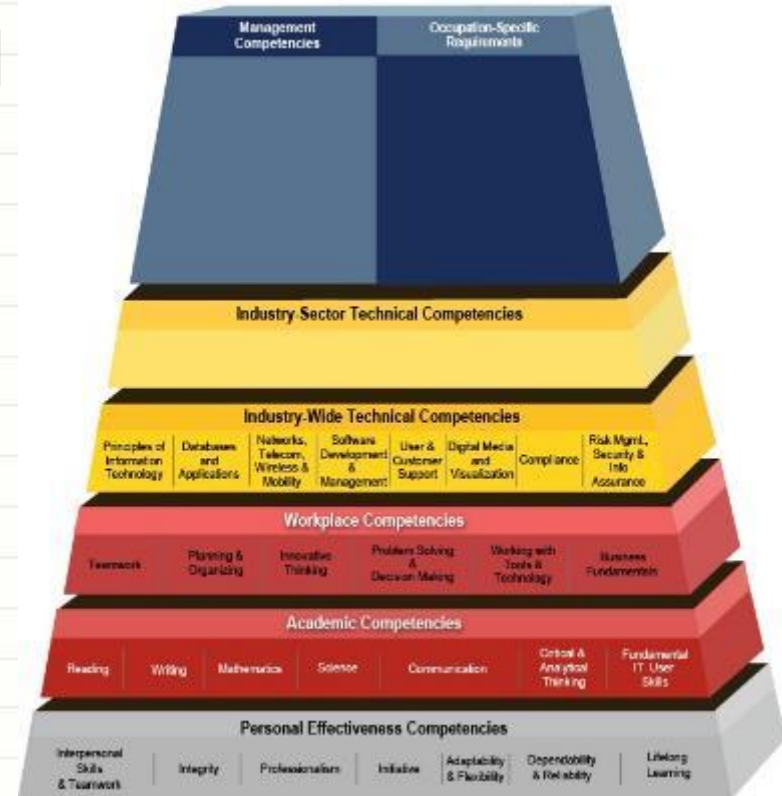
The UNIVERSITY of OKLAHOMA

We are one OU IT – an outstanding organization of **IT Professionals** who serve as **trusted advisors** that put OU's students and Oklahoma's citizens first, deliver an excellent experience through **collaboration** and **community engagement**, and contribute to the growth and success of our future global citizens and leaders.

Generous Respectful Enthusiastic Adaptable Trustworthy

3 – Competencies & Roles

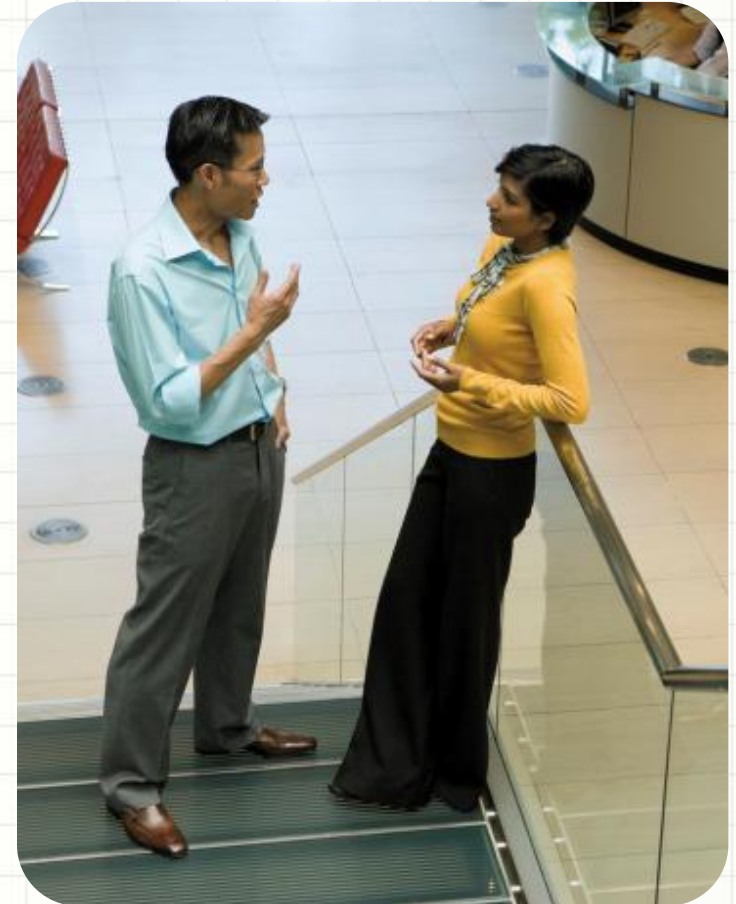
- Core Organizational
- Behavioral
- Technical
- Workplace
- Personal Effectiveness



Knowledge + Skills + Abilities

Look across the organization at your top-performers....

- What core competencies do they all have?
- What are you missing?
- What do you need to recruit for to create the desired culture?
- Include these in all job roles moving forward.





Core Organizational Competencies

Collaboration

Teamwork

Adaptability

Innovation

Accountability

Results Oriented

Business Acumen

Openness to Learning

4 – Recruiting Strategy

- Begins with you **BRAND**
- Developed with objective to **SELL** your jobs to the workforce
- Should clearly communicate core organizational values, job competencies you are looking for, and what it is like to work for you organization.

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Outline Recruiting Categories and Avenues

Category	Avenue
Collateral Material	Brochures, Presentations, Web content
Fairs and Community Events	Career Fairs, Habitat for Humanity, O Women in Tech(OKWIT), User Groups
Social Media	Facebook, Instagram, Twitter, LinkedIn
Word of Mouth	Employee referral program, Internal recruitment
LinkedIn	Basic networking, InMail, Targeted Ads
Staffing Agency	Direct Placement, Contract, Contract to Hire

5 – Interview & Selection



- Centralizing this step is key in driving organizational change
- Select & train interview team members that represent the desired culture
- Interview process must focus on organizational fit as much as or more than technical competency
- Include behavioral and technical questions that align with desired values and competencies



DESIGN THE INTERVIEW PROCESS BY JOB TYPE

Answer These Questions for Each Job:

- Will you use single or multiple round interviews?
- What interview styles will you use?
- What questions, activities, & criteria will you use?
- Is an assessment, presentation, case study needed?
- Who will be on your interview team(s)?
- What is the timeline/ schedule needed?

Interview Styles

Structured

45-60 minutes

Standard Questions

Controlled Structure

Unstructured

30-60 minutes

Varied, Informal questions

Conversation

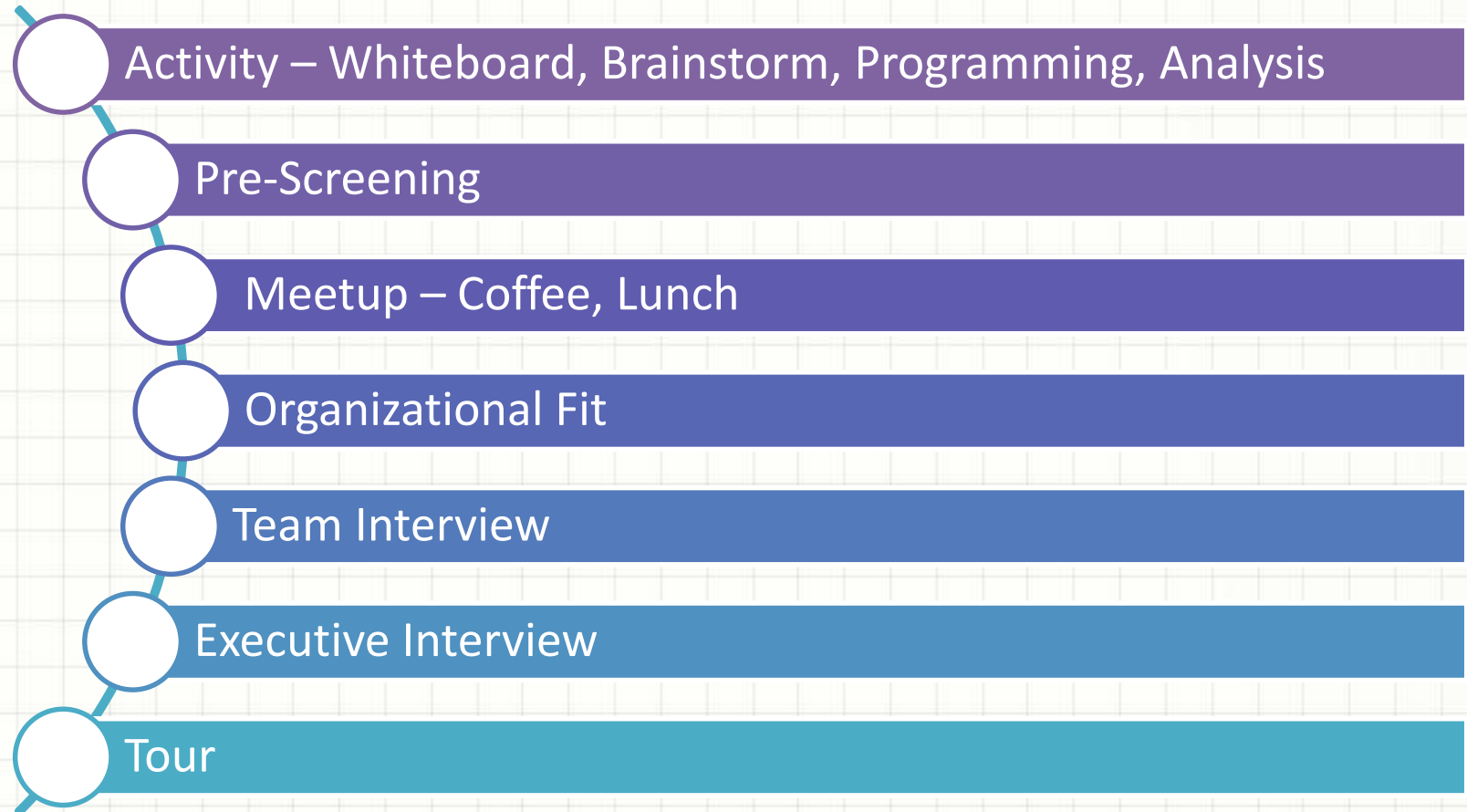
Group

1-2 hours

Standard questions/ activities

Multiple candidates/
interviewers

Interview Types





Candidate Selection

- Establish criteria that aligns with desired values and competencies
- Evaluate each candidate against the same criteria
- Ensure candidate selected has organizational fit and future capacity as well as desired competencies and skills for current role.

Session Take-A-Ways

1. Consider each vacancy as an opportunity to drive toward your vision of organizational.
2. Have a clear, articulated organizational values and culture that is derived from your business strategy and objectives.
3. Identify the competencies and skills in the people you need to drive the change needed to get you where you what to be as an organization.
4. Look at existing staff and identify gaps.
5. Build desired values and competencies into job descriptions and recruit to fill those gaps with new knowledge, skills, and abilities.
6. Clearly articulate your employment brand when recruiting so that applicants know what makes your organization a great place to work.
7. Share as much of your culture and values with candidates during the interview process as possible.
8. When making the hiring decision, remember, what got you where you are today may not take you where you want to go tomorrow so be willing to adapt along the way.

Thank You!!



Contact: jjwoodall@ou.edu