

# 2016 COMMUNITY EXCELLENCE AWARDS APPLICATION BEST PRACTICES, Organizational Development & Improvements

---

*Filled Thursday, June 16, 2016*

## **Name of Local Government**

Fraser Valley Regional District

## **Project/Program Manager Name**

Janice Mikuska

## **Title**

Manager of Human Resources

## **Phone**

604-702-5031

## **Email**

[jmikuska@fvrd.ca](mailto:jmikuska@fvrd.ca)

## **Administrative Contact Name**

Paul Gipps

## **Title**

Chief Administrative Officer

## **Phone**

604-702-5033

## Email

pgipps@fvrd.ca

**The Mayor/Chair is aware that I am submitting this application on behalf of my local government.**

Yes

## Project/Program Title:

Paperless Recruitment

## Project Summary Paragraph

*Please provide a summary of your project/program in 150 words or less.*

Due to the volume and scope of human resources recruitment at the Fraser Valley Regional District it became necessary to examine opportunities for efficiencies in its recruitment efforts. The regional district's recruitment is now completely paperless through all phases of the process including posting of competitions, tracking applications, shortlisting candidates, and conducting interviews. Integration of tablets and records management allows for interviewing and selection to conclude concurrently creating significant efficiencies for staff. By improving our use of technology the human resources department is now more efficient and contributing to the organization's efforts to reach "zero waste" one green step at time.

## Project Analysis

### 1. SERVICE DELIVERY

*How has the implementation of this program/project improved services within your local government and your community at large?*

Recruitment information is now stored in the FVRD's records management system allowing staff to review current information electronically. The use of tablets during the interview allows staff to attend without cumbersome printed materials, record detailed legible notes and save their results immediately to the records management system.

Documents are accessible to the interview panel from anywhere in the organization at any time throughout the recruitment process, eliminating the need for human resources to manually photocopy and compile the interview packages.

Furthermore, the paperless recruitment process provides a more complete picture compiling all the information necessary to make a hiring decision from one easy to read location.

The final step of the selection process becomes seamless as the information is together and complete, freeing up valuable time and storage space.

The paperless recruitment process is more efficient and cost effective. This has led to the ability to streamline the process by making it easier for the interview panel and candidates, not to mention cost effective to the taxpayer.

## **2. ORGANIZATIONAL DEVELOPMENT**

***How has the program/project served as a tool for both staff development and organizational improvement?***

The successful deployment of this process has led to other departments wanting similar actions taken within their systems and processes. This initiative has encouraged teamwork and collaboration by bringing staff together as we brainstorm on how similar environmentally friendly solutions may be applied to other areas in the organization. This has contributed to a sense of organizational pride as those individuals that are directly involved in the recruitment process are part of the solution, making this contribution to the organization particularly meaningful.

## **3. ECONOMIC IMPACT**

***How has the program/project saved the community money and/or resources or encouraged economic development?***

Streamlining the recruitment process by going paperless attains one of many goals for the FVRD which is to reduce waste and promote environmental stewardship. This is accomplished by using less paper, printer toner and copying. The need for physical storage space is also reduced, allowing the FVRD to reallocate this space for other purposes.

## **4. TRANSPARENCY**

***How has this program/project improved upon accountability to the community's citizens?***

All documents that are part of the recruitment process are filed immediately in the records management system. Documents are kept confidential. Privacy and security settings ensure that only members of the current interview panel have access. The corporate retention schedule ensures accountability and destruction of documents required by local government organizations.

## **5. COLLABORATION**

***a. Tell us how colleagues/departments worked together to come up with innovative solutions.***

a) Although initiated by the human resources department, the information technology, and records management teams were instrumental in making this project a reality. After brainstorming various ideas it was determined that a paperless recruitment solution could all take place utilizing existing software. The new process was initially piloted during an interview where the managers on the interview panel agreed to test the software, while still retaining access to paper and pen to take interview notes. The feedback from the interview panel was extremely positive; managers loved having access to all the information at their fingertips. Furthermore, the interview panel was able to type their notes by using tablets while maintaining eye contact with the candidates. The interview panel is able to discuss and score the candidates using the rating guide immediately after the interviews are complete, reducing the need for additional meetings. Feedback from the candidates is extremely positive, noting there was good eye contact from the interview panel, and advising they had never been interviewed by other organizations using this method. Working for progressive organizations is a positive attribute for prospective employees.

***b. Tell us how your Council/Board provided a supportive environment for implementing change.***

b) Supporting environmental stewardship is a key strategic area of focus for the FVRD Board. Efforts made within the organization to achieve the Board's strategic goals are fully endorsed as it is important that the FVRD lead by example. Paperless recruiting is one example of staff meeting the Board's expectations and realizing their number one strategic priority to reduce waste in the region.

## **6. INNOVATION**

***What makes this program/project innovative and creative?***

Realizing there was a need for efficiencies and streamlining the recruitment process and to stay within the parameters of a limited budget while still serving the needs of the organization, staff and public, the human resources department initiated electronic recruitment to improve upon their existing process. With the help of the IT department and the records management team we developed a system whereby managers are now able to access all documents pertaining to the recruitment process (resumes, screening guide, interview packages, rating guides, and other recruitment tools) through the existing records management system. The software has eliminated the need to share information, via email, as all documents are accessible through the secure records management system. The paperless recruitment process caters to the interview panel making it easier for them to participate in the entire process. Candidates appreciate these efforts, and are encouraged by the prospect of working for a green forward thinking organization.

## **7. SUSTAINABILITY**

***What measures have you put in place to ensure the continued operation of this initiative?(e.g. staff time, resources, financial)***

Once a new job is posted, competition folders are created in the existing records management software by the records management team. The human resources department files the resumes, screening guides, interview packages and rating guides in in the records management software and provides secured access to the interview panel. Surface Pro tablets are housed in the human resources department for the sole purpose of conducting interviews. Now that implementation is complete there is no further cost to continue the paperless recruitment process.

## **9. BEST PRACTICES**

***How do the processes behind the program/project, and the subsequent results, serve as an example of best practices?***

Due to budget constraints and ongoing efforts to ensure fiscal responsibility, most local governments are forced to do more with fewer resources. Technological advancements have helped businesses and organizations save time and money which can provide a competitive advantage. The FVRD is capitalizing on existing technology to improve and streamline the recruitment process, while simultaneously reducing waste and promoting environmental stewardship. This initiative also ensures the retention of documents in our records management system as required by provincial legislation including FOIPPA, Local Government Act, and the Community Charter.

Candidates are attracted to working for forward thinking organizations such as the FVRD that constantly strive to improve and look for the best way to do business. Paperless recruitment is one way that the FVRD is using best practices to save time and money and improve upon the recruitment process.

## **10. TRANSFERABILITY**

***How is this program/project transferable to other local governments?***

This process can easily be implemented by any local government organization that utilizes a records management system. The human resources department can collaborate with the information technology department and records management team to determine the best way to utilize existing software in order to develop a similar program.

## **11. KNOWLEDGE SHARING**

***What helpful advice would you share with other communities looking to embark on a similar project?***

In general local governments all strive to do more with less. To keep pace in a fast changing and dynamic environment staff should always look for solutions within the organization, identify available resources, and collaborate/brainstorm across department lines. By working together and soliciting feedback local governments can be innovative, move forward and constantly improve.

Even with limited resources, both financial and human there are always opportunities to find efficiencies. A paperless recruitment process does not have to be an all or nothing approach. The reality is that every organization must find greener ways of doing business. Other local governments could find efficiencies that may not completely eliminate paper and pen from the recruitment process, but still find opportunities for reduction.

As part of the initial pilot the FVRD tested the use of in house laptop computers during the interviews. This phase lasted several months. While the success of this initiative prompted the investment of Surface Pro tablets other organizations could choose to utilize existing technological tools to mitigate the need for an additional expense.

## **12. TELL US MORE**

***Please share any other information you think may support your submission.***

The FVRD's human resources manager was fortunate to present the paperless recruitment process to the Human Resources Management Association (HRMA) Chilliwack Round Table to share the regional district's success with this initiative. The feedback was very positive with attendees stating that they wanted to take the information back to their organizations in order to develop a similar program.

The FVRD has also received inquiries from a human resources professional magazine to do a feature story on the organizations innovative paperless recruitment process.