Methodology example 3:

Converting a poorly written process

1 Before

- The written process is a dump of information, very difficult for a person to absorb

2 After

- The process is simply presented and shows the workflow
- Process exceptions are highlighted using 'Notes'
- Verb based construct is used to facilitate rapid comprehension

1 Before

A poorly written process example

How we advertise positions we're filling

You can't advertise until you've got Recruitment Approval from HR. The process is on the intranet. You've got to get approval for the proposed salary and for the recruitment costs per each seniority level. You also have to write up the full role description before they'll approve it.

Once you've sorted all that out, you just forward the email with the approved email to us in HR to kick it all off. (All requests we receive without this approval, we basically just reply with a link to the Recruitment Approval process. This has to be done first, no exceptions.)

So we prepare the advertisement and everything for you. We use the role description mainly, to fill in the Job Advertisement template.

We recommend the most appropriate medium to use. Our preferred suppliers are the Sydney Morning Herald for senior management positions and seek.com.au for administrative roles.

Once that's done I email the advertisement copy to the manager. We usually exchange a couple calls or emails to sort out details. If needed, I make amendments until we're both happy with it.

The manager needs to send me an email to say they're happy with the final version, and approve it's ready for advertising. It's their responsibility to check advertisement details are correct, that the advertising medium is appropriate.

We then submit it to the agency. It's important we use the purchase order number (it's on the recruitment approval email). We usually submit the advertisement online, or sometimes email it to the agency.

We don't get any of the applications sent to us, they go direct to the manager. They collate them and answer any questions. They usually just set up an email folder to store all the responses. It's company policy to respond to every application with a confirmation email within 2 working days. If the person has not provided an email address, or the email bounces? We don't respond or investigate. It's up to the candidate to provide correct and appropriate details.

And that's where it finishes really, after that the candidate selection process kicks off – which is on the intranet as well.

1 Before

Tips to get you started:

✓ **Distinguish the processes**

✓ **Identify the major steps**

How we advertise positions we're filling

> **Obtain Approval to Recruit** process
>
> You can't advertise until you've got Recruitment Approval from HR. The process is on the intranet. You've got to get approval for the proposed salary and for the recruitment costs per each seniority level. You also have to write up the full role description before they'll approve it.
>
> Once you've sorted all that out, you just forward the email with the approved email to us in HR to kick it all off. (All requests we receive without this approval, we basically just reply with a link to the Recruitment Approval process. This has to be done first, no exceptions.)

1
> **Advertise Position** process
>
> So we prepare the advertisement and everything for you. We use the role description mainly, to fill in the Job Advertisement template.
>
> We recommend the most appropriate medium to use. Our preferred suppliers are the Sydney Morning Herald for senior management positions and seek.com.au for administrative roles.
>
> Once that's done I email the advertisement copy to the manager. We usually exchange a couple calls or emails to sort out details. If needed, I make amendments until we're both happy with it.
>
> **2** The manager needs to send me an email to say they're happy with the final version, and approve the copy ready for advertising. It's their responsibility to check advertisement details are correct, that the advertising medium is appropriate.
>
> **3**
> We then submit it to the agency. It's important we use the purchase order number (it's on the recruitment approval email). We usually submit the advertisement online, or sometimes email it to the agency.
>
> **4**
> We don't get applications sent to us, they go direct to the manager. They collate the applications and answer any questions. They usually just set up an email folder to store all the responses. It's company policy to respond to every application with a confirmation email within 2 working days. If the person has not provided an email address, or the email bounces? We don't respond or investigate. It's up to the candidate to provide correct and appropriate details.

> **Select Candidate** process
>
> And that's where it finishes really, after that the candidate selection process kicks off – which is on the intranet as well.

Advertise Position v4.0

Advertise Position v4.0

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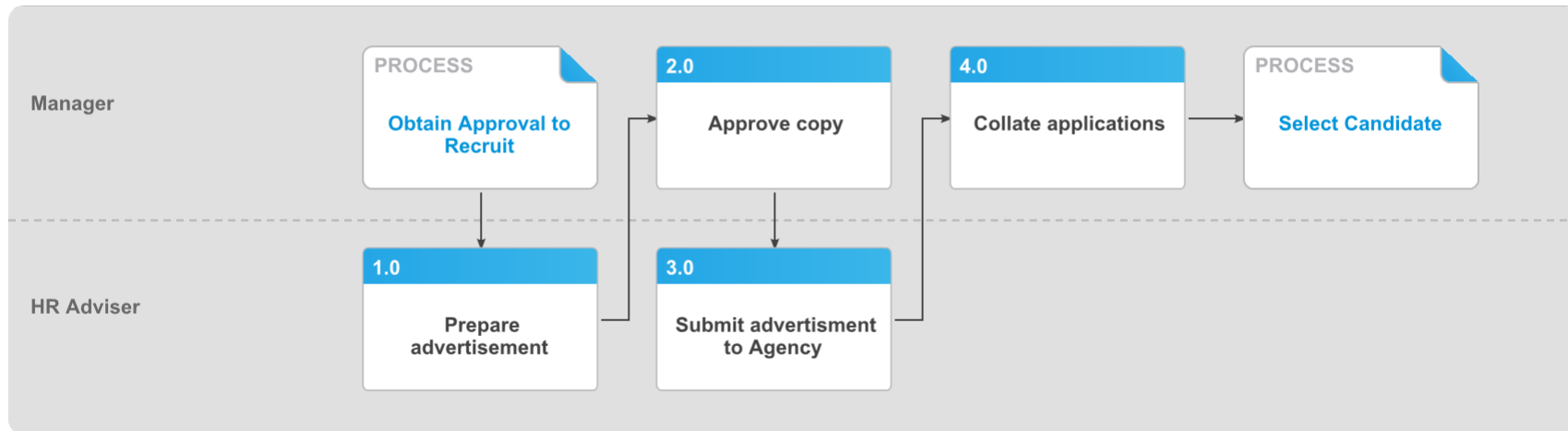
Summary

To promote an identified vacancy within the business and attract suitable candidates.

Owner   Promapp Promaster

Expert   Promapp Promaster

Procedure

📄 **PROCESS**   **Obtain Approval to Recruit**
Manager

1.0 Prepare advertisement
HR Adviser

a Receive role descriptions for recruitment requests and confirm that approval has been obtained from HR team as part of Approval to Recruit process

NOTE **What if approval has not been gained?**
Refer the Manager to this process

b Prepare copy for the advertisement

c Use the Advertisement Copy template to ensure brand standards and formats are maintained

📄   Advertisement Copy Template.docx

d Determine the most appropriate mediums to use

NOTE **Which medium should be used?**
Choose an advertising medium that is likely to attract the preferred type of candidate for the role in question. For example, Senior Management and Executive positions are better advertised in executive sections of the NZ Herald, whereas administrative roles can easily be placed online.

NOTE **Who are our preferred online recruitment suppliers?**
We prefer to use seek.com.au for online recruitment. If you have another preference, please let your HR Manager know using the Recruitment Exception form.

📄   Seek
http://www.seek.co.nz

NOTE **Who are our preferred print suppliers?**
The NZ Herald is our preferred newspaper for recruitment advertising. Contact jobadvertising@nzherald.co.nz

e Email the advertisement copy to the Manager

2.0 Approve copy
Manager

a Check advertment details, ensure all details are correct

b Confirm the advertising medium is appropriate

NOTE **What if the advertisement needs correction?**
Submit your changes by email to the appropriate HR advisor.

c Approve publication of the advertisement via email

3.0 Submit advertment to Agency
HR Adviser

a Contact accounts to obtain the purchase order number which will already be approved

b Send details of the advertment to the appropriate agency

4.0 Collate applications
Manager

a Collect responses together in a unique folder for the position

b Respond to every application with a confirmation email

NOTE **What if the person has not provided an email address, or the email bounces?**
No further action is required. It is up to the candidate to provide correct and appropriate details.

📄 **PROCESS**   **Select Candidate**
Manager

Triggers & Inputs

TRIGGERS

None Noted

INPUTS

None Noted

Outputs, Linked Process Stakeholders & Performance Targets

OUTPUTS

None Noted

STAKEHOLDERS FROM LINKED PROCESSES

Process	Owner	Expert	Process Group
Obtain Approval to Recruit	Promapp Promaster	Promapp Promaster	Training Material Processes
Select Candidate	Promapp Promaster	Promapp Promaster	Training Material Processes

STAKEHOLDERS

None Noted

PERFORMANCE TARGETS

Measure	Target