NEOGOV™

Developing a High Performing Workforce in the Current Economy

Presented by:
Kim Koller, Account Manager, NEOGOV

Kathleen Walker, City of Little Rock

NEOGOV Overview

Mission: To improve services public sector agencies deliver to society

- Helping to streamline recruiting, hiring & retention processes since 1999

- 1,000+ Customers | Covering over 45 States

- 100% Web Based "Cloud" Model

- Gartner eRecruitment Software Magic Quadrant Inclusion Award Winner

- In Top 50 Fastest Growing Technology Companies in US (Inc. 500)

A COMPLETE HR SOLUTION FOR PUBLIC WORKFORCE MANAGEMENT
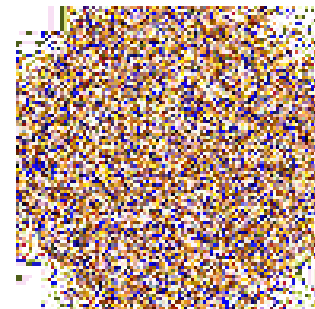
Two main areas of focus:

1. Recruiting, testing & selecting high quality candidates

2. Assessing employee performance and developing a high performance culture

Role of Recruiting and Testing in Selecting a High Performing Workforce

Current Recruitment & Selection Challenges

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- Doing more with less due to budget constraints

- Flooded with paper applications vs. prior years

- Increase in unqualified applicants

- Utilizing more efficient selection methods to quickly identify the most qualified candidates

- Using testing to identify a stronger potential workforce

- Communicating with applicants

Streamlining Your Hiring Process

Benefits of NEOGOV
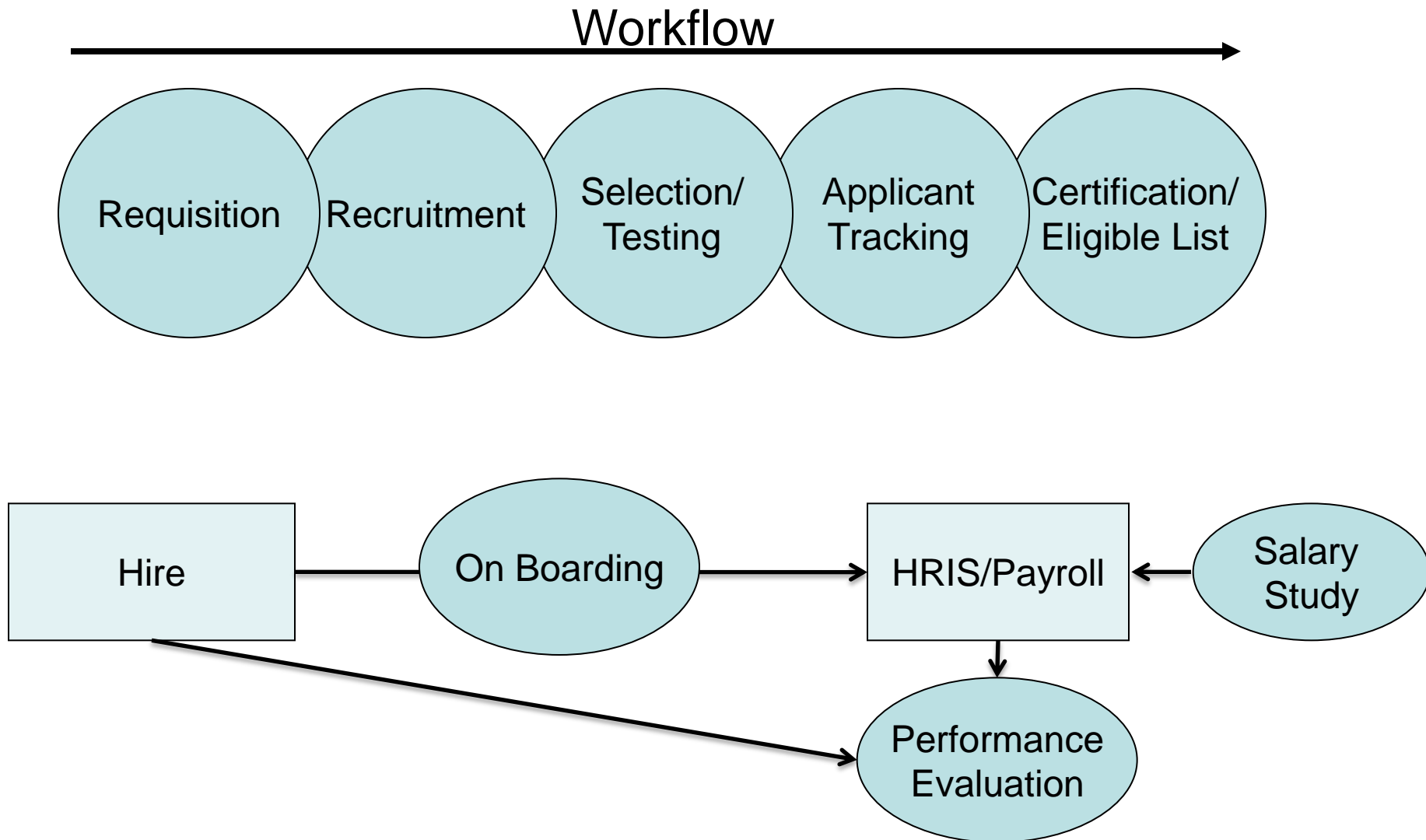
- Reduce time to hire

- Improve quality of hires

- Litigation avoidance - compliant, auditable & legally defensible process

- Decrease hard dollar costs

- Improve image as an employer of choice

- Reallocate HR, IT & department staff to other strategic initiatives

Customer Benchmark Results

- Time-to-Hire (Average)

  33% - 55% Reduction

- Recruiter/Analyst Effort

  37% Reduction

- Support Staff/Administrative Effort

  77% Reduction

- Department Satisfaction Rating

  25% Increase

- Significant Hard Dollar Cost Savings: Paper, printing, copying, storage, shredding, advertising, postage

Streamlining the Hiring Process

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- Create & approve job requisitions online

- Post job openings online with supplemental questionnaire

- Accept online applications to eliminate manual data entry

- Automate minimum qualification screening

- SME reviews

Streamlining the Hiring Process

- Manage test scores and item analysis

- Rank and filter qualified lists of candidates

- Electronically route qualified lists to hiring managers

- Utilize online personnel action forms to process hires

- Use reporting tools to track metrics

Applicant Tracking

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- Provides detailed history of applicants, positions they've applied for, exam scores, eligible lists and their disposition

- Assists with litigation avoidance by showing a compliant, auditable and legally defensible process

Applicant: Koller, Kimberly <5314159>   Edit Master Profile   Merge Master Profile

First Name **Kimberly**	Person ID **5314159**
Initial	Primary Phone **(310) 123-3345**
Last Name **Koller**	Alternate Phone
Address 1 **123 Main St.**	Email Address **kkoller@neogov.com**
Address 2	Notification Type **Email**
City **El Segundo**	Driver's License? **Yes**

Applied For:

App #	Job #	Job Title	Received	Notices	Disposition	Application		
4903758		Account Clerk I - KK	07/06/10 2:17 PM	N/A		View	Edit	Change Log
4903759	201000007	Account Clerk I - Basic Recruitment Demo	07/06/10 2:18 PM	N/A	Auto Min Qual Screening	View	Edit	Change Log
4903769		Account Clerk I-kk7/7	07/07/10 12:25 PM	N/A		View	Edit	Change Log
4903777	201000009	Accountant III -E & E Demo	07/07/10 1:30 PM	N/A	Education and Experience Review	View	Edit	Change Log
4903781	201000004	Police Cadet Position B - COSA	07/07/10 1:34 PM	N/A	Assessment Board Interview	View	Edit	Change Log

Attachments: Add New

Attachment Title	Uploaded	File Name	Created By	Action
DD214	07/11/10	DD214 Sample	Job Seeker	Edit
Resume	07/11/10	Resume	Job Seeker	Edit
Transcripts	07/13/10	Transcripts	Job Seeker	Edit

Eligible Lists:

Exam #	Exam Title	List Name	List Type	Eligible Date	Expire Date	Status	Exam Score	Total Score	Disposition	Exam Rank	Vet Points	Total # Higher Rank	Total # Same Rank	Total Rank (Active)

Referrals:

Req. #	Req. Title	Job	Exam Plan	Date Referred	Disposition

Notes: Add New

Note Title	Note	Date	Action
Call 9/7/2010	Asked about recruitment status	09/07/10	Edit Delete

Tests: Show Most Recent

Job Title	Test Type	Test Title	Test Key	Location	Date	Score	Disposition	Max Score
Police Cadet Position B - COSA	Oral Exam			Bishop Learning Center	09/30/10	[Scheduled]	N/A	100.00

Configurable Evaluation Steps

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- Create hurdles to identify more qualified candidates
- Track applicants and their disposition through every step

Job Posting

Job #	Job Title	Status	Last Updated	Assigned To	Action	
201000004	Police Cadet Position B - COSA	Continuous	07/08/10	Zach Bishop	Edit	Delete

Recruiting Plan   Add New

Ad Type	Ad Name	Requested Date	Start Date	End Date	Action	
Classified	Bishop Reader	02/04/2010	02/04/2010	02/12/2010	Edit	Delete

Evaluation Steps   Add Step   View Applicants (404)   View Applicants by Step (395)   App Flow

Step	Evaluation Step	Weight	Results	At Step	Action		
Step 1	Application Received	N/A	View Results	352	Edit	Filter	
Step 2	Minimum Qualification Review	0.000%	View Results	20	Edit	Delete	Filter
Step 3	Written Exam	50.000%	View Results	16	Edit	Delete	Filter
Step 4	Fitness Evaluation	N/A	View Results	0	Edit	Delete	Filter
Step 5	Background Investigation	N/A	View Results	0	Edit	Delete	Filter
Step 6	Assessment Board Interview	50.000%	View Results	7	Edit	Delete	Filter
Step 7	Polygraph Examination	N/A	View Results	0	Edit	Delete	Filter
Step 8	Psychological Examination	N/A	View Results	0	Edit	Delete	Filter

Manage Testing and Interviews

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- Schedule written, oral, performance and other tests/interviews
- Create rosters with location and proctor information
- Define tests, item bank, test keys, and answers
- Process test scores (automatically upload Scantron test data sheets)

Test Title: Public Safety Written Exam
Test Description: Written Exam for Police/Fire- Mult. Choice
Max Score: 50
Passing Score: 0

Key Description: form a
Key Code:
# of Questions: 300
Test Locked? No
Date and Location: ALL

Performance Analysis | Test/Section Analysis | Item Analysis By Grade

Test/Section Analysis
3 records found.

Name	# of Question	Max Score	Passing Score	Mean Score	Std. Dev.	Alpha	KR20	KR21	Std. Error	Skewness	Kurtosis
Public Safety Written Exam	300	50	0	45.75	4.56	0.82	0.83	-0.87	1.86	-0.46	-1.28
Multiple Choice	25	100	70	46.00	6.00	1.00	1.00	2.16	NaN	0.00	0.00
Written Portion	25	100	70	44.00	7.69	1.00	1.00	1.63	NaN	0.00	0.00

Item Analysis
50 records found.

Question #	Upper Correct	Lower Correct	Index of Diff.	Index of Discr.	Max Discr.	Discr. Efficiency	Point-Biserial Coeff.
1	4	3	100.00	0.25	20.00	1.25	NaN
2	4	3	100.00	0.25	20.00	1.25	NaN
3	4	3	100.00	0.25	20.00	1.25	NaN

Testing & Statistics

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- Item Analysis (Upper, Middle, Lower, Total, Mean TS, Index of Diff/Disc, Point-Biserial Coefficient)

- Test/Section Analysis (Max/Mean Score, Standard Deviation, Alpha, KR20, KR21, Skewness, Kurtosis)

- Item Analysis by Grade and Impact Ratio

| Performance Analysis | Test/Section Analysis | Item Analysis By Grade |

Test/Section Analysis

3 records found.

Name	# of Question	Max Score	Passing Score	Mean Score	Std. Dev.	Alpha	KR20	KR21	Std. Error	Skewness	Kurtosis
Public Safety Written Exam	**60**	**60**	**0**	**48.13**	**6.51**	**0.86**	**0.87**	**0.79**	**2.32**	**0.05**	**-1.57**
Reading Comprehension	30	100	70	50.00	6.30	0.94	0.95	1.90	1.41	0.00	0.00
Math	30	100	70	51.00	9.26	1.00	1.00	1.46	NaN	0.00	0.00

Item Analysis

60 records found.

Question #	Upper Correct	Lower Correct	Index of Diff.	Index of Discr.	Max Discr.	Discr. Efficiency	Point-Biserial Coeff.
1	5	0	68.75	1.00	83.33	1.20	0.78
2	5	2	87.50	0.60	16.67	3.60	0.45
3	5	2	87.50	0.60	16.67	3.60	0.45
4	5	2	87.50	0.60	16.67	3.60	0.45

Eligible and Certified Lists

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- Create weighted and ranked eligible/certified lists

- Filter lists based on job qualifications

- Add Veteran's Preference and ADA points

9 candidates on list.

Name	Master Profile	Total Rank	Total Score	Exam Rank	Exam Score	Banded Rank	Date Eligible	Days Svc	Hire Date	Email Notify	Status	Comments
Banks, David	View	1	105.00	1	95.00	1	06/30/10			•	Active	View
Banks, Frances	View	2	100.00	1	95.00	1	06/30/10			•	Active	Add
Banks, Christine	View	3	95.00	1	95.00	1	06/30/10			•	Active	View
Fox, Stephen	View	3	95.00	1	95.00	1	06/30/10			•	Active	Add
Wilson, Jeffrey	View	5	94.50	5	89.50	1	06/30/10			•	Active	View
Wilson, Linda	View	6	94.00	7	84.00	1	06/30/10			•	Active	Add
Wilson, Frank	View	7	90.00	6	85.00	1	06/30/10			•	Active	Add

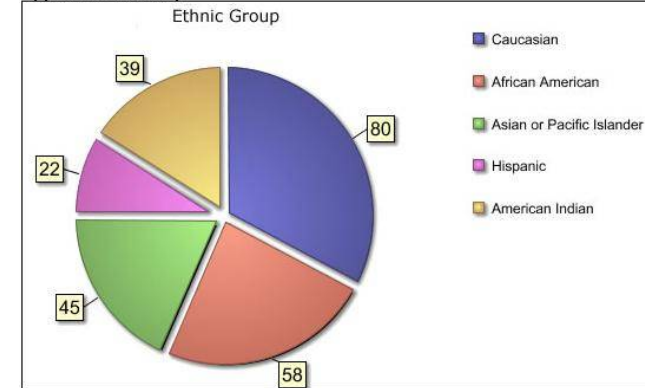# Metrics and Reporting

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The Value of Online Data:

- Data is always up to the minute
- Covers all departments, recruitments, positions
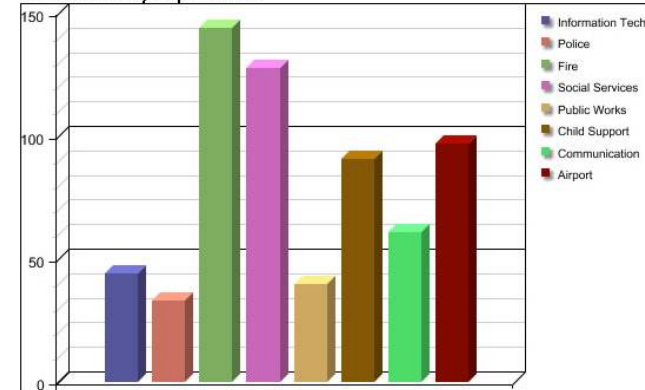- Helps make more informed strategic business decisions

Sample Reports Include:

- EEO (Applicant Flow, Applicant Diversity, Diversity Outreach Effectiveness)
- Time-to-Hire (by Department, Occupational Group, Length of Time at each Step)
- Advertising Sources, Costs & Effectiveness

Ad Hoc Reporting

- Create your own ad hoc reports from database

- Pull any information you've been tracking on applicants

- Export to different formats – CSV, Excel, PDF, TIFF

- Set up subscriptions to automatically run

New Hire Report 112811

First Name	Last Name	Gender	Ethnicity	Address 1	City	State	Zip Code	Department	Division
Carl	Dean			222 North Sepulveda Blvd	El Segundo	South Dakota	32219	Administration	
Chris	Tucker	Male	Hispanic	123 Main Street	Jacksonville	Maine	32258	Administration	
Clarence	Gibson	Female	Black	123 Main Street	Jacksonville	Washington	32221	Administration	
Daniel	Evans			123 Main Street	Jacksonville	West Virginia	32202	Administration	
Debra	Bell	Male		123 Main Street	Jacksonville	Arkansas	32217	Administration	

A Better Workforce through Electronic Recruiting:

- Little Rock uses automated system to track increased number of applicants (527 applicants for a City Manager admin. asst. requisition)

- Helps with audit, EEO, and litigation reporting (Undergoing ACLEA audit)

- Can provide City Manager and department manager dashboards and control level of access. (Allows for file management for Public Safety)

- Aim to utilize information in an integrated management for testing/training

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- Create and manage pre-screening questions

- Pre-screen applicants automatically

- Define and store scoring plans

- Training and experience evaluations

- Subject matter expert review

- Score and rank applicants

Administrative Automation

- Track Applicants by Step/Hurdle

- Generate Email and Hard-Copy Notifications

- Maintain Detailed Applicant History

- Establish and Manage Eligible Lists Online

Certification Process for the City

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- Refer All Application Materials Electronically

- Capture Applicant Notes and Dispositions

- Generate Email and Hard-Copy Notices

- Conduct and Track Interview Process

City of Little Rock Results

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- Support Staff Effort Reduction
  - 3.5 Staff members retired and were not replaced, only 4 full time and 1 part time remained

- Time-to-Hire Reduction (Average)
  - Only a seven (7) day increase of days in Human Resources, despite triple the number of applicants, with the staff reduction

- Replaced 3 systems (which were not integrated) into 1

- Staffing was not increased until March 2012 (increase of 20 hours) and June (addition of 1 full time Generalist)

Role of Assessing Performance in Developing a High Performing Workforce

Why do Performance Assessments?

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- Provide visibility into workforce analytics
  - Benchmarks to track employee performance
  - Identify strengths and skill gaps
  - Track metrics tied to organization's mission/vision/goals

- Moving to a pay for performance culture

- RIF decisions due to downsizing

- Succession planning (attrition, retirements)

- Reallocating resources from workforce data

- Validation of selection process

Benefits of Performance Assessment

Helps organizations assess, develop, and retain talent:

- Align talent to goals & strategy

- Communicate expectations

- Measure performance

- Provide feedback & development opportunities

- Link rewards to performance

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Lacks manager & employee buy-in:

Challenges with Performance Assessment

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- Paper process is cumbersome and costly

- Employee evaluations aren't completed/not on time

- Lack of accountability and visibility

  into goals/expectations

- Lack of employee engagement

- Inconsistent evaluations and ratings

- Evaluations lack good content/feedback & not timely

- No tracking or metrics

Improving the Process

- Consistency & Standardization
  - ➤ Buy-in for one process

- Configurable & Scalable
  - ➤ Customizable forms, rating scales, evaluation periods

- Usability
  - ➤ Simple, intuitive, internet accessible

- Integration
  - ➤ With Existing employee data systems

- Reporting and Analytics

Performance Assessment Cycle

- Plan: Goals & Competencies

- Coach: Development Plans

- Evaluate: Performance Evaluation

- Reward: Link to Performance

Benefits of Planning

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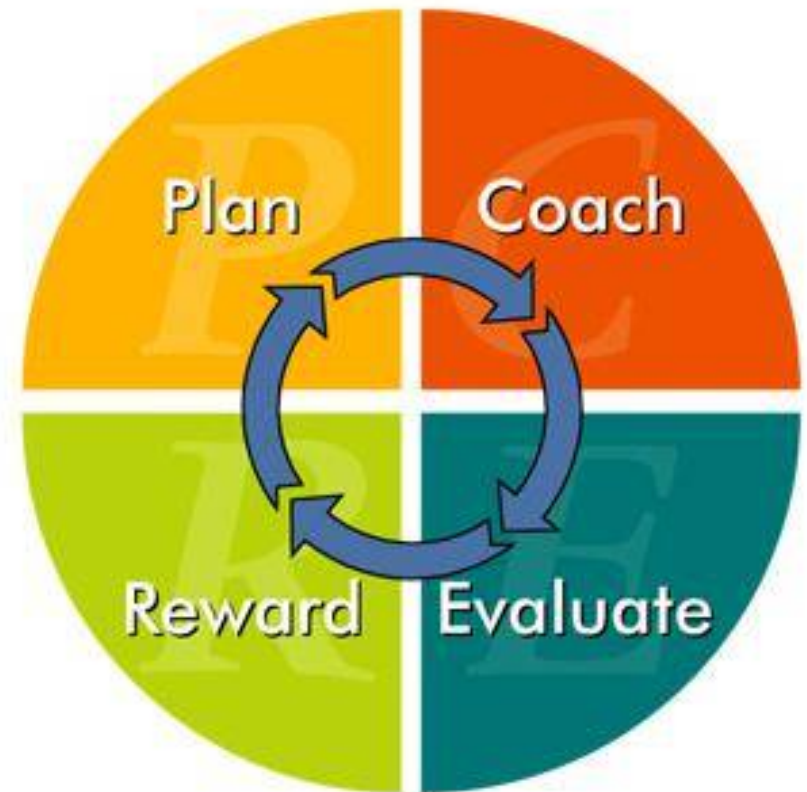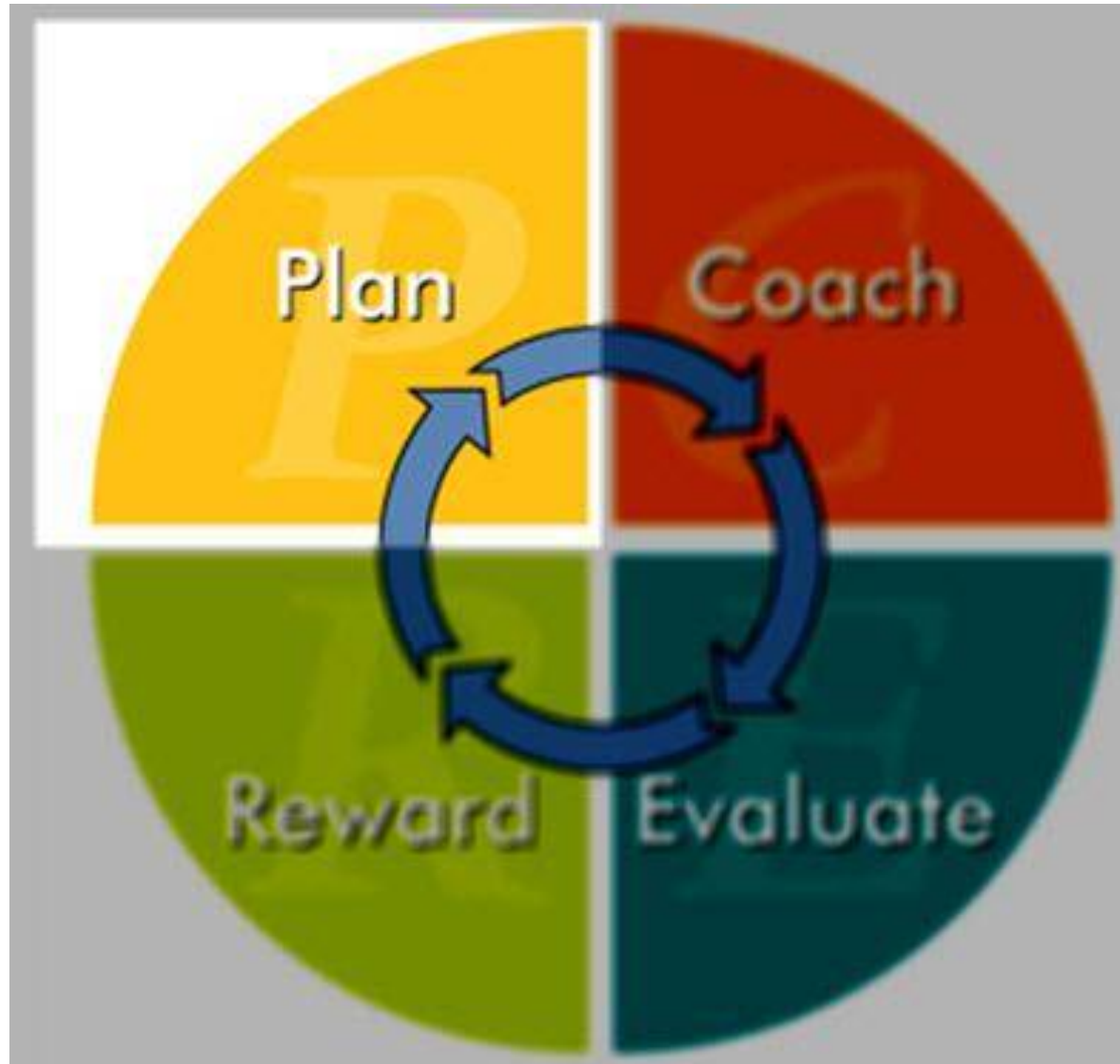
- Identify and communicate performance expectations and how employee will be assessed

- Agree on goals and competencies based on job analysis

- Gain understanding of role and how they fit in bigger picture

Setting Goals

- Measurable objectives, tasks, or responsibilities

- Describes **WHAT** employee will be accountable for achieving

- Tie to department, division, position, or employee

- Can align and cascade goals

Benefits of Aligning & Cascading Goals

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- Increased visibility

- Shared accountability

- Focus on priority goals

- Allocate resources
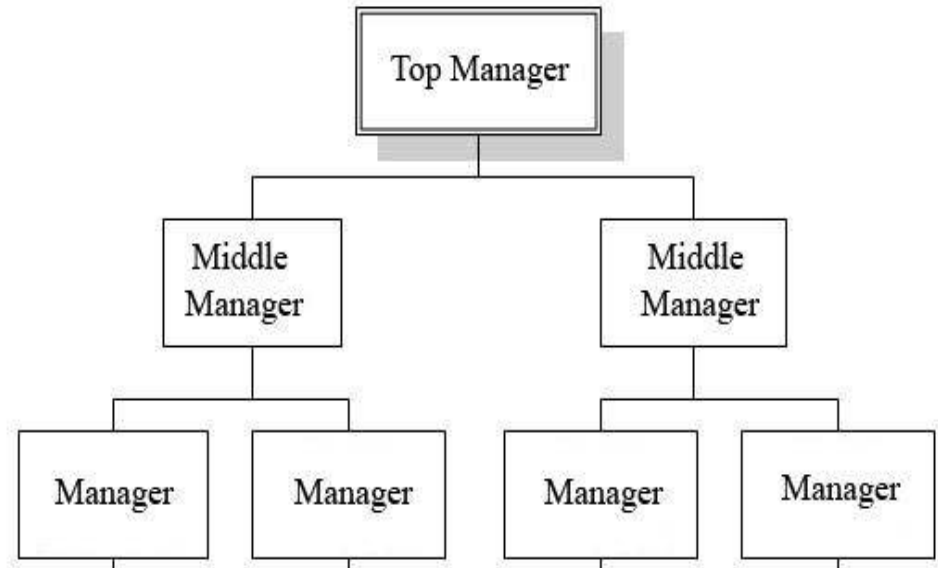
Which results in…

- Efficient execution of business strategy

- Improved employee engagement and productivity

- Increased employee satisfaction and retention

Setting Competencies

- Any demonstrated, job-specific characteristic or behavior that differentiates outstanding performance in a given role

- Describes **HOW** employee will achieve results

    - Knowledge

    - Skills

    - Abilities

    - Traits

    - Attitudes

Coach

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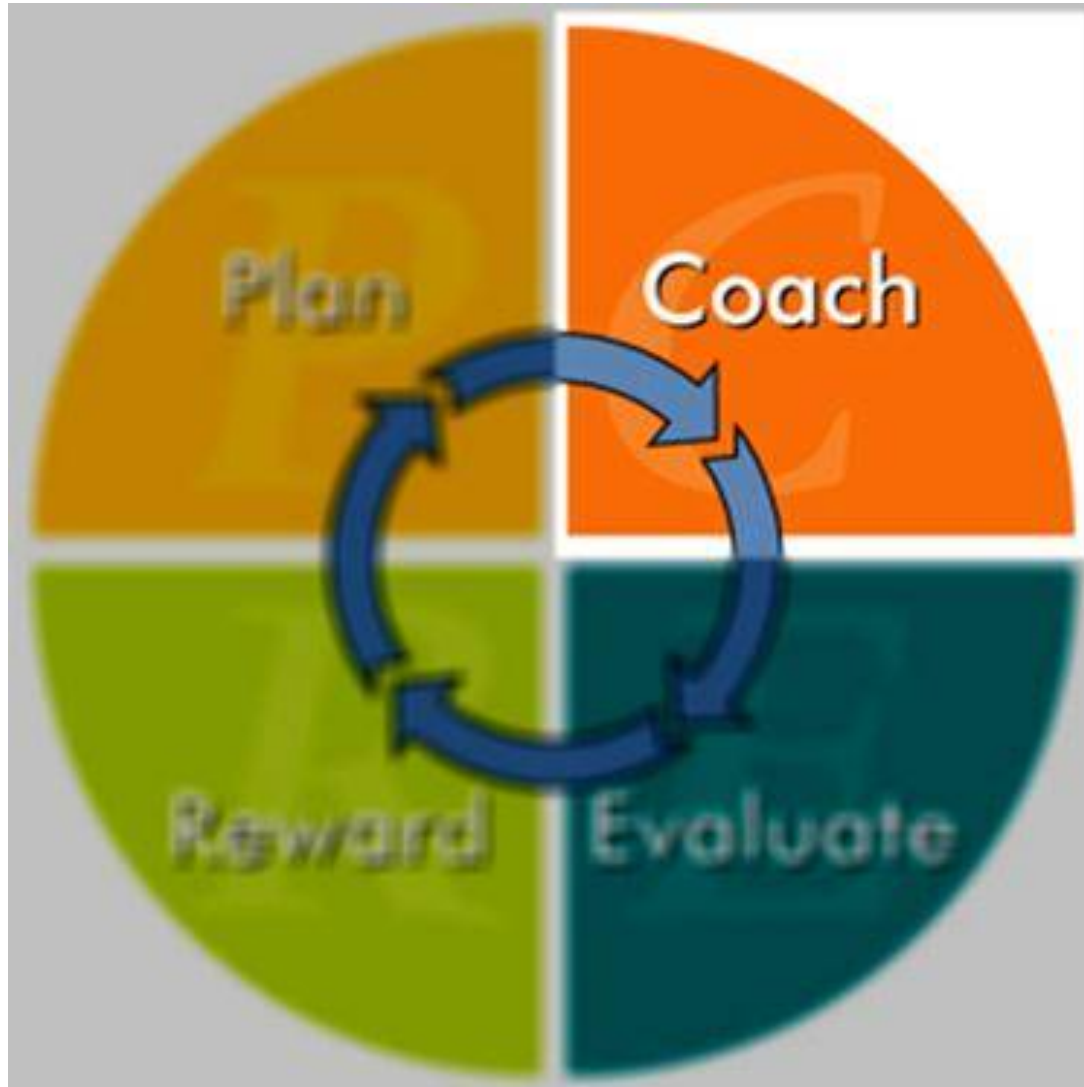
- Based on an individual's total development
  - 10% is derived from formal education and training
  - 20% is derived from feedback
  - 70% is derived from experience

- Where does the majority of development time and resources need to be spent?
  - Giving feedback & providing opportunities for development

Creating a Development Plan
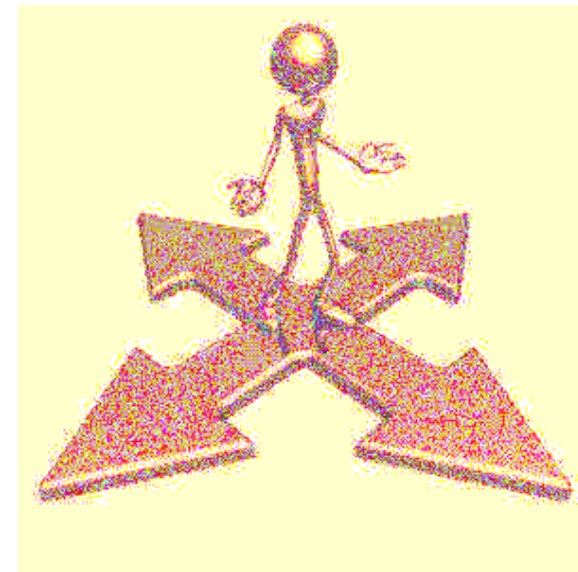
Strategy that supports individual development and business needs

- Documented
- Actionable
- Achievable

Used for:

- New employees

- Lacking skills for current Job

- Ready for new challenges in same job

- Changes in job/industry require new skills/knowledge

- Recognition/reward

- Career advancement

Benefits of Coaching & Development Plan

- Improve understanding of strengths, weaknesses and developmental needs

- Identify ways to train employees and improve performance

- Align growth and development with future business needs

- Increase employee engagement and mobility

- Monitor progress throughout year

Coaching

Benefits of Performance Assessment
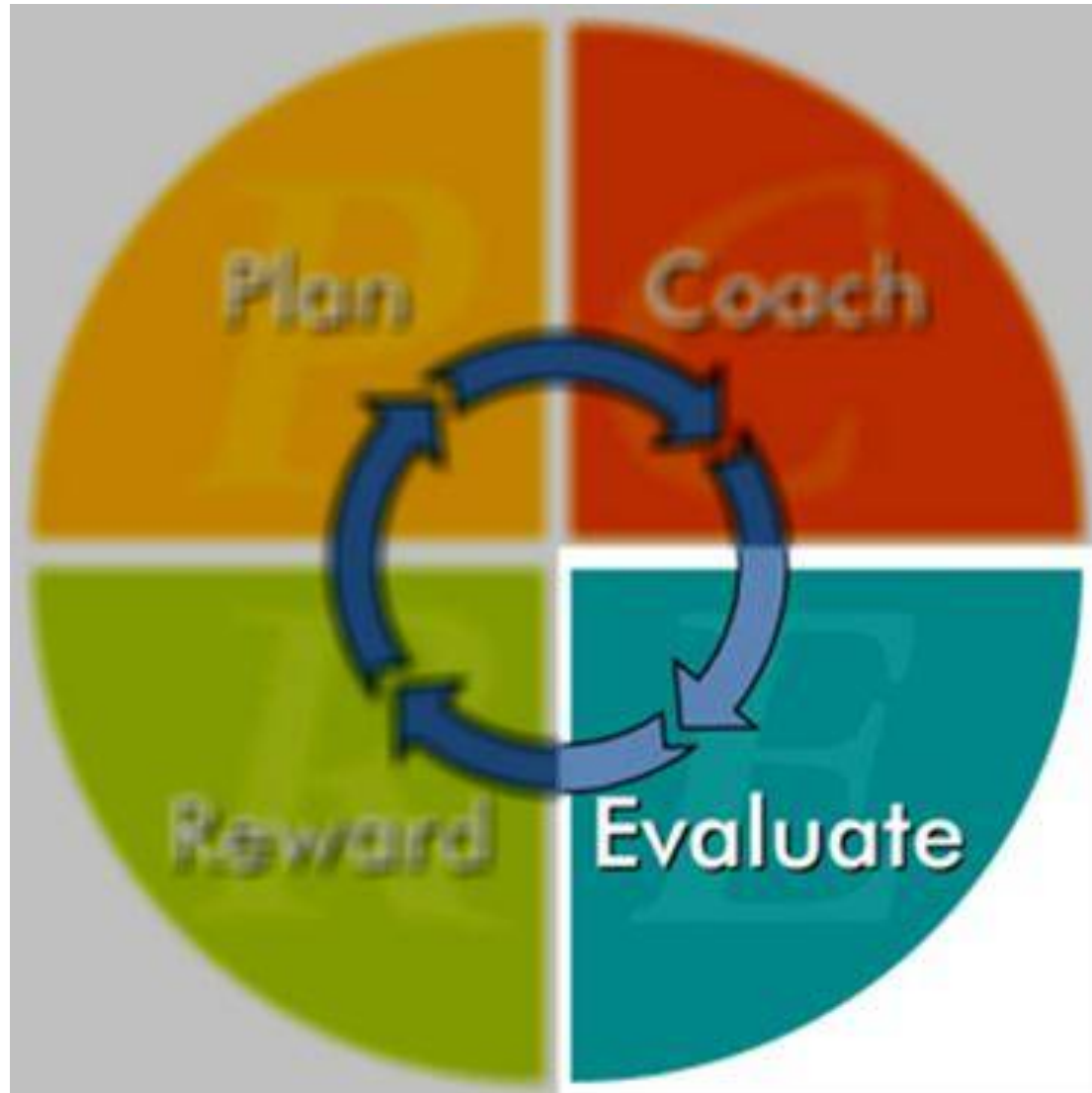
- Evaluate all employees against consistent standards

- Incorporate multiple perspectives from colleagues (360)

- Employees know where they stand and what they need to do to improve

- Input for development & compensation/promotion decisions

- Monitor workforce analytics
  - identify talent
  - track progress
  - measure success

- Litigation avoidance

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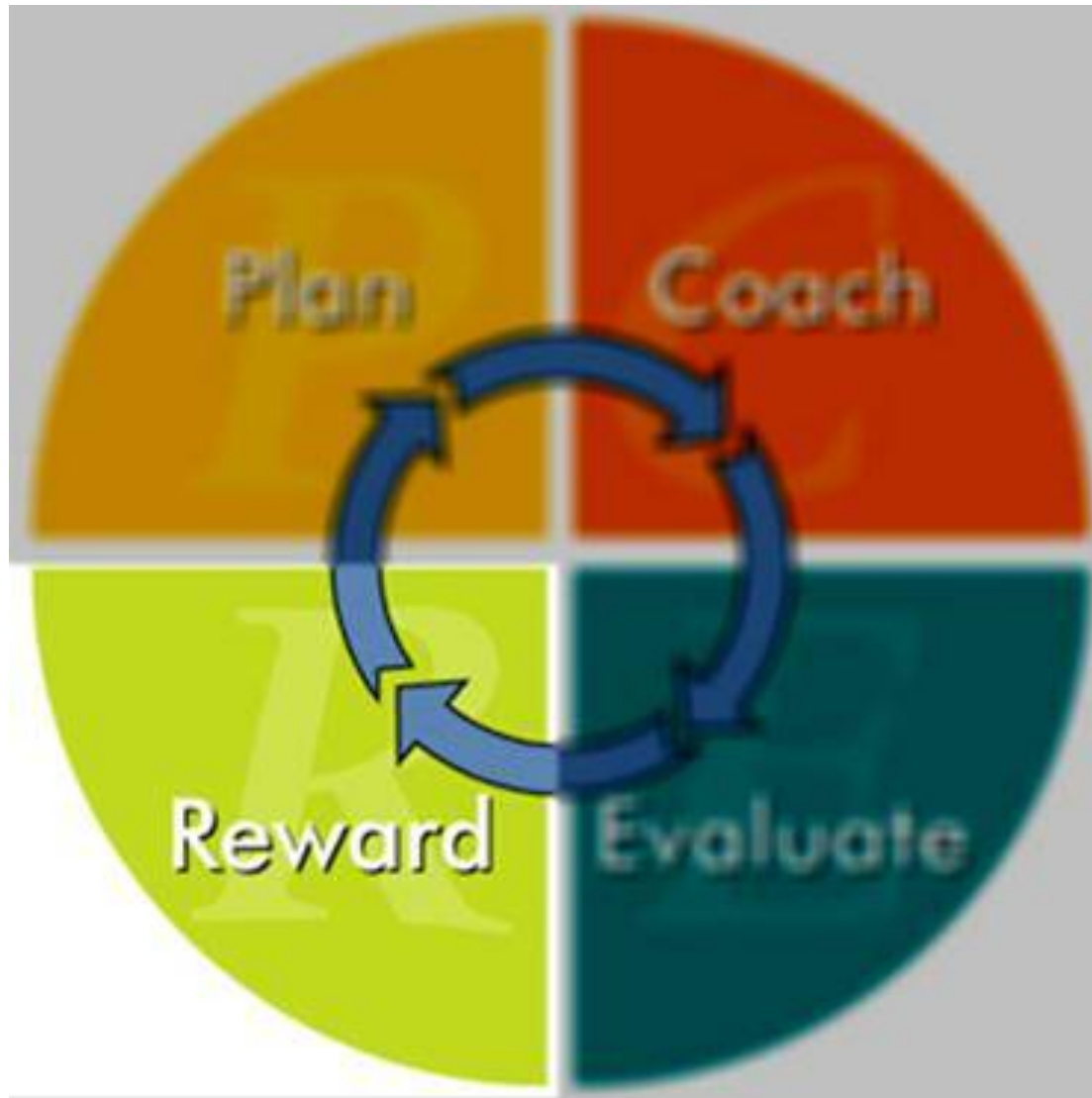
Provide rewards and recognition based on performance:

- Salary/Merit increases

- Promotions

- Mobility

- Succession planning

- Special recognition

- Development opportunities

- Provide access to people and resources

End Result: Helps motivate and retain top performers

Case Study – Lake Superior College, MN

- Challenges with economic uncertainty and reduction in funding

- Increased responsibilities for departments, supervisors and administrators

- Turnover in executive positions

- Lay-offs led to need for increased accountability of departments

- Needed to identify top performers

- Focused on retaining best employees through recognition and/or merit increases
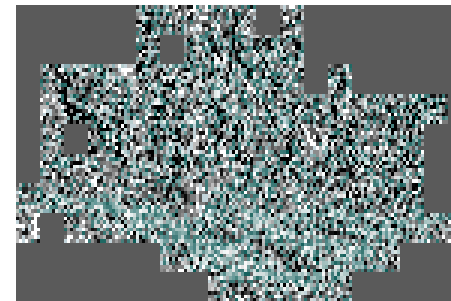
- Implemented electronic reviews on an annual basis

- Easier for individuals to complete

- Easier for HR to administer/manage the process

- Automated reminders ensured increased response rate

- Able to institute goal alignment

- Able to identify halo effect, horn effect, other bias through reporting and metrics

Benchmarking Results
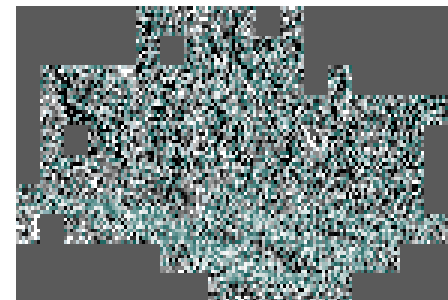
- Staffing reduction in time via evaluation technology: **25% Decrease**
  - Reminders to complete evaluations are automated
  - Annual and periodic reporting

- Money savings via online evaluation technology:
  - No more paper, printing, copying, storage, shredding for 500 evaluations

- Time saving for supervisors:
  - Ease of use, reminders, routing for approval
  - Access to prior years at finger tips

- Other improvements:
  - No lost evaluations
  - Data available for metrics, assessment of training needs, etc.

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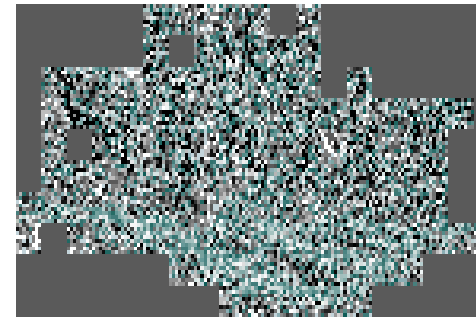
- Configurable system with quick implementation

- Easy to learn and use

- Online access to evaluations and development plans

- Decrease time spent to administer the process

- Automatic reminder notifications help increase completion rates

- Metrics and reporting

- Risk Mitigation

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- Evaluation Status

- Performance Rating

- Goal Status

- Competency Rating Report

- Goal Rating Report

- Goal Alignment Report

- More to come…

Sample: Evaluation Status Report

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Generate Report   Export CSV

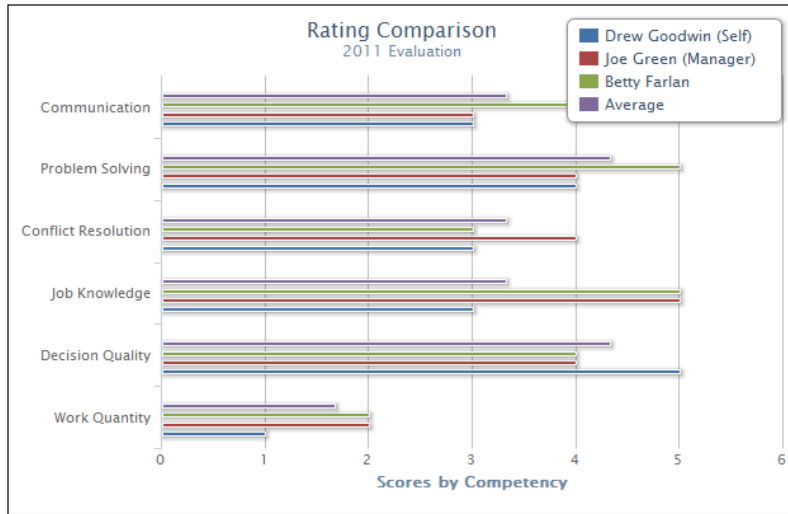| Department Name	Department Code	Draft	Not Started	Rating	Approval	Completed	Overdue
Entire Organization	All	16 (37.21%)	5 (11.63%)	12 (27.91%)	2 (4.65%)	0 (0%)	26 (60.47%)
Human Resources	HR	9 (56.25%)	0 (0%)	6 (37.5%)	0 (0%)	0 (0%)	11 (68.75%)
Public Works Department	PW	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Public Safety	DPS	1 (33.33%)	1 (33.33%)	1 (33.33%)	0 (0%)	0 (0%)	2 (66.67%)
Community Development Department A	CDD	1 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (100%)
General Public Administration	GPA	4 (50%)	0 (0%)	3 (37.5%)	0 (0%)	0 (0%)	7 (87.5%)
General Public Finance	GPF	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Test Department	T	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Information Technology	IT	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Community Development Department B	CDD	0 (0%)	1 (50%)	0 (0%)	0 (0%)	0 (0%)	1 (50%)
Community Affairs	ComAff	0 (0%)	0 (0%)	1 (100%)	0 (0%)	0 (0%)	1 (100%)
Training Department	Training	1 (14.29%)	3 (42.86%)	1 (14.29%)	2 (28.57%)	0 (0%)	3 (42.86%)
Finance	987	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)

Sample: Performance Rating Report

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Legend: Rater of Record | Self Rating | Other | Other | Other
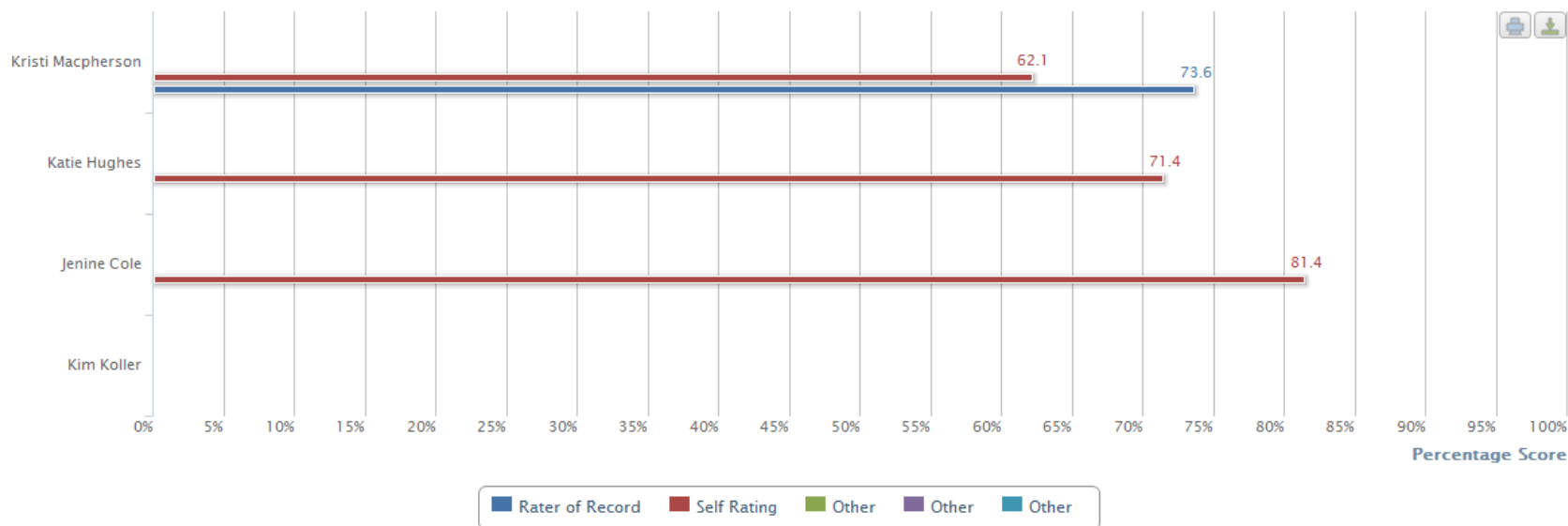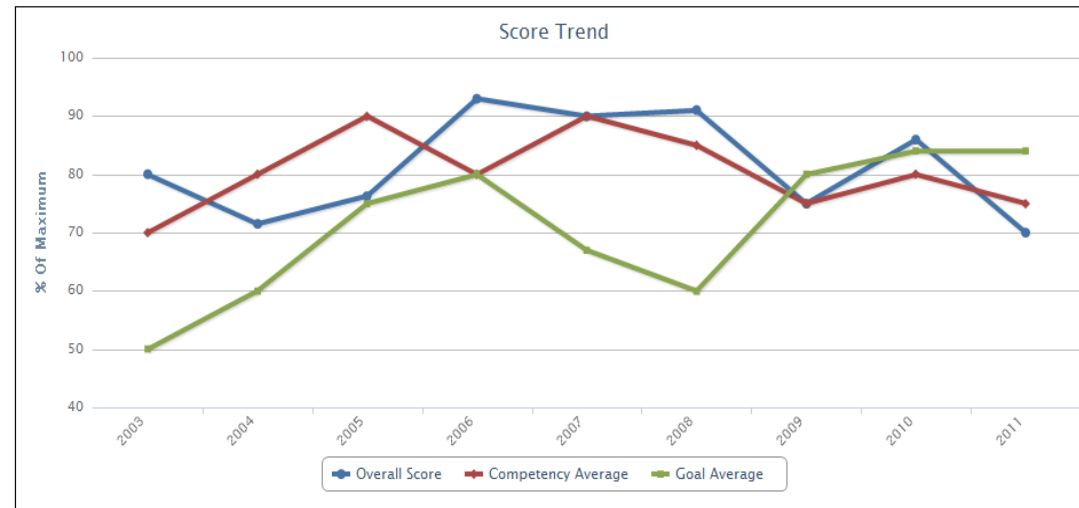
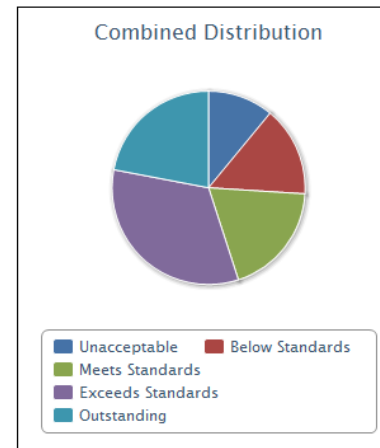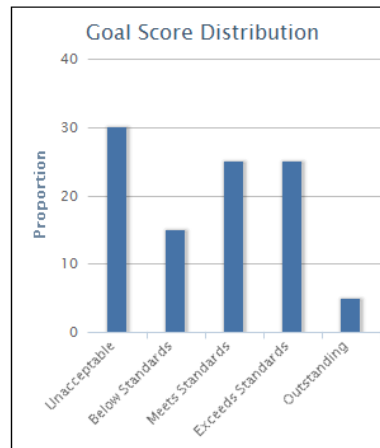| Employee	Employee #	Department Name	Division Name	Class Specification	Evaluation Name	Rater	Type	Due Date	Status	Rating	Rating %	Overdue	Language Flag
Kristi Macpherson	1130	Human Resources		HR Program Coordinator	2011 Evaluation	Kim Koller	Record Rating	12/01/2011	In Progress	2.58	73.6%	X	
Kristi Macpherson	1130	Human Resources		HR Program Coordinator	2011 Evaluation	Kristi Macpherson	Self Rating	12/01/2011	Completed	2.17	62.1%		
Katie Hughes	1128	Human Resources		HR Program Coordinator	2011 Evaluation	Katie Hughes	Self Rating	11/01/2011	In Progress	2.5	71.4%	X	
Katie Hughes	1128	Human Resources		HR Program Coordinator	2011 Evaluation	Kristi Macpherson	Record Rating	11/01/2011	In Progress	0.38	0%	X	
Jenine Cole	1129	Human Resources		HR Program Coordinator	2011 Evaluation	Jenine Cole	Self Rating	09/22/2011	Completed	2.85	81.4%		
Jenine Cole	1129	Human Resources		HR Program Coordinator	2011 Evaluation	Kristi Macpherson	Record Rating	09/22/2011	In Progress	2.75	0%	X	

More Reports….

Comparison

Rating Comparison
2011 Evaluation

- Drew Goodwin (Self)
- Joe Green (Manager)
- Betty Farlan
- Average

Communication, Problem Solving, Conflict Resolution, Job Knowledge, Decision Quality, Work Quantity

Scores by Competency

Trends

Score Trend

% Of Maximum

2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011

- Overall Score
- Competency Average
- Goal Average

Score Distribution

Competency Score Distribution

Proportion

Unacceptable, Below Standards, Meets Standards, Exceeds Standards, Outstanding

Goal Score Distribution

Proportion

Unacceptable, Below Standards, Meets Standards, Exceeds Standards, Outstanding

Combined Distribution

- Unacceptable
- Below Standards
- Meets Standards
- Exceeds Standards
- Outstanding

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- City of Little Rock – Kathleen Walker

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Additional Resources

– NEOGOV Web site:
www.neogov.com

Contact Information

– Kim Koller

– Phone: (310) 426-6304 x 115

– Email: kkoller@neogov.com