

# APPLICATION FORM

## FACET OF EXCELLENCE:

### *Recruitment, Selection and Onboarding*

#### How to Complete the FACET Application Form

- **CATEGORY OVERVIEW** – For each of the Categories for this Facet of Excellence, you will be asked to provide a *Category Overview*. This section is important but will not be scored, as this section typically depends on factors such as business type and size, organizational relationships, the organization’s state of development and employee capabilities and responsibilities – all of which are specific to an individual organization.

For the *Category Overview* there will be a question or a set of questions and space will be provided below in a yellow shaded cell for the Applicant Response to be provided. As you type in the cell, it will expand with your response. Please be thorough, yet concise.

- **QUESTIONS WITHIN EACH SCORING DIMENSION** – There are four (4) *Scoring Dimensions* for each Category:

1. **Strategic Alignment**
2. **Systematic Planning and Approach**
3. **Execution and Communication**
4. **Measurement, Evaluation, and Results**

For each *Scoring Dimension* there will be a question or a set of questions and space will be provided below in a yellow shaded cell for the Applicant Response to be provided. As you type in the cell, it will expand with your response. Please be thorough, yet concise.

# APPLICATION FORM

## **FACET OF EXCELLENCE:**

### ***Recruitment, Selection and Onboarding***

#### **Intent and Purpose of the FACET**

The intent and purpose of this **FACET** is to examine your organization's approach to recruitment, selection and onboarding. There is no preferred structure or process. We are looking to see if these efforts:

- Contribute to the development and transformation of the organization
- Support the achievement of your departmental and organizational goals and objectives
- Enhance the communication of the organization's mission, vision and core values
- Support the retention of key personnel

#### **CATEGORIES:**

- Recruitment
- Selection
- Onboarding

# APPLICATION FORM

## **Category: *Recruitment***

### **Category Overview:**

Provide a brief description of your recruitment programs/tools/initiatives. Discuss job analysis and evaluation, development of job descriptions, internal versus external recruitment strategies, interview formats, human resources roles and responsibilities, hiring supervisor's roles and responsibilities, information flow and decision making.

**Applicant Response: (This cell will expand as you enter your response.)**

### **Strategic Alignment:**

Do you consider your organization's strategic plan when determining those programs/tools/initiatives? If so, how?

**Applicant Response: (This cell will expand as you enter your response.)**

### **Systematic Planning and Approach:**

How do you determine your recruitment processes? What factors are considered? Do you utilize an organizational staffing plan? How is it tied to your organization's short- and long-term strategic objectives?

Have you formed partnerships with internal departments or external resources in order to facilitate effective talent acquisition? If so, describe.

**Applicant Response: (This cell will expand as you enter your response.)**

### **Execution and Communication:**

Describe in detail how you implement your recruitment programs/tools/initiatives. Include a discussion of the communication strategies and methods that support implementation. How is your recruitment strategy assessed and revised over time?

**Applicant Response: (This cell will expand as you enter your response.)**

### **Measurement, Evaluation, and Results:**

A) Do you measure the results of your recruitment programs/tools/initiatives? If so, how?

B) Do you gauge costs associated with the recruitment programs/tools/initiatives? If so, how?

C) Do you assess the ongoing impact of your recruitment programs/tools/initiatives on the individual employee's performance? On the organization's performance? If so, how?

D) Do you use the information you gather to improve the recruitment programs/tools/initiatives? If so, how?

For each of the questions above (A-D), list the specific results below. You may provide this information in a pictorial format such as a table, chart, graph, etc.

**Applicant Response: (This cell will expand as you enter your response.)**

# APPLICATION FORM

## **Category: Selection**

### **Category Overview:**

Provide a brief description of how incumbents are selected for positions within your organization. Discuss any assessment tools, personality inventories and interview evaluation processes that are utilized. Describe decision making authority within your organization as it pertains to determining who the best candidate is for the job. How are job offers extended and what types of qualifying criteria are performed (e.g., background verifications, drug screenings, etc.)

**Applicant Response: (This cell will expand as you enter your response.)**

### **Strategic Alignment:**

Explain how your selection process supports the organization's strategic objectives.

**Applicant Response: (This cell will expand as you enter your response.)**

### **Systematic Planning and Approach:**

How do you determine your selection processes? What factors are considered? Do you have guidelines that must be adhered to? If so, please describe.

**Applicant Response: (This cell will expand as you enter your response.)**

### **Execution and Communication:**

Describe in detail how you execute your strategy for selecting candidates for positions within your organization. Include a discussion of the communication strategies and methods that support implementation of your selection strategy. How is your selection strategy assessed and revised over time?

**Applicant Response: (This cell will expand as you enter your response.)**

### **Measurement, Evaluation, and Results:**

- A) Do you measure the effectiveness of the candidates who have been selected for positions within your organization? If so, how?
  - B) Do you gauge the hiring manager's satisfaction levels with the selection programs that are utilized? If so, how?
  - C) Do you assess the ongoing impact of your selection decisions on the individual employee's performance? On the organization's performance? If so, how?
  - D) Do you use the information you gather to improve the selection process? If so, how?
- For each of the questions above (A-D), list the specific results below. You may provide this information in a pictorial format such as a table, chart, graph, etc.

## APPLICATION FORM

**Category:** *Selection*

**Applicant Response:** (This cell will expand as you enter your response.)

# APPLICATION FORM

## Category: *Onboarding*

### Category Overview:

Provide a brief description of the onboarding processes your organization utilizes within human resources and organizationally. Describe the orientation process and how new hires are effectively transitioned into their new roles. How are policies, benefits, company history, nature of the company business, corporate culture, vision and mission communicated? How is on the job training conducted? Are managerial new hires oriented to the organization differently than non-managerial employees? If so, what are the differences in these processes?

**Applicant Response: (This cell will expand as you enter your response.)**

### Strategic Alignment:

Explain how your onboarding process for new employees is aligned with the organization's strategic objectives.

**Applicant Response: (This cell will expand as you enter your response.)**

### Systematic Planning and Approach:

How do you decide what programs/tools/initiatives to utilize and who will be responsible for departmental and organizational onboarding and assimilation of new hires? What is your onboarding timeline and how was it determined?

**Applicant Response: (This cell will expand as you enter your response.)**

### Execution and Communication:

Describe in detail how you implement your onboarding strategy. How is your onboarding strategy assessed and revised over time?

**Applicant Response: (This cell will expand as you enter your response.)**

### Measurement, Evaluation, and Results:

- A) Do you measure the effectiveness of your onboarding strategy? If so, how?
- B) Do you gauge new hire employee satisfaction levels with the onboarding process? If so, how?
- C) Do you assess the ongoing impact of your onboarding strategy on the newly hired employee's performance? On the organization's performance? If so, how?
- D) Do you use the information you gather to improve your onboarding program? If so, how?

For each of the questions above (A-D), list the specific results below. You may provide this information in a pictorial format such as a table, chart, graph, etc.

**Applicant Response: (This cell will expand as you enter your response.)**