

Amplifying Candidates' Experience through Hiring Improvement & Recruitment Enhancement





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Introduction

Previously, applications through cluster recruitment efforts were sent to multiple SingHealth institutions for interviews and hiring which often led to applicants being interviewed by more than one institution, causing:

1 inefficiencies 2 duplication of efforts 3 longer processing time

on-site interviews at cluster recruitment drives with the following aims:

Expedite Hiring

Hence, Ace-Hire was initiated to implement cluster-level

Reduced Duplication of Work

Methodology

A customer journey map was developed using insights from past recruitment drives to pinpoint the challenges encountered by recruiters & candidates at each recruitment stage. Areas of improvements were then highlighted before development of solution. The effectiveness of the solution was evaluated by comparing, the yield, time-to-hire, and candidates' satisfaction with a decentralised cluster-level outreach.

BEFORE ACE-HIRE

Candidate attend career fairs.

Interested candidates apply through cluster online application selecting one or more institution.

Cluster consolidates applications and prepares Excel sheets for institutions to follow up with candidates.

Time-consuming Tedious & Administrative.

offer.

Cluster sends email to Insti HR <u>after 1-</u> 2 week as form closes 1 week later.

Creates delay in hiring process.

Insti HR contacts candidates to request for documents.

Uncontactable candidates; Repetitive submission for candidates applying { to multiple institutions.

Insti HR reviews submitted documents based on suitability.

Candidates experience uncertainty on what to submit, resulting in delays or incorrect submissions.

Depending on no. of instis selected, candidates get invited to attend different interviews at institution sites or online.

Logistically challenging, time-consuming for candidates affecting candidate experience & duplication of hiring efforts.



period from the date application is received to date candidate accepted the

Step Process

Yield

Weeks

~45% ~30% Applicants Accepted Offer Interviewed

Data based on a decentralised cluster level talk which garnered 20 applications.

Institution HR prepares offer letter for candidates who accepted offer.

Candidate Candidates delay acceptance while accepts / rejects the waiting for other institutions to offer / interview them.

> Slow processing time due to inconsistencies in hiring speed from different institution.

Successful candidate gets contacted & offered by institution.

reference check. Repetitive checks for Insti HRs

Institution

conducts

Insti reviews candidate's suitability based on

interview.

Interviews are conducted institution.

Insti HR schedules interviews with HODs and candidates.

Conflict in scheduling creating delays in hiring. Duplication of effort as candidates may have been interviewed by other institutions.

Results

Time-to-Hire

Step Process

Weeks

Yield

~56% 100% Applicants Accepted Interviewed Offer

Data based on first cluster-level outreach with on-site interview that garnered 34 applications

WITH ACE-HIRE

25 candidates and 16 HR reps from 11 institutions were surveyed on the effectiveness & benefits of ACE-HIRE. Findings revealed that ACE-HIRE provided a:

FY23, ACE-HIRE was successfully conducted at 6 career fairs, 2 career talks & 2 roadshows, achieving:

221 interviewed applicants

~56%

123 accepted offer

One-stop Application

Better Time & Resource Management

Consistent Selection Process

> Improved Recruitment Outcomes

A single application & selection process where only 1 application needs to be submitted to be considered for multiple institutions resulting in <u>increased</u> convenience & efficient application process.

Interviews conducted at cluster level on the same day of the event save time and resources for candidates and recruiters, with final decisions made by cluster interviewers.

Facilitates holistic candidate assessments allocation across SingHealth institutions positively reinforced cluster's employment branding of "One SingHealth, Multiple Opportunities" to candidates.

Provided <u>higher recruitment yield & success rate in</u> placement through shorter selection process.

Candidate fairs.

Candidates complete on-site application forms with HR assistance.

Candidates' form reviewed on-site by HR.

Institution HR prepares offer letter for candidates who accepted offer.

Candidate accepts / rejects offer

Successful candidate gets contacted & offered by institution.



Through consistent yield, the project has effectively improved our hiring process, leading to a more efficient application process, improved recruitment outcomes, enhanced candidate experience, and strengthened employer branding. There are also continual enhancements conducted to further reduce inefficiencies in the documentation process, enhancing candidate experience.

Candidate attend on-site interview at the fair.

Interviewer evaluates based on holistic assessment & allocate based on candidate's interest & available vacancies.

Cluster collates & send successful interviewed candidates assessment form to allocated institution within 3-5 days after event.

Institution HR contacts candidates for submission of additional documents

Institution HR reviews document & conduct reference check

Credits

Team Members - Irene Huang, Jeany Leong, DDN Lim Fong Chee, Group Nursing, HR & Nursing partners from:







