



## GC Jobs Transformation

# GCJT Discovery Paper

## RFI & Vendor Demos

January 2019

The Public Service Commission is transforming the Government of Canada (GC) recruitment platform. Our current system is outdated and no longer serves the needs of job seekers, hiring managers and human resources professionals, particularly in a digital age.

We need a flexible, modern, inclusive and user-centric solution that attracts top talent to the Government of Canada now and in the future and that provides Canadians with an equal opportunity to apply to federal government jobs.

**The Public Service Commission (PSC) is the staffing authority in the federal public service as per the Public Service Employment Act (PSEA). It promotes and safeguards a non-partisan, merit-based and representative public service that serves all Canadians.**

**The PSC facilitates the recruitment of talented Canadians from across the country on behalf of departments and continually strives to renew its recruitment services.**

The goal with the GC Jobs Transformation (GCJT) project is to provide the GC with a flexible, innovative, inclusive and user-centric recruitment solution that attracts talent and meets the needs of job seekers, hiring managers and human resource professionals.

We have consulted with 3 key users—job seekers, hiring managers, and human resources professionals. We now know that our stakeholders want a simplified, seamless and intuitive recruitment experience. We will continue this dialogue to gather all requirements to develop a solution that addresses all our recruitment needs.

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01

### RFI posted

Oct 24, 2018

02

### PSC Webinar

Nov 16, 2018

03

### RFI Closing

Nov 23, 2018

04

### Vendor Demos

Nov 26 – Dec 7, 2018

## Purpose

This report was prepared to outline the findings of the GC Jobs Transformation (GCJT) Request for Information (RFI) and Vendor Demos. This is a key activity of the GCJT Pre-Project Phase.

Discovery Papers are prepared by the GCJT project team as a means of documenting research, analysis and key ideas and sharing them with members of the Government of Canada HR community and others who might benefit from what we have learned about both public and private sector innovation.

## Background

For the past year the GC Jobs Transformation team has been conducting engagement sessions, collecting business requirements and carrying out discovery activities as part of the Pre-Project Phase.

The intent of this RFI is to explore what currently exists in the private sector in terms of recruitment solutions. This RFI provides companies in the recruitment industry with the opportunity to demonstrate how their solutions work. It will also inform the PSC with crucial insight from industry on new recruitment trends and potential challenges it may encounter.

## Process

The RFI was posted on [buyandsell.gc.ca](http://buyandsell.gc.ca) on October 24, 2018 and vendors were asked to:

- provide a brief summary of the product
- answer a series of questions, including supporting material and documentation
- complete the Evaluation column of our proposed business and non-functional requirements

During a one-on-one session, the PSC offered the opportunity to vendors to **TALK to US** about their solution and **SHOW US** through live demonstrations how their solutions meet the PSC's requirements and vision. Invitations were also extended to over 30 participants from branches across PSC, as well as the Treasury Board of Canada Secretariat led [Next Generation HR and Pay](#) team representative.

This conversation with industry allowed us to learn more about best practices, new technologies and lessons learned. Through the RFI we wanted to ensure that we captured industry intelligence and innovation that might exceed our own horizons.

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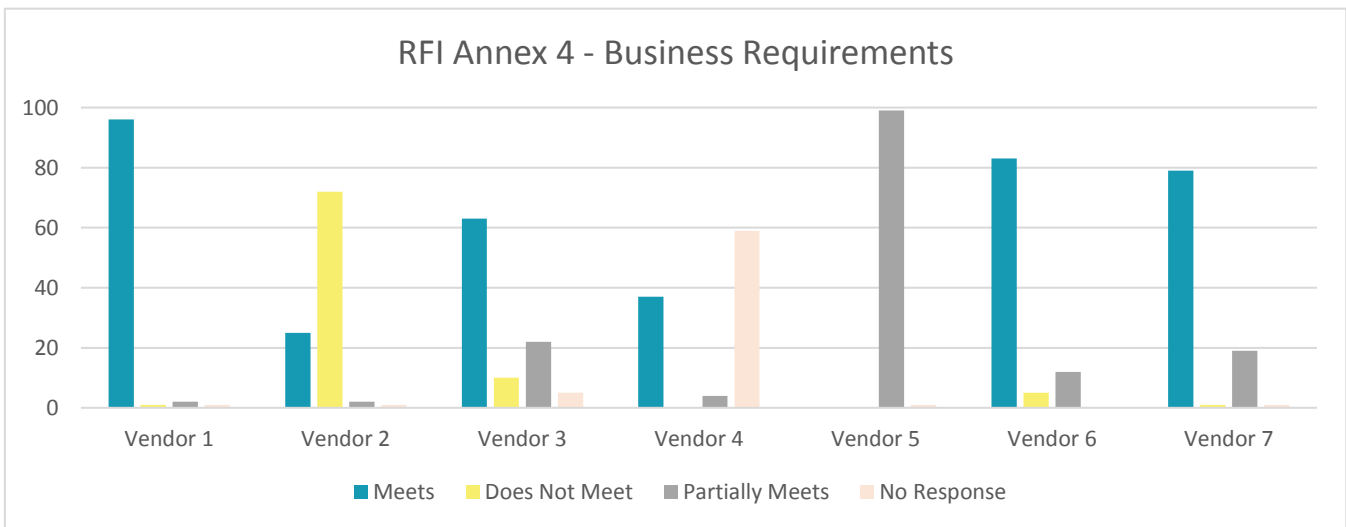
### Findings

Pursuant to the RFI, 7 vendors requested in person demonstrations with our team:

- 5 vendors offer full Applicant Tracking Systems (ATS)
- 2 vendors were offering add-on tools for an existing ATS
- 3 vendors offer full hire-to-retain Human Capital Management (HCM) solutions

There were 73 mandatory and 27 preferable business requirements as well as non-functional requirements (100 total) that vendors responded to in Annex 4. Of the 5 vendors that offer full ATS solutions:

- No requirement was indicated as entirely unmet by all ATS vendors
- 23 requirements were indicated as met by all 5 ATS vendors
- The highest percentage of overall requirements indicated as met by a single ATS vendor was 96%
- The highest percentage of mandatory requirements indicated as met by a single ATS vendor was 98.6%
- 3 ATS vendors indicated that they each met over 79% of the overall requirements



Overall, the RFI submissions and presentations confirmed that GCJT has leveraged well the discovery work to date and is **on track in the development of business requirements**.

**Most of the talent acquisition systems presented cover the basic functions** of posting, online application, pre-screening, communications with candidates, applicant tracking, workflow management, online letters of offer and onboarding functions. More complex assessment functions were offered via integration capabilities with external assessment service providers.

**All of the talent acquisition systems were highly configurable.** Configuration can often be done easily by the client itself without any coding. In some cases, configuration is largely done during implementation. Customization typically results in increased costs and is rarely available in Cloud Software as a Service (SaaS) products.

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## Findings

### General Solution

- Most systems had configurable workflows that could allow for processing differences between programs or departments.
- Secure data centres, hosted within Canada in most cases.
- Most systems allowed for Open Application Programming Interface (API) and had many existing integrations. High level of interoperability with other systems and platforms.
- Organization specific branding options are common across all but some are done on implementation vs job poster branding which is highly configurable.
- Visual dashboards by role - job seeker, manager and HR advisor - with key information and status upfront. Some solutions had Kanban board style To Do lists and action items. Hover insights, dynamic, take action from anywhere without navigating away.
- More information is needed regarding concerns on privacy issues and how to manage roles; the ability to view assessment results in profiles, medical information, as well as restricting access to attachments.
- Front end generally compatible with high accessibility standards (WCAG 2.0 AA), very few had full accessibility in back office, though many indicated it as high priority.
- Consistent user experience across multiple channels (devices), no user guide needed. Fully mobile responsive, including ability to apply for jobs. In some cases back office is mobile responsive as well.
- Options to promote jobs on job boards, professional networking and social media platforms, and to educational institutions.
- Ability to create evergreen job posters for program inventories.
- 100% auditability – always on, with no reduction on system performance.
- Reporting and monitoring of system; HR metrics, outreach efficacy, and service channels. Metrics of page views to see which features were used most often. Unified and advanced analytics, including in a few cases GBA++ analytics. Statistic on drop-off and conversion rates at stages. Some tools that we saw offered useful data visualization.
- Updates are quarterly in most cases, some vendors provide a sandbox environment for testing prior to turning on update.
- Ability to toggle between languages is limited, generally you have to select one language and stick with it. We did not see a solution that had the ability to develop posters in both languages side by side.
- Most vendor demos had reporting capabilities and reporting models imbedded in their applications. However, insufficient information regarding access, customizations or change requests to these models have been given to adequately compare with existing reporting capabilities.

### Some Key Non-Functional Requirements

Must **scale in proportion** with changing volume requirements

Must **interoperate with other systems** through APIs

Must **meet GC requirements** for cybersecurity, IM, accessibility and bilingualism

Must **meet user expectations** in terms of speed and responsiveness

Must **adapt in consequence to changes** in the legislative environment

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## Findings (cont.)

### GC Digital Standards



1. Design with users

2. Iterate and improve frequently

3. Work in the open by default

4. Use open standards and solutions

5. Address security and privacy risk

6. Build in accessibility from the start

7. Empower staff to deliver better services

8. Be good data stewards

9. Design ethical services

10. Collaborate widely

### HR Planning

- A few vendors offer labour market information within their solution; availability of candidates within a geographic area, job classifications with supply challenges, gap management, etc.
- Many solutions made use of AI and machine learning to provide various features and enhancements such as attrition prediction, digital automation, digital style guides, as well as Chatbots.
- Predictive hiring with the help of AI (e.g. skills availability based on resumes currently in the system and labour market info), prior to job posting, insights into job seeker behaviour throughout their day, enabling us to understand the cycle and optimize our reach.
- One vendor enabled management of positions using an org chart view with detailed information for each position including duties, competencies required, employee profile for filled positions and status of vacant positions.

### Job Poster

- All solutions had job poster templates and an ability to build skills libraries. Some solutions had pre-existing skills inventories.
- Various scans available to support the creation of job posters; common language, legal, grammar, gender bias scan, etc. One vendor had a job analyzer tool that helps with market trends in language.
- Configurable fields for specifics such as multiple job locations.
- Configurable pre-screening questionnaires, can include knock-out questions.
- Attach scoring to questions by competency, experience criteria. This could facilitate assessment board reports.
- Employer information in multimedia format, e.g. employer videos
- Ability to create campaign sites for specific groups, e.g. students, high demand job classifications, career fairs
- Most systems had resume databases and could search resumes on a variety of criteria. Those who meet all criteria as determined by the manager or HR practitioner, could be flagged. Candidates who meet the search criteria could be sent an email with a link to a job posting.

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## Findings (cont.)

### Hiring Process

- In-tool collaboration capabilities within the hiring team, incl. cross department collaboration and job poster creation.
- Communication tools to track all communications with candidates. Multi-channel push communications to dashboard, email, text message.
- Graphic timeline views of candidates' employment history.
- Personalized views for HR, e.g. status, job poster number.
- The majority of systems included integrated interview and test scheduler functions where candidate can select from available time slots, and available slots update real time.
- Highly configurable workflows, permissions by role with great granularity. Workflows can be simultaneous, sequential and with automated triggers. Could also be used to ensure process compliance, such as requesting permission from PSC for use of assessment results from tests that require authorization (psychological testing, etc.).
- A few solutions had side-by-side views of candidates' assessment results for comparability. One vendor offered "Carousel view" of resumes, including interview notes. Balanced score card options: resume rank, references, questionnaire, etc.
- Configurable internal priority rank, or priority flag. Possibility of custom field pull from priority system using unique identifier (Open API or flat file).
- Few had built-in assessment capabilities, but most supported integration capabilities with external assessment service providers. One vendor had built in audio and video interview capability.
- All vendors provided online Letter of Offer builders or templates, and electronic digital signature.

### Job Seeker

- Ability to quick apply. Resume parsing to auto-populate tombstone information in candidate profiles. Can be integrated with other platforms like LinkedIn to transfer over profile information.
- Some vendors had examples of self-identification of accommodation needs (also used by US Gov).
- Capability to upload documents such as diplomas and certificates, and reuse information in profile. Can upload documents from local files as well as from other cloud repositories (Dropbox, Google Drive, etc.).
- Quick "card format" view of job poster summaries to browse jobs that provides more detail than a list view. Pin jobs to revisit and compare.
- Automated status updates and views on job seeker dashboard.
- One solution had "Opportunity graphs" for candidates based on historical activity and AI. Recommendations for training or career paths that others with similar profiles have taken. Additional value added features for job seekers drives traffic to GC job postings.

### GCJT RFI Webinar - Nov 16, 2018



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## Findings (cont.)

### Additional Considerations

- Candidates' **experience as consumers is driving their expectations** from the GC in terms of the ease of access and instant gratification they receive as consumers of other online services (e.g. Amazon, iTunes, Google Play). This breeds an increased lack of patience for multi-step processes and non-intuitive interfaces.
- **Drop-off statistics** can be as high as 80%, significantly lower from mobile device.
- Text messaging vs unread emails, **open rate is 99%**
- Higher conversion rate when job seekers answer a **pre-screen quiz** vs having to open the application itself.
- Excessive customization and **restrictions by the organization** can take an easy to use system and cause it to be non-intuitive and lengthy.
- Try out a list of common tasks to determine intuitiveness and **usability prior to licensing**. Iterative user testing is critical.
- For the larger vendors offering full hire-to-retain HCM tools, the service fees for various modules (career site builders, etc.) are at times **extra and can drive cost up quickly**.
- Do not underestimate the need to **staff your organizations to support quarterly releases** and enhancements from the start.
- Transition from letter of offer to onboarding is critical to new hires, it is during the **initial six months** in a new job that the decision is made to remain.
- If an excess of user groups are created from the start there can be significant loss of efficiency in workflows. It is important to streamline approvals within the system and **take a holistic, lean approach on processes**.
- **Social networking** is becoming key to recruitment.
- More information needed on how AI features function and are applied to **mitigate risks to impartiality** and fair selection.

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