



## Modernizing Recruiting for the Denver Municipality

### BACKGROUND

The City and County of Denver is a large municipal structure comprised of 30 separate groups, each with its own internal structures, funding mechanisms, processes, and procedures. Its police, fire, and sheriff departments have particularly complex new-hire vetting processes. The City went live with Workday HR and Financials in 2017 and continue to explore ways to eliminate siloed, legacy applications.

### CHALLENGES

The Office of Human Resources needed a recruiting tool to support high-level business process diversity and centralize data to eliminate inconsistencies such as duplicate entries and incomplete reporting.

### SOLUTION

Human Resources decided that Workday Recruiting was the solution that would take the City and County further in its digital transformation and support key business processes. HR also looked at the Workday Recruiting implementation as an opportunity to redesign and improve recruiting workflow, create full-cycle recruiters, and free-up managers to run their businesses vs. performing HR tasks. According to Cindy Bishop, Executive Director of Talent Acquisition, "We could not have made this valuable business workflow change because our previous system was not a workflow management tool."



**DENVER**  
THE MILE HIGH CITY

*It was important for us to have a unified system, where we collect and store information in one platform and not in separate systems, which was causing duplicate work and inconsistent reporting. Our goal was to improve the candidate experience, the employee experience and the hiring manager experience.*

**Cindy Bishop**

Exec. Director of Talent Acquisition  
City and County of Denver



Workday Services Partner

**Denver leveraged its existing relationship with Sierra-Cedar, along with Sierra-Cedar's experience and knowledge of Workday Recruiting.**

Sierra-Cedar provided valuable Recruiting configuration guidance to the City's Technology Services department to support the following goals:

- Track connected data through the employee's lifecycle, from application process to retirement
- Exceed candidate experience expectations via a modern system
- Provide collaboration capabilities key to hiring practice

Sierra-Cedar also collaborated with the City on the implementation, which included integrations with existing systems and outside vendors.

Soft dollar savings from Workday Recruiting install to Jan 1, 2019 = \$120,000 from the following:

- Automatic communications
- Streamlined Onboarding process
- Primary/secondary questionnaires
- Elimination of Hiring Request Form
- Electronic offer letters
- Improved recruiter/manager workflow

*You want a system that will grow with you and evolve. We see this as a continuing, growing partnership with both Workday and Sierra-Cedar that allows us to scale and bring on different modules.*

**Karen Niparko**, Vice President of Human Resources, City and County of Denver

## **BENEFITS**

The Office of Human Resources used Workday Recruiting as a catalyst to improve the recruiting workflow and become stronger business partners across the Denver municipality. Recruiters are now “full cycle recruiters” and are much more collaborative with managers throughout the hiring process, from identifying role-specific skillsets to selecting the appropriate candidates for interviews. Increased transparency now allows the Head of Talent Acquisition to see, at a glance, candidates that are in review, testing, interview, or offer stages.

Recruiters can now provide Managers with simple instructions: check your inbox for the candidates and indicate your level of interest (interested, might be interested, or not interested). Managers are no longer required to alternate between systems that use different terminology and business processes, and the mobile functionality allows them to filter candidates anytime, anywhere.

Workday Recruiting allows the City to have a higher touch point with candidates than in the past. This implementation also improved the rehiring of seasonal employees for non-posted jobs such as golf cart attendants and lifeguards. In previous years, Denver Parks and Recreation took two weeks or more to rehire seasonal workers who were required to refill out the same paperwork year after year. Now, with Rapid Rehire, rehires only take a week or less to return.

*Workday is an end-to-end system that follows the lifecycle of the employee from the time they're a candidate and first apply to us, through to their retirement or separation from the city. **And through each phase of their life with the city, Workday brings capability that allows them to better manage their career path, learning and professional development, and participation in compensation and benefits programs.** Using Workday to track employee interaction and the employee's professional development provides a great picture for us in HR of our employee's growth at the city.*

**Karen Niparko**  
VP of Human Resources  
City and County of Denver

## **RESULTS**

- 54,484 applicants applied through Workday Recruiting from September 1–December 31, 2018
- 1,273 new hires through Workday Recruiting from September 1–December 31, 2018, up by 150 hires versus the same time frame in 2017
- Time-to-fill for full-time employees was significantly reduced from 54 days to 40.5 days and from 32 days to 25 days for on-call employees
- Positive feedback from hiring managers, the talent acquisition team, and the Technology Services team regarding the recruit-to-hire workflow
- Managers are freed up to run their businesses versus focusing on recruiting work

[www.Sierra-Cedar.com](http://www.Sierra-Cedar.com) • 866.827.3786 • [Contact@Sierra-Cedar.com](mailto:Contact@Sierra-Cedar.com)

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