



# Strategic Plan Action Item Recruitment Process



# Strategic Plan Action Item



## INNOVATIVE & HIGH PERFORMING ORGANIZATION



| ACTION ITEM         | DESCRIPTION                                                               | RESPONSIBILITY | TIMEFRAME |
|---------------------|---------------------------------------------------------------------------|----------------|-----------|
| Recruitment Process | Evaluate and implement best practices for streamlining the hiring process | HR             | FY25      |



## INNOVATIVE & HIGH PERFORMING ORGANIZATION



The city of Goodyear strives to be a preferred employer by fostering an inclusive culture and a safe working environment that attracts and retains a highly performing and engaged workforce. The city is committed to providing outstanding service to the community at an exceptional value.

01  
GUIDING PRINCIPLE

Prioritize the well-being and safety of every team member by fostering a culture that promotes holistic well-being and creates a respectful and supportive environment for all to thrive.

02  
GUIDING PRINCIPLE

Foster a culture of recognition that actively acknowledges and celebrates hard work, dedication and achievements while creating an environment where every individual is valued, respected and recognized for their unique contributions and perspectives.

03  
GUIDING PRINCIPLE

Create and maintain a culture of ownership by empowering employees to make decisions. Ensure employees have the necessary resources to perform their roles and provide excellent customer service efficiently and effectively.

04  
GUIDING PRINCIPLE

Foster opportunities and programs that support professional development and employee engagement for continuous learning and growth.

05  
GUIDING PRINCIPLE

Implement initiatives that enhance communication, cross-departmental collaboration and transparency for city employees.

06  
GUIDING PRINCIPLE

Establish clear expectations for all employees and volunteers of the city.

# Presentation Overview

- Evaluation of Process
- Best Practices
- Streamlined Process Implementations



# Lean/Continuous Improvement Process Evaluation

## Rapid Improvement Events

- Mapped the Process
- Voice of the Customer
- Gathered Baseline Data
- Identified Streamlining Opportunities



# Recruitment Process Evaluation

## Time-to-Fill

Non-Sworn

Baseline  
69 Days

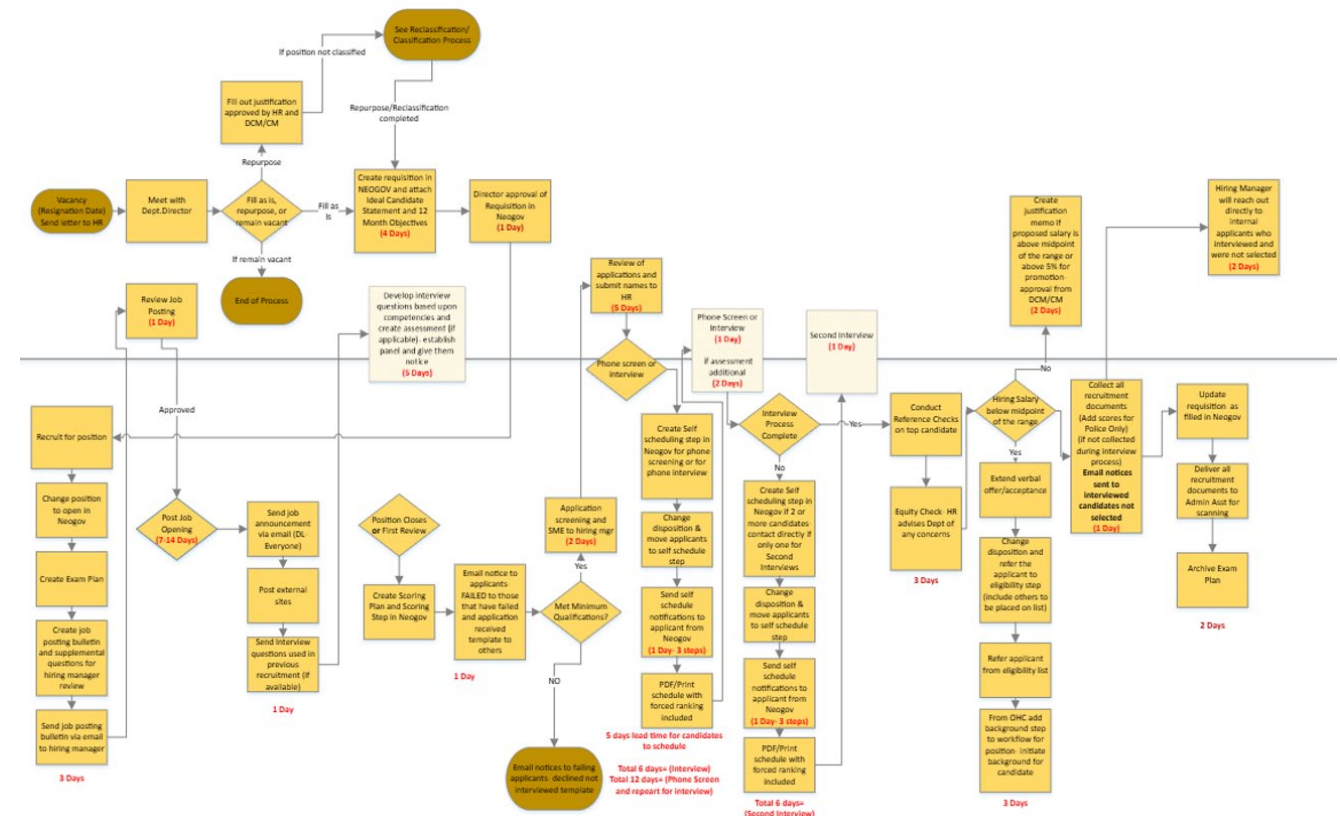
New Target:  
46 days



Work Session

May 5, 2025

## Recruitment Flow Chart





# Recruitment Process Evaluation

## Time-to-Fill Benchmark 1<sup>st</sup> Quarter



- Actual Results

| Quarter | Actual<br>Non-Sworn<br>Time-to-Fill | Target     |
|---------|-------------------------------------|------------|
| Q1      | 55                                  | 46<br>Days |
| Q2      | 56                                  |            |
| Q3      | 37                                  |            |
| Average | 49                                  |            |



# Recruitment Process Evaluation

## Time-to-Fill – Public Safety

Benchmark Data

| Quarter | Public Safety<br>Time-to-Fill |
|---------|-------------------------------|
| Q1      | 125                           |
| Q2      | 146                           |
| Q3      | 104                           |
| Avg.    | 125                           |





# Process Evaluation

## Time-to-Fill

**Police**  
**51 days**

**Non-Continuous  
Job Posting**

**i-Swift**

### Update Metrics/Success Measurements

- PD and Fire Rapid Improvement Event
- Establish new Time-to-Fill Metric

**Fire**  
**61 days**

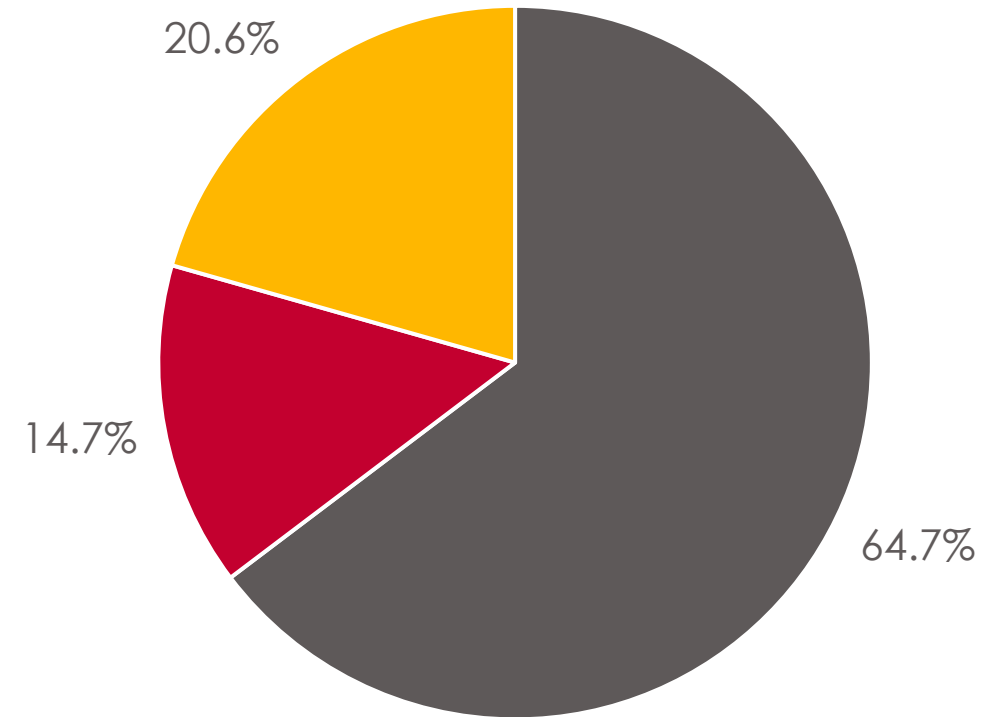
**Reduced Job  
Posting**

**Public Safety  
Answers**



# Process Evaluation

Was the timeframe to fill for your recruitment met?





# Recruitment Best Practices

- Process Efficiency
- Candidate Experience



# Visual Management

- Performance Tracking
- Workflow Disruptions
- Team Alignment

| New Employee          | Dept | Hire Date | PAF to Payroll | Entered in Mavis | QAQC | Welcome Mail Sent | Benefits Rollout | Employment Due | Outpost Post | Medical Exam |
|-----------------------|------|-----------|----------------|------------------|------|-------------------|------------------|----------------|--------------|--------------|
| Sarah Watson (Intern) | PW   | 4.13      | 4.14           |                  |      |                   |                  |                |              |              |
| Jose Padilla          | PTC  | 4.14      | 4.4            | 4.13             |      |                   |                  |                |              |              |
| Bridget Harris        | PD   | 4.14      | 3.31           | 4.13             | 4.13 | 4.14              |                  |                |              |              |
| Joseph Lopez II       | PD   | 4.14      | 4.9            | 4.13             | 4.13 | 4.14              |                  |                |              |              |
| Niah Knight           | PD   | 6.2       | 3.24           | 4.13             | 4.13 | 4.14              |                  |                |              |              |
| Logan Adams           | PD   | 4.7       | 3.20           | 4.7              | 4.7  | 4.7               | 5.5              |                |              |              |
| Raymond Cruz          | PW   | 3.31      | 3.20           | 4.2              | 4.2  | 4.7               | 5.1              | 4.14           | 4.14         |              |
| Merissa Leon          | ENG. | 4.28      | 4.14           |                  |      |                   |                  |                |              |              |
| Jesse Delaforte       | CRT  | 4.7       | 3.12           | 3.18             | 3.21 | 3.26              | 5.7              |                |              |              |



Best Practices

# Candidate Experience



Transparency

Timeliness

Communication

# Streamline Implementation

- Automation Opportunities
- Enhanced candidate experience
- Candidate Sourcing





## Automation Opportunities

- System utilization
- Pre-screening
- Analytics & Reporting



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## Enhanced Candidate Experience

- Improved Communication Touchpoints
- Leveraging Technology
- Feedback

# Candidate Sourcing

- Skillbridge Partner
- Grow Our Own
- Volunteer Program
- Agua Fria Southwest Academy's

Agua Fria  
Southwest  
Academy's

Grow Our  
Own

Volunteer  
Program

Skillbridge  
Partner



## Coming Soon Recruitment Opportunities

- ✓ Expansion of Agua Fria Southwest Academy  
Intern Program – August/2025
- ✓ EMCC Intern Program Development- Current
- ✓ Explore Advanced Communication Opportunities  
with Candidates – Oct/2025
- ✓ NEOGOV Integration with Munis – TBD

