

Mainframe University Recruitment and Implementation Plan

This document is meant to complement the Mainframe University Plan and to provide further details on the recruitment, selection, and assessment of prospective students for receiving supervisors. In addition, this document will discuss the maintenance and sustainability of the Mainframe University Program. Since this is a new program, changes are inevitable and will be made to refine and improve the Program as necessary.

All changes to the program will be approved by the Executive Sponsor, or their designee.

Receiving Units

Receiving units will be determined by the Mainframe management and supervision teams. Recommendations will be presented to the Executive Sponsor, or designee, for final approval. Variables to be considered include:

- Demographics of each unit, including known or potential retirements of existing staff;
- Current and projected unit workload;
- Number of vacancies in the each unit;
- Ability to commit resources to mentor students for one year; and
- Ability to hire qualified staff at the journey, expert and master levels

Recruitment

Recruitment will be a collaborative effort between Mainframe unit supervisors selected for this Program and the Workforce Planning Consultant. Recruitments will follow standard OTech recruitment processes. The receiving supervisors will be responsible for Job Duty Statements and providing input regarding the Job Opportunity Bulletin (JOB). The Executive Sponsor will be responsible for the approval of the Request for Personnel Action (RPA). The Consultant will assemble the recruitment package for posting and will work with receiving supervisors and Human Resources' Exam staff to ensure all hires are legally defensible.

Selection

The receiving supervisors will be responsible for:

- The development of the interview questions
- The development of expected responses to interview questions
- Interview scoring criteria
- Applicant screening criteria

Following the selection of candidates most in alignment with the screening criteria, the receiving unit supervisors will conduct interviews to select the most qualified candidates. Ideally, receiving supervisors will serve on panels when their top candidates are scheduled for interviews. If a receiving supervisor is not able to serve on an interview panel or if a specific candidate is

recommended for him/her based on their initial interview, the receiving supervisor will conduct follow up interviews to make his/her selection.

Post Selection and Student Assessment

Once candidates are selected, they will be placed in positions within their respective units. Unit supervisors will be responsible for assigning a mentor and developing a formal mentoring plan to assist the student during the first year. It is expected that the mentor be either the supervisor or a senior member of their staff who is *willing* to accept this responsibility. A formal agreement will be developed by the Workforce Planning Consultant and vetted with a subject matter expert prior to distribution. Signed agreements will be collected by the Consultant and stored for record-keeping purposes only.

In addition to their scheduled Probation Reports, supervisors will meet monthly with their students to review their progress and address any concerns.

Periodically, the Consultant will also meet with the students as a group to obtain their feedback regarding the Program's effectiveness. This data will be compiled and submitted to the Deputy Director, subject matter experts, the instructors, and receiving supervisors for their consideration and possible modification to the Program.

Sustainability of the Program

In order for OTech to continue delivering reliable Mainframe services, it is imperative that the new Mainframe workforce be provided with the appropriate level of mentorship and training. Mainframe University is our response to this need and it is expected that classes will occur on a recurring basis, as appropriate. As Mainframe positions are vacated, each vacant position will be evaluated on whether it should be reserved for the next Mainframe University class, or whether the vacancy will be used for a traditional recruitment and hire. The following is a partial list of criteria that will be considered when determining whether a position is used for the next Mainframe University class or not:

- Likelihood of recruiting a candidate that currently possesses the skills to be hired and be effective in a short amount of time (three months or less);
- Number of positions relative to the original PY allocation in the unit (i.e. if a unit currently has eight positions, but receives an additional position through the Mainframe University program, then it is likely that any new vacancies in the unit will be redirected to the next Mainframe University class);
- Past and projected workload of the unit. Some units may experience either a decline or growth in customer demand for the particular services provided by a unit; and
- Level of skill within the unit at the time a vacancy occurs. If a unit is having a difficult time maintaining enough staff with the necessary skill set, then the emphasis will be on conducting a traditional recruitment to hire new staff who already possess the necessary skills.