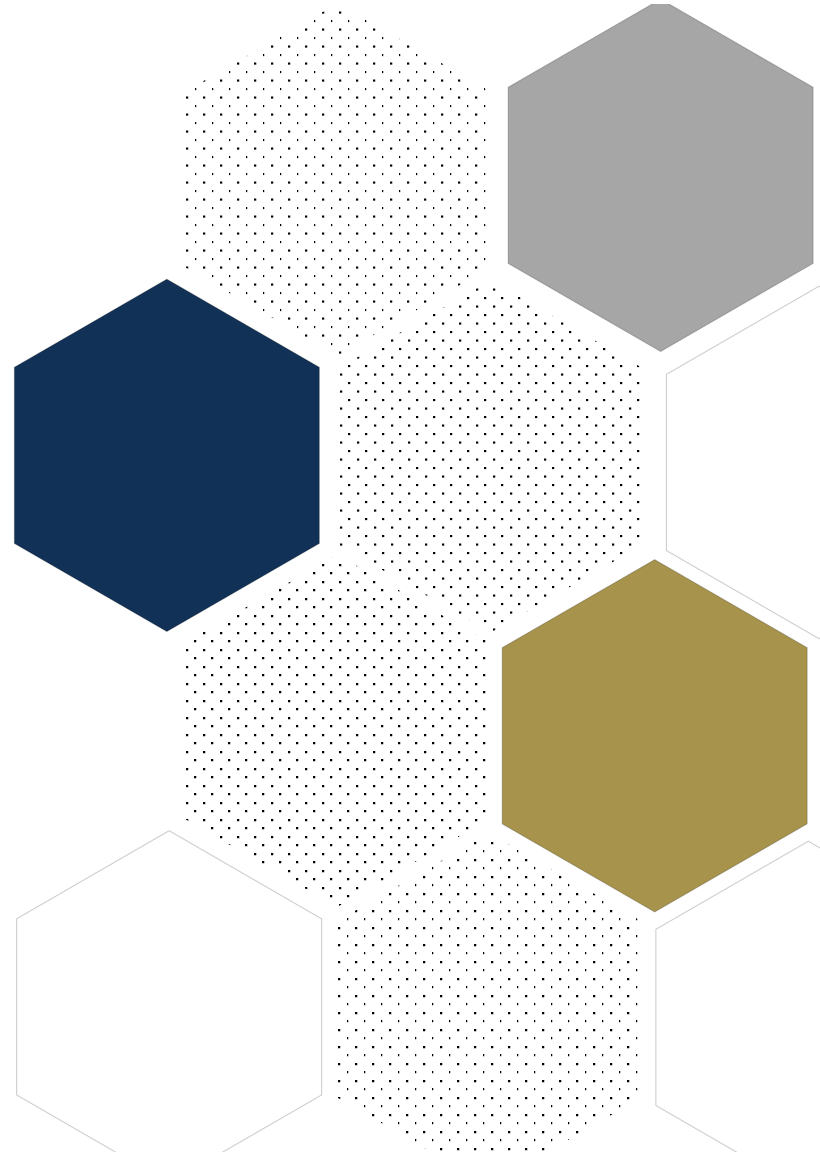


Expression of Interest (EOI)

Selection and Evaluation Overview



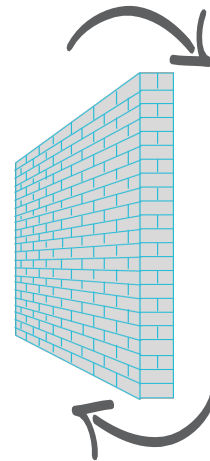
Expression of Interest: The Essential Element

A “brick wall” separates the organizational design phase from the staffing selection phase to ensure a fair and equitable staffing process.

- Organizational strategy and the operating/service delivery model drives the organizational design
- Organization design determines the type of staff that should be selected by position
- Design the organization and plan for the selection process prior to the beginning the selection process
- Tasks on the left side of the wall must be completed prior to move to the right side.

Part I – Organizational Design Activities

- Determine business strategy
- Develop organizational design
- Define and price positions
- Outline staffing objectives (*including defining critical competencies and experience for each function/client group*)
- Develop selection process, guidelines and tools



Part II – Staffing Selection Activities

- Form candidate pools
- Evaluate and select employees
- Notify select and non-selected candidate
- Communicate results to constituents

Finalize the selection and evaluation process during Part I prior to moving onto Part II. Selection and evaluation applies to existing roles that will remain unchanged or significantly changed during the transition. This process does not apply to positions that are new as these positions will be posted.

Expression of Interest: Selection Approaches

After the unit designs the roles needed in the future state organization, they identify which selection approach is appropriate for each role.

Position Type	Description	Selection Approach
New Position	Work is not currently performed within unit/department or at Georgia Tech today	Open Posting (Careers Hiring) <ul style="list-style-type: none">• Positions are open to the entire campus and external populations
Changing Position	Work is currently performed, but elements of the job are substantially changed (>25%) (e.g., day-to-day duties, location, reporting relationship, number of staff within group, or number of direct reports within group)	Competitive Selection <ul style="list-style-type: none">• Positions are open to the entire impacted population.**• Impacted population can “preference” for open positions and/or identify roles elsewhere at Georgia Tech (as applicable)
Similar Position	Work is currently performed, and the role largely remains unchanged	Evaluation and Confirmation <ul style="list-style-type: none">• Positions are open to the incumbent population

Implementing these staffing approaches – and their detailed nuances – requires regular consultation between unit leadership, GTHR (including Business Partner and Employee Relations), and Talent Acquisition, along with detailed planning, documentation, and management.

** - Impacted population includes all employees in unit/department

Expression of Interest: Selection Process Overview

Every organizational transition is unique and may require different steps depending on the specific transition. This framework is an overview of the critical steps in the selection process when all three selection approaches are used. GTHR partners with unit leadership to finalize the process steps for their specific transition. Additional steps may be necessary depending on organization.

Plan & Communicate

- Finalize organizational chart, job descriptions, and career paths
- Categorize future state roles into three categories – similar, changing, and new position
- Identify critical skills, competencies, and experience needed for each function
- Communicate organization, job descriptions, career paths, and staff selection plan to entire impacted population

Select Staff

Complete for each wave:

- Communicate wave information to impacted population
- Receive candidate preferencing for positions
- Determine candidate eligibility, conduct hiring manager-candidate conversations
- Evaluate candidates, finalize selections, document justifications, and conduct adverse impact analysis
- Plan transitions for selected employees (address vacated roles as needed)
- Determine next-steps for non-selected employees and plan notifications
- Send notifications to impacted employee groups
- Distribute notification letters; collect acceptances/rejections; distribute additional notifications (if needed)
- Announce selection decisions

Employee Decisions

1. Preference for positions, engage in discussions, and accept an offer
2. Decline an offered position or decline to be considered, and work with TA to
 - Seek out open opportunities within across the Institute
 - Seek out other open opportunities within the USG
3. Wait to participate in selection for a future wave (limited circumstances)
4. Seek out opportunities outside of the Institute and the USG

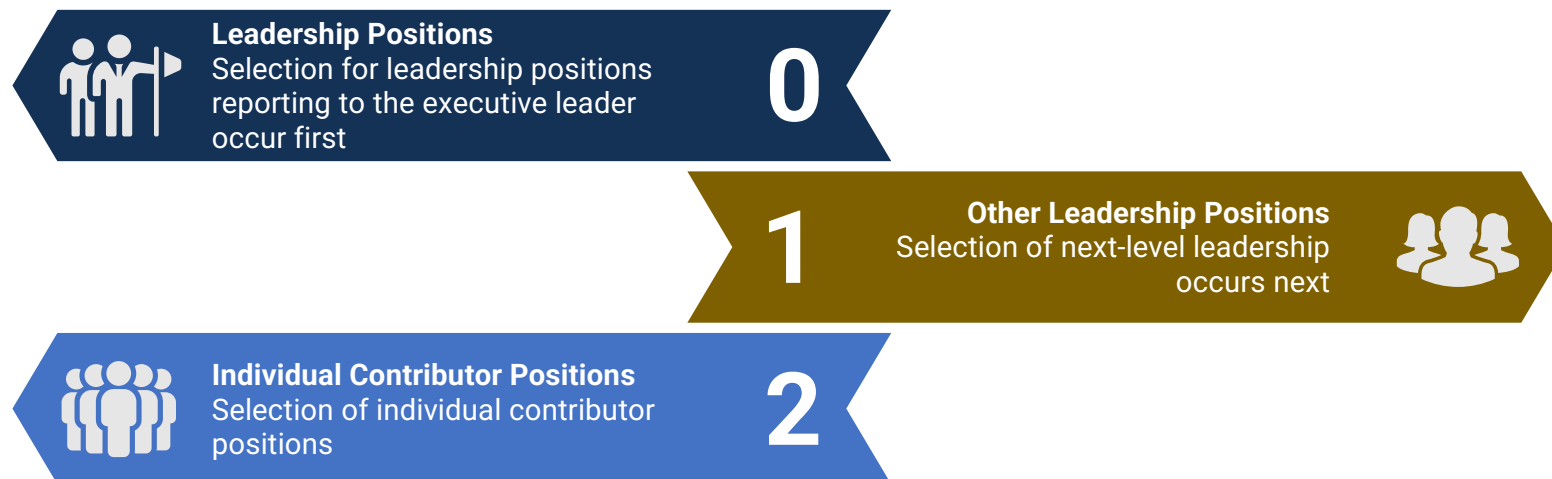
Post positions unfilled during selection process

New positions are posted in parallel to the selection process. Impacted employees may apply to new positions for consideration with other applicants.

Expression of Interest: Cadence of Selection Process

When using the competitive selection and evaluation and confirm processes, identified employees are considered for open positions before opening the roles to campus or external candidates. Most often, positions are filled from the top of the organizational hierarchy down, in a series of waves. The number of “waves” depend on the total number of impacted positions and levels in the organization. This phased approach allows leaders/hiring managers to engage in the evaluation and confirmation process.

New Positions being filled through the open posting approach are posted while the competitive selection process occurs.



Employees who choose to transition to the new organization sign an updated job agreement. Roles that remain unfilled are posted on Careers.

Expression of Interest: Evaluation Options

All selection approaches require a level of candidate evaluation. Below are five potential evaluation options to consider, each with their own nuances. The unit leader and HR partner should collaborate with Talent Acquisition, Employee Relations, and other appropriate HR Subject Matter experts to determine the best evaluation option for their specific transition.

	Evaluation Options	Description	Pros	Cons
Option 1	Rate performance against core competencies	Rate candidate job performance against developed core competencies	<ul style="list-style-type: none"> • Common across functions • Fairly easy 	<ul style="list-style-type: none"> • Fails to evaluate performance on job responsibilities
Option 2	Rate performance against job competencies	Rate candidate job performances against competencies that are specific to each job or job category	<ul style="list-style-type: none"> • Defensible • Evaluates specific job performance 	<ul style="list-style-type: none"> • More difficult and time consuming
Option 3	Rate performance against job responsibilities	Rate candidate job performance against performance of job responsibilities	<ul style="list-style-type: none"> • Similar to performance appraisal 	<ul style="list-style-type: none"> • Future job responsibilities may not exist to rate against
Option 4	Rank individuals	As a team, sort individuals into performances classes based on general work observations; rank as appropriate	<ul style="list-style-type: none"> • Does not require development of competencies or responsibilities 	<ul style="list-style-type: none"> • Less defensible • More qualitative than other options • Requires team meeting
Option 5	No rating or ranking	Place individuals into positions without evaluating against predetermined elements	<ul style="list-style-type: none"> • Can be decentralized • Easy 	<ul style="list-style-type: none"> • Least defensible • Easy to introduce manager bias

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Resources



Questions? Contact:

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[Skye Duckett](#) – GTHR CHRO

Visit [GTHR's Organizational Design page](#) to learn more about our offerings and access our Reconfiguration toolkit which includes additional resources for the EOI process.