



**BOARD OF EQUALIZATION
CUSTOMER SERVICES AND ADMINISTRATIVE EFFICIENCY
COMMITTEE**

HONORABLE JOHN CHIANG, COMMITTEE CHAIR
450 N STREET, SACRAMENTO, ROOM 121
JULY 31, 2002, 9:30 A.M.

Agenda Item

1. Recruitment Program Plan – Mid-Year Accomplishments

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- Board Members
 - Business Taxes Committee
 - Customer Services and Administrative Efficiency Committee
 - Legislative Committee
 - Property Tax Committee
 - Other [Insert Name]
-

Topic:

Recruitment Program Plan – Mid-Year Accomplishments

Background:

At the October 24, 2001 Customer Services and Administrative Efficiency (CS&AE) Committee Meeting, the Recruitment and Outreach Section (ROS), Administrative Department, presented strategies outlined in the Recruitment Program Plan to enhance the agency’s recruitment and outreach efforts. The Board members approved the strategies set forth in the Recruitment Program Plan and directed staff to report back on the five accomplishments that could be expected to be achieved by mid-calendar year 2002. Based on this direction, this paper addresses the following:

1. Implementation of a new employee questionnaire, including questions on the hiring process timeframe;
2. Development of candidate profiles using demographic data collected for recruiting in the auditor and compliance classifications;
3. Development of new recruitment materials;
4. Selection and training of new recruiters; and
5. Visits to all of the California State University (CSU) system campuses with accounting departments, including specific interpretation regarding the visits and their results.

Staff was also directed to focus the Board’s recruitment efforts on the Business Taxes Representative (BTR) and Tax Auditor (TA) classifications, in recognition of the fact that positions in these classifications represent the majority of the Board’s positions that are excluded from the State’s current hiring freeze.

Current Status:

A. New Employee Questionnaire

The ROS, with assistance from the Research and Statistics Section, developed the New Employee Questionnaire (see Attachment A). The purpose of the New Employee Questionnaire is to obtain information for the development of candidate profiles, which will assist the ROS with focusing the Board's recruitment efforts. The information gathered will include new employees' opinions of and experiences with the Board's recruitment, examination, and hiring processes; factors influencing new employees' decisions to accept employment with the Board; the source of the new employees' knowledge of employment opportunities with the Board; and statistical data about the new employees (previous employment sector, age group, level of education, and zip code).

The ROS field-tested the draft questionnaire with 15 recently hired employees at various levels throughout the Board. The field test was conducted to ensure that the questionnaire's instructions and content were easy to read and comprehend, and that the design and format were user-friendly. Overall, field test participants indicated that the questionnaire was easy to understand and complete. The most significant feedback received indicated that the questionnaire needed to distinguish between new employees who took an examination to become eligible for either State or Board employment and those who transferred from another state agency.

Based on comments received from the field test participants, the ROS revised the questionnaire. The final questionnaire contains a total of 21 questions and requires approximately 10–15 minutes to complete. In June 2002, the questionnaire was distributed to all managers, supervisors, and attendance coordinators for provision to new Board employees. The questionnaire does not require employees to identify themselves, and employee participation is voluntary. Employees who participate in the questionnaire will be provided with a confidential, pre-addressed envelope in which to return the completed questionnaire. Oversight and administration of the security and confidentiality of the information obtained from employees is the responsibility of the ROS.

Upon receipt of the completed questionnaires, the information derived will be analyzed for trends and patterns in the new employee responses (e.g., consistent factors that attract employees to work for the Board). The ROS will periodically check the number of responses against a list of new employees to ensure that the number of completed questionnaires received will provide statistically valid data. The ROS will subsequently compile data quarterly, and prepare an annual summary of the questionnaire results. The results may be used to modify existing personnel and examining procedures, as well as recruitment efforts, where appropriate and feasible.

B. Examination Candidate/New Employee Profiles

The ROS has begun the initial development of two different types of employee profiles. One is a profile of potential job candidates who participate in the Internet examination for the Business Taxes Representative (BTR) and Tax Auditor (TA) classifications. The profiles displayed in Attachment B were developed from data from a survey that is included in the Internet examinations for these classifications. Attachment C displays the survey and Attachment D displays the complete set of data derived from the survey. The examination survey solicited information on candidates' current or most recent employer, whether or not they are students, their zip codes, and where they learned about Board employment.

The ROS has also developed profiles of newly-hired BTRs and TAs, which are displayed in Attachment E. These profiles were developed from a review of the personnel files of employees newly hired into these classifications. The ROS reviewed the files of employees who transferred into these classifications from within the Board, as well as those of employees who are new to the Board, in order to obtain a complete demographic background on all employees new to these classifications. Currently, these profiles contain information on new employees' age groups, their educational backgrounds, and their previous employment sectors. Attachments F and G contain the complete data sets derived from the file review. After the ROS begins collecting and analyzing data from the New Employee Questionnaire, the profiles of newly hired BTRs and TAs will also contain information on how employees who are new to the Board first heard about Board employment, and why they sought employment with the Board.

The profiles will assist the ROS with determining the employment sectors from which the Board has been successful in hiring job candidates, which of its outreach methods and venues have been most successful, and those aspects of Board employment that should be emphasized in advertising and recruitment presentations (e.g., salary, job security, and benefits).

Implications of the above data for Board recruitment. The profiles reflected in Attachments B and E are preliminary (i.e., based on seven months of Internet exam survey data and nine months of data on newly appointed BTRs and TAs). Based on the data reviewed during these time frames, the Internet appears to be the favored employment advertising venue by those seeking employment with the Board. If this trend continues, consideration will be given to focusing existing resources to Internet employment advertising. Additionally, based on the high number of private sector candidates, the ROS will consider expanding the Board's outreach efforts to professional associations, such as the California Society of Certified Public Accountants, as well as community organizations involved in employment and training. These changes would be consistent with the Board's overall Recruitment Program Plan, as well as the Regionalized Recruitment Plan. If the 31-40 age group continues to be the largest age group for BTR and TA candidates, the characteristics that will need to be emphasized during recruitment efforts are the Board's stability as an employer, the state's excellent retirement benefits, and the absence of excessive overtime requirements, since demographic research shows that members of this age group value these employment factors.

C. New Recruitment Materials

In cooperation with the Education and Outreach Section staff of the Customer and Taxpayer Services Division, the ROS developed a new recruitment brochure (see Attachment H), which provides information about the Board to job seekers at various recruitment venues. The brochure contains 20 pages of information on the Board's overall mission and responsibilities, the types of jobs available, advancement opportunities, benefits, flexibility of work hours, incentives (e.g., professional competency bonus and the CPA program), and the State of California's retirement program. A pocket on the inside back cover of the brochure contains inserts on the examination and hiring process, district office profiles, and descriptions of the Board's entry-level positions.

The primary audiences for the brochure are college students and the 31-40 age group. To appeal to college-age audiences, the brochure was designed with minimal text, plain English, full color photos and graphics, and emphasizes flexible hours and a caring, fun environment. For the 31-40 age group, the format emphasizes the State's outstanding retirement plan and benefits, minimal overtime, and promotional potential. The brochure also contains testimonials from Board employees about why they enjoy working for the agency. The ROS plans to print and distribute the brochure in early Fiscal Year 2002-03.

D. Selection and Training of New Recruiters

Since the bulk of recruitment activity occurs in the Board's district offices, during the last six months, the ROS focused on selecting new recruiters from those offices. In concert with planning the selection of the field recruiters, the ROS developed the Regionalized Recruitment Plan (see Attachment I). The Regionalized Recruitment Plan delineates the state into ten recruitment regions, identifies recruitment venues and district offices within each region, and specifies the number of recruiters to be appointed to each region (25 statewide) and their duties. The Plan was developed during February and March 2002, and was reviewed by the Board members in April 2002. Copies were distributed to district offices in April 2002, along with the job announcement for the part-time recruiter positions.

The percentage of duties assigned to each recruiter will range from 15 to 35% and may vary over time, depending on the size of the region and the number of potential recruitment venues within the region. Each region will require a minimum of two recruiters since participation at recruitment events typically requires at least two staff. Staff selected for the recruiter positions will be selected from employees at the level of BTR, Range C, and above, or TA, Range B and above. Those selected for the positions will have their audit/compliance duties and responsibilities adjusted by the percentage of recruitment duties required for their regions. The recruiters will continue to report directly to their current supervisors in the district or branch offices, and will receive direction for performing recruitment activities from the Recruitment and Outreach Section Manager in Headquarters.

Forty-five employees responded to the job announcement. Interviews and reference checks were conducted in June 2002, and all 25 new recruiters have been selected.

A recruiter's training manual has been developed and distributed to the new recruiters. The manual includes sections on the Board's recruitment policies and procedures, personnel rules and policies, demographics, marketing/recruiting strategies, and equal employment opportunity information.

Working with Personnel Management Division staff, the ROS will conduct training sessions for the new recruiters during Summer 2002. The training will provide an overview of the civil service system, including the State civil service examining process; recruitment techniques such as working with local media and community-based organizations on job opportunities with the Board; and equal employment opportunity information.

E. Recruitment Visits to California State University Campuses

At the direction of the Board, the ROS conducted recruitment visits to all California State University (CSU) campuses with accounting departments. In December 2001, the ROS sent letters the accounting and/or business department heads at the 21 CSU campuses with accounting departments, requesting permission for Board recruiters to make presentations to accounting and business students. All the CSU campuses contacted responded positively to the request, with the exception of the Monterey campus, which did not respond despite repeated contacts.

During January 2002, the ROS worked either with the campus' career centers or their student accounting societies to set up the logistics for the recruitment presentations. The ROS also developed a powerpoint presentation, which addresses the following topics:

- Brief history and overview of the Board;
- How the various taxes and fees the Board collects fund local health, safety, and education

programs;

- How the Board combats the underground economy;
- How working for the Board helps employees to achieve work/life balance;
- Why the Board's work is interesting and challenging;
- Incentives such as the Board's professional competency bonus and CPA certification program;
- State employment benefits;
- Current job opportunities/job duties/salaries; and
- Examination and selection process.

In late January and early February 2002, the ROS trained the district office recruiters on how to use the power point presentation and provided them with speaking points on the topics listed above.

The results of the recruitment visits are summarized in Attachment J. A total of 323 students attended the recruitment presentations. The audience members ranged from freshmen to senior accounting and business students. It is important to note that a large number of those students attending the events will not be ready to apply for full-time employment until next calendar year. As with all recruitment events, the Board's recruiters have been instructed to maintain the names of all audience members attending the events for future follow-up.

To date, the recruiters have followed up with 105 students who attended and expressed an interest in Board employment, and/or indicated that they were eligible for employment after graduating in May or June 2002. Of those contacted, 22 have applied for the BTR or TA positions with the Board. Since most students are graduating in late May or early June, hires from this candidate group are expected to be seen later this summer.

Conclusion:

The ROS will continue to implement and refine the Board's Recruitment Program Plan to identify and utilize the most efficient and cost-effective strategies in keeping the Board's vacant positions filled.

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Recruitment and Outreach Section, Administration Department

Current as of: July 5, 2002

The New Employee Questionnaire is available upon request.

Business Taxes Representative/Tax Auditor Examination Candidate Profiles

The examination candidate profiles were developed from the results of the survey that appears with the Board's Internet Examinations for the Business Taxes Representative (BTR) and Tax Auditor (TA) classifications. Seven months of survey data were reviewed for this report (August 2001 through February 2002). Due to a computer server lapse at the State Personnel Board, the agency that administers the examinations, complete data sets for the months of March, April, and May 2002 were not available, and therefore were not included in this count.

During the months noted above, a total of 413 candidates took the BTR Internet examination, and 389 candidates took the TA Internet examination. Of the 413 BTR candidates, 399, or 97%, responded to the Internet survey, and 350 TA candidates, or 90%, responded. The primary source from which the survey respondents learned about the examination was through the Internet (67% for the BTR, and 57% for the TA survey respondents). The second largest source was a friend or relative who works for the state (14% for the BTR and 15% for the TA survey respondents). While the predominant number of respondents reported a California zip code, the zip codes did not indicate a significant number of candidates from any particular California region.

Prior to November 1, 2001, the only question that survey respondents were asked regarding their current employment was "Are you currently a State employee?" Between August 2001 and February 2002, 21% of the BTR survey respondents, and 13% of TA survey respondents, reported yes to this question. They were also asked if they were students; 26% of BTR and 31% of TA survey respondents, reported yes. Fifty-four percent (54%) of BTR and 57% of TA survey respondents did not respond to either question. It can be assumed that those who did not respond were employed by the private sector, other public sectors, professional associations, or were unemployed or self-employed.

The question "If you are not a current state employee, where are/were you currently/formerly employed?" was added to the survey on November 1, 2001. From this date and through February 2002, 269 applicants responded to the BTR survey, and 195 responded to the TA survey. During this period, the majority of survey respondents for both exams indicated they were from the private sector (51% of BTR respondents, and 52% of TA respondents). During this time period, twenty-four percent (24%) of BTR survey respondents and 17% of TA survey respondents indicated they were state employees, and 29% of BTR and 33% of TA survey respondents indicated they were students. Therefore, the private sector preliminarily appears to be the largest sector from which BOE obtains both the Business Taxes Representative and Tax Auditor candidates.

ATTACHMENT C

<http://jobs.spb.ca.gov/btrexam/btrsurvey.htm>

INTERNET EXAMINATION SURVEY RESULTS – August 2001–February 2002

	Business Taxes Representative	Tax Auditor
Total Applicants/Survey Respondents:		
Total Examination Applicants	413	389
Total Survey Respondents		
Number of Current State Employees/ Students:		
State Employee	82	45
Student	103	107
Number Not Responding to These Categories	214	198
Total	399	350
Additional Employment Categories¹:		
Private Sector		
City Government	5	3
County Government	12	0
Federal Government	2	3
Community Organization	2	4
Professional Association	6	4
Other	33	19
Total	197	134
Applicants Learned About Examinations From²:		
The Internet	269	199
Friend or Relative-State Employee	54	52
BOE Recruiter	30	45
College Organization	25	39
BOE Posting	27	12
BOE Phone Hotline	10	8
EDD Posting	8	5
Other State Agency	3	5
Exam Mail Announcement	1	3
Radio	0	3
Newspaper	4	2
Community Organization	1	0
Direct Telephone Contact	0	1
Other	13	16
Total	445	390

¹ The question “If you are not a current state employee, where are/were you currently/formerly employed?” was added to the survey in November 1, 2001. Therefore, these data reflect responses received from November 2001 through February 2002.

² From August through October 2001, candidates were asked to select more than one source if they desired. Therefore, the total responses for this category are greater than the total number of survey respondents.

Profiles of Newly Hired Business Taxes Representatives/Tax Auditors

The Recruitment and Outreach Section staff reviewed a total of ninety personnel files of employees hired into the Business Taxes Representative and Tax Auditor classifications during September 2001–May 2002.

Business Taxes Representative (BTR) classification. Fifty-three candidates were newly appointed to the BTR classification during this time period. The 31-40 age category was the largest for this group. Fifty-two percent (52%) of all candidates possess a bachelor's degree, and the most typical course of study was Business (36%). Forty-five percent (45%) of the candidates transferred to a permanent position or promoted from a permanent position within BOE, while the private sector was the second largest source of candidates for this classification, with 32% of employees having been hired from this sector.

Tax Auditor (TA) classification. During the same time period, thirty-seven candidates were newly appointed to the TA classification. The 31-40 age category was the largest for this group at 37%. Eighty-one percent of all candidates possess a bachelor's degree, and the most typical course of study was Accounting (32%). In contrast to BTR candidates, the private sector was the largest source of candidates for the TA classification, with 62% of employees having been hired from this sector. BOE was the second largest source of candidates for this classification; thirteen percent (13%) of this group transferred to a permanent position or promoted from a permanent position within BOE.

Business Taxes Representative – New Employee Profiles
(Total Number of Employees = 53)

Age Group	Number of Employees	Percentage of Employees
21-30	15	28.3%
31-40	26	49%
41-50	8	15%
51-60	4	7.5%
61+	0	0%
Education	Number of Employees	Percentage of Employees
3-29 college units	13	24.5%
30-60 college units	1	1.8%
60+ college units, no degree	3	5.6%
Associate of Arts	4	7.5%
Associate of Science	1	1.8%
Bachelor of Arts	4	7.5%
Bachelor of Science	24	45.2%
Graduate Degree	2	3.8%
NOT SPECIFIED	1	1.8%
Course of Study	Number of Employees	Percentage of Employees
Business	19	35.8%
Accounting	7	13.2%
Psychology	2	3.8%
Other	11	20.7%
Not specified	14	26.4%
Previous Employer	Number of Employees	Percentage of Employees
BOE Transfer/Promotion from Permanent Position	24	45.2%
Federal Government	1	1.8%
State Government	2	3.7%
County Government	0	0%
City Government	0	0%
Private Sector	17	32%
Non-Profit Sector	2	3.8%
Student Assistant BOE	1	1.8%
Student Assistant Other		
State Agency	3	5.7%
No previous employment	3	5.7%

**Tax Auditor – New Employee Profiles
(Total Number of Employees)**

Age Group	Number of Employees	Percentage of Employees
21-30	12	32.4%
31-40	14	37.8%
41-50	8	21.6%
51-60	3	8.1%
61+	0	0%
Education	Number of Employees	Percentage of Employees
3-29 college units	2	2.7%
30-60 college units	0	0%
60+ college units, no degree	0	0%
Associate of Arts	0	0%
Associate of Science	0	0%
Bachelor of Arts	8	21.6%
Bachelor of Science	22	59.4%
Graduate Degree	5	13.5%
NOT SPECIFIED	0	0%
Course of Study	Number of Employees	Percentage of Employees
Business	11	29.7%
Accounting	12	32.4%
Taxation	2	5.4%
Other	4	10.8%
Not specified	8	21.6%
Previous Employer	Number of Employees	Percentage of Employees
BOE Transfer/Promotion from Permanent Position	5	13.5%
Federal Government	1	2.7%
State Government	1	2.7%
County Government	1	2.7%
City Government	0	0%
Private Sector	23	62.1%
Non-Profit Sector	0	0%
Student Assistant BOE	3	8.1%
Student Assistant Other State Agency	3	8.1%
No previous employment	0	0%

The new Recruitment Brochure is available upon request.

REGIONALIZED RECRUITMENT PLAN

INTRODUCTION

The Regionalized Recruitment Plan assists the State Board of Equalization (BOE) with meeting two of the agency's overall Recruitment Program Plan strategies: To provide oversight and coordination of district and headquarter recruiters, and to increase outreach to diverse community groups and professional organizations. The Regionalized Recruitment Plan focuses on the agency's district office recruiters, and on recruitment for the Tax Auditor and Business Taxes Representative classifications. A strategy will also be developed for headquarters' recruiters in 2003, pending closure of the current State hiring freeze.

BACKGROUND

Last fiscal year, a total of 47 individual district office staff participated in recruitment activities. Those district office staff spent an average of five to twenty percent of their time on recruitment activities. Currently, each district office has assigned one lead recruiter; in many cases, the leads do not attend recruitment events and activities but select and coordinate other staff to perform these duties. To date, BOE has focused its recruitment efforts on colleges.

PROPOSAL

The Regionalized Recruitment Plan delineates the state into 10 recruitment regions and requires the selection of 25 part-time recruiters. The percentage of duties assigned to each recruiter will range from 15 to 35% and may vary over time, depending on the size of the region and the number of potential recruitment venues within the region. Each region will require a minimum of two recruiters since participation at recruitment events typically requires at least two staff. In contrast to existing recruitment practices, the recruiters selected to operate under the Regionalized Recruitment Plan will be required to perform all recruitment duties and will not delegate those duties to others except in the case of unanticipated circumstances (e.g., illness).

The Regionalized Recruitment Plan will improve efficiency by assigning geographically appropriate venues to the various district and branch offices, and by assigning 25 recruiters who will consistently conduct district office recruitment activities. It will improve the quality of recruitment since recruiters will be screened and selected by headquarters' Recruitment and Outreach Section staff. In addition, the agency's Recruitment Program Plan requires the selected recruiters to receive training. The training will include, but not be limited to, the following topics: civil service examination and selection methods, how to promote a uniform message about obtaining BOE employment, and how to develop recruiting relationships with the venues listed in the Regionalized Recruitment Plan. Further, since the community-based agencies selected as recruitment venues serve a wide variety of client bases – displaced employees, women, veterans' groups, ethnic minority groups, and vocational rehabilitation clients – the

PROPOSAL (CONT.)

Regionalized Recruitment Plan will also improve BOE's recruitment practices by broadening its outreach beyond the college campus.

Staff selected for the recruiter positions will be selected from employees at the level of Business Taxes Representative, Range C, or Tax Auditor, Range B and above. Those selected for the positions will have their audit/compliance duties and responsibilities adjusted by the percentage of recruitment duties required for their regions. The recruiters will continue to report directly to their current supervisors in the district or branch offices, and will receive direction for performing recruitment activities from the Recruitment and Outreach Section Manager in Headquarters.

The recruitment venues addressed in the Regionalized Recruitment Plan include the University of California and California State University campuses, community colleges, other colleges, professional associations, and community-based employment organizations that provide employment placement and referrals to client bases that may be appropriate for Board employment. Community colleges are included because they serve large numbers of returning students with four-year degrees and several years of work experience.

Recruitment activities will include attending recruitment events and/or giving presentations at the colleges and other recruitment venues listed. If the presentation format is not appropriate or practical for some organizations, recruitment may take the form of keeping them apprised of BOE job opportunities through fax, e-mail, or letter.

The following pages describe the boundaries of the ten recruitment regions, and identify the recruitment venues selected.

REGION 1

- **District and/or branch offices:** Eureka, Redding, Santa Rosa, Suisun City
- **Area served:** Del Norte, Humboldt, Trinity, Mendocino, Sonoma, Napa, Marin, Solano, Siskiyou, Modoc, Shasta, Lassen, Tehama counties
- **Number of recruiters assigned:** 2 at 20% each
- **UC campuses:** None
- **CSU campuses:** CSU Chico; Humboldt State University; Sonoma State University
- **Number of community colleges:** 9
- **Number of additional recruitment venues:** 28

REGION 2

- **District and/or branch offices:** Sacramento, Stockton
- **Area served:** Plumas, Butte, Glenn, Lake, Colusa, Sutter, Sierra, Yuba, Nevada, Placer, Sacramento, Yolo, San Joaquin, El Dorado, Amador, Calaveras, and Alpine counties
- **Number of recruiters assigned:** 2 at 20% each
- **UC campuses:** UC Davis
- **CSU campuses:** CSU Sacramento
- **Number of community colleges:** 9
- **Number of additional recruitment venues:** 22

REGION 3

- **District and/or branch offices:** Fresno, Bakersfield, Ventura
- **Area served:** Tuolumne, Stanislaus, Merced, Mariposa, Mono, Madera, Fresno, Kings, Tulare, Inyo, San Luis Obispo, Santa Barbara, Ventura, Kern counties
- **Number of recruiters assigned:** 2 at 35% each
- **UC campuses:** UC Merced, UC Santa Barbara
- **CSU campuses:** CSU Stanislaus, CSU Fresno; Cal Poly San Luis Obispo; CSU Bakersfield; CSU Channel Islands
- **Number of community colleges:** 16
- **Number of additional recruitment venues:** 30

REGION 4

- **District and/or branch offices:** Oakland, San Francisco, San Jose, Salinas
- **Area served:** Contra Costa, Alameda, San Francisco, San Mateo, Santa Clara, Santa Cruz, San Benito, Monterey counties
- **Number of recruiters assigned:** 6 at 20% (2 from the San Francisco district office, 2 from the Oakland district office, 2 from the San Jose district office)
- **UC campuses:** UC Berkeley, UC Santa Cruz
- **CSU campuses:** CSU Hayward; San Francisco State University; San Jose State University; CSU Monterey
- **Number of community colleges:** 23
- **Number of additional recruitment venues:** 81

REGION 5

- **District and/or branch offices:** Riverside and Rancho Mirage
- **Area served:** Riverside and San Bernardino counties
- **Number of recruiters assigned:** 2 at 15% each
- **UC campuses:** UC Riverside
- **CSU campuses:** CSU San Bernardino
- **Number of community colleges:** 7
- **Number of additional recruitment venues:** 19

REGION 6

- **District and/or branch offices:** Van Nuys
- **Area served:** The northern border of this region extends from Canoga Park to La Crescenta; the eastern border from Altadena to Pasadena; the southern border from Sunset Boulevard to Glendale and Glassel Park. The western border extends to Ventura County.
- **Number of recruiters assigned:** 2 at 15% each
- **UC campuses:** None
- **CSU campuses:** CSU Northridge
- **Number of community colleges:** 6
- **Number of additional recruitment venues:** 9

REGION 7

- **District and/or branch offices:** Torrance, Culver City
- **Area served:** This region includes downtown Los Angeles and is bordered by Venice, Westchester, and Manhattan Beach on the west; UCLA, Beverly Hills, and Hollywood Park on the north; Maywood, Bell Gardens, Downey, and Bellflower on the east; and Torrance, Long Beach, and Los Altos on the south.
- **Number of recruiters assigned:** 2 at 25%
- **UC Campuses:** UC Los Angeles
- **CSU campuses:** CSU Long Beach; CSU Dominguez Hills
- **Number of community colleges:** 10
- **Number of additional recruitment venues:** 40

REGION 8

- **District and/or branch offices:** West Covina
- **Area served:** This region is bordered on the west by East Los Angeles and Alhambra; on the north from Arcadia to, but excluding, the city of Riverside; on the east by Pomona; and on the south by Whittier, La Habra, and Diamond Bar.
- **Number of recruiters assigned:** 2 at 15%
- **UC Campuses:** None
- **CSU campuses:** CSU Los Angeles; Cal Poly Pomona
- **Number of community colleges:** 3
- **Number of additional recruitment venues:** 12

REGION 9

- **District and/or branch offices:** Santa Ana, Laguna Hills, Norwalk
- **Area served:** This region includes all of Orange County. It includes a portion of Los Angeles county, which is bordered on the west by Norwalk and Lakewood; on the north by Santa Fe Springs and La Habra West; and on the east by Orange County.
- **Number of recruiters assigned:** 2 at 20% each
- **UC campuses:** UC Irvine
- **CSU campuses:** CSU Fullerton
- **Number of community colleges:** 12
- **Number of additional recruitment venues:** 17

REGION 10

- **District and/or branch offices:** San Diego, San Marcos, Kearny Mesa, El Centro
- **Area served:** San Diego and Imperial counties
- **Number of recruiters assigned:** 2 at 15%
- **UC campuses:** UC San Diego
- **CSU campuses:** CSU San Diego
- **Number of community colleges:** 7
- **Number of additional recruitment venues:** 25

Attachment 1. List of Colleges, Professional Associations, and Community-Based Employment Organizations*

REGION 1

PAGE 6

COMMUNITY COLLEGES

College of the Redwoods	College of Marin
College of the Siskiyous	Napa Valley College
Lassen College	Solano Community College
Mendocino College	Santa Rosa Junior College
Shasta College	

Other Colleges

Pacific Union College

Community-Based Employment Organizations

American Association of Retired People (Sonoma Co.)
 California Indian Manpower Consortium (1 location in Shasta and Sonoma Counties)
 Canal Community Alliance (Marin Co.)
 Career Resource Center (Marin Co.)
 Casa Allegra Community Services (Marin Co.)
 Job Connection (Napa Co.)
 Marin County Division of Employment and Training
Marin Jobs & Career Services
 Marin Senior Coordinating Council
 Mendocino Works Resource Center (7 locations in Mendocino County)
 Modoc Employment Center
 Northern California Employment Network (1 location in Del Norte, Modoc, Siskiyou, Trinity, Lassen, and Tehama Counties)
 Northern Humboldt Adult Center
 Novato Human Needs Center
 One Stop Career Centers (1 location in Modoc, 1 in Lassen, 2 in Solano)
 Petaluma Job Link
 Rapid Response Career Center
 Rural Human Services, Inc. (Del Norte Co.)
 Siskiyou Training and Employment Program, Inc.
 Sonoma Job Link
 SMART Community Employment Centers (5 locations in Shasta Co.)
 Southern Humboldt County Service Center
 The Job Center (Humboldt Co.)
 The Job Market (Humboldt Co.)
 Vietnam Veterans of California (Sonoma Co.)
 Workforce Connection (3 locations in Siskiyou Co.)
 Ya-Ka-Ma Indian Education Center (Sonoma Co.)

* Counties are listed next to community organizations in recruitment regions that contain more than two counties, when the organization's name does not contain a geographical reference.

Community Colleges

Butte College
American River College
Cosumnes River College
Sacramento City College
San Joaquin Delta College
Feather River College
Sierra College
Yuba College
Lake Tahoe Community College

Other Colleges

D-Q University
Humphreys College
Simpson College and Graduate School
University of the Pacific

Community-Based Employment Organizations

Northern California Employment Network (Butte, Glenn, Lake, Sutter, and Yuba Counties)
Chico Employment Center (Butte Co.)
Oroville Community Employment Center (Butte Co.)
One Stop Career Center (Nevada Co.)
Glenn County Human Resource Agency (2 locations)
Lake Resource Center
One-Stop Career Center (3 offices in Placer Co., 2 in Yolo Co., 2 in El Dorado Co., 1 in Nevada Co.)
Employment and Training Center (Plumas Co.)
Sacramento Works Career Centers (13 locations in Sacramento Co.)
Asian Resources (Sacramento Co.)
California Indian Manpower Consortium (Sacramento Co.)
Transition Assistance Management Program (Sacramento Co.)
Sacramento Professional Network
Sacramento Urban League
Sacramento Chinese Center
Work-Net Centers (5 in San Joaquin Co.)
Senior Information and Assistance (El Dorado Co.)
The Job Connection (Amador, Calaveras Counties)

Community Colleges

College of the Sequoias	Cerro Coso Community College
Columbia College	Cuesta College
Fresno City College	Moorpark College
Modesto Junior College	Oxnard College
Reedley College	Porterville College
West Hills College	Santa Barbara City College
Bakersfield College	Taft College
Barstow College	Ventura College

Other Colleges

Fresno Pacific University

Professional Associations

American Society of Women Accountants (Fresno Chapter,
Tulare/Kings Chapter, Santa Barbara Chapter)

Community-Based Employment Organizations

Bishop Career Services Center (Inyo Co.)
Blind Net
California Indian Manpower Consortium (Fresno Co.)
Cambodian Women's Association (Fresno Co.)
Career Services Centers (9 locations in Kern County)
Community Service Employment Opportunities Program (Fresno Co.)
Creekside Career Center (San Luis Obispo)
East Bakersfield Community Center
Hmong American Community (Fresno Co.)
Job Connection Mariposa
Job Connection Tuolumne
Kern County Senior Collaboration
Khmer Society of Fresno
Kings County One-Stop
Lao Family Community of Fresno, Inc.
Lao Community Development (Fresno Co.)
Madera County Workforce Assistance Center (3 locations)
Merced County Employment and Service Center
Opportunity Plus (Fresno Co.)
Refugee Employment Service, Inc. (Fresno Co.)
Ridgecrest One-Stop Career Services Center (San Luis Obispo)
Southeast Asia Resource Action Center (Fresno Co.)
Stanislaus Career Network Center (3 locations)
Vietnamese Association of Fresno (Fresno Co.)
Vietnamese Buddhist Association (Fresno Co.)
Workforce Connection (8 offices in Fresno Co.)
Workforce Resource Center (Santa Barbara Co.)
West Oxnard Job & Career Center (Ventura)

Community Colleges

Canada College	Laney College
Chabot College	Las Positas College
City College of San Francisco	Los Medanos College
College of Alameda	Merritt College
College of San Mateo	Mission College
Contra Costa College	Ohlone College
DeAnza College	San Jose City College
Diablo Valley College	Skyline College
Evergreen Valley College	Vista College
Foothill College	West Valley College
Gavilan College	Hartnell College
Monterey Peninsula College	

Other Colleges

College of Notre Dame	Lincoln University
Golden Gate University	Saint Mary's College of California
John F. Kennedy University	University of San Francisco

Professional Associations

Association of Latino Professionals in Finance and Accounting (San Francisco Chapter)
 American Society of Women Accountants (San Francisco/Silicon Valley Chapters)
 National Association of Black Accountants, Inc. (San Francisco Chapter)
 National Black MBA Association (San Francisco Chapter)
 The National Association of Asian American Professionals (San Francisco)
 Network of Indian Professionals (San Francisco Chapter)

Community-Based Employment Organizations

Adelante, Inc. (Alameda Co.)
 Adelante Familia So. Co. - Kiosk (Santa Clara Co.)
 African Immigrant and Refugee Resource Center (San Francisco Co.)
 Alumnae Resources (San Francisco Co.)
 American Viet League (Alameda Co.)
 Arc, The (San Francisco Co.)
 Asians for Job Opportunities in the Bay Area, Inc. (Alameda Co.)
 Bay Area Urban League, Inc. (Alameda Co.)
 Bay Area Women's and Children's Center (Alameda Co.)
 Black Women Organized for Educational Development (Alameda Co.)
 CalWorks Office - Kiosk (Santa Clara Co.)
 California Veterans Advocacy Corporation (Alameda Co.)
 Candelaria American Indian Council (Santa Clara Co.)
 Career Action Center (Santa Clara Co.)
 Career Education Center (San Mateo Co.)
 Career Resource Development Center (1 in Alameda Co., 1 in San Francisco Co.)
 Careers Abound (San Francisco Co.)
 Catholic Charities of the Diocese of Oakland (Alameda Co.)
 Catholic Charities of San Francisco
 Charity Cultural Services Center (San Francisco Co.)
 Chinese for Affirmative Action (San Francisco Co.)
 Chinese Newcomers Service Center (San Francisco Co.)

Community-Based Employment Organizations (cont.)

Community Business Network (Alameda Co.)
 Community Educational Services (San Francisco Co.)
 CONNECT! Business and Career Campus (Santa Clara Co.)
 East Bay Works Career Center (4 locations in Contra Costa Co.)
 East Bay Vietnamese Association, Inc. (Alameda Co.)
 Filipinos for Affirmative Action, Inc. (Alameda Co.)
 Gilroy One Stop (Santa Clara Co.)
 Institute for Career Development- Goodwill Industries (Santa Clara Co.)
 International Institute of the East Bay (Alameda Co.)
 Jewish Vocational Service (San Francisco Co.)
 Jobs Consortium, Inc. (Alameda Co.)
 Korean Center, Inc. (San Francisco Co.)
 Korean Community Center of the East Bay (Alameda Co.)
 La Raza Information Center, Inc. (San Francisco Co.)
 Mission College Career Transfer Center (Santa Clara Co.)
 Neighborhood Self-Sufficiency Center – (3 Kiosks in Santa Clara Co.)
 Next Step Center/Veterans Workshop (San Mateo Co.)
 NOVA - Kiosk (Santa Clara Co.)
 Oakland Career Center/Oakland PIC (Alameda Co.)
 Oakland Chinese Community Council (Alameda Co.)
 One-Stop Career Centers (6 locations in Alameda Co.; 2 locations in Santa Clara Co.)
 Peninsula Works (4 locations in San Mateo Co.)
 Project HIRED (Santa Clara Co.)
 ProMatch of Silicon Valley (Santa Clara Co.)
 RichmondWorks (4 locations in Contra Costa Co.)
 San Jose Silicon Valley WIB One-Stop (Santa Clara Co.)
 Santa Clara County Housing Authority – Kiosk (Santa Clara Co.)
 Santa Clara County Social Services Agency – Kiosk (Santa Clara Co.)
 Self-Help for the Elderly (San Francisco Co.)
 Neighborhood Self-Sufficiency Center – (3 Kiosks in Santa Clara Co.)
 Next Step Center/Veterans Workshop (San Mateo Co.)
 Silicon Valley WIN (Santa Clara Co.)
 Spanish Speaking Citizens' Foundation (Alameda Co.)
 Southeast Asian Community Center (San Francisco Co.)
 Tri-City One-Stop Career Center (3 locations in Alameda Co.)
 Tri-Valley One-Stop Career Center (Alameda Co.)
 United Indian Nations (Alameda Co.)
 Vet Center (San Francisco Co.)
 Women in Community Services, Inc. (Alameda Co.)
 Women's Building (San Francisco Co.)
 Career Works Workforce Santa Cruz County
 Capitola Career Works (Santa Cruz Co.)
 Mid-County One Stop Career Center (Santa Cruz Co.)
 Opportunity Center (Monterey Co.)
 One-Stop Career Center (2 locations in Monterey Co., 1 location
 in San Benito Co.)
 Santa Cruz Career Center
 Watsonville Career Works (Santa Cruz Co.)

Community Colleges

Allan Hancock College
Antelope Valley College
Chaffey College
Copper Mountain College

Mt. San Jacinto College
Riverside Community College
Victor Valley College

Other Colleges

La Sierra University
University of Redlands

Community-Based Employment Organizations

American Association of Retired Persons (Riverside Co.)
Asian American Economic Development Enterprise (San Bernardino Co.)
Career Focus (Riverside Co.)
Career Resource Management Center - Marine Corp. (San Bernardino Co.)
Catholic Charities/Refugee Programs (Riverside, San Bernardino Counties)
California Indian Manpower Consortium (Riverside Co.)
Fontana Native American Indian Center (5 locations in San Bernardino Co.)
Inland Area Native American Association (San Bernardino Co.)
Jobs and Employment Services – (San Bernardino Co.)
Lutheran Social Services/Corporate Office (Riverside Co.)
Mojave Valley Senior Center (San Bernardino Co.)
One-Stop Centers (5 locations in Riverside Co., 5 locations in San Bernardino Co.)
Riverside County Multi-Media Kiosk Network (42 kiosks)
Senior Information and Assistance (4 locations in San Bernardino Co.)
Senior Employment Program (San Bernardino Co.)
So. California Indian Center, Inc. (Riverside Co.)
The Fontana Rehab Workshop (San Bernardino Co.)

Community Colleges

Citrus College
College of the Canyons
Glendale College
Los Angeles Mission College

Los Angeles Pierce College
Los Angeles Valley College

Other Colleges

DeVry Institute of Technology, West Hills
Pepperdine University
Woodbury University

Community-Based Employment Organizations

Career Encores
City of Pomona – LA Urban League (2 Kiosks)
Foothill Employment & Training Connection (16 Kiosks)
Foothill One-Stop Career Center Kiosk (7 Kiosks)
One Stop Centers (3 locations)
Verdugo Jobs Center

Community Colleges

Compton College	Los Angeles Harbor College
College of the Desert	Los Angeles Southwest College
El Camino College	Los Angeles Trade-Tech College
Long Beach City College	Santa Monica College
Los Angeles City College	West Los Angeles College

Other Colleges

DeVry Institute of Technology
Loyola Marymount University
Mount Saint Mary's College
University of La Verne

Professional Associations

Association of Latino Professionals in Finance and Accounting
(Los Angeles Chapter)
American Society of Women Accountants (Los Angeles Chapter, Long Beach Chapter)
Korean Business/Professional Women
Latin American Professional Women
National Association of Black Accountants, Inc. (Los Angeles Chapter)
National Black MBA Association (Los Angeles Chapter)
The National Association of Asian American Professionals (Los Angeles Chapter)
The Network of Indian Professionals (Los Angeles Chapter)

Community-Based Employment Organizations

African American Unity Center	United Cambodian Community
African Community Resource Center	Workforce Investment Network
Armenian Evangelical Social Service	(3 locations)
Asian Pacific Community Services	Winning New Jobs
Aware Advisory Center	
Black Resource Center	
Boeing – Career Transition Center	
Career Encores	
Career Transition Center	
Chicano Resource Center	
Chinatown Service Center	
Civic Center Hall of Administration (kiosk)	
Compton Public Library	
Filipino American Service Group	
Hollywood WorkSource Center	
Imperial Courts Jobs Plus	
Jewish Vocational Services	
Job Club/Career Encores	
Job Starts, Inc.	
L.A. Urban League/Headquarters	
Listo Job Referral Center	
One Stop Career Centers (11 locations)	
Pacific Asian Consort/Employment	
People Helping People	
So. California Indian Center, Inc.	

Community Colleges

East Los Angeles College
Mt. San Antonio College
Pasadena City College

Other Colleges

Azusa Pacific University
Claremont McKenna College
DeVry Institute of Technology

Community-Based Employment Organizations

Armenian Relief Society
Career Partners
CHARO Community Development Corp.
Chinatown Service Center
Maravilla Foundation
Mexican American Opportunity Foundation
One-Stop Career Center (1 kiosk, 8 office locations)
Pomona Neighborhood Center, Inc.
Work Orientation/Rehab Co.

Community Colleges

Cerritos College
Coastline Community College
Golden West College
Orange Coast College
Cypress College
Fullerton College
Palo Verde College
Santa Ana College
Santiago Canyon College
Rio Hondo College
Irvine Valley College
Saddleback College

Professional Associations

American Society of Women Accountants (Orange County Chapter)

Community-Based Employment Organizations

Asian American Economic Development Enterprise (Orange Co.)
Cambodian Family (Orange Co.)
Career Builders (Orange Co.)
Career Focus (Orange Co.)
Catholic Charities/Employment (Orange Co.)
Corbin Community Center (Orange Co.)
One Stop Career Centers – (8 locations in Orange Co.)
Orange Resource Center
Placentia Human Services (Orange Co.)
Santa Fe Springs Neighborhood Center (Los Angeles Co.)
Senior Aides Program (Orange Co.)
Southern California Indian Center, Inc. (Orange Co.)
Vietnamese Community of Orange County
Vietnamese League of Orange County
Vietnamese-American Community/So California (Orange Co.)
Women Helping Women (Orange Co.)

Community Colleges

Cuyamaca College
Grossmont College
Imperial Valley College
Mira Costa College
Palomar College
San Diego City College
Southwestern College

Other Colleges

Chapman University
National University
Point Loma Nazarene University

Professional Associations

Association of Latino Professionals (San Diego Chapter)
American Society of Women Accountants (San Diego Chapter)
The Network of Indian Professionals (San Diego Chapter)

Community-Based Employment Organizations

Able-Disable Advocacy (San Diego)
Alliance for African Assistance (San Diego)
California Indian Manpower Consortium (San Diego)
Career Awareness Center (San Diego)
Comprehensive Training Services (San Diego)
Community Education Service Center (San Diego)
Deaf Community Services of San Diego, Inc.
Episcopal Community Services
Heartland Human Relations and Fair Housing Assoc. (San Diego)
Imperial County Job Resource Center
Indian Human Resource Center (San Diego)
Marine Family Service Center, Camp Pendleton
Navy Family Service Center (2 locations in San Diego Co.)
Neighborhood House Association (San Diego)
One-Stop Career Centers (5 locations in San Diego)
San Diego Job Corps Center
San Diego Workforce Partnership
San Diego Youth and Community Services
Vietnam Veterans of San Diego

ATTACHMENT J

**Results of Board-Mandated California State University
Recruitment Presentations (as of July 3, 2002)**

Campus	Lead Recruiter/ District Office	Presenta- tion Date	Number Attending¹	Number Contacted by Recruiter After Event	Number of Applications Received	Number of BTR/TA Vacancies in Geographical Area²
Humboldt State University	Lawrence Brandt/Santa Rosa	3/27/02	23	12	3	0
CSU Chico	Jennifer Beaton/Sacramento	3/19/02	4	1	1	0
Sonoma State University	Lawrence Brandt/Santa Rosa	2/19/02	38	23	8	0
CSU Sacramento	Jennifer Beaton/Sacramento	3/5/02	2	1	1	0
CSU Hayward	Joe Santos/Oakland	2/19/02	26	3	1	1
San Francisco State University	Jacquiline Rockwell/San Francisco	3/21/02	5	2	1	1
San Jose State University	Steve Carlsen/San Jose	3/12/02	4	1	1	1
CSU Stanislaus	Jennifer Beaton/Sacramento	3/20/02	27	0	0	0
CSU Fresno	Hector Prado/Ventura	3/13/02	11	1	0	0
Cal Poly SLO	Hector Prado/Ventura	2/26/02	45	5	1	0
CSU Bakersfield	Hector Prado/Ventura	2/22/02	22	4	0	0
CSU Northridge	Ernie Perez/Van Nuys	3/7/02	18	15	1	2
Cal Poly Pomona	Brittany Lien/West Covina	2/21/02	30	4	0	2
CSU San Bernardino	Jesse Macias/Riverside	3/14/02	8	1	0	2
CSU Los Angeles	Mike Carrari/Norwalk	2/13/02	19	19	0	2
San Diego State University	Gloria Garcia/San Diego	3/4/02	2	2	0	1
CSU Fullerton	Al Morales/Laguna Hills (Santa Ana)	3/6/02	11	3	0	2
CSU Long Beach	Raul Gonzalez/Torrance	4/4/02	11	2	1	2
CSU San Marcos	Gloria Garcia/San Diego	3/26/02	11	4	2	1
CSU Dmgz. Hills	Raul Gonzalez/Torrance	4/11/02	6	2	1	2

¹ Please note that the students attending the presentations ranged from freshmen to seniors, and a large number of them were not ready or eligible for full-time employment this year.

² Current vacancies are in the San Jose, Van Nuys, Culver City, San Marcos, and San Diego offices.