

Issue Paper Number 01-028



- Board Meeting
- Business Taxes Committee
- Customer Services and Administrative Efficiency Committee
- Legislative Committee
- Property Tax Committee
- Other

Recruitment Program Plan

I. Issue

How should the Board of Equalization (BOE) proceed with the agency's recruitment and outreach efforts?

II. Staff Recommendation

Staff recommends proceeding with the strategies outlined in the attached draft Recruitment Program Plan (see Exhibit 1) to enhance the agency's recruitment and outreach efforts.

III. Other Alternative(s) Considered

Continue with existing recruitment and outreach activities.

IV. Background

At the March 28, 2001 meeting of the Customer Services and Administrative Efficiency Committee, staff presented an overview of the agency's existing recruitment and outreach efforts. At that time, staff recommended appointing a Recruitment and Outreach Manager reporting directly to Ms. Sally Lee, Deputy Director, Administration Department, and developing an agencywide Recruitment Program Plan to enhance the recruitment and outreach efforts at BOE. With the Board's approval in May 2001, Ms. Beverlee Wickstrom was hired into the Recruitment and Outreach Manager position effective June 18, 2001. Ms. Wickstrom has brought to BOE over eight years of State supervisory and administrative experience in the areas of examination, recruitment, outreach, public relations, and program evaluation and planning from the Department of Consumer Affairs.

During the past two months, Ms. Wickstrom and Ms. Lee met with line program managers and the District Office managers and district recruiters on recruitment and outreach issues. Additionally, Ms. Wickstrom consulted several Internet websites on recruitment issues, other State agencies, the State Recruiters' Network, a local public relations consultant, and various publications such as *American Demographics*. She has also consulted with Personnel Management Division and Equal Employment Opportunity Office staff, joined the BOE's Organizational Effectiveness (OE) Careers Team, and researched past recruitment and outreach records.

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V. Staff Recommendation

To date, BOE has focused its efforts on college recruitment, paid advertisements, and job fairs. In doing so, the limited resources available have continued to be dedicated without benefit of analysis for effectiveness. Staff recommends conducting demographic research and analysis to assist the Board with targeting appropriate groups and methods for recruitment. Based on the results of the research, staff should broaden its outreach efforts to include community organizations, ethnic organizations, employment and training centers, and other organizations. In addition, staff recommends that all recruitment activities be continuously evaluated to maximize effective use of BOE resources. Accordingly, staff have developed the attached (draft) Recruitment Program Plan. The Plan strategies and tactics are summarized below for the Board's review.

A. Description of the Staff Recommendation

- **Use demographic research and analysis to successfully target outreach to a broader base of job candidates.**

In the past, BOE has focused its recruitment efforts on college-age candidates. While those efforts have resulted in some successes, BOE nevertheless continues to experience recruitment and retention problems. Through surveys and research, staff should identify other potential candidate groups from which to recruit and develop sample demographic profiles of individuals who might be likely candidates for filling BOE vacancies. The agency should then broaden its recruitment efforts to organizations other than college campuses (e.g., community-based organizations, ethnic professional associations and organizations, etc.). In addition, staff should begin monitoring private sector layoffs and where appropriate, tap into those groups that have potential BOE job candidates.

- **Through marketing and public relations, position the agency as a state government “employer of choice.”**

BOE needs to focus on raising its visibility and attractiveness to potential job candidates through developing and publicizing innovative employee programs, sponsoring events that will generate free publicity, and working with the media. For example, BOE can pitch its employment opportunities and attractive attributes (e.g., flexible hours, good benefits and retirement package, and stability) to career columns of major daily newspapers. In addition, BOE may want to consider changing the look of its recruitment materials to make them more contemporary and informative, and changing the agency logo so that it clearly identifies BOE as the Board of Equalization.

- **To assist BOE with meeting its affirmative action hiring goals, increase outreach to diverse community groups and professional associations.**

Based on the results of the demographic research and analysis discussed above, BOE will be better able to direct its outreach efforts to various community groups such as professional associations, ethnic-based organizations, women's groups, employment and training centers, and vocational rehabilitation centers.

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- **Based on demographic research and cost analysis, explore using paid advertising venues, including Internet job boards, where appropriate.**

Staff should explore, on a trial basis and through research and cost analysis, various paid advertising venues such as Internet job boards and classified ads in magazines geared toward specific groups (e.g., ethnic-based community newspapers and professional associations). Participation in job fairs for which fees are assessed is recommended, but only with continuous consideration of cost-effectiveness to ensure return on investment.

- **Provide leadership, coordination, and training of district and headquarters recruiters.**

The Administration Department will provide training to district and headquarters recruiters on examination processes, classification and pay, recruiting/outreach techniques, and demographic information. Staff are exploring deploying a regionalized approach to recruiting (e.g., dividing the state into regions and assigning a specified number of recruiters for each region, to maximize limited resources and eliminate the potential for duplication of effort).

- **Ensure that the hiring and examination processes are as timely and efficient as feasible.**

Working within the confines of the California State civil service system, BOE should review its current examining and hiring processes to ensure that they are timely and efficient. Where processes may have become artificial barriers to recruiting qualified candidates, BOE will work with the State control agencies to improve timeliness and efficiency.

- **Through research, keep abreast of and consider the feasibility of using the recruiting practices of private corporations and public agencies, particularly our competitors (e.g., Big Five accounting firms and local/federal government).**

Given today's job market, it is critical for BOE to become knowledgeable of and keep abreast of the recruiting strategies of its employer competitors. Staff needs to conduct research and review websites and recruiting materials to pinpoint and use, where appropriate, the best practices of its public and private competitors.

- **Continuously evaluate recruitment and outreach activities to determine the agency's return on investment.**

The BOE must ensure that its limited recruiting resources are used wisely and cost-effectively. Data from the BOE Internet examination survey, the proposed new employee survey, and the employee exit survey should be continually analyzed so that the recruitment and outreach staff can determine which recruitment activities are resulting in a reasonable return on investment. In addition, staff should monitor the number of hires actually resulting from activities such as job fairs and on-campus interviews, to determine which of these activities are of continuing value.

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B. Pros of the Staff Recommendation

- Maximizes efficiency and effectiveness by basing recruitment and outreach on research, analyses, and demographic data.
- Broadens outreach efforts to a variety of demographic groups, which will assist BOE with meeting its affirmative action goals.
- Enhances the training and information provided to both headquarters and district office recruiters.
- Leverages free/lower cost media where practical to maximize the use of limited resources.
- Works towards elevating the general visibility and identity of BOE.

C. Cons of the Staff Recommendation

- May increase the existing workload of district and headquarters recruiters.
- May require increased resources for recruitment and outreach activities to enhance the effectiveness of efforts.

D. Statutory or Regulatory Change

None

E. Administrative Impact

As the Recruitment Program Plan becomes integrated into BOE operations, it is anticipated that significant improvements will occur in attracting and hiring qualified staff to fill vacant BOE positions necessary to carry out the agency's mission.

F. Fiscal Impact

1. Cost Impact

As mentioned, staff will need to better coordinate expenditures for and staffing of recruitment and outreach activities. Staff will track expenditures for recruitment and outreach during this fiscal year, and analyze the cost-effectiveness of recruitment activities, to document a baseline budget.

The following *hard-dollar* costs are *estimated* for Fiscal Year 2001/02.

Recruitment event/booth fees	\$10,000
Reprinting of recruitment brochures, folders	\$15,000
Print advertising	\$10,000
Internet job board advertising	\$10,000
TOTAL	\$45,000

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Please note that the Cost Impact does not include staff time, training, or travel costs. As mentioned above, staff will develop a baseline budget during this fiscal year that includes those costs.

2. Revenue Impact

None

G. Taxpayer/Customer Impact

To the extent that BOE has not been able to recruit qualified staff, the agency's ability to provide customer services to taxpayers has been adversely affected. Staff believes that the proposed Recruitment Program Plan (Exhibit 1) should improve BOE's ability to recruit qualified staff to fill vacant positions.

H. Critical Time Frames

During the 2001/2002 Fiscal Year, the Recruitment and Outreach Section (staffed by the Manager and one analyst) will perform the following activities:

- Conduct demographic research and surveys to develop recruitment plans specific to each hard-to-recruit for classification;
- Revise and disseminate new recruitment materials;
- Research/purchase Internet job board advertising (i.e., posting job vacancies on Internet sites such as Monster.com); and
- Regionalize field recruitment activities.

Individual work plans with specific deadlines will be developed for each tactic listed in the Recruitment Program Plan.

VI. Alternative 1

A. Description of the Alternative

Continue with existing recruitment and outreach activities. Prior to the development of the Recruitment Program Plan, the recruitment function had been assigned to an analyst within the Examination and Recruitment Section of the Personnel Management Division. The analyst worked with diverse program staff to recruit candidates to primarily take BOE's entry-level exams. In the 18 months before March 2001, the recruitment analyst and numerous program and district recruitment staff had participated in 296 on-campus and 20 off-campus events, career fairs, and conferences.

B. Pros of the Alternative

- Requires less time and staff effort for planning/implementation.

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C. Cons of the Alternative

- Recruitment activities are not based on strategy or research; therefore, it is unknown whether BOE would be recruiting appropriate demographic groups.
- Has brought the BOE less success with recruitment than anticipated.
- Does not contain an evaluation method.
- Does not provide for full-time manager oversight.

D. Statutory or Regulatory Change

None

E. Administrative Impact

This alternative would require an analyst within the Examination Unit of the Personnel Management Division to continue to provide oversight to BOE's recruitment efforts. In addition, program and division staff would continue to perform both on- and off-campus recruitment activities as described above.

F. Fiscal Impact

1. Cost Impact

In Fiscal Year 2000/01, BOE spent approximately \$35,000 on recruiting. Alternative 1 would require approximately the same expenditure.

2. Revenue Impact

None

G. Taxpayer/Customer Impact

To the extent that BOE has not been able to recruit qualified staff, the agency's ability to provide customer services to taxpayers has been adversely affected. Staff believes that continuing to implement Alternative 1 would not improve BOE's ability to recruit qualified staff to fill vacant positions.

H. Critical Time Frames

None

Prepared by: Administration Department, Recruitment and Outreach Section

Current as of: August 29, 2001

I. BOARD OF EQUALIZATION

Recruitment Program Plan

BACKGROUND

In recognition of the recruitment difficulties that the Board of Equalization (Board) has been experiencing in a number of its key civil service classifications, the Board established a new Recruitment and Outreach Section, and hired a Recruitment and Outreach Manager in mid-June 2001. The primary responsibilities of the Recruitment and Outreach Manager are to develop a recruitment plan and administer the Board's recruitment and outreach efforts. The Recruitment and Outreach Section will be staffed initially by the Manager and one or two analysts.

Prior to this, recruitment had been the responsibility of an analyst within the Examination and Recruitment Section. The analyst coordinated recruitment activities that focused on recruiting individuals to take the Board's entry-level open examinations, and worked with headquarters and district office recruiters on recruitment activities at various locations throughout the state.

PROBLEM STATEMENT

The Board has conducted vigorous college campus recruitment, and has experienced some hiring successes. However, the agency continues to experience problems recruiting candidates for positions in the Auditing, Compliance, Information Technology, and Clerical classifications in many locations. The Board must compete with the private sector and other government agencies for candidates for these occupations. This is especially difficult in high-cost, large urban areas in which some of the agency's district offices are located. In addition, while the Board has made significant progress in meeting its affirmative action goals, some ethnic groups and women continue to be underrepresented in certain classifications.

Goals

The Board's Recruitment Program Plan will:

- Assist line management with identifying and hiring qualified employees at various levels, with an emphasis on attracting competitive candidates to those classifications for which the Board is experiencing recruitment difficulties.
- Recruit a workforce that reflects California's ethnic diversity, meets the Board's affirmative action goals, and is more balanced relative to the labor market.
- Be based on demographic research and analysis to target specific demographic groups that will be attracted to Board employment;
- Ensure the cost-effective use of limited resources, through continuous evaluation of activities; and
- Use marketing and public relations strategies to increase the Board's general visibility and attractiveness as an employer.

Strategies

Following are strategies (or objectives) for meeting the identified goals, and activities for implementing the strategies.

Strategy #1: Use demographic research and analysis to successfully target outreach to job candidates.

The Board should explore marketing to these

latter two subsets of Generation Xers.

Increasingly, employers will be faced with having to recruit and manage the next generation of employees, “Generation Y” (born roughly between 1978 and 1984). They are the children of the Baby Boomers and the younger siblings of Generation Xers. Generation Yers are technologically savvy, need continuous and immediate feedback (a result of growing up with video games such as Nintendo), and like to work in teams. While salary is important to Generation Yers, it is not as important as a workplace that is fun and flexible. In addition, Generation Yers value growth and learning opportunities.² *Since this group will constitute the next generation and the next wave of college graduates, it is critical for the Board to learn how to attract and retain these job candidates.*

Baby Boomers (born roughly between 1945 – 1964) are also an important demographic group for the Board. Baby Boomers place a high value on job stability, are loyal to their employers, and value process and procedures.³ A significant percentage of the Board’s current workforce is composed of Baby Boomers as well as the generation preceding Baby Boomers, and, as noted in staff’s April issue paper on recruitment, is scheduled to retire from the Board over the next few years. However, a large segment of this group also has a number of years remaining before retirement. *Given the characteristics of Baby Boomers, the Board may want to consider increasing recruitment to this group as well, and consider the workplace needs of people who are close to retirement or wish to begin semi-retirement (e.g., flexible/shorter work hours).*

TACTICS FOR STRATEGY #1

➤ **Ensure that outreach efforts are targeted according to demographics.**

- Use data from the Board’s Internet examination survey to determine how applicants heard about employment with and examinations administered by the Board.

- Modify the Internet survey form to query applicants on information such as why they are interested in employment with the Board, their current place of employment, current salary levels, and other pertinent data.

¹ Lankard, B. *Career Development in Generation X: Myths and Realities*. ERIC Clearinghouse, 1995; Jennings, Andrea T., *Hiring Generation X*. *Journal of Accountancy*, February 2000.

² Martin, Dr. Carolyn. *Managing Generation Y*. Excerpt from forthcoming book, HRD Press.

³ Wilkinson, Ron. *Boomers vs. Gen X Cooperation Clash*. *The Financial Manager*, February/March 2001; Chan, Gilbert, ‘X’ *Marks the Spot*, *Sacramento Bee* article, July 5, 1999.

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- Collect and compile the age/ethnicity data for the major Board examinations and summarize the data according to exam.
 - Conduct surveys and other research to pinpoint specific demographic groups to which the Board should target its recruiting efforts for the hard-to-recruit-for classifications.
- **Based on the results of the above research, develop “likely candidate profiles” (e.g., geographical preferences, interests, and work environment) to focus advertising and marketing efforts to recruit qualified candidates. Based on these profiles:**
- Develop unique recruiting approaches for each difficult-to recruit-for class.
 - Develop unique recruiting approaches, including a schedule of recruitment events, for each geographical district.
- **Determine if the Board’s small business owner tax seminars and Small Business Day events are worthwhile recruitment events.**
- On a trial basis, send staff from headquarters and one or two district offices to the seminars; evaluate results.
 - If worthwhile, develop an ongoing attendance schedule.
- **Increase outreach on a trial basis to out-of-state job candidates, to benefit the Board’s out-of-state offices.**
- Develop mailing lists of out-of-state community-based organizations, ethnic organizations, employment and training centers, and similar organizations, to increase outreach to potential candidates for the Board’s out-of-state offices.
 - Enhance the existing list of out-of-state colleges and professional associations.
 - Develop outreach to government employers from other states. (Recently, one of the Board’s district offices was successful at recruiting job candidates from other state agencies in eastern states --the candidates were attracted to living in California.)
- **Monitor private sector layoffs through media reports and private sector contacts.**
- If company staffing fits the Board’s candidate profile(s), contact the company’s human resource office to determine if a recruiting relationship can be established.
 - Determine how to best contact employees undergoing layoff, to promote Board job opportunities and explain the State civil service system.
- **Compile research findings on the characteristics of Baby Boomers, Generation Xers, and Generation Yers.**
- Ensure that recruiters/managers/supervisors understand these characteristics, what attracts each generation to the workplace, and what motivates/retains each age group.
 - Include information about these demographic groups in the recruiters’ training module.

Strategy #2: Through marketing and public relations, position the Board as the state government “employer

According to Dr. John Sullivan, Head and Professor of Human Resources Management College of Business at San Francisco State University, “All recruiting is marketing, and a marketing-based strategy is the foundation of everything we do” in recruiting. The private sector has long recognized this maxim and typically fuses recruiting

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efforts with its advertising and public relations efforts. As discussed above, the Board faces stiff recruiting competition from the private sector, other state agencies, and federal and local government, largely because of salary differentials. Therefore, the Board must aggressively identify and publicize other unique “selling points”, such as workplace qualities, values, attractive geographic/community attributes, and employee programs, and market them to appropriate demographic groups identified through research.

In addition, the Board must develop an identity, or in marketing terms, a “brand” that will make it easily recognizable to job candidates and will differentiate it from other government agencies. For example, the DMV and CalTrans agency acronyms are, for various reasons, perhaps the most widely recognized state department acronyms in California. Although the Board of Equalization has less of a direct impact on individual citizens than these two state departments, nevertheless, to become a competitive recruiter, it must develop a wider recognition and a “great place to work” brand.

Dr. Sullivan states that, “The best way to build image is not through buying ads but instead through “word-of-mouth” advertising. Your firm must consciously seek out innovative things to do so that it becomes the topic of conversation and it gets people to talk about what a great place it is to work.” Given the Board’s limited recruiting resources, this form of marketing should be the Board’s main focus.

The Board can achieve this through developing and publicizing innovative employee programs, sponsoring events that will generate free publicity, and learning how to work with media. An example from the private sector, which would be applicable to state employment, is the American Express “Working Mother” recruitment ad campaign. The campaign used a photo of a toddler with the statement “We understand that there may be another boss in
San Jose Mercury News published an article in its career section about employment with the Internal Revenue Service. The IRS recruiter touted flexible work hours, stability, benefits, and a reimbursement plan for commuting via public transportation worth \$780 annually. Given the *Mercury News*’ circulation numbers, such an article is worth tens of thousands of paid advertising dollars.

Tactics for Strategy #2

- **Become a “talked-about” employer within state employee and other job candidate circles – for the right reasons.**
 - Explore developing a “bring a friend to work” program that encourages employees to bring a friend who is actively seeking employment to recruitment forums (e.g. the Organizational Effectiveness Careers Team could host a reception with presentations and refreshments).
 - Work with the agency’s Charitable Activities Committee to ensure that it receives publicity.
 - Explore options for rewarding recruiters for successes.
 - Promote and facilitate employee recruitment and retention through options such as job-sharing and part-time work.
 - Explore developing an employee “buddy” program for sick employees on catastrophic leave – e.g., recognize employees for volunteering to run errands or make meals for employees on catastrophic leave or extended sick leave who need and want such assistance.
 - Explore developing a non-civil service based internship program with colleges and universities in which the Board can participate in the selection of participants based on potential and interest in future employment with the Board, particularly for the Board’s hard-to-recruit for positions.
 - Sponsor a public event worthy of media coverage.

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- Sponsor/publicize a donation or help to charity (e.g., wrap Christmas gifts at malls statewide and donate proceeds to a charity selected by Board employees).
 - Explore developing a scholarship program.
 - Explore the feasibility of a reimbursement plan for using public transportation to commute to work (similar to the Internal Revenue Service plan mentioned above).
 - Encourage the use of Student Assistants to transition directly into hard-to-recruit for professional positions.
- **Use media opportunities as free advertising for the Board.**
- Using the above programs as media “hooks”, pitch the Board as an attractive employer to career columns in major dailies, job journals, etc. (An article in the Sunday career column of a major daily is worth tens of thousands of dollars of paid classified advertising!)
 - Pitch the above programs and employment with the Board to other free publications such as professional association newsletters, etc.
- **Redesign the content and look of the Board’s recruitment package.**
- Make the design more contemporary, informative, and inviting.
 - Rewrite the director’s letter to include more compelling details on what BOE has to offer employees.
 - Include a general brochure about the Board’s mission, which includes attractive aspects of working for the Board (e.g., Headquarters is close to museum, shopping mall, dry cleaners; provides flexible work hours; has a privately-owned child care center, etc.).
 - Work with the district offices to develop a list of attractive aspects for each district office.
 - Include a salary/benefits comparison to private sector and local/federal government. (Although the Board cannot independently change civil service salaries, job seekers always want to know the bottom line in regards to salary/benefits.)
 - Include easy-to-read, step-by-step information on the exam process for non-state employees.
- **Explore redesigning the Board’s logo so that it “brands” the Board as the Board of Equalization.**
- For example, the Board’s acronym (BOE) could be incorporated into the logo to help the Board achieve better name recognition.
 - Consult with in-house graphic staff on redesign.
- **Work with the Organizational Effectiveness Internal Communications Team and public information and outreach staff to make the Board’s Internet Website more user-friendly for job seekers.**
- Prominently display a “Jobs Button” on the home page.
 - Prominently display attractive geographic/community attributes, employee programs, etc. for Board headquarters and all district offices.
 - Revise the Board’s job vacancy pages to make them more visually attractive and user-friendly.
 - To enhance outreach to people with disabilities, indicate on job vacancy announcements those positions that are LEAP classifications. Include a statement at the beginning of the job vacancy announcement that the Board is an equal opportunity employer and encourages people with disabilities to apply for vacancies.

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- Review the websites of private corporations and public agencies (such as the Big Five Accounting Firms, local government agencies, the Franchise Tax Board, and so on) to glean design ideas for the Board's website.

Strategy #3: To assist BOE with meeting its affirmative action hiring goals, and to generally broaden its outreach efforts, increase outreach to diverse community groups and professional organizations.

➤ **Based on the results of the above research, increase outreach to various community-based and professional organizations that fit into the agency's candidate profile (see sample list of organizations, Attachment A). This tactic will broaden the Board's outreach audience, as well as strengthen its diversity recruitment efforts.**

- To continuously alert these groups of employment opportunities at the Board, develop or obtain mailing lists from the following groups:
 - ❖ Women's groups, employment and training centers, ethnic organizations/professional associations, churches, etc.
 - ❖ Vocational rehabilitation centers to increase outreach to people with disabilities
 - ❖ Professional associations that pertain to Board job classifications (e.g., accounting associations)
 - ❖ Alumni associations
 - ❖ American Association of Retired Persons
 - ❖ California State Employee's Association Retired Annuitants List
 - ❖ Chambers of Commerce
 - ❖ Junior/career colleges
- Determine the best method of contacting these groups (e-mail, regular mail) to apprise them of examinations and job vacancies.
- Schedule speaking engagements with these groups.
- Increase advertising, paid (see Strategy #4) and non-paid, in weekly community newspapers and magazines published by these groups.
- Use programs such as Welfare to Work.

Strategy #4: Based on demographic research and cost analysis, increase the use of paid outreach activities, including electronic advertising, where appropriate.

As mentioned above, the Board's current recruiting resources are limited, and therefore, it will need to rely heavily on free marketing and public relations strategies versus paid outreach activities, such as Internet advertising. However, based on careful research, the Board will be better able to focus on effective paid outreach activities.

TACTICS FOR STRATEGY #4

- **On a trial basis, explore the use of various paid advertising media, and analyze cost-effectiveness before implementing on a wide scale.**

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- Use Internet job boards such as Monster.com and Hot Jobs.com as an advertising medium.
- Use “niche” Internet job boards that target specific careers and demographic groups.
- Increase classified advertising in the major dailies for specific hard-to-recruit-for classifications.
- To broaden diversity recruitment, increase classified advertising in smaller weekly publications such as ethnic and community-based newspapers.
- Continue to attend job fairs, but carefully analyze cost-effectiveness.

Strategy #5: Provide oversight, coordination, and training of district and headquarters recruiters.

TO CONDUCT A SUCCESSFUL RECRUITMENT PROGRAM, THE BOARD MUST ENSURE THAT ALL EMPLOYEES WHO SERVE AS RECRUITERS ARE SUPPLIED WITH THE APPROPRIATE TOOLS AND TRAINING TO CONDUCT EFFECTIVE RECRUITMENT. THE HEADQUARTERS’ RECRUITMENT AND OUTREACH SECTION WILL ASSIST THE DISTRICT RECRUITERS BY IDENTIFYING OUTREACH OPPORTUNITIES, CONTINUOUSLY SUPPLYING THEM WITH EFFECTIVE RECRUITMENT MATERIALS, ENSURING THE EFFECTIVE USE OF THEIR TIME AS WELL AS MANAGEMENT SUPPORT FOR THEIR EFFORTS, AND PROVIDING THEM WITH APPROPRIATE TRAINING.

Each district office has distinct community attributes and geographic characteristics that are attractive to potential job seekers. Recruitment and Outreach Staff will assist the district recruiters with identifying these attributes and using them to attract potential candidates.

TACTICS FOR STRATEGY #5**➤ Explore the option of a regionalized approach for district recruitment.**

- Develop this option with District Managers/Recruiters.
- Establish structure of the regionalized approach – i.e., determine how many recruiters are needed for each region/district; define roles and the amount of time to be dedicated to recruitment vs. audit/compliance assignments; clarify direct and indirect supervision to be provided; and outline interface with field office management.
- Explore centralized screening of list eligibles to create a pool for referral to the various field offices. The intent would be to allow for a more consistent hiring approach.
- Explore redirecting hard-to-fill positions from field offices experiencing recruitment difficulties to field offices with better recruitment/retention success. The intent would be to retain the positions within the same Board member district.

➤ Provide training to recruiters.

- Assess need for training (e.g., State civil service classification and pay practices; examination processes; hiring processes; and working with local media).
- Develop a training module(s) and schedule for recruiters in each region.

➤ Provide assistance/support to district/headquarters outreach efforts.

- Develop regional/district outreach plans that address each district’s specific recruitment problems.

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- Coordinate the budget and approval process for district outreach events.
- Keep recruitment materials up-to-date and ensure that recruiters have a continual supply.

Strategy #6: Ensure that hiring processes are timely and efficient.

One of the factors contributing to the State's recruitment problems is its complex and time-consuming examination and hiring process. Unlike the private sector, the State must ensure that prospective candidates obtain eligibility on an employment list before they can be hired. In addition, delays to the development and release of such eligibility lists, confusion over minimum qualifications, minimum qualifications that create artificial barriers to entering a classification, and delays in processing job and examination applications can further hinder the State's recruitment efforts.

BOARD MANAGEMENT AND JOB CANDIDATES ARE NO LONGER WILLING TO WAIT WEEKS OR MONTHS TO MAKE OR RECEIVE A FIRM OFFER OF EMPLOYMENT. THIS IS ESPECIALLY TRUE OF GENERATION YERS, THE NEXT GENERATION GRADUATING FROM COLLEGE. THE BOARD MUST ENSURE THAT ITS INTERNAL HIRING PROCESSES MEET THE DEMANDS OF TODAY'S WORKFORCE BY BEING TIMELY AND EFFICIENT.

TACTICS FOR STRATEGY #6

- **Review existing examination and hiring processes and re-engineer any processes that are significantly detrimental to recruitment efforts.**
 - Make more efficient and effective the processes for candidates to take entry level Internet exams and become list certified.
 - Make more efficient and effective the processes for hiring interviews and approvals for job offers.
 - Ensure that managers are aware that tentative job offers can be made pending formal approval from Personnel.
 - Ensure that the approach to examination development provides for appropriate screening of eligible candidates.
 - Make more efficient the review of student transcripts following a hiring interview.
 - Make use of open/spot exams timed in conjunction with recruitment events.

Strategy #7: Through research, keep abreast of the recruiting practices of private corporations and our other competitors, such as the Big Five accounting firms.

Because the Board must compete for qualified job candidates from a limited pool, it is important for staff to become knowledgeable of and keep abreast of the recruiting strategies of its competitors.

Tactics for Strategy #7

- **Research the recruiting strategies/materials of private corporations known as "employers of choice" (e.g., Southwest and Patagonia), as well as those of the Big Five accounting firms, local government, and so on.**
 - Conduct research to determine recruitment strategies, hiring practices, and incentives used.
 - Review the information received and integrate those strategies applicable to the Board.

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- Review the websites of companies contacted to glean ideas about how they conduct recruitment, employment programs, etc.

Strategy #8: Continuously evaluate recruitment activities to determine the Board's return on investment.

As mentioned above, the Board has limited recruitment resources. Therefore, to ensure that these resources are used wisely, the agency's recruitment activities need to be constantly evaluated to ensure that they are worthwhile and effective. This information must then be shared with the Board's recruiters so that the least effective activities may be discontinued.

TACTICS FOR STRATEGY #8

- **Gather and analyze data from a variety of sources to determine recruitment activity cost-effectiveness.**
 - Use data from the Board Internet examination survey, the new employee survey, and other sources to determine the relative cost-effectiveness of continuing various outreach activities or utilizing new activities.
 - Ensure that headquarters and district recruiters obtain the names, addresses, and phone numbers of potential job candidates when attending outreach activities. Generate and maintain a current database of potential candidates. Follow up with a phone call or letter to assist the potential candidate with any questions, applying for the Internet exam, and so forth. Generate reports by cross-matching other data files to determine how many contacts resulted in actual hires. Based on the above results, determine the relative cost-effectiveness of continuing various outreach activities.
 - Modify the existing Recruitment Event Report to include the number of contacts that actually applied for an examination/job with the Board.