

RECRUITMENT FOR CIVIL SERVICE EXAMINATIONS

SECTION 3300

TABLE OF CONTENTS

PURPOSE	3300.1
AUTHORITY	3300.1
POLICY SUMMARY	3300.2
THE VALUE OF RECRUITMENT	3300.5
DEFINITION OF BROAD AND INCLUSIVE RECRUITMENT	3300.6
DEFINITION OF OUTREACH	3300.7
INTERPRETING PROVISIONS OF GOVERNMENT CODE SECTION 11139.6	3300.7
PROVISIONS OF GOVERNMENT CODE SECTION 19232	3300.8
BEST PRACTICES FOR CONDUCTING RECRUITMENT ACTIVITIES	3300.8
DEVELOPING AND IMPLEMENTING A RECRUITMENT PLAN	3300.15
AVAILABLE RESOURCES	3300.19
ATTACHMENTS	3300.21
Attachment A: Sample Recruitment Planning and Documentation Checklist	3300.21
Attachment B: Roles and Responsibilities in the Recruitment Process	3300.28
Attachment C: Discussion Points for Departmental Recruiters	3300.31

PURPOSE

This section provides information to State agencies and departments on the role of recruitment in the civil service examination process. In addition, this section defines each agency and department's obligation to engage in broad and inclusive recruitment efforts to ensure equal employment opportunity to all applicants, including individuals in the labor market at large and those already employed in the State's civil service.

AUTHORITY**Constitution of the State of California, Article VII, Section 1(b)**

In the civil service permanent appointment and promotion shall be made under a general system based on merit ascertained by competitive examination.

Senate Bill 1045 (SB 1045), Polanco *(Passed by Legislature in August 2002, and approved by the Governor September 30, 2002.)*

With the passage of SB 1045, the Legislature reaffirmed diversity as a public policy goal in public employment by adding Section 11139.6 to the Government Code. The Legislature recognized that the State's ability to compete would suffer if talented, skilled individuals from any segment of the labor pool were to be excluded from public employment.

Government Code Section 11139.6

Per provisions of Section 11139.6, public employers are authorized to engage in recruitment and outreach activities that include focused outreach and recruitment in an effort to recruit members of under-represented groups in entry-level positions within the organization's workforce. In addition, it is the intent of this law that all governmental agencies engage in general recruitment and outreach programs to all individuals.

Additional Government Code Sections

18500(c)	18939	19232
18900(a)	18950	19233
18933	18951	19234

California Code of Regulations, Title 2
Section 547

AUTHORITY
continued...*Age Discrimination in Employment Act**Americans with Disabilities Act**California Fair Employment and Housing Act**Civil Rights Act of 1964, Title VII**Civil Rights Act of 1991**Uniform Guidelines on Employee Selection Procedures*
(29 CFR 1607)**POLICY SUMMARY**

The State Personnel Board is committed to providing equal employment opportunity based on merit to all job applicants and employees and to prohibit illegal discrimination in every aspect of the State's personnel policies and employment practices, including recruitment activities associated with employment and promotion within the civil service. It is the State Personnel Board's policy to ensure that information related to employment with the State, including information and announcement of examination processes, is broadly disseminated to all sectors of the appropriate recruitment area.

The basic tenet of recruitment is to attract qualified individuals into the State's civil service. In accordance with Government Code §11139.6 and §19232, it is the State Personnel Board's policy that such recruitment efforts shall include broad and inclusive recruitment efforts for all civil service examination processes conducted on an open or open-nonpromotional basis.

Broad and inclusive recruitment efforts implemented for civil service examination processes shall be designed to provide fair, equitable notice to all segments of the appropriate recruitment area, such that interested applicants have an opportunity to consider and apply for the State's civil service examination processes. The following elements shall be included in broad and inclusive recruitment efforts:

1. Recruitment activities shall be conducted to provide information to a diverse and representative applicant group, and may include, but are not limited to:

POLICY SUMMARY
continued...

- a. Printed advertisements placed in a variety of publications, including, but not limited to, general circulation newspapers; community-based newspapers; newsletters of professional organizations or community-based organizations; departmental newsletters or publications for the public or customer audiences; English and non-English publications; or, minority-, female-, and/or disability-focused publications
- b. Advertisements distributed through a variety of media, including, but not limited to, radio, television, the Internet, direct mail, or billboards, including bilingual media services
- c. Advertisements in non-traditional venues, such as, but not limited to, billboards in specific geographic locations or bus placards on buses running specific routes or serving specific geographic locations/neighborhoods
- d. Participation in recruitment fairs and career fairs, including those conducted on a general basis and those conducted for the benefit of a specialized audience, such as those conducted for specific occupations, those sponsored for members of specific professional organizations or associations, those sponsored by community-based organizations, those sponsored by schools or colleges/universities, or those sponsored by minority-, female-, and/or disability-focused community groups or professional organizations
- e. Personal visits and presentations to colleges and universities, high schools, technical or trade schools, community-based organizations, or professional organizations
- f. The use of bilingual recruitment materials and/or examination bulletins
- g. The posting of examination bulletins in Department of Rehabilitation offices
- h. Local, regional, statewide, and/or national efforts to attract interested applicants

POLICY SUMMARY
continued...

2. Examination bulletins shall be posted for a sufficient period of time to allow interested individuals ample time to learn of the examination opportunity and prepare and submit required application materials.

The posting period must provide for a reasonable timeframe in which to notice interested, potentially qualified applicants. At a minimum, examination bulletins shall be posted for at least 10 working days to allow for wide dissemination. It is incumbent upon agencies and departments to ensure an adequate posting period in the spirit of broad and inclusive recruitment.

Depending on the difficulty in attracting qualified applicants for any particular job classification, agencies and departments may choose to utilize continuous filing to ensure an adequately sized, diverse applicant pool.

3. Examination bulletins shall be posted in a variety of media, including, but not limited to:
 - a. Paper copies posted on bulletin boards and/or made available in specified locations within the agency/department for which the examination is being conducted
 - b. Electronic copies posted on departmental internet/intranet pages.
4. Examination bulletins for all examinations conducted on an open basis shall be submitted to the following State departments for posting and/or distribution to potential applicants:
 - a. The State Personnel Board for posting on the State Personnel Board's website and review in the State Personnel Board's Service Center
 - b. Employment Development Department offices

If paper copies of examination bulletins are made available, the number of copies provided to the above departments shall be adequate for the anticipated number of applicants. If additional copies are needed, the testing agency or department shall furnish the additional copies upon request.

POLICY SUMMARY
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In summary, recruitment efforts shall be designed and implemented to be broad and inclusive. When designing and implementing recruitment efforts, agencies and departments shall comply with provisions of Government Code Section 11139.6 and shall consider the following factors:

1. The geographic location(s) of the available jobs, including current and anticipated vacancies
2. The availability of qualified applicants in the civilian labor force and within the State's civil service
3. The anticipated geographic location of qualified applicants (i.e., local availability, availability of applicants within the State, the need to recruit applicants on a national basis)
4. The accessibility of the examination opportunity to interested applicants, including those individuals not currently employed by the State and interested State employees
5. The identified job-related qualifications being sought in the applicant pool

In addition, agencies and departments shall document the extent of their recruitment efforts and have this documentation available at the time of examination bulletin release. Further, agencies and departments shall make this documentation available as a public record upon request and shall provide this information to the State Personnel Board upon request. Such documentation shall address, but is not limited to, the items presented in *Attachment A*.

THE VALUE OF
RECRUITMENT

Recruitment is an operational activity aimed at sharing information regarding examination opportunities with potential applicants and candidates. Recruitment activities as addressed in this manual section will focus on those activities planned and carried out in conjunction with examination processes conducted to establish eligible lists.

The recruitment process is intended to attract qualified and interested applicants, in sufficient numbers, to compete for appointment in the State's civil service. The ultimate goal of recruitment is to identify and select the most highly qualified individuals available for employment.

**THE VALUE OF
RECRUITMENT
continued...**

Recruitment is the first phase of the State's selection process. It is a key element in ensuring that eligible lists created as a result of civil service examination processes are comprised of qualified candidates. Recruitment is a critical activity to ensure diversity in the State's workforce, as well.

In addition, recruitment for State civil service examination and employment opportunities and outreach activities, defined below, provide agencies and departments with means to market themselves and employment in the State's civil service in a proactive, positive manner. The State's success in providing quality, cost-effective government services is dependent upon its ability to attract and retain a highly talented and motivated workforce.

The goal of recruitment is three-fold:

- To attract qualified candidates to compete for appointments in the civil service through broad and inclusive efforts extended to all segments of the State's diverse population.
- To ensure a qualified workforce based upon the results of job-related, merit-based selection processes.
- To ensure sufficient numbers of qualified candidates to meet hiring needs.

**DEFINITION OF
BROAD AND
INCLUSIVE
RECRUITMENT**

Broad and inclusive recruitment is recruitment that is conducted to ensure equal access to an employment opportunity for the widest possible audience of potential applicants. Broad and inclusive recruitment efforts for civil service examination processes conducted on an open or open-nonpromotional basis shall be designed and implemented to ensure that information regarding the examination opportunities is disseminated to all sectors of California's labor force, including ethnic, cultural, gender, disabled, and economic groups, in an effort to attract a qualified pool of applicants to meet department hiring needs.

**DEFINITION OF
OUTREACH**

Outreach is the process by which agencies and departments market themselves as viable employers and promote employment in the State's civil service. Outreach activities are a form of long-term marketing based upon fostering relationships with the community as a source of potential job applicants, including community based organizations, professional organizations, educational institutions, and other employers, in an effort to meet future recruitment/hiring needs. Outreach activities help to ensure the State's competitiveness within the broader labor market and are usually conducted separate and apart from specific recruitment efforts. Outreach activities are also a means by which agencies and departments can develop and maintain relationships with a variety of community groups, professional organizations, and similar organizations which provide services and support to diverse client bases.

The benefits of outreach include promoting diversity in the State's selection system and fostering diversity in the recruitment process by establishing sources of diverse applicants/candidates to meet future recruitment needs.

**INTERPRETING
PROVISIONS OF
GOVERNMENT
CODE SECTION
11139.6**

For purposes of interpreting Government Code Section 11139.6 as it pertains to the State's recruitment and outreach efforts, the terms underrepresented and entry level positions shall be defined as follows:

Underrepresented

Underrepresentation shall be determined by comparing the number of individuals in a target group employed by an agency/department to the group's representation in California's statewide general civilian labor force, as documented by the most recent available U.S. census data. Refer to the State Personnel Board's website for the most current data related to California's civilian labor force. Additionally, the State Personnel Board's website provides information and materials to analyze workforce representation data.

**INTERPRETING
PROVISIONS OF
GOVERNMENT
CODE SECTION
11139.6
continued...**

Entry level positions

Entry-level positions shall generally be defined as those job classifications (1) for which the minimum qualifications of that job classification, as depicted in the current classification specification, require less than *both* college graduation (or the equivalent) *and* at least two years of experience or (2) that represent the level of entry into the occupational field.

**PROVISIONS OF
GOVERNMENT
CODE SECTION
19232**

Government Code Section 19232 requires agencies and departments to ensure appropriate utilization of persons with disabilities in their workforce. When departmental utilization of persons with disabilities falls below 80 percent of labor force parity, agencies and departments shall establish departmental hiring goals for persons with disabilities. Information regarding the recruitment and selection of individuals with disabilities is available from the State Personnel Board's Office of Civil Rights. In addition, information regarding organizations and placement services for persons with disabilities is available on the State Personnel Board's website at: www.spb.ca.gov.

**BEST PRACTICES
FOR CONDUCTING
RECRUITMENT
ACTIVITIES**

Effective, ongoing recruitment efforts will provide the State visibility with the public as a viable employer and ensure adequately sized and diverse applicant pools from which selection/hiring decisions may be made. Recruitment should be a sustained departmental activity rather than an ad hoc or spontaneous activity in response to a specific examination process. Ongoing departmental support for formalized recruitment and outreach activities ensures that the reputation of the agency or department and the State as a competitive employer will be maintained and contributes to the overall success of individual recruitment efforts.

The function of recruitment is a dynamic aspect of the human resources profession, due primarily to the fact that the general state of the economy, technology, and workforce demographics are ever-changing. While the goal of recruitment remains steady, focused on attracting qualified individuals, the manner in which employment opportunities are shared and publicized changes

**BEST PRACTICES
FOR CONDUCTING
RECRUITMENT
ACTIVITIES
continued...**

with available technology, economic conditions, and the status of the organization as an employer of choice.

In recognition of these dynamics, departmental recruitment efforts and outreach efforts should strive to efficiently attract interested, qualified, diverse applicants and, where applicable, address or incorporate the following practices:

1. Evaluate the job-related qualifications. Review the job-related qualifications that will be assessed by the examination process to identify those individuals likely to possess those requisite qualifications for successful job performance.
2. Review past recruitment efforts. Review previous recruitment plans and efforts to determine what types of recruitment and in what venues recruitment efforts have been successful for previous examination processes.
3. Identify potential sources of applicants. Based upon the job-related qualifications being sought, determine venues in which to advertise/publicize examination opportunities to attract interested, qualified applicants.
4. Identify how and/or from where high-performing employees have typically been recruited/selected. Replicate previously successful recruitment efforts if it appears they would be applicable and appropriate to the recruitment need at hand.
5. Work with departmental examination staff in designing an effective examination plan. When planning an examination process, it is important that the process is as convenient as possible for potential applicants. Typically there are a number of choices that can be made about the logistics of the examination process ranging from when during the year the process is administered to the location(s) of the examination administration(s). Choices that do not compromise the integrity of the examination process but that would make the process more user-friendly to the applicants/candidates should be considered in an effort to encourage individuals to apply for and compete in the examination process.

**BEST PRACTICES
FOR CONDUCTING
RECRUITMENT
ACTIVITIES
continued...**

6. Foster relationships with potential applicants/sources of applicants. Develop and maintain ongoing contact with professional organizations, educational institutions, and/or other groups that represent individuals in specific career fields or individuals with specialized skill sets to ensure a source of applicants when the need to recruit such applicants may arise.
7. Establish a variety of recruitment venues. Establish and maintain relationships and formal partnerships with a variety of organizations, including, but not limited to, local high schools, colleges/universities, trade schools, and community-based organizations, as recruitment venues. For example, agencies and departments could work with local EDD offices to conduct spot job fairs, offering EDD clients the opportunity to apply and compete on the spot for currently posted examinations.
8. Utilize enthusiastic employees as recruiters. Allow employees who are enthusiastic, motivated, and knowledgeable about the job classifications for which recruitment efforts are being conducted to develop and maintain on-going relationships with potential applicant groups. Encourage participation of a wide variety of employees representative of the department's diverse workforce and occupational functions.
9. Respond to all employment inquiries received. It is important to maintain a positive rapport with any and all applicants and potential applicants. An individual who feels engaged in the recruitment process may be more apt to maintain an interest in employment with the State, which will help agencies and departments meet immediate, as well as longer-term, hiring/selection needs.
10. Develop short-term and long-term marketing/outreach plans. Establish a department presence in the labor market and foster a positive image of employment with the State. Identify major projects or projected growth/demand in departmental products/services that could be used in outreach efforts to generate interest in departmental employment with potential applicants. For example, the establishment of a *Speakers Network* would be beneficial in providing information regarding departmental products and services to the public, professional

**BEST PRACTICES
FOR CONDUCTING
RECRUITMENT
ACTIVITIES
continued...**

organizations, and student groups, as well as creating potential recruitment venues for future recruitment efforts.

11. Develop an annual recruitment and outreach schedule.
Prepare an annual schedule of specific departmental outreach and recruitment activities for the year. Since many recruitment events occur at the same time each year, such scheduling will ensure appropriate planning and adequate preparation time for designated events and activities, such as attendance at career fairs, participation in annual conferences for professional organizations, planning for advertising in specific venues, etc.
12. Become knowledgeable about the labor market and the career field for which recruitment efforts are being conducted.
Determine who competitor employers are and how employment with the State compares with competing employment opportunities. Compare salaries, benefits, and working conditions. Identify how the State offerings might be better than that offered by competitor employers. Based upon the State's competitiveness with other employers, the recruitment message should be tailored to emphasize the positive aspects of State employment and departmental employment opportunities. With appropriate marketing, agencies and departments can better portray their employment opportunities.
13. Survey potential applicants. Find out from potential applicants what they are looking for in employment. Solicit their opinions and perceptions on employment with the State and find out what they know about State employment and specific agencies/departments. Determine how the State can compete with other employers in attracting interested, qualified, diverse applicants.
14. Use focus groups of new employees. Utilize newly hired employees (e.g., those with less than two years of service) to identify potential sources of interested, qualified, diverse applicants, as well as recruitment methods to attract applicants.

**BEST PRACTICES
FOR CONDUCTING
RECRUITMENT
ACTIVITIES**
continued...

15. Review current workforce demographics and departmental workforce planning efforts. Ensure that recruitment efforts address departmental workforce demands and are consistent with on-going departmental workforce planning efforts.
16. Identify appropriate advertising venues. Choose advertising venues that best address the target audience of potential applicants. Advertising in general circulation newspapers, on general websites, and/or with signage or mass-marketed materials will reach the broadest, most general audience. Advertising in trade-specific newspapers and publications and/or contacting members of professional organizations will access individuals in a specific profession or occupational field. Advertising in community-based newspapers and publications and/or through interaction with community-based groups will provide for communication within those target communities. Advertising in bilingual media, including publications, radio, and television, will publicize examination opportunities to a broader audience than might be reached by using English-only media.
17. Conduct on-campus recruiting. It is important to maintain a continuing presence on college campuses to ensure that students are aware of the State as an employer and have a better understanding of the employment process. The State's selection process can be challenging when trying to attract students who often lack an understanding of the formal selection process. With a continued presence, agencies and departments can ensure that students are well informed of State's hiring process. Other resources that can be accessed through on-campus recruitment efforts are student organizations and campus groups geared for specific career fields (e.g., Society of Hispanic Professional Engineers, Society of Women Engineers, Black Student Culture Association at CSUS, American Criminal Justice Association). In addition, campus placement offices can be contacted to determine what types of job placement services are provided to students and alumni, such as job fairs or employer presentation opportunities, and if publicizing employment opportunities is a service provided.

**BEST PRACTICES
FOR CONDUCTING
RECRUITMENT
ACTIVITIES
continued...**

18. Establish student internships. Student internship programs can be developed to offer paid or unpaid work training opportunities to students. These types of programs work well to introduce the students to the State as an employer, as well as to familiarize the students with the State's selection process.
19. Conduct outreach efforts at the high school level. Through contact with high schools and high school students, individuals contemplating career choices and making future plans for training and education are introduced to the State as an employer. Through this introduction, the students become familiar with the types of careers and jobs utilized by agencies and departments, and they may be attracted to employment with the State. The benefits of outreach efforts at the high school level include fostering the development of future applicant pools. In addition, outreach efforts at this level can be combined with formalized mentoring efforts to enhance departmental presence in the community.
20. Utilize workshops or presentations to inform applicants. Applicants and potential applicants can be introduced to departmental examination and employment opportunities through the use of workshops or presentations. The workshops or presentations can provide applicants with a realistic job preview, focusing on the positive attributes of the target job, such as interesting work assignments, working hours, and work location, as well as any unusual working conditions, such as working in a secure environment, dealing with the public, and, travel or temporary out-of-area work assignments. Applicants and potential applicants can also be provided with information about the examination process itself, in terms of time lines and what to expect. This type of interaction with applicants and potential applicants allows the individuals to become familiar with the examination opportunity and to decide if he/she wishes to participate. In addition, workshops provide a venue to prepare candidates to compete in the examination, much as a written study guide might do. Examination procedures and expectations can be explained and discussed, minimizing problems that might occur during administration of the examination.

**BEST PRACTICES
FOR CONDUCTING
RECRUITMENT
ACTIVITIES
continued...**

21. Hold an exclusive job fair. For hard-to-recruit positions or instances where it is difficult to compete in the recruitment arena with other employers, it may be beneficial to host a departmental-specific job fair. Applicants and potential applicants could be introduced to the specific agency or department without the agency/department having to compete with other employers. In addition, attendees could be offered site tours or job demonstrations as a means to foster further interest in employment with the agency/department.
22. Establish consortia with other agencies and departments to maximize recruitment efforts. Develop and maintain relationships with other State agencies and departments to conduct joint recruitment and outreach efforts. Departmental consortia can provide increased recruitment venues as agencies and departments work together to attract interested applicants, as well as an opportunity to share the costs of recruitment and outreach efforts.

**DEVELOPING AND
IMPLEMENTING A
RECRUITMENT
PLAN**

Agencies and departments shall design recruitment efforts to reach and attract diverse applicant pools, balanced with the anticipated selection needs, in terms of both the number of anticipated appointments and the location of the positions to be filled.

The recruitment plan developed for a specific examination process will depend on many factors. The recruitment plan must be broad and inclusive and make every attempt to reach a wide audience of potential applicants, as well as address specific departmental selection/hiring needs. The recruitment plan should be developed as part of the planning and design of the examination process itself. The scope of recruitment and the specific recruitment activities should incorporate the following elements:

Collection of background data. The following data should be considered, as they pertain to the specific examination process for which the recruitment efforts are being developed and conducted:

- The rationale for the examination base (i.e., open and/or promotional);
- The rationale for the scope of examination (e.g., statewide, local, or spot);
- The number of existing and anticipated vacancies;
- The reason(s) for the vacancies and anticipated vacancies (e.g., attrition, new program implementation, staff augmentation);
- The geographic location(s) in which the vacancies and anticipated vacancies exist;
- The anticipated availability of applicants in the labor market locally, regionally, statewide, and/or nationally, based upon a number of economic indicators, including unemployment rates and hiring/selection activities by other organizations;
- The schedule of the examination process, including the posting period and the anticipated timeline for conducting/administering the examination process;

**DEVELOPING AND
IMPLEMENTING A
RECRUITMENT
PLAN
continued...**

- Existing departmental recruitment and outreach practices that may be appropriate and effective for the recruitment effort currently being developed; and,
- The availability of staff resources and monetary resources to conduct recruitment efforts.

Review of annual workforce analysis materials. Annually, agencies and departments are required to review the racial/ethnic and gender representation in their workforce and compare it to the representation in the relevant California labor force to determine workforce utilization rates. In addition, agencies and departments must ensure appropriate utilization of persons with disabilities in their workforce.

Review and evaluation of prior recruitment plan(s). The recruitment plans from previously administered examination processes for the job classification should be reviewed to determine the following:

- How previously conducted recruitment efforts were planned and implemented;
- Which recruitment efforts produced effective outcomes;
- Which recruitment efforts may have been deficient or ineffective; and,
- What changes or modifications to the recruitment plan(s) would result in more effective outcomes.

Review and evaluation of available examination history files. The data from previously administered examination processes for the job classification (including bottom line hiring reports) should be reviewed to determine the following:

- The number of applicants in prior examination processes;
- The diversity of the previous applicant pool(s); and,
- The number of successful candidates in the prior examination processes.

Review of documented job-related qualifications. A review of job analytic data indicating the qualifications (i.e., knowledge, skills, abilities, and other characteristics) required for successful job performance will provide an indication of possible recruitment

**DEVELOPING AND
IMPLEMENTING A
RECRUITMENT
PLAN
continued...**

venues. For example, if the specific job classification for which the recruitment activities are being conducted requires specialized scientific training, then appropriate venues for recruitment may be professional organizations and colleges/universities rather than general advertising only on an internet employment site.

Evaluation of current labor market. The current labor market should be evaluated to determine if there have been any significant changes in terms of unemployment rates or industry/profession standards that should be considered when developing a recruitment plan.

Development of marketing plan. A marketing plan for the *specific* job classification or occupation for which the recruitment is being conducted should be developed. The marketing plan should incorporate recruitment practices suited for the job classification/occupational field/profession for which the recruitment activities are being conducted. For example, recruitment activities for information technology jobs should include a heavy reliance on technology, such as internet-based advertising and internet-based application filing.

In addition, the marketing plan should include the following attributes related to the agency/department and employment in the specific job classification/occupation:

- An introduction to the agency/department as a viable employer
- A showcasing of the work of departmental employees and their contributions to the people of the State of California
- An identification/description of the agency/department's role and function in State government, as well as its connection with the different communities of California
- Details of the work performed by employees in the specific job classification/occupation for which the recruitment is being conducted
- The identification of the qualifications (i.e., knowledge, skills, abilities, and other characteristics) required for successful job performance

**DEVELOPING AND
IMPLEMENTING A
RECRUITMENT
PLAN
continued...**

- Details of the components of the examination process and a description of what is required of applicants to apply for the examination opportunity (e.g., submit a completed application by a specific final filing date, submit a completed application and Statement of Qualifications, etc.)

Determine necessary and available resources. During the design of a recruitment plan, it is important to identify departmental staff and resources needed to accomplish the details of the recruitment plan. Determining staff/resource needs and availability prior to implementation of the plan will ensure that adequate resources are available and/or allow for any revisions to the plan as a result of limited staff/resource availability.

Dissemination of materials and information. Information dissemination could take the following forms, as appropriate, to reach the targeted applicant audience, although this list is not an exhaustive list of all potential advertising venues:

- Dissemination of examination bulletins for open and open-nonpromotional examinations to the State Personnel Board
- Dissemination of examination bulletins to Employment Development Department offices and Department of Rehabilitation offices
- Posting examination bulletins to include (1) paper copies posted on bulletin boards and/or made available in specified locations within the agency/department for which the examination is being conducted and (2) electronic copies posted on departmental Internet/intranet pages
- Distribution of examination bulletins to other local governmental agencies
- Advertise, in advance, and conduct workshops, seminars, or presentations to introduce potential applicants to employment opportunities with the agency or department
- Mailing examination bulletins and/or flyers to a variety of venues, including, but not limited to, community-based organizations, educational institutions, professional

**DEVELOPING AND
IMPLEMENTING A
RECRUITMENT
PLAN
continued...**

organizations, and employee unions or organizations, as appropriate for the particular recruitment effort

- Placement of posters and flyers throughout the community

Evaluation and assessment of the effectiveness of the recruitment effort. Following each recruitment effort, an evaluation should be made to determine the effectiveness of the recruitment activities. Specific techniques and strategies should be reviewed and evaluated to determine if they were successful. All recruitment resources and contacts should be documented.

Summary:

Through the development and implementation of broad and inclusive recruitment plans, agencies and departments can ensure a sufficient pool of qualified applicants to meet its hiring needs and provide equal employment opportunity to all interested applicants and candidates. *Attachment A* provides a sample checklist for documenting the planning and implementation of recruitment efforts.

**AVAILABLE
RESOURCES**

A multitude of resources are available to agencies and departments to assist in planning and implementing effective recruitment for all types of job classifications at all levels within the organization.

State Personnel Board staff is available to assist agencies and departments in identifying recruitment strategies, venues, and methods appropriate for any examination process. The State Personnel Board also has a number of products available to assist agencies and departments in recruitment efforts, including a listing of groups and organizations interested in receiving notification of departmental examination processes and a video designed for applicants, available in both English and Spanish, detailing the State's examination and hiring program. In addition, the State Personnel Board's website offers many resources for departmental use in designing and implementing recruitment efforts, as well as preparing for long-range workforce planning. These materials may be accessed on the State Personnel Board's website at: www.spb.ca.gov.

**AVAILABLE
RESOURCES
continued...**

Attachment B provides an outline of departmental roles and responsibilities in the recruitment process and an overview of the State Personnel Board's role in the State's recruitment efforts.

The State Recruiters' Roundtable provides a forum for agencies and departments to discuss recruitment issues and share information relative to departmental recruitment needs and activities. The State Personnel Board's Recruitment unit can provide information to interested agencies/departments regarding how to contact and become involved with the Recruiters' Roundtable.

In addition, agencies and departments are encouraged to network with one another, as well as with other agencies in both the public and the private sector, to share ideas, established practices, and innovative means for conducting effective recruitment.

Attachment A***Sample Recruitment Planning and Documentation Checklist*****Data to collect and review:**

- ☐ Annual workforce analysis materials
- ☐ Previously conducted recruitment plans for the specific job classification
- ☐ Available examination history for previously administered examination processes for the specific job classification
- ☐ Documented job-related qualifications being assessed in the examination process
- ☐ Current labor market statistics and trends (e.g., unemployment rates, hiring/selection activities of competitor employers)
- ☐ Demographic data for the anticipated geographic location of qualified applicants

Issues to consider:

- ☐ Whether the examination process is being conducted on an open and/or promotional basis
- ☐ The availability of qualified applicants in the labor market and within the State's civil service
- ☐ The anticipated geographic location of qualified applicants (i.e., the local availability of applicants, the availability of applicants within the State, the need to recruit applicants on a national basis)
- ☐ The accessibility of the examination opportunity to interested applicants, including those individuals not currently employed by the State and interested State employees
- ☐ An estimation of the number of applicants anticipated as a result of broad and inclusive recruitment efforts
- ☐ The anticipated hiring needs of the department and use of the resulting eligible list
- ☐ The identified job-related qualifications being sought in the applicant pool
- ☐ The availability and amount of resources, both staff and monetary, to conduct recruitment activities

Describe how consideration of the available data and the applicable issues impacted the recruitment activities planned for implementation: _____

Determine how long to advertise/recruit:

- ☐ Determine/consider length of filing period
- ☐ Integrate timing of examination posting/filing period with the availability of potential applicants
(Are there better times of the year to recruit for specific occupations? Will the proposed filing period encourage or discourage potential applicants?)
- ☐ Ensure that timing of advertising relative to filing period timeframe maximizes that impact of the advertising (e.g., advertise early in the posting/filing period rather than at the end)

Describe how the advertising and recruitment period was determined, including what factors were considered and how the recruitment period will result in a broad and inclusive recruitment effort:

Describe the general parameters of the recruitment activities planned for implementation:

Determine bulletin distribution:

- ☒ State Personnel Board
- ☒ Employment Development Department (EDD)
- ☐ Department of Rehabilitation
- ☐ Other: _____

Determine where to advertise:

- ☒ Internet sites:
 - ☒ State Personnel Board website
 - ☐ Department website
 - ☐ Departmental Intranet site (Note, this venue is appropriate for promotional examinations only, and only if employees/potential applicants are aware of and can access the Intranet site.)
 - ☐ On-line job centers (such as GovernmentJobs.com, Monster.com, CareerMosaic.com)

List the Internet sites utilized: _____

- ☐ Employment Development Department (EDD)
- ☐ Printed advertisements:
 - ☐ Local general circulation newspaper(s)
 - ☐ Local community-based newspaper(s), including those in non-English languages
 - ☐ Regional general circulation newspaper(s)
 - ☐ Trade publications, including newspapers, magazines, newsletters
 - ☐ Professional organization newsletter(s)/publication(s)
 - ☐ Community-based organization newsletter(s), including those in non-English languages

List the publications in which advertisements are to be run, provide a general description of the audience of the publications, and attach a copy of the advertisement(s): _____

☐ Direct mailings:

- ☐ Leadership and/or membership of professional organization(s)
- ☐ Leadership and/or membership of community-based organization(s)
- ☐ (specify): _____
- ☐ (specify): _____

☐ Community-based organizations:

- ☐ (specify): _____
- ☐ (specify): _____
- ☐ (specify): _____
- ☐ (specify): _____

For each community-based organization, provide a general description of the organization's audience/membership and attach a copy of the advertisement(s)/materials provided to the organization(s): _____

☐ Educational Institutions:

- ☐ Local/regional universities and colleges
 - ☐ Career center(s) or placement office(s)
 - ☐ Contact with specific school(s)/courses of study within the institution(s)
 - ☐ Specific student groups or associations
 - ☐ Alumni association(s)
- ☐ Local/regional community college career center(s)/placement office(s)
- ☐ Local/regional trade school(s)
- ☐ Local/regional technical school(s)
- ☐ Local/regional apprentice program(s)

List the educational institution(s) and attach a copy of the advertisement(s)/materials provided to the institution(s): _____

- ☐ Telephone Employment Line (with recorded messages describing examination opportunities)
- ☐ Job Fairs:
 - ☐ Local job fair(s)
 - ☐ Regional job fair(s)
 - ☐ Statewide job fair(s)
 - ☐ National job fair(s)
 - ☐ Department-specific job fair

Describe the job fairs at which recruitment is planned and provide a general description of the anticipated audience at each of the job fairs: _____

- ☐ Promotional items with printed departmental employment information (such as website address, job line telephone number, types of jobs available):
 - ☐ Pencils/pens
 - ☐ Bookmarks
 - ☐ Pads of paper/sticky notes
 - ☐ Mugs/cups/sport bottles
 - ☐ Trinket items (such as stress squeeze balls/shapes, paper weights, highlighters, golf balls)
 - ☐ Other (specify): _____
 - ☐ Other (specify): _____

Describe the promotional items intended for use and indicate how/where the promotional items will be utilized: _____

- ☐ Innovative techniques:
- ☐ Radio advertisements
 - ☐ Billboard advertisements
 - ☐ Theater screen advertisements
 - ☐ Bus placards/light rail train placards
 - ☐ Signage on bus benches/kiosk waiting areas at bus stops
 - ☐ Airport signage
 - ☐ Shopping cart advertisements

Describe the innovative technique(s) and provide a general description of the anticipated audience of the technique(s): _____

- ☐ Additional recruitment venues:
- ☐ County fairs
 - ☐ Cultural/community events (such as the Pacific Rim Festival, the Festival de la Familia, the Annual Refugee Conference, the Abilities Expo)
 - ☐ Themed fairs and festivals (such as the Asparagus Festival, the Garlic Festival)
 - ☐ Sporting/athletic events
 - ☐ Sports clubs/health clubs
 - ☐ Recruitment messages included on other departmental publications for customers/clients/the public

Describe the additional venue(s) and provide a general description of the anticipated audience:

*Attachment A
Sample Recruitment Planning
and Documentation Checklist
Page 7 of 7*

☐ Other Recruitment Options:

- ☐ Utilize existing employees as direct advertisers by word-of-mouth to colleagues, friends, family, acquaintances
- ☐ Job interest workshops/seminars held periodically
- ☐ Employment agencies
- ☐ Executive search firms
- ☐ Other (specify) _____
- ☐ Other (specify) _____
- ☐ Other (specify) _____

Describe the additional recruitment option(s) and provide a general description of the anticipated audience and how the venue(s) will contribute to a broad and inclusive recruitment effort:

Overall, describe how advertising venues were determined and indicate how use of the selected advertising venues will result in the dissemination of information about the examination opportunity to a broad and inclusive applicant group, including all sectors of California's labor force:

Attachment B***Roles and Responsibilities in the Recruitment Process***

Effective marketing of State civil service careers and examination opportunities is vital to successful recruitment for the State's selection system. The State, as an employer, must maintain an adequate level of participation and presence throughout all communities within the State of California to ensure its competitiveness in the labor market, including both the public sector and private sector, and to ensure the effectiveness of recruitment efforts to attract diverse applicant pools.

There are a myriad of functions and activities that may comprise the State's recruitment efforts. The State Personnel Board provides guidance and support to agencies and departments engaged in recruitment efforts, and the State Personnel Board functions as a central point of contact for the public and interested applicants by providing general information regarding employment with the State of California.

State Personnel Board

The following is a brief overview of the SPB's role and responsibilities in the State's recruitment efforts:

Guidance/Support Provided to State Agencies and Departments

- Provides policy setting and guidance with respect to departmental recruitment efforts
- Maintains and provides information on recruitment resources to assist agencies and departments in recruitment and outreach efforts; a number of resources and materials are available on the State Personnel Board's website at: www.spb.ca.gov
- Maintains a listing of recruitment venues, entitled *Recruitment Sources Directory*, comprised of community-based organizations, employee and advocacy groups, colleges, universities, professional organizations, employee development offices, and local county welfare offices; the directory can be accessed through the State Personnel Board's website (at www.spb.ca.gov), and is available in electronic version or hard copy format
- Maintains a website offering information and materials related to examination opportunities and employment in the State's civil service. The State Personnel Board's website is accessed millions of times each month and is located at: www.spb.ca.gov
- Offers publications, announcements, videos, and media-related programs which provide a positive image of the State as an employer and can be integrated into departmental recruitment efforts

Central Point of Contact for the Public and Interested Applicants

- Provides general information applicable to all State agencies and departments regarding employment with the State of California
- Provides website posting of open examinations for all departments
- Disseminates general information about the state's selection and hiring process, referring specific inquiries to appropriate departmental parties for response

Attachment B
Roles and Responsibilities in the Recruitment Process
Page 2 of 3

Agencies and Departments

In addition to the role of the State Personnel Board, agencies and departments share an integral role in the success of the State's recruitment efforts. The majority of responsibility for designing and implementing recruitment activities lies with individual agencies and departments. Following is a brief overview of the role and responsibilities of agencies and departments in the State's recruitment efforts, presented by functional area:

Departmental Examination/Testing Function

- Develops examination plan, including:
 - Determines examination base (i.e., whether the examination process will be conducted on an open or promotional basis)
 - Determines whether the application filing period will be a set period of time or whether applications will be accepted on a continuous basis
- Develops examination process in conjunction with subject matter experts, management, and all other affected parties
- Works with the recruitment function on the timing, length of examination posting period, and determination of a final filing date (or the use of continuous filing)

Departmental Recruitment Function

- Develops and implements recruitment plans for departmental examination processes
- Reviews and evaluates previous recruitment plans and efforts to determine effectiveness
- Ensures that recruitment efforts are (1) broad and inclusive; (2) designed to attract qualified applicants; and, (3) appropriate for the specific examination process being conducted, based upon departmental hiring needs and the labor market
- Works with the examination function in examination planning efforts, including determining the timing of the examination process, the length of examination posting period, and the determination of a final filing date (or the decision to use continuous filing), considering the following issues, as appropriate:
 - Trends in the labor market that may affect/impact the success of recruitment efforts (such as an increase in the unemployment rate, hiring booms in specific occupations, or the turnover rates in similar employers'/competitive employers' workforces)
 - Trends in the departmental workforce that may affect the agency/department's hiring and/or selection needs
 - Procedural requirements in the State's selection system that may impact departmental recruitment efforts (such as budget/staffing reductions or hiring freezes)
 - The State's reputation as an employer in the labor market

Attachment B
Roles and Responsibilities in the Recruitment Process
Page 3 of 3

- Determines geographic scope of recruitment activities based upon the availability of applicants within the labor market and the geographic location of the jobs to be filled from the eligible list resulting from the examination process
- Develops recruitment plans and identifies outreach activities, bulletin distribution plan, and advertising venues
- Provides feedback on the results of recruitment efforts to the examination function and other interested departmental functions as recruitment activities are implemented
- Provides responses to applicant and potential applicant questions and inquiries
- Ensures that all recruitment activities are in compliance with the American with Disabilities Act by making materials available in alternative formats (when requested) and ensures that meeting or recruitment-related locations/venues are accessible to all interested applicants, including those with disabilities

Departmental Leadership

- Secures management and fiscal support for recruitment and outreach activities
- Provides/ensures adequate training and resources for departmental recruiters to ensure that departmental employment opportunities are presented and communicated in a proactive, positive, professional manner
- Ensures that all recruitment-related activities are broad and inclusive and meet the selection/hiring needs for which civil service examinations are conducted
- Ensures that recruitment efforts, as well as the overall selection processes, comply with applicable laws, policies, and rules governing selection processes and methods

Departmental Recruiters *(including examination analysts, line program staff and/or supervisors functioning as recruiters, as well as full-time departmental recruiters)*

- Influence the public's perception of the State as an employer; thus, it is critical that recruiters maintain and promote positive, professional, and responsive interactions with applicants and potential applicants
- Foster on-going working relationships with outside sources of potential applicants, including, but not limited to, community-based organizations; colleges, universities, and high schools; trade schools; and, professional organizations
- Function as the "voice" of the State in responding to inquiries regarding employment in State civil service, providing information about employment with the State and departmental employment opportunities. *Attachment C* provides an overview of the areas and information that departmental recruiters should be prepared to discuss with applicants and potential applicants.

Attachment C
Discussion Points for RecruitersSelection and appointment process

The recruiter should be able to describe/explain in detail the selection process(es) for which he/she is recruiting applicants. This includes, but may not be limited to, having an understanding of the following issues/factors and being able to discuss them with potential applicants, as needed:

- (1) The examination process and the individual selection procedures being utilized (e.g., a written examination weighted 60% and a structured interview weighted 40%, or a structured interview weighted 100%, or a written examination weighted 100% with a pass/fail performance test, etc.);
- (2) The examination base (i.e., open; promotional; open, non-promotional; open and promotional);
- (3) The type of eligible list resulting from the examination process and the method of certification (e.g., a nine-rank eligible list with the top three ranks being eligible for certification; full range scoring with the top three candidates being eligible for certification);
- (4) The appointment/hiring process after the eligible list has been created (e.g., the process of certifying the eligible list, the need for a candidate to be “reachable” on the eligible list to be considered for appointment, the use of employment contact letters, how candidates may search for vacancies);
- (5) Any other necessary requirements (citizenship, background investigation, psychological testing, etc) for appointment to the job classification for which the examination process is being conducted;
- (6) The anticipated number of hires to be made from the eligible list resulting from the examination process; and,
- (7) The work locations of current and anticipated vacancies in the job classification for which the examination process is being conducted.

Classification specification and usage of classification in the agency/department

The recruiter should be able to respond to inquiries regarding the usage of the classification in the agency/department conducting the examination process. This includes, but may not be limited to, having an understanding of the following issues/factors and being able to discuss them with potential applicants, as needed:

- (1) Special salary considerations (such as recruitment and retention differentials, the ability to set salaries of newly hired employees above minimum in salary ranges, etc.);
- (2) Travel requirements, anticipated overtime, work hours;

- (3) The minimum qualifications of the job classification and how the minimum experience and/or education requirements of the job classification are interpreted in screening applications; and,
- (4) Other job classifications used within the agency/department which might provide employment opportunities for potential applicants.

Department environment and structure

The recruiter should understand the departmental organizational structure and the work environment, including:

- (1) How positions in the job classification for which the recruitment activities are being conducted fit into the department's organization;
- (2) Whether the job classification is used to staff a specific functional area in the agency/department or whether the job classification is used broadly throughout multiple functional areas; and,
- (3) Current issues within the agency/department that might be of interest to potential applicants (such as budget/staffing issues).
- (4) Promotional opportunities that may be available, such as the promotional path for the job classification, the agency/department's upward mobility program, career advancement opportunities.

Benefits offered

The recruiter should understand the benefits that are offered to individuals in the job classification for which the recruitment activities are being conducted, such as:

- (1) Paid leave and the various types of leave offered;
- (2) Retirement benefits;
- (3) Health benefits, including medical, dental, and vision benefits;
- (4) Departmental moving and relocation expenses policy if recruitment efforts are being conducted on a statewide and/or out-of-state/out-of-area basis.

State civil service selection process

The recruiter should be able to adequately respond to general selection and employment inquiries. If not able to respond in detail, at a minimum the recruiter should be aware of where or to whom to refer the person for the appropriate response.