

PTC - SC Successful Recruiting in the Public Sector

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Audience Survey

Is recruiting a major part of your job today?

- Yes
- Sometimes
- No

Audience Survey

**For those of you who answered Yes or Sometimes –
Recently, have you found recruiting to be:**

- Easy?
- Mix of easy and difficult?
- Difficult?
- Very difficult?
- It Depends

Purpose of Presentation

The Role of the HR Recruiter

Emphasis and importance of recruiting

Success in recruiting in the public sector

➤ **How would we define a successful recruitment?**

Recruiting Perspectives

- **Past**

- **Present**

Recruiting Challenges Today

1. Lower number of qualified applicants in our pools
2. Economic Growth and Low Unemployment in the Region /Competing Agencies
3. Aging Workforce/Pending Retirements of Key Positions
4. Succession Planning – Do we have time to do this?
5. Insulated Knowledge Bank
6. Other?

Change in Focus

Emphasis, Importance, and Time Spent

- Recruitment
- Selection

Comparing Sectors

Discussion: What do you think the differences are?

- Public Sector
- Private Sector

So, a key position is now vacant...

What do we do?

Past practice (open immediately)

OR

Consider the approach

Analyze the Vacant Position

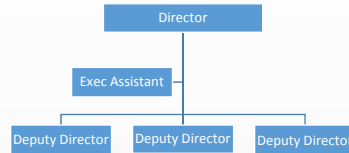
Easy to Fill

OR

Hard to Fill?

Is Your Vacancy a Key Position?

- Executive
- Management
- Supervisory
- Highly skilled or specialized positions



The more important the job title – **hire meticulously with care**

Promotional or Open/Public Recruitment?

- Advantages (+)
- Disadvantages (-)

Recruitment Approach

If your vacant position is:

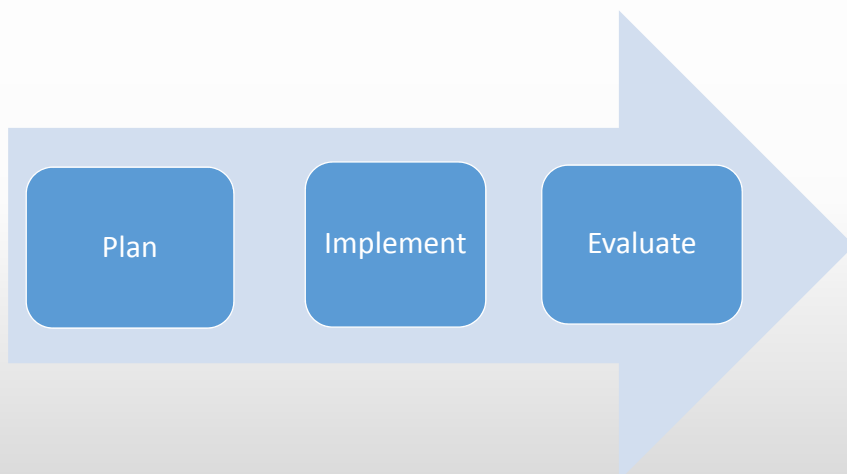
A Key Position

AND

Hard to Fill

Then the **Strategic Recruiting** approach is highly recommended

Strategic Recruiting Approach



Recruitment Planning

To Achieve Successful Outcomes, Your Recruitment Process and Documents Should:

- Be Well Thought Out
- Demonstrate finesse and precision
- Informative and understandable
- Interesting
- Inspiring

Recruitment Planning or Before you open the recruitment...

- Review Notes from Previous Recruitment
- Review Job Analysis
- Evaluate MQs
- Assess Evaluation Mechanisms

- Identify the Relevant Labor Market(s) – Local, Regional, National?
- Design Job Posting and brochure - Presentation, Marketing, Branding
- Develop Your Outreach Plan
- Communicate job opening on the hiring department's website

Recruitment Planning

Use A Goal-Oriented Approach

Establish Collaboration between HR and Customer Department

Identify and Understand Roles and Responsibilities

- The Internal HR Consultant
- Hiring Department/Subject Matter Expert

Serving as the Internal HR Consultant

- Show an active interest - Learn and understand the industry and key jobs
- Job shadow with incumbents, attend meetings, review websites of targeted agencies, and review publications (e.g., digital clipping service)
- Demonstrate your HR Expertise by helping customer departments
- Communicate HR rules when absolutely required, but offer alternatives
- Bring ideas and actively contribute to the table

Recruitment Planning

- Develop and bring a structured Agenda to planning meetings
- Establish timelines and goal dates
- Conduct continuous communication on progress
- Be ready to identify and resolve problems

Recruitment Planning

Develop a Project Plan

Dates

Actions

Roles/Responsibilities

Status

What Makes An Agency Desirable to Work For? Part I

1. Well Managed and Financially Prudent Organization
2. Job Stability
3. Awards and Recognition/Experts in the Field (CSAC, NACO, SHRM, Best Employer in your region)
4. Training and Career Development Programs/Mentoring
5. Promotional Opportunities/Career Progression
6. Innovative Technology and Trends/Website
7. Good Leadership (Supervisors and Managers)
8. Teamwork among Peers/Collaboration

What Makes An Agency Desirable to Work For? Part II

8. Readily Available Internal Resources (Ideal for outside hires)
9. Value Driven and Ethically Sound
10. Diversity
11. Employee Engagement
12. Health and Wellness Programs
13. Modern Buildings and Pleasant Surroundings
14. Work/Life Balance

Get the Word Out!

Implementing Your Recruitment

OR

Putting the Planning Into Action!

Targeted Recruitment Methods

- Take a Pro-Active Approach
- Communicate and market your openings (Brand your agency)
- Publish informative news articles on your agency and department – accomplishments and recognition/insert the recruitment info
- Identify the top agencies and department in the industry
- Identify desired candidates (agency may vary)
- Develop the message (email, phone call, in-person)

Targeting Recruitment Steps

Baseline Steps – Weeks 1 and 2

1. Publish posting
2. Standard Outreach
3. Diversity Outreach
4. Sent Emails and Postings to Targeted Job Class at High Performing Agencies

Enhanced Steps – Weeks 3 and 4

5. Attend networking events or industry conferences
6. Contact desired talent of outside via phone or in person (The Recruiter)
7. Re-Assess MQs, Evaluation Methods, Classification/Org Structure

Strategic Recruiting: Remember to continuously evaluate numbers and efforts

Baseline Steps - Your Job Posting for Key Hard-to-Fill Positions

- Correct and accurate
- Visually interesting – use photos that have high resolution
- Sell your agency to the desired talent
- De-emphasize rules, policies, and steps
- Application – Use very few clicks to get to application
- Application – Use very few supplemental questions or mostly check boxes

Your Recruiting Staff

Goal: Communicate the Benefits of Working at your Agency

- “A” employees want to work with “A” future co-workers
- High performers/accomplished/passion for excellence
- Love their job and company
- Believe in the company’s mission, goals, values, and purpose
- Enthusiastic, positive, professional, persuasive
- Good presentation skills/message is clear and concise
- Excellent interpersonal skills
- Ability to inspire and influence

Strategic Recruiting - Evaluation



Evaluating Your Recruitment

- Ask top candidates how they heard about the recruitment
- Survey your customer department for feedback (quality of candidates interviewed and hired)
- Analyze diversity statistics
- Calculate your ROI (cost and staff time/benefits and savings) – key if HR department achieved a great hire without an outside HR consultant or head hunter.
- Communicate your ROI and achievements to HR executives and Customer Department executives and SMEs
- Follow up one year after hire – Is the hired candidate meeting or exceeding expectations?

Future Trends in Public Sector Recruitment

- Consider private sector methods
 - Resume bank
 - Fill vacancies from different lists
 - Referrals within departments or between agencies or sharing information on top applicants/share resumes
- Automated application or resume screening processes
- Other Ideas or Trends?

Questions and Discussion

Thank you for attending!