



# Recruitment, Selection, and Retention of IT Professionals: How to Catch 'em and Keep 'em

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# Objectives

- The IT Challenge
- What We've Done
- What We are Doing
- What We are Planning
- A Peek Into the Future
- Demonstration



# Introduction

- Nature of Problem
  - Challenges for Recruitment and Selection of IT
    - competition in labor market
    - turnover and retention issues
  - Stats and Figures
  - History of IT within State of Maryland



# Related IT Issues & Initiatives

- Web-Enablement of State Services
  - Including On-Line Applications
- Statewide Website
- PBIS



# Responses

- On the Classification Side
- On the Training Side
- On the Recruitment Side
- On the Examination Side
- General



# “Classification” Responses

- Revision of Class Specs
  - New Classes Created
- Increase of Pay Grades for IT
- Bonuses
  - Sign-on
  - Mission Critical
  - Recruitment
- Recognition of Professional Certifications



# “Training” Responses

- Increased Funding for Training
  - For IT Staff
  - For Non-IT Staff on IT
- Challenges
  - Funding Limits
  - “Train and Leave” Scenario



# “Recruitment” Responses

- Internet Advertising
  - Monster.com, Careermosaic, etc.
  - Universities and Affiliated Technical Programs
- Downloadable Applications
- Job Fairs
  - Side-by-Side with Private Sector
- Promotion of Benefits of State Employment





# “Examination” Responses

- Attempts to Streamline Procedures
  - More O & C Recruitments
  - “99.9”
  - Instant Certification Letters
  - No Written Exams
  - Special Attention and Vigilance
- Decentralization
  - More Position-Specific Recruitments



# General

- Researching Best Practices
- Trying to Create Partnerships
  - Internal
    - Training (EDTI)
    - Salary Administration and Position Classification
  - External
    - State Agencies
- Greater Exposure and Visibility



# Remaining Issues

- Salary Discrepancy
  - Competitive Disadvantage with Private Sector
- Inadequacy of Traditional R & E Processes
  - Ever-changing Technology and Resulting Jobs
    - spec obsolescence and lack of staff to review
    - recognition of commercial certifications
      - pros and cons
  - Static “Eligible List” Concept is Flawed



# ITAC Focus Groups

- Foster External Communication
  - Mutual Understanding of Situation
  - Partnership with Training and Classification
- Data Gathering and Documentation
- Problem Identification
- Introduction of Qualifications Checklist



# The Near Future

- Discussion of Possible Solutions
- True On-Line State Application
  - Pilot Project (demo)
- Competency-Based Recruitment & Selection
  - Implementation of IT Qualifications Checklist (demo)
- Webmaster Series
- More Frequent Review of Class Specs



# Future Future

- Web-Enablement of State Services
  - Needed IT Staff to Develop these Capabilities
    - possible recruitment strategy to get involved in these initiatives
- Statewide Portal-Based Website
  - Enhanced External Customer Service



# PBIS

- Enhanced Internal Customer Service
  - Greater Ability to Do Queries, Reports, etc.
  - Streamlined Recruitment & Exam. Processes
    - faster creation of eligible lists
- Enhanced External Customer Service
  - Applicant Access to Recruitment Status
  - Increased Communication with Public about Vacancies



# On-Line IT Qualifications Checklist

- Customized On-Line Based Job Application for IT
- Self-Report
  - Training and Education
  - IT Work Experience
    - areas of expertise
    - platforms, languages, etc.
  - Professional Certifications





# IT Qualifications Checklist (cont.)

- Creation of Query-able Database for Hiring Managers
  - Customized Profile Search of Competencies
    - departure from traditional “eligible list” paradigm
  - Constantly updated
- Flexibility of Checklist Structure
  - Components of Checklist Modifiable Consistent with Current Technology



# IT Qualifications Checklist

- [www.goasc.com/md/dbm/itqs99.asp](http://www.goasc.com/md/dbm/itqs99.asp)



# On-Line MD State Application

- [www.goasc.com/md/dbm/demo.asp](http://www.goasc.com/md/dbm/demo.asp)



QUESTIONS?

