

How to Tailor Your Recruitment and Selection Process to Reflect a Changing Economy

Presented by



Human Resource Services



Agenda

- CPS HR Services – background information
 - How the economy drives candidate pools
 - Current trends in Merit System Services (MSS)
 - How MSS tailored its selection process when:
 - Candidate numbers were low
 - Candidate numbers were high
 - How we streamlined our MSS processes
 - MSS Process Improvements
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Agenda cont.

- Recruitment and Selection Survey
 - Tailoring an assessment center based on the size of the candidate pool
 - Legal implications to keep in mind when modifying the selection plan
 - References
 - Questions and answers
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History

Cooperative Personnel Services was a unit of the California State Personnel Board (SPB) which was developed in 1935 to provide personnel management assistance to governmental entities in California.

CPS Human Resource Services was created as a joint-powers agency in 1985 as a result of the separation of the Local Government Services Division from SPB.





Established with an intent to...

- ❑ Act as a change agent and resource to encourage intergovernmental cooperation in technical personnel areas.
 - ❑ Provide tailored consulting services to public agencies and non-profit organizations.
 - ❑ Provide technical training for persons involved in public personnel management.
 - ❑ Increase and support the development and use of validated selection programs.
 - ❑ Support research in the field of public personnel selection and management.
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Mission

Provide professionally sound, client-oriented human resources and related products and services to public and nonprofit clients.

Our driving vision is to improve human resources in the public sector.





Merit System Services (MSS)



Merit System Services

- Subdivision of CPS that has been awarded the Merit contract by the State Personnel Board.
- Oversees and directly administers personnel programs for Social Services, Child Support, and Emergency Services programs.





Local Agency Personnel Standards (LAPS)

- These are the rules that govern the employees in the Merit System Service.
 - Adopted by the State Personnel Board to implement Government Sections 19800-19810, which require establishment of personnel standards in regulatory form necessary “to assure state conformity with applicable federal requirements.”
 - Merit Principle 1, Section 17110 states that recruiting, selecting, and advancing employees shall be on the basis of their relative ability, knowledge and skills, including open consideration of qualified applicants for initial appointment.
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How the Economy Drives Candidate Pools

□ Strong Economy –

- Increased number of new businesses developed
 - Increased number of jobs
 - Less layoffs/downsizing
 - Not enough qualified applicants to fill jobs
 - Increased competitiveness for talent
 - Private sector benefit plans may become more attractive
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How the Economy Drives Candidate Pools

□ Poor Economy –

- Increased layoffs/downsizing
 - Decreased development of new businesses
 - Not enough jobs for all of the applicants
 - Applicant pool tends to be better qualified
 - Public sector employment and benefit plans become more attractive
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Current Trends in Merit System Services

- 2000 – Unemployment rate was 4.95% and CPS received 2,391 applications in the last quarter of fiscal year.
 - 2002 – Unemployment escalated to 6.68% and CPS received 4,879 applications in the last quarter of fiscal year.
 - Increase in number of applications by 104%.
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How We Tailored our Recruitment and Selection Process to Accommodate a Strong Economy (Decreased Applications)

- Requires creative recruitment analysts to **attract** qualified candidates
 - Increase Outreach Efforts:
 - Job fairs
 - Attend meetings/events
 - Attend workshops
 - Work with an advertising firm
 - Advertise outside the mainstream
 - Sell the profession
 - Continuous recruitments
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How We Tailored our Recruitment and Selection Process to Accommodate a Strong Economy (Decreased Applications)

- Reduce non-value added test components:
 - Eliminate supplemental questions unless they are needed to determine qualifications.
 - Increase candidate communication throughout recruitment period to keep them engaged:
 - Allow for oral examinations to occur via conference call.
 - Allow flexibility in exam scheduling.
 - Schedule hiring interviews directly after oral exam.
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How We Tailored our Recruitment Process to Accommodate a Weak Economy (Increased Applications)

- ❑ Requires creative recruitment analysts to identify qualified candidates.
 - ❑ Decrease recruitment period.
 - ❑ Use promotional recruitments.
 - ❑ Require the completion of supplemental questions.
 - ❑ Implement a secondary screening based on education and/or experience.
 - ❑ Use multiple hurdle examination process.
 - ❑ This could be a time that is spent streamlining process.
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How We Streamlined Our Processes

- Automation:
 - Requisition forms
 - Class Specifications
 - Improve the online application process making it more user friendly.
 - Gain capability to scan and score written tests internally.
 - Enhance pool of oral examination questions.
 - Provide immediate notification to candidates that application has been approved.
 - Place ads on a regional basis when applicable.
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How We Streamlined Our Processes (Cont.)

- Use updated bulletins that are more streamlined, tailored to positions, and easier to read.
 - Work closely with departmental contacts to set recruitment timeframes instead of following a standard timeframe.
 - Capture ad costs to reevaluate cost-effectiveness.
 - Email copies of certification lists.
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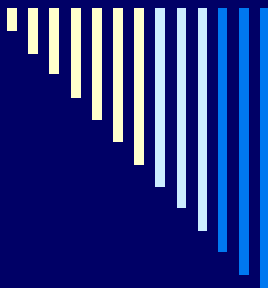


MSS Process Improvements

The average calendar days to complete each step for a period of 6 months in 2002 compared to the same 6-month period in 2004:

Results of Process Improvement

Process Step	2002 Days to Complete	2004 Days to Complete	Days of Improvement
From receipt of requisition to list certified when written exam only	64.5	49.8	14.7
From receipt of requisition to list certified when oral exam only	74.8	63.2	11.6
From receipt of requisition to list certified when two part exam i.e., written plus oral	90.6	77.6	13

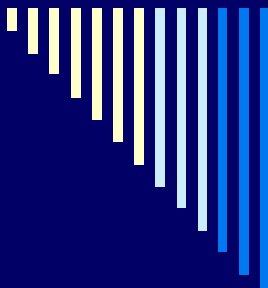


Recruitment and Selection Survey

□ Purpose

- To identify what other agencies have been doing in their recruitment and selection processes to account for the changing economy.
- Wanted information in terms of strategies and processes used or changed over the past few years in order to account for the change in the economy, the number of applications, and the number of qualified applicants.

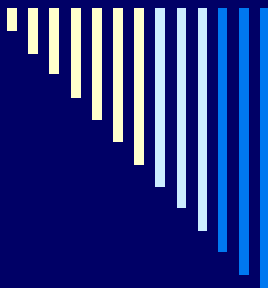
□ Sent to WRIPAC and CPAAC members.



Recruitment and Selection Survey

□ Respondents

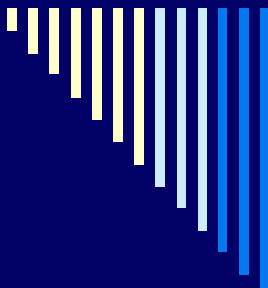
- 23 Cities, Counties, and Special Districts.
 - Siskiyou County, Marin County, Yuba County, San Joaquin County, Kings County, Santa Clara County, Lassen County, San Diego County, Bassett Unified School District, City of Corona, AC Transit District in Oakland, City of Carlsbad, San Bernardino City Unified School District, City of Santa Barbara, City of Ventura, City of Las Vegas, City of Los Angeles, East Bay MUD, City of Torrance, County of Sacramento, City of Woodland, City of Yuba, and Placer County.
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Q 1a: Has your agency experienced an increase in the volume of applications and qualified applicants in the past few years?

□ Results:

- Yes: 15 agencies
 - No: 6 agencies
 - 2 agencies responded with “it depends on the position being recruited for”
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Q1b:If “yes” what has your agency done to modify its recruitment and selection processes to account for the flux in the number of applications and identify the most qualified?

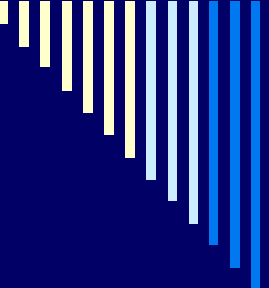
□ Results

- Emphasize the most important qualifications or skills for that position on the job announcement.
 - Added supplemental questionnaires, conduct testing prior to the closing date.
 - Eliminated subjective criteria such as oral boards - also minimized testing unless experience clearly indicates the test would effectively help rank our applicants.
 - In ads and in the online application, we tell job seekers NOT to apply if they do not meet the minimum qualifications.
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Q1b: Results cont.

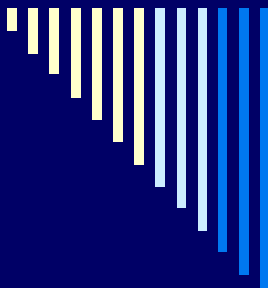
- We have held more written tests.
 - Check box style supplemental applications to facilitate easy application screening.
 - Our recruitment processes have not changed.
 - We have increased our use of T& Es and supplemental questionnaires.
 - Less media - more targeted recruitment for desirable qualifications.
 - Supplemental applications; screen based on desirable qualifications; targeted recruitments; current employees word of mouth (we have a referral incentive program).
 - Added on-line recruiting and application process.
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Q2: Which recruitment and selection strategies have you found to be most useful in identifying the most qualified candidates when applications are plentiful?

□ Results:

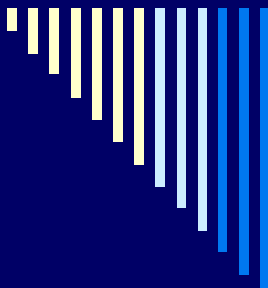
- Use one-day filings.
 - Written examination process works best. (multiple)
 - Minimum qualifications and T&Es. (multiple)
 - Supplemental questionnaires. (multiple)
 - Use of minimum and preferred qualifications for ranking.
 - Tell candidates they are for example "1 of 250 candidates who are being invited to the written exam."
 - Have increased the number of people involved in the screening process who have ample knowledge of the basic qualifications of the position.
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Q3: Which recruitment and selection strategies have you found to be most useful in identifying the most qualified candidates when applications are scarce?

□ Results

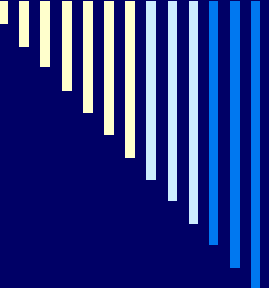
- Extended deadlines.
 - Reopened recruitments.
 - Open and continuous filings. (multiple)
 - Focused advertising in trade journals, job fairs, police academies, and trade shows. (multiple)
 - Recent college graduates we are willing to train someone with less experience but good qualities and work ethic.
 - Eliminate the supplemental questions. (multiple)
 - Know your applicant market, where to find them, and how to get to the passive job seeker.
 - On-site hiring at colleges and job fairs.
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Q4a: With the increased number of applications, have you reduced recruitment efforts?

□ Results

- Yes: 7 agencies
 - No: 9 agencies
 - No Response: 7 agencies
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Q4b: If so, have you had time to address and/or change your internal processes?

□ Results:

- Yes: 4 agencies
 - No: 2 agencies
 - No Response: One agency
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Assessment Center

Definition: A series of multiple work simulations administered to all candidates and scored by a single group of raters. Scoring is typically factor based across exercises and results in a final overall factor scores. Commonly used for succession planning, management trainee programs, and management selection.

Common Exercises: In-basket, role-play, group discussion, writing exercise, oral presentation, or experienced based interview.



Modifying Assessment Center Process in a Changing Economy

- In an environment with few candidates
 - Utilize three to four rigorous exercises with one combined score.
 - More measurement = higher accuracy.
 - Especially with internal candidates – use as training/improvement tool.
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Modifying Assessment Center Process in a Changing Economy

- In an environment with many candidates
 - Use one or two exercises that are more candidate friendly and faster to score.
 - Increase hurdles with a pass point at each juncture.
 - Keep it short and simple, thereby streamlining the scoring process.
-



Modifying Assessment Center Process in a Changing Economy

- No Matter What: Develop a valid, reliable, and objective evaluation process.
 - Remember that professional standards should not be compromised but instead utilized to their best intentions.
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Legal Implications to consider in Modifying Selection Process

- The Federal *Uniform Guidelines on Employee Selection Procedures* (29 CFR 1607).
 - Should selection procedures result in adverse impact against any protected group, the employer is required by the *Uniform Guidelines* to show evidence of validity.
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Job Analysis is your Roadmap

- Job Analysis is the foundation for job-related selection; it is essential to establish validity and test outcomes are more likely to be legally defensible.
 - Validity is the extent to which the test accurately measures what it purports to assess.
 - There is no single right way to test for a classification.
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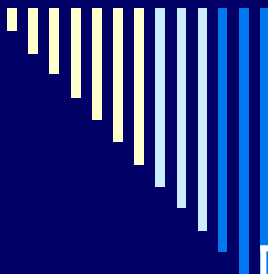


Job Analysis

- As a rule of thumb, it is desirable for a test to sample approximately 70% of the critical tasks/KSAs.
 - You should look to your exam plan to guide your decision regarding testing and any changes to your exam plan.
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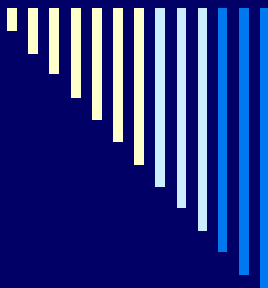
Test/KSA Linkage

Linkage Scale		Written Exam	Video-Based testing	Performance Test	Structured Oral Exam	Writing exercise
KSA can be demonstrated/assessed?						
3=To a great extent 2= To a moderate extent 1= To a slight extent 0=Not at all						
KSA #	KSA Description					
1	Knowledge of the Uniform Guidelines.					
2	Knowledge of various selection instruments.					
3	Skill to compose written documents.					
9	Ability to present findings.					



Selection Instruments and Associated Mean Validities

Procedure	Validity Score
Work Sample	.54*
Structured Interview	.51*
Evaluated Supplemental Questions	.51*
Unstructured Interview	.38*
Assessment Center	.37 *
Bio-data	.35 *
Situational Judgment Test	.34 *
Reference Checks	.26
Training and Experience Points	.11



Selection Instruments and Associated Mean Validities

Procedure	Validity Score
Job Knowledge Tests	.48*
Job Tryout Procedures	.44*
Integrity Tests	.41*
Experience (# of years)	.18
Years of Education	.10
Measures of Interest	.10

**Statistically Significant in terms of predicting job performance*



Overall Legal Implications

- Regardless of whether steps are added or deleted to the selection process, always link the process to the job analysis data.
 - Job analysis data must drive the examination process, the development of assessment exercises, as well as rating criteria.
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- Schmidt, F. & Hunter, J. (1998). The validity and utility of selection methods in personnel psychology - practical and theoretical implications of 85 years of research findings. *Psychological Bulletin*, 262-274.
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Questions and Answers
