<u>**Recruitment**</u>

Where Do I Begin?

Our overall success and timeliness of recruitment depends on first analyzing the job requirements and developing a plan. Recruitment focuses on going where the talent is, the design of customized recruitment messages and delivering these messages to the target audience. Elements critical to developing an effective targeting and recruiting plan include:

Competing for Workforce: Know the labor market trends, emerging technologies, workforce demographics and your competition.
Identifying Recruitment Markets and Specific Targets: Develop specific recruitment markets at colleges, universities and within the general labor market.
Focusing Recruitment Activities: This may include newspapers, campus activities, professional organizations and journals, Web-based advertising, community-based advertising, and partnerships with other agencies.
Building Effective Recruitment Teams: Involve employees and managers in the recruitment process.
Building Professionalism in Recruitment Teams: Expose those involved in the hiring process to the realities of the competitive labor market and what they may expect.
Build Internally: Design effective methods for internal employee development.
Identify future roadblocks by: implementing positions that can easily be shifted across the agency.
Establishing Connections: Targeting and recruiting involves building long-term relationships and partnerships. To maximize results, agencies must build and maintain nurturing relationships with other constituencies, which should include:

- Educational Institutions with highly diverse populations.
- Marketing directly to professional conferences in occupations in high demand such as information technology and nursing.
- Student employment programs; for example, summer internships, cooperative education programs and work-study.
- Using specialized agencies for use in recruiting talent such as veterans and people with disabilities.
- Developing effective strategies to attract mid and senior level talent and expertise through specific professional organizations representing needed mid and senior level talent and skills. Also contacting organizations dedicated to the career transition of skilled workers can provide a pool of experienced applicants.
- Armed Forces

Tips for Conducting Recruitment

The evaluation and selection process represents the final stage of recruiting. It is important to conduct the selection process in a timely manner because there are many cases where managers identified skilled individuals only to lose them because the evaluation process was too lengthy.
Elements critical to this process include:

Create Position Description: To determine the competencies and skills required for successful performance. Compare these needed skills to those your applicants possess.
Developing Assessment Tools: Develop valid assessment tools to evaluate candidates' qualifications (i.e., paper and pencil tests, competency-based evaluation, structured interviews, etc.).

Developing the Vacancy Announcement: Developing the vacancy announcement is critical to communicating information regarding the job and how to apply. The announcement has the potential to make or break a recruitment effort. It should be seen as a critical element of the process and should be quickly disseminated through a variety of methods.

Performing Diversity Analysis: Determine the workforce composition of the organization from a diversity standpoint and compare the results with the demographics of the labor force. Adjust the direction of the agency message towards improving/maintaining agency diversity and AA goals.

Remember to: Depending on your local process for extending offers - be sure to keep your HR contact in the loop, particularly when the hiring decision is reached.

Evaluate the Process: Analyze the process to eliminate disconnects and develop procedures to ensure a smooth flow.

Assess your Success: Did your Recruitment effort yield the desired amount of applicants? Was the quality of applicants acceptable? What should be changed or done differently in the future? Have we established metrics to assess the effectiveness of our processes?

It's a fact: Within the next few years, the first wave of baby-boomers will be reaching the retirement age. 15.2% of the State workforce will be retirement eligible in three years, and 33.8% will be eligible in eight years. An additional 20% could seek early retirement. That does not mean that more than half of our entire workforce will leave at once, however it does mean that all agencies must start planning for the workforce of the future!

What's our bench strength?: Even if your agency is not facing a wave of retirements, good workforce planning means you are building bench strength. That means you are making sure no one individual holds key knowledge essential to operations. Make sure more that one staff member is trained so in the event of staff loss, you are able to quickly respond. This is internal development and a critical aspect of recruitment preparation.

Where Do I Find the Best Candidates?

There are many methods of reaching the best candidates for the job, and the success of each method relies on making your agency visible and attractive to the desired applicant pool. The following is a list of some best practices that agencies have found to be successful:

Career Fairs: This is one of the best ways to keep your organization visible in the community and provide information on available jobs, the mission of the agency, how to apply, etc. In addition to meeting active and interested job seekers, career fairs are also a good way to establish an agency as an employer in the community. The more visible the agency is at hiring events, the more potential applicants will remember the organization as an employer of choice while conducting a job search.

Partnerships with Schools: Most technical schools, colleges, and universities all have a goal of ensuring that their graduates are prepared to enter the workforce and make efforts to help them find a job. A partnership with a career services department at a school is a good way to find, meet, and educate potential applicants about jobs in your agency. Many career services departments offer services to employers such as no or low cost job postings, access to student resumes, the ability to come on campus to provide informational seminars on careers with your agency, and priority access to career fairs and other hiring events. In addition to career services departments, most schools also encourage employers to establish partnerships with academic departments. Some agencies have found this to be very helpful in finding applicants for specialized or technical positions such as social workers or IT professionals.

Partnering with Professional and Networking Organizations: If you are looking for an experienced professional in a specific area, professional and networking organizations can be a great resource. There are professional organizations for almost every profession in the workforce from accountants and business managers to engineers and health care professionals. Many of these organizations offer low cost job postings on their websites or in their communications to members. Additionally, many networking organizations (think young professional groups or civic organizations such as Rotary) also offer low cost job postings on their websites, in communications to members, or sometimes even host "pink slip" parties so members who are looking for a new job can meet with potential employers in an informal setting. Recruitment activities with professional and networking organizations are also a good way to target passive jobs seekers – those who may be thinking about a new job but are not actively job hunting.

Community Based Organizations: Community Based Organizations (CBOs) are an excellent way to target different populations in the community that may not otherwise hear about your jobs through more conventional methods. CBOs are also a great way to recruit and educate minority candidates about your jobs. Most CBOs are non-profit and serve a specific population by providing a variety of social and support services such as child care, job training, language training, etc. Examples of community based organizations include multi-cultural centers, advocacy agencies, etc. Many will make job announcements available to their members for free and may even be willing to let you do educational presentations onsite.

Open Houses: Why not let the candidates come to you and see the workplace first hand? Think of it as a job fair in reverse. Open houses give applicants the opportunity to tour your agency and see the working environment up close. You could provide presentations about the jobs available and the application process. Guest speakers could speak to specific jobs and answer questions or actually give the applicant a demonstration of what the job entails.

Multi-Cultural or Diversity Events: These events are another terrific way to target passive job seekers and establish a diverse applicant pool. Recruiting at these events can be as simple as setting up a table with hiring information and making informal conversation with potential job seekers. Examples of these events include: Juneteenth celebrations, Fiesta Hispana, etc.

The Internet: The internet is more than just the big job boards we're probably all familiar with. There are hundreds of job boards available that specialize in anything from nurses to call center workers by providing job posting and resume sourcing services. In addition to job boards, recruiters may want to take advantage of online networking sites. In this day and age, many people don't have time to attend after work social hours to network with peers in their field, but they can do so by blogging (chatting or posting messages) online. Many professionals are using sites like ryze.com™ to communicate with peers in their professions across the country, and this is a great opportunity for recruiters to connect with a variety of professionals nationwide.

Internal Recruitment: Why ignore your best applicants? They know all about your programs, your agency, and your workforce culture. They're your current employees. Are you actively advertising your vacancies internally for you own employees? Are you providing services to help your employees with their own career development? Workshops providing information on how to apply for promotional positions and improving interviewing skills can ensure that you're making the most of the talent you already have.

Additional Resources:

Free Job Posting Sites & Information

Name	Web Address
America's Job Bank	http://www.ajb.org
Wisconsin Department of Workforce Development (DWD) Information for Employers	https://www.dwd.state.wi.us/dwd/employers.htm
Wisconsin JobNet	https://www.dwd.state.wi.us/jobnet/mapWI.htm
Wisconsin Office of State Employment Relations (OSER) Affirmative Action	http://oser.state.wi.us/section_detail.asp?linkcatid=352&linkid=27&sname=Human%20Resource%20Services
Wisconsin Job Center	http://wisconsinjobcenter.org/wjc/
Wisconsin Technical Colleges Job Board	http://www.wisconsintechconnect.com/default.asp
Wisconsin's Job Bank	http://www.ajb.org/wi/
Airs Job Board Directory	http://www.airsdirectory.com/directories/job_boards/

Free Job Notifications or Postings for Underutilized Positions

Centro Hispano	http://www.centrohispanomadison.org/home.html
League of Wisconsin Municipalities	http://www.lwm-info.org/
Milwaukee Urban League	http://www.tmul.org/
NAACP of Madison	http://www.naacpmadison.org/
Urban League of Greater Madison	http://www.ulgm.org/
Wisconsin Association of Black Public Sector Employees (WABPSE)	http://www.wabpse.com/
Wisconsin Women's Network	http://www.wiwomensnetwork.org/

Schools and Universities

Wisconsin Independent Colleges	http://www.wficweb.org/
Wisconsin Technical Colleges	http://www.wisconsintechconnect.com/
University of Wisconsin Madison	http://www.corprelations.wisc.edu/career.html
University of Wisconsin Eau Claire	http://www.uwec.edu/Career/
University of Wisconsin Green Bay	http://www.uwgb.edu/careers/
University of Wisconsin LaCrosse	http://www.uwlax.edu/CareerServices/

University of Wisconsin Milwaukee	http://www.uwm.edu/Dept/CDC/employer_posting.html
University of Wisconsin Oshkosh	http://www.tts.uwosh.edu/career/
University of Wisconsin Parkside	http://oldweb.uwp.edu/admin/career.center/
University of Wisconsin Platteville	http://www.uwplatt.edu/careercenter/
University of Wisconsin River Falls	http://www.uwrf.edu/ccs/
University of Wisconsin Stevens Point	http://www.uwsp.edu/career/
University of Wisconsin Stout	http://www.uwstout.edu/careers/index.shtml
University of Wisconsin Superior	http://www2.uwsuper.edu/frames/career_frames.php?frametype=bottom&headerpage=caca.html&contentpage=http://www2.uwsuper.edu/career/index.html
University of Wisconsin Whitewater	http://www.uww.edu/StdRsces/career/

Measuring Metrics

Calculating Turnover Costs	http://www.workforce.com/section/09/article/23/55/58.html
Minnesota Dept. of Employee Relations – Reference Appendix B	http://www.doer.state.mn.us/pdfs/staffing/dynrec.pdf

Recruitment Mediums

Billboards	Bus Billboards
Job/Career Fairs	Churches
College/University Career Fairs	Community Events
Conferences	Consultants
Ethnic Festivals	Headhunters
Hiring/Placement Agencies	Internet Based Job Boards
Magazines	Mailings
Newspapers	Organization Open House
Organization's Internet	Professional Organizations
Radio	Theater Ads
TV	