MPA

Master of Public Administration

Capstone Applied Research Project

Improving Internal Hiring Practices
at the
Oregon Employment Department

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.EXECUTIVE SUMMARY   .

The purpose of this report is to provide useful recommendations to aid the Oregon Employment Department (OED) in improving its internal recruitment process. A team of HR employees within the agency identified room for improvement in its traditional hiring model and reached out to a group of University of Oregon graduate students for fresh ideas. The student research team examined current literature, online resources, and the advice of hiring experts to form a list of current industry strategies and innovative ideas not currently utilized by OED.

As the HR team originally surmised, the student researchers concluded that OED's recruitment procedures are quite rigid and bureaucratic. It appears that the agency could improve the process in order to recruit a truly exceptional team of staff. There are exceptional candidates out looking for work – and OED can hire more of them if it refreshes its hiring strategies, especially where it publicizes positions and how it uses interviews to select the best possible candidates. If OED is able to make beneficial changes, the agency will connect with a larger quantity of high-quality candidates and consequently bring more of them on board.

This report contains a wide range of practices that could be incorporated at OED to breathe new life into the agency. The intention of the student researchers is for the HR team to review the recommendations provided here, discuss the implications of each strategy, determine which would be the most successful at OED, and incorporate those into a tool for hiring managers to use when recruiting new employees.

.INTRODUCTION   .

The Oregon Employment Department (OED)'s Human Resources (HR) Team is seeking to improve its own recruitment process. Its current procedure is fairly standard for governmental agencies. The agency posts job announcements on the state's "Government Job Openings" website, uses a software program called NeoGov to screen incoming applications, holds individual in-person interviews for select candidates, and calls references before making job offers (see Appendix A for a map of the entire process). OED's HR team was initially interested in partnering with the student researchers because a young and knowledgeable team is well suited to help OED diverge from its traditional, bureaucratic methods. The ultimate goal of the collaboration is to revise the recruitment process with the hope of increasing the number of quality applicants who will, in turn, augment diversity in the agency. OED aspires to employ a workforce that represents a wide range of backgrounds, ages, genders, sexual orientations, races, ethnicities, ideas, skills, values, talents, interests, and personalities.

OED managers have access to a number of tools for use in the recruitment process, but there is a concern that those tools are less relevant, organized, and up-to-date than they could be. The HR team is dissatisfied with the available tools and training regarding recruiting high-quality and diverse candidates. As a result, the HR team is also somewhat dissatisfied with the composition of OED's workforce at this time. The student research team could have employed one of two approaches here: 1) evaluate the department's internal hiring practices to determine what the underlying problems are and the best way to go about addressing them; or 2) research existing hiring techniques and offer recommendations of those most suited for OED's goals and culture.

From the start, the HR team has requested that the student research team focus on opportunities for improvement, rather than laboring over problem definition. In heeding that advice, the student research team spent a short time familiarizing itself with OED's current processes before launching into an investigation on popular and successful hiring practices used in the public, for-profit, and non-profit sectors.

The final deliverable of this project, which you are reading now, is a thorough review of recruitment tactics that could be incorporated into OED's recruitment process to help the agency make more advantageous hires. All recommendations offered here are meant to enhance OED's recruitment process in accordance with its overall strategic plan. The HR team and hiring managers may choose to adopt or reject any number of the student research team's recommendations. Any new tactics incorporated will aim to further engage managers in the recruitment process and, in turn, enhance the hiring experience for job seekers. Improvements to OED's procedures will benefit the general public as well. By recruiting and selecting higher quality applicants, the agency will build a more robust and successful workforce that will be equipped to provide constituents with improved services.

BACKGROUND

.BACKGROUND OF THE OED .

The OED employs approximately 1,500 people across the state in 47 different locations. The majority of employees are based in Salem, Portland and Eugene with a few locations in more rural areas. The "About Us" section of the agency's website (www.oregon.gov/employ) explains more about the department's background:

"The Employment Department was created in 1993. The department is an active partner in the development of the state's workforce.

The mission of the Employment Department is to promote employment of Oregonians through developing a diversified, multi-skilled workforce, promoting quality childcare, and providing support during periods of unemployment.

Through 47 offices across the state, the department serves job seekers and employers by helping workers find suitable employment; providing qualified applicants for employers; supplying statewide and local labor market information; and providing unemployment insurance benefits to workers temporarily unemployed through no fault of their own. The Employment Department's Child Care Division promotes and regulates childcare.

The department offers a number of services. It serves employers through timely recruitment of a qualified workforce, customizing state and local labor market information for use as a business planning tool, and by offering job-matching services based on the need of each employer. Labor market economists and research analysts identify major workforce policy areas that require additional research and present their findings and ideas for solutions to decision makers. Statewide, regional, and local economic information is prepared for use by employers, community leaders, and policy makers. The department helps job seekers find jobs that match their skills and employers' needs, provides them with up-to-date information about trends in occupations and skills needed for success in the job market, and works with other agencies to direct them to appropriate training programs and job experiences."

.RESEARCH DETAILS   .

The following section describes the research design used by the graduate student team. This project took place from January 2013 to May 2013.

The Research Team

Alula Alemu, Kayla Bowcutt and Pat Hare are graduate students at the University of Oregon (as of May 2013) who chose to participate in this capstone project to work with OED to improve its internal recruitment process. The capstone project is the final requirement for students to complete the Master of Public Administration (MPA) program within the Department of Planning, Public Policy, and Management (PPPM). The project required extensive research, exceptional teamwork, and strong communication with working professionals. The project was supervised by Dr. Colleen Chrisinger, a faculty member of the PPPM Department. The student research team worked extensively with the HR team at OED, consisting of Jessica Knieling (Human Resources Manager), Angie Sifuentez (Assistant Human Resources Manager), and Crystal Mills (Recruiter).

Alula, a second year MPA student, is interested in improving the performance of public sector organizations. One primary objective of his, which tied in particularly well with this project, is to develop his knowledge surrounding diversity issues in the public and non-profit sectors. Alula is an international student whose perspective surely enriched the quality of the project.

Kayla is a second year graduate student pursuing both an MPA and a Master of Nonprofit Management. She intends to pursue a career in the nonprofit sector working on behalf of either homeless animals or underprivileged children. She chose this project because she believes human resource related skills are invaluable and those learned in this project will be applicable in virtually every job she takes in the future.

Pat is working for the City of Adair Village as the Assistant City Manager while simultaneously completing the final year of the MPA program. He has been involved in many different hiring processes (as an interviewer and as an interviewee, within and outside the public sector) and therefore brought extensive practical experience to the project.

Research Questions

These are the questions that guided the student research team throughout the project:

1. How can the hiring process be improved to increase the number of quality, diverse employees?
2. What tools can be identified or developed that will be useful to managers in their hiring roles?

Assumptions

The research team operated under the following assumptions from the beginning of the project:

1. OED's HR Team is seeking to update the agency's internal hiring process because they feel there is room for improvement.
2. The OED has expressed concerns regarding the agency's lack of diversity and they are striving for enhancing their efforts in this area.
3. The OED could benefit from a process that increases the overall quality of applicants, and as a result, employees.

4. This project will focus on low to mid level positions only. Much of the content here will apply to hiring for high-level positions, but recommendations specific to filling high-level positions are not included here.

Data Sources

The research team first got acquainted with OED's current hiring procedures by studying the agency's official policies and procedures. The team simultaneously researched best practices to form a solid base of knowledge on the topic of hiring. Next, interviews were conducted with hiring experts at a variety of private, public, and nonprofit sector organizations. The team then dove into published research on innovative ideas, including seeking out case studies of exemplary agencies and organizations. Finally, the research team designed and conducted a survey of graduating students and young professionals to learn even more.

Agency Policies & Other Documents

OED's HR team provided a collection of OED documents outlining policies, procedures and other information useful to this project including the OED strategic plan, a hiring guide, and a flowchart of the current hiring procedure (Appendix A). A clear outline of OED's policies was vital so the research team could understand which elements were open for revision and which were standardized and needed to be left alone. OED also had some quantitative data, for example statistics on the racial composition of the current employee group, and the student researchers obtained and reviewed those statistics.

Interviews

The research and analysis for this project involved mostly qualitative measures. The student research team maintained ongoing communication with the OED's HR team. That team of three employees was the most useful resource in terms of connecting external research to what would be most relevant to OED. The student team also interviewed a number of OED managers to gather vital input from the individuals who actually do the hiring (see Appendix C for a summary of manager interviews).

The student researchers interviewed a variety of hiring experts to gain insight into both best practices and innovative ideas. As expected, each interview contributed a unique and valuable perspective, as well as advice that transferred directly into the content of the student research team's recommendations. The experts and their titles are named below. The list of interview questions that were used to gather consistent and quality information is included in Appendix B.

- Glenda Bradley: Senior Talent Acquisition Specialist with the American Red Cross
- Tricia Duncan: Human Resources Director with Jones & Roth Accounting Firm
- Drew Foster: City Administrator with the City of Adair Village
- Tina Gallegos: Senior Talent Acquisition Specialist with the American Red Cross
- Wes Hare: City Manager with the City of Albany
- Jennie Joiner: Division Director with Robert Half International (human resources consulting firm ranked first in its industry – temporary help – in Fortune Magazine's list of the "World's Most Admired Companies")
- Christine Lonigan: Employment Manager with the University of Oregon's Human Resources Department
- JP Moss: Private Consultant based in Portland, Oregon
- Maryann Sinkler: Director of Licensed Training Providers with the American Red Cross
- David Shaw: Human Resources Director with the City of Albany

Survey
OED's HR team was interested in improving the agency's hiring process in the hopes of attracting a younger demographic of individuals. The research team designed and conducted a survey of 55 graduating students and young professionals, of whom 40 responded. The purpose of the survey was to gather information such as where young people search for available jobs, what about a posting entices them to apply, and what innovative hiring practices they've encountered as a job seeker. The results of the survey will be referred to throughout the guide. See Appendix D for survey questions and results.

Books, Journal Articles & Case Studies
The students researched best practices and innovative ideas by reviewing books, journal articles and case studies on the topic. Best practices do not form a large portion of the research, however, because the HR team preferred to not be limited to what is already being done. The HR team expressed interest in examining case studies of any particularly progressive organizations the research team discovered. Reference materials are cited at the conclusion of this plan.

Personal Experience
The student team drew from personal experience when building the content of the hiring guide. OED's HR team recommended to 'think outside the box' and draw on personal opinions as to how the agency can attract people similar to ourselves. The team felt that group member Pat Hare brought knowledge and experience in recruiting and hiring employees in his role as Assistant City Administrator of Adair Village, OR.

Limitations

The limitations of this project ranged from inherent difficulties in creating a new and innovative process, legal requirements OED must abide by, difficulties in measuring quality and diversity and the location of resources. A more detailed explanation follows:

1. New Process: When developing a new innovative process there was not a specific model to follow or as many resources to utilize. The recommendations and guides that are produced from this project will be the result of our creation. This novelty can pose many threats to the success of the project. The recommendations may be too drastic or they may not fit the organization's culture, resulting in possible rejection.

2. Legal Requirements: There are many legal requirements that state agencies have for hiring and recruiting processes. It was vital to know these requirements and work within those confines. This feature somewhat limited the student researchers ability to be creative and innovative with the project.

3. Quality and Diversity: Aiming for improvements in quality and diversity is a somewhat ambiguous goal due to the fact that both are difficult to measure. The complicated measuring problem is exacerbated in this instance because OED seeks diversity not only in racial terms, but also backgrounds, skill sets, personality traits, and other characteristics.

4. Distance: The location of the OED presented a challenge for accessing personnel and resources. There are other means of accessing materials and resources; however they were more time consuming.

Human Subjects & Confidential Information

Student researchers ensured that sensitive information was protected for all interviews that were conducted and surveys that were distributed. The information gathered from the OED was kept confidential by the group conducting the research. The data was presented in a manner that reflects the project in its entirety, and will not segregate any human subjects or confidential information so as to be recognizable by readers.

.RESEARCH RESULTS

The student research team has split up the overall recruiting process into four subsections:

A. Advertising Job Postings
B. Screening
C. Interviewing
D. Reference Checking

The following four sections of the paper correspond to those four topics. Each section includes a general description of the topic and its importance, plus a summary of OED's current strategies. The bulk of each section is a list of strategies currently being used in the public, for-profit, and non-profit sectors. We've separated those into *Industry Strategies* and *Innovative Ideas* to differentiate between the practices widely used and those that are just emerging. The final portion of each section is a summary of our recommendations for OED.

.ADVERTISING JOB POSTINGS
RECRUITING PROCESS — STEP A

Employee recruitment is an ongoing process that demands attention at all times. Organizations need to keep their staffing and productivity at the necessary level. When recruitment is not given priority, valuable candidates are turned away. Recruitment consists of not only finding capable applicants but also marketing the organization. This process needs to be supported at all levels of the organization because the recruitment process is usually controlled from the top down. The process needs to have demonstrated support at all times. If the process is not supported at the top levels then the rest of the organization is not going to take it seriously either. One of the most common mistakes organizations make in the recruitment process is limiting resources to the process. Organizations often limit themselves because recruitment is an expensive and time-consuming process.

Optimal recruitment practices can pay great dividends when done properly. Jane Brown (2011), author of *The Complete Guide to Recruitment* writes "Hiring the best people in a cost-effective and value based way will add multiple zeros to your bottom line." To be effective, recruitment must achieve the goals of finding applicants that will enrich the organization, add to the productivity of the environment, and be retained long enough to justify the expense of their recruitment process. Recruitment is often considered a high cost function of the organization. This is a very common attitude towards the process. Many times it is overlooked as being a good investment like training and development. Often not considered are all the costs that go into continually recruiting, especially for key positions, because the process did not yield good results the first time. The overt costs of frequent recruitment and hidden costs, such as the opportunity cost of using organization man-hours and resources, quickly add up. Optimal recruitment includes best practices recruitment. "It is easy to overlook basics, such as clear, informative and specific job postings. Recruiters that are reachable help retain the candidates and develop a relationship with those in the talent pool that the organization most wants to reach" (Picoult, 2013).

Optimal recruitment means choosing from as diverse a pool of candidates as possible. Hiring managers may find that Generation Y candidates, candidates that are closer to traditional

retirement age, candidates with a disability, or candidates from a racial or ethnic minority are exactly the fit the organization is looking for. Millennia's or Generation Y can be a real asset: For staffing firms, this means having a highly skilled, highly educated pool of available candidates who are likely to take assignments that more experienced workers might not accept, at salaries that are more competitive - and aligned - with current market conditions (Charney, 2013).

The life experience and often flexible requirements of a more senior applicant can be what the position requires. The perspective and insight offered by those with different backgrounds, experiences, and abilities improves the effectiveness of organizations. Institutions find that"...diversity is a valuable source of insight and adaptability, generating better business ideas and high-quality service. Differing abilities are a part of that healthy diversity" (Inc, 2013).

Diversity Inc. asserts that ."..diversity has several benefits. It gives organizations new ideas and innovative solutions at the strategic level; it helps attain and retain the best talent; and it helps organizations market and protect the brand" (Inc, 2013).If there is a good platform with job posting and human resources, the next step is to entice a diverse pool of qualified candidates. Clearly this will add strength to the hiring process if positions are clearly explained and well-advertised.

OED's Current Strategies

The OED uses several different methods of advertising Job announcements that are broken down based on qualifications, if the position is being filled internally, or if the job is open to the public.

If they are open to the public OED will send them to:
- The National Association of State Workforce Agencies (www.naswa.org)
- iMatchSkills (this links with indeed.com, hero2hired.com, Twitter, and Facebook)
- Qualityinfo.org
- State of Oregon Jobs Page (www.oregon.gov)

If a position doesn't have any specific degree requirements or is fairly general, OED will send out the recruitment to all colleges/universities in that county. The OED has also made a list of all local newspapers across the state. Currently OED does not advertise in local newspapers but have the information and resources to do so.

Staff at the OED just started working on bilingual and disability advertisement resources to increase diverse outreach that include:
- Latino Network
- The National Association of State Workforce Agencies (NASWA)
- The Veterans Job Bank powered by NRD.gov provides Veterans with a central source for identifying Veteran-committed employment opportunities and assists America's employers in identifying qualified Veterans.

Industry Strategy A1: Employer Branding

The concept of branding an organization is not a new term; however it has become more popular over the last few years. A brand is who the organization is and who they represent. This is how people will recognize an organization and be able to relate to it or not. When someone hears about Nike they instantly think of their marketing strategies and brand. There is a sense of understanding amongst the population about what Nike stands for and who they are. When branding is done right potential employees will seek the organization out not the other way around. Jane Brown (2011)

says "A strong brand will mean that the best talent will find a path to your door. When people join you they already understand and share your values."

To assess and use employer branding many aspects of a company and its culture are considered, including work experiences, external perceptions, and management practices. Both quantitative and qualitative research is useful in this intelligence gathering. In this era of increasing transparency, the organization's external reputation can be considered through both external focus groups and/or some level of online reputation audit to determine 'what is being said' about the organization via web channels (blogs, social networks, and corporate rating sites such as JobVent) (Minchington & Ryan, 2009).

Pros: Employer branding can help retain employees by helping them keep in mind the positive aspects of their workplace. It can attract new prospects who are motivated by the company's reputation and message, improving the talent pool for the employer.

Cons: The organization cannot completely control its image as an employer, so branding strategies may not be wholly effective. Some branding strategies, such as free health club benefits or a democratic management culture, may only be window dressing that does not address real employee concerns.

Relevance to OED: This is a great opportunity for the OED to start developing their name. The OED helps people across Oregon to find employment opportunities. There is a long laundry list of things that the OED does that would reach many perspective employees. People need to hear about all of the great things that OED is doing. This is not just an opportunity to build an employee base it is also a chance to gain support across the state as well. Building an organizational brand will help the OED with all aspects of the hiring process.

Recommendation: YES

Industry Strategy A2: Job Fairs

Job fairs were designed to bring employers and applicants face to face. Another name for job fair is career fair. Schools often give job fairs to help their graduating students have an opportunity to find jobs. Companies will have recruiters set up at a station, or booth, and applicants can approach the stations they are interested in. Often companies will state if they have openings available and what they are looking for. Applicants may drop off their resumes and may receive a business card from the company. If the company has openings, applicants may receive applications to fill out and return it to the recruiter's station during the fair and may even receive an interview. A job fair may focus on a specific field or several career types can be invited to attend. It depends on the reason for the job fair.

There are many positive aspects of job fairs. For a company, a job fair may bring in a large number of applicants. A company has an opportunity to look over available workers and get a sense of what applicants are presently available. It also gives the company a chance to interview several applicants in one day. Tina Gallegos (2013) a Senior Talent Acquisition Specialist for the American Red Cross explained that Job Fairs are a great place to fill specific positions. When an organization is hiring multiple people or filling specific roles a job fair can provide several qualified applicants at one time.

Pros: Informal interviews can rule out applicants that are not right for their company and save time. It also allows companies to put a face to a resume. Companies may have the opportunity to grab an exceptional applicant immediately. It also allows unknown companies a chance to attract applicants. A company does not have to advertise if they become part of a scheduled job fair put on by a school or another entity. This may be another way to save money for the company.

Applicants benefit in meeting with several prospective employers at one time. They can turn in their resumes at several different companies in one convenient location. It also allows applicants to network, not only with companies, but with fellow applicants. Applicants can learn more about a

company then they can find online. Applicants may get an opportunity to explore jobs or companies they had not considered before. Applicants can make important connections within their community and may even speed up their career goals or help them find a mentor.

Cons: Job fairs can have some drawbacks. With job fairs the time frame is extremely limited. A job fair usually lasts a day. Companies may make snap judgments and hire after a very short interview and without checking any background information. Job fairs for applicants can sometimes be loud and overwhelming. Usually there are lots of prospective job seekers. Applicants often have to stand in line to get up to a station and may not be able to get to all the stations they want to. Some applicants may have weak interviewing skills so they will not do as well as more charismatic, extroverted applicants, even though they may have more skills and a better resume.

Job fairs can be a successful tool for both companies and applicants. It is a way to bring a large number of employers and employees together in a very short amount of time and in one location. They are often cost effective.

Relevance to OED: The OED could promote participation in job fairs, possibly even offering the assistance in pre-screening candidates that they do remotely for employers. Job fairs may be the most effective, efficient, and immediate way for OED to reach the young professionals it is looking for.

Recommendation: YES

Industry Strategy A3: Advertise With Universities

OED, particularly for entry to mid-level positions, could easily advertise openings at all Oregon universities and expand its applicant pool. All universities have staff and facilities dedicated to job searches and these could be used by OED to match graduating students to openings in the Department. OED staff could also develop relationships with university placement staff to better position the agency to attract good employees. It is unlikely that most graduating students have considered a career with the OED, so having allies on campus could improve access to younger, educated workers.

Pros: Advertising with all universities will expand the amount of applicants that will be reached. College students are often from out of the area and are looking to move after graduation. Posting Job announcements at all universities will cater to an audience that is looking to relocate. This will also provide diversity in the hiring pool.

Cons: The hiring agency may be looking for a specific demographic that is familiar with the area and employment needs of the region.

Relevance to OED: OED should take immediate steps to advertise job openings at Oregon universities and establish relationships with university placement staff. OED could consider establishing a position to serve as a liaison to universities or assign this role to existing staff in regional offices.

Recommendation: YES

Industry Strategy A4: Utilize Websites & Social Media

Internet is the media of choice for younger people and a primary source of information for nearly everyone. Many employers now only accept on-line applications and nearly all advertise job openings on their websites. Social media sites have become powerful tools to reach large numbers of people and they could be used by OED to seek job applicants. Facebook and Twitter dominate the field, but there are a host of other options that could allow OED to target more specific audiences. Results from the survey conducted showed that over 75% of the students surveyed utilized "craigslist" to look for job postings. Results also showed that 100% percent of interviewees used some form of social media to find job openings. Interest area websites, such as those maintained by professional associations, are also routinely checked by certain categories of

potential employees for job openings. Universities, non-profits and other units of governments may also have opportunities for OED to advertise openings.

Pros: Many different demographics of people can be reached with low costs and minimal amounts of time. Targeted audiences can also be reached by using different forms of social media.

Cons: Social media sites are used by such a diverse group of individuals that there might be a large volume of applicants applying for openings that they do not qualify for. Many applicants might have the qualifications needed to apply but do not have the background OED is looking for.

Relevance to OED: OED should actively investigate increasing its use of the Internet and social media to publicize job openings. The agency might consider using a social media consultant to maximize its investment in this media. OED currently uses several different social media sites but could expand their reach by investigating alternative methods.

Recommendation: YES

Industry Strategy A5: Write Creative Job Announcements

Typical job announcements may provide needed information, but there is also value in attracting interest and stimulating a response. More creative descriptions of the organization, its mission, values, goals and culture could attract a more diverse response. Creative announcements might focus on what people in a given office find most rewarding about their work and use quotations from employees. Announcements might briefly describe a daily routine, particularly if the job includes a variety of experiences.

Pros: More creative descriptions might entice more applicants representing a broader range of skills and interests. Applicants might have a better picture of the job, creating a pool of more informed job seekers.

Cons: Too much creativity could be misleading. More effort is required to go beyond filling in the blanks so mangers might not want to spend the extra time.

Relevance to OED: The OED has specific boiler plate guidelines for writing job announcements; however there are places in the announcement for adding appealing content. This content does not have to be misleading but should reflect the positive nature of the position. OED can utilize this tactic to enhance applicant interest in the organization and position itself.

Recommendation: YES

Innovative Idea A6: Blogging

The Oregon Employment Department is keen to help employers find the very best candidates for available positions. Social media is a tool that is increasing in effectiveness for recruiting organizations. While some forms of media: Facebook, twitter may help in reaching candidates, they are likely to be lost in the white noise of constant updates.

A blog (or web log) that is subscribed to by potential job searchers is one way to reach many candidates. A Blog is a discussion or informational site published on the World Wide Web and consisting of discrete entries ("posts") typically displayed in reverse chronological order (the most recent post appears first). Until 2009 blogs were usually the work of a single individual, occasionally of a small group, and often covered a single subject. More recently "multi-author blogs" (MABs) have developed, with posts written by large numbers of authors and professionally edited. MABs from newspapers, other media outlets, universities, think tanks, interest groups and similar institutions account for an increasing quantity of blog traffic.

Blogs are consumed by readers at home or on their mobile devices. They may be updated as often, or as rarely as needed. Many consumers use blog readers, a platform that collects and aggregates content from web feeds. Blog readers, such as Feedly, also allow users to share information, through E-mail, Facebook, Google+, Tumblr, and Twitter, which could allow for further dissemination of job postings and increased convenience for job seekers.

Pros: The advantages of a weblog are that they are more deliberate than tweets or Facebook posts, so most blog readers have much less chatter than a Facebook page, or a twitter subscription. An example of a job posting blog can be found by searching for GSLIS Jobs and Opportunities Blog (GSLIS, 2013). Another reason blog posts could be effective is that they can facilitate any desired Employment Branding by employers. The most exciting new development in the effort to attract top talent is Employment Branding. Now, companies of all shapes and sizes can strategically develop online content designed to catch the attention of and develop a relationship with the very talent they most desire. Using social media to push out blog posts and videos authored by their employer, recruiters are finding new, better ways to connect with the right applicants (O'Donnel, 2012).

Blog posts are a platform that easily accommodates links, extra information, videos, even feeds such as twitter. An additional advantage of a blog to disseminate postings is that users can target the feeds they want to read. The blog feeds can be targeted by region, or job type. This would greatly increase the efficacy of postings, since job seekers would only receive postings they are interested in. The final benefit of the system is that once a seeker subscribed through their blog reader, the updates would all reach them. Currently, the OED emails candidates when their i match skills profile match a posting. This system requires a seeker to be signed up with the i match system (something a currently employed candidate would be unlikely to do), and matches are made very rarely. This system provides a way for the job listing to reach out to interested candidates, employed or unemployed.

Cons: Some potential obstacles include: Some people do not currently use a blog reader. However, this could be overcome if desired, by having Facebook subscriptions do the same function. The readers are free to install, easy to use, and widely used. Another objection might be that the blog probably could not allow for comments (for fear of inappropriate content being posted or negative statements made about employers). Commenting is usually a vital part of any blog, and having no comments may make it less lively and vibrant.

Relevance to OED: This blog format could be valuable tool for the Oregon Employment Department, closely allied to the work already being done with their current format for job postings. OED could use blogs to attract and inform job seekers, as they appeal to younger, more technologically savvy employees. Blogs are an increasingly important tool to reach people in a world where many different media compete for attention.

Recommendation: YES

Innovative Idea A7: Networking

One innovation the Oregon Employment Department could implement would be networking breakfasts (or lunches, or desserts, or coffees). This would be a casual atmosphere in which job seekers, employers (particularly small business owners) and state employment specialists could meet and exchange information.

Networking meetings organized by the Oregon Employment Department could function as casual contact networks which can be defined as follows:

> "These are business groups that allow many people from various overlapping professions. There are no restrictions on the number of people represented in any profession. These groups usually meet monthly and often hold mixers where everyone mingles informally. Casual contact networks may hold other meetings where there are presentations by guest speakers on important business topics or discussions on issues concerning legislation, community affairs or local business programs" (Misner, 2012).

By adding such amenities as guest speakers and the opportunity to interact with other members of the business community, the buy-in from potential employers would be increased.

There are essential ingredients to a successful networking group:

- **Purpose** — How will attendees benefit from attending meetings and making new contacts? Is there a "passion" that will encourage participation?
- **People** — What common interest or need will hold your community together?
- **Place** — Where will your networking group meet that attendees will find comfortable and convenient?
- **Promotion** — How will you reach out to new people in the area who share an interest in the networking group's purpose for meeting" (Allen, 2010).

The people, both job seekers and employers, may need a common interest. This could be the type of industry: non-profit, sales, technology, entrepreneurship, etc. The place could be any kind of meeting room. Local businesses might be willing to sponsor the meetings in exchange for the benefits of customer exposure/business contacts.
Pros: Networking can be very productive of contacts, information and ideas for businesses and job seekers
Cons: Investment of money and time by employment department, clients.
Too many of one kind of participant may attend, limiting usefulness of networking.
Relevance to OED: The purpose of the networking meetings from OED's perspective would be to increase the matching of qualified candidates with positions. From the perspective of the attendees, networking will increase business and employment contacts. To promote the networking meeting, OED could use many strategies. The networking group could be coordinated through such non-employment department sites as meetup.com or yahoo groups. It could be advertised via craigslist or the OED website. It could be promoted through newspaper and radio advertisements. Existing employers could be specifically invited by a department coordinator to attend functions that would be most useful to them. Promoting the event by having a guest speaker of interest to the potential attendees would likely improve response to the invitations.
Recommendation: YES

Recommendations

OED should investigate and strongly consider adopting innovative advertising practices as a part of its recruitment process. The agency will benefit by taking new approaches and it will set a good example for other state departments and private employers to follow. The global economy demands a more diverse workforce with a wider variety of skills. Using innovative hiring processes is more likely to result in a satisfactory workforce than using simple, traditional methods. A summary of the techniques the student research team believes will work for OED, at least in some departments, is outlined below:

- Engage in employer branding
- Participate in job fairs
- Advertise with universities
- Utilize websites and social media
- Write creative job announcements
- Use blogging to reach young job seekers
- Network to connect with more highly-qualified candidates

.SCREENING .
RECRUITING PROCESS — STEP B

Candidate pre-screening refers to the preliminary assessment of applicant qualifications. Pre-screening helps to evaluate a list of potential candidates and narrow the list to a more manageable number that can be advanced to the next phase – interviewing. Pre-screening supplemental questions assists hiring managers and human resource analysts in better recognizing a candidate's ability to effectively execute the job in question. With the current limited job market and large number of applicants, it is important to make sure competent pre-screening processes are utilized to avoid a fraudulent hiring process.

There are certain standards for effective screening tools that should be considered when evaluating a pre-screening process. These standards include efficiency, validity, legal defensibility, length, and coverage (Hauenstein, 2005).

Tina Gallegos, a Talent Acquisition Specialist with the American Red Cross, says that with large applicant submissions for a job post, it is important to evaluate the applicant's information very quickly. The efficiency principle argues for online screening since manual reviews are problematic and time consuming. Validity takes in to an account the accuracy of information gathered to predict potential job performance. This principle strongly suggests a need to clearly define job requirements and its relationship with the information collected. Private consultant JP Moss argues "it does not make sense to gather information which is not relevant to the job's requirements." The legal defensibility principle cautions for a careful legal review to avoid lawsuits. Questions on the application form and background checks should follow the legal procedures set by the law (Moss, 2013).

The author of "No Fail Hiring" wrote that even with the current limited job market and large number of applicants, the application process should not be time consuming to the extent that an applicant will be uninterested (Valtin, 2011). The length principle encourages a balance between relevant information needed and the length of time it takes to fill out an application. The coverage principle argues for consistency and matching between the job requirement and information provided on the application form. The application questions should be constructed based on the job requirement. This helps to gather relevant information in order to make decision whether to advance a candidate or not (Sinkler, 2013).

OED's Current Strategies

The OED's current screening process is done by the HR department. Once applications are collected for each job announcement and an announcement has closed, all of the applications are evaluated. The first step of the evaluation process is to make sure the applications have been completed with the specific information requested in the job announcement and, if applicable, the required responses to the supplementary questions. The second step is to screen the applications and verify if the candidate meets the minimum qualifications. Some applications incorporate test questions in which the responses are graded in order to give the qualified applicants a numerical score. After these evaluations are complete the data from all of the applications is entered into the State's database (NeoGov) so that a list of eligible applicants can be retrieved. The list of eligible applicants is called a "Certificate of Eligibles".

The applications that were announced as a "Job Rotation" (EMJR) are not entered into any databases. They will be evaluated by the minimum requirements listed in the announcement. A list of qualified applicants will then be supplied to the hiring manager and the manager will be responsible to contact the accepted applicants.

It is up to the hiring manager and recruitment analyst to determine how they will select candidates from the "Certificate of Eligibles" for interviews. For example, they may use skill codes, a supplemental questionnaire or the numeric score from a graded exam question to decrease the applicant pool. The selected applicants will then be contacted by the hiring manager for an interview.

Hiring managers are notified by the recruitment analyst when a "Certificate of Eligibles" list is available to pull; however, they are only notified for recruiting announcements that were posted on web pages with a unique announcement number. If the hiring manager requests a "Certificate of Eligibles" from a pool that has already been established, they would be required to request approval from budget authority as well. The list will either be held at the front desk of the OHR office or faxed to the hiring manager. Other mandatory lists that must be checked for the recruiting process include Agency Layoff, Injured Worker, Secondary Recall, and State Reemployment Layoff. The Recruitment Analyst is to be contacted for any questions regarding responsibilities or obligations to the candidates on the list and the screening process in general.

Industry Strategy B1: Manually Screen Resumes

Traditional and electronic resumes are used as a primary source of information for assessing applicants' credentials. Electronic resumes allow using key words or phrases for a quick search and review of resumes' content. Managers can rank or "grade" the contents. This will provide quality and legal weight to the formalization of the pre-screening process. The following explanation of pros and cons of screening resumes comes from an article on resume fraud (Marquet & Peterson, 2005).

Pros: The advantages of screening resumes are as follows:
- It shows unique information not available on a standard form.
- It provides data on soft skills in a more useful manner.
- It may reveal inconsistencies and gaps.
- Even if created with the help of a professional, it may reflect the applicant's personality better than a standard form.
- The cover letter usually shows much more about the applicant than a standard form.
- The structure of a resume may, to some degree, indicate the applicant's analytical level.

Cons: Some potential challenges of the hand screening method are:
- Information can be very subjective.
- Manual resume reviews lack efficiency since it is time consuming.
- Resumes may lack validity.
- Unstructured nature may make it difficult to compare candidates.
- Looking only for key words might result in overlooking some qualified candidates.

Relevance to OED: OED should use resumes as part of the screening process so as to spot specific points of qualification and interest alongside the job description. OED managers may find that a checklist is a useful tool to help evaluate each resume.

Recommendation: YES

Industry Strategy B2: Screening Uniform Application Forms

The application form is also a traditional method for assessing applicant quality. Most of the time, there is overlapping information provided on a resume and information requested on an application form. The difference is the application form contains specific questions regarding qualification, experience and preference. An application form is a structured document that collects the same information from all the applicants. Applications can be ranked based on their responses. The following explanation of pros and cons of screening uniform application forms comes from an article on employee selection (Hauenstein, 2005).

Pros: Uniform application forms have the following advantages (compared with resumes):
- They can protect a company with legality issues during and after the hiring process.
- A standard application form avoids receiving illegal information from applicants, whereas a resume may contain personal information unsuitable for hiring purposes.
- It allows an agency to quickly pre-screen many candidates and analyze the same criteria for each of them. Resumes lack uniformity, which could lead to claims of disparate treatment.
- Missing information on a job application is obvious. A resume does not always provide all the requested data.
- A standard application is easier to scan for any gaps in an applicant's job history.
- Legal protection clauses can be included in the application form.

Con: Length is a potential area of concern because employers often seek a great deal of information through the standard application form. But if is too long, there is a risk of early abandonment of qualified candidates at the time of application because they do not wish to or can not afford the time required to complete such a lengthy form.

Relevance to OED: OED should continue to use its online application and supplemental questions as part of the screening process in combination with resume screening. The research team strongly suggests creating pre-selected applicant folders with candidate documents and checklists inside.

Recommendation: YES

Industry Strategy B3: Screening With Software

The main objective of the screening process is to eliminate unqualified candidates, leaving only the qualified candidates to continue on in the recruitment process. Screening with software eases the task of ranking qualified candidates by automating the pre-selection process. If an organization uses online application forms, there is an option to use online screening services. The following explanation of pros and cons of using software for screening purposes comes from a book entitled *No Fail Hiring* (Valtin, 2011).

Pros: If an organization uses software for screening purposes, it will help:
- To speed up the pre-selection process.
- To score application forms.
- To attain efficiency in reviewing application information.
- Be fair and job based to all people with equal skills.
- Evaluate the match between the job post requirements and the candidates' application.

Cons: Some potential challenges of screening using software tools include:
- The lack of human evaluation since it is an automated process.
- A chance to miss soft skills and volunteer or internship experiences.

Relevance to OED: OED should use a well-proven online screening software system that is flexible enough to provide the compiled data without automatic elimination based on lack of competencies or experience. OED's current software system, NeoGov, seems to be lacking in many key areas including user-friendliness, ease of printing reports, and steps that make sense for managers to complete (as opposed to busywork). The student research team strongly suggests that the OED HR

team looks into other software systems that would *encourage* instead of *discourage* hiring managers from using it as valuable tool in the recruitment process.
Recommendation: YES

Industry Strategy B4: Pre-Employment Testing

Many companies administer tests to evaluate candidates' skills. Positions involving data entry are often given a typing test, while other roles may require testing of Office programs (Word, Excel, PowerPoint) or technical skills. Some companies even have candidates take a personality test, psychological evaluation, or a working style test to learn more about how the individual will fit in with the organizational culture (Valtin, 2011).

Pros: The best tests reveal skills you might not glean from an application or an interview (Valtin, 2011)**.** Robert Half International has candidates complete tests online at home before they come in for an interview (which helps them narrow the pool down to the most qualified people). The Division Director there, Jennie Joiner, said that "people are remarkably ethical" and that Robert Half does not have a problem with people cheating. She explained her theory, which is that people do not want to take a job that they cannot do, so they don't misrepresent their abilities.

Cons: Testing can be seen as discriminatory. In order to be legal, hiring managers must ensure that the exact same test is administered to all candidates and that the aptitudes being measured are all relevant to the open position (Valtin, 2011, p. 146).

Relevance to OED: OED managers can use tests to evaluate candidate's skills before spending the time and resources to bring them in for an interview. Testing could be done online from home, and then only candidates with the highest scores advance to the interviewing phase.
Recommendation: YES

Recommendations

OED should continue to use its online application as part of the screening process in combination with resume screening. OED should also look into a new software system as a replacement for NeoGov – making sure it is user-friendly and that the managers who will use it like it before it is purchased. With the current limited job market and large number of unemployed professionals, it is important to consider applicants' volunteer and internship experiences. Those pre-eliminated applicants could very well be the best candidates, if managers would just take their soft skills and volunteer and internship experiences into account. This can be done effectively by manually going through resumes, cover letters, and applications. A summary of the techniques the student research team believes will work for OED, at least in some departments, is outlined below:

- Manually screen resumes
- Screen uniform application forms
- Screen with an effective software program
- Use pre-employment testing to evaluate candidates

.INTERVIEWING .
RECRUITING PROCESS — STEP C

Following the recruiting and screening processes, managers are left with a pool of qualified candidates to choose from. Interviewing potential employees is the standard method for determining which of the qualified applicants is best suited for the position and the culture of the company. In order to make an informed decision, managers need to know more about candidates than what can be gleaned from just resumes and cover letters. Interviews are the best chance for a manager to get to know a potential employee before making a hiring decision that may affect the organization drastically – for better or for worse.

The growing trend in interviewing is to spend a great deal more time with the top one to five candidates than is customary. Maryann Sinkler with the American Red Cross says, "You really need multiple interactions or 'touch points.' You can't possibly learn enough about someone in one 45-minute interview. Everyone, even great candidates, have flaws, and you just can't figure out what those are in the amount of time people are used to spending on an interview."

Hiring managers are leaning toward spending more time with their top choices before making an offer in an effort to ensure they choose wisely. This may be a product of high unemployment rates and the fact that organizations can truly pick and choose. The cost of recruiting, hiring and training a new employee is now approaching $19,000 – meaning employers cannot afford to hire the wrong person (Ciccone, 2012). By spending more time getting to know the top candidates, managers have a better chance of making an advantageous (and hopefully longer lasting) choice. It is possible, however, to spend too much time interviewing. Data from Google shows that four interviews is the perfect number for job candidates (Rampell, 2013). After that, the results show diminishing returns.

In order to help OED's managers make the best hiring decisions possible, the majority of the strategies recommended in this section focus on increasing the number of interactive opportunities that will help hiring managers and other agency staff connect with their potential future coworkers.

OED's Current Strategies

OED managers have more individual authority over candidate interviews than any other step in the recruitment process. Managers have different preferences and often tailor the features of a candidate's interview to the type and level of the open position. Most hiring managers at OED use in-person panel interviews to visit with and assess candidates. Managers assemble a group of two to five OED staff members who meet with the candidate all at once, asking a range of traditional and behavioral-based questions. Most managers invite the open position's supervisor(s), coworker(s), and subordinate(s) to sit on the panel. Others branch out to include customers and community members.

While some managers stick to the interview only, others ask more of the candidate. The student research team heard from one manager who learns more about each individual's communication skills by asking candidates to complete a written exercise while in-office. Two other managers like to give candidates a few agency documents and a quick ten-minute preparation period, after which the candidate must give an impromptu presentation for the panel. These exercises and others like them are meant to gather more information about candidates, their strengths and weaknesses, and how they cope in stressful situations.

The HR Team has not set standard interview procedures, meaning this portion of the recruiting process is the most malleable to managers' preferences. The HR Team does have a collection of documents and tools for managers who are looking for extra guidance. The following documents are available on the internal shared website, EdWeb: a 79-page list of behavioral-based questions; a chart of interview guidelines (which lists appropriate and inappropriate questions regarding risky subjects such as age, citizenship, relationship status, race, etc.); a post-interview checklist to help managers evaluate candidates consistently; and more.

Industry Strategy C1: Use Phone Interviews To Narrow Pool

Due to the high volume hiring happening today, many managers are using phone interviews to help whittle down the pool of applicants to the select few who will be invited to come for an in-person interview. Maryann Sinkler, Director of Licensed Training Providers for the American Red Cross (ARC), hires a few new employees every month. When the ARC HR team has handed her a stack of the five to fifteen most qualified candidates, she arranges a phone interview with each one. The candidate must call her at a pre-determined time. She asks four or five questions, with the entire conversation lasting less than twenty minutes (Sinkler, 2013).

Pros: Maryann is able to gauge professionalism and communication skills by paying close attention to how each candidate speaks over the phone. She also watches for whether candidates call on time, whether they interrupt her, whether they send a thank you email promptly, and other details. She feels these quick conversations help her eliminate unqualified and ill-fitting people so she does not have to take the time to arrange, prepare for, and conduct as many in-person interviews.

Cons: Phone interviews don't allow the two parties to observe or respond to each other's body language. As a result, some managers feel phone interviews are a waste of time because they need to meet candidates in-person before they can determine who will be a good fit.

Relevance to OED: Most OED managers are not currently using phone interviews, but they could in order to efficiently narrow the candidate pool. Phone interviews can be used to eliminate or advance candidates. During the call, managers should determine:

- If the candidate meets the requirements of the position (ask one or two technical questions).
- The candidate's salary requirement.
- Whether the position meets the candidate's criteria (discuss the position's responsibilities in sufficient detail for a candidate to decide if the position suits them).
- If there are logisitical consideration that would affect the candidate's ability to interview for or perform the job (discuss availability and locations).

If there are concerns about subjectivity, phone interview questions can be standardized with a form of structured questions (Mazin & Smith, 2011). Phone interviews would likely be simple and inexpensive to incorporate at OED.

Recommendation: YES

Industry Strategy C2: Use Behavioral-Based Questions

In-person interviews are the most tried and true method for getting to know potential employees. Tina Gallegos, Senior Talent Acquisition Specialist with the ARC, prefers face-to-face interviews because she is able to establish a stronger connection and get a sense of what a person is truly like. In-person interviews also allow candidates to get a better sense of the organization's culture and whether or not it is what they are looking for. Managers should be sure the interview takes place in a distraction-free neutral space that is comfortable and welcoming. Many organizations use

behavioral-based interview questions in one-on-one meetings to learn about a candidate's past workplace experience and behavior.

> Traditional Interview Question: "Tell me about your management style."

> Behavioral-Based Question: "Describe a situation from your past when two of your employees had a conflict. What did you do to alleviate the tension?"

Pros: Behavioral-based interview questions are popular – and effective – because past behavior is a better predictor of future success than a canned answer tailored to fit with what the candidate thinks the interviewer wants to hear (Davila & Kursmark, 2005). Maryann Sinkler at the ARC recommends that, in order to get the most out of behavioral-based questions, managers must get candidates to be very specific. Don't let someone get away with (in response to the above example question), "Oh, I am definitely a people person so I have always found it easy to solve conflicts in the workplace by helping my employees with their teamwork skills…" She says you will learn so much more if you repeat the question and request a description of a *specific instance* from their past.
Cons: Behavioral-based interview questions can catch some people off-guard, leaving them fumbling for an answer. It is possible that a really great candidate might get stuck - unable to remember a specific instance to share on the spot - and consequently get passed over. Behavioral-based questions have become so standard that it is also entirely possible some candidates will have prepared so thoroughly that their answers to behavioral-based interview questions will be just as canned and planned as their answers to traditional questions.
Relevance to OED: Some managers at OED are already using behavioral-based interview questions to learn more about candidates' working styles. The student research team is not convinced that these questions alone are the best interviewing technique available (see *Innovative Idea C6*).
Recommendation: NO

Industry Strategy C3: Post-Interview Scoring

Hiring managers can use a standardized scoring sheet to evaluate all candidates consistently immediately following interviews. The scoring form is a way to objectively summarize impressions of each candidate (Valtin, 2011). Such forms usually provide space for interviewers to rank candidates on both hard and soft skills using a scale such as: excellent/good/fair/poor.
Pros: Scoring forms are an excellent way to record thoughts about each candidate and keep all the interviews from running together in a hiring manager's mind. The forms produce a written record that can be referred to later on when it comes time to make the final hiring decision. Scoring may also help to limit manager biases like the halo effect – when an interviewer discovers he has something in common with the interviewee and then favors him/her (Davila & Kursmark, 2005).
Cons: Filling out the scoring forms will take more of the hiring manager's time, but probably only a few minutes after each interview and the valuable information recorded is certainly worth the trouble.
Relevance to OED: Some OED managers are already taking advantage of this useful technique. Those managers could encourage their peers to use post-interview scoring, or the HR team could recommend it to all departments.
Recommendation: YES

Innovative Idea C4: Conduct Email Interviews

Some managers send each candidate a short list of questions for them to respond to by a set deadline via email.
Pros: Tricia Duncan, HR Director at Jones & Roth Accounting Firm, starts with email interviews to get a visual of how candidates write and communicate (2013). She is able to eliminate some

candidates at that point, and moves on to phone interviews with a smaller pool of people – saving time and other resources.

Cons: Email interviews are similar to phone interviews, except that the caller benefits from hearing the candidate's tone of voice, inflection, cadence, and other audible communications. The email format allows candidates to fully control, plan and polish their responses – which compromises the goal of discovering what a person is really like.

Relevance to OED: This method is very similar to the supplemental questions currently being used by managers at OED. The student research team encourages OED to continue including supplemental questions in job applications, instead of creating an additional, time-consuming way of retrieving the same information. This would only create an extra, superfluous step between the application process and the phone interviews recommended above. Despite being more time consuming, phone interviews are more useful than email interviews because it is easier to connect when you can hear someone's voice.

Recommendation: NO

Innovative Idea C5: Video Interviewing

Managers can conduct video interviews using programs such as Skype and FaceTime. Skype can be downloaded for free (skype.com) and FaceTime is available as an application for Apple product users.

Pros: Video interviews are less costly and faster than in-person interviews and they still allow managers to see the job applicant and get a feel for what they are like. Video conferencing is especially helpful for connecting with candidates who live out of the area. Using new technology also shows candidates that your organization is forward-thinking.

Cons: Maryann Sinkler with the ARC believes that connecting over video is just not the same as meeting in-person, though she added that video technology might be useful later in the process to reconnect with someone you've already met (2013). She and JP Moss, a consultant in Portland, agree that they would not hire someone without meeting them in-person first (2013). Tina Gallegos, a Talent Acquisition Specialist also with the ARC, says she feels awkward during video interviews because while she is constantly looking down to take notes, the candidate is stuck staring at the top of her head (2013). Connectivity and other technological difficulties can, of course, present problems as well.

Relevance to OED: OED should video interview out-of-town candidates after a successful phone interview to determine whether OED feels comfortable hiring the person or whether the agency wishes to spend the money it would take to bring him/her in for an in-person interview.

Recommendation: YES

Innovative Idea C6: Use A Variety Of Question Styles

Most interviewers stick to traditional and behavioral-based interview questions. It can be beneficial to mix up the question styles to help the hiring manager learn as much as possible about a candidate, his/her past experiences and his/her potential. A variety of styles are explained below, any of which could be combined by a manager to create the perfect question list for a specific open position.

Thinking-Style Questions — These aim to discover how the candidate processes information and makes decisions. For example, if you were hiring for an open Parks & Recreation Department Director position, you might ask candidates, "We have 3 different office options for you: one is on the 2nd floor of our administrative building downtown, one is just off the lobby of our community recreation center, and one is in the aquatic center. If hired, which one would you choose and why?" There is no correct answer to this question. The candidate's answer gives a bit of insight into how

they think and the kind of person they are (Moss, 2013). If tailored well to the organization and the open position, these types of questions are unpredictable and will almost always extract un-canned answers and telling details about the candidate.

Resume Review Questions — Jennie Joiner with Robert Half International suggests spending more time on the specifics of a candidate's resume during the traditional one-on-one interview. She recommends managers "…go through every position on their resume and talk more about each one – what they did, any technologies they used, more about their achievements on the job." Jennie promises managers will end up discovering skills candidates left off their resumes (2013).

Reactional-Style Questions — These aim to investigate an applicant's past achievements (Valtin, 2011). This style of interviewing takes behavioral-based questions (see *Industry Strategy* section *C2*) one step further by asking the candidate to verify their statements. Here are two scenarios to illustrate the use of reactional-style questions:

> Q: "What were you doing between April of 2010 and May of 2011?
> A: "I took two years off for personal reasons."
> Reactional Q: "Can you mention something you achieved during that period which could prove beneficial for this job opening?"
>
> Q: "Your application form mentions (x) years of experience as a sales representative. What results did you get on that job?"
> A: "I reached my sales target every single year."
> Reactional Q: "Who could confirm that?" or "How can we verify that?"

Reactional questions force candidates to react instinctually, usually revealing their true nature. Interviewers should watch the person's reaction to that second, somewhat pushy question. The reaction may be more telling than the answer itself. If a candidate becomes visibly flustered or defensive, it could be that he/she has something to hide. Reactional questions can help managers learn more about candidates than other, more traditional interviewing techniques (Valtin, 2011).

Company Knowledge & Commitment Questions — Potential employees interviewing with the American Red Cross are always asked, "What do you know about our company?" and "Why do you want to work for our company?" (Sinkler, 2013 & Gallegos, 2013). The first question shows if a candidate is truly interested in the job and working hard to get it. Essentially, did they do their homework? The second question is Maryann Sinkler's favorite. She says she looks for depth in candidate's responses. Most people say something generic such as, "I want to help my community," but personal details or an anecdote resonate much better with Maryann.

Outside View Questions — The two Senior Talent Acquisition Specialists with the ARC interviewed for this project both favor interview questions that ask candidates to explain how others would describe them. Tina Gallegos asks, "If we spoke to current (clients/colleagues) of yours, what would they say is your best attribute?" Tina says questions like this one, when you can get people to describe how they think others perceive them, are the most revealing and useful of all the questions she has used in her sixteen-year career. Glenda Bradley asks, "If we put all your supervisors from all jobs you've had in one room – what would they say?" Glenda says most people will launch into an explanation of personal strengths. When the candidate is finished, Glenda says, "And if I said to your managers, "However, dot dot dot…" then what would they say?" This extra push gets candidates to open up (Gallegos, 2013 & Bradley, 2013).

Pros: Using a variety of question styles to inquire about a variety of topics will help hiring

managers to learn more about candidates, which will further inform hiring decisions. Private consultant JP Moss said, "Remember, when you have more than five candidates you're working on elimination. Once you have your last five, then you are looking for who rises to the top" (2013). A combination of the questions outlined above will surely help interviewers to determine which candidate is rising to the top.

Cons: Some of the question styles described above, particularly the reactional-type questions, can catch people off-guard and lead to candidates feeling anxious or even irritated. Typically the goal is to help candidates feel at ease so they will be open and honest with the interviewer, so some of the more confrontational question styles may be counter productive. Some interviewers may see some of these methods of questioning as too harsh, especially for lower-level positions. It is entirely possible that a person just perfect for the open position does not handle these unfamiliar questions well and is consequently passed over.

Relevance to OED: The student research team encourages OED's HR team and hiring managers to break the mold of traditional and behavioral-based questions by incorporating some of the question styles above into their repertoires. All questions should be tailored to fit the open position and responses should not be given overwhelming weight in the overall hiring decision.

Recommendation: YES

Innovative Idea C7: Mock Customer Interactions

Maryann Sinkler with the ARC describes the last segment of the interviews she conducts for customer service representatives: "Toward the end of the interview, we do a mock customer call or visit. We leave the room and give the candidate ten minutes to review the materials we've given them, for example, a brochure on first aid equipment. Then we either call the landline to that room or re-enter, completely in character. Candidates are expected to talk to the "client" about what they're interested in purchasing, answering questions along the way. We keep things pretty simple – not trying to stump them too much – but we do usually ask one tough question, maybe one that doesn't have an answer in the brochure...just to see what the candidate does. Do they make something up? Do they say, "Let me research that and get back to you?" (Sinkler, 2013).

Pros: Maryann uses this activity to see how well a candidate does in working with customers. She sees this as a key part of interviewing anyone who will work with customers or clients because even if someone gets along well with staff, there is no telling how they will represent your organization when interacting externally. A candidate can *tell* an interviewer they feel comfortable, but actually *doing it* is a whole different situation. These mock customer interactions are the best way to find out the truth (2013).

Cons: These situations might not completely mimic real customer interactions because candidates have so little time to prepare. Competent individuals may still struggle with this difficult exercise. Additionally, it is difficult for a candidate to conduct themselves in line with company policy and culture since they have not yet learned about either. Some managers may find these issues invalidate the use of this technique.

Relevance to OED: The student research team feels strongly that this type of interviewing activity could be incorporated at OED to help managers hire people who are able to deliver the highest level of service possible to constituents.

Recommendation: YES

Innovative Idea C8: Design Materials

If an open position requires candidates to use creative design skills, people can demonstrate their skills on the spot. Interviewers give job applicants 15 to 20 minutes at a computer with an assignment to create a document, such as a flyer to advertise an upcoming event.

Pros: This design activity really puts a candidate's skills to the test. Maryann Sinkler at the ARC

says, "It's no longer a conversation - it's show us what you can do!" (2013). She appreciates how this activity shows whether or not a candidate is technology-savvy and whether or not they can quickly produce high-quality work.

Cons: Some managers may consider this activity too stressful for candidates. It could also be seen as somewhat unrealistic because when designing materials on the job, employees have the benefit of more time, online resources, and input from others.

Relevance to OED: Asking candidates to design materials may be a useful evaluation tool for some OED managers, depending on the type of tasks required for the open position.

Recommendation: YES

Innovative Idea C9: Physical Activities

Consultant JP Moss is a big advocate of physical activity in job interviews (2013). He describes examples of things he has done, "Aquatics Director job? Do a 10 min lap swim. Parks and Recreation Director? Ask about a passion of theirs ahead of time, then when they come in have them play the guitar or dance or show you whatever their passion is. CPR Instructor? Use this mannequin right here to show me how to do CPR."

Pros: JP explains that these activities should not be seen as tricky ways to catch someone who can't perform perfectly. It is more of an opportunity to find out if someone can be flexible – how do they react to something outside of the norm? And how comfortable are they in the arena of skills you're hiring them for? (2013).

Cons: This activity is probably the most at risk of being considered discriminatory and illegal. Physical activity might be considered unsafe due to the fact that companies do not have insurance coverage for job applicants. Managers and the HR team should have a thorough discussion before managers implement this practice.

Relevance to OED: The student research team is unaware of all OED departments and therefore is unsure of how this practice would fit in to any recruitment processes. It could be considered further by OED as an option in the future.

Recommendation: NO

Innovative Idea C10: Select Office Tours

It is quite common to tour potential employees around the workspace, but managers can use the tour more intentionally to get feedback from other employees. Maryann Sinkler with the ARC has an ongoing understanding with her staff that if she chooses to tour a candidate around the office post-interview, then she is strongly considering bringing them on board. She does not tour anyone else precisely so her staff can focus only on meeting potential coworkers (2013).

Pros: Tours are an excellent opportunity for staff members not directly involved in the recruitment process to meet their future coworkers. Maryann's unwritten rule makes it easier for staff to spend a little more time chatting and getting to know the candidates who are brought around, as opposed to when every candidate is toured and they all blur together. After a candidate leaves, Maryann circles the office and gathers feedback from her team (Sinkler, 2013). Another perk is that the hiring manager spends much less time on tours if only select individuals receive them.

Cons: First impressions can be deceiving. With only a minute or two to chat, staff may lean toward judging candidates based on their appearance and their personality – neither of which is a sign of whether or not a candidate will be a capable employee.

Relevance to OED: OED managers could benefit from using Maryann's select tour method by saving time (eliminating tours with unsuccessful candidates) and creating an opportunity for staff to have input on the hiring of their future coworkers without needing to take the time to be involved in the entire recruiting process.

Recommendation: YES

Innovative Idea C11: Lunch

Employers typically take high-level candidates and out-of-town travelers out to lunch after the interview. Some companies are now doing a lunch with all the top candidates, even for mid-level positions, as a way to spend more time getting to know individuals.

Pros: A relaxed lunch is the perfect opportunity to see a potential employee in a slightly less stressed-out state and speak with them in a more conversational manner – both of which may help the hiring manager get a feel for who they truly are. It is, of course, also another chance to assess a candidate's level of professionalism and manners. Staff members who were not involved in the recruitment process can be invited to the lunch – allowing for feedback from them and a greater sense of the organization's culture for candidates.

Cons: Adding a lunch on to each interview drastically increases costs, while simultaneously decreasing the number of interviews that can be scheduled in one day. Also, it will certainly be uncomfortable and a waste of time to dine with someone who the manager has already determined will not be hired based on the earlier interview (Sinkler, 2013).

Relevance to OED: It would likely improve the success and longevity of OED's hiring choices if managers were able to have lunch with each candidate. In order to keep costs down, OED managers could choose to do lunch with just the top one to three candidates for mid- to high-level positions only.

Recommendation: YES

Innovative Idea C12: Vary Panel Participants

As one of the last steps of the interview process, it is a good idea to hold a final phase that involves a mixture of high-level staff (including board members if applicable), community leaders, and agency clients (JP Moss, 2013). These people can meet with candidates as a panel or they can chat with candidates via a one-on-one, speed-dating style format. The hiring manager must make it clear to panel participants from the start that they will act in an advisory role, and that the final decision will lie with the manager.

Pros: The leadership panel participants can use their expertise to help the hiring manger eliminate a candidate from the select pool, or confirm a manager's choice candidate. Exposure to different interviewers can reveal sides to the candidate that the original manager might not have picked up on (Davila & Kursmark, 2005). Wes Hare with the City of Albany (2013) echoes the same idea, "We like to have the perspective of different people and the interests they represent before making important hiring decisions." Drew Foster with the City of Adair Village (2013) uses two panel interviews for higher-level recruitments – one filled with community members and city councilors and a second filled with management staff from neighboring public safety agencies.

Cons: Tina Gallegos with the ARC warns that this type of panel would not be appropriate as a first interview for a candidate (2013). She says the leadership panel could easily be held the same day, but that an individual interview with the hiring manager should come first. Glenda Bradley, also with the ARC, cautions that panel interviews can be problematic if the people running them are not informed and prepared. She encourages hiring managers to educate themselves and everyone they invite to join a panel on best practices (2013).

Relevance to OED: One OED manager told the student research team that he likes to involve the customers that a position will serve in the panel (his happen to be internal customers – staff from other departments). This type of out-of-the-box thinking could be encouraged in other departments. Other than the time it takes to arrange and prepare for the panels, this interview technique can be incorporated at OED at a very low cost and could potentially bring high returns in the form of excellent hiring choices.

Recommendation: YES

Innovative Idea C13: Small Group Interviewing

Small group interviews consist of inviting the top three to eight candidates to meet all together with the hiring manager, plus two to four other staff members. The interviewers pose questions or frame a topic for discussion among the group.

Pros: Consultant JP Moss believes strongly in the benefits of small group interviews, though the practice is controversial. He does not run them like traditional interviews – he is not looking for the perfect answer to each question. Instead, he is looking at behavior, group dynamics and each individual's interactions with others. Is anyone a particularly comfortable speaker? Who interrupts others to take the spotlight? Is anyone too nervous or shy to function? Who is driving the conversation? Are others responding well to the person leading the way, or are they put off? JP emphasizes that the skills you're hiring for will determine what you look for during the interview – but he assured the student research team that whatever it is a hiring manager is seeking, they will know at the end of the group interview whether any of their candidates has it (Moss, 2013). Proponents of this technique believe it is the best way to honestly compare the top candidates. Small group interviews give managers insight into how an individual would work as a part of a team and how they function under stress. Managers are also able to save time – comparing six candidates during a one hour interview is much more efficient than making time for six hours worth of interviewing and trying to objectively compare them afterward (Reynolds Lewis, 2011).

Cons: Many people think the group interview is too nerve wracking for candidates and that group interviews are a demeaning way to treat potential employees. Critics say the group interview environment adds "unnecessary stress and competition in an already-difficult job-hunting process" (Reynolds Lewis, 2011). The student research team hypothesizes that candidates will react to each other, consciously and subconsciously, which may cause them to answer or behave differently than they would if others were not present.

Relevance to OED: Despite the disadvantages, small group interviewing is the most obvious way to spot the strengths and weaknesses of candidates. This is an experimental method that OED could try out to determine whether or not it fits with the organizational culture. This technique would probably only be successful for hiring managers who feel comfortable implementing it.

Recommendation: YES

Innovative Idea C14: Large Group Interviewing

Large scale group interviewing is a method wherein many candidates, sometimes over 50, are brought in all at once. The population is then split into groups of 15 to 25 and each group is instructed to participate in some sort of activity, such as a team building exercise. Staff members assigned to observe each group look for skills or personality traits desirable for the open position(s), such as natural leadership, creative problem solving, and teamwork.

Pros: Large group interviews are useful when there are many low-level positions to fill all at once. They save the interviewer(s) an enormous amount of time, as compared to individually interviewing each candidate. Large group interviews also allow organizations to pull top candidates from a large group (possibly all applicants meeting the minimum qualifications) instead of having to eliminate the vast majority of potential employees based on their applications.

Cons: The time and cost of scheduling with so many individuals can be burdensome. The evaluation can take quite some time as well, since after the large group activity, the groups are typically narrowed down a bit, asked to do another activity, narrowed down further, etc. There is also the concern that the large-scale format may allow high quality candidates to slip through the cracks. The evaluator might not be able to pick a great candidate out of such a large crowd – or some may leave on their own accord due to feeling undervalued (Reynolds Lewis, 2011). Some people believe this method unfairly compares introverts and extroverts. This would take even more time, but candidates could take a personality test first, and then introverts and extroverts could be

separated into groups and only compared with each other (Reynolds Lewis, 2011).

Relevance to OED: A few OED managers have used large-scale interviews in the past. Our student research team does not recommend this practice. More vigilant screening, reference checks, and phone interviews should be sufficient to narrow down the pool to those select few candidates who should be invited in for an in-person interview.

Recommendation: NO

Recommendations

"Hiring the wrong person for the job can poison an entire department (not to mention its budget for training and severance), while hiring the right person can boost everyone's morale and productivity" (Charney, 2004, p. 183). The student research team recommends that OED's HR team hold an in-depth discussion on all of the interviewing techniques described in this section. Any particular strategy might be beneficial for all departments, only a few departments or position types, or none – some techniques may need to be eliminated due to incongruence with OED's policies and culture. A summary of the techniques the student research team believes will work for OED, at least in some departments, is outlined below:

- Use phone interviews to narrow the applicant pool
- Use post-interview scoring to evaluate candidates objectively
- Use video interviewing to connect with out-of-town applicants
- Vary the question style to learn more about candidates
- Stage mock customer interactions (if applicable)
- Ask candidates to design a sample creative document
- Tour select candidates around the workspace, gather feedback
- Treat select candidates to lunch to interact in a more personal setting
- Vary the people involved with the final panel interview
- Hold small group interviews (when appropriate)

.REFERENCE CHECKING .
RECRUITING PROCESS — STEP D

The two different approaches to verifying the accuracy of information provided by candidates are background investigations and reference checks. Background investigations look into whether an individual has any issues with past criminal convictions, traffic violations, personal credit history or fraudulent acts. On the other hand, reference checks evaluate a candidate's past job performance, based on conversations with people who have actually worked with the candidate on a consistent basis. By connecting with a former manager, a hiring manager can learn about an individual's job skills, initiative, attendance and conduct. A reference is a person with whom the candidate has actually worked. They may include current or former superiors, peers, and subordinates; they can be personal or professional contacts, depending on what is requested by the hiring manager (Barada and McLaughlin, 2003).

The level of a reference check depends on the nature of the position, organizational norms, and a hiring manager's personal preference. There are significant reasons potential employers should conduct background checks and reference checks when it comes to the recruitment process. The first priority is to verify dates of employment, job titles, duties performed and conditions of separation. Secondly managers should determine applicant's qualifications such as relevant knowledge, skills, abilities and personality-culture fit. The legal concepts associated with employment reference checking include defamation of character, qualified privilege, negligent hiring and negligent referral (SHRM, 2012).

Industry Strategy D1: Verification Over The Phone
Due to legal liability concerns, some references may be hesitant to put comments about a former employee and their performance down on paper. There are many advantages to calling a reference over the phone instead of sending out a questionnaire.

Pros: There are various reasons to conduct a reference check using the phone:
- Ability to hear the tone of voice.
- Recognize hesitations or periods of silence that may indicate guarded responses.
- The opportunity to ask follow up questions.

Cons: Phone reference checking can lead to a frustrating phone tag situation. Since the reference check is a confidential inquiry, it is recommended not to leave a message with the secretary or a former co-worker. This can become a time consuming endeavor for hiring managers.
Relevance to OED: OED should continue to use phone reference checking, though the student research team has an alternate suggestion for candidates applying for mid- to high-level positions (see *Innovative Idea D2*).
Recommendation: YES

Innovative Idea D2: In-Person Reference Checking
Most reference checks are conducted by phone or through the Internet, yet both methods allow employers to miss potentially important information. An innovative way to conduct a reference check is to visit the reference in-person. This method is already used for very high-level candidates in the private sector. The student research team suggests the public sector consider this model for its mid- to high- level positions because conducting in-person reference checks with candidates' previous and/or current employers will dramatically decrease the risk of deception and fraud.

Face-to-face interviews allow an individual to analyze body language or facial expressions throughout the conversation that cannot be noted during a telephone interview (Hare, 2013).

Pros: In-person reference checking would provide:
- More accurate information.
- Greater assurance of qualifications.
- The ability to identify subtle signals such as body language or facial expressions.
- More reliable information, even potentially sensitive information.

Cons: This may not always be a practical option due to:
- Greater investment of time and resources.
- Long distance travel.
- Unwillingness of references to meet face to face.

Relevance to OED: The benefits of in-person reference checking seem to outweigh the disadvantages in most cases. It is fairly easy to find someone who will say something positive in a phone conversation or in an email, but it is more difficult to disguise a problem when a potential employer visits the workplace. This practice may be reserved for high-level positions where the costs of a vacancy, an extended hiring process, and the wrong hire are the greatest. Through 47 offices across the state of Oregon, OED should consider checking references in person whenever possible by visiting previous and/or current employers who reside in the state of Oregon. The cost of a mistake in the hiring process is likely to be higher than the cost of doing more research about an applicant. It would be time consuming and costly to perform this type of reference check for every applicant, however, when hiring for upper level management it is important to have the most thorough understanding of an applicant as possible before hiring.

Recommendation: YES

Recommendations

OED should continue to use phone reference checking and incorporate the innovative idea of in person reference checking when recruiting for higher-level positions. OED should also be cautious of the legal issues associated with reference checking. Many employers are advised by legal counsel to adopt policies that protect them from possible costly litigations from former employees and candidates. It is in OED's best interest to carefully document all of the information gathered from reference checks in case of a legal complaint concerning the procedures of the hiring process. A summary of the techniques the student research team believes will work for OED, at least in some departments, is outlined below:

- Verification over the phone
- In-Person reference checking

.RECOMMENDATION SUMMARY .

The practices listed below are the strategies the student research team suggests OED considers incorporating into its revised recruitment process. An additional recommendation that emerged from the research team's interviews with OED managers is for the HR team to create a step-by-step guide to the recruitment process. The recommendations provided below will help to improve the recruitment process' effectiveness and ideally increase the number of high-quality and diverse applicants. The step-by-step guide, on the other hand, would help to improve internal communications between hiring managers and the HR team by clarifying exactly what steps must be taken to fill an open position at OED.

Advertising Job Postings

- Engage in employer branding
- Participate in job fairs
- Advertise with universities
- Utilize websites and social media
- Write creative job announcements
- Use blogging to reach young job seekers
- Network to connect with more highly-qualified candidates

Screening

- Manually screen resumes
- Screen uniform application forms
- Screen with an effective software program
- Use pre-employment testing to evaluate candidates

Interviewing

- Use phone interviews to narrow the applicant pool
- Use post-interview scoring to evaluate candidates objectively
- Use video interviewing to connect with out-of-town applicants
- Vary the question style to learn more about candidates
- Stage mock customer interactions (if applicable)
- Ask candidates to design a sample creative document
- Tour select candidates around the workspace, gather feedback
- Treat select candidates to lunch to interact in a more personal setting
- Vary the people involved with the final panel interview
- Hold small group interviews (when appropriate)

Reference Checking

- Verification over the phone
- In-person reference checking

.CONCLUSION .

The preceding guide is designed to assist the Oregon Employment Department as it seeks to improve its internal recruitment process. The student research team wishes to acknowledge the help and cooperation of OED employees, without which this project would not have been possible. Faulty recommendations and inconsistencies within the report are entirely the responsibility of the authors.

The goal of this project was to provide a useful reference that may inspire new practices within the Oregon Employment Department; however, the greatest benefit of this effort was to the authors. OED provided an excellent learning opportunity and the authors are grateful to agency staff for their help.

.APPENDIX A
OED'S CURRENT HIRING PROCESS

Filling A Vacancy Process
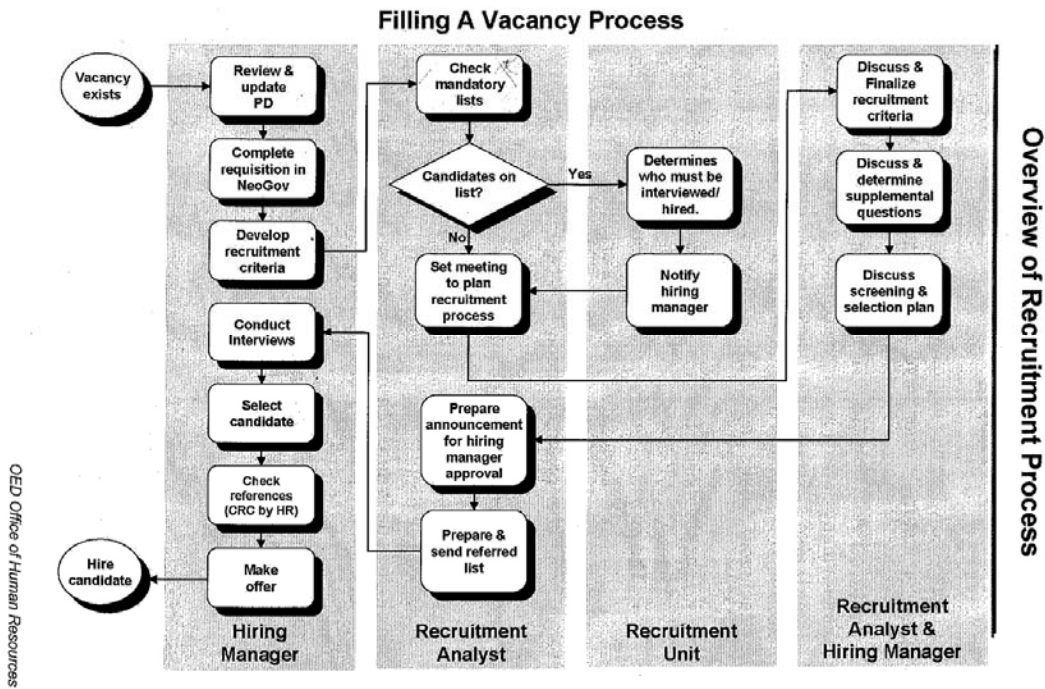
.APPENDIX B   .
QUESTIONS USED IN EXPERT INTERVIEWS

<u>Notes</u>
1.   Name and Company
2.   Official Title

<u>General Questions</u>
3.   Can you describe your career path - how you got to where you are now?
4.   To what extent were you involved in hiring in the past and what was the volume of applications you dealt with?
5.   To what extent are you involved in hiring in your current position and what is the volume of applications you deal with?

<u>Section 1: The Recruitment Process</u>
6.   What is the first thing you do when you realize you're going to need to go through the hiring process to fill an open position?
7.   What is your general recruitment process?
8.   Who writes your job announcements and descriptions?
9.   What do you think is important to include in a job announcement/description?
10.   What forms of print advertisement do you use to post your openings?
11.   What forms of in-person advertisement (job fairs, word of mouth, etc.) do you use to publicize your openings?
12.   What platforms on the internet do you use to publicize job openings?

<u>Section 2: Screening & Reference Checks</u>
13.   What is your method for filtering through large numbers of applications and narrowing them down to the people you bring in for interviewing?
14.   Do you utilize the web and social media sites to screen applicants? If so, how?
15.   Do you confirm the validity of information provided on a resume? If so, how?
16.   When contacting references, what kind of questions do you ask?
17.   How do you check legal status to avoid hiring illegal immigrants? Is it part of the background check process?

<u>Section 3: The Interview Process</u>
18.   What combination of phone/video/in-person individual/panel/group interviews do you use? Why?
19.   What are your favorite questions to ask during an interview to learn more about a candidate and what kind of employee they'll likely be?
20.   What else do you do with the candidate while they're in your office? (examples: tour, written/skill/aptitude test, activities similar to job tasks, etc.) And what are you looking for?
21.   If you could change something about your current procedure - what would you do differently?

<u>General Questions</u>
22.   What do you think is the most "innovative" hiring practice you use or have heard of?
23.   What can be done in the hiring process to increase the number of quality and diverse employees?
24.   What else would you like to share that might be helpful?

.APPENDIX C   .
SUMMARY OF OED MANAGER INTERVIEWS

The student research team visited the main OED branch in Salem on March 13, 2013 to meet with the HR team and to conduct interviews with five OED managers. The five managers work in different departments – three in Salem and two elsewhere in the state. Each manager deals with a different volume of hiring, ranging from only one per year to as many as nine at one time. The research team asked each manager the same list of open-ended questions such as, "What are the pros and cons of the current system?" and "What would you like to see included in the toolkit we're forming?" The results are compiled below, organized by topic. The number of managers expressing each opinion is noted in parentheses.

Recruitment Process

- Internal Software System
  - NeoGov is confusing, difficult to navigate. (4)
  - Simple functions, such as printing, take too long. (3)
  - Automated system tries to make things easier, fails. Managers prefer working with hard copies anyway. (2)
  - Tedious to relearn every time you hire, especially if it's infrequent. (1)
  - Why doesn't OED use iMatch, the system it recommends to others? (1)
  - Managers need more training to use NeoGov. (1)
  - Manager delegates NeoGov usage to other staff members. (1)

- Publicity
  - OED doesn't need more publicity; it needs better publicity distributed through specialized methods. We need better and more diverse candidates, not more candidates. (2)

Screening & Reference Checks

- Supplemental Questions
  - Add extra yes/no and open-ended supplemental questions to every application. They are very helpful for weeding out unqualified candidates. (1)

- Evaluating Candidates
  - Qualifying criteria is not clear between managers and HR team. For example, if a manager sets a minimum requirement of five years of experience, the HR team might allow through applications that have a related degree and two years of experience. Not on the same page. (3)
  - Point system – people with zero to three years of experience get one point, etc. (1)
  - Ranking system – candidates are ranked low, medium, and high. (1)
  - Criteria system – manager creates an extensive spreadsheet ranking every candidate on a range of criteria. (1)

- Screening
  - Prefer to screen all applications. (1)
  - Prefer for HR to do a preliminary screening, then hand over all qualifying applicants to manager. (2)

- o Prefer for HR team to screen all applications and hand manager a very small stack of three to ten. (2)

- Reference Checking
  - o Use canned, one page list of questions. (1)
  - o Call most recent employers, not necessarily the listed personal references. (1)

Interviewing

- Type of Interview
  - o No use of phone interview to narrow pool of candidates. (2)
  - o Conducts panel interviews, including other staff the employee will work with. (3)
  - o Conducts panel interviews, including community members or customers the employee will work with. (2)
  - o Conducts large-scale group interviews, with upwards of 75 candidates at a time. (1)
  - o Does not conduct group interviews because of negative feedback from other departments or agencies. (1)

- Other In-Office Activities
  - o Asks candidates to give an impromptu presentation, using tools they'll use on the job, such as PowerPoint. (2)
  - o Asks candidates to do an activity very similar to a job task. (1)
  - o Asks candidates to perform a written exercise – looking for writing ability, grammar, punctuation, and ability to be concise. (1)

- Hiring Decision
  - o Hires for personality – plans to teach skills on the job. (2)
  - o Hires for skills – ensuring they fit with the type of work required. (2)

Overall

- Control
  - o Feels in control of department's recruiting process. (2)
  - o Feels too restricted in the recruiting process. (1)

- Miscommunication
  - o Miscommunication between managers, union, and HR team. So much room for error that no one wants to say, "This is how it's going to go." (1)

- Preferred Toolkit Contents
  - o Recommend online posting opportunities (2); ways to post with colleges and universities (1); out of state posting opportunities (1); and ways to post with community organizations (1).
  - o Step-by-step list of how managers navigate the recruitment process in order to fix inconsistencies and allow for more clear communication. (2).
  - o Suggestions for how to screen candidates more effectively. (1)
  - o Don't make a toolkit, just reorganize EdWeb to be more useful. (1)

.APPENDIX D .
SURVEY QUESTIONS & RESULTS

The number of respondents is noted in parenthesis.

1. What online resources do you use to search for jobs? (Circle all that apply)

Craigslist.org	(26)		
LinkedIn.com	(15)	Other: _____	
Indeed.com	(11)	Email notifications	(18)
Idealist.org	(10)	Monster	(2)
Oregonlive.com	(1)	Eugene Jobs.net	(1)
Online newspaper ads	(7)	Organizational Websites	(1)

2. What offline resources do you use to search for jobs? (Circle all that apply)

Job fairs	(15)
Newspaper classifieds	(1)
Word of mouth	(29)
Networking	(8)
Other: _____	

3. What do you think will be your job situation in the year following graduation? (Circle one)

I expect to be employed full time	(37)
I expect to be employed part time	(3)
I expect to be employed part time (because I think that is all I'll find even though I would prefer to work full time)	(0)
I expect to be unemployed	(0)

4. If you will be seeking full time employment, and you secure a job - how much money do you think you'll make per year following graduation? (Circle one)

less than $16,000 per year	(0)
$16,000 - $35,000	(0)
$36,000 - $55,000	(30)
$56,000 - $75,000	(6)
$76,000 - $95,000	(3)
$96,000 - $115,000	(1)
more than $115,000 per year	(0)

5. Please describe what an employer can do to help you learn more about the organization and whether or not you will be a good fit there.

The general consensus of what an employer can do to help applicants be more informed about the organization was to have clear, concise job descriptions. Another popular response was to have tours of the organizations where candidates can interact with staff.

.ADDITIONAL DOCUMENTS .

Available upon request only due to extensive length.

1. OED Site Visit Notes
2. Hiring Experts Interview Transcripts:
   - Glenda Bradley: Senior Talent Acquisition Specialist with the American Red Cross
   - Tricia Duncan: Human Resources Director with Jones & Roth Accounting Firm
   - Drew Foster: City Administrator with the City of Adair Village
   - Tina Gallegos: Senior Talent Acquisition Specialist with the American Red Cross
   - Wes Hare: City Manager with the City of Albany
   - Jennie Joiner: Division Director with Robert Half International
   - Christine Lonigan: Employment Manager with the University of Oregon's Human Resources Department
   - JP Moss: Private Consultant based in Portland, Oregon
   - Maryann Sinkler: Director of Licensed Training Providers with the American Red Cross
   - David Shaw: Human Resources Director with the City of Albany

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Oregon Employment Department: Provided a collection of OED documents outlining policies, procedures and other information useful to this project including the OED strategic plan, a hiring guide, and a flowchart of the current hiring procedure.