

STATE OF CALIFORNIA



DEPARTMENT OF CONSUMER AFFAIRS

RECRUITMENT PLAN 2009 - 2011

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Recruitment Plan

RECRUITMENT PLANNING: VISION

DCA is “THE” employer of choice.

Goal 3 of the department’s 2008-2010 Strategic Plan states, “DCA is “THE” employer of choice.” This goal consists of five objectives:

- Implement strategies to attract talented employees;
- Retain employees by enhancing the work environment and creating a culture that values employees;
- Invest in employees’ professional development and growth;
- Provide opportunities for all leadership staff to learn and share best practices with each other; and
- Provide opportunities for all employees to learn and share with one another, encouraging better dialogue between employees and management.

All five objectives are necessary to ensure a workforce that meets the department’s strategic goal and to secure the leadership and workforce resources necessary for the Department to accomplish its mission, reach for its vision, and maintain its values.

This plan specifically addresses objective 3.1 – “Implement effective strategies to attract talented employees.”

WHAT IS RECRUITMENT PLANNING?

“Successful recruitment in government boils down to a complex formula: get the right people in the right position at the right time with the right skills to perform the right role to achieve the agency’s mission.”¹

Recruitment is the foundation of any personnel selection process. Agencies cannot hire the best employees if they do not attract the best applicants. The best use of the resources available for attracting the best applicants can only come about through a well thought out plan. Recruitment planning takes into account workforce demographics and trends, the Department’s “mission critical” job classifications, future workforce needs as well as current ones, the Department’s strengths and weaknesses, achieving or maintaining diversity in the workplace, and feedback from new and exiting employees. All of these factors are taken into consideration in adopting recruitment goals and the strategies.

CURRENT SITUATION

The Department is facing the loss of a large percentage of its experienced workers because of its aging workforce. Current data from DCA's Office of Human Resources indicate that approximately 62% of DCA's management and supervisory classifications and approximately 56% of its rank and file classifications are eligible for retirement within the next five years.²

MISSION-CRITICAL CLASSIFICATIONS

Several mission-critical classifications have been preliminarily identified in the department's Workforce and Succession Plan. They include:

- Assistant Executive Officer
- Bureau Chief
- CEA
- Enforcement Representative I/II
- Enforcement Supervisor I/II
- Executive Officer
- Program Manager I, II
- Staff Services Manager I, II, III
- Special Investigator (non-sworn)
- Supervising Special Investigator (non-sworn)
- Supervising Air Quality Engineer
- Supervising Cosmetology Examiner
- Supervising Inspector Board of Pharmacy
- Supervising Inspector III
- Supervising Investigator I/II
- Supervising Nursing Education Consultant
- Supervising Program Technician III
- Systems Software Specialist III/Supervisory
- Consumer Services Representative
- Cosmetology Examiner I/II
- Inspector Board of Pharmacy
- Investigative CPA
- Inspector Board of Barbering and Cosmetology
- Medical Consultant, Enforcement
- Medical Consultant, Licensing
- Nursing Education Consultant
- Program Representative I, II, III
- Systems Software Specialist I, II, III
- Test Validation Specialist II

DEPARTMENT RECRUITMENT PLAN

Goal 1. Make DCA's examination and hiring procedures more efficient.

One of the factors hindering DCA's ability to get "the right people in the right position at the right time" is the complex and time-consuming state hiring process. One of the major intentions of the HR Modernization Project is to make that process more timely and efficient, and DCA must stay abreast of and embrace innovations brought about by that project. However, DCA can also focus on identifying and carrying out examination and hiring process improvements that are within its purview.

Strategies

- Introduce to middle management the Department of Personnel Administration's (DPA's) Manager's Toolkit
- Participate in the HR Modernization's 3-rank exam pilot (AGPA, SSMI/II/III)
- Develop an easier hiring-above-minimum process for qualified individuals
- Offer more open exams.
- Create a one-stop hiring and testing "shop" on intra/internet
- Allowing on-site hiring at job fairs (use the current vacancy list at these events)
- Establishing a certification list directly from hiring interviews

Goal 2. Dedicate resources to recruitment and retention.

Strategies

In DCA's *2008 – 2010 Strategic Plan*, one of the major activities under Goal 3 is to "Establish a DCA Recruitment and Retention Office with dedicated staff and resources." To fully implement the strategies adopted in this plan, it is clear that additional resources would be required. Given the state's current budget situation,

- Create an Ad Hoc Recruiters' Committee of board/bureau/division staff.
- Develop a training program for recruiters; work recruitment duties into existing duty statements.
- Develop a "Recruiter's Toolkit" similar to the Franchise Tax Board's.
- Measure and evaluate recruitment activities to determine their effectiveness and the ROI of resources.

Goal 3. Use technology to raise the Department's profile.

Strategies

One cost-effective way to reach potential applicants is through the use of existing technology, particularly the Internet.

- Send text messages and/or email alerts about job openings and exams.
- Use technology (e.g. Twitter, etc.) for recruitment purposes.
- Enhance the "jobs" page on the DCA website.
- Advertising DCA website on webcasts of meetings
- Participate on social networking websites (Facebook, MySpace, etc.)
- Post exam bulletins on relevant websites

Goal 4. Actively market the Department as a desirable employer.

Successful recruitment initiatives include marketing and branding. According to Dr. John Sullivan, Professor of Human Resources Management at San Francisco State University, "all recruiting is marketing, and a marketing-based strategy is the foundation of everything we do" in recruiting.³ Successful employers fuse recruiting efforts with effective branding and outreach efforts. Promote the value of public service. Promote the value of DCA mission, purpose.

Strategies

- Identify and participate in recruitment opportunities.
- Improve job opportunity announcements (simplify, clarify job descriptions; "sell" the position.)
- List classifications used, minimum qualifications, testing info and vacancies on websites
- Use New Employee Survey data to help direct recruitment and outreach efforts.
- Identify job classifications that require "targeted" outreach/recruitment efforts.
- Link recruitment efforts to the "Take Charge California" campaign.
- Adopt practices that are attractive to different workforce generations, such as expanding the use of alternate work schedules and allowing job rotation for transfer of knowledge between exiting staff and their replacements.

- Develop a recruitment brochure, portfolio, or a series of brochures to market DCA's job opportunities.
- Develop a publication that provides career development information and promotional paths (i.e., "career ladders")
- Create mentoring and job rotations programs to improve employee retention levels.
- Develop clear, "catchier" job descriptions for advertising purposes (see examples from Management Academy team presentation on recruitment.)
- Distinguish job classifications by education requirements, and market to specific audiences.

MEASURING RECRUITMENT SUCCESS

- New employees are asked to evaluate our hiring process in the New Employee Survey. Their responses are tabulated, analyzed, and shared with HR and managers/supervisors on a regular basis.
- We attract the best and the brightest job candidates, as evidenced by 1) fewer Rejections on Probations and disciplinary actions; 2) fewer performance issues; and 3) demographics of new hires (e.g., years of experience; level of education).
- The number of days to fill vacancies, particularly hard-to-fill and mission-critical vacancies, decreases by at least 20% in the next two fiscal years.

CONCLUSION

The ability to meet these objectives requires a commitment on the part of leadership as well as each employee, manager, and supervisor within the Department of Consumer Affairs. It also requires an investment in time and resources that is not only necessary, but vital to our success as an organization that values the legacy of consumer protection and professional regulation.

General References:

Formal Issue Paper 01-028, "*Board of Equalization Recruitment Program Plan*", 2000.

California Performance Review SO44: "*Improve the Quality and Productivity of the State Workforce by Establishing a Statewide Recruitment Program*," July, 2008.

Department of Consumer Affairs, New Employee Survey data, March 3, 2009.

Fall 2008 Management Academy: Team Presentation on Recruitment Planning.

Cited References:

1 "Strategic Recruitment for Government: Ten Innovative Practices for Designing, Implementing and Measuring Recruitment Initiatives in Government;" The Performance Institute, February 2003.

2 DCA Workforce and Succession Plan, Draft, June 2008

3 John Sullivan, Dr., "Article 55, Steps in Turning an Average Recruiting Function into a "Wow" One!," <http://ourworld.compuserve.com/homepages/gately/pp15js55.htm>, June 2204.