

TECHINICAL GUIDANCE - RECRUITMENT

Prepared by the Division of Human Resources in the Department of Personnel & Administration. Revised August 15, 2013

GENERAL

Each State of Colorado (State) agency has a responsibility to ensure that all members of the state's population have an equal opportunity to compete for entry into the State personnel system. Appointing authorities, in consultation with their agency human resources (HR) professional, determine the recruitment method(s) used in filling vacancies. Most recruitment efforts result in the creation of an eligible list. The eligible list contains names of all persons who have met the minimum qualifications and have successfully completed the examination process. If a reemployment list exists for a job class, it must be used before any other type of employment list.

As you start the recruitment process, ask yourself the following questions:

- Have you identified why you need to recruit for this position?
- Have you identified what skills the person filling the position needs to have to be effective and excel in the position?

Spending sufficient time answering the above questions will help provide you with a robust applicant pool.

METHODS OF FILLING VACANCIES & TYPES OF EMPLOYMENT LISTS

Vacancies may be filled by transfers, demotions, reinstatements, temporary appointments, or appointments from an employment list. Transfer, demotion and reinstatement candidates may, or may not be required to participate in competitive assessments prior to appointment. The appointing authority must make this determination prior to the commencement of any competitive testing, and there must be no deviation from this determination throughout the selection process. Chapter four of the State Personnel Rules defines and describes these methods of filling vacancies along with the priority order of use of employment lists, the conditions for each type of list, and the conditions for use of conditional and provisional appointments.

RECRUITMENT

A good document to use when consulting with an appointing authority about the agency's needs is the Technical Guidance – Hiring Guide for Managers of the State of Colorado Personnel System.

A useful strategy to begin a recruitment discussion with the appointing authority is to confirm there is no existing departmental reemployment list for the class to be filled. If a departmental reemployment list exists for the class, this list must be used to fill the current vacancy unless a qualified transfer or demotion is used to fill the vacant position. If no reemployment list exists, an existing active eligible list for the specific class/position may be used. Use of an existing eligible list is only appropriate if the minimum education and experience requirements are

sufficiently similar between those used to create the list and the current vacancy, as demonstrated through a competent job analysis.

Recruitment efforts vary depending on such factors as:

- Immediate need to fill the vacancy;
- Level and complexity of the job;
- Availability of qualified employees interested in a transfer or voluntary demotion;
- Identification of the qualified applicant pool;
- Diversity considerations;
- Labor market availability;
- Best means of reaching the appropriate applicant pool;
- Geographical area in which recruitment occurs; and
- Resources available to advertise the position.

Where there is a demonstrated shortage of qualified applicants within the state to fill jobs in some classes, agencies may request a residency waiver from the State Personnel Board. If granted, the agency is allowed to recruit and appoint individuals from outside of Colorado.

TYPES OF ANNOUNCEMENTS

The basic types of job announcements are open competitive and promotional:

- Open competitive announcements are open to any qualified applicant within Colorado or with an approved residency waiver, nationally. In addition, non-residents of Colorado are eligible to apply for positions located within 30 miles of the Colorado state border.
- Promotional announcements may be limited to a division or department, or open to any current employee in the State personnel system. Persons on a reemployment list for the agency are also eligible to apply for promotional opportunities.

All open-competitive and statewide promotional announcements must be published via CO-Jobs to be viewable on governmentjobs.com and Colorado.gov/jobs.

IDEAS, SOURCES, RESOURCES AND BEST PRACTICES

If there is no shortage of qualified applicants, there is limited need for recruitment efforts. However, when labor market changes occur and unemployment rates are low, there is substantial competition for qualified applicants and an extensive recruitment process may be necessary. The following list provides ideas about sources and resources to consider when recruiting difficulties arise:

- Announcements: In addition to the Internet listings, distribute announcements to targeted audiences most likely to possess the competencies needed. Examples include professional or industry chat rooms, electronic bulletin boards, social networking websites, campus career counseling offices, job information or outplacement services, and professional or trade associations.
 - Note: when recruiting on the Internet, it is advisable to make special mention that positions are open only to Colorado residents unless a residency waiver has been obtained.

- Professional Networking: Check with persons working in the same field as your vacancy for possible applicants or recruitment ideas that have been successful.
- Electronic Bulletin Boards: Get your job information to other agencies in a form that they can use to communicate with their employees via internal bulletin boards or e-mail.
- Employees: Current or former employees are an excellent source of referrals of qualified applicants for specific vacancies.
- Internet Recruiting Services: A variety of Internet-based recruiting services are available to assist in reaching a general audience or a targeted audience of candidates.
- Social Networking Websites: Potential applicants may be located and informed of openings on business oriented social networking websites. Examples include Facebook, Twitter and professional industry sites.
- Campus Recruiting: Direct written communication with vocational schools, colleges or universities that have relevant academic majors may provide a good source of qualified applicants; campus visits may enhance the quality and effectiveness of the recruitment.
- Job/Career Fairs: Participate in local or regional job fairs that will attract potential applicants with the necessary competencies for your vacancy.
- Workforce Centers: Work with your local Workforce Center(s) and veterans recruitment sources to provide information about your vacancies and application forms to the organizations.
- Labor Unions: Make contact with the business agents at local unions for assistance in having State job information disseminated to their members.
- Mailing Lists: Identify local professional associations or licensing bodies that are willing to supply mailing lists; some of these may be available by selected groupings, such as by occupational specialty.
- Media: Some forms of media offer public service announcements or discounted government rates.
- News Releases: If the information has sufficiently wide appeal, this medium may promote job openings. For the opening of new facilities where there will be many job opportunities, this form of communication may be especially effective.
- Newspapers: Advertisements in state or local newspapers can be effective for reaching many readers.
- Print Advertising: Agencies with continuing recruitment needs for certain jobs may gain additional qualified applicants through the use of professionally designed posters, job announcements, flyers and other recruitment materials that may be displayed in public places or distributed widely.
- Public Transit: Advertisements in buses or other forms of public transportation provide additional wide exposure to possible applicants.
- Publications: Choosing regional or local publications with specific audiences can help reach possible applicants with special competencies that might enhance organizational diversity.
- Radio: Special recruitment announcements may be effective in reaching a broader audience, especially when there are a number of vacancies to fill.
- Television: Paid advertisements or public service announcements (PSAs) are another method of widely communicating information about job opportunities; this may be highly

effective in areas where a new operation or facility is being staffed; it also offers the agency a chance to portray the State as a desirable employer.

Every attempt is made to keep this technical guidance updated. For more detailed information, refer to the Personnel Board Rules and Director's Administrative Procedures or contact your agency human resources office. Subsequent revisions to rule or law could cause conflicts in this information. In such a situation, the laws and rules are the official source upon which to base a ruling or interpretation. This document is a guide, not a contract or legal advice.

**TECHNICAL GUIDANCE
DHR APPROVAL FOR PUBLICATION**

This signature page is required for new technical guidance or when major policy revisions are made resulting from changes in law, rule, directives, or official interpretation. As of March 1, 2009, new signatures are not required for non-substantive revisions resulting from correction of errors (e.g., typographical or grammatical), or updating factual information (e.g., minimum wage, statute or rule cites) or illustrative samples. Readers should always check the date on the first page to ensure they are using the most current version.

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