

# Effective Recruitment

## Introduction

The purpose of effective recruiting is to attract strong applicants prepared to perform successfully on the job. Recruiting is an on-going process. It is not a phase, nor is it something you do only when you need applicants.

As career opportunities and interests throughout the job market in America and abroad have continued to evolve, approaches to recruitment also have to change and adapt. Before developing any recruitment strategy, we recommend you review the following:

- OPM's *A Guide for Agencies; Career Patterns – A 21<sup>st</sup> Century Approach to Attracting Talent* dated June 2006 located on OPM's web site at <http://www.opm.gov/CareerPatterns/>.
- OPM's *Hiring Toolkit* located on OPM's web site at <http://www.opm.gov/hiringtoolkit/>

## Developing a recruitment strategy

Efficient recruitment requires development and delivery of customized messages. It also requires a good understanding of how effective different recruitment strategies are in terms of producing a high quality, diverse applicant pool. Choosing the wrong strategy may produce too many or too few applications. Efficient recruitment strategies produce the required results in the shortest time.

The five (5) steps in developing a recruitment strategy are:

1. Become a strategic partner with your agency's managers to identify recruitment needs.
2. Analyze the future demands of your agency's workforce and identify appropriate occupations, competency requirements, and hiring strategies.
3. Research the labor market and design your message and corporate image.
4. Identify and train recruiters.
5. Establish and maintain relationships with the best sources of applicants for your workforce (e.g., colleges/universities, technical and trade schools, professional associations).

## Recruitment tools

There are a variety of recruiting tools available, including:

## Outreach

- Paid advertising
- Job fairs at schools and community events
- Special internet-based recruiting web sites
- Contracted recruiting support from other Federal agencies or commercial firms (5 CFR Part 300)

## **Special software applications that screen applicants**

### **Monetary incentives**

- Recruitment bonuses (5 CFR Part 575)
- Referral bonuses (5 CFR Part 451)
- Relocation bonuses (5 CFR Part 575)
- Retention allowances (5 CFR 575)
- Advance payment for new hires (5 CFR Part 550)
- Pay-setting for current or former Federal employees (5 CFR Part 531)
- Special salary rates (5 CFR Part 530)
- Student loan repayment (5 CFR Part 537)

## **Superior qualifications appointments (5 CFR Part 531)**

### **Performance incentives**

- Quality Step Increases (5 CFR Part 531)
- Agency awards (5 CFR Part 451)

### **Student Programs**

- Career Intern (5 CFR Part 213)
- Student Career Experience (5 CFR Part 213)
- Student Loan Repayment (5 CFR Part 537)

### **Recruitment v. public notice**

Recruitment is often confused with public notice. Public notice is one part of the overall recruitment process (*Delegated Examining Operations Handbook, 2007 (DEOH)*, Chapter 3, Section B; [http://www.opm.gov/deu/Handbook\\_2007/DEO\\_Handbook.pdf](http://www.opm.gov/deu/Handbook_2007/DEO_Handbook.pdf)). Public notice, or simply posting a job announcement, is not a substitute for the more focused recruiting you may need to undertake to fill positions with highly qualified applicants.

Remember, recruitment is an on-going process, which requires attention even during the times when you are not "actively" seeking to fill a job.

As a result, we do not recommend that you rely solely on the job announcement as the cornerstone of your recruitment strategy. Rather, we recommend that you use all of the tools at your disposal to produce a high quality, diverse applicant pool.

For more information on public notice see (*DEOH, 2007*, Chapter 3, Section B; [http://www.opm.gov/deu/Handbook\\_2007/DEO\\_Handbook.pdf](http://www.opm.gov/deu/Handbook_2007/DEO_Handbook.pdf))