



## APPENDIX I

# TEMPLATE—EXTERNAL RECRUITMENT STRATEGY

### **Instructions for completing Appendix I**

*As a reference, please refer to the completed sample: Appendix J*

#### **About the External Recruitment Strategy Template**

The External Recruitment template provides you with a method to identify alternative recruitment mechanisms to attract candidates who possess the competencies required for the positions you have identified for your agency's Succession Management Plan. It is suggested that you obtain various recruitment strategies based on internal and/or external discussions with your Human Resources department and/or Information Technology department or other recruitment resources.

#### **Complete the following:**

1. Complete an introduction/purpose statement similar to Sample Appendix J.
2. Identify and Enter the Recruitment Challenges that pertain to your agency needs.
3. Identify and Enter the Recruitment Strategies that would support the recruitment for the key positions that your agency needs as part of your Succession Management Plan.

**IT Succession Management Plan**  
**External Recruitment Strategy**

**(Template)**

**Month, Year**

**PURPOSE**

**RECRUITMENT CHALLENGES**

**RECRUITMENT STRATEGIES**

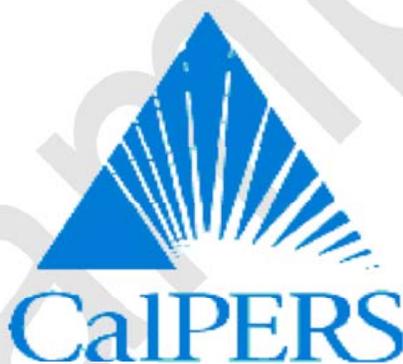


## APPENDIX J

### SAMPLE—EXTERNAL RECRUITMENT STRATEGY

**Information Technology Services Branch  
Succession Management Plan  
External Recruitment Strategy**

February, 2007



Proactive succession planning was identified as a key strategy for addressing critical human resource issues facing CalPERS and CalPERS is committed to the implementation of the Succession Management Plan. The ability for ITSB Management to hire and retain qualified and motivated staff members is critical to ITSB's success.

To recruit internally, the ITSB supports: the establishment of performance goals and objectives to facilitate staff members' professional growth, proactively assisting staff members in achieving their goals and objectives, providing guidance and counsel, encouragement of staff members to participate in professional development opportunities such as training and certification programs, and leading by example.

In addition to recruiting internal candidates, CalPERS also is embarking on the recruitment of qualified candidates outside of CalPERS with the external recruitment strategy described below.

## **PURPOSE**

The external recruitment strategy focus is to utilize alternative recruitment mechanisms to attract candidates who possess the competencies required for the nine positions identified in the ITSB Succession Management Plan.

To compete for talent with private industry, state government leaders need to be informed about the skills for which they are shopping and the labor markets where that talent can be found. By proactively identifying the skills needed for these positions, via the development of the skill assessments, enables ITSB to better manage the replacement of leaders who leave these key positions.

Those leaders also need to dispel the "bureaucrat" stereotype by conveying the rewards of state employment and emphasizing the importance of the work government does.

## **RECRUITMENT CHALLENGES**

There are a number of recruitment challenges that may have an impact on hiring external candidates for these positions, such as:

- Length and complexity of the hiring process
- Poor image of government as an employer
- Competition among state agencies
- Budget constraints and uncertainties
- Perceptions of noncompetitive salaries

## RECRUITMENT STRATEGIES

According to a federal government report, the location and type of position determines the most effective recruitment method and the amount of effort needed. However, there are general trends in what methods agencies use and which ones they found to be the most productive. The following strategies were reported as the most common and the most effective:

- Agency's website
- College visits and job fairs
- Paid advertising
- Professional networks

For the purpose of the recruitment for our key positions, we support the following strategies:

➤ ***CalPERS and State Personnel Board (SPB) websites***

CalPERS website educates applicants on the benefits of working for CalPERS, identifies career opportunities and describes how to apply. The SPB website has extensive information such as job and employment information in the areas of:

- Vacancies
- Job status and pay
- Benefits
- Retirement

➤ ***The Internet***

The internet is one of the most effective recruitment methods and research indicates that 91 percent of the world's 500 largest companies use the Internet for recruitment purposes. One of the most popular sites is Monster.com.

➤ ***Professional and networking organizations***

Many of these organizations offer low cost job postings on their websites or in their communications to members.

➤ ***Executive search firms***

Executive search firms come in two varieties: retainer firms and contingency firms. Retainer firms act as ongoing consultants. They are

more expensive than contingency firms, but they commit more time and effort. Retainer search firms are generally used to find applicants for senior management positions.

➤ ***Traditional recruitment methods***

Sometimes the best prospective employees are people you hear about from trusted friends and associates. Likewise, an inexpensive advertisement in a trade publication or in the newspaper classified pages might draw qualified candidates.

Sample

