# Joint Legislative Oversight Committee on General Government

**Kristin Siemek, State Recruitment Manager**

**November 9, 2020**

# Agenda

- Office of State Human Resources (OSHR) Central Role in Recruitment and Hiring

- Hiring and Recruitment Responsibilities Delegated to Agencies

- State Recruitment and Hiring Challenges

- Recommendations for Improving and Expediting State Recruitment and Hiring

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# OSHR's Central Role in Recruitment and Hiring

## **OSHR Recruitment Team**
**Kristin Siemek, State Recruitment Manager**
**Kassia Elliott, Senior HR Consultant**
**Joanne Sullivan, Senior HR Consultant**

- Serves 31 state agencies/commissions/UNC System Office with recruitment support
- Manages the Applicant Tracking System (NEOGOV)
- Identifies, coordinates and participates in statewide recruitment events
- Participates and contributes to national state government round tables

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# OSHR's Central Role in Recruitment and Hiring

- Provide consultative support to lead agency recruiters and their recruitment teams
  - Only 2% of the State's Recruitment staff is employed by OSHR
- Develop and provide effective recruitment policies to attract, hire and retain qualified candidates
- Provide consultation and compliance for recruitment policies, administrative code and State law
- Provide training and oversight of the statewide recruitment process
- Initiate and collaborate with agencies on process improvements
- Train and coach agencies on best practices in recruiting
- Initiate and facilitate working groups to create, support and expand statewide recruitment initiatives
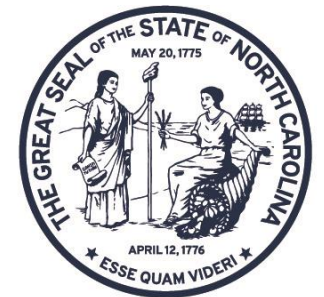
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# OSHR's Central Role in Recruitment and Hiring

- Engagement with Agencies, Commissions and the UNC System Office
  - o Ongoing network meetings, timely and updated communications and training on policy, procedure, and best practices
  - o One-on-one engagement support for specific needs

- Support Supplemental Staffing Hiring Needs
  - o Meeting just-in-time and supplemental needs
  - o Prioritizing COVID-related positions and other critical needs

- Executive Orders
  - o Promoting understanding and providing training
  - o Developing Frequently Asked Questions and job aids
  - o Encouraging statewide participation

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# OSHR's Central Role in Recruitment and Hiring

*OSHR Recruitment Team identifies, coordinates and participates in recruitment events promoting the State of North Carolina as an employer of choice*

- Hosted First-Ever Statewide Career Expo (9/29/20)
  - Recast in-person event to virtual format due to COVID pandemic
  - All State agencies, the UNC System and Judicial Branch participated
  - Promoted Employment First with disability advocates
  - Provided resources for transitioning military members
  - **3,121** online participants and in six week have received more than **1200** applications from candidates who attended



- Other Career Fairs
  - Held Statewide virtual career fair for Individuals with Disabilities
  - Stepped up engagement with online "safer-at-home" events
  - Continuously identify and promote participation in career events and recruiting opportunities
  - Negotiate free admission and participation in some fee-based recruitment events

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# OSHR's Central Role in Recruitment and Hiring

- Partnerships
    - Creating a coalition of recruiters from the State agencies and career advisors from the North Carolina colleges and universities to increase student talent pipeline
    - Enhancing relationships with professional organizations to promote the State of North Carolina as an employer of choice
    - Collaborating with military and veteran organizations to support career fairs and transition forums
    - Recruiting at events to target high demand state jobs in Science, Technology, Engineering and Math (STEM)

- Leverage OSHR social media channels to message recruitment opportunities
    - Promoting statewide hard-to-fill and key job opportunities
    - Prioritizing COVID-related positions
    - Increasing awareness of diversity and scope of State of NC jobs

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# OSHR's Role in Recruitment and Hiring

## Applicant Tracking System (ATS) Support via NEOGOV:

- Select, maintain, update for continuous improvement, and support the Applicant Tracking System

- Configure and communicate needed and desired system changes

- Provide training, solve issues and clarify usage misunderstandings

- Ensure system integrity through security access monitoring

- Produce standard reports and develop custom system reports

- Partner with Office of the State Controller to ensure accuracy of HR data feeds of position information from BEACON to NEOGOV

- Update system Career Pages with important messages for applicants

Careers

Remember the three **Ws**: **Wear** a cloth face mask over your nose and mouth, **Wait** six feet apart, and **Wash** your hands or use hand sanitizer.

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# Hiring and Recruitment Responsibilities Delegated to Agencies

Core functions and delegated decisions:

- Identify and hire Agency recruiters and recruitment support staff
- Design Agency-specific recruiting and hiring plans within legal and policy framework
- Establish priorities for their most crucial recruiting and hiring needs
- Post job opportunities and source and recruit applicants
- Screen applications and refer the most qualified applications to hiring managers,
- Schedule and interview candidates
- Communicate with applicants the status of application and present job offers and onboard new hires
- Utilize and manage data input in NEOGOV from beginning (posting jobs) to the end (hiring a candidate), creating ability to review and provide accurate data

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# State Recruitment and Hiring Challenges

- Low unemployment rate
- National trend in public sector of more job vacancies but fewer qualified applicants
- Challenge of promoting State jobs
  - Perception of public sector jobs
  - Funding and resources to market job opportunities can be expensive
- Outdated recruitment tools
  - Outmoded applicant tracking system
  - Inadequate tools to assist recruiters with active sourcing and talent-pipelining of applicants

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# State Recruitment and Hiring Challenges

- Hard-to-Fill jobs
  - Private sector competition for hard-to-find skill sets (ie. STEM or trades)
  - Jobs in rural areas with lower populations
  - Challenging jobs in prisons, state hospitals and law enforcement

- Extraordinary range of state jobs
  - State recruiters have limited resources and time to do targeted recruiting and develop recruiting sources

- Limited ability to compete with private sector
  - Keeping benefits options competitive
  - Professional development – need dedicated funds for ongoing training opportunities or tuition assistance

- Providing competitive salaries with limited resources and competing needs

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# Recommendations (includes Current OSHR Initiatives) for Improving and Expediting State Recruitment and Hiring

- Developing online targeted training modules for recruiters and hiring managers to maximize efficiencies and to expand training opportunities

- Improving Recruiting Tools
  - Applicant Tracking System offers additional useful components that are not part of the existing contract; some agencies not using currently available components
  - Identify additional recruitment sourcing tools to identify candidates

- Enhancing awareness of critical and hard-to-fill State jobs on social media channels (i.e. LinkedIn, Facebook, Twitter)

- Increasing use of social media to highlight the advantages of working for the State

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# Recommendations (includes Current OSHR Initiatives) for Improving and Expediting State Recruitment and Hiring

- Expanding partnerships with the UNC System and other in-state schools to promote State of North Carolina as an employer of choice

- Identifying and promoting additional mentorship and internship opportunities

- Increasing state representation at job fairs and other outreach opportunities

- Participating in more STEM events to promote State STEM jobs

- Identifying and partnering with more constituent organizations (i.e. military members transitioning out of service and military spouses, individuals with disabilities, minority groups) to promote the State of North Carolina as an employer of choice

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# Questions?

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