Department of
MANAGEMENT
SERVICES
Division of State Human Resource Management

Recruiter Toolkit

State Personnel System

Overview

The State of Florida's State Personnel System (SPS) is committed to successfully recruiting and onboarding talented candidates throughout the state. The SPS recognizes that given the current employment climate, employers must adapt to the times with creative and innovative ways to recruit, select, and retain viable candidates.

This Recruiter Toolkit provides information and resources to facilitate an equitable, effective, and efficient recruitment process. Recruiters are encouraged to use these tools and guidelines to create a standardized recruitment process across the SPS.

The recruitment process is not a one-stop shop. There are several moving pieces that come into play when you wish to hire for your agency. The most common steps of the recruitment process are:

- Branding;
- Recruitment planning;
  - Strategy development;
  - Choosing recruitment strategies and methods;
  - Advertisement preparation;
- Communicating with candidates;
- Candidate search and selection;
  - Candidate screening;
  - Interviewing and assessments;
  - Selection and the job offer;
  - Onboarding;
- Retention; and
- Evaluation of the recruitment process.

Recruitment Funnel

A visual representation of the recruitment process can be found in the use of a "Recruitment Funnel." This visualization is the framework of the recruiting process and covers from the time you build your agency brand, through the moment you successfully onboard your new hire, and onto the recruitment evaluation process.

The Recruitment Funnel can be used along with the tools outlined within this toolkit to map and break down the hiring process into stages, help you gather data, and identify where in the process there are bottlenecks.

Recruiting 101

What is recruitment? Recruitment is the ever-evolving process of sourcing, screening, selecting, and appointing the best-suited candidate to the right role within an organization. This process entails not only filling vacancies but also being able to predict talent demands within an organization. To appropriately assess your agency's needs and achieve any talent acquisition goals, it usually takes a recruiting specialist (recruiter) working alongside the Human Resources (HR) office and applicable agency division(s) to source and hire top-tier talent.

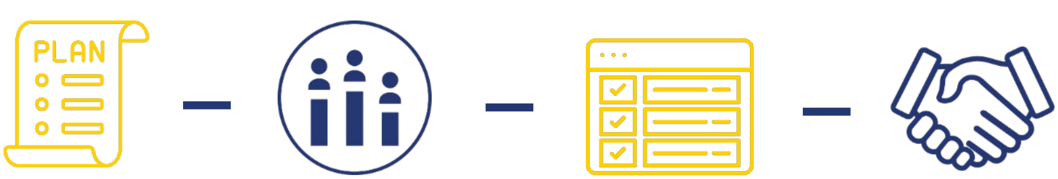
Often, the recruiter is the first "voice" of an agency that a candidate hears or the first "face" that a candidate sees. Recruiters have the power to influence the candidate's perspective of your agency. But the recruiter is so much more than someone serving as the initial point of contact for hiring.

A recruiter is usually responsible for guiding candidates, managers, and everyone in between through the entire recruitment process. While the recruiter may not be required to interview candidates themselves or process necessary HR paperwork, a recruiter should be aware of the full process to ensure that they have a thorough understanding of hiring for your agency.

So, what does a recruiter do?

Most recruiters are housed within the agency's HR office and may have varying roles and responsibilities. Some of the key duties a recruiter may have include:

- Formulating and recommending agency recruitment strategies;
- Identifying new and innovative ways to source talent;
- Working with leadership to evaluate staffing needs;
- Serving as the first point of contact for candidates and agency leadership for recruitment;
- Creating, posting, and maintaining advertisements and agency recruitment strategies;
- Coordinating and attending career fairs and conferences;
- Conducting candidate screening/vetting and assessing candidate(s) fit for various vacancies, as needed;
- Providing status updates to candidates and leadership;
- Tracking recruitment strategy success; and
- Onboarding new hires.



Recruiter Skillset

To be an effective recruiter, you should have an understanding or knowledge of the following:

- Talent acquisition and the process surrounding it for your specific agency and as a whole;
- Relevant laws and regulations regarding recruiting and hiring, such as, the Florida Statutes (F.S.), Florida Administrative Code (F.A.C.), Veterans' Preference, Federal Regulations, Americans with Disabilities Act, Equal Employment Opportunities, Reasonable Accommodation, and many others. For more information, see Resources;
- Managing internal and external communications;
- Screening and the interview process;
- Recruitment metrics;
- Recruitment tools; and
- Problem solving and critical thinking skills.

Helpful Tips

The following are helpful tips and tricks that may assist you in your day-to-day operations:

- Keep a current contact list of all HR liaisons, hiring managers, and anyone else involved in the recruitment process.
- Create internal operating procedures for your role in the event you're out of the office or need to review a process.
- Implement a recruitment tracker to monitor the status of your vacant positions, whether actively advertised, on hold, etc.
- Meet with the areas that you will be recruiting for and go over their functions and recruitment needs at least annually.
- Review the available guidance from State Human Resource Management for best practices.
- Utilize the talent pipeline "buckets" within the People First requisition to categorize candidates based on their status in the recruitment process. For more information on this process, review the People First Hiring Center User Guide for Managers.
- Consider an Online Interview Scheduler (if permitted) so that you can allow the candidate to schedule their own interview to save you time with this administrative function.
- Log and report to your agency's leadership any hiring process concerns and suggestions received.
- Work on effective communication skills and pay extra attention to responding promptly and accurately.

Branding

Understanding your agency's brand (the sum of how your agency is perceived by those experiencing it) is paramount when considering new and innovative ways to recruit. Your agency brand identity is the outward expression of its brand, including the trademark, name, communications, and visual appearance.

The foundation of a brand identity is made of the following:

Brand Heart: this is your brand's core principles, also known as your agency's purpose, vision, mission, and values;

Brand Name: Your agency's name;

Brand Essence: Your agency's voice, tone, and personality; and

Messaging: Your agency's tagline, value proposition, and messaging pillars for your visual identity.

Recruitment Planning

Recruitment planning is an imperative step in the recruiting process and helps the agency find and hire top talent. Taking the time to consider and develop a plan now will also enable you to recruit faster and more effectively in the future.

Before you advertise a position, you should first know what is needed. You should work with your hiring managers and supervisors to determine what the agency needs are before embarking on talent acquisition.

During the planning phase, you should do or consider the following:

- Work with supervisors and managers to review/update the position's description so that it is current and accurately reflects the duties and responsibilities that will be required of the incumbent. Look for opportunities to simplify language, remove jargon, and use words and phrasing that are professional and polished, but that also make sense to anyone who reads the position description. If the supervisor or manager needs guidance on updating these items, they can refer to the Supervisor's Recruitment and Selection Program Manual, for more information;

- Confirm that the position you are to recruit for is appropriately established (location is correct, supervisor is updated, classification is accurate, etc.);
- Verify that the position's rate of pay is budgetarily approved;
- Consult the hiring manager to confirm what level of involvement you should have as a recruiter in the recruitment process (e.g., will the hiring manager need you to separately screen the candidate or does the hiring manager prefer to complete this step?); and
- Consider potential recruitment strategies.

Strategy Development

Your recruitment strategy will outline how you plan to find candidates to fill your vacancies. Your recruitment strategy may also involve more than one method of recruitment, such as job fairs in conjunction with the use of online postings. There is no such thing as too much effort in recruiting!

There may also be some factors that influence your recruitment strategy:

- Timeline for filling the position (is this a mission critical position?);
- Management directed demotions or reassignments;
- Re-employment of laid-off employees;
- Requests for Promotions, Reassignments, or Lateral Actions on file pursuant to any applicable collective bargaining agreements;
- Selected candidates from a previously announced position with the same occupational profile or group, job requirements, and in the same geographical area. Generally, the best practice would be for supervisors to review only those requisitions previously posted that have closed within the last six months;
- Direct hires for applicable positions;
- Position location;
- Number of positions that need to be filled;
- Agency involvement in the process (e.g., if there is a job fair, who from the divisions and HR would attend?); and
- Available budget.

Advertising Strategies

The world of recruitment is ever changing with the internet being the most popular resource for candidates to search and apply to jobs. Periodically, new tools become available for use by agencies for the purpose of mass communicating state job opportunities. Many of these tools are at no cost to the agency, which can be beneficial to tighter recruitment budgets.

Some of the most common platforms that agencies utilize are:

People First

The first tool that agencies look to for recruitment is the State of Florida jobs website – Jobs.MyFlorida.com. This is where all positions in the SPS are advertised. This website allows candidates to search for jobs by location, agency, position type, keyword, category, and more. SPS practitioners can also direct candidates to resources available on the website. Among these resources are a Benefits Guide, instructions on How to Apply for a position, an FAQ, as well as additional information.

There are many tools available such as the Total Compensation Estimator and the Candidate Search functionality to assist practitioners in their recruitment efforts. Information on these tools and many others can be found on the Recruitment and Selection page of the State Human Resource Management Website.

Instructions on how to post a position are available on the DMS/People First website and may be accessed at: http://www.dms.myflorida.com/content/download/130000/807831

Social Networking Websites

Networking websites such as LinkedIn, Glassdoor, Indeed, and ZipRecruiter all aim to assist jobseekers in finding positions and companies they would want to work for:

These companies may charge a fee to post positions. However, it can be beneficial to use them as some people, particularly those outside of Florida, may not be aware of the State of Florida's job posting website. If you are not having luck with a particular position, it might help to post the role elsewhere.

There are also options to post positions free of charge, however these generally lack algorithms to move them to the top of candidate searches and therefore will get less views, and possibly in turn, less applications.

These platforms can reach passive candidates who might be open to new opportunities they come across while spending time on the platform. They make it easy for candidates to search for jobs using keywords, titles, location, and other advanced search options.

Social Media

Using social media to post positions, and communicate agency updates, news, benefits information, etc., is a great way to reach a larger audience of potential candidates.

These posts can be shared and viewed many times, and social media is free to use. There is also an option to promote certain posts and information for a fee if the agency chooses to do so.

These posts can potentially reach passive candidates that will be provided with information about your agency without doing any additional work on their part. Even when it doesn't directly result in a new hire, advertising on social media gets your agency's name out there and helps your brand.

Employ Florida

Employ Florida is a platform similar to the State of Florida jobs website. People First has a nightly feed that pushes recently posted positions to the Employ Florida's state job board. This enables individuals to review your job postings in multiple systems by doing a quick job search. Agencies can create an employer account that provides access to a plethora of candidate sourcing tools. The platform offers various recruitment services such as a "Candidate Search" feature that allows you to find and review the resumes of candidates that have the qualifications you need using criteria such as veteran status, occupation, salary expectations, security clearance, and much more. There is also a "Virtual Recruiter" feature that automates candidate searches and delivers resumes to your preferred email or message box, streamlining the candidate sourcing process.

College and University Partners

Handshake and Symplicity are two college and university partner platforms available to job seeking college students. Students can create a profile based on their experience and education to browse available jobs in their field and preferred location.

These are free platforms where you can post jobs and register for career fairs and other events. They do offer premium partnerships, which includes being able to recruit with campaigns, employer branding, event check-ins, analytics tracking, and much more.

These are great recruitment tools for entry-level positions as well as Other Personal Services (OPS) or part-time positions that may accommodate a flexible work schedule.

Agency Career Site/Page

Each agency within the SPS has a designated website for the operational information and resources that they provide. Within these sites, some agencies choose to have a recruitment page that details valuable information about the careers within that agency. Alternatively, some agencies choose to have a website that is solely for recruitment of talent.

Your agency may choose to link to any of their current job advertisements. Links used must redirect candidates to the People First job site, https://jobs.myflorida.com/, to submit their Candidate Profile for a vacant position.

Having a dedicated recruitment page or website for your agency allows you to spotlight key agency information that may not be available on the State of Florida Jobs website such as:

Additional Recruitment Methods

Advertising a position on an online platform and relying on algorithms to market to candidates is not always enough of a recruiting effort. There are many additional methods of attracting candidates outside of posting on a job board and waiting for candidates to apply. Sometimes when a potential candidate can place a recruiter's face to an agency's name, extra attention is merited for a hard-to-fill vacancy.

Some common additional recruitment methods are listed below:

Candidate Sourcing

When sourcing candidates, recruiters are actively searching for potential candidates and cultivating relationships with them based on the candidate's skills and experience, even if those individuals are not actively job-hunting.

Benefits to sourcing include:

- Creating a larger talent pool;
- Creating a competitive advantage; and
- Easier access to candidates for hard to fill positions.

A no-cost method of sourcing is through the Candidate Search functionality within Talent Management in the People First system. This feature allows you to tailor your search for candidates who have created a profile in the People First system. Search options include using exact phrases, key words, and the Boolean string. The Boolean string is a type of search where you can use specific words or symbols to limit, expand, or define your search. This search method is used by most databases and search engines to focus searches. When conducting a Boolean Search, you utilize Boolean operator words such as "AND, OR, and NOT" (these words must be uppercase for the search to work) and operator symbols such as "+" and "-".

See the Candidate Search Quick Start Guide for more information.

If you plan on contacting a candidate by telephone after using the Candidate Search functionality, keep in mind that this method of contact is considered "cold calling." Typically, when utilizing cold calling the candidate will not have prior knowledge of your organization or the position you are filling. Before you make the call, familiarize yourself with the position and be prepared to share the following information with the candidate:

- Who you are and what agency that you represent;
- Your agency's mission;
- A brief synopsis of the area within your organization that you are hiring for;
- The location of the position;
- The title and day-to-day functions of the position; and
- The salary range and some key benefits.

A great way to share the above information is beginning the conversation in the style of an "elevator pitch."

- An elevator pitch is your time to provide a compelling introduction about who you are, what your agency does, and why it matters. Consider the following when preparing your pitch:

- These openings are meant to be brief and last no longer than 60 seconds;
- Always begin your pitch with a warm and professional greeting;
- Compliment or praise the candidate's qualifications or something you noticed about the individual in their candidate profile or resume;
- Uniquely define what your agency does, their goals, and culture;
- Mention career development opportunities; and
- Invite them to apply with a sense of urgency.

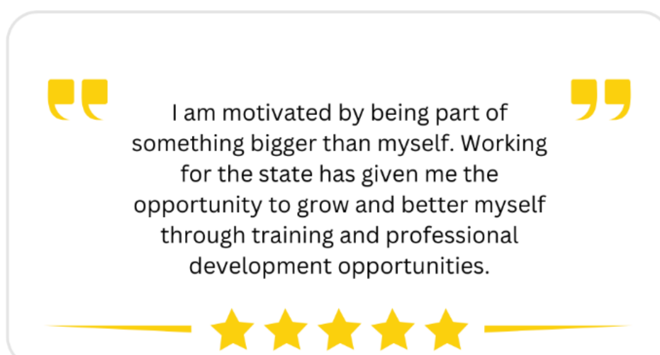
When cold calling, it can be helpful to script out what you plan to say and practice these calls with a team member. You should also be mindful to call during reasonable business hours, such as 10:00 am through 5:00 pm. Try to remain upbeat and positive if candidates are not currently interested in the position you are recruiting for, as they may change their mind in the future. Cold calling also gives you an opportunity to network with the individual you are speaking to and ask if they may know someone else in their areas of expertise that would be a good fit for the role. Also, be prepared to answer questions about the position to the best of your ability (using the job posting from People First can be a quick cheat-sheet to answer simple questions about the duties and benefits.)

Employee Testimonials

Employee testimonials are an endorsement of your agency from those that are passionate about their lines of work. Testimonials can showcase your agency's various positions from the voices that live those jobs every day. Through testimonials, employees can also share their experiences with opportunities for training and skills development that your agency may offer.

Testimonials can be shared through many methods such as:

- Articles;
- Interviews;
- Photographs and quotes;
- Social media posts;
- Videos; and
- Agency career pages.



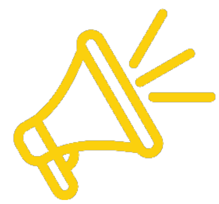
Presenting a visual element of your organization's environment can be eye-catching to candidates that may be unsure of what to expect from the fields of work that they are interested in. For example, a recent graduate that is not quite ready to step into a full-time position may be moved by the testimonial of a social worker and pursue applying to that field of interest.

Internal Communications

When the time comes for a mission critical position to be filled that needs a candidate with expertise and knowledge of agency business practices, just getting the word out about the position can make all the difference.

So many times, current employees don't apply for a job because they are simply unaware that the position has been advertised. A quick announcement over lines of official communication can make the vacancy known for those employees that may be looking to advance their career. Consider the following techniques for informing current employees of open advertisements:

- Official agency wide email announcement;
- Agency intranet announcement;
- Agency newsletters;
- Candidate search; and
- Word of mouth.



Internship/Shadow Programs

Many agencies have begun implementing internship programs to assist students in improving their communication skills, develop teamwork skills, gain hands on experience in their desired career field, and much more.

As those internships come to an end each semester, interns that are on the cusp of graduation are often applying to jobs so they can obtain full-time employment upon graduation. Hiring interns into your agency's vacant positions is a good way to fill entry level positions with candidates that already have working knowledge of the agency's business processes, practices, and mission.

You can work with your agency internship coordinator to ensure that any interns who are exiting their program are aware of vacancies within the agency for which they may currently be eligible or eligible for upon graduation.

Job Fairs

Another great recruitment tool at the agency's disposal are job fairs.

Agencies can utilize their own conference spaces and promote job fairs on social media and social networking sites, in addition to their website's individual job pages, to save on costs. Job fairs can even be conducted virtually.

Job Fairs can be a great way to engage with large quantities of candidates at one time. This can be a low-cost option if the agency uses its own space and provides its own materials. Additionally, the Department of Management Services has created a "Job Fair Toolkit" with information on planning, coordination, and the execution of job fairs.

Another type of job fair that an agency can attend is a campus career fair. These events are geared towards hiring soon-to-be graduates and are hosted by most colleges and universities. Some of these career fairs also have an on-campus interview aspect that could potentially shorten the selection process for your agency. You can work with the career and professional development liaisons of the school(s) of your choice to get your agency signed up as a participant. These career fairs tend to have a cost associated with attending such as fees for setting up tables and creating marketing materials on an agency's behalf.

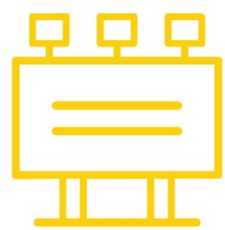
State of Florida Partners

The State of Florida has many partners, such as CareerSource Florida, that assist in advertising, promoting, and filling open state positions. Check with your agency to see what partners may be able to aid in your recruitment efforts. Positions advertised through these resources are typically geared toward inexperienced candidates, or those with basic skills.

Visual and Auditory Media

If you are with an agency that has a larger recruitment budget, you may be able to invest in fee-based marketing tools like:

- Billboards;
- Print advertisements – Ad space in an industry newsletter, newspaper, or magazine;
- Radio commercials; and
- Podcast advertisements.



Advertisement Preparation

How your agency chooses to recruit for a position will impact what preparation is needed to successfully advertise a vacancy. The following steps should be considered when preparing to advertise a position:

- **Identify the recruitment strategy(s) to be used.**
- **Compose the advertisement language and ensure that it is consistent with your agency brand (i.e., current logo, agency head, mission statement, etc.) (See the Job Advertisement Template for examples.)**
- **Determine other advertising platforms you wish to utilize to broaden your candidate pool. Establish any accesses needed to post on behalf of the agency.**
- **Assemble the recruitment documents such as the position description, qualifying and weighted Q&A's, recruitment checklists, etc.**
- **Identify key players that will be part of the recruitment process, such as the supervisor, HR contacts, liaisons, external contacts, etc.**

An additional consideration when planning your advertisement is how you will incorporate your agency's Employee Value Proposition (EVP) into your recruitment efforts. The EVP is comprised of unique rewards, competitive compensation, benefits and incentives, career development, and the values that your agency offers that make working for you special.

An effective EVP is a commitment to the employment experience and touching on the EVP during the recruitment process will distinguish you as the choice agency for employment.

Candidate Communication

First impressions mean everything when hiring. This first impression can include an interested party reaching out to check on the status of their application, a candidate trying to reach the hiring manager that they just missed a phone call from, etc. Having an organized and consistent process can minimize any runaround that a candidate could experience.

When communicating with candidates, also consider drafting a standard template that can be used throughout the agency for the following topics: sourcing candidates, accepting documentation, inviting candidates for interview, and communicating the hiring process (if permittable.) Templates allow for quick and consistent responses.

Below are the common phases of communication during the recruitment and selection process, along with the best practices:

Pre-Application

This is generally the beginning of the hiring process where either you source the candidate, or the candidate reaches out about opportunities themselves. This communication can occur in a variety of ways such as a call from a candidate inquiring where to apply for jobs, an unsolicited email containing a resume sent to your agency recruitment inbox, a student interested in your agency during a career fair at the local college, and so many other circumstances.

It is important to put your best foot forward as the representative of the agency and do your best to assist with any questions that they have. Remain flexible in your communication and always reassure them that you will find the answer or connect them with the appropriate individual in your agency with the authority to answer their questions, if you are unable to do so.

Application Received

Replying to candidates as soon as possible when they apply for a position is crucial. A candidate wants you to be as interested in their skills as they are in your agency. A phone call to touch base can go far at this stage especially when there is a candidate that you feel would be a great fit. When communicating with a candidate at this stage, you should confirm over the telephone or in your correspondence the following information:

- The candidate’s name;
- Position applied for;
- That their application has been received;
- A realistic timeline of the hiring process (if permittable);
- That you or the hiring team will reach out to set up an interview by an established deadline;

- Provide the recruiter or hiring manager contact details (if permittable) so that the candidate can follow-up with the recruiter or hiring manager about future steps in the process. Candidates that are eager for a position will most likely reach out to check on their application status; and
- Share any helpful links for your agency such as your career page.

While replying to all candidates that apply for your vacancies may seem daunting, People First has a built-in communication (see example below) that automatically goes to all candidates that met qualifying criteria.

From: **People First** <system@successfactors.com>
Date: Weekday, Month, Day, Year
Subject: Thank You for Your Interest in Job POSITION TITLE – POSITION NUMBER
To: CANDIDATE EMAIL ADDRESS

DMS People First

Dear Candidate,

Your application for the above-referenced position has been received by the People First Service Center. We appreciate your interest in employment with the State of Florida. The hiring agency will contact you directly if it wishes to consider you further for this position.

In accordance with section 119.071(5)(a)2, Florida Statutes, the hiring agency may request your Social Security number to assist with pre-employment qualification screening and to process your application.

If you applied for a Career Service position and claimed Veterans' Preference, supporting documentation is required and should have been included in the attachments section of your candidate profile. If you have questions relating to the attachment of your Veterans' Preference documents, please call the People First Service Center at (877) 562-7287, Monday through Friday, 8:00 a.m. to 6:00 p.m. Eastern Time.

Please note that qualifying questions cannot be modified once you complete your application for a job vacancy.

On behalf of the agency, we appreciate your interest in working for the State of Florida. We encourage you to visit https://jobs.myflorida.com to apply for any job vacancy that matches your qualifications. Visit this site often as new job openings are posted daily.

Sincerely,

People First Service Center

If you have questions, please call the People First Service Center at (877) 562-7287. Hours are Monday through Friday, 8:00 a.m. to 6:00 p.m. Eastern time.

The State of Florida is an equal opportunity employer/affirmative action employer and does not tolerate violence in the workplace.

PLEASE NOTE: Florida has a very broad public records law. Most written communications to or from state officials regarding state business are considered to be public records and will be made available to the public and the media upon request. Your e-mail messages may, therefore, be subject to public disclosure.

Documentation Received

Occasionally, candidates who claim veterans' preference[1] or right to first interview[2] will forget to attach necessary documentation when they initially apply for a position. Candidates might also choose to send additional supporting documentation such as transcripts, certifications, cover letters, etc. Once documentation has been received, whether requested or not, it is best to

[1] Per sections 295.07 and 295.11, F.S., the state and all political subdivisions of the state shall give preference in employment, promotions after being deployed, and retention for individuals who qualify for veterans' preference. For more information, see the policy guideline on Administration of Veterans' Preference in Career Service.

[2] Pursuant to rule 60L-33.004(3), F.A.C., if a candidate who was laid off from their Career Service position applies for a position and is minimally qualified, they have a right to a first interview. It is the candidate's responsibility to submit documentation of their laid off status along with the candidate profile.

respond to the candidate and let them know that you have received their documentation, whether documentation requirement(s) have been satisfied, and that your agency will reach back out soon. If you are unsure of the position(s) that the candidate is providing documentation for, don't be afraid to ask. It is better to ask and get the documentation over to the right hiring manager or HR, than for the documentation to sit in your inbox while you try to determine yourself what the candidate applied for.

Scheduling Interviews & Assessments

When it is time to contact candidates about scheduling interviews, it is best to give them a quick call to gauge their interest in the position first. If you are unable to reach them via telephone, you can send a follow-up email to the candidate asking if they are interested and offer available time slots to interview.

When scheduling interviews or assessments, it is important when sending the confirmation that the subject line of the email details that it is for an interview or assessment with your agency (if this is for a second interview, note that in the subject line as well). In the body of the email, you should also include the following details as applicable:

- Agency name;
- Position title;
- Position salary;
- Position non-negotiables (e.g., if the position does not have options for remote work, if the position has required travel, etc.);
- That this is an invitation to complete an interview or an assessment;
- The location and address of the interview or assessment (whether in-person or virtual) and any parking instructions;
- Who are the interviewers;
- Estimated duration of the interview/assessment;
- Available dates and times (offering two to three dates that you're available allows flexibility for the candidate); and
- Requestor's contact information (your email signature).

Interview Reminders and Reschedules

If the scheduled interview is more than a few days out, it is good to send a reminder email to the candidate a day or two in advance of the scheduled time reiterating the interview details. This will reassure the candidate that the interview is still planned. If the interview needs to be rescheduled, ensure that you provide the candidate with enough time to prepare in advance.

Status Updates

Understandably, eager candidates may reach out to check on the status of their application, especially if they have already been interviewed or participated in an assessment. You should respond promptly to these requests.

To prepare the candidate for any wait time involved in the final stages of the selection process, at the end of their interview you can provide a brief breakdown of the next steps of the selection process. However, you should not make any promises of a job before the selection process is finalized.

If you are not involved with the process at this stage, you can refer the candidate to the hiring manager for a status update. If there has been no movement on a position or there have been issues during the recruitment process, you can also inform the candidate that “all applications are still under review,” which lets them know that they are still being considered but it does not provide a deadline for a decision. However, work with your HR office on what you are permitted to discuss.

Hiring Decisions

These decisions are often communicated by the hiring manager or HR to the candidate(s). However, you may occasionally receive inquiries from managers asking what they should say depending on the outcome.

Rejections

When using People First, you can send the candidate(s) a system generated rejection email to notify them that they were not selected. This rejection notice can be sent by moving the candidate from “New” to the “Reject-Email” status. This rejection should be sent within a reasonable amount of time. If a requisition is cancelled or closed, all candidates not marked as hired will also receive a rejection notice.

From: **People First** <system@successfactors.com>
Date: Weekday, Month, Day, Year
Subject: Your Status on Requisition POSITION TITLE – POSITION NUMBER
To: CANDIDATE EMAIL ADDRESS

People First

Dear Candidate,

Thank you for applying for the job vacancy POSITION TITLE – POSITION NUMBER. After careful consideration, the agency selected a candidate whose overall experience, knowledge, skills and abilities best match the duties and responsibilities of the position.

On behalf of the agency, we appreciate your interest in working for the State of Florida. We encourage you to visit https://jobs.myflorida.com to apply for any job vacancy that matches your qualifications. Visit this site often as new job openings are posted daily.

Sincerely,

People First Service Center

This is an automated e-mail message; please do not reply. If you have questions, please call the People First Service Center at (877) 562-7287. Hours are Monday through Friday, 8:00 a.m. to 6:00 p.m., Eastern time.

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If you are using a system outside of People First to advertise a position, you should create a standard template to communicate to candidates who are not selected for the position. Be aware that candidates may reach out to ask for feedback regarding why they were not moved forward. The reason should be disclosed in a tactful manner. Reasons should be lawful, fair, and respectful. Grounds for non-selection should be the same for all candidates similarly situated.

Defer to your HR office for suitable practices when notifying candidates who were not selected.

Employment Offers

Offers can be made over the phone, email, fax, or by mail. A standard offer should include:

- Agency name and division;
- Position title;
- Working hours;
- Supervisor name;
- Salary details;
- Contingent requirements (such as being fingerprinted);
- Benefits; and
- Start date.

Defer to your HR office for suitable practices when sending employment offers, whether they be contingent or formal.

Selection Process

It is the hiring manager's responsibility to select the "best" candidate to fill positions. Hiring managers will use some or all of the following selection techniques when going through the selection process:

Interview Questions: these questions are designed to obtain sufficient job-related information from the candidate to predict their performance on the job.

Work Sample: a work sample is the reproduction of a designed task or behavior and used to measure skills which are necessary to perform the job.

Willingness Questionnaire: this questionnaire will ask if the candidate is willing to perform certain possibly unappealing aspects of a position, such as working rotating shifts, providing health care to clients, or dealing with angry customers.

Behavioral/Personality/Skills Tests (BPS): BPS tests should be used only in conjunction with other candidate screening techniques. BPS tests are not prediction tools but may provide indicators of success in a particular position if utilized appropriately and thoroughly validated.

The steps in developing the selection technique require hiring managers to analyze the position and become thoroughly familiar with the essential tasks or duties required and the knowledge, skills, and abilities (KSAs) necessary for successful job performance.

Once a selection technique has been developed for a position, this selection technique may be used each time the position or another position with the same requirements needs to be filled. This approach to hiring practices provides a better defense should the agency's hiring decision be challenged. Selection material shall be maintained in accordance with your agency's policies and procedures and applicable state retention schedules. For more information on the selection process and techniques, please review the Supervisor's Recruitment and Selection Program Manual.

Candidate Screening

Candidate screening is the process of reviewing job applications and working to determine if the candidates are qualified to continue to the next step of the hiring process based on their current KSAs. This process is also known as "vetting."

When reviewing applications, you should take the time to read them completely as well as any supplemental documents provided at the time of application (resumes, transcripts, cover letters, letters of recommendation, etc.) A thorough and consistent review of each candidate's supplied credentials will assist you in finding suitable candidates to move forward in the process. Candidates who meet all or a specified number of the screening criteria shall continue in the selection process. Candidates who do not meet the specified number of criteria shall not be interviewed nor participate in any other part of the selection process.

Things to consider when screening candidates:

- How do their current KSAs appear to relate to your vacancy's KSAs?
- Do they meet any of your outlined preferences?
- Do they have enough combined experience to meet the minimum requirements of your vacancy?
- Are they eligible to receive Veterans' Preference?
- Do they qualify for Right-To-First Interview?
- Are they eligible to work in the United States?
- Are there any disclosed background concerns?

The job market always ebbs and flows based on supply and demand. Keeping that in mind, some jobs receive a higher number of applications than others, making aspects of the screening process tedious. Effective screening can be done using application screening criteria. These are the criteria used to assess candidate KSAs as they relate to what is needed to perform the role for which they have applied.

Examples of Appropriate Application Screening Criteria	Examples of Inappropriate Application Screening Criteria
• Licensure or certification requirements; • Computer database experience; • Training or experience in Microsoft Word, Excel or PowerPoint; • Training or experience using electronic mail systems; • Suspense and/or tracking system experience; • Office management experience; • Experience in the criminal justice system; • Experience in public relations; • Training or experience in a particular computer language or utilizing specific equipment; and • Experience in the mental health field.	• Stable work history; • Steady progression in career; • Reviewing the application/resume specifically for key language such as “knowledge in, skill in, or ability to, etc." to determine a candidate's level of knowledge, skill, or ability (KSA) in a specific area. A KSA level cannot be determined without conducting a practical skills assessment and interview; and • Agency specific experience (if the position was announced as open competitive or open to all SPS employees.)

When utilizing the People First system, you can also use qualifying questions as a helpful screening tool. Qualifying questions can be used to inquire about how the candidate's experience compares to the relevant KSAs of the position. You can set up specific criteria for these questions that could disqualify a candidate from consideration based on their answer.

So, what is the next step of the process?

Once the candidate pool has been vetted, the hiring manager will begin interviewing and conducting assessments for the remaining candidates. When interviewing candidates, hiring managers may conduct more than one interview. Once a candidate has been chosen at the conclusion of the screening, interview, and assessment process, the hiring manager or a delegate will conduct reference checks on the selected candidate. When conducting reference checks, it is important to be consistent, keep inquiries relevant, check several sources, and keep written documentation.

If the reference checks are satisfactory, the hiring manager will submit the candidate for approval to hire. If the candidate receives unsatisfactory reference checks, the hiring manager may consider another qualified candidate from that advertisement or seek alternative methods to source a candidate.

Hiring a Candidate

The approval of a hire is typically a multistep process that requires the hiring manager to submit appropriate justification for hire along with supporting documentation that the agency requires such as reference checks, a resume, candidate assessments, interview responses, etc. through their chain of command for approval by their executive leadership. During this time, the agency's HR office will also do various additional checks on the candidate such as verifying selective service eligibility if applicable, retirement status, a background check, and much more. You can work with your HR office to get a firm understanding of your agency's specific process, as every agency varies.

If a candidate is approved, then the position will be offered to the candidate. This is commonly done verbally. It is also common for the hiring manager to decide upon the start date during this stage, unless that start date is already provided to them by their HR office. If the hiring manager is unsure of what date to start their new hire, they can reach out to their selection coordinator within HR to assist them. Generally, all start dates should be in accordance with the rules laid out by the Department of Financial Services' Bureau of State Payroll and the observed state holidays.

Once a candidate accepts the position, a formal offer letter should be sent along with any necessary new hire paperwork to complete ahead of their start date. On or by the candidate's first day, the employee should also complete documents such as a notarized Oath of Loyalty, Prior State History form, Employment Eligibility Verification (I-9 form), and any other required documentation.

Retention

The recruitment process does not simply end when you have successfully brought a candidate on board. Taking steps, such as the following, to retain talent will also reduce costly turnover:

Streamline the recruitment process

If an employee is looking for more responsibility or new opportunities within your agency, chances are they may be looking to better themselves outside of the agency as well. Creating an efficient recruitment process for all candidates that is planned out and consistent, and that also allows for a prompt selection process will ensure a more positive experience when promoting existing talent within your agency.

Communicate clearly and transparently throughout the recruitment process

Providing updates to employees that are being considered is a way to reassure candidates, even if there is a lengthy selection process, that they haven't been forgotten. Even if you are not pursuing an employee for a position, ensuring that they are updated timely upon the selection of talent will reassure them that even though they weren't selected this time, there may be another chance in the future. Communication with candidates does not necessarily need to be detailed, but providing brief updates can keep the candidates engaged and interested.

Negotiate salary effectively during the recruitment process

Salary is a major point of contention in hiring. There may be some positions where your agency cannot negotiate salary because the salary is a set amount. One way to reinforce the salary is to bring up the salary and benefits for the position throughout the hiring process. This can be done anytime you are touching base with a candidate and will help ensure that there are no surprises as it relates to salary or benefits by the time the offer is made to the candidate.

If your agency is in a position to negotiate, doing so reasonably with a candidate when they are initially hired may keep them satisfied for longer. Always work with your HR office on best practices for negotiating. Statutorily you are permitted to fill a position at any salary within the approved pay band for that position, however, ensure that you are offering salary pursuant to your agency's policies. An example of a best practice when negotiating would be not to offer a salary to the candidate that is lower than the advertised range. Offering a salary under what is expected can cause upset with the candidate and ultimately lead to a rejection of the offer. It is always best to ask what the candidate's salary expectations are during the interview phase.

Professional development opportunities for employees

Offering employees opportunities to better themselves in their career not only creates a higher skilled employee but an employee that feels more fulfilled in their role and may feel more loyal to the agency that is helping build their success. There are many free workshops that are provided to SPS employees through the Learning Management System within People First Talent Management. Allotting employees time away from their standard duties to train or attend industry-related conferences allows employees to participate in a new experience that is distinct from their average day. Employees often leave these events feeling refreshed and optimistic about their role within the agency.

Offer training on management techniques to supervisors

Creating and offering management training(s) can improve the employees' overall experience at the agency. It is often said that employees don't just leave bad jobs. By improving the skillset of agency leadership, you can improve employee retention and morale through communication and respect.

Encourage an office culture of open communication

Allowing employees to bring questions and concerns up during the regular day reinforces a safer working environment by building trust. Trust between an employee and their management team often leads to better communication. When an employee feels comfortable in their role, they can perform at a higher standard.

Create clear and concise performance expectations

Employees not only want to be reassured that they are doing things appropriately, but they also want to know how they are doing professionally. Morale tends to decrease among employees when they don't fully understand their role in your agency or how their performance is assessed. Taking the time to set clear goals and objectives, as well as regularly checking in with the employee can create an open environment for them to grow and learn.

Recognize employee achievements and milestones

When employees are never credited for a job well done or recognized for their service or accomplishments, they can often feel dissatisfied about their place within the agency. A little recognition can go a long way to maintaining an employee's confidence. Consider celebrating work anniversaries, holidays, and major achievements, whether that be the team closing out the fiscal year successfully or an employee reaching five years within the organization.

Retention surveys

Consider creating a new age "suggestion box" using an anonymous survey which should frequently circulate across your organization to allow you to gather employee feedback. These surveys could contain questions that address how your organization is meeting the employees' needs and asks how the agency is performing overall. This will help you understand and connect with your employees about their concerns and morale. It is also important to apply the feedback and suggestions to your process. If employees feel that their recommendations are falling on deaf ears, they may feel less inclined to participate in such surveys.

Collect feedback from candidates that decline offers or separate from employment

Understanding why candidates aren't accepting your positions can provide insight into where to improve your recruitment process, whether that be because the process was not fast enough or that the salary was too low in comparison to the industry competition. Additionally, understanding why your employees are leaving by conducting exit interviews or exit surveys can assist you with collecting data about how your agency can improve internally and help you recognize pitfalls. Ensure that you are reporting this feedback to your executive leadership, so that they can address possible avenues for change.

Evaluation of the Recruitment Process

To gauge how effective your recruitment efforts are so that you may report your results, you can apply several different metrics to your assessment process to track the outcomes. Commonly, recruitment initiatives are a high priority for most executive level staff throughout the SPS. Some common key performance indicators (KPIs) used are listed below:

New Hire Attrition Rate (NHAR)

New Hire Attrition Rate is also commonly known as New Hire Turnover Rate. This is the number of new hires who separate from employment during a set period, usually within the first year. This helps identify issues with hiring, onboarding, or training that may be resulting in turnover.

How do you know when your agency's NHAR is too high? This question is not something that can be answered on its own without evaluation(s). According to the Society for Human Resource Management (SHRM), you can determine a positive NHAR through turnover analysis, benchmarking, and a needs assessment.

How to Calculate

To calculate the NHAR, add the number of new hires who have terminated from an agency within a specified period such as in the last year. Then divide that sum by the total number of new hires onboarded during that same period. Multiply that by 100 to get a percentage (NHAR).

Formula:

$$\left(\frac{\text{\# of Terminated New Hires During Time Frame}}{\text{\# of Total New Hires During Same Time Frame}}\right) \times 100\% = \text{NHAR}$$

Example:

$$\left(\frac{\text{20 Terminated New Hires within 12 months}}{\text{200 Total New Hires within 12 months}}\right) = (0.10) \times 100\% = \text{10\% NHAR}$$

Offer Acceptance Rate (OAR)

The Offer Acceptance Rate (OAR) is the percentage of candidates that accept a job offer from your agency during a given period. This metric can help your agency improve areas in your process that may prevent the loss of great talent.

The ideal offer acceptance rate can vary depending on factors like the industry, the current job market, the positions' location, the competition, and the level of the position.

For more information on OAR benchmarks, you can review the Talent Access Benchmark reports provided by SHRM. These benchmarks can be filtered by organization size, sector, industry, or region.

How to Calculate

To calculate the OAR, sum the number of candidates that accepted job offers during a certain time period. Then divide that sum by the total sum of job offers that your agency extended in that same period. Multiply that by 100 to get a percentage (OAR).

Formula:

$$\left(\frac{\text{\# of Accepted Offers During Time Frame}}{\text{\# of Total Offers Extended During Same Time Frame}}\right) \times 100\% = \text{OAR}$$

Example:

$$\left(\frac{\text{120 Accepted Offers within 12 months}}{\text{150 Total Offers Extended within 12 months}}\right) = (0.80) \times 100\% = \text{80\% OAR}$$

Time to Fill (TTF)

Time to Fill is also commonly known as the Time to Hire. This is the number of days from the time the advertisement opens to filling the position. This evaluation can assist in determining where there are opportunities to speed up the hiring process to ensure that you are filling the position in a timely manner.

For more information on TTF benchmarks, you can review the Talent Access Benchmark reports provided by SHRM. These benchmarks can be filtered by organization size, sector, industry, or region.

How to Calculate

To calculate the TTF, sum the number of days it took to fill each position within a given period. Then divide that sum by the total number of positions filled to find the average time is takes to fill a position (TTF). You can also use this similar calculation to find the average time it took between each step of the hiring process to see where specific bottlenecks may be.

Formula:

$$\left(\frac{\text{(\# of Days to Fill Position A During Time Frame)} + \text{(\# of Days to Fill Position B During Time Frame)}}{\text{\# of Total Positions to Fill During Same Time Frame}}\right) = \text{TTF}$$

Example:

$$\left(\frac{\text{(45 days)} + \text{(27 days)} + \text{(30 days)} + \text{(52 days)} + \text{(19 days)} = \text{(173 total days)}}{\text{5 Total Positions to Fill}}\right) = \text{34.6 days} \approx \text{35 days TTF}$$

Set Recruitment Goals

Once you have begun evaluating your recruitment process to determine efficiencies and issues, you should work to utilize that data and create agency recruitment goals. These goals will help the overall agency and not just specific areas of special focus. A useful method of goal setting is using the “SMART,” framework, which stands for:

- **Specific – Begin by defining your recruitment goal, such as hiring an additional recruiter to take on the new positions that were recently given to your agency;**
- **Measurable - Establish Key Performance Indicators (KPIs) that measure your specific target. For example, speeding up the entire hiring process from 45+ days to 30 days;**
- **Achievable – Make sure that your agency goal(s) are sensible and can be accomplished with available resources;**
- **Realistic – Verify if the goal is in line with your other agency objectives; and**
- **Time-based – Decide on a specific deadline to accomplish the goal by. For example, to decrease your agency vacancies by twenty percent by the end of the fiscal year.**

Resources

Laws, Rules, & Regulations

Florida Statutes

- Chapter 110, F.S., State Employment
  - Section 110.211, F.S., Recruitment
  - Section 110.213, F.S., Selection
  - Section 110.2135, F.S., Preference in employment, reemployment, promotion and retention
  - Section 110.217, F.S., Appointment Actions and Status
- Chapter 295, F.S., Laws Relating to Veterans; General Provisions

Florida Administrative Code

- 60L-29, Definitions, F.A.C.
- 60L-30, Personnel Programs and Records, F.A.C.
- 60L-31, Classification Plan, F.A.C.
- 60L-32, Compensation and Benefits F.A.C.
- 60L-33, Appointments and Status F.A.C.
- 60L-40, Sexual Harassment, Equal Employment Opportunity and Affirmative Action, F.A.C.

Federal

- 50 U.S.C. 3802: Registration
- Americans with Disabilities Act (ADA)
- Uniform Guidelines on Selection
- Uniformed Services Employment and Reemployment Rights Act (USERRA)

Helpful Links

Collective Bargaining

General Records Schedules - Florida Department of State

U.S. Equal Employment Opportunity Commission

MyBenefits

Recruitment and Selection - Florida Department of Management Services

State Payrolls

State Personnel System Job Fair Toolkit

[Supervisor's Recruitment and Selection Program Manual](#)

[Talent Acquisition | SHRM](#)

[Veterans' Recruitment Outreach Toolkit](#)