

Department of Human Resources

LOB #29:

EMPLOYMENT

Purpose

The Employment Division provides countywide support to all departments and employees in talent acquisition by providing the tools, strategies, and proven methodologies needed to attract top performers to the County.

Description

The Employment Division provides support to the hiring process from start to finish for both applicants and hiring managers. Using the automated hiring system, staff is typically able to post jobs, accept online applications, review applications and provide a referral list to the hiring managers within five business days from the date the advertisement closes.

The Employment Division provides guidance and support to ensure that selection procedures comply with applicable federal, state and local regulations. Staff works with agencies to develop recruitment plans that can be tailored to the specific vacancy, determine the most effective advertising sources and medium, and consult as needed throughout the hiring process. Staff also conducts ongoing training to ensure that hiring managers and those who serve on interview panels are aware of County interviewing policy and procedures. This effort minimizes applicant complaints and reduces the number of appeals and grievances filed. In the public safety arena, several staff members are dedicated almost entirely to the development, validation and administration of more than 10 promotional processes per year.

Employment Division staff serve as County ambassadors, attending a significant number of job fairs to help promote the many career opportunities in the County. Staff will continue to identify those positions that require targeted outreach and recruitment efforts to attract sufficient top quality candidates and will develop a survey for newly hired employees to evaluate the hiring and onboarding experience.

Benefits

As a result of greater automation, targeted training for hiring managers and increased communication with our partners, the time required to fill a position has been reduced with a more consistent caliber of applicant being referred to the agency for interview. Greater use of electronic communication with applicants has increased efficiency and reduced cost, and provides a faster notification process that has increased satisfaction and reduced inquiry calls to analysts.

Partnering with the Compensation and Workforce Analysis Division and the Department of Management and Budget, Employment staff works to strategically address position or organizational unit requirements from a recruitment and retention perspective. This helps to better frame employment standards that are current with agency needs and certification requirements, job advertisements that highlight the key attributes of a position to attract the best candidates and a recruitment strategy that builds on the subject matter expertise in the agency.

Collaboration with public safety agencies is essential to providing promotional exam processes that are job-related, efficient to administer, timely and result in consistent treatment of applicants and meaningful differentiation among the exam participants.

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Mandates

- Recruitment and selection are regulated by 5 C.F.R Part 900 Subpart G. (section 9000.603) Intergovernmental Personnel Act Chapter 3, Article 1; Fairfax County Code (merit System Ordinance Section 3-1-1; Section 3-1-6); and 28 C.F.R.50.14, Uniform Guidelines on Employee Selection.
- Testing is regulated by 5 C.F.R Part 900 Subpart G. (section 9000.603) Intergovernmental Personnel Act Chapter 3, Article 1; Fairfax County Code (merit System Ordinance Section 3-1-1; Section 3-1-6); and 28 C.F.R.50.14, Uniform Guidelines on Employee Selection.
- The Employment Division ensures compliance with the Americans with Disabilities Act of 1990: Title II and Executive Order 11478, and ensures that Criminal Background Investigations and Credit Checks comply with Code of Virginia § 2.2-1201.1 and the requirements of the Virginia State Police, the Employment Integrity Group, and the Fair Credit Reporting Act (FCRA).

Trends and Challenges

With the growth of social networks such as LinkedIn, Twitter, Facebook, Glassdoor, and Indeed, organizations have a bevy of tools available to promote employment branding. The former model of candidate relationship management has evolved to a talent network model and these social sites have become the place to attract people with diverse backgrounds and a high level of competency. As a result, the role of recruiters has become more important in talent acquisition. Trends include high-powered sourcing, initial screening, and pre-interview assessments to determine knowledge gaps. There has also been a greater use of interns in County agencies, which is providing an excellent training ground for young college students and graduates.

The Employment Division faces the challenge of marketing County jobs effectively in a way that ensures that applicants get a clear picture of the County's full array of career opportunities and robust total compensation package. In addition, continued improvements in efficiency will be needed for the division to keep pace with the number of impending retirements.

Resources

| Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted |
|---|--------------------|------------------|--------------------|
| LOB #29: Employment | | | |
| FUNDING | | | |
| <u>Expenditures:</u> | | | |
| Compensation | \$1,042,064 | \$985,237 | \$1,057,068 |
| Operating Expenses | 395 | 0 | 0 |
| Total Expenditures | \$1,042,459 | \$985,237 | \$1,057,068 |
| General Fund Revenue | \$0 | \$0 | \$0 |
| Net Cost/(Savings) to General Fund | \$1,042,459 | \$985,237 | \$1,057,068 |
| POSITIONS | | | |
| Authorized Positions/Full-Time Equivalents (FTEs) | | | |
| <u>Positions:</u> | | | |
| Regular | 12 / 12 | 13 / 13 | 12 / 12 |
| Total Positions | 12 / 12 | 13 / 13 | 12 / 12 |

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Metrics

| Metric Indicator | FY 2013 Actual | FY 2014 Actual | FY 2015 Actual | FY 2016 Estimate | FY 2017 Estimate |
|--|-------------------|-------------------|-------------------|---------------------|---------------------|
| Number of best qualified applicants forwarded to departments | 21,828 | 15,541 | 17,361 | 17,000 | 17,000 |
| Work days between job closing date and sending referral list to agency | 5 | 6 | 5.75 | 6 | 5 |
| Number of public safety promotional exam participants | 585 | 194 | 639 | 425 | 450 |

The number of best qualified applicants forwarded to departments is on a slight downward trend due to efficiencies gained with the updated automated recruitment module. Staff is able to more closely monitor all applications, allowing them to better screen for applicants that meet the requirements that the agency has designated as important for success in the job.

The number of work days between the job advertisement closing date and delivery of the referral list to the agency has remained stable over the past few years. This number is driven in large part by the number of vacancies advertised and filled. When the number of referral lists created nearly tripled from FY 2013 to FY 2014, the time from job closing to referral list delivery only increased from 5 to 6 days. When the number of referral lists grew again from FY 2014 to FY 2015, staff was able to reduce the delivery time from 6 days to 5.75 days. Staff will continue to look for efficiencies to ensure timely delivery of this critical recruitment service.

Employment Division staff, working with the public safety agencies, are responsible for the development, validation, and administration of the promotional exams that are key to the careers of thousands of public safety employees. The exam schedules are on cycles; however, changes in the number of retirements or recruitment challenges can impact those schedules.