# TIPS FOR RECRUITING

DoD HIRING REFORM IS MISSION CRITICAL

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Civilian Personnel Policy

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It is imperative that managers and supervisors with responsibility for hiring are actively engaged in the recruiting process. Recruiting top talent, as it relates to marketing your organization and your work team and seeking out opportunities to attract interested individuals to help you meet your mission, is a manager's responsibility. Presented in this guide are ideas and tips; you may use some or all. Partnering with your HR professional in the recruiting process is KEY to success.

# REMEMBER: YOU ARE YOUR BEST RECRUITER!

## DEVELOP A GAME PLAN TO ATTRACT TOP CANDIDATES

Before embarking on recruitment activities, you as a hiring manager and your HR professional need to develop a game plan for identifying the right candidates and what incentives make good business sense for your activity.

## DEVELOP YOUR RECRUITERS

Depending on your Component/Service Agency, consider partnering with HR on how you can help with recruiting. Efforts vary widely across the Department of Defense. Leaders, Managers and Functional Communities should identify recruiters within their communities and provide them with the tools they need to conduct this type of recruiting. They should also consider ways to actively participate in recruiting for their own positions, for their command or within their functional community. Look for candidates within colleges and universities, professional associations, professional journals, the private sector, functional communities and within the federal government and your own workforce. Your Workforce Plan would be an integral part of this process as well.

As a manager and subject-matter expert, seek training to enable you to participate in the recruiting process. Training can be computer-based, provided semiannually, and include merit principles, booth etiquette, etc.

# MARKET YOUR WORKPLACE

**CREATE A MARKETING MESSAGE**

In coordination with your HR professional or recruiter, or public affairs office, provide key messages and images that catch the attention and interest of potential candidates and invite them to seek more information. Your message should seek to answer for candidates:

- Why should they work for your activity?
- What important mission will they contribute to?
- What kinds of projects will they work on?
- What is the work environment like?
- What is enticing about the geographic area and local community?
- What benefits do you offer?

**HIGHLIGHT MANAGEMENT PRACTICES THAT:**

- Help define your organization as a "preferred employer."
- Reinforce that employees are your most important resource.
- Promote creativity and innovative thinking in the workplace.
- Demonstrate a willingness to involve staff in decision making.
- Promote a collaborative team environment.

**GET THE WORD OUT**

Distribute and provide information to your employees about current position openings so they can get the word out to individuals in their professional network. Talk up your agency/federal employment with your neighbors, friends, professional contacts, etc.

**MARKET YOUR MESSAGE TO DIVERSE AUDIENCES**

Ensure your marketing message is geared toward your specific audience, whether it's career-based (law enforcement, engineer, medical field, etc.), generational (Baby Boomer, Gen-Xer, Millennial, etc.) or prior work experience (mid-career, military, college).

# USE WEB RESOURCES

*Before you use web resources, work with your Components' or Service Agency's procedures and guidelines regarding use of web resources. Also, partner with your public affairs office and corporate communications department regarding the use of social media.*

**WEB PAGES**

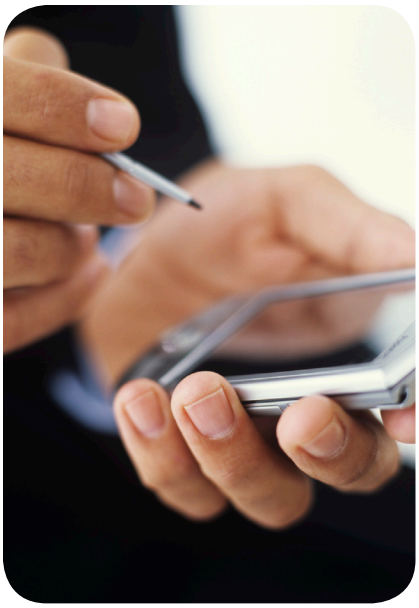
Work with your HR professional to use existing websites such as http://www.USAJOBS.gov to post hot jobs and link to job opportunity announcements. On your Component or Service Agency website, make sure you provide enticing information about the organization's mission; quality of work life programs such as telework, alternative work schedules and transit subsidies; local community services, things-to-do.

**SOCIAL NETWORKING**

Talk with your HR professional about what your Component's policies are regarding posting your jobs online or blogging on Twitter, Facebook or networking sites used by industry and government professionals and technicians. GovLoop is a social networking site nicknamed "Facebook for Feds" where federal, state and local government employees gather in a global community based on Web 2.0 technology. Jobs may be posted directly and linked to USAJOBS. Contact your HR servicing office to see if this is available to you.

**FREE ADVERTISING VENUES**

The Department of Defense publishes electronic vacancy announcements on its employment websites, accessible through http://jobsearch.godefense.newjobs.com. Federal agencies vacancies are listed on the Office of Personnel Management website at http://my.usajobs.opm.gov. In addition to these sites, you may find other free advertising venues you can use.



- Request that your HR office advise you of opportunities to feature your "hot jobs" on your Component's or Command's website or portal, where allowed.
- Make use of free advertising venues where permitted to showcase your organization or publicize your job vacancies, including local news media.
- Post your "Hot Jobs" on the "Hot Careers" page at http://www.goDefense.com.
- Become a "Featured Employer" and post your "Jobs in Demand" at http://www.USAJOBS.gov.
- Talk with your HR professional about what your Component's policies state regarding making use of free advertising venues, including local news media, to notify the public about your vacancies.

# MAKE CONNECTIONS

*Cultivate a working relationship and partnership with key school officials, presidents, deans, heads of departments, students, professional organizations, minority groups and alumni so they will think of you when the opportunity is there to talk to these groups about what you do and what you offer.*

**ESTABLISH RELATIONSHIPS WITH LOCAL SCHOOLS**

Participate in career development programs at local colleges and high schools. These programs are a good way to make opportunities within your agency known to applicants as they prepare to enter the job market.

Also, make presentations at middle schools and grade schools to focus on early exposure to the mission of your organization. Talk about what's good about your organization, the kinds of work and jobs you perform and some interesting facts that make your organization stand out.

**CAREER FAIRS**

Participate, attend or host career fairs in your local area to interact with students, alumni from local colleges, members of professional organizations and other job seekers.

**CONTACT ALUMNI OFFICES**

To reach experienced candidates, contact alumni offices at colleges offering degrees in the profession for which you are recruiting. Post vacancies on their alumni websites where possible. Write an article for their alumni newsletter about DoD careers.

**CONTACT RELEVANT ORGANIZATIONS**

Contact local professional, veterans and other associations and organize information sessions on DoD careers at meetings. Check to see if they are willing to share their membership mailing lists. Many federal agencies, including the Internal Revenue Service, Small Business Administration and Peace Corps, have successfully leveraged regional and national job fairs hosted by the American Association of Retired Persons (AARP) as recruiting events. Joining AARP's National Employer Team costs very little each year, and it allows you to co-brand on their website, and gives you access to 2 million AARP members. AARP also provides ad hoc training on recruiting older workers to the workplace. Check with your HR servicing office to see if this is a resource you can use.

## MAKE CONNECTIONS (CONT.)

**ESTABLISH RELATIONSHIPS WITH OTHER RELATED GOVERNMENT & INDUSTRY ORGANIZATIONS**
Contact local, professional, veterans and other associations, and nonprofit or other organizations with common labor force interests to provide informational sessions on DoD careers.

**LEVERAGE NETWORKING OPPORTUNITIES**
Partnering with affinity groups can provide access to large pools of talented, experienced professionals, as well as increasing networking opportunities. These may include Federally Employed Women (FEW), tribal colleges, Historically Black Colleges and Universities (HBCU) and Hispanic Association of Colleges and Universities (HACU).

**COLLABORATE WITH OTHER DoD RECRUITERS**
Share the cost of an exhibit booth at career fairs and conferences with other DoD recruiters. Consider posting events electronically in a common venue so recruiters do not duplicate efforts and are available to help each other out, maximizing use of funds.

**REACH OUT AND RESPOND TO PROSPECTIVE EMPLOYEES**
Actions such as personally acknowledging receipt of résumés or providing status of vacancies promotes a candidate-friendly hiring program. Surveys conducted by other government agencies found that the most important thing to potential employees is the sincerity of the recruiter and the ability to connect and be open with candidates.
It is important to coordinate with your HR office prior to making any firm commitments, including job offers or hiring incentives.

# IMPORTANT REMINDER

**MEASURE SUCCESS**

Discuss the means to capture metrics to measure success. One idea includes an after-action report following an event to record a snapshot and to measure the event's success. Work with your HR servicing office to decide which events to continue and which events to discontinue based on measured return on investment.