

HR SOLUTIONS

RECRUITING IN THE 21ST CENTURY

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Special Points of Interest

- [Division of Personnel Vision Statement](#)
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Filling an important position in your organization can be one of the most challenging aspects of being a supervisor or manager. The thought of trying to find the perfect fit for your team can be daunting. A hiring manager is faced with many questions: Where will the applicants come from? Will there be anyone decent in the pool? Will I make the right choice from those who apply? The Division of Personnel can help you navigate this difficult terrain.

As an integrated human resource division for the state, we provide a full range of recruitment services. In addition, we are in the process of identifying and implementing key strategies for positioning the Executive Branch to the best advantage to meet the upcoming labor shortage.

The division's strategic plan identified effective recruitment as a critical need for the state. We are focusing on creating a proactive professional recruitment function to assist hiring managers in locating and attracting an applicant base that will help create a workforce dedicated to delivering quality services to the people of Alaska.

The division has two key strategies to improve our pool of potential applicants. Our first strategy was to add professional recruiters to the DOP staff. These positions will provide professional

consulting services to hiring managers and partner with state agencies to help them achieve their recruitment and staffing needs. The recruiters will initially be targeting difficult-to-fill positions such as nurses and engineers by helping to identify innovative candidate sourcing strategies and by developing proactive and dynamic recruitment plans and outreach materials to reach the best candidates (More details on page 5.)

Our second strategy is to implement a revised classification and pay plan that allows the state as the employer more flexibility in responding to market conditions when there is a clearly demonstrated history of recruitment difficulty within a job class family subgroup (More details on page 10.)

By focusing on these two areas, we hope to improve the overall quality and quantity of applicant pools. Of course, that is when the real work begins on both sides. You have a new team member to contribute to accomplishing the mission of your agency, and you have a new team member to bring up to speed. Inside, you will find an article on "onboarding" – the new term for bringing a new hire up to speed.

Good luck in your recruitment efforts and let us know how we can help you achieve your goals!

HR

DIVISION OF PERSONNEL VISION STATEMENT

The Division of Personnel is a unified staff who coordinates strengths and talents to deliver client focused human resource services. We provide innovative program development, consultation, and direct service delivery.

HR...passionate about your success.

HR

STRATEGIES FOR RECRUITING AND SELECTING THE WORKFORCE OF THE FUTURE

Building a talented and productive workforce starts with selecting the best person for each specific job, a task easier said than done. It takes time, thought, and planning to make a quality hire. Securing a good hire has always been a difficult task. To further complicate matters, the State of Alaska and many other employers have been experiencing a shortage of qualified and available workers in recent years. This is primarily the result of changing workforce demographics.

All across the country, baby boomers, a generation of 78 million, are reaching retirement age. Everyday 10,000 baby boomers turn 50. The state has projected that 27% of its workforce will be eligible for retirement in the next 5 years; 8% are eligible for immediate retirement. The next two generations available for employment are about 15 % smaller. In other words, the demand is beginning to outstrip the supply. In order to address these demographic changes, the state must start planning now for how to recruit the workforce of the future.

So where do we begin? By developing a strategic recruitment plan. Strategic planning is basically a plan or method for achieving a goal. Strategic recruitment planning is a process of ensuring you find and attract the right people for the right jobs.

What are the steps to strategic recruitment planning? The first step is to understand both the needs of the agency and the needs of potential candidates. To accomplish this, the hiring manager must be aware of the unique culture and per-

sonality of their agency as well as the profession in which they are recruiting.

The goal of a well-designed recruitment plan is to advance the goals and objectives of both the agency and the candidate. To start with, the hiring manager must have a thorough understanding of the responsibilities, duties and requirements of the position along with the function, fea-

tures and benefits of the agency. Once those aspects are clear, the next step is to design a recruiting process that will have the greatest chance of attracting applicants with the desired competencies (knowledge, skills, abilities,

education and experience) as well as the interest in the agency and the position advertised.

Recruitment planning involves a close partnership between the hiring manager and DOP recruitment staff. DOP recruitment staff will assist hiring managers in developing a comprehensive process for identifying and customizing solutions to meet their specific recruitment needs. DOP staff can assist you in developing your candidate assessment tools, provide you with ideas for proactive recruitment outreach such as broader advertising and overall marketing strategies and — once you have identified the successful candidate — we can assist you with the onboarding process.



Securing a good hire has always been a difficult task. To further complicate matters, the State of Alaska and many other employers have been experiencing a shortage of qualified and available workers in recent years.

DIVISION OF PERSONNEL RECRUITMENT SERVICES

The Division of Personnel Employee Services Program understands that building a great state workforce starts with recruiting and hiring the right person. The recruitment staff offers consultation and customized solutions in the following areas:

Candidate Sourcing

Sourcing is using various activities to seek candidates for a position. Activities include, but are not limited to, advertising in newspapers, trade publications, websites/ job boards, contacting professional organizations, contacting and networking with people you know in the same field. Sourcing is about locating candidates and creating networks. Sourcing is a great opportunity to capitalize on your organization's reputation. (more details on page 9.)

Recruitment Announcement

The recruitment announcement is a marketing tool. It must share enough information to attract the interest of qualified candidates and allow non-qualified candidates to screen themselves out. Be creative! Announce in your bulletin the behaviors and characteristics your ideal candidate should possess or can acquire on the job. Also use this as an opportunity to create a positive and realistic image of the benefits of working in your agency. Remember in today's dwindling labor market not to get hung up on higher than minimum requirements that may eliminate qualified talent who can grow into the position.



Branding the State of Alaska

The Division of Personnel has developed a new recruitment strategy to "brand" the State of Alaska as an employer of choice. Future recruitment announce-

ments and brochures will feature language designed to attract potential job candidates by highlighting the advantages of state employment and life in Alaska. This process includes information on the broad range of challenging and rewarding career opportunities, public services satisfaction, continuous learning and career growth, state benefits, and last but not least the wonderful quality of life Alaska has to offer (more details on page 8.)

Advanced Step Placement

The recruitment staff is available to assist hiring managers on when and how to promote the use of advanced step placement language in recruitment announcements. The Director of the Division of Personnel may authorize advanced step placement for positions in the classified and partially exempt service based on exceptional qualifications of the candidate and/or recruitment difficulty when the scope of recruitment was open to Alaska Residents or All Applicants. This is a current and immediate tool for your use.

Advertising

The Division of Personnel is in the process of developing recruitment brochures and posters for difficult-to-fill positions with the assistance of agency publication specialists. Distribution will initially be made at job fairs and college recruitment events. Advertising in newspaper and trade publications will continue; new resources will be identified and recommended to state agencies, as appropriate.

Job & Career Fairs

The Division of Personnel attends annual recruitment fairs statewide and throughout the

*Be creative!
Announce in
your bulletin
the behaviors
and
characteristics
your ideal
candidate
should
possess or can
acquire on the
job.*

DIVISION OF PERSONNEL RECRUITMENT SERVICES CONT.

year. Having face-to-face discussions helps recruitment staff understand the types of jobs attendees are looking for and also allows us to steer them toward careers in state employment. DOP Recruitment staff will notify agency Management Services Consultants in advance of job fairs and other recruitment events the state. Attending will allow hiring managers the opportunity to be present and to showcase career opportunities within their agency. Hiring Managers are encouraged to attend and/or participate in job/career fairs whenever possible.

Out-of-State Recruitment

Hiring managers are encouraged to open recruitment on a long-term basis, if applicable, and to 'All Applicants' as appropriate. To maximize applicant pools, hiring managers are encouraged to cast the widest net possible to attract many potential candidates. Please note, when jobs are open to out-of-state applicants, in-state residents still receive preference in scoring.

Retiree Rehire Program

This program was designed as a management tool to help address existing and anticipated recruitment problems in difficult-to-fill job classes. The job classes most vulnerable are ones that usually require specific education or strong work experience that can only be gained over a period of time working in the profession. Recently this program was extended to allow public employers the ability to continue to use this management tool while developing plans to address knowledge, skills and abilities that need to be transferred or developed to assure work can be accomplished when HB 161 sunsets on July 1, 2009.



More information regarding this program can be found on the DOP website.

Onboarding

"Onboarding" is the process of thoroughly assimilating new employees into an organization by providing a support structure and other processes to help newly hired employees transition and integrate into their new roles and organizations. This in turn results in more productive and satisfied employees who feel engaged. Research indicates that employees who participate in a meaningful onboard process tend to stay longer in their new jobs and with the organization. (more details on page 11.)

Training

The Division of Personnel also offers various classroom and an online course for hiring managers. Currently, DOP is in the process of designing and developing a strategic recruitment and hiring course. Descriptions and other courses that may be of benefit to hiring managers are available on the DOP website.

Entrance and Exit Surveys

The Division of Personnel is in the process of developing a new Employee Entrance Survey to capture information from new employees about how they learned of the position, what attracted them to the position, how long they intend to stay, etc. The Division of Personnel is also in the process of revising the existing Employee Exit Survey to capture information about why departing employees are leaving, and to seek permission to contact employees directly to explore alternate options to leaving, such as transferring between divisions or agencies.

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NEW PROFESSIONAL RECRUITER

The Division of Personnel recently hired Ms. Cindy Morgan to serve as a professional recruiter in partnership with state agencies to achieve their recruitment and staffing needs. Cindy will first be targeting difficult-to-fill positions; she will identify potential pools of candidates, and develop customized pro-active and dynamic recruitment plans and outreach materials to reach the best candidates.

Her immediate focus is working directly with the Departments of Health and Social Services and Corrections who are currently facing demonstrated recruitment difficulties in the nursing job class. The lack of qualified candidates has created staffing shortages on a national level for professional nurses. She is actively researching candidates from online databases, contact lists,

employee referrals, etc. Cindy will also be reviewing the recruitment process to make it as easy as possible for nursing candidates. Efforts are being made for quick personal contact with candidates who have shown interest.

Once these processes have been developed and put in place, we will create a best practices recruitment strategies list to use for other hard-to-fill job classes, such as Engineers, Revenue Auditors, and professions in the scientific fields, just to name a few. STAY TUNED!!

An additional professional recruiter will be added in July 06.



MARKETING THE STATE OF ALASKA AS AN EMPLOYER OF CHOICE

How well do you market the state as an employer when you create your recruitment bulletins and communicate with potential applicants? As aging baby boomers throughout the country move towards retirement in the next few years, and as the demand for replacement workers continues to exceed the available supply, creative marketing strategies will be necessary to entice qualified people into public service jobs. More than ever, we need to develop dynamic recruitment campaigns to distinguish the State of Alaska from other employers to enhance our ability to locate the best possible candidates to fill our positions.

Marketing the State of Alaska as an employer of choice has to be a collaborative effort between the Division of Personnel and hiring managers. Through Workplace Alaska, hiring managers can develop job announcements using verbiage tailored to attract candidates to a particular profession or duty location.

Beyond advertising jobs on

Workplace Alaska, hiring managers and the Division of Personnel can also market state jobs through recruitment brochures, posters, newspaper and trade journal advertisements, and promotional items such as key chains, pens and pencils with State of Alaska slogans and logos to hand out at job fairs.

Once you have a pool of applicants to interview, many of these same techniques can be used to create a sense of excitement about the employment opportunity.

Marketing the State of Alaska as an Employer

Job announcements are your first opportunity to create an image and a sense of excitement about your opening. At a minimum, job announcements should include not only information about the position itself, but also additional enticing information about state employee benefits, the work location, and any unique conditions of

Cont. on page 6

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MARKETING THE STATE OF ALASKA AS AN EMPLOYER OF CHOICE CONT.

employment. The use of web links in recruitment announcements will allow potential applicants to easily conduct their own research on topics relating to the position, the agency, and the duty location.

Things to emphasize in your recruitment bulletins and discussions with candidates include:

Wages: Hiring Managers need to communicate that State of Alaska employees enjoy attractive salaries and benefits. While private sector wages might be above those offered by the state, the state has other compensation components that can be articulated to help provide the full picture of state salaries.

Salary: If there is a negotiated salary increase on the horizon, make sure to mention that there will be an overall increase to the pay scale. Annual performance based scheduled step increases occur in accordance with bargaining unit agreements.

Health Insurance: Generous health insurance packages include medical and dental with optional vision, life and disability. Let the applicant know how much the employer contributes towards their insurance premiums and that it covers their entire family. Many private sector companies cover only the employee and coverage to add family members is very expensive.

Holidays: There are 11 paid holidays annually (check the contract if you are unsure).

Leave: Personal Leave begins accruing at 2 days per month. The amount of leave an employee can accumulate is unlimited and it has a cash value. Most contracts allow employees to cash in leave during the year as well. This is a very attractive benefit that is rare in the private sector.

Retirement: The State of Alaska provides a sound retirement plan that includes generous medical benefits to the employee and their dependents upon retirement. For more information regarding these benefits, applicants can review the following web site: <http://>

www.state.ak.us/local/akpages/ADMIN/dr/home.htm.

Workweek: The average state work week is 37.5 hours per week. Also, if you can be flexible in terms of work hours, be sure to articulate that in your recruitment bulletin. If you are trying to recruit in a profession that is known for excessive work weeks, market the concept of work/life balance.

For additional ideas and information about developing effective recruitment announcements, hiring managers can access the "Marketing Recruitment Strategies" link on the Workplace Alaska Hiring Manager Home page. <http://notes4.state.ak.us/wa/mainentry.nsf/WebData/1hp1HomePage/?Open>

Professional Opportunities

Beyond our compensation package, what other distinguishing characteristics make the State of Alaska an attractive employer? The state provides a variety of job opportunities, challenging work assignments, continuous learning, and advancement/mobility opportunities.

Distinguishing characteristics are the professional opportunities available. Because the state is small compared with other public and private employers, some professionals have the opportunity to be exposed to a greater variety and complexity of work earlier in their careers. Employees working for larger employers might not gain such experience until they were well advanced in their career. In addition, professional level employees often have greater opportunities to influence the direction of a program area than they would if they went to work for a larger employer. These can be attractive selling points.

For other potential employees, the diversity of services offered by the State may be a selling point. The types of services provided by state employees include human services, high-

At a minimum, job announcements should include not only information about the position itself, but also additional enticing information about state employee benefits, the work location, and any unique conditions of employment.

MARKETING THE STATE OF ALASKA AS AN EMPLOYER OF CHOICE CONT.

way construction and maintenance, law enforcement, natural resources management, and support services. The size and diversity of state government provides ample opportunity for employees to continually develop new skills and take on new challenges. State employees can build a career within a single agency, or have the mobility to move between agencies, thereby greatly expanding their career opportunities.

Marketing Alaska as a Place to Live

What sets the State of Alaska a great place to live? Surely, our spectacular natural surroundings will entice those interested in living in a healthy environment with easy access to outdoor recreational activities such as boating, fishing, hiking, camping and wildlife. We also benefit from low crime rates, short commutes, friendly neighbors, cultural activities, a university system, no personal state income taxes, and an annual distribution of Alaska Permanent Fund dividends to every qualified state resident!



Imagine a community which offers the pleasure of leaving the working environment at four thirty, stopping by the local harbor by four forty five, picking up fresh caught WILD salmon and arriving home by five o'clock in time to capture a spectacular mountain sunset. Look no further than Juneau.

Or

Looking for a metropolitan lifestyle that combines both great restaurants and nightlife with great outdoor activities and wild life? Look no further than Anchorage. Think about what is great about your part of Alaska and proudly share your enjoyment with the candidates.

Conversely, our state's remote location and abundant negative stereotypes

often contribute to an already difficult recruitment situation. We must 'sell' Alaska to outsiders as a great place to work and live. This is apparent when reviewing final applicant pools for hard to fill jobs — such as Nurses and Engineers — that have been open for both in- and out-of-state recruitment for long periods of time with limited results. These job classes have been difficult to fill, not only in Alaska but also throughout the country.

To compete for qualified workers from outside Alaska, we must spark interest and address any concerns potential applicants may have about relocating to Alaska. Recruitment announcements open to 'all applicants' should include positive information about Alaska's location, weather, lifestyle, and any assistance that can be provided with moving expenses. You can often find that type of information "free for the taking" on the applicable city web site for the location where the position is assigned.

For example: Juneau, Alaska's capital, is located in the Southeast Alaska Panhandle, by air about 900 miles north of Seattle (a 2-hour flight). Juneau has a population of over 30,000; it also serves as a regional hub for smaller outlying communities, hosts legislators from around the state, and welcomes nearly a million visitors a year. Juneau experiences a maritime climate that is cool in the summer and surprisingly mild in the winter. It is a modern city surrounded by a lush landscape of forests, wildflowers and glaciers. Outdoor enthusiasts enjoy camping, hiking, kayaking, rafting, fishing, whale watching, skiing and gardening. Cultural activities include visual, musical and theatrical art presentations, an annual folk festival, jazz classics, and salmon derbies. To find out more about Juneau, click on www.ci.juneau.ak.us

For more ideas on how to market the specific position you are trying to fill contact your Division of Personnel Recruiter.

To compete for qualified workers from outside Alaska, we must spark interest and proactively address any concerns potential applicants may have about relocating to Alaska.

BRANDING PUBLIC EMPLOYMENT

In the advertising world, the term “branding” means to identify and express the unique characteristics of a product or service from a marketing standpoint. By defining a set of words or ideas associated with a product or service, and associating those words repeatedly with a message, we are able to create an image in people’s minds about what we offer and what we stand for. It’s important to reinforce those ideas publicly when given the opportunity.

The Division of Personnel Employee Services Program has been focusing on branding the State of Alaska as an employer of choice for job applicants. This marketing technique is an effective means of capturing the interest of qualified candidates in a competitive job market environment.

A catchy slogan is an effective means of expressing the core character, or essence, of a product or service. Hiring managers should attempt to use slogans in their recruitment materials and other public communications to imprint an image in the minds of people about State of Alaska employment. Slogans should be pithy and directly relevant to the profession or work environment.

The Department of Corrections has done a great job of implementing a branding campaign for Correctional Officers and Probation and Parole Officers. They have been experiencing recruitment difficulties brought on by fierce competition for the applicant pool that is attracted to the corrections field. In response to diminishing applicant pools, they developed a branding slogan: Join Our Team. Make a Difference Everyday. They use this branding slogan on all their recruitment materials and focus those materials on the positive and rewarding aspects of Correctional Officer and Probation and Parole Officer careers. In addition, they have developed an aggressive marketing campaign that includes letting the public know about careers in the corrections field through unique advertising strategies such as theater trailers and milk carton campaigns. While those strategies will not be effective for every career, it does point out that there may be more options than you previously thought.

To see the Department of Corrections recruitment flyer, go to: http://www.correct.state.ak.us/corrections/co%5Frecruitment/RECRUITMENT_FLYER.pdf

The Department of Public Safety has a two-pronged “branding” approach to attract interest in the Alaska State Troopers. The first approach is to start with a catchy slogan: “The First Response in the Last Frontier,” which is used on handouts, website and commercials. This is a message that clearly communicates the vital mission of public safety and the unique environment of Alaska. Once applicants are accepted into the Alaska State Troopers, the agency motto: “Loyalty, Integrity and Courage” is promoted. To see more information about their recruitment approach go to: <http://www.dps.state.ak.us/Ast/recruit/recruit001.asp>

Developing a branding slogan that articulates your mission and vision is not an easy process, but it is one that will assist you in attracting the right applicants.

Over the next several months, the Division of Personnel will be working on branding and other marketing techniques to promote state employment here in Alaska and throughout rest of the country. The challenge is to inform potential applicants through broad marketing that there are many different types of exciting and rewarding careers available and targeted marketing to students in specific areas of expertise or geographic regions. Some general slogans might include:

- * State of Alaska...a great place to work
- * State of Alaska...build a rewarding career and make a difference
- * Alaska...follow your dreams and discover your future
- * Alaska...great land, great career opportunities

We welcome any innovative ideas that will improve our success in finding and retaining talented workers.

Developing a branding slogan that articulates your mission and vision is not an easy process, but it is one that will assist you in attracting the right applicants.

CORRECTIONS RECRUITMENT FLYER

LOOKING FOR A REWARDING CAREER?

Alaska Department of Corrections

Join Our Team. Make a Difference Every Day.



page 1

Consider Corrections

If you're looking for an opportunity to make a positive contribution to community safety, consider joining our team of professionals. This is your chance to work for a dynamic public safety organization that offers a variety of interesting and challenging careers.



"It's an honorable and secure profession."

The Alaska Department of Corrections offers exciting, stable and rewarding career opportunities for Alaskans - from Correctional officers and Probation/Parole officers to nursing, medical and mental health professionals, to a variety of administrative support positions.

You'll find it at Corrections!

We offer an attractive BENEFITS package, including:

- Generous paid vacation/sick leave & 11 paid holidays per year
- Excellent health & dental coverage
- 20-year retirement plan
- Paid life insurance
- Week on / Week off scheduling for many positions
- Officer Training Program
- Opportunities for advancement



"Variety, action, challenge. It's a great job."

page 2

CHALLENGING & REWARDING



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ble
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Discover all the advantages of a career with the Alaska Department of Corrections
www.alaskacorrections.com

... create to make a positive difference in peoples' lives



You could make a great PROBATION/PAROLE OFFICER if you possess:

- 4-year degree in Criminal Justice or related field
- Strong and precise writing skills
- Interest in testifying in Court and at Parole Hearings
- Physical and intellectual stamina
- Ability to remain calm and professional in dangerous situations
- Excellent listening and verbal skills



Apply TODAY at www.alaskacorrections.com

PUBLIC SAFETY WEB SITE

Apply Now! Request More Information I would like to know more about:

ALASKA STATE TROOPERS THE FIRST RESPONSE IN THE LAST FRONTIER

LOYALTY INTEGRITY COURAGE

All content copyright 2005 & 2006 Alaska State Troopers. State of Alaska Web Site - HTML Site

THINK YOU HAVE WHAT IT TAKES TO BECOME A TROOPER? APPLY TODAY!

Apply Now! Request More Information I would like to know more about:

ALASKA STATE TROOPERS THE FIRST RESPONSE IN THE LAST FRONTIER

LOYALTY

Since 1941 the Alaska State Troopers have been proudly dedicated to fulfilling the honorable goal of providing public safety for Alaskans. The Alaska State Trooper uniform is recognized nationwide for the professionalism of those who wear it.

USE THE LINKS BELOW TO LEARN MORE

HISTORY of the TROOPERS THE UNIFORM THE ACADEMY A LIFELONG CAREER

HOME LOYALTY INTEGRITY COURAGE

All content copyright 2005 & 2006 Alaska State Troopers. State of Alaska Web Site - HTML Site

THINK YOU HAVE WHAT IT TAKES TO BECOME A TROOPER? APPLY TODAY!

Apply Now! Request More Information I would like to know more about:

ALASKA STATE TROOPERS THE FIRST RESPONSE IN THE LAST FRONTIER

INTEGRITY

An Alaska State Trooper position is among the most demanding of any in law enforcement. Troopers may be responsible for the public safety of a rural area the size of a smaller Lower-48 State, or may operate in a fast-paced urban environment. A Trooper's responsibilities require impeccable honesty during routine duties, high-risk activities, and everyday contact with the public.

USE THE LINKS BELOW TO LEARN MORE

WHAT IT MEANS TO SERVE A DAY IN THE LIFE DUTY ASSIGNMENTS

HOME LOYALTY INTEGRITY COURAGE

All content copyright 2005 & 2006 Alaska State Troopers. State of Alaska Web Site - HTML Site

THINK YOU HAVE WHAT IT TAKES TO BECOME A TROOPER? APPLY TODAY!

Apply Now! Request More Information I would like to know more about:

ALASKA STATE TROOPERS THE FIRST RESPONSE IN THE LAST FRONTIER

COURAGE

The Alaska State Troopers work under adverse conditions with special tools. Your patrol vehicle may be a Piper Super Cub on floats, your office may be a 156-foot patrol vessel. Troopers are also responsible for all land-based Search and Rescue operations within Alaska. These duties require self-confidence and determination.

USE THE LINKS BELOW TO LEARN MORE

AVIATION PATROL VESSELS DRUG ENFORCEMENT S.E.R.T. SEARCH and RESCUE

HOME LOYALTY INTEGRITY COURAGE

All content copyright 2005 & 2006 Alaska State Troopers. State of Alaska Web Site - HTML Site

THINK YOU HAVE WHAT IT TAKES TO BECOME A TROOPER? APPLY TODAY!

CANDIDATE SOURCING

Finding the best candidate is all about candidate sourcing. Sourcing involves using various methods to seek candidates for a position. There are many ways to develop a strong candidate pool that includes both active and passive candidates. Active candidates are those that are seeking employment and passive candidates are those that are presently employed and not necessarily looking for a new position. Our goal is to reach both!

There is so much more to candidate sourcing beyond posting the position on Workplace Alaska, advertising in the local newspaper and posting job bulletins at the local university.

Proactive sourcing requires the use of traditional and nontraditional recruitment methods and techniques. Most methods fall into two categories, traditional and automated. Traditional methods usually include bulletin board posting, media advertising, colleges and universities recruiting, job/career fairs and networking. Automated methods include websites and job boards.

There are a variety of resources available for reaching candidates. The following list provides examples of the resources that can be tapped into when conducting the candidate search. The Division of Personnel is currently in the process of identifying a comprehensive list of resources. Some resources are free, some come at minimal cost, while others are more high priced. DOP Recruitment staff will assist you in working within your recruitment budget.

- * Recruitment announcements
 Workplace Alaska Bulletin
 Internal Agency e-mail
 Agency Website

- * Job fairs
<http://www.jobs.state.ak.us/jobfairs/index.html>

- * Advertising
 Publications
 Professional Journals
 Newspaper
 Television
 Radio
 Work Bulletin Boards

- * Internet
 Job Boards
 Resume Banks

- * Networking
 Professional Organizations
 Employee Referrals

- * Diversity Affinity Organizations
 Alaska is rich in diversity. There are many organizations that represent the diversity of our state. These organizations provide an opportunity to build relationships with potential candidates or employees. Many of the organizations have monthly meetings, social events, job fairs etc.

- * Persons with Disabilities
 The Division of Personnel partners with The Department of Labor and Workforce Development, Division of Vocational Rehabilitation in recruiting qualified workers with disabilities.

- * Colleges and Universities
 Colleges and Universities are ideal for entry level professional recruiting as well as tapping into their alumni groups. This resource allows you to focus on majors for which you are seeking candidates.

- * Associations & Organizations
 Professional associations and organizations are an excellent resources for creating networks! Nearly all professional associations and organizations offer a job announcement service. Most of these job-posting services are free or at a minimal cost.

The DOP Recruitment staff is available to discuss these various resources with you.

There is so much more to candidate sourcing beyond posting the position on Workplace Alaska, advertising in the local newspaper and posting job bulletins at the local university.

MARKET BASED PAY

Some agencies have begun to experience recruitment difficulties in certain professions. In many cases this is because the supply of qualified applicants is less than the number of positions available in all employment sectors. When this type of situation occurs, the competition for individuals with those qualifications increases which often results in employers offering higher compensation packages to attract them. In recognition of this market trend, the Division of Personnel is working on a set of guidelines that will allow the State to consider market based pay when assigning a salary range to a qualifying job class.

Effective July 1, 2006, if a job class family subgroup is experiencing critical recruitment difficulties, and when workforce

analysis indicates that those recruitment difficulties will continue, the Division of Personnel will conduct a market survey of employers who are in direct competition with the state for that pool of applicants. Should market wages indicate that state salaries are not competitive, the salary range assigned to that job class family subgroup will be adjusted upward to bring state wages to a more competitive threshold.

Draft policies and procedures for market based pay have been developed and are currently being analyzed along with statewide recruitment data. Final policies should be in place for a July 1, 2006 implementation date.

HR

Draft policies and procedures for market based pay have been developed and are currently being analyzed along with statewide recruitment data.

ONBOARDING NEW EMPLOYEES

“Onboarding” is a human resources term that refers to the process of thoroughly assimilating new employees into an organization. By providing a support structure and process to help newly hired employees transition and integrate into their new roles and organizations, they are able to hit their stride and become successful in their new roles as quickly as possible. This in turn results in more productive and satisfied employees who feel engaged in the organization and stay longer in their new jobs.

Onboarding goes well beyond the typical new employee orientation process of filling out employment paperwork and reviewing company policies and procedures on the first day of work. It is usually a 3 to 6 month process that includes coaching, mentoring, follow-up meetings, training, job shadowing, on the job coaching, etc. A successful onboarding process includes helping new employees learn about an organization’s history and culture, strategic direction and initiatives to support current priori-

ties. It provides new employees with the information, resources and support they need to succeed at their new jobs.

Fully onboarding a new team member takes time and effort. Without it, new employees are more likely to flounder, become isolated, misunderstand their role and not meet performance expectations. With a little thought and attention, you can take steps to ensure that your new hires feel comfortable in their jobs and don't head back out into the open market.

There are lots of different ways to onboard new employees. Consider some of the following techniques and processes:

The Welcoming Process

It is important to not only welcome the new employee, but also to build linkages that cement the

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ONBOARDING NEW EMPLOYEES CONT.

relationship. Take time introducing the new person to your group and to key people in the organization. Allow the new person time to meet and get to know people. Ask colleagues to speak about the mission, vision and culture of the organization and how their role contributes to it. Review with the employee their current job description and organizational chart; discuss performance goals and expectations. Help new employees understand that they are part of a larger organization, how what they do links with the organizations mission, and that they are important. Also be sure to let employees know that they made the right decision to join the organization, that they are valued, and that the work of the organization is worthwhile and rewarding.



Provide a learning environment.

Don't expect employees to just 'pick up' on the things they need to know to be successful in their new jobs. You need to guide their development by providing learning activities that are timely and ongoing. Arrange for the new employee to sit in on key meetings to listen and learn. Hold group meetings and encourage new employees to interact and integrate with other members of the group. Assign a mentor or well rounded co-worker to be available to meet with the new employee regularly so that questions and concerns can be addressed immediately. Arrange rotational job assignments, job shadowing, special project work, and tours of off-site facilities to expose new employees to parts of the organization that they would not normally have any contact with. Have

new employees use the Internet to study the history of the organization, its structure, and benefits. Arrange formal classroom study when appropriate.

Address work-life issues

Employees who have relocated to accept a new position are particularly vulnerable to stress. To increase their long-term commitment to your organization, you need to help them manage the needs of their personal life. They may need help identifying resources, choosing schools, and putting down roots in their new community. Recognize that this is a transition process and that the new employee and his or her family may not feel at home for a year or more. Do all that you can to make the employee feel welcome. Recognize that starting a new job, in itself, is a very stressful experience for most people.

Assimilation of new employees can lead to smoother operations, higher productivity, longer retention, and better employee satisfaction. It is to your advantage to have new hires settled in and thriving as soon as possible. Help them understand how they can best contribute to your organization's success and then make sure everyone is contributing to theirs. The time and cost of an effective onboarding process is an investment in the future. Your return on this investment will be realized by lower turnover rates and recruitment costs.

Assimilation of new employees can lead to smoother operations, higher productivity, longer retention, and better employee satisfaction.

ONLINE POSITION DESCRIPTION (OPD) PILOT STATUS REPORT

The Online Position Description (OPD) system pilot is underway and the three pilot agencies (Natural Resources, Fish & Game, Administration) have been using the full range of features OPD has to offer. Overall feedback and impressions of OPD have been positive. In addition, the pilot agencies have been extremely responsive in providing specific and detailed feedback in enhancements in the system. As a result, programming changes have been and are being made to further improve OPD's features and its user-friendliness. The Division of Personnel looks forward to being able to offer OPD to all operating agencies before the close of Fiscal Year 2006.

ier than the current combination system that uses electronic and paper processes. OPD automatically routes classification actions, called "submissions", through the agency and Division of Personnel review and approval processes. It also allows users to easily track submissions for real time status updates and information.

Current enhancements that are being developed and tested during the pilot include reporting functions, email notification and fiscal year end non permanent position extensions. The Division of Personnel also continues to work with the pilot agencies to improve training presentations and materials in order to provide an effective enterprise-wide rollout.

Once the pilot is completed, OPD will be available to all operating agencies. The Division of Personnel's Classification Program will be working with each agency individually to establish system orientation and training schedules. Look for more information on the enterprise-wide rollout in future HR Update and HR Solutions issues.



OPD offers "one-stop" service for partially exempt and classified positions and will replace paper documents .

OPD offers "one-stop" service for partially exempt and classified positions and will replace paper documents currently being used for processing position descriptions, position control changes (e.g., location or organization routing code changes) and non-permanent position requests. The new system makes the job of creating, processing and tracking classification actions much eas-

GETTING UNCOMFORTABLE 7 WAYS TO RECLAIM OUR HEARTS AND MINDS

Comfort is a good thing, right? Well, yes and no.

A comfortable bed? Very important. A comfortable pair of shoes? Required. A comfortable bicycle seat? Essential.

But what about a comfortable job? Or a comfortable workplace? Or a comfortable workday routine? Is there anything wrong with having our own little comfort zone at work?

You bet there is.

When it comes to personal fulfillment, nothing can be more constricting than our own self-created comfort zone. Why? Because the chronic quest to make things easy has a dulling effect.

It diminishes our thoughts and feelings. It dampens our imagination. It replaces our sense of mission with a series of mindless tasks.

It makes us more mechanical and less human.

Yes, it's that serious. But there are steps we can take right now to reclaim the best of ourselves.

1. If you're in the habit of starting each day by reading the newspaper or tuning in to TV or radio news, try doing just the opposite. Implement your own news blackout. Why? Because we often let the media do our thinking for us -- and the thinking they do for us is atrociously negative. Think about it. Will your day be enhanced if you know that a raging fire has killed 40 people in a far-away factory? Will you be at your best if you learn that an alleged terrorist has been apprehended trying to buy a shoulder-launched missile? I'm not proposing that you stay away from all "news" media all the time. But if you're in the habit of consuming these toxic inputs as one of your first acts of the day, you're hurting yourself.

GETTING UNCOMFORTABLE

7 WAYS TO RECLAIM OUR HEARTS AND MINDS CONT.

2. Before getting busy with work, write a list of all your planned activities for the day. Then step back and look at the list with a clean perspective. Pinpoint one activity that adds little or no value, and strike it from the list. That's right, figure out what you are NOT going to do. Whatever happens as the day unfolds, avoid doing that value-less activity.

3. Now that you have some available time, use it to do something completely different. The key word here is "completely." Perhaps you can make that first-ever visit with people in another department. Or you can ask that quiet, cubicle-cloistered co-worker to help you with a project. Or you can spend time learning more about other organizations in your field. The possibilities are endless. Some of these new activities will fall flat, but many will inform and inspire in surprising ways.

4. Make a point of changing your environment, even if the change is brief. If you spend your workdays indoors, take a daily walk outside. If you're around machines or equipment all the time, try getting closer to nature -- again, even if it's just for 15 minutes. If you tend to work alone, go to a place where you can mingle with others. You might be able to do this during the workday, depending on your break schedule. If not, make it happen before or after work.

5. Once and for all, take action on that one thing you've been putting off for ages. You know what it is -- the target of all your procrastination. Identify it, write it down, and get it going before the sun sets. Maybe you've been permanently postponing a difficult conversation. So pick up the phone and get it started. Perhaps you've delayed starting an extremely challenging project. Take the first step or two right now. Nothing saps energy like an important task left undone. The only solution is to generate forward momentum.

6. Learn something about something you know nothing about. Listen, I know you're plenty smart. After years on planet Earth, your brain is brimming with everything from Grandma's cookie recipe to an encyclopedic knowledge of sports statistics to a deep understanding of your job. You've been working with

your know-how for years. That may be why we recycle the same thoughts, ideas, and beliefs day after day -- and often get the same results. So add something entirely new to your mental treasure. Perhaps you saw a few minutes of an interesting documentary on climate systems. Why not get a book about it and learn more? Let's say you and your colleagues are working to increase creativity in the workplace. Great -- learn everything you can about Thomas Edison and his great invention factory, Menlo Park. As long as you have an Internet connection and a nearby library, you have full access to a universe of new knowledge.

7. Write your own mission statement. I know, I know, you heard this from Stephen Covey, author of "7 Habits of Highly Effective People," way back in 1989. And you may have been through an excruciating mission-writing exercise at work, in which people fought over semicolons and dangling modifiers as you rolled your eyes. Forget all that and ask yourself: What is your overarching purpose? What is the noble aim that inspires and engages you as the day unfolds? We're not looking for a job description or a list of work activities. We're thinking far beyond that. What gives meaning to your work? To your life? Yes, these are big questions. It's up to you to provide big answers.

The choice is yours: You can stay in your comfort zone, where life is nice and easy, though a bit repetitious. Or you can do the work of fully renewing your heart and mind.

The clock is ticking. Are you ready to begin?

ABOUT THE AUTHOR: Tom Terez is a speaker, workshop leader, and author of the book "22 Keys to Creating a Meaningful Workplace." His flagship site is filled with tools for building a great work environment: <http://BetterWorkplaceNow.com>. His other site provides details about talks and workshops for companies, agencies, and conferences: <http://TomTerez.com>.

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