

(2) Identification and Development of Recruitment Sources

(a) Coverage

The inspector should evaluate actions taken by management to:

- 1 Determine the type and level of skills to be recruited based on long and short range manpower plans, and taking into consideration budget, classification and public policy programs.
- 2 Determine recruiting needs in terms of when employees should be brought in from outside the organization, which positions should be filled from within, what kinds of career patterns should be established, etc.
- 3 Appraise labor market conditions and sources of supply for each of the occupational areas for which outside recruitment is or may become necessary.
- 4 Identify and cultivate appropriate recruitment sources such as the Civil Service Commission, other Government agencies, U. S. Employment Service, Labor unions, high schools, commercial and trade schools, colleges, minority group organizations, professional associations, etc.
- 5 Project a positive image of the Federal service as an employer and of the work of the agency or establishment as a career.

(b) Factfinding Techniques and Sources of Information

- 1 Review of written staffing policies and procedures.
- 2 Review of recent classification actions.
- 3 Review of recent reports of staffing activities and plans.
- 4 Review of manpower and management analysis studies.
- 5 Discussions with managers, supervisors, and personnel staffs.
- 6 Appropriate contacts outside the agency with Interagency Boards of Examiners, high school and college counseling and placement officers, minority group organizations, etc.

(c) Illustrative Interview Questions

- 1 How are projected manpower needs related to the development of recruiting sources?
- 2 What steps have been taken to insure a continuing supply of competent employees with potential for growth and development?