

6 Self-Evaluation Techniques - should produce valid appraisals upon which necessary action can be taken. Use of these techniques should result in:

Identification of Problems, their cause and solution.

Needed Modification in long range plans based on recent experience.

Realignment and redistribution of recruitment resources to meet immediate needs.

(b) Coverage

The inspector should determine whether management aggressively recruits quality personnel when there is a need to do so. The most effective techniques, including timely offers of appointment and all the flexibilities and delegated authorities provided by the Commission, should be used. Inspectors should bear in mind that the indicator of a successful program is not the number of applications received or the contacts made, but rather the number of positions filled with well qualified employees.

(c) Factfinding Techniques and Sources of Information

- 1 Review of recruitment plans, policies and procedures, and operations records and reports.
- 2 Interviews with personnel, operating, and staff officials to determine quality and timeliness of recruitment.
- 3 Reconstruction of steps taken in a sample of recruitment actions to discern unnecessary delays.
- 4 Review of placement followup and exit interview records, as well as reasons given for resignations.
- 5 Review of agency's analyses of such items as turnover rates and applicant-to-hire ratios.
- 6 Evaluation of position management and classification programs to find if they are sufficiently sound to be used by management as a basis for deciding on the qualifications for which to recruit.
- 7 Comparison of measurable workload and manpower projections against recruitment plans to determine whether goals are realistic.

(d) Illustrative Interview Questions

- 1 What factors complicate recruiting - e.g., number of scarce category vacancies, insufficient quality candidates, location or working conditions, organization's size or reputation?