



New Mexico State Personnel Office

Talent Acquisition Division



Updated Recruitment Guide

2018

Recent Changes to the Recruitment Process

The role of the *Talent Acquisition Division* of the State Personnel Office (SPO) is to facilitate the recruitment and hiring of state employees. The following guide has been compiled by the State Personnel Office in order to communicate the recent changes in the State's recruitments practices.

The purpose of these changes is to create a simpler, more effective and better functioning system for state agencies to use when recruiting and hiring new employees.

The following description outlines the improved recruitment process:

The Recruitment Lifecycle-

Recruitment is a collaborative and cooperative effort between hiring agencies and the New Mexico State Personnel Office. The process begins once the hiring agency identifies a job vacancy and concludes with the hiring and onboarding of the selected candidate.

The stages of the *Recruitment Lifecycle* are as follows:

- Submit a request to advertise
- Advertise the position and collect applications
- Review ranked list of candidates
- Conduct candidate interviews
- Hire and onboard selected candidate



Submit a Request to Advertise

Once the hiring manager has identified the position to be filled and received agency leadership approval, the next step is to submit a request to advertise by filling out the newly developed [Job Order Form](#). This form has been designed specifically to create a simpler and more effective recruitment process that will result in much improved and more accurate *Ranked Lists of Candidates*.

Advertise the position and collect applications

Once the *Job Order Form* has been received and approved, the HR representative will create a *job opening* and a *job posting* in SHARE Recruiting. Interested candidates will submit their applications online through the final listing date, up to which point they can receive assistance with the application process from recruiters.

Review Ranked List of Candidates

Hiring managers will receive a newly improved ranked list of candidates. The ranking of this list will be driven by the specific “ideal candidate qualities” determined by the hiring manger. The hiring manager will review the ranked list and inform the HR rep of the candidates they would like to interview.

Conduct Candidate Interviews

Interviews of selected candidates will be conducted by the hiring manager on the dates pre-selected on the *Job Order Form*. This will serve to reduce the time it takes to fill a given position by encouraging the hiring manger to think proactively about the hiring process.



Hire and Onboard Selected Candidate

The recruitment process culminates with the selection and hiring of the selected candidate for the job. The new hire will report to their new agency on the determined start date where they will be guided through the onboarding process.



So, why all the Changes? How does the new process compare to the old one?

The following table summarizes the key concerns identified in the old process and the changes, solutions and enhancements made under the new process.

Concern with the former process	Solutions
<p>Job advertisements are unclear, overly dense, contain too much irrelevant information, and are generally confusing and difficult for job seekers to understand.</p>	<p>New job advertisements will feature concise and relevant information presented in a clear and organized manner, including improved layouts and design.</p> <p>The new <i>Job Order Form</i> includes required fields with prompting questions designed to more accurately describe the <i>Purpose of Position (POP)</i> or specific role and responsibilities of the position to be filled.</p>
<p>Ranked lists of candidates (based on highest level of education and experience) give preference to those candidates with the most general experience. As a result, these lists often are not accurately representative of the type of applicant being sought.</p>	<p>The new <i>Job Order Form</i> will include a section where the hiring manager will be required to list specific characteristics of their ideal candidate. This will enable job seekers to better understand the specific types of skills, education and experience which are preferred by the hiring agency. This improved process will assist in the gathering and incorporating of this important supplemental information which will drive the production of improved ranked lists of candidates.</p>
<p>HR representatives go through the lengthy and labor intensive process of verifying the education and work experience of all the highest ranked applicants before submitting the list to the hiring manager.</p>	<p>In order to avoid the unnecessary vetting of less-than-ideal candidates, HR reps will now only verify the education and experience of the specific candidates selected to be interviewed by the hiring manager from a list of the top 15 ranked applicants (based on the new <i>ideal candidate</i> criteria).</p>
<p>Long delays are common between the time when the <i>Ranked Lists of Candidates</i> are received and the time when candidates are actually interviewed. These unnecessary delays greatly contribute to the inefficiency of the hiring process.</p>	<p>The new <i>Job Order Form</i> will require hiring managers to select scheduled interview dates before the position is advertised. This adjustment will greatly improve the overall speed of the hiring process.</p>
<p>The current system by which hiring managers can include supplemental questions in the job application is dense, cumbersome, provides too many options, and is limited to Yes/No type of answers.</p>	<p>In order to gather more telling information, the ability to ask Yes/No questions will be severely limited. Instead, HR professionals will create a revised item bank that will include questions that can be answered by responding to a series of ranges, such as number of years of a particular type of experience. The revised process will allow for a limited item bank of more relevant standard</p>

	<p>questions that can be customized to reflect specific education and/or experience. For example, a standard question may look like:</p> <p><i>Do you have _____ experience?</i></p> <ul style="list-style-type: none">• <i>no related experience</i>• <i>less than 1 year</i>• <i>1-3 years</i>• <i>4-6 years</i>• <i>7 or more years</i>
<p>There is no consistent process or paperwork that hiring managers are provided when they are getting ready to interview and/or document a hire.</p>	<p>In order to address this problem, standardized forms will be used.</p>