New Mexico
State Personnel Office

Talent Acquisition Division

Updated Recruitment Guide

2018 State of New Mexico HR Consolidation
Recent Changes to the Recruitment Process

Under the new consolidated HR model, 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 SPO’s Talent Acquisition Planning Group in order to communicate the recent changes in the State’s recruitment 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 under the new consolidated HR system:

**The Recruitment Lifecycle**-

The Recruitment Lifecycle is the process of recruiting and hiring employees. Under the newly consolidated HR system, employee 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 advertise the position in the NEOGOV platform. 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 SPO 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 manager. The hiring manager will make selections from the ranked list and inform the HR rep of the candidates to be interviewed.

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 manager to think proactively about the hiring process.
**Hire and Onboard Selected Candidate**

Your assigned recruitment staff member will work with you on required paperwork for interviews and assist you through the hire process. 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 process of completing all necessary forms and participate in new employee training and onboarding processes. This will be completed through our NEOGOV Onboard platform.
**So, why all the Changes? How does the new system compare to the old one?**

The following table summarizes the key opportunities identified to enhance in the old system and the changes, solutions and enhancements made under the new system.

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<th>Opportunities for change with former process</th>
<th>Solutions</th>
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<td>Job advertisements are unclear, overly dense, contain too much irrelevant information, and are generally confusing and difficult for job seekers to understand.</td>
<td>New job advertisements will feature concise and relevant information presented in a clear and organized manner, including improved graphic layouts and design. The new <strong>Job Order Form</strong> includes required fields with prompting questions designed to more accurately describe the <strong>Purpose of Position (POP)</strong> or specific role and responsibilities of the position to be filled. For more information watch the “Creating a Purpose of Position” Video.</td>
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<td>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.</td>
<td>The new <strong>Job Order Form</strong> 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.</td>
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<td>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.</td>
<td>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 <strong>ideal candidate</strong> criteria).</td>
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<td>Long delays are common between the time when the <strong>Ranked Lists of Candidates</strong> are received and the time when candidates are actually interviewed. These unnecessary delays greatly contribute to the inefficiency of the hiring process.</td>
<td>The new <strong>Job Order Form</strong> 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.</td>
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<td>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.</td>
<td>In order to gather more telling information, the ability to ask Yes/No questions will be 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</td>
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for a limited item bank of more relevant standard questions that can be customized to reflect specific education and/or experience. For example, a standard question may look like:

Do you have ______ experience?
- no related experience
- less than 1 year
- 1-3 years
- 4-6 years
- 7 or more years

**Multi-Generation Workforce Innovative Recruitment Practices**

In addition to the changes to the standard recruitment process outlined so far, there are some new and exciting recruitment programs aimed at engaging future state employees. These programs are operated by the Multi-generation Workforce, a division of Talent Acquisition. The three programs outlined below are Internships, Job Shadow Day, and the Real World Working Challenge.
Internships

Internships are temporary training positions that are typically offered to current students and recent graduates before they enter the full-time workforce. Internships can be structured in a number of different ways to meet agency needs and can range from being just a few hours a week during the school year, to a temporary full-time position during the summer months.

Depending on agency priorities and the nature of the work, internships can be aimed at students at the high school or university levels. They can also be offered to graduate students, law students, GED students and recent graduates. Additionally, mid-career internships, or “returnships” empower experienced professionals to shift career direction and goals.

A strong internship program will create a pipeline of future full-time employees into your agency. Agencies can strategically offer internships in particular fields and roles in order to build interest in high demand areas and difficult to fill positions.

Job Shadow Day

Job Shadow Day is a focused outreach/recruitment activity in which an agency hosts a group of high school students for a 4-5 hour guided exploratory visit. Job Shadow Day provides students with an opportunity to interact with industry professionals in their place of business. It helps to demystify the work of state government and empowers agencies to inform, inspire, and foster the next generation of state workers.

The format is simple. The day opens with agency leadership welcoming the students and presenting the group with an informational overview of the agency and what it does, highlighting the roles and responsibilities of each division within the agency. Students then
break up into small groups, each of which is led by an agency staff representative for a more in-depth exploration into a particular division and the roles therein. After lunch, the large group reconvenes at the end for a collective recap on the day. That’s it!

Job Shadow Day exposes students to the wide variety of jobs and careers that the state agency has to offer and to learn about the pathways and educational requirements for the various positions. Job Shadow Day provides students with important insights into which degrees, certifications, and jobs skills will be in high demand in the future. Interfacing with state government professionals helps students to plan and make informed decisions for their educational and professional development, resulting in well prepared future workforce.

Overall, hosting a Job Shadow Day is a relatively small but important commitment for the agency. With careful planning and preparation, Job Shadow Day can be greatly impactful on the lives of participating students while offering a positive and enriching experience for both hosts and guests.

**Real World Working Challenge**

The Real World Working Challenge is an innovative workforce education program designed to provide high school students with a firsthand look into the inner-workings of state government while increasing their awareness of career opportunities with the State.

Over a period of 8 weeks, students meet as a group with a series of staff representatives from various divisions within the host agency. Students learn about each division and the roles and responsibilities therein, directly from industry professionals. As often as possible, students are brought out of the classroom and into the professional workplace environment.

Through the course of the program, students gain valuable insights into the structure, mission, vision, processes, and inner-workings of the agency. The program culminates with the presentation of student projects, each of which addresses a program related issue in their own communities, and prepared under the guidance of agency staff mentors.
The Real World Working Challenge is an important bridge between public schools and state government agencies. It serves to provide youth with a meaningful and valuable career exploration experience and will help to foster future generations of state employees.

**Contact Us:**

For more information on these Multi-Generation Workforce programs please contact the SPO Internship Program Manager, Michael Santillanes, at: Michael.Santillanes@state.nm.us.

For more information on the Recruitment Process please visit the Talent Acquisition section of the new SPO Info Link, or email SPO Talent Acquisition Director, Andrea Rivera-Smith at Andrea.Rivera-Smith@state.nm.us.