

A&I HRD Role in State Hiring

Management Audit Committee

December 2006

Management Audit Committee

Representative Randall Luthi, Chairman

Senator Grant Larson, Vice Chairman

Senator Ken Decaria

Senator John Hanes

Senator Kit Jennings

Senator John Schiffer

Senator Kathryn Sessions

Representative Roy Cohee

Representative Debbie Hammons

Representative Pete Illoway

Representative Marty Martin

Program Evaluation Staff

Barbara J. Rogers
Program Evaluation Manager

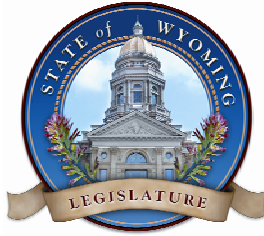
Kelley Pelissier
Senior Program Evaluator

Paula Gordinier
Program Evaluator

Michael Swank
Program Evaluator

Jim Reuss
Associate Program Evaluator

Karla Smith
Associate Program Evaluator



Wyoming Legislative Service Office

EXECUTIVE SUMMARY

A&I HRD Role in State Hiring

Program Evaluation Division

December 2006

Purpose

In order to provide services and otherwise meet its responsibilities, Wyoming state government must have a hiring process that enables it to fill vacant positions with qualified employees in an effective manner. In July 2006, the Management Audit Committee directed staff to undertake a review of the executive branch hiring process. Although individual state agencies make the final hiring decisions, the Committee requested an analysis of the role of Department of Administration and Information (A&I), Human Resources Division (HRD), which is the state's central human resources agent. HRD has numerous statutory responsibilities to manage and oversee executive branch hiring processes.

Background

Equality and merit are the foundation principles underlying most public employment situations. Wyoming statutes reflect the state's intent to operate as an equal employment opportunity employer, where the most qualified applicants are hired through a non-discriminatory process.

Wyoming state government has a hybrid hiring system in which HRD shares responsibility with state agencies. HRD's role is on the front end: posting vacancy announcements, receiving applications, and screening applications for minimum qualifications. The minimum-qualification review is what HRD provides to ensure that all qualified applicants have opportunities for state employment. Agencies make hiring decisions from among the qualified applicants that HRD forwards to them.

This was a slow, paper-based process for many years, but HRD significantly accelerated it in

2004 by developing an online system. Also because of this electronic conversion, the state receives and must process many more applications than before. The online system has made it possible for HRD to begin changing the process: soon, agencies will be reviewing all applications and choosing a smaller number for HRD to screen for minimum qualifications.

Results in Brief

Although the statutes directing HRD's hiring role are 35 years old, they envision a contemporary human resources approach that we did not see being fully implemented. Despite the important electronic conversion, HRD performs its hiring-related roles in a transaction-oriented rather than strategic manner. With the state facing hiring pressures such as statewide low unemployment and potential large numbers of retirements from its ranks, we believe there are opportunities for HRD to improve its operations so the state can better attract suitable and qualified employees. Also, once the screening task has been reduced, HRD needs to determine how to deploy its resources to better meet the state's hiring challenges.

Principal Findings

We found that HRD has focused primarily on the timely processing of applications, and has not developed active recruitment strategies to help agencies meet the challenges of hiring. Recruiting is passive and generally left to individual agencies. Vacancy announcements are not adequately tailored to either the positions or potential applicants, and the application process can confuse or even misinform applicants. HRD needs to enhance the hiring process to match what statute envisions and thereby better assist

agencies and applicants. To accomplish this, HRD should begin actively recruiting and should review its announcement, screening, and application processes to ensure they are designed to attract suitable and qualified employees.

Statute envisions, and A&I documents portray, an agency actively involved in achieving the state's personnel goals. We found that those documents overstate the actual impacts of HRD practices. The SRT section offers services and provides assistance upon agency request, but outside of a narrowly-defined scope of activity, it does little to shape or monitor the hiring process or its outcomes. As a result, using whatever in-house HR expertise they have, agencies have developed their own hiring practices for the estimated 2,088 supervisors and managers that hire employees. We recommend that HRD implement an audit of agency hiring practices, and develop a hiring procedures manual and specific training for state personnel involved in hiring.

In addition, we found SRT currently limits its use of a wealth of recruitment and selection generated data to describing workloads. It could also use the data to identify, analyze, and solve hiring-related problems. We recommend that SRT expand its view of and use of data to make it a part of a broader HR management information system.

Agency Comments

HRD partially agrees with the Chapter 2 recommendation that it should begin actively recruiting and that it should review its announcement, screening, and application processes. HRD believes it is already working to become a strategic partner to the agencies and is close to implementing a consultative approach. HRD contends that agencies know they can shorten and simplify announcement language to target applicants, and suggests that agencies should contact SRT for assistance. HRD acknowledges that increased communication would help in addressing this and other issues.

HRD agrees with the Chapter 3 recommendations to develop and implement an audit of agency hiring practices, a procedures

manual, and specific HR training of state agency personnel involved in hiring. The SRT section is in the process of recruiting a workforce training coordinator to create training programs for all employees. However, HRD notes that it will be difficult to mandate supervisory training with its existing budget and training staff; also, as noted in the report, HRD lacks the authority to require agencies to spend funds on training programs.

Finally, HRD agrees with the Chapter 4 recommendation to expand its use of HR data. The SRT section plans to add reporting capability to its online system. However, it does not agree with the report's data analysis conclusions, and believes there are many contributing factors to whether or not particular positions attract applicants.

Copies of the full report are available from the Wyoming Legislative Service Office. If you would like to receive the full report, please fill out the enclosed response card or phone 307-777-7881. The report is also available on the Wyoming Legislature's website at legisweb.state.wy.us

Recommendation Locator

Finding Number	Page Number	Recommendation Summary	Party Addressed	Agency Response
1	19	HRD should begin actively recruiting and should review its announcement, screening, and application processes to ensure they are designed to attract suitable and qualified employees.	A&I – HRD	Partially Agrees
2	26	HRD should develop and implement an audit of agency hiring practices.	A&I – HRD	Agrees
3	26	HRD should develop a hiring procedures manual and specific HR training of state personnel involved in hiring.	A&I – HRD	Agrees
4	35	SRT should expand its use of HR data, making it an integral part of a more useful and broadly-scoped human resources management information system.	A&I – HRD	Agrees

TABLE OF CONTENTS

A&I HRD Role in State Hiring

Introduction: Scope	i
Chapter 1: Background	1
Chapter 2: HRD’s role in state hiring has been process-oriented rather than strategic	13
Chapter 3: HRD overstates its role in assuring an equitable hiring process, providing the highest quality applicants	21
Chapter 4: The SRT section of HRD makes limited use of its data resources	29
Chapter 5: Conclusion	37
Agency Response	41
Appendices	
(A) <i>Selected statutes</i>	A-1
(B) <i>Examples of vacancy announcements</i>	B-1
(C) <i>Wyoming & Maine job announcements</i>	C-1
(D) <i>State application</i>	D-1

INTRODUCTION

Scope and Acknowledgements

Scope

W.S. 28-8-107(b) authorizes the Legislative Service Office to conduct program evaluations, performance audits, and analyses of policy alternatives. Generally, the purpose of such research is to provide a base of knowledge from which policymakers can make informed decisions.

In July 2006, the Management Audit Committee directed staff to undertake a review of the executive branch hiring process. Although individual state agencies make the final hiring decisions, the Committee requested an analysis of the role of Department of Administration and Information (A&I), Human Resources Division (HRD), which is the state's central human resources agent. HRD has numerous statutory responsibilities to manage and oversee executive branch hiring processes. This report addresses the following questions:

- What does the state's hiring process look like, from posting a vacancy announcement to the final hiring decision? What is the level of HRD involvement?
- How does HRD assist state agencies in recruiting and selecting the best qualified candidates for state employment? How does HRD make sure agencies have well-qualified candidates to consider?
- What role does HRD play in assuring the hiring process is open, fair, and competitive?
- How does HRD use data and information to improve its own processes and also to assist agencies in improving their hiring practices?

In conducting research for this report, LSO interviewed HRD staff and analyzed HRD documentation and data. We also reviewed supplemental data and information from the State

Auditor's Office and the A&I Division of Economic Analysis, and from professional human resources (HR) literature. We interviewed hiring managers and HR staff from 21 executive branch agencies, and reviewed materials they submitted. Finally, we interviewed representatives from several other states' central HR functions and reviewed their applications, guides and other documents.

Acknowledgements

The Legislative Service Office expresses appreciation to the staff at the Wyoming Department of Administration and Information, particularly those in the Human Resources Division and the Selection, Recruitment, and Training section. We would also like to express our thanks to the many other state agency representatives who assisted in our research through interviews and by submitting other documents and materials.

CHAPTER 1

Background

For Wyoming, like other states with big land areas and low population, government is the largest employment sector. State economists say this sector contributed nearly 65,000 jobs or one fourth of all jobs in 2004. Of these, Wyoming state government has 9,311¹ positions for which it is constantly in the process of hiring, in response to an average annual turnover rate of 13.5 percent (2000-2005).

State's ability to hire is critical

Experts say effective hiring practices can lead to higher productivity.

In order to provide services and otherwise meet its responsibilities, Wyoming state government must have a hiring process that enables it to fill vacancies with qualified employees in an effective manner. Experts in public sector human resources have noted that effective hiring practices can lead to higher productivity, increased employee morale, improved teamwork, and reduced turnover – all of which contribute to better organizational performance.

By 2011, state government faces potential retirement loss of 34 percent.

State government's ability to hire qualified employees is critical because it will be competing for a smaller pool of available employees in the near future when it may well lose many employees. State records show that 34 percent of state employees will be eligible to retire within 5 years. Of the 29 agencies with 20 or more employees, 23 have at least a fourth of their employees qualifying for retirement within this time period. At the same time, expansion in the state's mineral industry is creating stiff competition for some types of employees needed by the state.

¹ The number of state employees cited here is higher than the number cited in the July 2006 Market Pay report (7,580 full-time) because it includes X-band, AWEC, and seasonal positions which were excluded in the previous report. Analysis in the Market Pay study was restricted to a single pay system; analysis in this study includes all positions for which HRD handles the vacancy announcements and reviews applications. Neither report includes judicial and legislative branch, Business Council, University of Wyoming, or community college employees.

Many want the opportunity to get a state job.

Finally, state hiring processes are important because many people want the opportunity to get a state job. Of the few industries in the state that pay better than state government, most have fewer jobs. Further, government is more likely than other employment sectors in Wyoming to provide health insurance to workers and their dependents, as well as other benefits such as retirement and paid vacation, sick, and holiday leave. Wyoming state government's benefit package amounts to, on average, 44 percent of an individual employee's total compensation.

Statutes establish A&I's role in state government hiring

HRD responsibility is to initiate recruitment programs that attract suitable and qualified employees.

At the state level, the Department of Administration and Information (A&I), Human Resources Division (HRD) has responsibility for initiating and administering "recruitment programs designed to attract suitable and qualified employees to the service of the state" (W.S. 9-2-1022(a)(vi); see Appendix A for selected statutes). Statute requires the Division to "maintain a register of applications made by all persons seeking employment with an agency" and rate those applications on the basis of suitability and qualifications without regard to political affiliation, race, color, sex, creed, or age (W.S. 9-2-1022(a)(v)). The Division, working with the A&I Budget Division, also has statutory responsibility to assure that all personnel transactions conform to budget requirements.

Statutes essentially unchanged since 1971

Existing hiring-related statutes were established when DAFC was created.

HRD's statutory duties related to hiring have been the same since 1971 when the Legislature created the predecessor agency to A&I, the Department of Administration and Fiscal Control (DAFC). Before then, the state operated with a personnel director and commission appointed by the governor. With DAFC, the Legislature created a department to assist the governor in administering the state, assigning it such responsibilities as improving management techniques, coordinating and consolidating services used by multiple agencies, reviewing agency management to improve it, and establishing uniform standards of administration (W.S. 9-2-1002(b)). Although there have been executive branch and A&I

reorganizations since 1971, the HRD hiring-related statutes have not substantively changed.

HRD administrator and agency directors share responsibility to apply rules.

State hiring standards are in rules

A significant state-level role is A&I's authority to promulgate rules that specify uniform standards for state hiring. The HRD administrator and agency directors share responsibility for ensuring that State Personnel Rules are enforced and applied uniformly and fairly within the executive branch. Many of the rules apply to the hiring process, including the following:

Agencies can hire only those applicants HRD determines meet minimum qualifications.

- HRD shall administer a centralized recruiting system.
- State position vacancies for which the general public can apply must be open for at least two weeks.
- Vacancies may be made available only to state, agency, division or work unit employees.
- Agencies can hire only those applicants that HRD has determined meet the minimum qualifications for announced positions, except for emergency appointments.

Merit-based and nondiscriminatory hiring in government has historic roots

Concerns with the spoils system led the federal government to adopt the merit system.

HRD hiring-related statutes and rules express the two foundation principles, equality and merit, that underlie the United States federal civil service and most public employment situations. The 1883 Pendleton Act created the federal merit system in response to concern over the spoils system. The basis of the merit system was that persons who were the best-qualified based upon their scores on open, competitive examinations secured civil service positions, without regard to political considerations. Through the ensuing years, federal civil service has changed, but the general merit principles prohibiting favoritism and ensuring fair hiring practices remain.

Anti-discrimination protections for ethnicity, age, and gender apply to all employers, public and private, of a certain size. Many of the federal laws that instituted these protections came about in the 1960's, including most prominently Title VII of the

Wyoming's Fair Employment Act embodies anti-discrimination principles.

Civil Rights Act of 1964. Wyoming's Fair Employment Act of 1965 (W.S. 27-9-101 – W.S. 27-9-106) embodies these same principles. The Act defines it as a discriminatory and unfair employment practice for an employer to refuse to hire, to discharge, to promote or demote, or to discriminate in matters of compensation or the terms, conditions or privileges of employment against, a qualified disabled person or any person otherwise qualified, because of age, sex, race, creed, color, national origin or ancestry.

HRD and agencies share in hiring process

HRD hiring functions are those that are to ensure consistency.

State government has a hybrid hiring system in which HRD and the agencies share tasks and decision-making. HRD considers its functions as those aspects of the state hiring process that are centralized, those that ensure agencies are consistent in their hiring practices, and those that safeguard "civil service procedures." The agencies themselves make the actual hiring decisions from among the applicants that HRD refers to them.

35 percent of agencies have their own human resources personnel.

State Personnel Rules require that all agencies designate a contact position for purposes of communicating with HRD. In fact, 19 (35 percent) of all agencies, boards and commissions have human resources (HR) professionals of their own. For the most part, it is state government's largest agencies that have their own HR expertise. For example, the Departments of Transportation, Health, Corrections, Family Services, and Game and Fish have from 3 to 12 HR positions apiece.

Agencies may decide to hold vacant positions open for awhile.

Agency decisions begin the hiring process

When vacancies occur, agencies make some initial decisions before trying to fill them. For example, they decide when to fill vacancies and may temporarily hold positions open in order to use salary funds to pay accumulated annual and sick leave owed to those who leave. Agency managers may also determine that positions should be reclassified because needs have changed over time – a process which also takes time.

Further, agency managers decide whether to open vacancies to the public or to offer positions only to internal work unit, division, agency, or state government applicants. Agencies limit

Agencies can decide to offer positions only to state employees.

some vacancies to current employees in the belief that certain positions provide opportunities for career development; too, this approach ensures that applicants have experience adequate to fulfill job needs. Agencies also determine what salaries to offer within the market range specified by HRD for vacant positions, according to their classifications, and decide whether to keep vacancy announcements open longer than the required 2 weeks.

Since 2004, the process has been largely electronic.

Posting vacancy announcements is HRD's first step in the hiring process

HRD performs its recruitment and hiring function by serving as the state's central agent to post all vacancy announcements. The process has changed since 2004 from primarily being a paper process to one that is done online. Now, agency personnel create vacancy announcements through an electronic system developed by HRD to replicate the former all-paper process while speeding it up.

HRD approves vacancy announcements and posts them online.

Once HRD personnel approve the job announcements, they post them on the state's web site, <http://statejobs.state.wy.us>, and transmit copies of the announcements to a number of outlets, including Department of Workforce Services Employment Services offices throughout the state. Agencies may also put approved announcements in other media they select, such as newspapers or trade publications, and pay the associated costs.

Most applicants apply online.

Most applicants submit their applications directly to HRD online, while others submit them to HRD in the traditional manners: in person or by mail or fax. Applicants can also deliver paper applications to state agencies, which forward them to HRD. However, HRD recommends that applicants apply online.

HRD minimum qualification review is its primary effort in the hiring process

This review is to ensure all those qualified can compete for state positions.

HRD's major hiring-related function is to screen applications submitted for state positions to determine if they meet the "minimum qualifications" for each position. HRD sees this review as ensuring that all applicants can compete for state positions as long as they are minimally qualified for the positions for which they apply.

Minimum qualifications are established through the position classification process

Minimum qualifications are largely experience-based.

Generic for all positions within the same classification, minimum qualifications are a combination of educational attainment and work experience, both of which can substitute for the other. For example, a common minimum qualification requirement for a mid-level state position is: any combination of training and experience equivalent to a bachelor's degree in (a specified academic area) or other closely related field plus two/three/four years of professional work experience in (a specified area related to the position). In their vacancy announcements, agencies may add preferences for certain degrees or expertise, but HRD does not screen out candidates who lack those qualifications.

HRD does not administer examinations, but agencies might.

HRD typically equates two years of work experience in an area to an associate's degree, and four years to a bachelor's degree. Sometimes minimum qualifications will include state professional certifications, such as Licensed Practical Nurse or admittance to the State Bar, or other certifications such as a commercial driver's license. The Division does not administer examinations to determine applicants' abilities, but agencies might do so in their various selection processes. Some positions require background checks, fingerprinting, or urinalysis testing, but HRD does not arrange for these. Agencies verify applicant credentials and check references once they determine position finalists.

Within HRD, the SRT section does the hiring-related work

Staff members review applications in assigned classifications.

HRD personnel, grouped in the Selection, Recruitment, and Training (SRT) section of HRD, review applications in assigned classifications. Thus, staff members develop a basis of knowledge that enables them to determine if the qualifications and work experience they see on applications meet minimum qualifications. They can also consult a manual that lists minimum qualifications for the various classifications. As applications are screened, SRT immediately forwards those qualified to the agencies.

HRD refers all qualified applicants to the agencies.

Although State Personnel Rules allow HRD to limit the number of applicants referred, either randomly or to those that are relatively more qualified, Division practice is to refer to the agencies all applications screened as being minimally qualified. In the first 8 months of 2006, this practice led HRD to refer to agencies nearly 80 percent of all applications submitted.

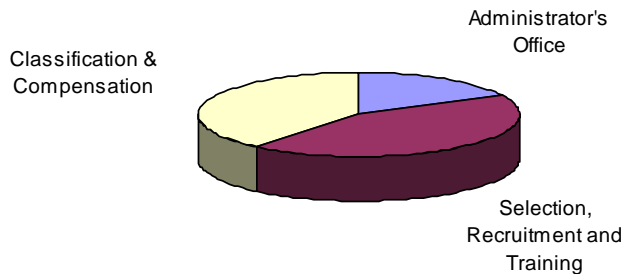
The 10 employees in the SRT section make up almost half of HRD.

SRT section makes up nearly half of HRD

The Division, not including the section devoted to administration of Employees Group Insurance (EGI), consists of 23 employees including the administrator. The SRT section has 7 employees heavily involved in screening applications plus 3 other positions, one of which currently is vacant. This group also approves payroll transactions and vacancy announcements created by agencies, arranges training sessions and registers participants, and scans paper applications and performance appraisals. The other large grouping of HRD employees (9) works in the Classification and Compensation section, while 4 work in the administrator’s office, including coordinators for grievances and appeals and for workforce planning. The HRD budget for FY ’07-’08 is \$4,974,058, two-thirds of which funds personnel services. In turn, the SRT section accounts for approximately 43 percent of Division personnel costs.

**Figure 1.1
Allocation of HRD personnel (not including EGI)**

HRD budget for FY ’07-’08 is approximately \$5 million; most funds personnel.



Source: LSO compilation of A&I HRD data.

Agencies make final hiring decisions from among the applicants HRD refers

Agencies develop their own hiring procedures.

Ultimately, agency hiring managers, while following the State Personnel Rules, work separately to develop hiring procedures that assess applicants' merit and suitability for their positions. Most agencies do not use formal examinations, but rely upon the information presented in applications as amplified through personal interviews. Others have developed their own scoring systems to rate application and interview information.

Once agencies make hiring decisions, HRD's final hiring-related task is to ensure that those hired were on official registers and hired into the positions named in the vacancy announcements, and that agencies have sufficient funding for their salaries.

Application numbers have increased, but hiring numbers remain consistent

Online application capability has meant more applications.

The opportunity for people to apply online for state positions, available since December of 2004, has significantly increased the number of applications received, although the number hired has remained steady (see Figure 1.2, page 9). Between FY '04 and FY '06, the number of applications jumped by 71 percent; since then, application numbers have continued to increase at a more moderate rate. Of the 34,000 applications received between January 1 and August 31, 2006, approximately 29,000 (86 percent) were filed online.

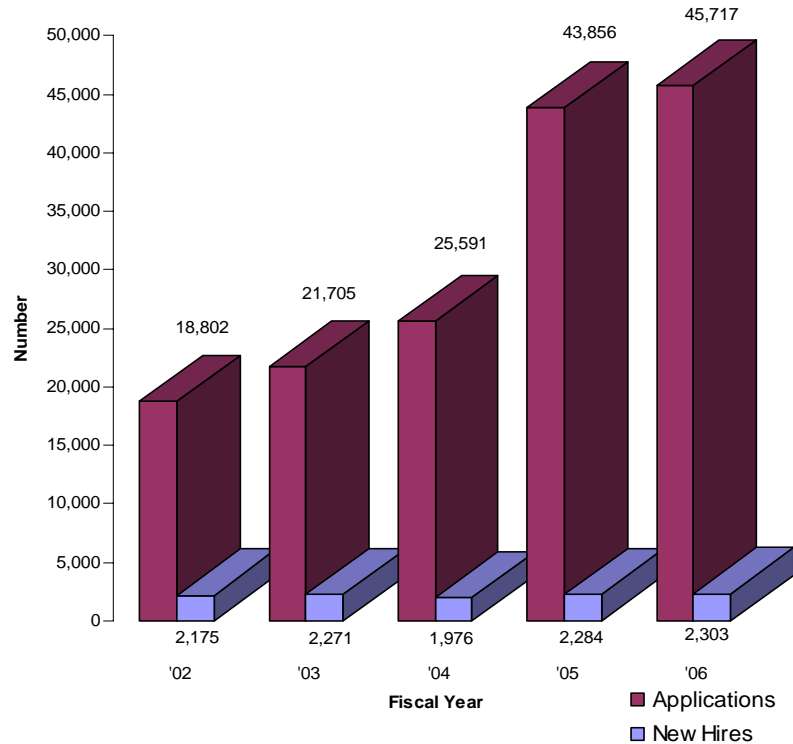
Applicants now tend to apply for multiple jobs.

HRD is seeing a dramatic increase in application numbers largely because many applicants are applying for multiple jobs. Altogether in FY '06, 11,795 applicants submitted 45,717 applications for state positions, and 1,435 were hired into 224 different classifications. Most applicants (92 percent) submitted between 1 and 10 applications, including 49 percent who submitted only 1. The numbers of multiple applications per individual ranged up to a high of 188.

Figure 1.2

Applications and new hires
FY '02 - '06

**Application numbers
have increased but
new hires remain
fairly consistent.**



Source: LSO analysis of State Auditor’s Office and A&I data.

HRD processes are in transition

**The sequence of
HRD’s application
screen will change.**

As we studied the state-level hiring activities performed by HRD, it was preparing to implement changes that will affect the state hiring process in both the near- and long-term. First, after planning and developing systems to support the change for several years, HRD has begun, on a pilot basis, giving agencies all applications that come in for their job announcements, but without contact or personal information. Agency hiring managers will refer back to SRT only those they find most competitive for the minimum qualification review. This means that eventually, SRT’s effort towards what is currently a primary function, screening applications, will drop to a small portion of its current level.

Reforms anticipated to fill the impending knowledge gap and attract younger workers.

HRD plans to introduce competency-based HR reforms

Another transition for HRD is its workforce planning initiative to help the state replace the loss of employee knowledge and experience created by impending retirements. HRD believes existing employees can fill this probable skills and knowledge gap by developing their skills, knowledge, abilities, and behaviors, also called “competencies.” Also, HRD believes that providing employees opportunities for professional development will make the state a more attractive employment option to younger workers. Staffed by a coordinator in the HRD administrator’s office, this initiative has the goal of “fostering a cultural change within state government.” Some components of this initiative are:

Employee goals and performance are to mesh with agency goals.

- Hiring and evaluating employees based upon the behaviors, knowledge, skills and abilities (competencies) identified for each classification.
- Holding all levels of management accountable for tying the goals and performance of state employees to the strategic goals of the agencies, divisions, or programs.
- Training supervisors to use competencies to develop performance expectations and identify growth and training opportunities for all employees.

The “human capital” model is currently prominent in the public sector.

Research for this report indicates that this approach, one of valuing, managing, and developing employees as an organization’s “human capital,” is the current public sector human resources management model. This is largely because the federal government has adopted it as the cornerstone of its Strategic Management of Human Capital Initiative. Under this initiative, federal agencies identify the critical skills employees must have to fulfill agency missions, and then close gaps through strategic hiring and training. Other central tenets of this approach are aligning employee goals and performance with those of the organization, and pay for performance.

Reform to start with performance appraisals.

HRD will introduce this approach in Wyoming by changing the state’s performance appraisal process. Pilot agencies will start using a new competency-based performance and development review in 2007.

Notwithstanding the transitions, A&I HRD can improve its operations

We focused upon what HRD should do to improve its contribution to state government hiring.

Even as these changes unfold, we believe there are opportunities for A&I HRD to improve its existing operations to help state government attract and hire the highest qualified individuals to meet the needs of state agencies, while ensuring that the state hires in a fair and nondiscriminatory manner. Our research led us to identify the following areas as ones that HRD should address to improve its contribution to state government hiring: recruitment and application strategies; guidance and oversight of agency hiring practices; and use of data resources to inform the process. In the following chapters, we discuss these topics in more detail and offer specific recommendations for HRD to modify its current approaches and, in some cases, redirect its resources.

Blank page.

CHAPTER 2

HRD's role in state hiring has been process-oriented rather than strategic

Although HRD, through SRT, does not make hiring decisions for agencies, it does administer important parts of the hiring process by approving and posting vacancy announcements, screening applications for minimum qualifications, and generating registers of qualified applicants from which agencies can choose. However well HRD performs these duties determines the quality of its contribution to the state hiring process.

HRD remains focused on the electronic application process and screening.

We found shortcomings in some parts of the hiring process that fall under HRD purview. The Division has the statutory charge to initiate and administer recruitment programs designed to attract suitable and qualified employees. However, after reviewing HRD-approved vacancy announcements, we concluded that their wording was often either too general or too technical to attract applicants. Recruiting is largely left up to individual agencies, since HRD remains focused on the electronic application process and screening efforts. In addition, the application process can confuse some applicants.

HRD has not yet strategically developed components of the state's hiring process as envisioned in statute, with a view to creating an innovative, comprehensive, and value-added service. For Wyoming state government to be competitive in obtaining qualified employees, HRD will need to enhance its contribution to the hiring process and become more of a central resource that not only offers speedy electronic processes, but also actively assists agencies in meeting their hiring challenges.

HRD recruitment efforts are limited

HRD recruitment efforts consist primarily of reviewing and posting vacancy announcements online, suggesting recruitment

Large agencies with HR staff devise their own recruitment strategies.

outlets such as Monster.com, and attending job fairs. HRD officials acknowledged their own recruitment efforts are passive, relying on agencies to identify their own needs and develop recruiting efforts. Large agencies with in-house HR staff say they have devised tactics to target and attract qualified employees. For example:

- One agency is focusing its recruitment efforts on states it identified as having applicants with the requisite skills who are willing to move.
- Two agencies are able to offer tuition reimbursement due to federal funds they receive.
- One agency considers itself a “training ground” and so works closely with the University of Wyoming’s College of Engineering to attract its students.
- One agency is increasing its flexibilities in work hours, location, and worker duties to make itself more attractive.

The result is that each large agency is “reinventing the wheel” independently of the others; small agencies that lack HR specialization have not had even this capability. HRD indicates it plans to take a more active role in recruiting future applicants.

Competition for new employees calls for non-traditional measures

To promote government service, states market selves as “employers of choice.”

Facing the same hiring obstacles as Wyoming, other states are developing state-of-the-art recruitment materials to improve the image of professional government service. The aim is to create interest from candidates who might otherwise consider different employment options. For example, we found it common to market the state as an “employer of choice” by highlighting the benefits and security of public sector jobs. To help make them competitive with the private sector, some states identify “flexibilities,” or innovative ways to attract and retain job seekers. These tactics range from specialized to very broad: one state has its own full-time professional recruiter who develops both electronic and paper promotional and information presentation materials; another offers state employee referral bonuses.

Some other states take the approach of dividing responsibilities so the central authority (similar to Wyoming's HRD) more actively recruits to maintain a pool of candidates for *cross-agency* positions such as administrative assistants. Individual agencies actively recruit applications for *agency-specific* positions such as agricultural inspectors. This strategy frees up agency time, with the central authority handling more general hiring so the agency can concentrate on technically specific positions. A key component of identifying agency hiring needs will come from SRT's Electronic Human Resource Management System (eHRMS), which is discussed in Chapter 4.

Online vacancy announcements are generic

Agencies create position vacancy announcements and submit them to SRT for approval. Now that SRT has converted from a paper to an electronic system, the section manager says the time to create and approve vacancy announcements has been reduced from two weeks to two hours. SRT currently posts the announcements online and agencies may also post them in other media they select.

Announcements are quick to prepare but not attractive to applicants.

With a focus on reducing the time needed to get vacancy announcements approved and posted, SRT has created a system that encourages agency personnel to "cut and paste" descriptions of vacant position duties from either Position Classification Specification or Position Description Questionnaires (PDQs). These documents are lengthy descriptions used to detail job duties for classification and performance appraisal purposes. Using them as the basis for vacancy announcements results in lengthy, and in some cases somewhat intimidating, job descriptions, rather than ones that are crafted to attract applicants.

Agencies are unsure about modifying announcements.

Although HRD does not require that agencies use language from these sources in creating vacancy announcements, many agency personnel who prepare the announcements told us their understanding was that they must. Others said they were hesitant to deviate from the standard approach because of concerns that SRT would not approve the different wording. In creating announcements, it is much easier for agency personnel to "cut

HRD approval of announcements does not include creative guidance.

and paste” from approved documents than summarize and reorganize the same information in a more inviting manner. The specter of HRD approval seems to have effectively constrained agencies from modifying the standard vacancy format, when in fact; HRD does not check the announcement language against either the Specifications or PDQs. Further, by approving the verbose and technically worded announcements rather than offering advice on how to make them more attractive to applicants, HRD does not meet its statutory responsibilities.

Some announcements may discourage applicants.

For example, we found essentially the same technically detailed approach is used to write announcements intended to attract applicants for positions as diverse as computer specialists and (laundry) support service positions (see examples of agencies’ vacancy announcements in Appendix B). Vacancy announcements that have not been tailored to fit the complexity of the positions and the likely applicants seem both off-putting and intimidating. While the “cut and paste” method creates announcements that are quick and easy for the agencies and HRD to produce and post, it is not necessarily the most effective approach to attract applicants, and in fact, may discourage potential applicants from applying.

Other states indicate they closely tie a job announcement with the actual job requirements and its specific duties. Also, they express expectations of the potential employee in language geared to attract the candidate. For example, Figure 2.1 compares Wyoming and Maine job announcement language for an entry level highway construction laborer:

**Figure 2.1
Comparison of Wyoming and Maine announcement language**

Maine’s is more straightforward.

Wyoming’s description	Maine’s Description
“Under supervision, performs basic non-skilled engineering tasks and other duties in support of the construction staff.”	“This is work at a laboring level with various aspects of building maintenance and construction.”

(See Appendix C for the full text of these announcements.)

Wyoming's electronic application cuts time, but has drawbacks

Applicants complain online system is confusing.

The online application enables applicants to apply quickly, and also facilitates SRT's screening review. However, according to agency HR staff, some applicants complain that the online process is confusing and that they are unable to complete it. As a result, they say many applicants are not filling out the text boxes, which provide supplemental information upon which much of SRT's screening for minimum qualifications is based. In some instances, agency HR staff assist candidates in filling out applications; in others, they direct job seekers to SRT for assistance. We found several other states' online application processes to be more user-friendly: they have a welcoming tone and offer guidance features not found in Wyoming's electronic application.

The application itself is difficult to read and may create false expectations for applicants.

In making the application electronic, SRT did not update the traditional paper form to make it more readable and user-friendly. The application remains entirely in upper case, which, according to style editors, is not only difficult to read but also conveys the impression of shouting (see blank application form in Appendix D). One section states that applications will be kept for a year, seeming to suggest that SRT will submit them for similar vacancies in the future. Line 12 even asks applicants if they want to be considered for a similar position in another agency. However, while SRT does keep applications for a year, it does not automatically refer them for other position vacancies. Also, the application states that federal requirements mandate applicants provide personal information about gender, age, and ethnicity; in fact, providing that information is optional.

Screening is based on broad classifications rather than position-specific skills

As with position vacancy announcements, SRT screens for minimum qualifications based on the requirements for broad classifications. The intent appears to be to screen people in, rather than to identify specific job skills. Part of this inclusiveness includes granting "equivalencies," whereby SRT

allows combinations of job experience to substitute for educational degree requirements. However, some agencies told us they are perplexed when candidates with experience but no degree are screened and deemed qualified for positions that the agencies believe require degrees.

The screening process is not intended to rank applicants.

SRT's screening process does not distinguish among applicants by ranking them or identifying those who meet an agency's preferences. For example, fiscal/statistical specialist positions encompass individuals with experience in both subjects. However, agencies that want a statistical expert probably do not want to hire a fiscal person with accounting skills; the converse is true as well. Nevertheless, at present, the standard vacancy announcement and screening process allows an accountant to meet minimum qualifications for a statistical analysis position.

Other states have initial screening functions built into their application process.

Other states are developing more efficient and consistent methods for ensuring applicants meet qualifications. Candidates can be pre-qualified at job fairs and professional association recruitment events. Some states build an initial sorting function into their online applications with "drop-down check boxes," or questions that ask an applicant who has the required degree or skill to mark the box. These applications are sorted automatically and deemed qualified. Using check boxes rather than having applicants type information into text boxes helps ensure applicants are answering the relevant questions and completing the application.

Agencies favor open-until-filled announcements

HRD created the option to give agencies flexibility.

Agencies can allow a position announcement to be open for a specifically designated time (with a minimum of 2 weeks if not an internal posting), or they may choose to have it "open-until-filled." Agencies tend to favor the open-until-filled option: it accounted for nearly 88 percent of the vacancy announcements on the day we reviewed postings, while the continuously-open designation accounted for 5 percent. The remaining 7 percent had a specific closing date. This option seems to have been developed because before the system became electronic, re-

posting a vacancy announcement, if necessary because of a lack of qualified applicants, could take SRT weeks.

An agency may have made its decision before getting the register.

Open-until-filled vacancy announcements provide flexibility to agencies, but we believe this category, as used, inadvertently leads applicants to believe they are being considered automatically. Several agencies explained that they routinely keep announcements open until hiring managers identify the persons they wish to hire and are prepared to make job offers. At this point, agencies tell SRT to close the vacancies and send them registers. The names of other qualified applicants will be on the registers, but in reality, those persons may not be considered for the positions.

They are not necessarily considered for each position that becomes available.

Continuously-open vacancy announcements could mislead some applicants

Another option, “continuously-open,” is used primarily for positions that agencies need to fill on a regular and immediate basis, such as hospital staff, corrections officers, transportation technicians, and financial technician positions. In these cases, SRT selects a subset of qualified applicants based on the filtering criteria an agency can request; for example, agencies often request “only the most recent qualified applicants.” Applicants are encouraged to apply for the continuously-open pool and do so believing they will be considered for each and every position for which they are qualified. In fact, they become part of a large pool and may have only a chance of being selected for the register that will go to the agency.

Recommendation: HRD should begin actively recruiting and should review its announcement, screening, and application processes to ensure they are designed to attract suitable and qualified employees.

Since HRD houses many of the state’s highest classified HR professionals, the expertise of this staff should be made available to all agencies. In order for the state to compete successfully for

HRD can begin by identifying needs and enhancing communication with agencies.

applicants in the changing job market, HRD needs to provide leadership and expertise that will assist agencies in developing active recruitment strategies and flexibilities. Transforming itself into a central resource of this sort can begin with tangible steps such as reaching out to identify agency needs, enhancing communication with agencies, observing trends and adapting best practices from other states and the federal government, and developing strategies to accomplish the state's recruiting goals.

HRD can assist agencies in producing individualized vacancy announcements that realistically and concisely describe each position. HRD should change its recruiting efforts and online application to serve the agencies needs in screening applicants. It should review the online application process and make adjustments to accommodate the concerns of agencies and applicants. HRD can also assist applicants by fashioning a more inviting online application process.

CHAPTER 3

HRD overstates its role in assuring an equitable hiring process and in providing the highest qualified applicants

In the state's hybrid hiring system, HRD's functions are those that are intended to ensure consistency and equity in state hiring practices. Thus, HRD administers an open application process, performs an initial screening, and forwards all applications that meet minimum qualifications to agencies for their consideration. A&I also promulgates rules that establish the state standards applicable to hiring; at the individual agency level, hiring managers are responsible for putting rules into practice and ensuring that the procedures are followed.

HRD maintains an open application process, screening for minimum qualifications.

In practice, however, HRD has not been an active leader or guide for agencies in the hiring process. As a result, agencies have developed their own practices, using whatever in-house HR knowledge and experience they may have acquired. We believe HRD needs to be more involved, through active guidance and oversight, in ensuring that agencies' hiring practices are consistent and fair, as well as effective.

HRD statements of purpose set high expectations

Statute and A&I documents indicate more than a support role for HRD.

In numerous documents, HRD implies that it does more to ensure fair and consistent state hiring than we believe it does. As noted in Chapter 1, statutes related to hiring require HRD to initiate and administer recruitment programs that will attract qualified applicants, and to rate applications on the basis of suitability without any discriminatory influences. The goals and mission statements in HRD documents show the Division is aware of its broad responsibility to provide active leadership and oversight:

- **A&I mission statement:** "The mission of the Department is to *provide leadership, stimulus and infrastructure* to empower our customers to provide quality services, products, and information to their constituents."

A&I documents portray HRD as an active administrative and oversight entity.

- **HRD purpose statement:** “The centralized human resources program is charged to develop *and administer* uniform human resources policies, procedures, programs and services for the Executive Branch. This *ensures* all state employees receive consistent, fair, and equitable treatment.”
- **HRD public benefit statement:** “...Offering a program that provides one central location for personnel issues is a benefit to the public...*Monitoring and compliance with federal and state laws* is also much more cost effective.”
- **HRD budget narrative statement:** “The (HRD) Selection Section develops and maintains a statewide selection process that aims *to provide the highest qualified individuals* to meet the needs of state agencies.”
- **State personnel rules:** “The HRD administrator *shall ensure* that these rules are enforced and applied uniformly and fairly by all agencies.”

* Italicized emphasis added by LSO.

Mismatch between HRD actions, statements

HRD does not actively provide guidance or oversight.

Despite the above claims, HRD monitors only its own functions with regard to recruiting and hiring new employees, not the hiring practices of other agencies. Because hiring traditionally has been a hybrid arrangement, giving agencies considerable latitude, HRD does not control agency hiring practices. Neither is it providing active guidance or oversight for agency hiring authorities. Thus, HRD cannot ensure that agency hiring practices are uniform and equitable throughout state government.

Rules and policies leave room for exceptions

State Personnel Rules allow for exceptions in many instances, leaving room for discretion on the part of both HRD and the agencies. The rules designate agency directors, as well as HRD, as responsible for ensuring compliance. However, should agency managers choose to exercise this discretion or flatly breach the rules, rules say only that agencies will be responsible for any resulting “adverse actions.” This kind of latitude makes it all the more important that HRD provide training and oversight to make sure agency flexibility is properly used.

SRT application and screening provide minimal assurances of fair and uniform practices

The application process is intended to assure equal opportunity.

The state application contains a statement declaring Wyoming is an equal opportunity employer. SRT's primary means of assuring that applicants for state employment are treated fairly is the screening of applications for minimum qualifications. SRT personnel try to be as broadly inclusive as possible in their screening; they say, "We screen in, not out." Roughly 80 percent of applicants are determined to be qualified for the positions for which they apply, meaning applicants' chances of meeting minimum qualifications are good. Once SRT screens applications and sends a register, the section's duties are largely complete unless an agency questions the absence of a particular applicant's name on the register.

HR training requirements are minimal

HRD rules do not require training in hiring techniques

The single requirement for HR training is in W.S. 9-2-1022(b)(v), which requires continuous training "as deemed necessary by HRD" for those who conduct performance appraisals. However, HRD has not set in policy what would constitute "continuous training," nor has it established policy on what, if any, training might be advisable for supervisors and managers involved in hiring employees.

Most of the training that HRD arranges is computer-software training.

Exposure to HR-related training could provide the state with additional assurance that agencies are adhering to uniform state hiring practices, but HRD provides little of this specific type of training. We reviewed the numbers and types of trainings put on by HRD from July 2001 through August 2006 and found that of the 1,227 offered, the large majority (822, or 67 percent) related to the use of specific software programs. Only 3 HR-related trainings (therefore potentially related to hiring) were repeated in that same time frame: 16 for new employees, 20 on performance appraisals, and 27 on supervisor/lead worker skills. A few of the remainder were one-time, hiring-related trainings, provided by a variety of vendors.

More than 2,000 state employees are involved in hiring.

HRD does not specifically track which employees in the various agencies have the ability to make hiring decisions. The Division estimates, based on pay band and job title, that 2,088 current employees may have hiring authority. We wanted to determine

At the current rate, it would take years to ensure all of them get training in hiring techniques.

how long it would take to train them in proper hiring techniques, so we reviewed the training required of supervisors who conduct performance appraisals. We calculated that at the class capacity and frequency of training opportunities offered since FY '01, it would take 22 years to train the state's current supervisory personnel in performance appraisals. Applying the same logic to hiring authorities means that at the very least, it would take many years to train them in hiring techniques, and would likely require a significant reallocation of HRD resources.

Agencies differ as to what HR training is required

Agency HR staff were uncertain as to what training was required of their employees.

From interviews, we learned that agency HR personnel generally had little familiarity with whether or not there are training requirements regarding how to hire. Some said they thought the performance appraisal training was mandatory, while others had no idea what is covered in such trainings. Some agency HR personnel said their own training and experience was adequate to guide their agencies. Some responded that new employee orientation covered the bases, while still others contended that the sexual harassment and Equal Employment Opportunity (EEO) training provided periodically through the Attorney General's Office met the needs of HR-specific training. Still other agency HR personnel believed that they themselves were responsible for training agency supervisors and for monitoring hiring processes for compliance with state and federal law.

From these differences, we concluded that any emphasis on training agency personnel in proper hiring techniques, if such an emphasis exists, would have to be coming from an individual agency, as it is not coming from HRD. In all, we found an absence of active guidance on the part of HRD in this area.

HRD does not audit agencies' hiring processes

Agency HR personnel we interviewed stated that the Division does not monitor or oversee their hiring processes and that it does not audit hiring activities in any way. Some mentioned that an HR policy and procedures manual would help standardize the hiring procedure statewide. HRD personnel maintain that hiring decisions are the responsibility of the agencies, that they trust

agency HR personnel to know how to do their jobs, and that agency processes are fair and above-board. SRT views a payroll approval check as the means of verifying each hire. However, that step simply checks such matters as whether an approved position has sufficient funding and whether the person hired was listed on the official register.

HRD believes agencies treat applicants fairly, but has no oversight mechanism to check.

The Division has no record of lawsuits or complaints alleging discriminatory hiring practices having been filed. However, without an oversight mechanism, HRD is unable to determine whether, in the hiring process, applicants experience fair and equitable treatment by agencies. While HRD employs a grievance coordinator, the Division maintains that other agencies (the Department of Employment and the Attorney General's Office) are more properly concerned with enforcement and training in law and policy.

Hiring processes vary by agency

Agency HR practices depend on the self-developed expertise of their employees.

Interviews with agency HR personnel reflect that agencies employ a wide array of techniques to select the most qualified candidate for employment. A few agencies administer examinations but most do not. Some HR personnel sit in on every agency hiring panel while others do not. Some agencies create a weighted scoring matrix to evaluate the applications and interviews, but others depend on impressions gained from applicant presentations, going with their "gut feelings."

We found little to suggest uniformity or consistency among agencies in their hiring practices. The lack of standardized statewide training for supervisory and managerial personnel, coupled with agencies' considerable responsibilities and discretion in this matter, contribute little assurance that the state has a uniform, consistent, and equitable hiring process.

HRD has limited authority to require agency practices

Although HRD has statutory authority to require that managers complete performance appraisal training, this authority does not

Statutes require training only in performance appraisal.

extend to requiring agency hiring managers to be trained in hiring techniques. HRD also cannot sanction an agency for non-compliance with such requirements, should it set them. Consequently, it has not scrutinized those portions of the hiring process outside of its direct involvement. HRD has trusted, without further verifying, that agency personnel are performing their duties in a professional manner and in accordance with laws and rules.

Recommendation: HRD should develop and implement an audit of agency hiring practices.

It need not be a burdensome process for HRD or the agencies.

To meet statutory and rules obligations that ensure equity and fairness in the hiring process, the Division needs to develop a mechanism for evaluating agency hiring practices. It need not be a burdensome process for either the Division or agencies: random checks of interview questions, validation of scoring methods, and interviews with new employees could all be carried out without undue disruption to workloads. This would give assurances to the state that agencies are complying with applicable laws and would also provide the Division additional information on which to base improvements to the system.

Recommendation: HRD should develop a hiring procedures manual and specific HR training of state personnel involved in hiring.

On the front end of the hiring process, the Division should take a more proactive role in ensuring that state employees involved in hiring are well-trained. Wyoming's HR statutes, rules, and policies contain the sometimes conflicting concepts of merit and equity, and hiring has been an agency-by-agency, team-by-team, and announcement-by-announcement mix of practices, based on whatever knowledge and experience agency personnel may have.

Training and a manual would help ensure equity and consistency in state hiring practices.

The Division, in consultation with agency HR personnel, should create a hiring manual for agencies that clearly details both agency and HRD roles, interactions, and procedures. It should provide sample interview questions in line with HRD hiring criteria based on the qualifications of knowledge, skills, abilities and behavioral characteristics HRD intends to implement. It can provide guidance on developing valid scoring rubrics for applicant evaluation.

Finally, HRD should require some specific human resource and management training for state hiring personnel as conditions of their involvement in hiring activities. This may necessitate that HRD expand its own training component, and that it coordinate efforts with existing training programs in the agencies.

Blank page.

CHAPTER 4

The SRT section of HRD makes limited use of its data resources

In limiting its data use to description, SRT is overlooking a valuable tool.

As part of the online vacancy announcement and application systems, HRD through the SRT section is collecting large amounts of process-related information. However, it uses that information largely to describe section workload statistics, rather than as a tool to improve the state's ability to attract quality employees. Thus, SRT is bypassing a tool that can help improve its own parts of the state's hiring process.

SRT's limited use of data is an outgrowth of a longstanding compartmentalization of data within state government programs. SRT needs to use recruitment- and selection-based data to lead state agencies in the selection process; in so doing, it can provide a valuable service to all agencies that need to recruit and hire staff. We recommend that SRT expand its use of data, making it an integral part of a more useful and broadly-scoped human resource management information system.

SRT's recruitment and selection processes generate useful data

Existing data could be used to improve SRT processes.

SRT plays a pivotal role in attracting and retaining the workforce state agencies need to accomplish their objectives, with recruitment and selection being crucial first public steps toward reaching the state's goal of attracting such a workforce. For the past 35 years, the primary function performed by SRT has been posting job announcements and screening applications. In 2004, SRT launched an online version of its existing paper-based vacancy announcement and application system. This system, the electronic Human Resources Management System (eHRMS), stores information on positions, announcements, and applications for each vacancy.

eHRMS was developed to speed HRD's processes

SRT uses eHRMS applicant and recruitment data primarily to track its own workload, such as the number of applications submitted for position vacancies, the number of applicants who meet minimum qualifications, and the time it takes to generate a register after a vacancy closes. In FY '06, SRT staff screened 45,717 applications for 1,817 vacancy announcements and 2,207 positions.

SRT has used eHRMS data to demonstrate it is getting vacancy announcements out and producing applicant registers quickly. Agencies appreciate this. However, the speed with which vacancy announcements are posted and applicant registries are produced is secondary to attracting applicants well enough qualified to hire, and if hired, motivated to stay and to perform.

Agencies value improvements in timeliness, but speed is only one of many considerations.

Our interviews with agency HR staff and hiring supervisors indicate that despite increased numbers of applicants since the process went online, they believe the quality of applicants has not improved. It appears that automating the application process may have produced the unintended consequence of increasing workloads for SRT and agency personnel, without necessarily increasing the number of quality applicants.

eHRMS data could be used to identify problems

SRT could identify cross-agency recruitment problems.

With eHRMS' comprehensive data on position vacancies and applicants, SRT is in a unique position to examine recruiting practices and help identify and distinguish internal SRT problems from agency-specific and cross-agency problems. This sort of analysis can support the exchange of information about successful recruiting practices.

The same data SRT uses to measure its own workload also show that the state is experiencing problems in attracting both enough applicants and enough quality applicants. In FY '06, only 65 percent of vacant positions resulted in a hire; also, almost 10

percent of applicant pools had 2 or fewer applicants and almost 20 percent of hires were from applicant pools with 2 or fewer applicants meeting minimum qualifications.

Recruitment data suggest problems with vacancy announcements

A more focused look at this data shows that individual position vacancy announcements generate very different numbers of applications. This occurs not just for certain locations, or between classifications, which is to be expected given the difficulty of recruiting for some locations and classifications, but also within specific classifications.

Recruitment data also suggest where to focus for solutions.

We found that at different times, vacancy announcements for positions in one classification attracted from 0 to 161 applicants. This raises an important but as yet unanswered question: Are differences in the numbers of applicants due to things over which SRT has direct control, or to problems it can help solve? The data can help determine if the problem lies, for example, with vacancy announcements, and if so, whether successful ones are more likely to be precisely or generically worded. It can also indicate if there is an association with the timing of the announcements and whether successful ones were placed just on the state's website or also in other media.

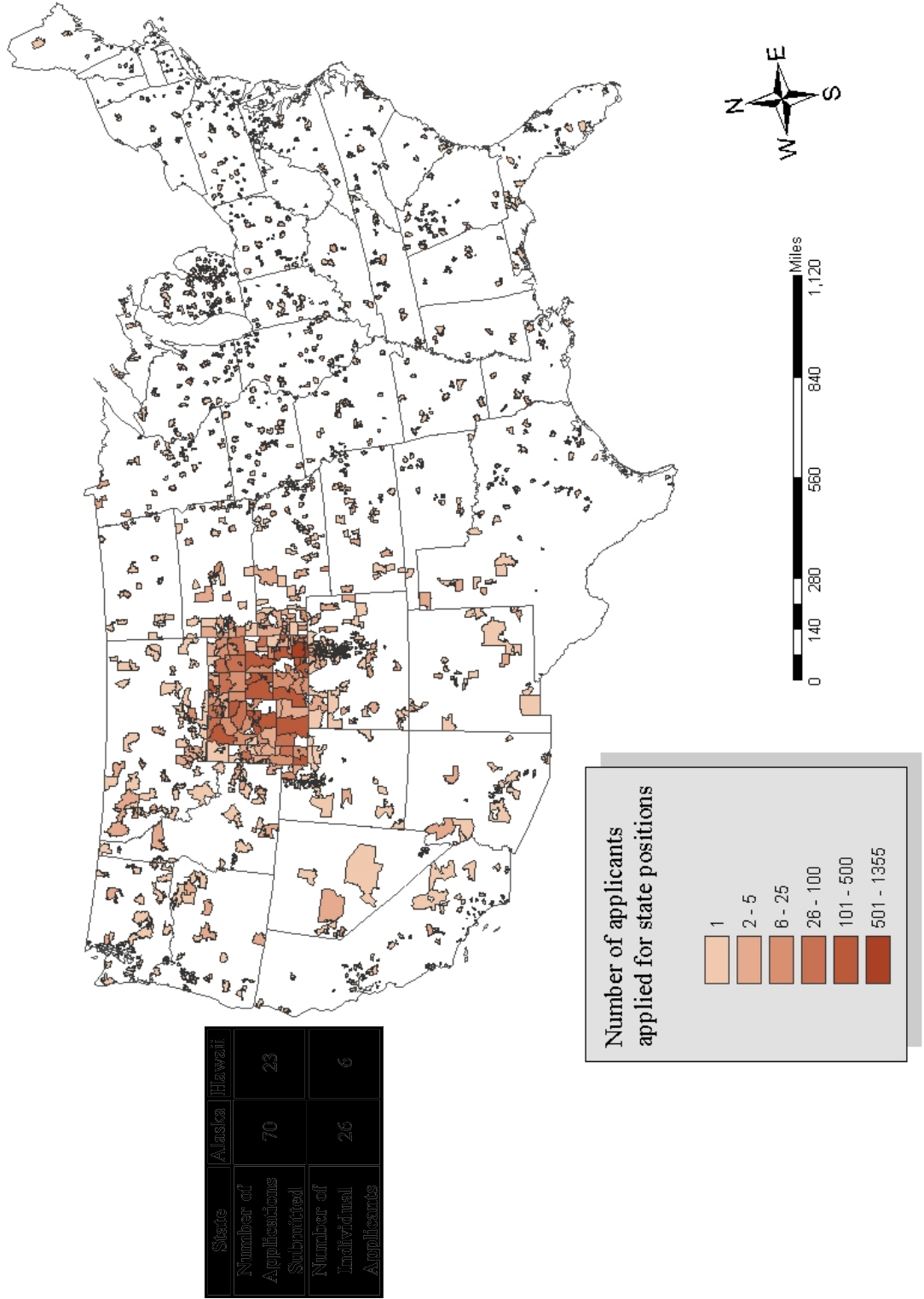
Data suggest current screening process may be counter-productive

Having more applications does not mean having better applicants.

In the classification referenced above, data combined with hired applicant information, show that more important than the number of applicants for a specific position is whether announcements for a particular vacancy result in applicants being hired. We found no relationship between the number and proportion of applicants who met minimum requirements for positions and the likelihood that an applicant would be selected for that position. HRD staff spends considerable time and effort on the screening of applications. Agency staff then review, and often reject, all applicants, having not found any that meet job requirements. These indicators, together with comments from agency staff who review applications, suggest problems with the relevance of SRT's minimum qualification reviews, something SRT needs to assess.

Figure 4.1

Zip codes from which applicants submitted State of Wyoming employment applications, FY '06



State	Alaska	Hawaii
Number of Applications Submitted	70	23
Number of Individual Applicants	26	6

Source: LSO analysis of HRD and U.S. Census Bureau data.

Some retention problems are related to recruitment and selection processes.

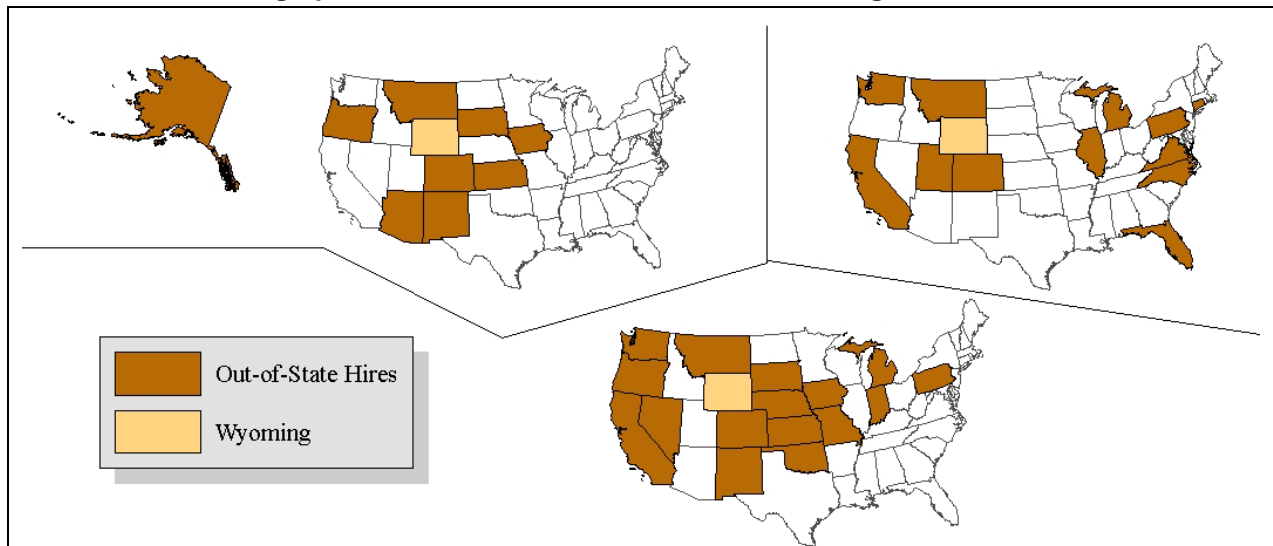
While SRT staff believe retention issues are beyond the scope of their operations, best practices suggest that retention problems can be an outgrowth of recruiting problems. Data from an HRD-contracted review¹ currently underway shows that Wyoming loses a high proportion of employees in the first 3 months of employment, and provides evidence that agencies are not equally effective in recruiting and retaining staff. Further analysis of applicant qualifications and retention and exit information contained in the State Auditor's payroll system, which SRT says constitutes the statutorily-required state roster, could help SRT identify specific recruitment-related problems with inappropriate hires.

Different agencies have different needs

Used another way, applicant data can visually summarize situations in which recruiting strategies may need to be refined for individual agencies or for different classifications. Figure 4.1 (on the facing page) shows where applicants were at the time they applied. Figure 4.2 below shows that in FY '06, the distribution of successful out-of-state applicants was very different for 3 state agencies.

Figure 4.2

Geographic distribution of out-of-state hires for 3 agencies, FY '06



¹ Beginning in 2005 Saratoga, PricewaterhouseCoopers' Human Resource Services practice began a review of HRD. Initial findings were presented in *State of Wyoming Measurement Analysis* 11/10/05 and *Initial Results Review*, 7/27/06.

Source: LSO analysis of HRD and U.S. Census Bureau data.

Figure 4.3

Number and percent of out-of-state hires for Wyoming departments, FY '06

Agency Name	Number of Hires	Number of Out-of-State Hires	Percent Out-of-State Hires
Transportation	286	20	6.99%
Health	211	30	14.22%
Corrections	153	39	25.49%
Family Services	136	18	13.24%
Military	70	7	10.00%
Workforce Services	66	5	7.58%
Administration and Information	55	4	7.27%
Game and Fish	54	13	24.07%
Employment	49	6	12.24%

Agencies have varying needs for, and success in, recruiting from out-of-state.

Source: LSO analysis of HRD data.

SRT focuses on discrete pieces of a continuous process

In state government, HR information is scattered among free-standing applicant and employee data sets housed separately within HRD, elsewhere in A&I, and in individual state agencies. These systems do not communicate directly with each other; thus the increased value that might accrue from linking the state's many sources of HR information has not materialized.

Fragmented systems minimize the value of extensive data collection efforts

Contrary to what the name implies, eHRMS is not a human resources management system. It does not lend itself to flexible or responsive use: reporting functions must be developed by a programmer, and the system does not accommodate ad hoc queries of the database. If anomalies appear in standard reports, SRT or agency staff cannot easily explore the source of the underlying problem to determine whether the problem is agency-

On its own, eHRMS reporting functions are limited.

specific, cross-agency, or an SRT problem. Data generated from recruitment and application systems can identify problems across agencies and help pinpoint problems specific to individual agencies.

Used with other HR data, the state has valuable information to guide its new HR initiatives.

Existing data has uses beyond tracking SRT workload

Data that could constitute a true human resources management system appears to exist, but in pieces. Linking existing application data to employees' performance appraisal data could give the state a skills inventory and gap analysis. The same information linked to termination data could help determine whether retention problems are related to vacancy announcements, classification and compensation issues, other agency-specific problems that can be targeted and solved, or larger economic and cultural problems to which the state at least needs to be prepared to respond, if it cannot control them.

Recommendation: SRT should expand its use of HR data, making it an integral part of a more useful and broadly-scoped human resource management information system.

SRT can use its data to help define a broader role for the section.

Success in recruiting does not mean simply filling a position; it means filling a position with a productive employee. Turnover, training, and recruiting all have their costs, as does retaining a poorly-performing employee for 20, 30, or more years. SRT says it is poised to make a major change in focus from transaction processing to agency consultant; how it uses the wealth of data available will be critical to its success in this transition.

Much of the necessary data and expertise already exists within HRD. The key will be for SRT to develop the capacity to coordinate and analyze HR information to the benefit of all agencies. As the generator and custodian of recruitment and selection data and employee performance data, SRT can use its wealth of data to fashion a much broader and more useful human resource management information system.

Blank page.

CHAPTER 5

Conclusion

In researching this report, our objective was to determine if HRD's contribution to the state hiring process was having the important effect anticipated by statute. Although written 35 years ago, statute describes a contemporary human resources function: one that is fair and nondiscriminatory, attracts qualified employees and rates them on the basis of suitability, maintains personnel administration management information, and improves management techniques by identifying problems and suggesting improvements.

HRD itself has portrayed its function as being one that provides the highest quality individuals to meet agency needs, improves the quality of human resources information so agency managers can make better informed decisions, and that ensures equitable hiring and employment conditions.

What we found was a Division that until now has been transaction-oriented and compliance-based in its hiring functions, rather than strategic. Its main contributions have been serving as a receiving agent for applications and providing a minimum level of qualification screening. While this might be the level of human resources centralization state government would tolerate, it does not provide the state assurance that its recruitment and hiring processes are fair, consistent, and producing qualified applicants when agencies need them.

Further, while HRD has dedicated considerable effort to developing an electronic information system, its main benefit has been to accelerate an existing transactional process. The capacity to more quickly generate vacancy announcements and applicant registers is valuable to the state, but the system should also use statistical information to improve techniques for managing state human resources, as envisioned by statute.

Figure 5.1

Evolution of Human Capital Management

	<i>Personnel</i>	<i>Human Resources</i>	<i>Human Capital</i>
Functions:	<ul style="list-style-type: none"> • Transactions • Compliance • Record keeping 	<ul style="list-style-type: none"> • Advisory services • Problem solving • Operational issues 	<ul style="list-style-type: none"> • Capacity building • Identification of opportunities • Strategic issues
Financial Focus:	<ul style="list-style-type: none"> • Minimal cost 	<ul style="list-style-type: none"> • Cost control 	<ul style="list-style-type: none"> • Investment analysis (ROI)
Key Strategies:	<ul style="list-style-type: none"> • Rule knowledge • Process efficiency 	<ul style="list-style-type: none"> • HR practices • Business context 	<ul style="list-style-type: none"> • Systems thinking • Strategic consulting
Products and Services:	<ul style="list-style-type: none"> • Appointments • Pay changes • Position descriptions • Personnel folders • Reports • Salary payments • Benefit information • Training administration • Safety inspections/ records 	<ul style="list-style-type: none"> • Recruiting • Classification/compensation • Performance evaluation • Training planning/delivery • Position management • Information systems • Employee relations • Payroll • Risk management 	<ul style="list-style-type: none"> • Human capital planning • Talent management • Leadership development and succession planning • Performance culture • Competency systems • Work environment enhancement • Metrics/standards • Change management/ communications
Metaphor:	Enforcer	Business partner	Strategic partner
Paradigm:	Technical correctness	Process improvement	Transformation

Source: Taken from the *Human Capital Assessment and Accountability Framework (HCAAF)*, federal Office of Personnel Management, website – http://www.opm.gov/hcaaf_resource_center/index.asp.

Now that the SRT section will be giving agencies the first review of applications and thereby screening only a fraction of the number it has been, it is not clear what this large group of HRD personnel will do. HRD officials have talked of the SRT section developing a “consultative role,” but have not defined specifics. With different levels of HR expertise among the agencies, more assistance and HR guidance from HRD are needed, as we note in Chapter 3. Further, if HRD is to implement a new approach to HR management, it seems that some reallocated resources would benefit that effort.

At the federal level, this sort of human resources management transformation is well underway, offering models for HRD to consider if it has not already done so. Figure 5.1 on the opposite page summarizes the evolutionary progression from a “personnel management” function, first to a “human resources” model and finally to the highest level of functioning, “human capital management.”

However, professional literature stresses that the challenge for HR organizations is to develop a strategic consulting role while maintaining excellence in traditional personnel and human resources services. As we have noted in this report, we believe there is room for improvement in HRD’s basic responsibilities related to hiring.

Blank page.

AGENCY RESPONSE

A&I HRD Role in State Hiring



STATE OF WYOMING
DEPARTMENT OF ADMINISTRATION
AND INFORMATION
Human Resources Division

Dave Freudenthal
Governor

Earl Kabeiseman
Director

Date: December 4, 2006

To: Representative Randall Luthi, Chairman
Management Audit Committee

From: Earl Kabeiseman, Director
Department of Administration & Information

Re: Management Audit Committee Audit on A&I HRD Role in State Hiring

I received your memorandum dated November 28, 2006, regarding the draft report on A&I HRD Role in State Hiring. The Human Resources Division's (HRD) comments are as follows:

1. Recommendation: HRD should begin actively recruiting and should review its announcement, screening, and application processes to ensure they are designed to attract suitable and qualified employees.

The HRD (Division) partially agrees with the comments made by the Program Evaluation Team.

Comments: In order to move to a model where the Selection, Recruitment, and Training (SRT) section is actively recruiting, the Division has had to streamline its processes. Over the past four years, the Division has been actively developing online systems and improving selection and recruitment processes as well as working to become a strategic partner with state agencies. The Division is close to implementing a consultative approach for working with our customers. This approach will encompass all aspects of workforce management from competency development to recruitment. With each enhancement of the online application system the Division is able to improve its processes. Improved processes will lead to increased time for implementing an active recruiting process.

The Division disagrees with the statement that SRT is not meeting its statutory responsibilities by approving verbose and technically worded announcements. The Division contends the agencies are knowledgeable about how they may adjust the language in a vacancy announcement to target certain applicants. At any time, an agency may contact the SRT section to request assistance to develop language for targeted vacancy announcements. Through increased communication with its customers, the Division will assist in identifying recruitment concerns that need to be addressed. Many of the issues raised in this recommendation can be solved by either the SRT section or the agency with additional communication from both parties.



2. Recommendation: HRD should develop and implement an audit of agency hiring practices.

The HRD agrees with the comments made by the Program Evaluation Team.

Comments: The implementation of this recommendation will be completed in two parts. First, the Division will assist in developing processes and tools the agencies can use to create consistency within its hiring practices. These will include using competency based hiring practices and behavior based interview techniques. Second, the Division will develop a post audit process that will randomly review the agency's use of the tools provided. Included in this process will be a new hire survey process which will gather feedback from the applicant on their impressions of the state's recruitment and hiring processes.

3. Recommendation: HRD should develop a 'hiring procedures manual' and specific HR training of state personnel involved in hiring.

The HRD agrees with the comments made by the Program Evaluation Team.

Comments: The SRT section will work on developing a hiring procedures manual to assist agencies' understanding of the process. The manual will outline the roles of the SRT section and the roles of the agency, and what tools are available to the agency. One of the tools currently in development is a part of the Division's workforce planning process. This tool is behavior based interviewing which once implemented would help standardize the interview process.

The Division is in the process of developing a supervisory training program, which would include specific training on hiring practices. This program would encompass training programs that would be targeted to employees currently in supervisory roles, as well as those employees who aspire to become a supervisor. The SRT section is also in the process of recruiting a workforce training coordinator. This position will be responsible for identifying, creating and implementing training programs for all employees. For HRD to mandate supervisory training for agency supervisors it will be difficult with existing budget and training staff. As stated in the report, the Division does not have the ability to sanction an agency if supervisors do not attend mandatory training. Also, HRD cannot force an agency to spend funds on training programs.

4. Recommendation: SRT should expand its use of HR data, making it an integral part of a more useful and broadly-scoped human resource management information system.

The HRD agrees with the comments made by the Program Evaluation Team.

Comments: The HRD agrees with the recommendation of the Program Evaluation Team but does not agree with the conclusions drawn by the team with respect to the data analyzed. The Division does not see the correlation between the data analysis conducted and the conclusion(s) that there are problems with vacancy announcements and that the current screening process may be counter-productive. There are many contributing factors as to why an applicant does or does not apply for a position. Issues of location, agency, and type of work are just some of the reasons why someone may or may not apply.

The SRT section has been planning and implementing additional functionality to the online system to create more data and reporting capabilities available to the agencies and hiring supervisors. The Division continues to gather and develop data that will help direct its work processes and functions. This is an ongoing process that will provide data that can be used to assist agencies in developing workforce planning processes and training programs.

APPENDICES

A&I HRD Role in State Hiring

APPENDIX A

Selected statutes

TITLE 9 - ADMINISTRATION OF THE GOVERNMENT
CHAPTER 2 - AGENCIES, BOARDS, COMMISSIONS AND DEPARTMENTS GENERALLY
ARTICLE 10 - DEPARTMENT OF ADMINISTRATION AND INFORMATION

9-2-1001. Creation.

The department of administration and information is created.

9-2-1002. Definitions; powers generally; duties of governor; provisions construed; cooperation with legislature and judiciary; divisions enumerated.

(a) As used in this act:

- (i) "Agency" means an office, department, board, commission or operating unit of the executive branch of state government;
- (ii) "Department" means the department of administration and information;
- (iii) "Entity" means any governmental unit, special district, corporation, partnership or person which will receive a legislative appropriation, directly or indirectly, excluding the legislature, the judiciary and the Wyoming department of transportation, game and fish department, counties, municipalities and school districts;
- (iv) "Exception budget" means a budget prepared by an entity containing requests for appropriations which vary from the standard budget as prepared by the budget division or otherwise represents additional or increased services. The agency shall justify the new or increased services and describe all new staff, support services and additional equipment which will be required. The exception budget shall also be used to describe any decreases in nongeneral fund revenues formally supporting an entity's services and for which a general fund appropriation is being requested;
- (v) "Executive branch" means the executive department of state government established by article 2, section 1 of the Wyoming constitution;
- (vi) Repealed By Laws 1997, ch. 178, § 2.
- (vii) "Legislature" means the legislative department of state government established by article 2, section 1 of the Wyoming constitution;
- (viii) "Judiciary" means the judicial department of state government established by article 2, section 1 of the Wyoming constitution;
- (ix) "Standard budget" means a budget enabling an entity to continue to furnish the same level of services during the ensuing biennium and shall reflect the revenue or appropriation necessary to provide the services. The budget shall include all personnel approved in the preceding biennial budget, a supportive service category and the amount of revenue generated by the entity during the preceding biennium and estimated revenue for the ensuing biennium regardless of the fund to which the monies were deposited. The standard budget shall not include any personnel other than those specifically authorized in the preceding biennial budget. The standard budget shall not include requests for any

equipment, any special projects and services nor any requests for special or nonrecurring funding. The limitations regarding authorized personnel and equipment requests in this paragraph shall not apply to the University of Wyoming;

(x) "This act" means W.S. 9-2-1001 through 9-2-1026.13;

(xi) "Contract employee" means an employee who is hired by any agency for a limited period of time, pursuant to rules promulgated by the human resources division in W.S. 9-2-1022(a)(xi)(E);

(xii) "Base budget" means a budget containing all legislative appropriations as defined by W.S. 9-2-1013(d)(iv), which shall be prepared by the division for each entity containing all programs for the biennium preceding the biennium for which a standard budget is being prepared pursuant to this act. The base budget and all information accompanying the base budget as required by this act shall be of sufficient detail to parallel components of the standard budget prepared for each entity under this act.

(b) The department may assist the governor in discharging his duties as chief executive and administrative officer of the executive branch of government of the state of Wyoming. The governor through the department shall:

(i) Improve techniques used for management of state government;

(ii) Coordinate, consolidate and provide services which are used by more than one (1) agency;

(iii) Review agency programs, expenditures and management to identify problems and suggest improvements;

(iv) Promote economy and efficiency in government; and

(v) Establish uniform standards of administration.

(c) This act shall be construed to provide the governor, through the department, with a more coordinated and responsive system of management of the executive branch of state government, and to preserve and protect the separation of powers mandated by article 2, section 1 of the Wyoming constitution. The legislature and the judiciary shall cooperate with the department and may utilize the services and assistance of the department to achieve economy in government, but procedures affecting the administration of the legislature shall be determined by the legislature and the management council, and procedures affecting the administration of the judiciary shall be determined by the judges for their respective courts, and they shall not be bound by rules and regulations promulgated by the department.

(d) The department shall consist of the following divisions in addition to the office of the director of the department:

(i) Budget division;

(ii) General services division;

(iii) Human resources division;

(iv) Information technology division;

(v) Repealed By Laws 1997, ch. 178, § 2.

(vi) Economic analysis division;

(vii) Repealed by Laws 1989, ch. 178, § 3.

(viii) Repealed by Laws 1989, ch. 178, § 3.

(ix) Repealed By Laws 1997, ch. 178, § 2.

(x) State library division.

9-2-1003. Director and division administrators; appointment; removal; powers of director.

- (a) The governor shall appoint a director of the department with the advice and consent of the senate who shall be the department's executive and administrative head, and who shall hold an ex officio seat on all boards and councils which advise or are within the department.
- (b) With the approval of the governor, the director may appoint administrators for each of the divisions. The governor may remove the director and division administrators as provided in W.S. 9-1-202.
- (c) The director may:
- (i) Employ professional, technical and other assistants to work in the director's office or in any of the divisions, along with other employees necessary to carry out the purpose of this act [§§ 9-2-1001 through 9-2-1026.13];
 - (ii) Repealed by Laws 1991, ch. 29, § 6.
 - (iii) Adopt reasonable rules and regulations to administer this act pursuant to the Wyoming Administrative Procedure Act [§§ 16-3-101 through 16-3-115];
 - (iv) Formulate through his office or the information technology division the policies and programs to be carried out by the department through its respective divisions.
- (d) The director shall administer through his office all accounting, billing and collection functions required by the department.
- (e) The director shall administer through his office or through a division of the department, the duties of the department under the State Employees' and Officials' Group Insurance Act.

Statutes related to the Human Resources Division**9-2-1022.** Duties of department performed through human resources division.

- (a) Subject to subsection (b) of this section, the department through the human resources division shall:
- (i) Establish and administer a personnel classification schedule covering all agency employees, classifying positions into categories determined by similarity of duties, authority, responsibilities and other relevant factors of employment;
 - (ii) Establish and administer a uniform and equitable compensation plan covering all agency employees specifying the minimum, intermediate and maximum levels of pay for positions within each classification;
 - (iii) Supervise employer-employee benefit plans not otherwise provided for by law;
 - (iv) Maintain an information roster on each employee of the state specifying employee name, employing agency, position classification, rate of compensation, job title, position description and service tenure. The information shall be available for inspection only as provided by the Public Records Act [§§ 16-4-201 through 16-4-205];
 - (v) Maintain a register of applications made by all persons seeking employment with an agency. Each application shall be rated on the basis of suitability and qualifications without regard to political affiliation, race, color, sex, creed or age;
 - (vi) Initiate and administer recruitment programs designed to attract suitable and qualified employees to the service of the state;
 - (vii) Approve all in-service or staff development programs available through agencies or sponsored by the department;

- (viii) Approve all agencies' changes related to personnel with respect to compensation, position classification, transfers, job titles, position specifications and leave time;
- (ix) Subject to subsection (g) of this section, establish personnel standards governing employee leave time, hours of work, attendance, grievances and terminations;
- (x) With the cooperation and assistance of the division of economic analysis, collect and maintain statistical information related to personnel administration from agencies;
- (xi) Promulgate reasonable rules:
 - (A) Which are necessary to administer the classification plan, the compensation plan and the system of service ratings;
 - (B) Governing minimum hours of work, attendance regulations, leaves of absence for employees, vacations and the order and manner in which layoffs shall be made;
 - (C) Concerning recruiting, transfers, discipline, grievances and appeals; and
 - (D) Necessary to administer a program whereby two (2) employees may share one (1) position or three (3) employees may share two (2) positions as set forth in subsection (f) of this section;
 - (E) Necessary to administer a program whereby contract employees may be utilized by agencies to meet programmatic needs until July 1, 1996;
 - (F) Necessary to administer a program whereby at-will contract employees may be utilized by agencies to meet programmatic needs. These rules shall be structured so that:
 - (I) At-will contract employees receive benefits limited to coverage and employer contributions as required by law for social security, worker's compensation, unemployment compensation and group insurance benefits as provided in subdivision (III) of this subparagraph and except as otherwise provided in subdivision (IV) of this subparagraph;
 - (II) The minimum benefits or rights specifically required under any federal law are provided. In determining the minimum benefits or rights provided under federal law, the rules shall require employment contracts under this subparagraph to be structured so as to exempt at-will contract employees from coverage to the greatest extent possible;
 - (III) Except as provided in this subdivision and in subdivision (IV) of this subparagraph, no at-will contract employees shall be eligible for or accrue any type of leave or be eligible to participate in or otherwise be covered by state employees' and officials' group insurance, the state retirement system or the deferred compensation program. If the employment contract so provides, an at-will contract employee may be eligible for membership in the state employees' and officials' group insurance plan in accordance with W.S. 9-3-207, or in the case of the Wyoming retirement system an at-will contract employee of a member employer may be enrolled in the system if that employee's wages under the contract are reported on an Internal Revenue Service Form W-2 Wage and Tax Statement, provided the employee pays the total premium or contribution required;
 - (IV) Notwithstanding subdivision (III) of this subparagraph, if the employment contract so provides, an at-will, year-round, full-time brand inspection contract employee authorized to carry out the duties specified by W.S. 11-20-201 may be eligible for membership in the state employees' and officials' group insurance plan in accordance with W.S. 9-3-207, and the state retirement system under W.S. 9-3-412, provided the employee pays the total premium or contribution required, or the portion of the

premium or contribution the employment contract directs the employee to pay and the employee's wages under the contract are reported on an Internal Revenue Service Form W-2 Wage and Tax Statement. The Wyoming livestock board shall have sole discretion to determine the amount of the total premium or contribution to be paid by the employee and the amount to be paid by the board, if any. The time limitations provided in subparagraph (F) of this paragraph shall not apply to any employee under this subdivision;

(V) An at-will contract shall be for a term not exceeding twenty-four (24) months subject to renewal of the contract at the end of the contract period.

(xii) Establish a program whereby two (2) employees may voluntarily share one (1) classified position or three (3) employees may voluntarily share two (2) positions subject to the provisions of subsection (f) of this section;

(xiii) Administer all statewide training functions provided by the department;

(xiv) Repealed By Laws 2001, Ch. 55, § 3.

(b) The current state compensation plan shall apply to all state executive branch employees except those employees of the University of Wyoming and community colleges. It shall consist of:

(i) Current job descriptions. These shall describe the nature and level of work performed and assist in job evaluation and classification, pay comparisons with other entities, recruitment, selection and performance appraisal;

(ii) Job evaluation and classification. This process shall formally assign positions to classifications and determine pay grades in one (1) or more pay systems based on an evaluation of the content of jobs using quantitative point factors. At a minimum, these factors shall include skill, effort, responsibility and working conditions. These factors and their weights shall be established by the human resources division and reflect the relative importance of job content to the state. The human resources division shall periodically audit the system through assessing employee complaints and analyzing hiring difficulties and turnover statistics;

(iii) Pay data collection and analysis. Data collection shall be based on a defined and relevant labor market that is representative of public and private sector employers. Data analysis shall identify salary ranges for each pay grade with minimum, midpoint and maximum dollar limits;

(iv) Procedures to set and change individual pay rates consistent with subsection (c) of this section;

(v) A performance appraisal system. This system shall measure performance in writing as objectively as possible. The system shall relate differences in performance levels and provide a means of employee advancement within classification pay grades. Evaluators shall be trained in performance appraisal prior to assessing the performance of any employee. Evaluators shall be required to attend continuing personnel evaluation education programs as deemed necessary by the human resources division. All employees subject to appraisal may respond to the appraisal of their performance in writing;

(vi) Data collected under this subsection shall be available to the legislature as needed.

(c) Beginning July 1, 1989, the state compensation plan shall provide for the following procedures to establish and change individual pay rates:

(i) Except as otherwise provided by law for the period commencing July 1, 1994 and ending June 30, 1998, starting rates of pay shall reflect the experience of new hires, labor market conditions and established rates of pay for current, experienced employees;

- (ii) Except as otherwise provided by law for the period commencing July 1, 1994 and ending June 30, 1998, general pay increases shall be only those approved by the legislature;
- (iii) Pay increases based on performance appraisals shall be approved after July 1, 1990, consistent with the performance appraisal system and appropriations for this purpose;
- (iv) Promotion pay increases may be approved when an employee moves to a higher job grade;
- (v) Longevity pay increases shall be approved at a rate of thirty dollars (\$30.00) per month for each five (5) years of service;
- (vi) Special pay increases may be approved by the governor using available funds appropriated in the personnel services category in the agencies' budgets or using the authority granted in 1988 Wyoming Session Laws, Chapter 89, Section 209.

Note: Sections (d) through (m) not included.

Fair Employment Practice Act of 1965

27-9-101. Short title.

This article may be known and may be cited as the "Wyoming Fair Employment Practices Act of 1965."

27-9-102. Definitions.

- (a) "Court" shall mean the district court in and for the judicial district of the state of Wyoming in which the asserted unfair employment practice occurred, or, if said court be not in session at that time, then any judge of said court.
- (b) "Employer" shall mean the state of Wyoming or any political subdivision or board, commission, department, institution or school district thereof, and every other person employing two (2) or more employees within the state; but it does not mean religious organizations or associations.
- (c) "Unfair employment practice" shall mean those practices specified as discriminatory or unfair in W.S. 27-9-105.
- (d) As used in W.S. 27-9-101 through 27-9-106, "department" means the department of employment and the term "director" means the director of the department or his designee who is authorized to administer W.S. 27-9-101 through 27-9-106.

27-9-103. Repealed by Laws 1990, ch. 63, § 3.

27-9-104. Powers and duties of department of employment.

- (a) The department shall have the following powers and duties:
 - (i) To call upon any state agency, institution, or employee, for advice, counsel, and assistance in the enforcement of this article;
 - (ii) To adopt, publish, amend, and rescind regulations consistent with and for the enforcement of this article;
 - (iii) To receive, investigate, and determine the validity of complaints alleging discrimination in employment or the existence of a discriminatory or unfair employment practice;
 - (iv) Repealed By Laws 2001, Ch. 162, § 2.
 - (v) For the purposes of all investigations the department shall have the power to issue subpoenas requiring the attendance and testimony of witnesses and the production of any books, papers, documents or records which the department deems relevant or material to the inquiry;

(vi) In case of disobedience to a subpoena the department may invoke the aid of any district court in the state in requiring the attendance and testimony of witnesses and the production of documentary evidence. Any failure to obey the order of the court may be punished by the court as a contempt of court;

(vii) To enter into agreements, exchange information and otherwise assist the equal employment opportunity commission, and to accept from the equal employment opportunity commission reimbursement for services rendered.

(b) The department shall contract with an independent hearing officer to conduct any hearing under W.S. 27-9-101 through 27-9-106.

27-9-105. Discriminatory and unfair employment practices enumerated; limitations.

(a) It is a discriminatory or unfair employment practice:

(i) For an employer to refuse to hire, to discharge, to promote or demote, or to discriminate in matters of compensation or the terms, conditions or privileges of employment against, a qualified disabled person or any person otherwise qualified, because of age, sex, race, creed, color, national origin or ancestry;

(ii) For a person, an employment agency, a labor organization, or its employees or members, to discriminate in matters of employment or membership against any person, otherwise qualified, because of age, sex, race, creed, color, national origin or ancestry, or a qualified disabled person;

(iii) For an employer to reduce the wage of any employee to comply with this chapter;

(iv) For an employer to require as a condition of employment that any employee or prospective employee use or refrain from using tobacco products outside the course of his employment, or otherwise to discriminate against any person in matters of compensation or the terms, conditions or privileges of employment on the basis of use or nonuse of tobacco products outside the course of his employment unless it is a bona fide occupational qualification that a person not use tobacco products outside the workplace. Nothing within this paragraph shall prohibit an employer from offering, imposing or having in effect a health, disability or life insurance policy distinguishing between employees for type or price of coverage based upon the use or nonuse of tobacco products if:

(A) Differential rates assessed employees reflect an actual differential cost to the employer; and

(B) Employers provide written notice to employees setting forth the differential rates imposed by insurance carriers.

(b) The prohibitions against discrimination based on age in this section apply only to persons at least forty (40) years of age.

(c) It is not a discriminatory practice for an employer, employment agency or labor organization to observe the terms of a bona fide seniority system or any bona fide employee benefit plan such as a retirement, pension or insurance plan, which is not a subterfuge to evade the purposes of this chapter, except that no employee benefit plan shall excuse the failure to hire any individual, and no seniority system or employee benefit plan shall require or permit involuntary retirement of any individual protected under this chapter because of age. Involuntary retirement is not prohibited if permitted under Title 29, United States Code § 631(c).

(d) As used in this section "qualified disabled person" means a disabled person who is capable of performing a particular job, or who would be capable of performing a particular job with reasonable accommodation to his disability.

27-9-106. Filing of complaint; determination; appeal for hearing.

(a) Any person claiming to be aggrieved by a discriminatory or unfair employment practice may, personally or through his attorney, make, sign and file with the department within six (6) months of the alleged violation a verified, written complaint in duplicate which shall state the name and address of the person, employer, employment agency or labor organization alleged to have committed the discriminatory or unfair employment

practice, and which shall set forth the particulars of the claim and contain other information as shall be required by the department. The department shall investigate to determine the validity of the charges and issue a determination thereupon.

(b) Repealed By Laws 2001, Ch. 162, § 2.

(c) Repealed By Laws 2001, Ch. 162, § 2.

(d) Repealed By Laws 2001, Ch. 162, § 2.

(e) Repealed By Laws 2001, Ch. 162, § 2.

(f) Repealed By Laws 2001, Ch. 162, § 2.

(g) Repealed By Laws 2001, Ch. 162, § 2.

(h) Repealed By Laws 2001, Ch. 162, § 2.

(j) Repealed By Laws 2001, Ch. 162, § 2.

(k) If the employer, employment agency, labor organization or employee is aggrieved by the department's determination, the aggrieved party may request a fair hearing. The fair hearing shall be conducted pursuant to the Wyoming Administrative Procedure Act.

(m) The department shall issue an order within fourteen (14) days of the decision being rendered, requiring the employer, employment agency or labor organization to comply with the hearing officer's decision. If the employer, employment agency or labor organization does not timely appeal or comply with the order within thirty (30) days, the department may petition the appropriate district court for enforcement of the order.

(n) Where the hearing officer determines that the employer, employment agency or labor organization has engaged in any discriminatory or unfair employment practice as defined in this chapter, the hearing officer's decision may:

(i) Require the employer, employment agency or labor organization to cease and desist from the discriminatory or unfair practice;

(ii) Require remedial action which may include hiring, retaining, reinstating or upgrading of employees, referring of applications for employment by a respondent employment agency or the restoration to membership by a respondent labor organization;

(iii) Require the posting of notices, the making of reports as to the manner of compliance and any other relief that the hearing officer deems necessary and appropriate to make the complainant whole; or

(iv) Require the employer, employment agency or labor organization to pay back pay or front pay.

APPENDIX B

Examples of vacancy announcements

Communications System Senior Specialist

(Class Code:MT42-10507)

CLOSING DATE: Open Until Filled

Full Pay \$3376.00 - \$4553.00 Per Month

HIRING RANGE: \$3,376.00 - \$3,959.00 Per Month

DEPARTMENT: Department of Transportation, Technical Services, Telecommunications

LOCATION: Cheyenne

GENERAL DESCRIPTION OF WORK: Serves as **WyoLink Network Specialist** Performs technically advanced/complex duties in the implementation, administration, support, and enhancement of WyoLink:Wyoming's statewide public safety interoperable radio (voice & data)communications system. Independently administers the safety-critical statewide Digital Trunked Radio (DTR) WyoLink radio network and its users' subscriber equipment, including fault management, configuration management, accounting management, performance management, and security management. Manages detailed radio system programming and encryption configurations to meet subscriber requirements. Ensures the 24/7 health of the WyoLink network: responds to system alarms, user trouble reports, and urgent re-configurations. Diagnoses WyoLink system problems relating to radio frequency equipment, telephone/microwave interconnects, and Internet Protocol (IP) routers and servers. Evaluates, programs and checks out subscriber radios. Advises user agencies to evaluate options and meet their requirements. Measures system performance. Coordinates and monitors procurement, implementation, maintenance and repair of WyoLink subsystems by contractor and other agency partners.

ESSENTIAL FUNCTIONS: When on duty, independently administers the safety-critical statewide WyoLink radio network and its users' subscriber equipment, including fault management, configuration management, accounting management, performance management, and security management. Performs database backups and restorals. Manages and operates the Key Management Facility (encryption system with Over The Air Re-keying). Plans radio frequency communications and builds fleetmaps and templates for WyoLink to meet myriad agency requirements. When on duty, ensures the 24/7 general health and functionality of the WyoLink network, and responds to system alarms. Regularly (50% of the time) on-call to perform WyoLink network operations duties, at all hours; subject to call even when not on-call. Handles user trouble reports, and emergency system re-configurations during crises. Diagnose problems relating to telephone/microwave interconnects or radio frequency equipment. Uses advanced and complex Internet Protocol (IP) Configuration Management & System Administration applications to optimize safety-critical WyoLink servers, databases, routers, and gateways; and their service to affiliated agency networks and third-party IT applications. Programs and checks out subscriber radios and console systems for most efficient service, using Customer Programming Software, and other tools for radio maintenance and alignment. Confers with & advises communications system user agencies to understand their current and future needs, in order to evaluate options, configure systems and formulate operating policies to meet their requirements. Measures system performance and results with specialized network software and communications tools to ensure levels of service specified in communication systems requirements. Coordinates and monitors procurement, implementation, maintenance and repair of WyoLink communication subsystems and equipment, including efforts of contractor and interagency/inter-division maintenance partners.

KNOWLEDGE AND SKILLS: Knowledge of principles, theories, concepts, methods, techniques, operational requirements, standards, tools, materials and equipment used in the development, design, construction, installation, troubleshooting, maintenance and repair of voice and data communication systems, equipment and facilities; with specific emphasis on public safety radio frequency communications. Radio Frequency (including modulation, propagation, trunking, and international tech stds for radio), Network Control, Audio Distribution, Data Transport (packet switched based). Skills in communication (written & oral); includes leadership, conflict resolution, consensus building, and team building; and preparation of clear and concise records, reports, correspondence and other written materials. Ability to prepare, review and edit highly technical documents, reports and papers. Broad knowledge of Telecommunications, Electricity, Electronics, and Information Technology; including telephony, data communications, integration of voice & data communication systems with computers & electronics, and transmission media. Advanced technical knowledge, with ability to independently install, configure, modify and repair telecommunications networks and equipment (especially radio frequency communications), and adjoining computers & electronics. Advanced specialized training is vital for digital telecommunications and IT systems (including TCP/IP, WAN/LAN, SNMP, hubs/switches/routers, WyoLink system databases/servers, computer operating system and network management system configuration). Includes the ability to analyze specialized telecommunications equipment performance, interpret and use specification sheets, technical diagrams/manuals, test equipment, and network management software. Ability to handle own time and materials wisely; and to coordinate, organize, oversee, assign and manage people, funds, and equipment efficiently to prioritize & accomplish work; e.g., records management, inventory control, procurement.

MINIMUM QUALIFICATIONS: Any combination of training and experience equivalent to a bachelor's degree in telecommunications, telecommunications management, electronics, electrical engineering or closely related field, **PLUS** four years of professional work experience in planning, coordination or development of a telecommunications or communications system.

Two positions will be filled via this recruitment.

Support Services Specialist 5

(Class Code:SS05-10488)

CLOSING DATE: Open Until Filled

Full Pay \$1060.00 - \$1729.00 Per Month

HIRING RANGE: \$1,060.00 - \$1,503.00 Per Month

DEPARTMENT: Department of Health, Administration Division, Veterans' Home of Wyoming

LOCATION: Buffalo

GENERAL DESCRIPTION OF WORK: The purpose of this position is to maintain a clean, sanitary and safe environment for a large number of residents in an assisted living facility. This includes cleaning resident rooms, offices and bathrooms following proper infection control procedures. Provide laundry services for the residents including washing, drying, folding and delivering personal clothing and linens. Assist residents with their needs, observe and report specific incidents to the proper department. Participate in Quality Improvement subcommittees.

ESSENTIAL FUNCTIONS: Responsible for maintaining cleanliness in resident rooms by vacuuming carpets, wiping off TV screens, cleaning mirrors, emptying trash, polish and dust furniture and woodwork, light fixtures, pictures and countertops. Proper infection control procedures are observed at all times, which includes changing cleaning cloths between resident rooms. Wash windows, inside and out, on a scheduled basis. Totally responsible for cleaning those rooms for residents who are unable to perform any tasks in their room due to health or physical conditions. Public bathrooms are cleaned on a daily basis, all toilets, urinals, showers, tubs, walls, sinks, tile and floors are disinfected. Dispensers are refilled, trash emptied, mirrors and chrome polished. Clean and disinfect resident bathrooms weekly, using proper mixture of chemicals. Toilets, lavatories, bathtubs and floors are cleaned and disinfected. Assure that there is an adequate supply of toilet tissue and tissues. Responsible for annual spring cleaning of resident rooms. Each room is thoroughly cleaned by removing all linens from beds, mattresses are vacuumed and turned, bed frames, all walls, light fixtures, door frames, window frames, windows; wash and disinfect sinks, remove knobs from faucets and clean underneath, wipe down radiators and piping; dust and polish furniture. Wash and disinfect bathroom walls, ceilings, toilets, water tank, bathtub, remove shower curtain and replace with clean curtain. Floor tiles are washed and disinfected using fender brush. All areas cleaned are dried and chrome polished. Trash cans are cleaned, disinfected and new liners inserted. Carpets are vacuumed and resident's bed remade Any damages are reported on maintenance requisitions. Responsible for cleanliness of entire facility. All hallways are vacuumed twice weekly or as needed. Handrails are disinfected, radiators and window ledges are wiped down and windows are washed as needed. Spot carpet, if needed and dust all pictures. Canteen/nonsmokers' and smokers' coffee lounges are cleaned and disinfected daily. All furniture is dusted, fronts and tops of vending machines are dusted, trash cans cleaned, radiators dusted, vacuum floor and mop. All tables and chairs are washed and disinfected. All doorknobs and drinking fountains are disinfected and polished. Windows in all halls are washed and polished interior and exterior. Remove all light fixtures, vacuum and wipe off light cover. Remove and vacuum air exchangers. Responsible for emptying all trash cans in hallways. Clean, disinfect and polish mailbox covers on an annual basis. Vacuum and polish chrome in elevator. All ash trays are emptied. Approximately 65,000 square feet of carpeting is shampooed on a regularly scheduled basis and as needed. Prepare and assemble shampooer for use. Remove all furniture from resident rooms, carpet is vacuumed, prespotted and shampooed using Castex commercial shampooer. All furniture is returned to resident rooms when carpet has dried. Hallway carpets prespotted, and shampooed every six months and as needed. Responsible for complete laundry services for 100+ residents on a weekly basis. Assure that proper infection control is maintained by wearing gloves and gown. Sort personal laundry according to color and specified instructions, record number and type of clothing sent down by each resident, put clothes into 70 pl clothing scale, load into 65 pound Cascadex computerized programmable commercial washing machine or 35 or 65 lb. Cascadex computerized punch card washer. Sort different weights of wet clothing in preparation for drying. Set the heat control, timer and cool down cycle. Clothes are removed from dryers, check for needed repairs, hung on racks or folded and sorted into stacks according the location of resident rooms. Personal laundry to be returned is recorded, loaded into delivery cart and distributed to appropriate rooms. Linens are collected weekly from individual resident rooms.

KNOWLEDGE AND SKILLS: SKILLS IN operating equipment and machines such as washers, dryers, shampooers, mangle and buffer. The skill to clean and do tasks neatly and thoroughly. Completing projects on my own. Keep the resident's rooms clean and safe. Skills in CPR, proper body mechanics, basic first aid, and defensive driving. KNOWLEDGE OF the proper use of equipment; proper use of chemicals when cleaning; proper way to handle problems with residents; know how to sort and fold resident's personal clothing; knowing where all supplies are kept. Knowledge of facility policies and procedures, proper infection control and universal precaution techniques. ABILITY TO be able to work with all staff members; have the ability to handle change, be in good physical condition; use common sense; stay interested in jobs in jobs that are repetitious. Ability to communicate with residents and convey compassion and understanding of others ailments. Ability to communicate with other staff members.

MINIMUM QUALIFICATIONS: Any combination of training and experience equivalent to a high school diploma PLUS one year of work experience working with the public or providing housekeeping or laundry services in a commercial, community service or institutional operation.

Benefits package included. A background check, including taking of fingerprints, will be completed through the Wyoming DCI for every successful applicant.

APPENDIX C

Wyoming and Maine job announcements

Wyoming's announcement Construction Laborer:

(\$8.48 – 11.27)
per hour



STATE OF WYOMING
AN EQUAL OPPORTUNITY EMPLOYER
POSITION VACANCY



Transportation Technician 6 : Construction Technician

(Class Code:TS06-10390)

CLOSING DATE: Open Until Filled

FULL HIRING RANGE: \$1357.00 - \$1803.00 Per Month

TARGET HIRING RANGE: \$1,357.00 - \$1,648.00 Per Month

DEPARTMENT: Department of Transportation, Chief Engineer, District Construction

LOCATION: Laramie

GENERAL DESCRIPTION OF WORK: Under supervision, performs basic non-skilled engineering tasks and other duties in support of the construction staff.

MINIMUM QUALIFICATIONS: This is an entry level position requiring no prior training or experience.

NOTE: WYDOT offers an excellent benefits package including: medical/dental/life insurance, paid vacation and sick leave, paid holidays, tuition refund program, employer funded retirement, deferred compensation program, longevity pay and opportunities for advancement. Visit us online at www.dot.state.wy.us.

APPLICATIONS: For more information or to apply online go to <http://statejobs.state.wy.us/JobSearchDetail.aspx?ID=10390> or submit a State of Wyoming Employment Application to the Human Resource Division, Emerson Building, 2001 Capitol Avenue, Cheyenne, WY 82002-0060, Phone: (307)777-7188, Fax: (307)777-6562, along with transcripts of any relevant course work.

The State of Wyoming is an Equal Opportunity Employer and actively supports the ADA and reasonably accommodates qualified applicants with disabilities. No notice of eligibility will be sent to applicants who meet the minimum qualifications.

DATE RELEASED: 08/22/2006

RECRUITMENT ID: 10390

Maine's announcement Construction Laborer:

**Department of Transportation
Bureau of Maintenance and Operations
Direct Hire
JOB OPPORTUNITY**

REGION: Western Region 3 - Dixfield
LOCATION: Region Wide
CREW: 1375

DATE POSTED: Oct. 25, 2006
DATE CLOSED: Nov. 7, 2006
BULLETIN NO. WR-82-06
Position #25900343

JOB CLASSIFICATION: Highway Laborer (Summer seasonal)

SALARY: (Grade 18-03) - \$9.58 to \$12.33 per hour
Value of State Paid Health & Dental \$310.74 bi-weekly
Value of State's share of employee's retirement 18.54%

Job Description: This is maintenance work at a laboring level with various aspects of building maintenance and construction. Work is performed under direct supervision working with the region carpenter and directions are received during the progress of the work. As operational needs arise will do flagging and other laboring task for construction and maintenance throughout the Region as needed.

Representative Tasks: Basic carpentry skills required.

Entry Level Knowledges, Skills and Abilities Required:

- ...Ability to perform manual laboring tasks such as shoveling, raking, sawing, clearing and digging.
- ...Knowledge of measuring, cutting dimension lumber and nailing lumber.
- ...Knowledge of hand and power tool operation.
- ...Ability to follow safety procedures.
- ...Ability to work with other employees.
- ...Ability to perform physical tasks.
- ...Ability to perform preventive maintenance on equipment.
- ...Ability to operate various tools.
- ...Ability to understand and follow simple instructions.
- ...Ability to complete simple reports/forms legibly.
- ...Knowledge of safety procedures.

Minimum Qualifications: Possession of the above knowledge and abilities and be at least 18 years of age. Must have a valid Class C State of Maine Motor Vehicle License. Must be capable of passing a State paid physical examination.

Necessary Special Requirements: Must provide own transportation between residence and headquarters. Employees in this class as a condition of employment, while in work status must provide & wear safety boots which meets the ANSI standard & which are at least six (6) inches in height. These must be worn the first day on the job.

Selection Process: Selection will be made on the basis of experience, past records, and performance at the interview. Applications will be screened in order to select candidates for an interview. A determining factor in the selection process will be the employee's ability to respond to emergencies in an acceptable amount of time.

Application Process: Each applicant, (including employees interested in a transfer), must complete the Direct Hire application form Per 3 and the MDOT supplement form Pr 6. These forms must be sent or hand carried by the closing date listed above to Norman C. Haggan, Region Manager, Department of Transportation, P.O. Box 817, Dixfield, ME 04224. It will be the applicant's responsibility to ensure that the application is received and date stamped at the Dixfield Region Office no later than 4:30 P.M. on the closing date listed above.

PLEASE LIST BULLETIN NUMBER ON PR-6 AND PER 3 WHEN APPLYING FOR POSITION.
MDOT is an Equal Opportunity/Affirmative Action Employer

APPENDIX D

State application

A&E-PM1 Rev. 8/98 - PDF02/04

STATE OF WYOMING
EMPLOYMENT APPLICATION
AN EEO/ADA EMPLOYER

**IMPORTANT: READ INSTRUCTIONS ON THIS PAGE BEFORE COMPLETING THE APPLICATION.
TYPE OR PRINT IN INK ONLY.**

IMPORTANT INSTRUCTIONS FOR COMPLETING THE STATE OF WYOMING EMPLOYMENT APPLICATION

- A. ONE APPLICATION MUST BE SUBMITTED FOR EACH CLASS CODE NUMBER. COPIES ARE ACCEPTABLE IF EACH HAS AN ORIGINAL SIGNATURE. THE CORRECT JOB TITLE, CLASS CODE NUMBER AND IS THE SAME SIZE AS THE ORIGINAL APPLICATION.
- B. INCOMPLETE OR ILLEGIBLE APPLICATIONS WILL NOT BE PROCESSED.
- C. APPLICATIONS ARE ACCEPTED ONLY FOR CLASS CODES FOR WHICH RECRUITMENT IS CURRENTLY BEING CONDUCTED.
- D. EXCESSIVE OR NONESSENTIAL ATTACHMENTS WILL NOT BE REFERRED TO THE HIRING AGENCY. ONLY INFORMATION NECESSARY TO COMPLETE THE APPLICATION SHOULD BE ATTACHED. EXAMPLES OF WORK, AWARDS, LETTERS, ETC., MAY BE TAKEN TO THE EMPLOYMENT INTERVIEW.
- E. THIS APPLICATION FORM AND ITS ATTACHMENTS ARE OFFICIAL PROPERTY OF THE STATE AND CANNOT BE RETURNED, REUSED OR COPIED AFTER BEING PROCESSED. YOU SHOULD RETAIN A COPY OF THIS APPLICATION FOR FUTURE USE OR REFERENCE.
- F. THIS APPLICATION, IF APPROVED, WILL BE KEPT ON FILE FOR A PERIOD OF ONE YEAR.
- G. YOU MUST NOTIFY THE HUMAN RESOURCES DIVISION IN WRITING OF ANY CHANGE OF ADDRESS OR PHONE NUMBER.
- H. IT IS RECOMMENDED AND PREFERRED THAT YOU COMPLETE THIS APPLICATION ONLINE AT <http://statejobs.state.wy.us/index.aspx> IF POSSIBLE.

COMPLETION OF THIS SECTION IS REQUIRED TO SATISFY FEDERAL EQUAL OPPORTUNITY STATISTICAL REPORTING AND RESEARCH REQUIREMENTS. THIS SECTION WILL BE DETACHED FROM THE APPLICATION AFTER PROCESSING AND WILL NOT BE MADE AVAILABLE TO HIRING AGENCIES. ANY APPLICANT WHO FEELS DISCRIMINATED AGAINST IN HIS OR HER OPPORTUNITY FOR STATE EMPLOYMENT BECAUSE OF RACE, COLOR, CREED, SEX, NATIONAL ORIGIN, AGE, POLITICAL AFFILIATION, DISABILITY OR ANY OTHER NON-MERIT FACTOR SHALL HAVE THE RIGHT TO FILE A COMPLAINT. SUCH COMPLAINT SHALL BE SUBMITTED TO THE STATE EEO COORDINATOR, HUMAN RESOURCES DIVISION, 2001 CAPITOL AVE., CHEYENNE, WY 82002, NO LATER THAN 30 CALENDAR DAYS FROM THE EFFECTIVE DATE OF THE ACTION BEING APPEALED. THE STATE OF WYOMING ACTIVELY SUPPORTS THE ADA AND REASONABLY ACCOMMODATES QUALIFIED APPLICANTS WITH DISABILITIES.

26. SOCIAL SECURITY NO.:				27. PRESENT AGE:				28. SEX: FEMALE <input type="checkbox"/>		MALE <input type="checkbox"/>									
29. ETHNIC GROUP		30. HOW DID YOU LEARN ABOUT THIS JOB OPPORTUNITY? (CHECK THE APPROPRIATE CATEGORY.)																	
<input type="checkbox"/> WHITE		<input type="checkbox"/> STATE PERSONNEL OFFICE		<input type="checkbox"/> SCHOOL RECRUITING PROGRAM															
<input type="checkbox"/> BLACK		<input type="checkbox"/> JOB SERVICE OFFICE		<input type="checkbox"/> VACANCY ANNOUNCEMENT LOCATED OUTSIDE STATE PERSONNEL OFFICE															
<input type="checkbox"/> HISPANIC		<input type="checkbox"/> NEWSPAPER ADVERTISEMENT		<input type="checkbox"/> INTERNAL VACANCY NOTICE (AGENCY EMPLOYEES ONLY)															
<input type="checkbox"/> AMERICAN INDIAN		<input type="checkbox"/> PROFESSIONAL JOURNAL OR NEWSLETTER		<input type="checkbox"/> STATE EMPLOYEE															
<input type="checkbox"/> ASIAN		<input type="checkbox"/> INTERNET		<input type="checkbox"/> FRIEND OR ACQUAINTANCE (NOT STATE EMPLOYEE)															
31. CIRCLE LAST YEAR OF EDUCATION COMPLETED:																			
				GRADE SCHOOL				HIGH SCHOOL				COLLEGE OR TECHNICAL				GRADUATE			
				1 2 3 4 5 6 7 8				9 10 11 12				13 14 15 16				17 18 19 20			

A&E-PM1 Rev. 8/98



STATE OF WYOMING
EMPLOYMENT APPLICATION
AN EEO/ADA EMPLOYER



IMPORTANT: READ INSTRUCTIONS ON FRONT PAGE BEFORE COMPLETING THE APPLICATION.

Website: <http://personal.state.wy.us>
Return to:
Human Resources Division
Emerson Building
2001 Capitol Avenue
Cheyenne, WY 82002-0060
FAX: 1-307-777-6562

1. OFFICIAL JOB TITLE APPLIED FOR AS STATED ON ANNOUNCEMENT			2. CLASS CODE NUMBER		
3. LAST NAME		FIRST NAME	MIDDLE INITIAL	4. SOCIAL SECURITY NUMBER	
5. MAILING ADDRESS		CITY	STATE	ZIP	
6. HOME PHONE NO.		7. DAY OR MESSAGE PHONE NO.		8. DRIVER'S LICENSE NO.	STATE TYPE

OFFICE USE ONLY

9. WORK LOCATION PREFERENCE: IF YOU ARE WILLING TO WORK ANYWHERE IN THE STATE, CHECK ONLY STATEWIDE; OTHERWISE CHECK UP TO FIVE LOCATION PREFERENCES. NOTE: YOUR APPLICATION WILL ONLY BE REFERRED TO CHECKED LOCATIONS.

<input type="checkbox"/> STATEWIDE	<input type="checkbox"/> BASIN	<input type="checkbox"/> EVANSTON	<input type="checkbox"/> LANDER	<input type="checkbox"/> POWELL	<input type="checkbox"/> THERMOPOLIS
	<input type="checkbox"/> BUFFALO	<input type="checkbox"/> GILLETTE	<input type="checkbox"/> LARAMIE	<input type="checkbox"/> RAWLINS	<input type="checkbox"/> TORRINGTON
	<input type="checkbox"/> CASPER	<input type="checkbox"/> GREEN RIVER	<input type="checkbox"/> LOVELL	<input type="checkbox"/> RIVERTON	<input type="checkbox"/> WHEATLAND
	<input type="checkbox"/> CHEYENNE	<input type="checkbox"/> GREYBULL	<input type="checkbox"/> LUSK	<input type="checkbox"/> ROCK SPRINGS	<input type="checkbox"/> WORLAND
	<input type="checkbox"/> CODY	<input type="checkbox"/> JACKSON	<input type="checkbox"/> NEWCASTLE	<input type="checkbox"/> SARATOGA	<input type="checkbox"/> OTHER: (SPECIFY)
	<input type="checkbox"/> DOUGLAS	<input type="checkbox"/> KEMMERER	<input type="checkbox"/> PINEDALE	<input type="checkbox"/> SHERIDAN	

10. CHECK TYPE OF APPOINTMENT YOU WOULD ACCEPT: FULL TIME PART-TIME TEMPORARY

11. ARE YOU PRESENTLY EMPLOYED BY THE STATE OF WYOMING? YES NO IF "YES" SPECIFY AGENCY: _____

12. IF THIS SAME CLASS TITLE COMES OPEN IN ANOTHER AGENCY, DO YOU WISH TO BE CONSIDERED? YES NO

13. DO YOU POSSESS SHORTHAND OR ABBREVIATED NOTE TAKING SKILLS? YES NO

14. DO YOU HAVE TRAINING AND/OR EXPERIENCE AS A: LEGAL SECRETARY? YES NO MEDICAL SECRETARY? YES NO

14a. DO YOU HAVE TRAINING AND/OR EXPERIENCE IN THE USE OF PERSONAL COMPUTERS? YES NO

15. DO YOU HAVE ANY RELATIVES EMPLOYED BY THE STATE? YES NO IF "YES," SPECIFY AGENCY AND RELATIONSHIP: _____

16. IF YOU ARE UNDER 19 YEARS OF AGE, GIVE BIRTHDATE: _____

17. DATE AVAILABLE FOR WORK: _____

18. VETERANS' PREFERENCE: IF YOU ARE A WAR VETERAN AS DEFINED IN SECTION 101, TITLE 38, UNITED STATES CODE OR ARE A WIDOW OF A WAR VETERAN AND WISH TO CLAIM ANY VETERANS' PREFERENCE, PLEASE ATTACH THE APPROPRIATE DOCUMENTATION SUBSTANTIATING YOUR CLAIM.

DATES OF SERVICE: _____ TO _____ BRANCH OF SERVICE: _____ TYPE OF DISCHARGE: _____

19. IF PREVIOUSLY EMPLOYED BY THE STATE OF WYOMING, SPECIFY WHICH AGENCY AND DATES OF EMPLOYMENT: _____

20. IF YOU HAVE BEEN EMPLOYED OR ATTENDED SCHOOL UNDER OTHER NAMES, LIST NAMES AND DATE OF USE: _____

21. HAVE YOU EVER BEEN CONVICTED OF AN OFFENSE IN A COURT OF LAW? YES NO IF "YES," GIVE DATES, DETAILS AND PENALTIES FOR EACH OCCURRENCE ON AN ATTACHED SHEET OF PAPER. DO NOT INCLUDE MINOR TRAFFIC VIOLATIONS. AN ANSWER OF "YES" TO THIS QUESTION DOES NOT CONSTITUTE AN AUTOMATIC BAR TO EMPLOYMENT.

22. DO YOU HAVE A H.S. DIPLOMA OR GED CERTIFICATE: YES NO HIGH SCHOOL / LOCATION: _____

23. COLLEGE OR VOCATIONAL SCHOOL AND LOCATION	DATES		SEM. HOURS	QTR. HOURS	MAJOR	MINOR	DEGREE EARNED	DATE OF DEGREE
	FROM	TO						

24. LIST OTHER JOB-RELATED SPECIAL QUALIFICATIONS AND SKILLS. INCLUDE COMPUTER SKILLS, SKILLS WITH MACHINES, TYPING OR SHORTHAND SPEED, MEMBERSHIPS IN PROFESSIONAL ASSOCIATIONS, AWARDS, PUBLICATIONS, LICENSES OR REGISTRATIONS (GIVE NUMBERS AND EXPIRATION DATES), ETC.: _____

*****NOTICE: SUCCESSFUL APPLICANTS WILL BE REQUIRED TO SHOW PROOF THAT THEY ARE ELIGIBLE TO WORK IN THE UNITED STATES UNDER U.S. IMMIGRATION LAW.*****

25. I CERTIFY THAT ALL INFORMATION CONTAINED ON THIS APPLICATION IS TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE AND BELIEF. I UNDERSTAND THAT ANY MISREPRESENTATIONS OR FALSIFICATIONS MAY RESULT IN REMOVAL FROM EMPLOYMENT CONSIDERATION OR DISMISSAL. I GIVE THE STATE OF WYOMING AND ITS AUTHORIZED AGENTS PERMISSION TO VERIFY ANY JOB-RELATED INFORMATION GIVEN IN CONNECTION WITH THIS APPLICATION.

SIGNATURE OF APPLICANT: _____ DATE: _____

WORK HISTORY: LIST JOBS IN REVERSE ORDER STARTING WITH YOUR PRESENT OR LAST JOB. LIST YOUR ENTIRE WORK HISTORY INCLUDING VOLUNTEER, PART-TIME, TEMPORARY, SELF-EMPLOYMENT AND MILITARY JOBS. LIST EACH PROMOTION AS A SEPARATE JOB. THIS SECTION MUST BE ACCURATE AND COMPLETE. DO NOT SUBSTITUTE A RESUME IN THE PLACE OF THIS APPLICATION OR ANY OF ITS PARTS. IF MORE SPACE IS NEEDED, ATTACH ADDITIONAL SHEETS IN THE SAME FORMAT INCLUDING YOUR NAME, SOCIAL SECURITY NUMBER AND JOB TITLE APPLIED FOR.

32. EMPLOYER:		ADDRESS	
FROM: MO/YR	TO: MO/YR	HOURS PER WEEK	YOUR TITLE
LAST SALARY: \$	PER	SUPERVISOR:	MAY WE CONTACT? YES <input type="checkbox"/> NO <input type="checkbox"/>
PHONE:			
NO & TYPE OF EMPLOYEES YOU SUPERVISED:			
REASON FOR LEAVING:			
DUTIES:			

33. EMPLOYER:		ADDRESS	
FROM: MO/YR	TO: MO/YR	HOURS PER WEEK	YOUR TITLE
LAST SALARY: \$	PER	SUPERVISOR:	MAY WE CONTACT? YES <input type="checkbox"/> NO <input type="checkbox"/>
PHONE:			
NO & TYPE OF EMPLOYEES YOU SUPERVISED:			
REASON FOR LEAVING:			
DUTIES:			

34. EMPLOYER:		ADDRESS	
FROM: MO/YR	TO: MO/YR	HOURS PER WEEK	YOUR TITLE
LAST SALARY: \$	PER	SUPERVISOR:	MAY WE CONTACT? YES <input type="checkbox"/> NO <input type="checkbox"/>
PHONE:			
NO & TYPE OF EMPLOYEES YOU SUPERVISED:			
REASON FOR LEAVING:			
DUTIES:			

35. EMPLOYER:		ADDRESS	
FROM: MO/YR	TO: MO/YR	HOURS PER WEEK	YOUR TITLE
LAST SALARY: \$	PER	SUPERVISOR:	MAY WE CONTACT? YES <input type="checkbox"/> NO <input type="checkbox"/>
PHONE:			
NO & TYPE OF EMPLOYEES YOU SUPERVISED:			
REASON FOR LEAVING:			
DUTIES:			

36. EMPLOYER:		ADDRESS	
FROM: MO/YR	TO: MO/YR	HOURS PER WEEK	YOUR TITLE
LAST SALARY: \$	PER	SUPERVISOR:	MAY WE CONTACT? YES <input type="checkbox"/> NO <input type="checkbox"/>
PHONE:			
NO & TYPE OF EMPLOYEES YOU SUPERVISED:			
REASON FOR LEAVING:			
DUTIES:			

Blank page.

Recent Program Evaluations

UW's Institute for and School of Environment and Natural Resources	June 1998
Wyoming Department of Education School District Accreditation Reporting	June 1998
Laboratory Privatization and Consolidation	October 1998
Community College Governance	May 1999
Child Protective Services	November 1999
Wyoming State Archives	May 2000
Turnover and Retention in Four Occupations	May 2000
Placement of Deferred Compensation	October 2000
Employees' Group Health Insurance	December 2000
State Park Fees	May 2001
Childcare Licensing	July 2001
Wyoming Public Television	January 2002
Wyoming Aeronautics Commission	May 2002
Attorney General's Office: Assignment of Attorneys and and Contracting for Legal Representation	November 2002
Game & Fish Department: Private Lands Public Wildlife Access Program	December 2002
Workers' Compensation Claims Processing	June 2003
Developmental Disabilities Division Adult Waiver Program	January 2004
Court-Ordered Placements at Residential Treatment Centers	November 2004
Wyoming Business Council	June 2005
Foster Care	September 2005
State-Level Education Governance	December 2005
HB 59: Substance Abuse Planning and accountability	January 2006
Market Pay	July 2006
Drug Courts	July 2006

Evaluation reports can be obtained from:

*Wyoming Legislative Service Office
213 State Capitol Building Cheyenne, Wyoming 82002
Telephone: 307-777-7881 Fax: 307-777-5466
Website: <http://legisweb.state.wy.us>*