STATE OF WYOMING

Dave Freudenthal
Governor

DEPARTMENT OF ADMINISTRATION AND INFORMATION
Human Resources Division

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

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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.