
INTRODUCTION

Scope and Acknowledgements

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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.

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