

## **RECRUITMENT AND SELECTION**

### **REPORT OF FINDINGS**

**AUGUST 1996**

#### **EXECUTIVE SUMMARY**

State Personnel Relations law, ORS 240.306 prescribes the responsibilities of the Human Resource Services Division regarding the recruitment, selection and promotion of state employees. It also provides for the delegation to individual operating agencies the responsibility for recruitment and selection of classifications where appropriate.

This audit was conducted pursuant to law and to State Administrative Rules [105-40-010](#), [105-40-020](#), and [105-40-030](#). It was designed to determine if delegated agencies were completing the recruitment and selection process in compliance with applicable rules.

We reviewed 38 recruitment files in 19 agencies. Each recruitment file was reviewed for completeness and accuracy. The audit found that overall agencies are maintaining the integrity of the recruitment and selection process. The following findings were made:

- Delegation authorization forms are not being kept current. Four of the 19 participating agencies did not have signed authorization forms on file. Only two of the remaining 15 had a current signature.
- Announcements are published with omissions and errors. There were 25 occurrences of omissions or errors in 20 of the 38 job announcements.
- Documentation of the recruitment and selection process is not complete. Criteria for all decisions made in this process should be documented and maintained in file.

#### **CONCLUSIONS AND RECOMMENDATIONS**

##### **Conclusion:**

Delegated authorization forms are not being kept current. Four agencies did not have a signed authorization form on file and only 2 of the remaining agencies had current appointing authority signatures.

##### **Recommendation:**

Recruitment and Career Services of HRSD should establish a process to review delegated agency authorization forms on a routine basis.

**Conclusion:**

Job announcements contain errors and omissions. There were 25 occurrences in 20 of the 38 job announcements that contained errors or omissions.

**Recommendations:**

Each announcement should be proofed thoroughly by the agency to ensure correct information is being provided.

**Conclusion:**

In some instances agencies are not ensuring that the test questions effectively relate to the duties of the position.

**Recommendations:**

Agencies need to establish procedures to ensure that test questions accurately reflect the duties of the position and the experience and skill necessary to perform those duties. Part of these procedures should include a review of the position description before each recruitment to ensure it accurately describes the duties of the position.

**Conclusion:**

Applicants are being provided information on action taken on their application verbally without documentation in file.

**Recommendations:**

Agencies should respond to applicant requests for information in writing when appropriate. Verbal responses to applicants should be documented and maintained in the recruitment file.

**Conclusion:**

Agencies are using lists in the appropriate order. Most agencies, however, are not documenting the list consideration process.

**Recommendations:**

Agencies should indicate that a list was considered, whether it was used or not.

**Conclusion:**

There were many instances where the interview process was not completely documented. Definition of the meaning of the rating criteria was not included in the recruitment file.

**Recommendations:**

When conducting a selection interview, agency panels should adopt a recognized rating standard to ensure a uniform basis for rating candidates and document the basis of the rating.

**Conclusion:**

Not all files contained the required documentation on the recruitment process.

**Recommendations:**

Recruitment files should be reviewed at the end of the recruitment to ensure that all required documentation has been retained.