

# Human Resource Recruitment and Best Talent Retention Tool Kit for Public Sector



UNDESA/DPADM  
New York, 2005

# Foreword

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Service delivery of the Public Sector is becoming more and more crucial for the socio-economic development of countries. It concurs in fact for the legitimacy of each Government which embarks in the challenge to meeting the needs of the people.

In this respect, Human Resources as the lively blood of organizations and the key factor for the revitalization of the Public Administration, should be properly addressed for a better service delivery leading to appropriate and cost-effective services following the population and the various development partners expectations .

Nowadays, whereas the focus is primarily on the Millennium Development Goals, the excellence of public services to be delivered by any institution, depends on how talented and competent its human resources are.

This is why recruitment selection and retention of sharp employees within public sector organizations stand as top priority for managers and employers in Public Sector.



# Foreword

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There is no greater challenge in public sector today than recruiting, hiring and retaining talented people at work; and this trend will be reinforcing in the future.

Supporting public sector employers and managers to meet this challenge, the United Nations Committee of Experts on Public Administration (CEPA) at its first session that was held from July 22–26, 2002, has identified as one of the priority activities to be performed by the Division for Public Administration and Development Management of the United Nations Department of Economic and Social Affairs (UNDESA/DPADM).

Further to this CEPA resolution, UNDESA/DPADM called upon the expertise of the International Public Management Association for Human Resources (IPMA-HR) to carry out a number of studies in view to point out appropriate recruitment selection and retention Strategies aiming at getting the best talent in the public sector.

# Foreword

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The findings of these studies have been compiled in this CD-ROM which comprises in addition the report on the specific workshop organized at Florence by UNDESA/DPADM on the theme: "Unlocking the Human Potential for Public Sector Performance".

Additional documentation has also been included to provide more reference instruments to the reader for the following purpose:

i) how to get the best pool of qualified applicants, and ii) how to prepare and make the public sector institutions be alert in identifying job vacancies and filling them in a proactive, effective and responsive manner respective to their business plans.

In order to make this CD-ROM and its entire documentation user friendly, this introductory presentation has been developed by UNDESA/DPADM as a guiding tool for Human Resource management focusing on recruitment, selection and retention of best talent.

We wish this will enable public sector organizations and managers to compete successfully for more qualified and competent people today and in the future.

# Foreword

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We would like to thank **Odette Ramsingh** of the South Africa Public Service Commission, **Sandra Marchack** and **Margaret Richardson** of the Trinidad and Tobago Personnel Department, and **Sima Simananta** and **Aim-On Aramkul** of the Thailand Office of the Civil Service Commission for their contributions.

We also would like to express our appreciation to **Judith Brown**, IPMA-HR Director of Research and **Neil Reichenberg**, IPMA-HR Executive Director, for their valuable contribution including all the substantive papers on this achievement.

By the same token we would pay a special tribute to all UNDESA/DPADM colleagues who contributed for this useful accomplishment .

**Guido Bertucci**

**Director,**

**Division for Public Administration and Development Management**

**Department of Economic and Social Affairs (UNDESA/DPADM)**

# Tool Kit Structure

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- **Tool Kit Brief**
- **Tool Kit References**
- **HR Profile for effective Public Administration**
- **HR Selection & Recruitment Concepts**
- **HR Selection & Recruitment Strategies**
- **Talent Management**
- **Facts and Tools for HR Selection & Recruitment**

# TOOL KIT BRIEF

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## DECISION

- UN Committee of Experts on Public Administration (CEPA)  
2002/2003 Sessions



## WORKSHOPS STUDIES & DOCUMENTATION

- UNDESA/DPADM Workshop & Documentation
- International Public Management Association for Human Resources (IPMA-HR) Studies



## OUTCOME

- Human Resource Profile for Effective Public Administration in a Globalized World
- HR Recruitment & Selection Concepts/Strategies
- Talent Management & Specific HR Tools





# TOOL KIT REFERENCES: STUDIES & HR DOCUMENTATION

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- 12 Papers on HR Strategies and approaches
- 6 Papers on HR Case studies
- 4 Papers on support tools for HR Recruitment and Selection

# HR Strategies and approaches Papers

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- **A.1. RECRUITMENT STRATEGIES  
MANAGING/EFFECTING THE RECRUITMENT  
PROCESS**  
[By Margaret A. Richardson \[link..\]](#)
- **A.2. DEVELOPING STAFFING STRATEGIES THAT WORK:  
IMPLEMENTING PRAGMATIC, NONTRADITIONAL  
APPROACHES**  
[By Thomas P. Bechet \[link..\]](#)
- **A.3. RESPONDING TO THE CHALLENGE OF CHANGING  
WORKFORCE: RECRUITING NON TRADITIONAL  
DEMOGRAPHIC GROUPS**  
[By Dennis Doverpike, Mary Anne Taylor,  
Kenneth S. Shultz, Patrick F. Mckay \[link..\]](#)
- **A.4. BEWARE AND PREPARE: THE GOVERNMENT  
WORKFORCE OF THE FUTURE**  
[By Marnie E. Green \[link..\]](#)

# HR Strategies and approaches Papers

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- **A.5. TIMELY HIRING IN PUBLIC SECTOR ORGANIZATIONS**

[By Bob Lavigna \[link..\]](#)

- **A.6. BRANDING THE GOVERNMENT AS AN EMPLOYER OF CHOICE**

[By Neil Reichenberg, IPMA-HR Executive Director \[link..\]](#)

- **A.7. CAREER MOBILITY AND BRANDING IN THE CIVIL SERVICE: AN EMPIRICAL STUDY**

[By Jack K. Ito \[link..\]](#)

- **A.8. THE QUEST FOR THE QUALIFIED JOB SURFER: IT'S TIME THE PUBLIC SECTOR CATCHES THE WAVE**

[By Richard T. Cober, Douglas J. Brown, Alana J. Blumental, Dennis Doverspike, & Paul Levy \[link..\]](#)

# HR Strategies and approaches Papers

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- **A.9. APPLYING FOR JOBS ONLINE:  
EXAMINING THE LEGALITY OF INTERNET-BASED  
APPLICATION FORMS**  
[By J. Craig Wallace, Mary G. Tye,  
Stephen J. Vodanovich \[link..\]](#)
- **A.10. FINDING THE NEEDLE IN THE HAYSTACK:  
THE CHALLENGE OF RECRUITING AND  
RETAINING SHARP EMPLOYEES**  
[By Shelley Langan \[link..\]](#)

# HR Strategies and approaches Papers

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- **A.11. EXPERIENCE -- IT "AIN'T WHAT IT USED TO BE "IT'S TIME TO KILL THE SACRED COW OF JOB EXPERIENCE IN RECRUITING"**  
[By Dr. John Sullivan, CTO for Agilent Technologies \[link..\]](#)
- **A.12. OBSERVED DIVERGENCE IN THE ATTITUDES OF INCUMBENTS AND SUPERVISORS AS SUBJECT MATTER EXPERTS IN JOB ANALYSIS: A STUDY OF THE FIRE CAPTAIN RANK**  
[By Michael Mueller, Breg Belcher \[link..\]](#)

# HR Case studies Papers

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- **B.1. ALTERNATIVE RECRUITMENT STRATEGIES CASE STUDY ON CONTRACT EMPLOYMENT IN THE PUBLIC SERVICE OF TRINIDAD AND TOBAGO**  
[By Sandra Marchack \[link..\]](#)
- **B.2. NEBRASKA “WHOLE PICTURE” RECRUITMENT FROM PAPERWORK TO “PEOPLE WORK” FEATURING THE PERSONIC APPLICANT TRACKING SYSTEM**  
[By Mike McCrory and Dovi Mueller \[link..\]](#)

# HR Case studies Papers

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- **B.3. DECENTRALIZATION OF RECRUITMENT IN THAI CIVIL SERVICE**  
[By Sima Simananta and Aim-on Aramkul \[link..\]](#)
- **B.4. A TOOLKIT ON RECRUITMENT AND SELECTION**  
[By the Public Service Commission of South Africa \[link..\]](#)
- **B.5. EVIDENCE OF STRATEGIC HRM LINKAGES IN ELEVEN AUSTRALIAN CORPORATISED PUBLIC SECTOR ORGANIZATIONS**  
[By Stephen Teo \[link..\]](#)
- **B.6. 2000/2001 RECRUITMENT AND SELECTION BENCHMARKING REPORT**  
[By IPMA's HR Center \[link..\]](#)

# Papers on HR Recruitment and Selection Tools

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- **C.1. INTERVIEW GUIDE**

[By IPMA's HR Center \[link..\]](#)

- **C.2. IPMA-HR REFERENCE CHECKING GUIDE FOR HR PROFESSIONALS AND LINE MANAGERS**

[By IPMA's HR Center \[link..\]](#)

- **C.3. CONDUCTING EXIT INTERVIEWS – HOW ORGANIZATIONS CAN BENEFIT**

[By Judith Brown \[link..\]](#)

- **C.4. THE HRM EFFECTIVENESS AUDIT: A TOOL FOR MANAGING IN HRM**

[By Andrew S. Bargerstock \[link..\]](#)

# TOOL KIT REFERENCE: UNDESA WORKSHOP

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## “Unlocking the Human Potential for Public Sector Performance”

(Florence, Italy May 2004) [...link to detailed report]

### Organization:

The United Nations Department of Economic and Social Affairs (UNDESA) in collaboration with the European University Institute located in Florence, Italy

### Objective:

Examine the coherence of human resources management institutional framework, review recruitment and promotion strategies and incentives, institutionalize workforce planning for developing an effective, competent and forward looking public service as well as strong but lean State institutions.

# HR Tool Kit for Public Sector

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## MODULE 1

Human Resource Profile for  
Effective Public Administration in  
a Globalized World



# HR Management : Current Dilemmas for Public Sector

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- **A common set of human resource management (HRM) dilemmas for Public sector** mostly in the developed world, can be pinpointed as follows:
  - **The aging of the indigenous civil service**, posing the immediate threat of high turnover and a lack of qualified replacements;
  - **A growing vacuum among “the leadership bench”** – the next generation of policymakers and top civil servants who will assume critical roles in directing their governments' efforts to negotiate the troubled waters of the 21st Century;
  - **The changing definition of career**, which means that employee loyalty to the organization is tenuous at best, and which discourages workers from joining government service for the long haul;

# HR Management : Current Dilemmas for Public Sector

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- **Rapid change** (e.g., in technology and economic conditions) that requires a highly fluid *skill mix* in the workforce
- **Strong competition** from the private sector for the best and the brightest
- **Budget limitations** that reduce compensation and financial incentives, thereby placing government at a disadvantage vis-à-vis business and industry
- **A negative public image**, which translates into the widespread perception that government (public sector) is no longer the employer of choice

# HR Management: Perspectives for Public Sector

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- **A holistic national strategy** to strengthen the management of human capital in the public sector needs to be adopted in each country
- **The changing role of the State** as well as new international forces have resulted in the need for new skills, attitudes and behaviors among public officials at all levels
- **The core competencies for the public sector** of the 21<sup>st</sup> century differ in many ways from the past, especially as the demands placed on public servants, in terms of skills, knowledge and capacities, are rapidly increasing and becoming more complex
- **Connecting the mission of the public sector with empowered public officials and a system** that supports innovation and excellence can make a big difference

# HR Management Perspectives for Public Sector

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## Guiding Principles

### ➤ **Neutral principle:**

Protect the Public Service from political interference in the recruitment and promotion processes, in order to build professional and highly competent institutions

### ➤ **Merit principle:**

While we need to defend and protect the “principle of a meritorious Public Service”, we must also be prepared to review and change the “merit system”

### ➤ **Principle of Adequacy:**

People with the adequate policy competencies are available at the time and place where they are needed.

Adequate human resources are required in the public sector in order to plan, implement, monitor and evaluate policies and strategies for achieving the Millennium Development Goals, including poverty eradication both in developed and developing countries.

# HR Tool Kit for Public Sector

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## MODULE 2

### HR Selection and Recruitment Concepts



# HR Selection and Recruitment Concepts

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## ● **Public Sector:**

- Cf. A.8. The Quest for the Qualified Job surfer: It's Time the Public Sector Catches the Wave [[p. 1, 1<sup>st</sup> paragraph](#)]
- Cf. A.5. Timely Hiring in Public Sector Organizations [[p. 1, 1<sup>st</sup> paragraph](#)]
- Cf. A.6. Branding the government as an Employer of Choice [[pp. 2-3](#)]
- Cf. B.5. Evidence of Strategic HRM linkages in eleven Australian corporatized PSO [[pp. 2-3](#) & [pp. 10-13](#)]

## ● **Public Service:**

- Cf. A.1. Recruitment Strategies: Managing/Effecting the recruitment process [[p. 1, 2<sup>nd</sup> paragraph](#); [p. 6, 2<sup>nd</sup> paragraph](#) & [p. 17, 3<sup>rd</sup> paragraph](#)]
- Cf. B.1. Case Study on Contract Employment in the Public Service of Trinidad and Tobago [[p. 1](#); [p. 4, footnote](#); [p. 5, 1<sup>st</sup> paragraph](#) & [pp. 11-18](#)]
- Cf. A.7. Career Mobility and Branding in the Civil Service: An Empirical Study [[link](#)]
- Cf. B.3. Decentralization of Recruitment in Thai Civil Service [[link](#)]

## ● **Public Service Commission:**

- Cf. B.3. Decentralization of Recruitment in Thai Civil Service [[p. 1](#)]
- Cf. B.4. A Toolkit on Recruitment and Selection by the Public Service Commission of South Africa [[link](#)]
- Cf. B.1. Case Study on Contract Employment in the Public Service of Trinidad and Tobago [[pp. 1-2](#) & [pp. 4-8](#)]

# HR Selection and Recruitment Concepts (Cont'd)

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## ● **Recruitment:**

- Cf. A.1. Recruitment strategies: Managing /Effecting the Recruitment Process [[p. 2](#)]
- Cf. B.1. Alternative Recruitment Strategies: Case study on Contract Employment in the Public Service of Trinidad and Tobago [[link](#)]
- Cf. B.4. A Toolkit on Recruitment and Selection by Public Service Commission of South Africa [[link](#)]
- Cf. B.3. Decentralization of Recruitment in Thai Civil Service [[p. 4](#)]
- Cf. B.2. Nebraska "Whole Picture" Recruitment from Paperwork to "Peoplework" Featuring the Personica Applicant Tracking System [[link](#)]

## ● **Recruitment Process:**

- Cf. A.1. Recruitment strategies: Managing /Effecting the Recruitment Process [[pp. 5-24](#)]
- Cf. B.1. Alternative Recruitment Strategies: Case study on Contract Employment in the Public Service of Trinidad and Tobago [[link](#)]
- Cf. B.4. A Toolkit on Recruitment and Selection by Public Service Commission of South Africa [[link](#)]
- Cf. B.3. Decentralization of Recruitment in Thai Civil Service [[link](#)]
- Cf. B.2. Nebraska "Whole Picture" Recruitment from Paperwork to "Peoplework" Featuring the Personica Applicant Tracking System [[link](#)]

# HR Selection and Recruitment Concepts (Cont'd)

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- **Recruitment & Selection Policy:**

- Cf. A.1. Recruitment strategies: Managing /Effecting the Recruitment Process [[pp. 2-6](#)]
- Cf. B.4. A Toolkit on Recruitment and Selection by Public Service Commission of South Africa [[link](#)]
- Cf. A.2. Developing Staffing Strategies that work: Implementing Pragmatic, Non traditional Approaches [[p. 1](#)]
- Cf. B.4. A Toolkit on Recruitment and Selection by Public Service Commission of South Africa [[pp. 51-57](#)]

- **Recruitment Principles:**

- Cf. B.3. Decentralization of Recruitment in Thai Civil Service [[pp. 5-13](#)]

- **Selection:**

- Cf. B.3. Decentralization of Recruitment in Thai Civil Service [[pp. 6-8](#)]
- Cf. B.4. A Toolkit on Recruitment and Selection by Public Service Commission of South Africa [[pp. 37-49](#)]

- **Selection Criteria:**

- Cf. A.1. Recruitment strategies: Managing /Effecting the Recruitment Process [[p. 5](#)]

- **Staffing Strategy/Strategic Staffing:**

- Cf. A.2. Developing Staffing Strategies that work: Implementing Pragmatic, Non traditional Approaches [[p. 1](#)]

# HR Selection and Recruitment Concepts ( cont'd)

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- **Vacancy** : cf. A.1 [[p. 6](#)]
- **Job Fair/Job Advertisement** : cf. A.1 [[p. 5](#), [p. 20](#)]; cf. B.4 [[p. 19](#)]
- **Job Posting** cf. A.1 [[pp. 5-6](#), [p. 12](#)]
- **Job Surfer** cf. A.8 [[p. 9](#), [2<sup>nd</sup> last paragraph](#)]
- **Application/Application Form** cf. A.8 [[p. 3](#), [p. 9](#), [p. 13](#)]
- **Screening** cf. A.5 [[p. 9](#), [2<sup>nd</sup> last paragraph](#)]; cf. B.4 [[pp. 20-28](#)]
- **Short Listing** cf. B.4 [[pp. 29-36](#), [p. 41](#)]
- **Interview** cf. C.1 [[Interview Guide](#)]; cf. C.3 [[pp. 1-25](#)]
- **Letter of Acceptance** cf. B.4 [[pp. 16-38](#)]
- **Letter of Regret** cf. B.4 [[pp. 16-38](#)]
- **Appointment** cf. B.4 [[p. 48](#)]
- **Work Force/Aging** Cf. A.4 [[pp. 1-8](#)]
- **Work Space/Work station/Workplace/Work Environment** cf. A.1 [[p. 22](#)]; cf. A.4 [[p. 1](#), [p. 3](#), [p. 5](#)]

# HR Tool Kit for Public Sector

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## MODULE 3

## HR Selection & Recruitment Strategies



# HR Selection & Recruitment Strategies

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- **On line Application**

Cf. A.1. Recruitment strategies: Managing /Effecting the Recruitment Process [pp. 12-15]

Cf. A.8. The Quest for the Qualified Job surfer: It's Time the Public Sector Catches the Wave [pp. 4-24]

- **Recruitment from internal sources**

Cf. A.1. Recruitment strategies: Managing /Effecting the Recruitment Process [pp. 8-9]

- **Recruitment from external sources**

Cf. A.1. Recruitment strategies: Managing /Effecting the Recruitment Process [p. 10]

- **College Recruitment**

Cf. A.1. Recruitment strategies: Managing /Effecting the Recruitment Process [pp. 15-19]

- **Job Fairs**

Cf. A.1. Recruitment strategies: Managing /Effecting the Recruitment Process [p. 20]

- **Experience vis-à-vis Skills and Competence**

Cf. A.11. Experience - it "ain't what it used to be": It's time to kill the sacred cow of job experience in recruiting [pp. 2-5]

# HR Tool Kit for Public Sector

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## MODULE 4

## Talent Management



# Talent Management

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## HOW TO RETAIN BEST TALENT WITHIN PUBLIC SECTOR ORGANISATIONS?

- **Recruitment and best talent selection Trends of the Future**

Cf. A.4. Beware and Prepare: The government workforce of the Future [[pp. 2-15](#)]

- **Human Resource and best talent concerns**

Cf. A.7. Career Mobility and Branding in the Civil Service: An Empirical Study [[p. 11-14, concluding comments](#)]

Cf. A.10. Finding the needle in the haystack: The challenge of recruiting and retaining sharp employees [[p. 1](#)]

- **Needs and Desires of today's Labor Force as top performers**

Cf. A.10. Finding the needle in the haystack: the challenge of recruiting and retaining sharp employees [[pp. 2-3](#)]

- **Maintaining Fairness and Equity in the Recruitment Process**

Cf. A.1. Recruitment Strategies: Managing/Effecting the recruitment process [[pp. 20—24](#)]

# Talent Management ( Cont'd)

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- **Role of Public Service Commission**

Cf. B.3. Decentralization of Recruitment in Thai Civil Service [[link](#)]

Cf. B.4. A Toolkit on Recruitment and Selection by Public Service Commission of South Africa [[link](#)]

Cf. B.1. Alternative Recruitment Strategies [[link](#)]

- **Staffing Strategies/Strategic Staffing Approaches: Demographics and Aging**

Cf. A.6. Branding the Government as an employer of choice [[p. 2](#)]

Cf. A.7. Career Mobility and Branding in the civil service: an empirical study [[pp. 1-2](#)]

- **Experience vs Performance & Competence:**

Cf. A.11. Experience shouldn't be a "sacred cow" [[pp. 3-5](#)]

# Talent Management (cont'd)

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- **Traditional approaches don't work**

Cf. A.2. Developing Staffing Strategies that work: Implementing Pragmatic, Non traditional Approaches [[p. 2](#)]

- **Effective strategic approaches**

Cf. A.2. Developing Staffing Strategies that work: Implementing Pragmatic, Non traditional Approaches [[pp. 3-14](#)]

- **Retention of employees once hired**

Cf. A.10. Finding the needle in the haystack: The challenge of recruiting and retaining sharp employees [[p. 4](#)]

- **Talent Management in Action**

Cf. A.4. Beware and Prepare: The government workforce of the Future [[p. 13](#)]

# HR Tool Kit for Public Sector

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## MODULE 5

### **Comparative Facts and Tools for HR Selection & Recruitment**



# Facts and Tools for HR Selection & Recruitment

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## ➤ COMPARATIVE FACTS

- **Recruitment and Selection Benchmarking Report:**  
From old to new approaches used by USA organizations  
Cf. B.6. 2000/2001 Recruitment and Selection Benchmarking Report [\[link\]](#)
- **Study on Human Resource Recruitment and retention concerns from Government Departments in western Canada**  
Cf. A.7. Career Mobility and Branding in the civil service: An empirical study [\[link\]](#)
- **Study on eleven OECD member countries**  
Cf. A.6. Branding the Government as an employer of choice [\[link\]](#)
- **USA Survey:**  
Survey focusing on HR recruitment strategies and approaches used in USA public sector Organizations  
Cf. A.5. Timely hiring in public sector organizations [\[link\]](#)

# Facts and Tools for HR Selection & Recruitment (Cont'd)

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## ➤ COMPARATIVE FACTS

### ● Australian Case

Cf. B.5. Evidence of strategic HRM linkages in eleven Australian corporatized public sector organizations [\[link\]](#)

### ● Nebraska Case

Cf. B.2. Nebraska "whole picture" recruitment from paperwork to "people work" featuring the personic applicant tracking system [\[link\]](#)

### ● South Africa Case

Cf. B.4. A toolkit on recruitment and selection\_By Public Service Commission of South Africa [\[link\]](#)

### ● Thailand Case

Cf. B.3. Decentralization of Recruitment in Thai Civil Service [\[link\]](#)

### ● Trinidad and Tobago Case

Cf. B.1. Alternative Recruitment Strategies case study on contract employment in the Public Service of Trinidad and Tobago [\[link\]](#)

# Facts and Tools for HR Selection & Recruitment (Cont'd)

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## ➤ SUPPORT TOOLS

### ● Interview Guide

Cf. C.1. Interview Guide

[By IPMA's HR Center \[link..\]](#)

### ○ Reference Checking Guide

Cf. C.2. IPMA-HR Reference Checking Guide for HR Professionals and Line Managers

[By IPMA's HR Center \[link..\]](#)

### ● Exit Interviews

Cf. C.3. Conducting Exit Interviews: How Organizations can benefit

[By Judith Brown \[link..\]](#)

### ● Hrm Audit: Four Phases

Cf. C.4. The HRM Effectiveness Audit: A tool for Managing in HRM

[By Andrew S. Bargerstock \[pp. 2-9\]](#)