

**Task Force on the Modernization of the State
Personnel Management System
Meeting #5
October 17, 2023**



Results from Feedback Survey

- Recommendations
 - Please respond to Feedback Survey by Friday, October 20th
- New SPMS Task Force Email
 - SPMS.Taskforce@maryland.gov



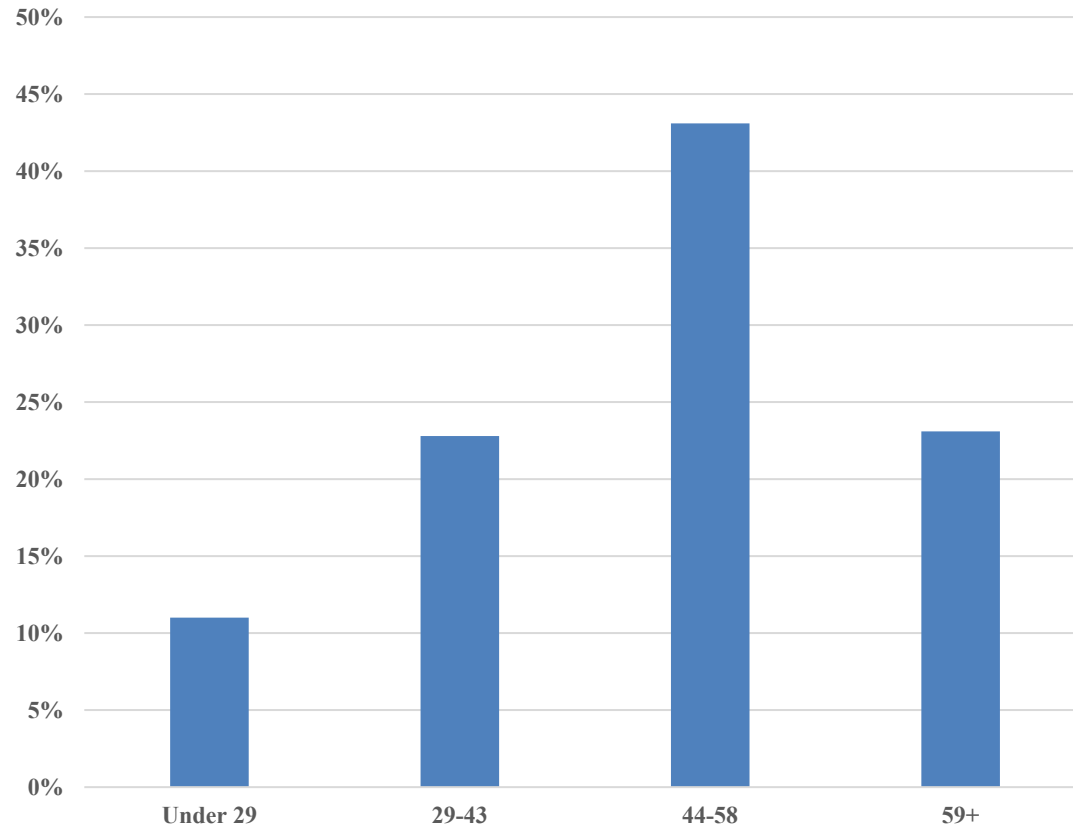
Today's Meeting: Recruitment Strategies

- Reminder: Meeting is being recorded
- Presentations
 - Jawauna Greene, Assistant Secretary of Public Affairs and Strategy, MDOT
 - Tara Nelson, HR Director, DPSCS
 - Kimberly Prescott, President, Prescott HR, Inc.

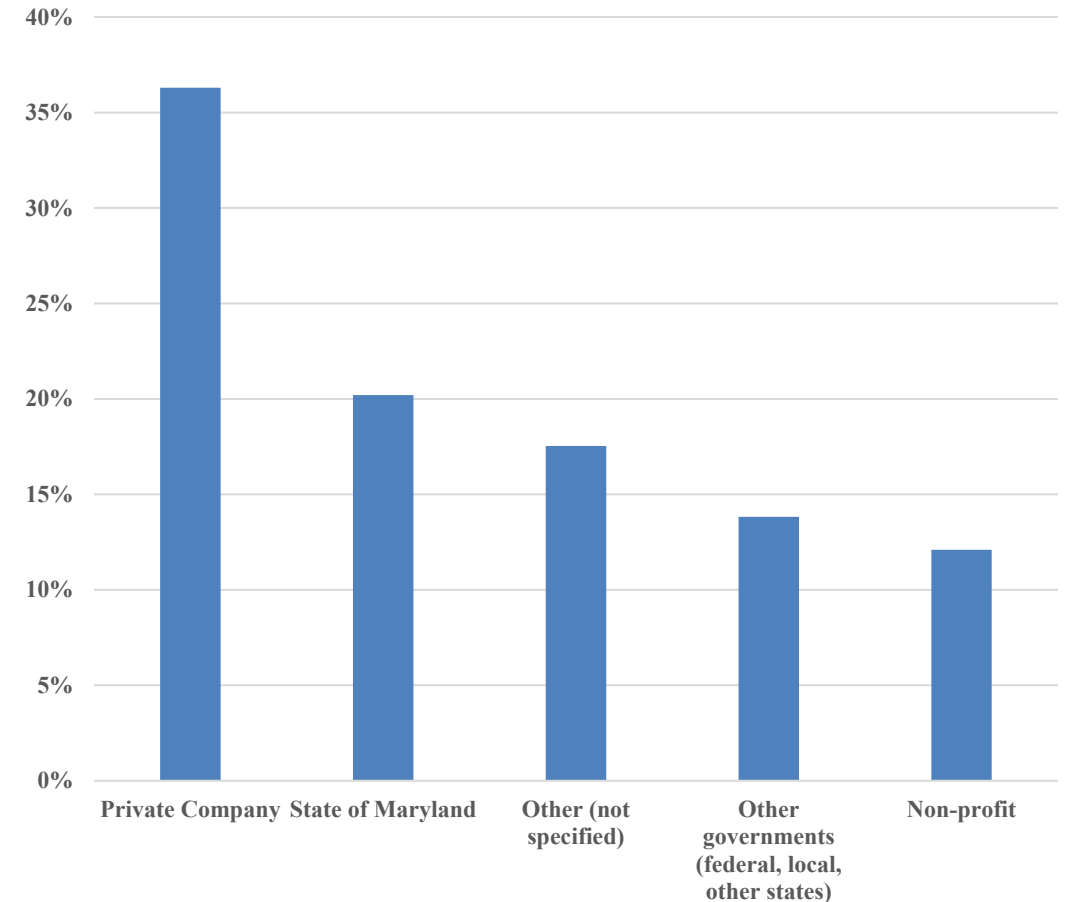
Applicant Survey Information

January 1, 2023 – October 5, 2023

% of Respondents by Age Demographic



% of Respondents by Current/Recent Employer

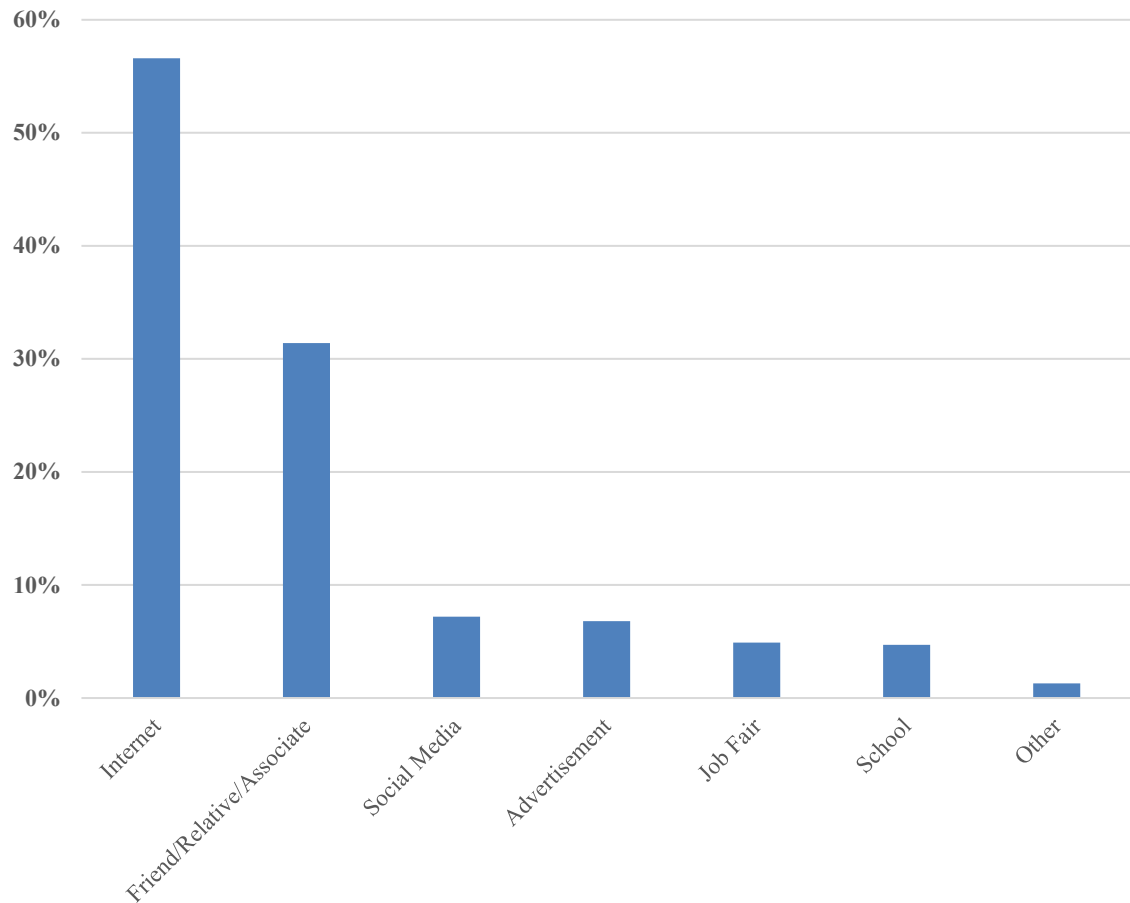


*Reflects 1,859 total respondents

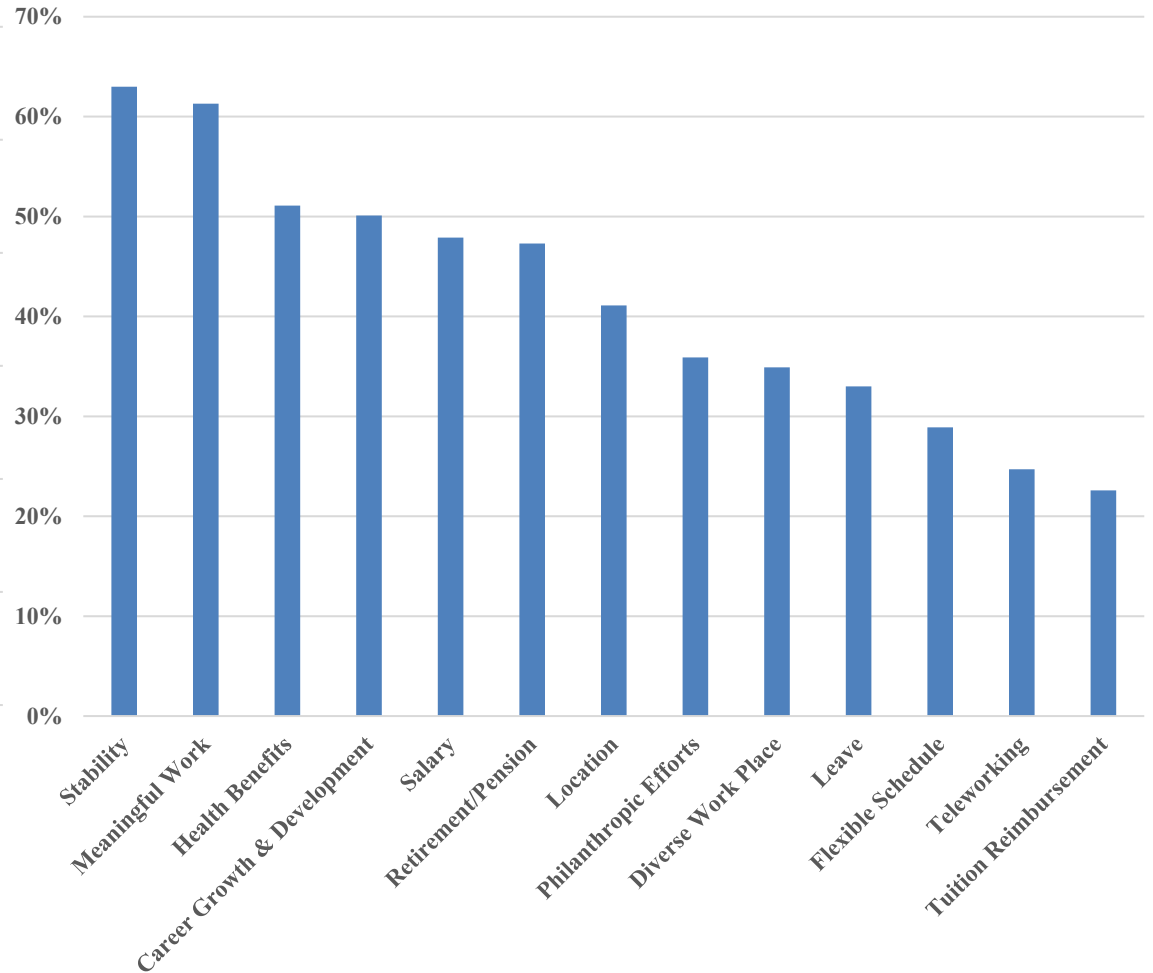
Applicant Survey Information

January 1, 2023 – October 5, 2023

Where Applicants Heard About State Employment



Why Applicants Were Attracted to the State



*Reflects 1,859 respondents. Multiple answers were possible.

Centralized Marketing Services Provided by DBM for all SPMS Agency Recruiters

State's Job Seekers Website <https://dbm.maryland.gov/jobseekers/Pages/jobseekersHome.aspx>

JobAps Applicant Tracking System Website - <https://jobapscloud.com/MD/>

Maryland State Jobs Social Media pages and creation/sharing of existing content:

Facebook - <https://www.facebook.com/MarylandStateJobs>

Instagram - <https://www.instagram.com/maryland.statejobs>


Twitter/X - <https://twitter.com/Marylandgovjobs>

LinkedIn - <https://www.linkedin.com/company/state-of-maryland>

Maintenance of multiple job posting boards, association sites and advertising venue accounts:

Eg: Indeed, ZipRecruiter, Monster, Publicservicecareer, Dice, Imdiversity,& Diversity.com

Creative assistance in ad composition, social media content, media recommendations and targeted marketing



Presentation #1
Jawauna Greene, Assistant Secretary of
Public Affairs and Strategy
Maryland Department of Transportation
October 17, 2023



Branding and Recruitment Campaign

October 17, 2023

Challenges

- MDOT had 1,110.75 vacancies as of June 1, 2023.
- MDOT vacancy rate has hovered at 10% – 12%.
- Governor Moore would like to reduce vacancy rates by 50% by the end of 2023.
- MDOT has an aging workforce and roughly 25% are eligible for retirement or will be in the next few years.
- MDOT's most difficult positions to fill are skilled trades.

Strategy/Goals

- Humanize MDOT.
- Promote MDOT as an employer of choice.
- Recruit for skilled trades and other difficult-to-fill positions.
- Attract younger demographic to state service.
- Promote benefits of public service.
- Reduce MDOT vacancy rate by 50% by the end of 2023.
(Governor Challenge)
- Educate all Marylanders about the variety of transportation-related jobs available.

Concept



- We are more than roadways, airports, toll facilities, transit, a port, etc.
- We are a place where people, our customers, ride, bike, roll, drive, fly and cruise.
- And behind everything we do are our MDOT Team members!
 - Humanize MDOT by using our own employees in the campaign.
 - Promote happy employees who have benefitted from their MDOT careers and who are proud to represent and serve the state.

Campaign

- Media Elements:
 - Adults 25 – 49
 - Traditional and digital marketing
 - Paid and organic social media
 - Digital audio (streaming radio) and spot radio focused on reaching skilled trades audience (98 Rock).
 - Baltimore Orioles partnership
 - Short-form videos for cable and broadcast TV
 - Print Publications
 - Spanish language digital marketing and streaming radio
 - Billboards

Creative: Digital Ads



MARYLAND DEPARTMENT
OF TRANSPORTATION

Taking you places!

NOW HIRING! Apply today

"MDOT is a place with great benefits!"
Praveen D.
Deputy Director, Material Engineering at SHA



MARYLAND DEPARTMENT
OF TRANSPORTATION

Taking you places!

NOW HIRING! Apply today



"MDOT is a place to build a career!"
Carissa N.
Director of Metro Operations at MTA



MARYLAND DEPARTMENT
OF TRANSPORTATION

Taking you places!

NOW HIRING! Apply today

"MDOT is a place to meet great people!"
Brooke T.
Mobile Device Administrator at MDTA



Creative: Digital Ads



MARYLAND DEPARTMENT
OF TRANSPORTATION

Taking you places!

NOW HIRING! Apply today



*"MDOT is
a place to learn
new skills!"*

Chaz B.
Digital Media Specialist
at MVA



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Taking you places!

NOW HIRING! Apply today



*"MDOT is
a place to make
a difference!"*

Shanae M.
Chief of Administration
and Performance
Management at MAA



MARYLAND DEPARTMENT
OF TRANSPORTATION

Taking you places!

NOW HIRING! Apply today



*"MDOT is a place
for work-life
balance!"*

Mark S.
Terminal Operations
Manager at MPA

Creative: Digital Ads



MARYLAND DEPARTMENT
OF TRANSPORTATION


Taking you places!

"MDOT is a place to meet great people!"

Brooke T.
Mobile Device Administrator at MDTA




NOW HIRING! Apply today – mdot.maryland.gov



MARYLAND DEPARTMENT
OF TRANSPORTATION

Taking you places!



*"MDOT is a place
with great benefits!"*

Mark S.
Terminal Operations
Manager at MPA

NOW HIRING! Apply today – mdot.maryland.gov

Creative: Social Media

Maryland State Highway Administration
20m · 🌐

MDOT
MARYLAND DEPARTMENT
OF TRANSPORTATION
Taking you places!



Meet MDOT

Danielle enjoys spending time with her family. She loves to travel, listen to live music and read.

"I love my work and the diverse people I work with. Working at MDOT gives me a chance to work in communities I am close to."

Danielle F.
Outreach Coordinator
Years of Service - 5

👍 Like 💬 Comment ➦ Share

Write a comment...

Maryland State Highway Administration
20m · 🌐

MDOT
MARYLAND DEPARTMENT
OF TRANSPORTATION
Taking you places!



Meet MDOT

Shavay enjoys building a better life for her family and is passionate about cooking.


"I chose to work at MDOT because I believe that hard pays off and in the long run MDOT will take care of us."

Shavay L.
Technician at MDTA
Years of Service - 1

👍 Like 💬 Comment ➦ Share

Write a comment...

MDOT
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OF TRANSPORTATION
Taking you places!



Meet MDOT

Tony enjoys coaching soccer, running long distances and working on cars.

"What I like most about MDOT are the great benefits and serving the public. I also have room to grow and move up."

Tony B.
Bus Maintenance Manager at MTA
Years of Service - 11

Creative: Social Media

Maryland State Highway Administration · 20m · 🌐

MDOT
MARYLAND DEPARTMENT
OF TRANSPORTATION
Taking you places!

Meet MDOT

Bryant enjoys spending time with family, cooking, and attending sporting events.

"I chose to work at MDOT to further my career as an electrician. My team motivates me."

Bryant K.
Electrician at MDTA
Years of Service - 1.5

Like Comment Share

Write a comment...

Maryland State Highway Administration · 20m · 🌐

MDOT
MARYLAND DEPARTMENT
OF TRANSPORTATION
Taking you places!

Meet MDOT

Kelly enjoys rock climbing, gardening, and is an avid sailor.

"Working here challenges me everyday in a way that keeps me sharp & motivated. I love the people & the diversity of opportunity."

Kelly M.
Marketing Manager at MDTA
Years of Service - 5

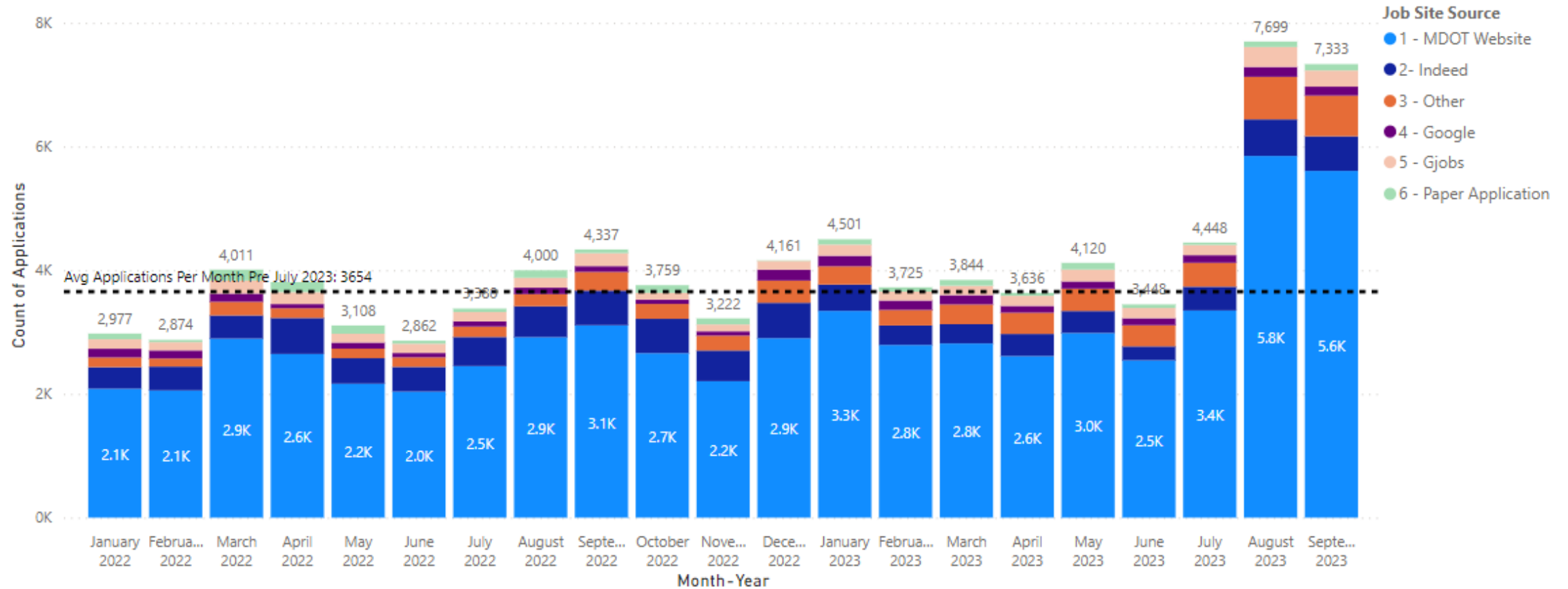
Like Comment Share

Write a comment...



Preliminary Results (campaign began July 21, 2023)

Applications Submitted by Month and Job Site Source



Preliminary Results

- From July 24 – September 30:
 - Paid digital media has delivered 29,648 clicks to the MDOT website, with an average click through rate of .87%.
 - The national average click through rate is .16%! Performed well above average!
 - Paid social media ads have 20,070 post engagements and have sent 17,863 people to the website.
- Hiring Events

Branding Beyond Recruitment



MDOT is a multi-modal agency taking you places.
We are a place to ride, walk, bike, roll, drive, fly and cruise.
We are a place to do business.
We are a place to work where you can make a difference.
We connect people to communities.
We connect people to life's opportunities.
We are MDOT.


#MDOTtakingyouplaces
#takingyouplaces

Questions?

Jawauna Millette Greene

Assistant Secretary of Public Affairs and Strategy

jagreene@mdot.Maryland.gov



Presentation #2
Tara Nelson, HR Director
Department of Public Safety and Correctional
Services
October 17, 2023



DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONAL SERVICES

Recruitment Hiring Events

October 2023

OVERVIEW

Hosting a one-day hiring event is an efficient and strategic approach for Human Resources (HR) departments to identify, engage, and recruit top talent quickly. This overview outlines the key components and benefits of organizing such an event.

The main goals of the one-day hiring events are to:

- **Reduce Vacancies**
- **Shorter Hiring Timeline**
- **Improve Applicant Engagement**
- **Promote Agency Diverse Job Opportunities**

BENEFITS

1. **Efficiency:** The condensed timeline accelerates the hiring process.
2. **Candidate Engagement:** The event format creates an interactive and engaging experience for candidates.
3. **Cost-Effectiveness:** Reduces costs associated with prolonged hiring processes.
4. **Talent Pool Expansion:** Attracts a diverse range of talent in one day.
5. **Departmental Branding:** Showcases the Department's commitment to recruitment and employee development.
6. **Partnerships:** Fostering relationships with communities and other state agencies



LOGISTICS & PLANNING

1. Date and Venue Selection

1. Job Roles and Requirements

1. Promotion and Outreach

1. Pre-Registration



EVENT MARKETING

- TV
- Radio
- Social Media
- Flier Distribution
- Employee Referrals
- Agency Communications



MARYLAND PUBLIC SAFETY & CORRECTIONAL SERVICES

HAGERSTOWN HIRING EVENT

Boyd J. Michael III Technical High School
50 West Oak Ridge Drive, Hagerstown, MD 21740
Saturday, September 16, 2023
9:00 am - 4:00 pm

Correctional Job Opportunities Await You!

Secretary Carolyn J. Scruggs, representing the Maryland Department of Public Safety and Correctional Services, is delighted to host this event where representatives from various correctional professional units such as Correctional Dietary, Correctional Maintenance, and Correctional Supply will be present to showcase the diverse range of correctional job opportunities tailored to diverse skill sets and interests. Stop by our same day apply and interview initiative, which aims to bring job opportunities to the Hagerstown, Maryland community.

Same Day Apply & Interview For:
Entry Level Correctional Officer*
Correctional Dietary Officer*

\$51,563 STARTING SALARY
\$7,500 HIRING BONUS

* MUST BE 21, MUST HAVE HIGH SCHOOL DIPLOMA/GED, MUST BE U.S. CITIZEN OR RESIDENT ALIEN

For more information and to express your interest, please scan the QR code to the left. We are eager to provide you with all the necessary details and help you embark on a rewarding journey toward a brighter future.

REGISTER **DPSCSCAREERS.COM** **OPEN JOBS**

EVENT EXECUTION

1. Welcome & Information Session
 2. On-site Applications
 3. Interview Panels
 4. Skills Assessment & Screening Process
1. Background Initiation



SUCCESS- PREVIOUS EVENTS

EVENT DATE	TOTAL ATTENDEES	TOTAL CONDITIONAL OFFERS	ACCEPTED/HIRED
4/22/23	415	181	47
7/22/23	482	160	10
9/16/23	86	73 * CO's	Backgrounds in progress
10/12/23	168 DPSCS 1371 (all agencies)	39 * CO's Admins Offers Pending	

ADMINISTRATIVE POSITIONS VACANCY IMPROVEMENT

MONTH	TOTAL POSITIONS	POSITIONS FILLED	POSITIONS VACANT	VACANCY RATE
MAY 2023	1074	835	239	22.25%
JULY 2023	1103	913	190	17.00%
OCT 2023	1096	953	143	13.05%

DPSCS RESUME PORTAL

DPSCS-HRSD Resume Portal

Job Seeker Name *

Contact Phone *

Email *

Highest Level of Education *

Field of Study

What position(s) are they seeking?
Please list all jobs the candidate has expressed interest in.

Current DPSCS Employee *

Current State Employee *

Attach Resume Here *
Please attach resume Here. Please note, this is not an application for employment. Please direct the applicant to: <https://jobapscloud.com/MD/> to complete their application.

Sent on behalf of the Human Resources Services Division

Greetings DPSCS Team!

As we all know the Moore-Miller administration is focused on rebuilding the State Workforce. DPSCS-HRSD is working tirelessly to attract talent to achieve this mission. As professionals, we all encounter job seekers and other talented individuals through various channels and HRSD would like the opportunity to streamline the process of getting **resumes** to our hiring analysts.

We want to have the ability to reach out to talented individuals who have expressed an interest in a career with DPSCS when openings are posted. We are asking for your help!

Please bookmark the link below and send in **resumes** that you come across so that we may make contact with job seekers as opportunities arise.

If you have any questions or require assistance with a **resume** you can contact the HRSD Center for Excellence call center at 410-585-3434.

Thank you!



POST EVENT

1. Follow up Communications:

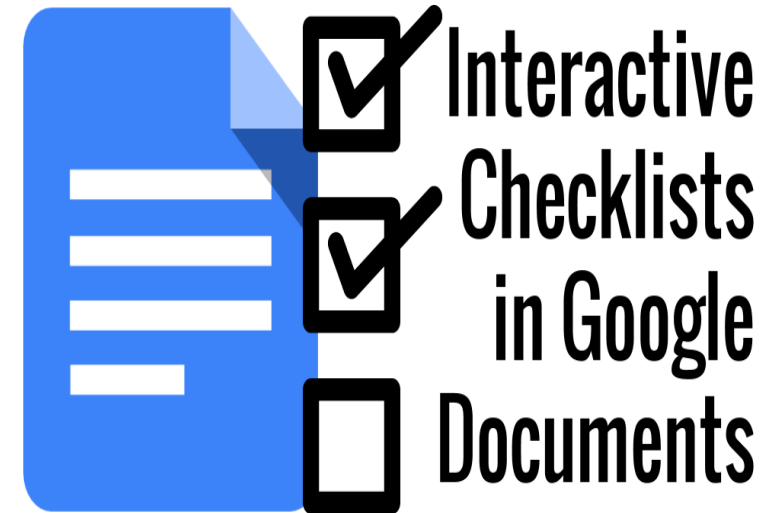
- a. Send personalized messages to all candidates, whether they are selected or not.
- b. Provide feedback to unsuccessful candidates, if possible.

2. Feedback and Analysis:

- a. Collect feedback from candidates, interviewers, and event attendees.
- b. Analyze the event's success and areas for improvement.

3. Documentation and Record-Keeping:


- a. Maintain thorough records of all interactions and hiring decisions.
- b. Ensure compliance with legal requirements.



OPPORTUNITIES

Continued Improvement

- Revised event/applicant tracking systems and metrics
- Candidate feedback - surveys and continued follow up
- A new HR Team - (Recruitment Business Partner) for strategic planning, marketing, applicant engagement
- Improved Background Process - exploring technology and systems that will expedite this process
- Position Overviews - salary range, shift, locations, better explanation of positions (more than the job classifications)
- Post event follow up and follow through
- HR assistance for Hiring Managers with interviews and screenings.



Presentation #3
Kimberly Prescott, President
Prescott HR, Inc.
October 17, 2023



Elements of a Recruitment Strategy

Kimberly Prescott, SHRM-SCP, SPHR
President



Creating a positive candidate experience isn't just about filling a position; it's about fostering a relationship, nurturing a dream, and building a bridge to a brighter future. As **Maya Angelou** wisely said, 'People will forget what you said, people will forget what you did, but people will never forget how you made them feel.'

Elements of a Recruitment Strategy

- Sourcing Sources
- Employer Branding and Value Proposition
- Candidate Experience

Sourcing Sources

Definition: Sourcing Sources refer to the methods and channels used to identify and attract potential candidates.

- **Traditional Methods:**
 - Job Boards
 - Referrals
 - Recruitment Agencies
- **Modern Approaches:**
 - Social Media Platforms (LinkedIn, Twitter, Facebook)
 - Professional Networking Events
 - University and College Partnerships
- **Innovative Techniques:**
 - AI-powered Talent Analytics
 - Online Communities and Forums
 - Talent Mapping and Pipelining



Branding and Value Proposition

Definition: Employer Branding is the company's reputation as an employer, while Value Proposition is what the company offers to employees.

- **Building a Strong Employer Brand:**
 - Highlight Company Culture and Values
 - Employee Testimonials and Success Stories
 - Awards and Recognitions
- **Crafting the Value Proposition:**
 - Competitive Salaries and Benefits
 - Opportunities for Growth and Development
 - Work-Life Balance and Flexible Schedules
- **Showcasing Diversity and Inclusion:**
 - Diverse Employee Profiles
 - Inclusive Policies and Initiatives
 - Community Engagement Efforts

Candidate Experience

Definition: Candidate Experience refers to the interactions and perceptions a candidate has throughout the recruitment process.

- **Creating a Positive First Impression:**
 - User-Friendly Application Process/Portals
 - Clear Job Descriptions and Requirements
 - Prompt Response to Inquiries
- **Effective Communication:**
 - Regular Updates on Application Status
 - Transparent Interview Processes
 - Timely Feedback after Interviews
- **Feedback and Continuous Improvement:**
 - Candidate Surveys for Feedback
 - Analyzing Data to Enhance the Process
 - Implementing Changes Based on Feedback



Strategy In Action - Example

Job Posting: Environmental Outreach Specialist - Maryland Department of Natural Resources (DNR)



1. Sourcing Sources:

- The DNR has partnered with local universities to share the job posting on their career websites, ensuring that recent graduates in environmental and communication fields are aware of the opportunity.
- They've also used specialized job boards like EcoJobs and GreenJobs in addition to mainstream platforms like LinkedIn and Indeed to target professionals interested in environmental roles.

*Note: This example is entirely fictional and intended to illustrate best practices in communication and candidate experience.



Strategy In Action - Example

2. Employer Branding and Value Proposition:

- The job posting begins with a compelling video showcasing the scenic beauty of Maryland's state parks and testimonials from current DNR employees about the rewards of working to preserve them.
- The description emphasizes the department's commitment to creating a sustainable future for Maryland and the professional growth opportunities offered.
- Benefits such as health care, retirement plans, and opportunities for fieldwork and continuous learning are prominently displayed.

*Note: This example is entirely fictional and intended to illustrate best practices in communication and candidate experience.



Strategy In Action - Example

3. Candidate Experience:

- Application Process: The DNR has ensured that the application process is user-friendly, mobile-responsive, and provides clear guidelines about what is expected from candidates.
- Communication:
 - Once an application is received, an automated email is sent to the candidate, thanking them for their interest and providing a timeline for the selection process.
 - Shortlisted candidates are given a personal call, providing them an overview of the interview process, and setting expectations.
 - Post-interview, every candidate receives feedback, irrespective of the outcome.





Questions?



Question for Consideration

- What recruitment strategies is the State currently doing that should be expanded?
- What recruitment strategies is the State not doing that should be included?



Closing

- Approve October 3rd Meeting Minutes
- Next Meeting: October 31st
- Feedback Survey
 - Task Force Recommendations
- SPMS.Taskforce@maryland.gov