

2006 Recruitment and Selection Benchmarking



Solutions for **Public HR Excellence**

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Executive Summary

The following report summarizes the results of the 2006 IPMA-HR Benchmarking Recruitment and Selection Survey. The survey was conducted in the spring of 2006 in partnership with NEOGOV. It was sent via email to all IPMA-HR members and NEOGOV's client list. Two hundred and thirty-six people, representing millions of employees, took the survey, most of whom were HR directors, recruiting managers, or HR generalists from cities, counties and states.

The survey focused on applicant assessment; testing and selection methods; and time-to-hire. In addition, several background questions were asked about the number of HR employees and the time spent on recruitment as well as aging workforce issues and diversity.

Key findings from the survey include:

- Nearly 53 percent of respondents said they have between one and five full-time recruiters and 18.3 percent said they have no full-time staff dedicated to recruitment.
- Forty-seven percent of respondents said they have between one and six recruitments assigned to one HR employee at any given time and 41.9 percent said that between one and 10 HR hours are spent per recruitment.
- The data suggest that HR is likely to spend the majority of its time on traditional HR tasks such as delivering HR services and training and performing transactions/recordkeeping. However, it appears that HR is beginning to focus some attention on "big picture" issues with nearly 32 percent of respondents reporting spending between 5 and 10 percent of their time designing HR programs or systems and nearly 30 percent reporting spending between 5 and 10 percent of their time on strategic partnering.
- More than one-third of respondents said they have not made any changes to address the possibility of a shortage of workers due to the retiring baby boom generation.
- Of those that have made changes to address the possibility of a shortage of workers, 38 percent said that they have created training and development programs for current workers, and 23.7 percent said they have created flexible schedules to allow retirees to work longer or return to work and another 15.3 percent said they have created a mentorship program.
- More than half of respondents – 58.4 - percent said they accept applications via the Internet; almost exactly the same number as in 2000, when 58.5 percent of respondents said they accept applications via the Internet. But, it appears that more applicants are taking advantage of the Internet in 2006. In 2000, only one percent of respondents received more than 90 percent of their applications online. In 2006, that number jumped to 20 percent of respondents.
- Only 8.6 percent of respondents said they calculate cost-per-hire; in 2000 only 4.7 percent of respondents said they calculate cost-per-hire.
- An agency/jurisdiction's Website is the most popular source for applicants with traditional newspaper ads coming in second, followed by Internet Job Boards.

- When it comes to hires, the agency/jurisdiction's own Website and newspapers are still numbers one and two for sources of hires but Internet Job Boards is tied with referrals in a distant third place.
- More than half of respondents said they met their affirmative action/diversity goals to a moderate or greater extent. Approximately 20 percent of respondents said they do not have affirmative action/diversity goals.
- The most frequently used applicant testing/selection methods are: criminal record checks, pre-employment drug testing and written tests for job knowledge. In 2000, criminal record checks and pre-employment drug testing were not in the top three.

2006 Recruitment and Selection Benchmarking Survey Results

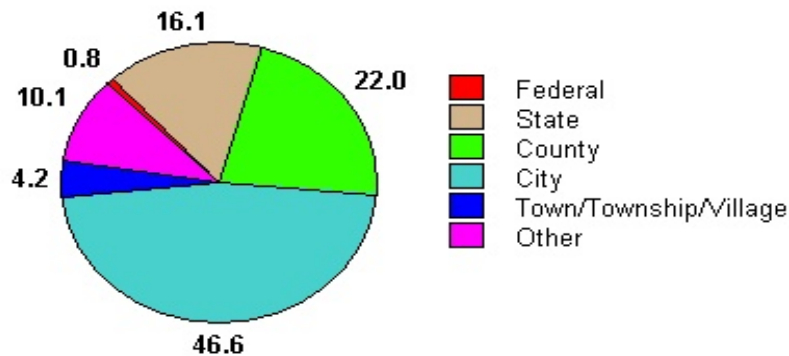
Two hundred and thirty-six people responded to the IPMA-HR Benchmarking survey on recruitment and selection representing millions of public sector employees.

Background Information

Most respondents were HR directors (22.9%), recruiting managers (16.9%) or HR generalists (14.0%). More than 46 percent of respondents are from cities, 22 percent from counties, and 16 percent from states. The “other” category includes special districts, school districts, colleges and universities among others.

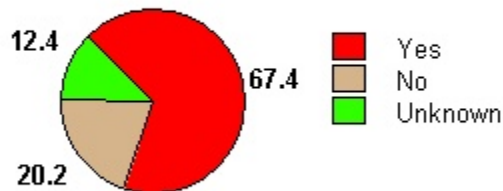
*Numbers in the Pie Charts are in Percentage of Respondents

Category of Agency



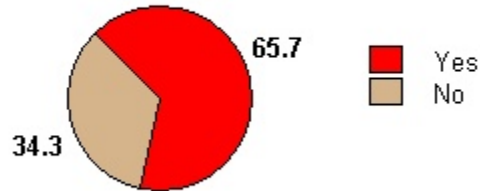
Nearly two-thirds of respondents said their jurisdiction/agency is centralized:

Centralized?



Almost the same number said that their agency has unions:

Does your agency have unions?

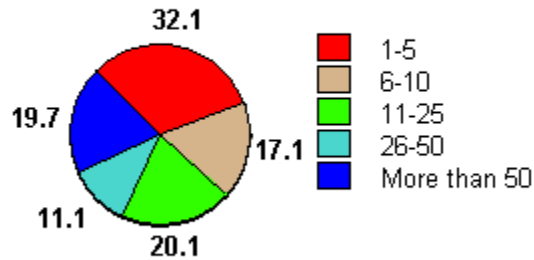


Respondents were evenly split – 47.2 each on the question of whether or not they have a civil service system (the remainder reported “unknown”).

Number of HR Employees and Time Spent on Recruitment

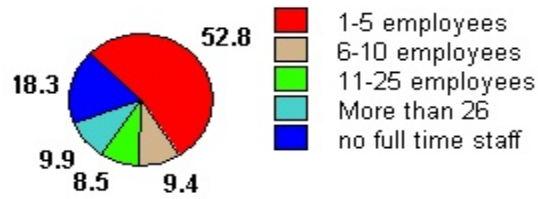
Nearly one-third of agencies have between one and five HR employees, 17 percent have between 6 and 10 HR employees, 20 percent have between 11 and 25 employees and 11 percent have between 26 and 50 employees and nearly 20 percent (19.7%) have more than 50 HR employees.

Number of HR Employees



More than half of the respondents said they have between one and five HR employees working full-time in recruitment, nearly 20 percent said they have no full-time staff dedicated to recruitment; slightly more than 9 percent of respondents have between 6-10 full time employees dedicated to recruitment and 8.5 percent said they have between 11-25. Nearly 9 percent have more than 26 employees dedicated to recruitment and 2 percent said “unknown.”

Number of Full Time Recruiters



When asked how many recruitments are assigned to one HR employee at any given time respondents said:

Response	Chart	Frequency	Count
1-3		23.3%	54
4-6		23.7%	55
7-10		14.2%	33
11-20		18.5%	43
More than 20		11.2%	26
Unknown		9.1%	21
		Total Responses	232

On average, how many HR (i.e. recruiter, generalist, etc.) hours are spent per recruitment?

Response	Chart	Frequency	Count
1-5		20.3%	47
6-10		21.6%	50
16-20		10.8%	25
21-30		11.7%	27
31-40		6.1%	14
More than 40		9.5%	22
Unknown		19.9%	46
		Total Responses	231

When asked how much time HR staff spends screening minimum qualifications, respondents said:

Response	Chart	Frequency	Count
0%		5.2%	12
1-5%		18.8%	43
6-10%		17.9%	41
11-25%		23.6%	54
26-35%		12.2%	28
36-50%		10.0%	23
More than 50%		4.8%	11
Unknown		7.4%	17
		Total Responses	229

Respondents were also asked about the amount of time HR spends on the following tasks. Twenty-three percent of respondents did not have data the remainder responded as follows: (responses are in percentages).

Response	None	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	More than 50%	Other
Designing HR Programs or Systems	31%	12.4	19.5	8	14.2	8	4	--	--	--	--	--	3.1
Strategic Partnering	35	11.9	18.6	7.5	11.9	4.9	2.2	2.2	2.2	--	0.9	--	2.7
Transactions/Recordkeeping	24.3	2.7	4.4	6.2	12.8	11.9	11.9	2.2	6.2	2.2	8.4	4.8	1.8
Delivering HR Services/Training	23.9	3.5	7.5	5.3	9.3	7.1	8.8	1.8	5.8	2.2	10.6	12.4	1.8
Other	58.4	9.3	8.8	5.8	5.8	3.1	2.7	0.9	0.9	--	--	--	4.4

The data suggest that HR is likely to spend the majority of its time on traditional HR work such as delivering HR services and training and in performing routine transactions and recordkeeping. However, it appears that HR is beginning to focus on “big picture” issues. Nearly 32 percent of respondents report spending between 5 and 10 percent of their time designing HR programs or systems. Nearly 30 percent of respondents report spending between 5 and 10 percent of their time on strategic partnering.

Aging Workforce Issues

The average age of respondents workforce was between ages 40 and 49 (63.2%) with 12.6 percent reporting an average age of between 30 and 39. Only 3 respondents said the average age of their workforce was under 30 and only 6 respondents said between ages 50 and 59, and one reported an average-aged workforce of over 60. Nearly 20 percent said they did not know the average age of their workforce.

The average age of retiring employees is between the ages of 60 and 69 (45.4%), and 50 and 59 (37.1%), with only one person responding that the average age of their retiring employees was between ages 40 and 49, no one reported the average age of retiring employees as under 40. Two people said the average age of their retiring employees was above 70 and 16.2 percent said “unknown.”

Respondents were asked if their organization had made any changes in their recruitment/retention to address the possibility of a shortage of workers due to the retiring baby boom generation. More than one-third said they had not made any changes (36.4%) but only 1.3 percent indicated that they do not plan to make any changes. The remainder responded as follows:

Response	Frequency
Created training and development programs for current workers	38.1%
Created a mentorship program	15.3%
Created flexible (i.e. part-time) schedules to allow retirees to work longer/return to work	23.7%
Unknown	5.5%
Other	20.8%

N=235





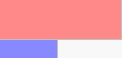










Vacancies

Twenty-eight percent of respondents report receiving between 1,001-5,000 applications and the majority of respondents (67.6 percent) reported receiving between 251-15,000 applications.

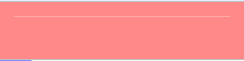


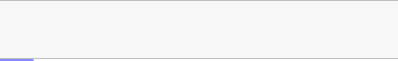

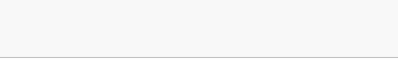

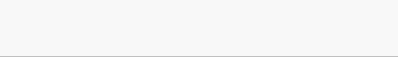

Nearly 60 percent of respondents said that between one and 200 of those applications were from internal applicants.

Nearly 36 percent of respondents filled between one and 50 permanent vacancies during the past year, with the vast majority, 77 percent filling between one and 500 vacancies during the past year. Approximately 60 percent of respondents said that between one and 50 permanent vacancies were filled with internal hires.

Please select the total number of job applications received for all positions in the last fiscal or calendar year.

Response	Chart	Frequency	Count
1-200		8.7%	20
201-250		2.6%	6
251-750		12.6%	29
751-1,000		7.8%	18
1,001-5,000		28.1%	65
5,001-10,000		11.7%	27
10,001-15,000		7.4%	17
15,001-20,000		2.6%	6
20,001-25,000		2.6%	6
25,001-30,000		1.7%	4
30,001-40,000		2.2%	5
40,001-50,000		0.9%	2
50,001-75,000		0.9%	2
More than 75,000		4.8%	11
Unknown		5.6%	13
		Total Responses	231

Please select the total number of INTERNAL Job Applications received for all positions in the last fiscal or calendar year.

Response	Chart	Frequency	Count
1-200		59.8%	134
201-250		4.5%	10
251-750		5.8%	13
751-1,000		3.1%	7
1,001-5,000		4.9%	11
5,001-10,000		1.3%	3
10,001-15,000		0.0%	0
15,001-20,000		0.0%	0
20,001-25,000		0.4%	1

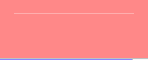




N=209

Please select the total number of INTERNAL job applications received for the following positions

Position	1-100	101-250	251-500	501-1,000	1,001-2,000	More than 2,000	Unknown
Professional	65.5%	3.1	1.3	1.3	1.3	1.8	25.6
Official/Administrative/Executive	69.1	0.9	1.4	0.5	0.0	1.4	26.8
Office/Clerical	64.1	4.5	2.2	1.3	0.4	1.8	25.6
Public Safety	62.3	2.2	1.8	1.8	1.3	1.3	29.1
Labor/Maintenance	63.2	5.5	1.4	1.4	0.5	1.4	26.8
Information Technology	67.3	0.9	0.5	0.5	0.5	1.8	28.6

N=220-223






For the most recent fiscal or calendar year for which you have data, please select the approximate number of permanent vacancies your agency/jurisdiction filled for all positions.

Response	Chart	Frequency	Count
1-50		35.7%	82
51-250		31.3%	72
251-500		10.0%	23
501-1,000		9.1%	21
1,001-2,000		3.0%	7
2,001-3,000		1.3%	3
3,001- 4,000		0.4%	1
4,001-5,000		1.3%	3
More than 5,000		4.8%	11
Unknown		3.0%	7
		Total Responses	230

For the most recent fiscal or calendar year for which you have data, please select the approximate number of permanent vacancies your agency/jurisdiction filled for the following positions.

Positions	Less than 25	25-50	51-100	101-500	501-1,000	Over 1,000	Unknown
Professional	52.9%	11.9	9.3	4.4	3.1	4.0	14.5
Official/Administrative/Executive	77.5	4.0	2.2	2.6	0.9	0.4	12.3
Office/Clerical	52.9	12.0	12.0	7.1	0.0	2.7	13.3
Public Safety	54.0	8.9	9.3	8.0	1.3	2.7	15.9
Labor/Maintenance	54.5	12.1	9.4	6.7	1.3	1.8	14.3
Information Technology	77.1	3.1	2.2	3.6	0.0	0.4	13.5

For the most recent fiscal or calendar year for which you have data, please list the approximate number of permanent vacancies your agency/jurisdiction filled with INTERNAL HIRES for all positions.

Response	Chart	Frequency	Count
1-50		59.5%	132
51-100		7.7%	17
101-150		5.0%	11
151-200		2.3%	5
201-250		0.5%	1
251-300		2.3%	5
301-350		0.5%	1
351-400		0.5%	1
401-450		0.9%	2
451-500		0.5%	1
501-600		0.9%	2
601-700		0.0%	0
701-800		0.9%	2
801-900		0.0%	0
901-1,000		0.0%	0
More than 1,000		4.1%	9
Unknown		14.9%	33
		Total Responses	222

For the most recent fiscal or calendar year for which you have data, please list the approximate number of permanent vacancies your agency/jurisdiction filled with INTERNAL HIRES for the following positions.

Position	1-9	10-25	26-50	51-100	101-200	More than 200	Unknown
Professional	54.8%	10.0	3.6	1.8	0.9	4.5	24.4
Official/Administrative/Executive	66.4	4.1	1.4	0.9	0.0	2.7	24.5
Office/Clerical	50.0	15.9	5.0	2.3	0.9	2.7	23.2
Public Safety	53.6	7.3	2.7	2.3	2.7	2.7	28.6
Labor/Maintenance	51.4	12.0	4.6	3.2	0.0	1.9	26.9
Information Technology	61.5	2.8	1.8	0.0	0.5	1.8	31.7


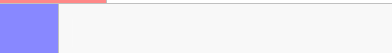
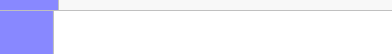
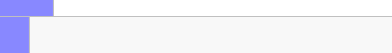
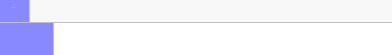
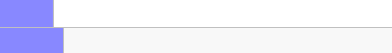
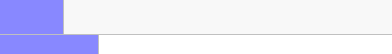
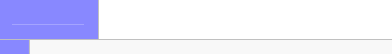
Internet Use in Recruitment

More than half of respondents – 58.4 percent said they accept applications via the Internet where the applicant completes and submits the application online directly to HR. The remaining 41.6 percent said they do not.

The numbers are nearly identical to those in 2000 when 58.5 percent of respondents said they accept application materials electronically and 41.5 percent said they do not. However, it appears that more applicants are taking advantage of the option to use the Internet. In 2000, only 1 percent of respondents said that they receive over 90 percent of their applications online but in 2006, that number jumped to 20 percent.

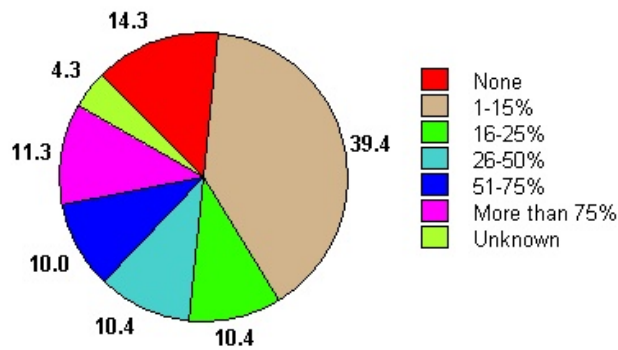
When asked about the percentage of applications actually submitted over the Internet, nearly a quarter of respondents said less than 25% are done this way but almost the same number of respondents said they get more than 90% of their applications this way. See the chart below:

What percentage of your applications are submitted electronically over the Internet (i.e. applicant completes and submits the application electronically and it is transmitted directly to you)?

Response	Chart	Frequency	Count
Under 25%		24.3%	36
26-50%		11.5%	17
51-60%		10.1%	15
61-70%		4.1%	6
71-80%		10.1%	15
81-90%		13.5%	20
More than 90%		22.3%	33
Unknown		4.1%	6
		Total Responses	148

When asked what percentage of communication with applicants is by email, for example notices, online scheduling, offer letters, 14 percent said none, and nearly 40 percent said between one and 15 percent. Ten percent each said between 16-25 percent; between 26-50 percent; and between 51-75 percent, 11 percent said more than 75 percent and 4 percent said “unknown.”

How much communication by email?



Time To Hire

Days to Hire Table							
Hiring Step	Jobs in General	Prof.	Official	Clerical	Public Safety	Labor	IT
Human Resources asked to recruit	12	13	13	10	12	11	12
Vacancy announced	8	8	9	7	9	7	8
Application deadline	17	21	24	15	25	16	21
Testing evaluation begins	12	11	12	11	14	11	10
Testing evaluation complete	12	12	14	12	19	11	11
Hiring manager receives list	11	10	10	13	13	11	10
Hiring manager receives list (existing list)	5	5	5	5	6	4	4
Hiring manager receives list (no candidate list)	16	15	16	15	20	14	15
Time to begin interviews	9	9	9	8	10	8	8
Hiring manager offers job	8	8	9	7	13	7	8
New hire reports to work	15	18	20	14	18	14	16
Notification of vacancy until reports to work	49	51	54	45	57	44	48

The above chart represents the mean number of days it takes to perform each task.

What is the approximate time to hire for ALL positions?

Hiring Step	1 – 3 days	4 – 6	7	8 – 10	11 – 13	14	15 – 18	19 – 21	22 – 30	31 – 40	41 – 50	51 – 60	60+	No Data
Human Resources asked to recruit	26.0*	14.5	6.8	3.4	1.3	6.4	2.1	2.6	3.8	3.4	4.7	0.4	2.1	22.6
Vacancy announced/advertised	29.9	26.4	8.7	6.9	1.7	6.9	2.6	0	3.5	0.4	1.3	0.9	0	10.8
Application deadline	0	2.6	3	12.1	2.6	38.8	8.6	10.3	12.5	1.7	0.4	0.4	2.2	4.7
Testing/evaluation begins	26.6	14.4	6.10	10.9	3.1	8.7	3.9	2.6	3.1	4.8	0.4	0.4	3.1	11.8
Testing/evaluation complete	29.1	12.3	7	8.8	2.6	6.6	2.2	5.3	4.4	3.1	1.3	2.2	2.2	1.8
Hiring agency/manager receives list (when candidate list available)	55.6	17.9	4	1.8	0.4	1.8	1.8	0.4	0.4	0.4	0.4	0	0.4	14.3
Hiring agency/manager receives list (when no candidate list available)	23.4	16.2	5	2.3	1.4	5.4	4.1	1.8	7.7	6.8	3.2	2.7	3.6	16.7
Time to begin interviews after receiving lists of candidates	8.2	16.9	22.9	10.8	3.5	10	3.5	0.9	1.3	0.4	0	0	0.4	21.2
Hiring agency/manger offers job	17.1	23.7	19.3	6.1	2.6	7.9	2.2	1.8	0.4	0.4	0	0	0.9	17.5
New hire reports to work	0	1.7	3.5	7	6.5	37	18.7	6.1	6.1	0.9	0	0	0.4	12.20

*Represents the percent of respondents - e.g. 26.0 percent of respondents said that it takes between 1 and 3 days for the task "Human Resources asked to recruit."

What is the approximate time to hire for PROFESSIONAL positions?

Hiring Step	1 - 3	4 - 6	7	8 - 10	11 - 13	14	15 - 18	19 - 21	22 - 30	31 - 40	41 - 50	51 - 60	60+	No Data
Human Resources asked to recruit	29.0	11.8	10.4	2.7	1.4	5.4	2.3	0.5	3.2	3.60	1.8	0.5	5.0	22.6
Vacancy announced/advertised	29.9	23.3	9.3	8.4	2.2	5.7	1.3	0	4.0	0.4	2.2	0.9	0.4	12.3
Application deadline	0	1.7	0.9	7.4	1.7	27.4	5.7	10.9	21.7	8.3	2.6	2.2	1.7	7.8
Testing/evaluation begins	25.6	13.9	4.9	7.2	3.1	9.0	4.0	4.9	4.5	3.6	0.4	0.4	1.8	16.6
Testing/evaluation complete	24.1	12.7	7.3	8.2	0.5	7.7	3.6	5.0	5.9	2.3	0.9	2.3	0.9	18.6
Hiring agency/manager receives list (when candidate list available)	40.3	14.2	8.0	4.0	1.8	3.5	3.5	2.7	4.0	3.1	0.9	0.9	3.5	10.2
Hiring agency/manager receives list (when no candidate list available)	24.4	15.7	5.1	2.3	0.9	4.1	4.1	1.8	7.8	7.4	2.3	1.8	3.7	18.4
Time to begin interviews after receiving lists of candidates	8.4	17.3	19.6	11.1	1.8	10.2	4.4	0.9	2.7	0.9	0	0.4	0.0	22.2
Hiring agency/manager offers job	19.6	21.3	13.8	8.4	1.3	8.4	3.6	1.3	1.3	0.4	0	0	0.4	20.0
New hire reports to work	0	0.90	2.7	5.8	4.5	27.2	17.4	11.6	11.6	2.7	0.4	0.9	0.9	13.4

What is the approximate time to hire for OFFICIAL/ADMINISTRATOR/EXECUTIVE positions?

Hiring Step	1 - 3	4 - 6	7	8 - 10	11 - 13	14	15 - 18	19 - 21	22 - 30	31 - 40	41 - 50	51 - 60	60+	No Data
Human Resources asked to recruit	29.0	12.7	8.6	3.2	1.4	4.5	3.2	1.4	2.7	3.2	0.9	1.8	4.5	23.1
Vacancy announced/advertised	28.3	22.4	9.9	7.2	1.8	4.9	2.7	1.3	4.0	0.4	0.9	0.9	1.8	13.5
Application deadline	0	2.20	1.80	6.60	2.60	19.70	3.90	8.80	24.6	9.6	3.5	3.5	4.4	8.8
Testing/evaluation begins	24.7	12.1	5.4	6.3	5.4	7.2	3.6	4.9	4.0	5.4	0.9	0.4	1.8	17.9
Testing/evaluation complete	22.0	10.8	7.6	6.7	0.9	6.7	5.8	3.1	9.9	2.2	0.0	1.8	3.1	19.3
Hiring agency/manager receives list (when candidate list available)	40.0	15.1	7.6	3.1	1.3	3.6	4.0	2.7	2.7	2.7	0.0	1.3	3.6	12.4
Hiring agency/manager receives list (when no candidate list available)	22.9	15.4	4.7	2.3	0.9	4.2	4.2	1.4	7.5	6.5	1.9	2.3	5.1	20.6
Time to begin interviews after receiving lists of candidates	7.6	16.9	19.1	12.9	1.8	8.9	2.7	3.1	4.0	0.9	0	0.0	0.0	22.2
Hiring agency/manager offers job	18.4	20.2	11.7	7.6	0.9	9.9	4.0	2.2	3.1	0.0	0.0	0.4	0.4	21.1
New hire reports to work	0	1.3	3.1	4.9	3.6	21.3	13.3	8.4	15.6	8.9	0.4	1.8	0.4	16.9

What is the approximate time to hire for OFFICE/CLERICAL positions?

Hiring Step	1 - 3	4 - 6	7	8 - 10	11 - 13	14	15 - 18	19 - 21	22 - 30	31 - 40	41 - 50	51 - 60	60+	No Data
Human Resources asked to recruit	30.8	14.5	9.0	2.3	1.4	4.1	3.6	1.4	3.2	4.5	1.8	0.0	1.8	21.7
Vacancy announced/advertised	33.5	25.9	7.6	7.1	1.3	5.4	1.3	0.0	2.7	0.4	1.3	0.4	0.9	12.1
Application deadline	0	4.8	5.3	11.8	3.5	39.5	9.2	6.6	9.2	0.9	0.4	0.4	1.3	7.0
Testing/evaluation begins	26.5	14.8	7.6	8.5	3.1	10.3	3.6	4.0	4.0	2.7	1.3	0.9	4.6	21.0
Testing/evaluation complete	27.4	14.3	7.2	9.4	1.8	7.6	2.2	3.1	4.9	2.2	0.9	2.7	1.8	14.3
Hiring agency/manager receives list (when candidate list available)	39.8	14.2	7.1	3.5	2.2	4.4	4.0	3.5	3.1	3.1	0.9	0.4	3.5	10.2
Hiring agency/manager receives list (when no candidate list available)	23.6	15.7	4.6	3.2	0.9	6.0	3.7	2.3	7.4	5.1	3.7	2.3	3.2	18.1
Time to begin interviews after receiving lists of candidates	9.3	20.4	21.8	11.1	2.2	7.6	4.0	1.3	1.8	0.0	0	0.0	0.4	20.0
Hiring agency/manager offers job	22.8	26.3	12.5	6.7	1.8	5.8	3.6	0.4	0.9	0.0	0.	0.0	0.4	18.8
New hire reports to work	0	2.2	5.3	6.7	5.3	41.3	17.3	4.0	3.1	0.9	0.0	0.0	0.4	13.3

What is the approximate time to hire for PUBLIC SAFETY positions?

Hiring Step	1 - 3	4 - 6	7	8 - 10	11 - 13	14	15 - 18	19 - 21	22 - 30	31 - 40	41 - 50	51 - 60	60+	No Data
Human Resources asked to recruit	30.4	9.3	6.5	2.3	0.5	5.1	0.	1.9	2.8	3.7	2.8	0.5	3.3	29.9
Vacancy announced/advertised	29.8	18.3	6.0	7.3	1.8	6.9	0.9	0.0	3.2	1.4	1.4	0.0	2.3	20.6
Application deadline	0.5	0.9	1.8	5.4	1.8	24.0	3.2	6.8	19.0	7.2	0.5	1.4	10.4	17.2
Testing/evaluation begins	22.4	9.6	5.0	10.0	2.3	9.1	3.2	2.3	4.1	4.6	0.9	0.9	4.6	21.0
Testing/evaluation complete	17.6	11.1	6.9	6.5	0.9	3.7	3.2	3.7	3.2	4.2	0.9	4.2	7.4	22.2
Hiring agency/manager receives list (when candidate list available)	35.3	11.9	4.1	4.1	0.9	4.6	4.1	3.2	3.2	3.7	1.4	2.3	3.7	17.4
Hiring agency/manager receives list (when no candidate list available)	19.9	11.4	3.3	2.4	0.9	3.8	4.3	2.8	5.2	5.7	2.8	2.8	7.6	27.0
Time to begin interviews after receiving lists of candidates	7.7	16.4	18.2	9.1	1.4	7.3	2.3	1.8	3.2	1.8	0.5	0.0	0.9	29.5
Hiring agency/manager offers job	16.4	19.5	8.2	4.5	1.8	4.1	4.1	0.5	4.5	5.5	0.9	0.5	3.2	26.4
New hire reports to work	0	1.4	4.1	5.0	4.1	27.9	14.6	6.4	7.8	2.3	0.9	1.4	1.4	22.8

What is the approximate time to hire for LABOR/MAINTENANCE positions?

Hiring Step	1 - 3	4 - 6	7	8 - 10	11 - 13	14	15 - 18	19 - 21	22 - 30	31 - 40	41 - 50	51 - 60	60+	No Data
Human Resources asked to recruit	29.6	13.6	9.4	3.3	0.9	2.3	3.3	0.9	3.3	2.8	1.9	0.9	2.8	24.9
Vacancy announced/advertised	31.8	23.6	7.7	6.8	1.8	5.5	1.8	0.0	2.7	0.0	1.8	0.9	0.0	15.5
Application deadline	0.9	4.0	4.5	10.8	3.1	37.7	7.2	8.1	9.0	1.3	0.0	0.4	2.2	10.8
Testing/evaluation begins	24.9	14.3	6.5	8.3	3.2	9.2	4.6	1.8	3.2	2.8	0.0	0.9	2.3	18.0
Testing/evaluation complete	24.8	13.8	8.7	8.7	1.4	6.4	2.8	3.2	5.5	1.4	0.0	1.8	1.4	20.2
Hiring agency/manager receives list (when candidate list available)	39.2	14.0	6.8	3.2	1.8	3.6	4.1	2.7	3.2	3.2	0.9	0.5	4.1	13.1
Hiring agency/manager receives list (when no candidate list available)	23.9	15.5	4.7	2.3	2.8	4.7	4.2	2.3	6.1	5.6	1.9	2.3	2.8	20.7
Time to begin interviews after receiving lists of candidates	10.8	22.0	20.2	9.0	1.3	6.3	3.1	2.2	2.2	0.0	0.0	0.0	0.0	22.9
Hiring agency/manager offers job	21.4	24.1	15.0	6.4	1.4	5.5	4.1	0.5	0.0	0.5	0.0	0.0	0.5	20.9
New hire reports to work	0.5	5.0	9.6	6.4	4.6	33.9	15.6	4.1	2.3	1.4	0.0	0.0	0.9	15.6

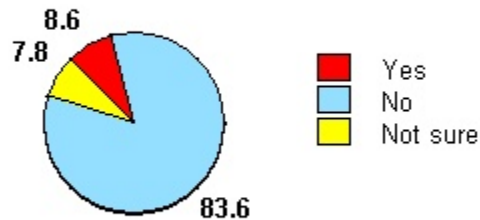
What is the approximate time to hire for INFORMATION TECHNOLOGY positions?

Hiring Step	1 - 3	4 - 6	7	8 - 10	11 - 13	14	15 - 18	19 - 21	22 - 30	31 - 40	41 - 50	51 - 60	60+	No Data
Human Resources asked to recruit	24.9	14.3	8.3	2.8	0.5	4.6	2.3	0.5	3.7	2.8	1.4	1.4	2.8	30.0
Vacancy announced/advertised	28.3	20.5	9.6	6.4	2.3	5.0	1.4	0.5	3.7	0.5	1.8	0.5	0.5	19.2
Application deadline	0.0	2.2	1.3	7.2	1.8	29.1	5.4	9.9	14.8	4.9	1.3	2.2	4.5	15.2
Testing/evaluation begins	24.5	13.0	4.2	8.3	1.4	9.7	4.2	3.2	3.7	3.2	0.0	0.0	0.9	23.6
Testing/evaluation complete	19.6	14.2	9.1	7.8	0.5	7.3	2.3	3.7	5.5	2.3	0.0	0.9	1.8	25.1
Hiring agency/manager receives list (when candidate list available)	34.7	15.5	7.3	1.8	1.4	3.7	4.6	2.7	3.2	2.7	0.5	0.5	3.2	18.3
Hiring agency/manager receives list (when no candidate list available)	20.3	15.6	4.7	2.4	0.9	5.7	3.8	2.4	7.1	5.2	2.8	0.9	2.8	25.5
Time to begin interviews after receiving lists of candidates	13.4	27.6	36.6	16.4	6.0	16.7	4.2	3.1	7.3	0.0	0.0	0.0	0.0	68.8
Hiring agency/manager offers job	18.4	22.1	9.7	6.5	1.4	7.4	3.7	1.4	2.3	0.5	0.0	0.0	0.5	26.3
New hire reports to work	0.0	1.4	4.1	5.9	4.1	31.8	16.4	5.5	5.9	1.4	0.5	0.0	0.5	22.7

Cost Per Hire & Cost for Advertising

Do you calculate cost per hire? Nearly 84 percent of respondents said “NO.” Only 8.6 percent said yes and 7.8 percent said “not sure.”

Do you calculate cost-per-hire?



The percentage of respondents reporting that they calculate cost-per-hire is nearly double that of 2000, when 4.7 percent said they calculate it and 95.3 percent said they did not.

Cost - Job Postings

External advertising costs are likely to be between \$250 and \$500 said 38.6 percent of respondents. Slightly more than 18 percent said under \$250, while nearly 22 percent said between \$501 and \$1,000 only 8.8 percent said over \$1,000 and 12.3 percent said “unknown.”

Nearly 40 percent of respondents said that most (more than 80%) of their advertising budget is spent on traditional print media (newspapers and magazines) versus online job advertising (less than 20%). And, yet, looking at the charts below, it appears that most agencies obtain the most number of applicants, hires and diverse applicants and hires through their own agency/jurisdiction’s website and less so through traditional print media. Traditional print media did win out over Internet job boards though in terms of number of applicants and hires.



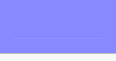


Source of Applicants

Survey results showed that respondents get more applicants (46 percent) and hires (36 percent) from their agency or jurisdiction's Website than from newspapers (27.2 percent for applicants and 23.7 percent for hires) or Internet job boards (11.1 percent for applicants and only 5.7 percent for hires).

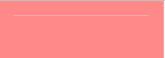





Trade journals, radio advertisements, job fairs, referrals and other sources of applicants were far behind the top three mentioned above. However, 5.7 percent of respondents reported receiving hires from referrals.

In terms of diverse applicants and hires, the agency/jurisdiction's Website, newspapers, and Internet job boards were still the top three but several respondents – 3.9 percent – reported that job fairs generated diverse applicants and 5.7 percent of respondents said that referrals generated diverse hires.

From which source do you get the most **Applicants**?

Response	Chart	Frequency	Count
Agency/Jurisdiction Website		46.0%	108
Internet Job Boards		11.1%	26
Newspaper		27.2%	64
Trade Journals		0.0%	0
Radio		0.0%	0
Job Fairs		1.3%	3
Referrals		2.1%	5
Headhunters/Search Firms		0.0%	0
Employment Agencies		0.9%	2
College/University Career Center		0.4%	1
Mailings		1.3%	3
Unknown		4.7%	11
Other		5.1%	12
		Total Responses	235

From which source do you get the most **Hires**?

Response	Chart	Frequency	Count
Agency/Jurisdiction Website		39.0%	89
Internet Job Boards		5.7%	13
Newspaper		23.7%	54
Trade Journals		1.3%	3
Radio		0.0%	0
Job Fairs		1.3%	3
Referrals		5.7%	13
Headhunters/Search Firms		0.0%	0
Employment Agencies		0.4%	1
College/University Career Center		0.4%	1
Mailings		1.8%	4
Unknown		15.8%	36
Other		4.8%	11
		Total Responses	228

From which source do you get most **Diverse Applicants**?

Response	Chart	Frequency	Count
Agency/Jurisdiction Website		29.0%	67
Internet Job Boards		11.3%	26
Newspaper		21.2%	49
Trade Journals		2.2%	5
Radio		0.4%	1
Job Fairs		3.9%	9
Referrals		2.2%	5
Headhunters/Search Firms		0.0%	0
Employment Agencies		1.7%	4
College/University Career Center		2.6%	6
Mailings		1.3%	3
Unknown		18.2%	42

From which source do you get the most **Diverse Hires**?

Response	Chart	Frequency	Count
Agency/Jurisdiction Website		39.0%	89
Internet Job Boards		5.7%	13
Newspaper		23.7%	54
Trade Journals		1.3%	3
Radio		0.0%	0
Job Fairs		1.3%	3
Referrals		5.7%	13
Headhunters/Search Firms		0.0%	0
Employment Agencies		0.4%	1
College/University Career Center		0.4%	1
Mailings		1.8%	4
Unknown		15.8%	36
Other		4.8%	11

Diversity/Affirmative Action

More than half of respondents said they have met their affirmative action/diversity goals to a moderate or greater extent. This number is down slightly from 2000 when 65 percent of respondents reported meeting their affirmative action/diversity goals to a moderate or greater extent. As in 2000, twenty percent said they do not have goals. Slightly more than 9 percent said they've either not met their goals or only to a small extent. In 2000 that number was approximately 15 percent of respondents. Twenty percent of respondents in 2006 said "unknown."

For the most recent fiscal or calendar year for which you have data, to what extent has your agency/jurisdiction met affirmative action/diversity goals?

Response	Chart	Frequency	Count
Not at all		1.4%	3
To a small extent		7.7%	17
To a moderate extent		23.4%	52
To a great extent		18.9%	42
To a very great extent		9.0%	20
We do not have goals		20.3%	45
Unknown		19.4%	43
		Total Responses	222

Applicant Testing and Selection Methods

Please select which of the following applicant testing/selection methods your agency/jurisdiction uses. (Choose all that apply)

Type of Test	All	Professional	Official/Admin Exec	Office/Clerical	Public Safety	Labor Maintenance	IT
Written tests for job knowledge	77.5%	36.9	22.0	49.2	57.2	32.2	22.5
Written Intelligence tests	14.4	6.4	3.8	3.0	11.9	1.7	1.3
Personality tests	21.6	4.7	3.8	1.7	24.6	1.3	1.3
Written general aptitude tests	48.3	12.3	8.1	23.7	34.3	14.8	6.4
Honesty tests	16.1	1.3	0.0	0.4	20.8	0.4	0.4
Training/Experience/Resume Evaluations	71.6	68.6	64.0	53.0	49.6	55.1	62.3
Computerized skills tests	63.6	12.7	9.7	55.1	9.7	2.5	20.3
Oral exams	65.3	51.3	47.9	41.9	53.8	38.1	40.3
Criminal record checks	87.3	69.1	65.3	65.3	73.7	61.0	54.7
Pre-employment drug testing	80.5	50.8	47.5	49.2	66.9	57.6	43.2
Assessment centers	40.3	23.3	19.5	4.2	21.6	3.4	4.7
Other	17.4	15.3	12.3	10.2	22.5	19.9	11.0

The top three applicant testing and selection methods are:

- Criminal Record Checks (87.3%)
- Pre-Employment Drug Testing (80.5%)
- Written Tests for Job Knowledge (77.5%)

By comparison, in 2000, only 34% responded that they conduct criminal record checks for all jobs and only 38% said they conduct pre-employment drug testing for all positions. Written tests for job knowledge ranked as the most frequently used applicant testing and selection method, in 2000 instead of number three.

According to the 2000 benchmarking survey the top three methods were:

- Written Tests for Job Knowledge (81%)
- Training and Experience Evaluations (70%)
- Oral Exams (70%)

According to the results of the 1998 benchmarking survey the top three methods were written tests for job knowledge, training and experience evaluations and criminal record checks.

While the questions included slightly different response criteria, and therefore are not entirely comparable, it is clear that the importance of checking an applicant's background such as through criminal record checks and illegal drug use have become more important. One possible reason for this would be the impact of September 11 terrorist attacks. However, the survey did not ask respondents about their reasons for conducting criminal record checks/drug tests.

When asked about the number of applicants that pass minimum qualification screening between a third and half of respondents indicated that more than half of applicants achieve these goals. Between one-fifth and one-third of respondents indicated that more than half of applicants are placed on eligible lists.

Nearly half of the respondents said that between one and 10 percent of new hires will leave the organization within the first 12 months.

What is the percentage of applicants that PASS MINIMUM QUALIFICATION SCREENING for the following positions:

Position:	1-5%	6-10%	11-25%	26-35%	36-50%	More than 50%	Unknown
Professional	2.2%	4.4	7.9	7.0	18.5	39.6	20.3
Official/Administrative/Executive	4.0	4.4	7.0	7.9	14.1	37.4	25.1
Office/Clerical	2.2	1.8	3.5	6.6	14.5	50.2	21.1
Public Safety	4.5	3.2	6.3	6.8	8.1	44.6	26.6
Labor/Maintenance	3.1	2.2	4.9	7.1	11.6	47.1	24
Information Technology	5.4	3.6	8.5	7.1	17.4	27.2	30.8

N=222-227

What is the percentage of applicants that GET ON THE ELIGIBLE LIST for the following positions:

Position:	1-5%	6-10%	11-25%	26-35%	36-50%	More than 50%	Unknown
Professional	8.5%	8.1	5.8	6.3	14.8	23.3	33.2
Official/Administrative/Executive	8.2	9.1	5.5	10.0	12.3	20.0	35.0
Office/Clerical	7.3	4.5	6.4	7.3	8.6	33.6	32.3
Public Safety	8.6	7.7	6.8	8.2	13.6	20.9	34.1
Labor/Maintenance	3.6	8.6	5.0	5.0	9.5	31.4	36.8
Information Technology	7.3	6.9	4.1	11.5	11.0	20.6	38.5

What is the percentage of **HIRES overall** leave the organization within the **first 12 months**?

Response	Chart	Frequency	Count
0%		4.4%	10
1-10%		47.2%	108
11-20%		16.2%	37
21-30%		6.1%	14
31-40%		2.6%	6
41-50%		0.9%	2
51-60%		0.4%	1
61-70%		0.0%	0
71-80%		0.0%	0
81-90%		0.0%	0
More than 90%		0.4%	1
Unknown		21.8%	50
		Total Responses	229

Report Scope and Research Methodology

IPMA-HR and NEOGOV conducted this survey during May and June 2006 with an online survey instrument. Two hundred and thirty-six public sector HR professionals responded to the survey. The survey was sent to all IPMA-HR members and NEOGOV clients.

About The International Public Management Association for Human Resources

The International Public Management Association for Human Resources (IPMA-HR) is a non-profit organization representing the interests of over 7,500 human resource professionals who work primarily in the public sector. IPMA-HR members are employed at all levels of government within the United States and other countries and international organizations. The mission of IPMA-HR is to provide human resource leadership and advocacy, professional development, information and services to enhance organizational and individual performance in the public sector. To further this mission, IPMA-HR provides a wide range of resources including publications, research, assessment, professional development programs, and certification. IPMA-HR is recognized for providing human resource leadership that makes a difference in the public sector.

The IPMA-HR Benchmarking Committee was created in 1998 and its goals are to: identify, measure and share the best practices of leading HR organization. Information will be available so organizations can compare their practices to the benchmark HR organizations and identify opportunities to improve their own organizations.

About NEOGOV

NEOGOVS is the leader in the rapidly expanding market for public sector recruitment, selection, and applicant tracking systems. Based in El Segundo, California, the company delivers integrated and scalable enterprise applications for government agencies of all sizes. NEOGOV eliminates the lengthy and error-prone implementation process required by traditional client-server software so that enterprises can quickly begin using and benefiting from their technology investment.

The company began developing their applications in 1998 and was incorporated in early 2000. The company introduced its first Web Service (Insight Standard Edition) in September of 1999. By 2002, the company had developed the first fully integrated recruitment, selection, and applicant tracking system designed specifically for public sector employers. In October 2002, the company introduced its Insight Enterprise Edition which assists employers in the entire hiring process from the time a position becomes vacant until the position is filled.

Today more than 4,000 users from government agencies nationwide depend on NEOGOV products to manage their hiring operations. Large customers include Arlington County (VA), Multnomah County (OR), and Santa Clara County (CA).

NEOGOVS is a privately held California corporation.