

# Recruitment Policies and Practices

A Results Oriented Strategy

# JPIA Governance Training

- There are two aspects of recruitment which the Palmdale Water District adheres to due to the course and scope criteria of JPIA.
- The first category is Planning or Policy Setting.
- The second category is Operational or Practices.

# Policy

- The Palmdale Water District's policy is to conduct an objective process to recruit the most qualified candidate for each position. The District encourages career advancement of its staff through various opportunities offered and also puts a focus on providing employment opportunities to our local communities.

# Practices

- The District currently posts non-entry level positions internally for a period of one week. If we have three qualified applicants based on the job description, then we will conduct interviews. If we do not, we will post externally for a period of not less than two weeks.
- Non-entry level positions have an external interview panel for the first interview.
- If the outside panel has a clear front runner then the hiring manager can move forward with hiring the candidate. If there is no clear frontrunner, then a second internal panel will be held with the top candidates from the external interview panel.

# Practices

- This process is very similar to the process followed by many local agencies and in fact we often serve on each others external panels. This allows our managers to have firsthand knowledge of the best practices of other water agencies and municipalities in our region.
- As a results driven organization, we also pay attention to skill sets that have proven to be successful in the various positions.
- As a team-oriented organization, there are times where a specific skill set on the job description may take on a greater importance. This will become a part of the screening of the application along with a part of the briefing of the external panel.

# Legalities

- In addition to the details of the process, the District analyzes the results of its recruitment process to ensure that it does not result in any disparate impact.
- 2019 Recruitment included 13 recruitment campaigns resulting in sixteen onboardings. Of those. The campaigns were evenly split with 8 being external and 8 internal.
- The District has a very good record of hiring minority candidates and in fact in 2019, 10 of the 15 completed recruitment campaigns have resulted in a minority candidate receiving employment.

# Results

- The most important part of any recruitment process is making sure that the process has resulted in successful employees.
- The Palmdale Water District has a low turnover rate.
- The management team of the Palmdale Water District has increased its alignment with the board based on the Cultural Survey completed by Dr. Mathis. This has been a concerted effort by both increases training and recruiting a management team that shares the vision set forth by the Board.
- A recent survey was taken by an outside training firm and the results showed that out of 25 areas surveyed, staff vision and management vision aligned in 22 of the categories. This is an indicator that our recruitment strategies have resulted in a team that is aligned and productive.

Questions?