

CHAPTER 14
MEASURING RECRUITING EFFECTIVENESS

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CHAPTER 14

MEASURING RECRUITING EFFECTIVENESS

1. POLICY.

a. This chapter will provide direction for the development of a recruitment plan and assist in measuring each Division's recruitment effectiveness.

b. It is incumbent upon field Division commanders to ensure recruitment resources, including both recruitment staff and funding, are used to the greatest potential. Therefore, each field Division should develop a system for measuring the effectiveness of recruiting efforts within their Division.

c. Field Division commanders should become involved in their recruitment program. Division commanders can provide the leadership necessary for the success of their Division's recruitment efforts. Additionally, by taking personal responsibility in recruitment, Division commanders can ensure recruitment is a priority to all employees within their command.

2. PROCEDURES.

a. Each field Division is unique in size and population. Although the recruitment goal is to recruit qualified candidates who represent the communities of California, recruiting practices will vary from one Division to the next. It is upon the Division commanders, recruitment coordinators, and recruiters to determine what recruitment methods are most effective and focus their efforts toward those campaigns.

b. Recruiters should be encouraged to maintain a planning calendar which includes future events in which the Division will participate. Deadlines for advertising, obtaining necessary supplies, and requesting additional personnel should be included on the calendar.

(1)When a conflict in an event arises, recruitment coordinators should attempt to utilize an officer from a field command.

(2)Recruitment events should be scheduled as far in advance as possible to ensure resources are available.

(3)Recruiters should schedule time on their calendar each day to answer or return telephone calls from prospective candidates. The number of telephone calls a

recruiter receives or returns may be a useful statistic in regards to determining staffing requirements.

(4) All advertising efforts should be shown on the calendar. Recruiters should include the name of the publication or station, and the date(s) the advertisement is to appear or was aired.

c. Research demographics of the local communities to create an effective recruitment plan.

d. Develop community recruitment advisory committees.

(1) Establish a cross section of contacts within the communities as a resource to enhance recruitment efforts.

(2) Include church leaders, council members, community-based organization members, local media representative, educators, California Highway Patrol (CHP) management, recruitment personnel, etc.

e. Implement continual recruitment efforts at local high schools, colleges, and military installations. Designate a day and time for recruiter availability at these locations outside of general recruitment activities surrounding career fairs, etc.

f. Ensure all CHP facilities make recruitment information readily visible and available to the public.

g. Build recruitment teams to include uniformed and nonuniformed personnel as an extension of recruitment.

h. Partner with the Explorer Program to develop and strengthen partnerships for state and local school-to-work programs.

i. Expand recruitment by proactively getting involved in community activities and cultural events on a consistent basis.

j. Expand candidate orientation to include preparation for the written examination, physical ability test, oral interview, and the Academy.

k. Create a relationship with college professionals, instructors, counselors, coaches, and Department chairs. Create a link with two- and four-year college criminal justice programs, nursing, and teaching programs.

l. Consistently distribute recruitment material to career transition programs/centers, colleges, high schools, community-based organizations, and employment departments.

m. Increase media exposure by introducing human-interest feature stories on local cable channels, in community-based papers, local papers, college circulars, and local military base papers.

n. Supplement radio advertising on local leading urban rhythm and blues and urban contemporary radio stations by developing a partnership with the station. This will often lead to public service announcements and interviews, giving the recruiter the opportunity to showcase the Department.

o. Strengthen relationship with the local military to develop a transition program between the military and the CHP.

3. RECRUITMENT ACTIVITIES.

a. Division recruiters shall complete a CHP 492, Recruiting Activity Summary, summarizing their recruitment activity data for the quarter and route to Personnel and Training Division (PTD), Recruitment Unit, no later than ten business days after the end of each quarter. The CHP 492 is available on the CHP Intranet Web site under Forms.

NOTE: The monitoring of recruitment activities at the Division level is necessary for statistical tracking purposes. This provides a means for Division recruiters and commanders to monitor their efforts and adjust the focus of those efforts, as necessary. The additional step of forwarding this information to PTD, Recruitment Unit is necessary to ensure the Recruitment Unit has the most accurate and up-to-date information to be used in preparing departmental reports, budget request justifications, and other frequently requested documents.

4. RECRUITMENT SURVEYS.

a. Each cadet candidate will be provided a CHP 349, Recruitment Survey, to determine how the candidate learned CHP was hiring. These surveys should be routed to the Recruitment Unit and may be used as a tool to recruiters in determining which of their recruitment efforts were most effective. The CHP 349 can also be found on the CHP Intranet Web site under Forms.

5. COMPARING EFFORTS AND EXPENDITURES TO RESULTS.

a. Division commanders can compare the staffing hours required at recruitment events and recruitment funds spent on advertising, to the number of candidates who appeared to participate in the written examination.

- b. By making a quarterly assessment of activity versus results, Division commanders can ensure their resources are maximized.
- c. Based upon these assessments, Division commanders receive an accurate evaluation of the effectiveness of their current recruitment program and can assist in making improvements when necessary and discourage certain recruitment techniques which are nonproductive.