

2000/2001
IPMA/NASPE
Benchmarking
Report

International Personnel Management Association
National Association of State Personnel Executives
Sponsored by AVUE Technologies

Recruitment And Selection

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International Personnel Management Association

1617 Duke Street
Alexandria, VA 22314
Phone: 703-549-7100 Fax: 703-684-0948
E-mail: ipma@ipma-hr.org
www.ipma-hr.org

National Association of State Personnel Executives

2760 Research Park Drive
P. O. Box 11910
Lexington, KY 40578-1910
Phone: 859-244-8182 Fax: 859-244-8015
E-mail: naspe@naspe.net
www.naspe.net

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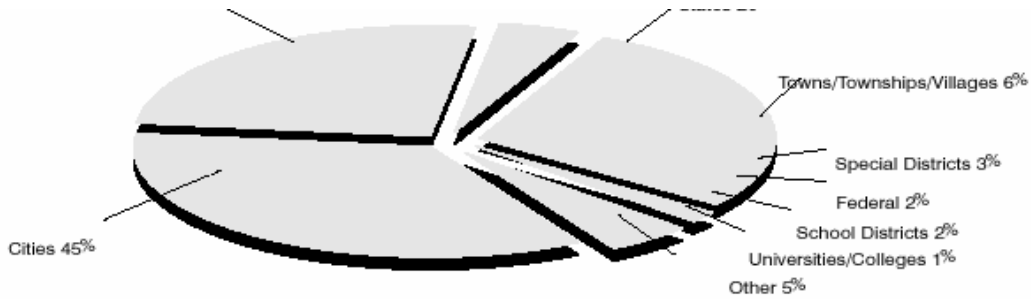
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Background Information

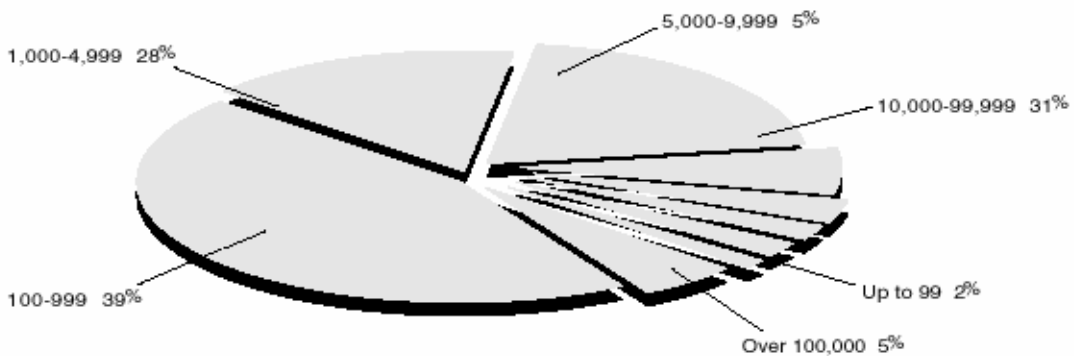
Participating Jurisdictions

One hundred and seventy-seven federal, state and local jurisdictions participated in the 2000/2001 survey. The responding jurisdictions represent more than three million employees. The majority of participants were cities, counties, and states.



Population — Size of Jurisdictions Reporting

Forty-one percent of respondents are from jurisdictions with populations of less than 100,000, 24% are from jurisdictions with between 100,000-500,000 people, only 6% were from jurisdictions with 500,000-1,000,000 people, while 30% were from jurisdictions with populations of more than 1,000,000.



Size of Respondents' Workforce

The majority of respondents reported that their jurisdiction employs more than 100 but fewer than 1,000 workers (39%), while a significant number employ more than 1,000 employees but fewer than 5,000 (28%). Fewer report a workforce of between 5,000 and 10,000 employees (5%), but more report a workforce over 10,000 but smaller than 100,000 employees (31%). At the extremes, only 2%

report a workforce smaller than 100 employees, and only 5% report a workforce greater than 100,000 employees.

Applicant Testing/Selection Methods

The three most frequently used testing/selection methods are written tests for job knowledge, training/experience evaluations and oral exams. (Note that percentages add up to more than 100% because respondents were asked to check all that apply):

Written tests for job knowledge	81 %
Training/experience evaluations	70
Oral exams	70
Resume screens	66
Criminal record checks for certain jobs only	60
Pre-employment drug tests for certain jobs only	53
Assessment Centers	44
Written General Aptitude Tests	43
Skills inventories	39
Pre-employment drug tests for all jobs	38
Criminal record checks for all jobs	34
Personality tests	25
Skills inventories	24
Computerized written exams	24
Other	23

The “other” category includes physical ability tests, typing and data entry tests, video-based testing for public safety, and job simulations. The results are very similar to 1998 with the exception that more respondents reported using criminal records checks for all jobs (42%) then they did in 2000 (34%). In 1998, the top three methods used to fill vacancies were: written tests for job knowledge, training and experience evaluations, and criminal record checks for all jobs.

The survey also asked respondents to identify the testing method most often used to hire the best performers based on the results of employee performance evaluations. The results:

Oral exams	31 %
Training and experience evaluations	24
Resume screens	16

The results reveal that written tests for job knowledge are the most frequently used testing/selection method but not the most effective in terms of hiring the best performers. When it comes to hiring the best performers, oral exams ranked number one, and resume screens replaced written tests for job knowledge in the top three.

In jurisdictions that conduct criminal background checks for certain jobs only, public safety positions were by far the largest category of applicants subject to the check (94%), a distant second was for applicants with financial responsibilities (39%), and third was department heads (30%).

Approximately two-thirds of respondents indicate that they perform pre-employment drug tests on applicants for public safety positions and for positions where Department of Transportation regulations require drug testing. While the above data show the top testing/selection methods for all positions, the top three testing/selection methods varied by the position being filled. Below is a breakdown by position:

Labor/Maintenance Positions

	Most frequently used	Most effective
Pre-employment drug testing	60 %	32 %
Training/experience evaluations	58	53
Oral exams	48	43

The data show a match between the most frequently used and most effective testing/selection methods.

Skilled Trades

	Most frequently used	Most effective
Training/experience evaluations	60 %	58 %
Pre-employment drug testing	60	25
Oral Exams	47	47
Written test for job knowledge	43	33
Resume screens	43	32

The data show that while pre-employment drug tests are frequently used, written tests for job knowledge and resume screens were identified as more effective testing/selection tools. The nature of drug tests, to eliminate a potential negative instead of to identify a positive attribute, probably accounts for this difference.

Clerical Positions

	Most frequently used	Most effective
Written tests for job knowledge	56 %	48 %
Training/Experience evaluations	53	45
Oral Exams	49	46

The most frequently used testing and selection methods were the same ones identified by respondents as most effective.

Public Safety Positions

	Most frequently used	Most effective
Criminal record checks	89 %	62 %
Pre-employment drug testing	84	50
Oral Exams	73	62
Written tests for job knowledge	72	58

Once again, the most frequently used testing/selection methods are very close to those identified as the most effective with the exception of pre-employment drug testing.

Professional Positions (excluding information technology positions)

	Most frequently used	Most effective
Training/experience evaluations	67 %	59 %
Resume screens	67	55
Oral Exams	63	59

The most frequently used testing and selection methods identified by respondents were also identified as the most effective.

Information Technology Positions

	Most frequently used	Most effective
Training/experience evaluations	64 %	59 %
Resume screens	63	54
Oral Exams	56	49

The most effective testing/selection methods were also those used most frequently.

Supervisory Positions

	Most frequently used	Most effective
Training/experience evaluations	71 %	61 %
Oral Exams	63	64
Resume screens	62	49

There was a match between the most effective testing/selection methods and those used most frequently.

Managers

Most frequently used		Most effective
Training/experience evaluations	68 %	54 %
Resume screens	66	53
Oral Exams	65	59

There was a match between the most effective testing/selection methods and those used most frequently.

Senior Executive Positions

Most frequently used		Most effective
Resume screens	71 %	57 %
Oral Exams	61	58
Training/experience evaluations	55	52

There was a match between the most effective testing/selection methods and those used most frequently.

Vacancies Filled

In 2000, many respondents reported filling more vacancies than they did in 1998. For example, in 2000, 54% of respondents report filling over 100 vacancies. In 1998, only 33% of respondents reported filling this many vacancies. In 1998, nearly 40% of respondents reported filling under 25 permanent vacancies but in 2000, only 18% reported filling fewer than 25 permanent vacancies. Below is the data from the 2000 survey:

By Job Category	None	Fewer than 25	25-50	51-100	101-500	501-1,000	Over 1,000
All	0.6 %	17 %	16 %	13 %	25 %	6 %	23 %
Maintenance/labor	4 %	50 %	11 %	15 %	13 %	3 %	4 %
Skilled trades	9 %	59 %	13 %	8 %	9 %	0.7 %	1 %
Clerical positions	1 %	50 %	16 %	9 %	12 %	5 %	7 %
Public Safety	9 %	45 %	19 %	7 %	15 %	0.7 %	5 %
Professional non/IT	4 %	58 %	12 %	5 %	10 %	3 %	7 %
IT	23 %	56 %	8 %	2 %	8 %	1 %	1 %
Supervisors/managers	8 %	63 %	11 %	5 %	8 %	2 %	3 %
Senior Executives	25 %	64 %	3 %	4 %	3 %	—	0.7 %

*Totals may exceed 100% due to rounding.

Veterans' Preference

Nearly 40% of respondents said they do not offer veterans' preference. Those that do typically offer it to new hires (97%) while far fewer offer it to current employees competing for promotions (34%). The most common form of veterans' preference is to award additional points on exams (52%). Only a few jurisdictions require qualified veterans to be hired before other applicants (7%) or require qualified veterans with disabilities to be hired before other qualified applicants (4%). These results are nearly identical to the 1998 results.



Residency Requirements

As in 1998, the majority of respondents said they do not have residency requirements. In 2000, 61% of respondents said they have no residency requirement, in 1998, that number was 60%. Of the 39% who do have a residency requirement, approximately 30% apply it only to certain positions while the other 9% require it for all positions.

Most often, a new hire must be a resident within a certain time period after hiring (60%). Less frequently the applicant must be a resident by the time of hire (21%) or at the time of application (9%).

Hiring Steps

Respondents were asked how many days, on average, it takes to complete certain hiring steps. Each step was measured from the completion of the previous step. For instance, if it took the hiring agency three days to receive approval to hire, and two days for the personnel office to be asked to recruit, “two days” was recorded as the number of days it took the personnel office to be asked to recruit, not five. Time was measured in calendar, not business days.

Below is the breakdown:

Hiring Step	Number of Days:	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
Agency receives approval to hire		57%	9%	4%	1%	—	3%	1%	—	0.6%	0.6%	—	—	2%	21%
Personnel Office asked to recruit		61%	8%	1%	2%	—	2%	—	—	0.6%	1%	0.6%	—	0.6%	23%
Vacancy announced/advertised		35%	28%	7%	8%	2%	5%	2%	2%	1%	0.6%	0.6%	—	1%	8%
Application deadline		—	5%	7%	16%	5%	33%	10%	6%	8%	1%	—	1%	1%	6%
Testing/evaluation begins		28%	18%	10%	11%	3%	6%	2%	2%	3%	2%	0.6%	—	1%	13%
Testing/evaluation complete		25%	16%	7%	11%	3%	8%	3%	5%	3%	1%	2%	2%	1%	13%
Hiring agency/manager receives list (when candidate list available)		70%	9%	4%	3%	—	0.6%	1%	—	0.6%	—	—	—	0.6%	11%
Hiring agency/manager receives list (when no candidate list available)		14%	6%	3%	3%	2%	2%	5%	6%	10%	5%	8%	5%	9%	22%
Hiring agency/manager offers job		10%	12%	7%	12%	2%	9%	7%	8%	4%	4%	0.6%	1%	0.6%	24%
New hire reports to work		0.6%	3%	3%	4%	5%	37%	17%	6%	4%	2%	0.6%	—	—	19%

*Totals may be greater than 100% due to rounding.

Compared to the 1998 data, a number of the steps involved in hiring were completed faster in 2000:

First Three Steps:	2000	1998
Agency Receives Approval to Hire (1-3 days)	57 %	38 %
Personnel Office Asked to Recruit New Hire (1-3 days)	61 %	42 %
Vacancy Announced or Advertised (1-3 days)	35 %	26 %

The survey also asked respondents to report the number of calendar days it takes, on average, to provide a list of qualified candidates to a hiring manager from the date a request is received **when a list of qualified candidates IS available**.

The results are below:

Hiring Step	Number of Days:	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
Days it takes to provide a list		47%	10%	4%	5%	1%	4%	2%	3%	2%	3%	0.6%	—	1%	18%

The results for the number of calendar days it takes, on average, to provide a list of qualified candidates to a hiring manager from the date a request is received **when a list of qualified candidates is NOT available**:

Hiring Step	Number of Days:	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
Days it takes to provide a list		4%	—	1%	4%	4%	4%	6%	9%	14%	12%	9%	6%	10%	17%

These numbers are similar to the results from the 1998 survey. The following is the number of calendar days it takes to hire a new employee, on average and under the best conditions, from the time the HR office receives the request to fill a position until the time a job offer is made **when a list of qualified candidates IS available**:

Hiring Step	Number of Days:	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
Days it takes to hire		10%	6%	7%	12%	0.6%	8%	13%	9%	9%	2%	2%	3%	1%	18%

Under the best conditions, two-thirds of respondents will complete the hiring process in less than 30 days when a list of qualified candidates is available. When asked to identify the “Best Conditions” in the above question, respondents indicated that there were two primary factors — the availability of decision-makers and the availability of the candidate. If the decision-makers are available, then the process will go more quickly. Similarly, if the chosen candidate can begin work within two weeks and pre-employment tests can be conducted in a timely fashion — or have already been completed, then the process will be fast.

The following is the number of calendar days it takes to hire a new employee, on average and under the best conditions, from the time the HR office receives the request to fill a position until the time a job offer is made **when a list of qualified candidates is NOT available:**

Hiring Step	Number of Days:	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
Days it takes to hire		0.6%	—	2%	4%	2%	4%	5%	7%	17%	12%	12%	8%	8%	19%

Not surprisingly, the process is slower when there is no list of qualified candidates available. Under the best conditions, 41% of respondents will complete the hiring process in less than 30 days, and 75% of respondents will have completed the process in less than 60 days.

When asked to identify “Best Conditions” in the above question, respondents repeated the same circumstances above, such as candidates being available for work and the decision- makers staying involved in the process. However, there was an increased emphasis on the quality of candidates responding to the job advertisements and the timing of the ads.

Posting Vacancies

Forty percent of respondents said that they are required to post vacancies for internal applicants before announcing vacancies to the public. This is a dramatic decline from 1998, when 75% of applicants said that they were required to post vacancies for internal applicants first.

For those required to post internally, sixty-seven percent post the vacancy for 5-10 calendar days while only a few post longer — 11-15 calendar days (12%), over 20 calendar days (1%), about 11% post for fewer than 5 calendar days.

These time frames are similar to those reported in 1998, when 61% of respondents said that they posted the vacancy internally for one week, and 33% said they posted for the vacancy internally for 1-2 weeks.

Respondents were asked for the minimum, average and maximum lengths of time that vacancies are posted to the public. Below are the results:

Number of days	Less than 15	15-20	21-30	31-60	Greater than 60	Other
Minimum	83 %	8 %	5 %	—	—	5 %
Average	50 %	29 %	19 %	0.6 %	0.6 %	2 %
Maximum	13 %	10 %	19 %	10 %	14 %	34 %

Of those who are required to post vacancies for a minimum number of days, the most common basis for the requirement is policy (39%), followed by law, regulation or municipal charter (27%), and affirmative action (4%).

Use of Contractors and Vendors

Following are the percentages for activities performed by vendors, contractors or consultants. As the chart shows, the only function routinely performed by outside vendors/contractors is drug testing. Other functions, such as developing tests and applicant assessment tools, are infrequently performed by contractors/vendors. And, processing applications and interviewing candidates are even less likely to be performed by outside contractors and vendors.

How often the following functions are performed by vendors/contractors	More than 75% of the time	Between 51-75% of the time	Between 25-50% of the time	Less than 25% of the time	Not at All
Recruiting	0.6 %	—	—	36 %	64 %
Developing tests and applicant assessment tools	8 %	2 %	7 %	46 %	38 %
Administering tests/applicant assessment tools	1 %	0.6 %	3 %	32 %	64 %
Processing applications	0.6 %	0.6 %	0.6 %	17 %	82 %
Screening/scoring application materials	0.6 %	0.6 %	2 %	34 %	63 %
Interviewing candidates	0.6 %	—	0.6 %	18 %	81 %
Conducting Background Checks	11 %	1 %	2 %	28 %	57 %
Drug testing	76 %	—	2 %	9 %	13 %

*Totals may not equal 100% due to rounding

Provisional Hiring

Approximately one-third of the respondents' hiring agencies can hire applicants on a provisional basis before the applicants are formally tested and/or selected. This is higher than in 1998, when only a quarter of respondents said they were permitted to hire applicants on a provisional basis.



INTERNET RECRUITMENT

Fifty-eight percent of respondents said they accept application materials electronically — via the Internet or email. This is a sharp increase from 1998 when only 31% of respondents said they accept applications materials electronically.



For those that do accept materials electronically, half receive fewer than 10% of application materials in this manner, one-third receive between 10% and 30% of their applicants' materials in this manner, 10% receive between 31% and 50% of their materials in this manner. Only 7% report receiving more than half of their applicants' materials electronically.

Of those that do accept application materials electronically, most (86%) said they accept them for all positions. Only a few respondents limit electronic applications by job category.

Cost Per Hire

Only 5% of respondents said they calculate cost per hire. This is down from 8% in 1998. Of those that do, only 2% collect data on average cost per hire by occupational group.

Probationary Periods

Nearly all respondents said they have probationary periods for new employees (99%). Most often, the probationary period lasts 4-6 months. However for certain positions, such as public safety, the period is likely to be longer, 7-12 months. Managers and senior executives are also more likely than others to be subject to longer probationary periods, with about 40% reporting probationary periods of 7-12 months for these positions. Very few respondents report probationary periods of longer than 12 months and when they do, these are likely to be applied to public

safety or to senior executives only. Nearly all respondents (91%) report that they conduct performance evaluations at some point during or at the end of each new employee's probationary period. Almost two-thirds give their employees evaluations at the end of the probationary period. Another 34% of respondents also conduct performance evaluations at the mid-point of the period (34%), And 27% of respondents report conducting performance evaluations more frequently than at the mid-point and the end of the probationary period.

The vast majority of respondents report that they provide training to help probationary employees succeed if a skill gap or performance problem is identified (89%).

Terminations during probationary periods

Employees were unlikely to be fired during probation — about 65% of respondents said that they fired fewer than 2% of employees on probation. Another 25% of respondents said that they fired between 2-5% of employees. About 10% of respondents said they fired more than 6% of employees during the probationary period.

Employees who were fired during probation were most often hired using oral exams (33%) and training and experience evaluations (21%).

Employees who quit during probationary periods

Employees were less likely to quit during probation than to be fired. Seventy-five percent of respondents reported that fewer than 2% of workers quit during probation. Sixteen percent said that 2-5% of employees quit during probation. Fewer than 10% reported that more than 6% quit during the probationary period. Employees who quit during probation were most often hired using oral exams (38%) and resume screens (22%). Accept applications electronically 58% Do not accept applications electronically 42%.

Affirmative Action/Diversity Hiring Goals

Most respondents indicate moderate to great success in meeting affirmative action/diversity hiring goals. Twenty-nine percent said that they had met affirmative action/diversity hiring goals to a moderate extent, and another 23% said they had met the goals to a great extent. Twenty eight percent said that they either met them to a small extent (14%) or to a very great extent (14%), and 1% said they had completely failed to meet their goals. Only 20% said that they do not set goals

Background Information – Recruitment and Selection

1. Please check the category that best describes your organization/jurisdiction:

	Count	Percent
Federal	3	1.69 %
State	36	20.34 %
County	29	16.38 %
City	80	45.20 %
Town/village/township	11	6.21 %
University/college	1	0.56 %
School district	3	1.69 %
Special district	6	3.39 %
Other	8	4.52 %
Total Responses	177	

2. The number of people who live in your jurisdiction is (please check one):
Count Percent

	Count	Percent
Under 15,000	5	2.87 %
15,000-49,000	41	23.56 %
50,000-99,999	24	13.79 %
100,000-299,999	26	14.94 %
300,000-499,999	16	9.20 %
500,000-999,999	10	5.75 %
1,000,000 to 4,999,999	31	17.82 %
5,000,000 or over	21	12.07 %
Total Responses	174	

3. Please list the size of your jurisdiction's/organization's workforce for all employees, include part-time, full-time, and temporary or contingent employees as well as contractors:

	Count	Percent
Between 50-99	3	1.70 %
Between 100-499	44	25.00 %
Between 500-999	24	13.64 %
Between 1,000-4,999	49	27.84 %
Between 5,000-9,999	9	5.11 %
Between 10,000-49,999	27	15.34 %
Between 50,000-99,999	12	6.82 %
Between 100,000-199,999	5	2.84 %
Over 200,000	3	1.70 %
Total Responses	176	100 %

Please list the size of your jurisdiction/organization's full-time, permanent workforce only:

	Count	Percent
Under 50	1	0.57 %
Between 50-99	5	2.84 %
Between 100-499	56	31.82 %
Between 500-999	19	10.80 %
Between 1,000-4,999	43	24.43 %
Between 5,000-9,999	8	4.55 %
Between 10,000-49,999	27	15.34 %
Between 50,000 -99,999	12	6.82 %
Between 100,000-199,999	5	2.84 %
Total Responses	176	100 %

5. Please list the size of your organization/jurisidiction's permanent, part-time workforce only:

	Count	Percent
Under 50	60	35.50 %
Between 50-99	19	11.24 %
Between 100-499	42	24.85 %
Between 500-999	9	5.33 %
Between 1,000-4,999	31	18.34 %
Between 5,000-9,999	4	2.37 %
Between 10,000-49,999	3	1.78 %
Between 50,000-99,999	1	0.59 %
Total Responses	169	100 %

6. Please list the size of your organization/jurisidiction's total temporary or contingent workforce:

	Count	Percent
Under 50	54	31.76 %
Between 50-99	24	14.12 %
Between 100-499	41	24.12 %
Between 500-999	11	6.47 %
Between 1,000-4,999	26	15.29 %
Between 5,000-9,999	7	4.12 %
Between 10,000-49,999	6	3.53 %
Between 50,000 -99,999	1	0.59 %
Total Responses	170	100 %

Applicant Testing and Selection Methods

1. Please check which of the following applicant testing/selection methods your jurisdiction/organization uses (please check all that apply):

	Count	Percent
Written tests for job knowledge	144	81.36 %
Written intelligence tests	16	9.04 %
Personality tests	44	24.86 %
Written general aptitude tests	77	43.50 %
Honesty tests	32	18.08 %
Training/experience evaluations	124	70.06 %
Skills inventories (paper based)	69	38.98 %
Skills inventories (computer based)	42	23.73 %
Computerized written exams	42	23.73 %
Resume screens	116	65.54 %
Oral exams	124	70.06 %
Criminal record checks for all jobs	60	33.90 %
Criminal record checks for certain jobs only	107	60.45 %
Pre-employment drug testing for all jobs	67	37.85 %
Pre-employment drug testing for certain jobs only	93	52.54 %
Assessment centers	78	44.07 %
Other, please list	40	22.60 %
Total Responses	1275	

Please select the top three testing/selection methods your jurisdiction/organization uses the most, if fewer than three, click on the top one or two.

	Count	Percent
Written tests for job knowledge	91	52.30 %
Written intelligence tests	1	0.57 %
Personality tests	2	1.15 %
Written general aptitude tests	23	13.22 %
Honesty tests	1	0.57 %
Training/experience evaluations	80	45.98 %
Skills inventories (paper based)	15	8.62 %
Skills inventories (computer based)	9	5.17 %
Computerized written exams	4	2.30 %
Resume screens	72	41.38 %
Oral exams	80	45.98 %
Criminal record checks for all jobs	29	16.67 %
Criminal record checks for certain jobs only	16	9.20 %
Pre-employment drug testing for all jobs	42	24.14 %
Pre-employment drug testing for certain jobs only	12	6.90 %
Assessment centers	9	5.17 %
Other, please list	17	9.77 %
Total Responses	503	

3. Which applicant testing/selection methods do you use for laborer/maintenance positions? (Check all that apply)

	Count	Percent
Written tests for job knowledge	56	33.14 %
Personality tests	4	2.37 %
Written general aptitude tests	24	14.20 %
Honesty tests	3	1.78 %
Training/experience evaluations	98	57.99 %
Skills inventories (paper based)	30	17.75 %
Skills inventories (computer based)	2	1.18 %
Computerized written exams	1	0.59 %
Resume screens	61	36.09 %
Oral exams	81	47.93 %
Criminal record checks	66	39.05 %
Pre-employment drug testing	101	59.76 %
Assessment centers	3	1.78 %
Other	42	24.85 %
Total Responses	572	

**4. Which applicant testing/selection methods do you use for skilled trades?
(Check all that apply)**

	Count	Percent
Written tests for job knowledge	73	43.20 %
Written intelligence tests	1	0.59 %
Personality tests	4	2.37 %
Written general aptitude tests	20	11.83 %
Honesty tests	3	1.78 %
Training/experience evaluations	102	60.36 %
Skills inventories (paper based)	32	18.93 %
Skills inventories (computer based)	5	2.96 %
Computerized written exams	3	1.78 %
Resume screens	72	42.60 %
Oral exams	79	46.75 %
Criminal record checks	67	39.64 %
Pre-employment drug testing	102	60.36 %
Assessment centers	6	3.55 %
Other	37	21.89 %
Total Responses	606	

**5. Which applicant testing/selection methods do you use for clerical
positions? (Check all that apply):**
Count Percent

	Count	Percent
Written tests for job knowledge	97	56.07 %
Written intelligence tests	4	2.31 %
Personality tests	6	3.47 %
Written general aptitude tests	39	22.54 %
Honesty tests	3	1.73 %
Training/experience evaluations	92	53.18 %
Skills inventories (paper based)	39	22.54 %
Skills inventories (computer based)	47	27.17 %
Computerized written exams	29	16.76 %
Resume screens	78	45.09 %
Oral exams	85	49.13 %
Criminal record checks	60	34.68 %
Pre-employment drug testing	70	40.46 %
Assessment centers	2	1.16 %
Other	39	22.54 %
Total Responses	690	100 %

6. Which applicant testing/selection methods do you use for public safety positions? (Check all that apply):

	Count	Percent
Written tests for job knowledge	113	71.97 %
Written intelligence tests	29	18.47 %
Personality tests	60	38.22 %
Written general aptitude tests	56	35.67 %
Honesty tests	40	25.48 %
Training/experience evaluations	72	45.86 %
Skills inventories (paper based)	19	12.10 %
Skills inventories (computer based)	8	5.10 %
Computerized written exams	14	8.92 %
Resume screens	66	42.04 %
Oral exams	115	73.25 %
Criminal record checks	140	89.17 %
Pre-employment drug testing	132	84.08 %
Assessment centers	34	21.66 %
Other	51	32.48 %
Total Responses	949	

7. Which applicant testing/selection methods do you use for professional positions? (Check all that apply)

	Count	Percent
Written tests for job knowledge	60	34.48 %
Written intelligence tests	4	2.30 %
Personality tests	8	4.60 %
Written general aptitude tests	17	9.77 %
Honesty tests	3	1.72 %
Training/experience evaluations	117	67.24 %
Skills inventories (paper based)	36	20.69 %
Skills inventories (computer based)	11	6.32 %
Computerized written exams	4	2.30 %
Resume screens	116	66.67 %
Oral exams	110	63.22 %
Criminal record checks	68	39.08 %
Pre-employment drug testing	77	44.25 %
Assessment centers	32	18.39 %
Other	22	12.64 %
Total Responses	685	

8. Which applicant testing/selection methods do you use for information technology positions?(Check all that apply)
Count Percent

	Count	Percent
Written tests for job knowledge	48	29.45 %
Written intelligence tests	4	2.45 %
Personality tests	4	2.45 %
Written general aptitude tests	10	6.13 %
Honesty tests	4	2.45 %
Training/experience evaluations	104	63.80 %
Skills inventories (paper based)	31	19.02 %
Skills inventories (computer based)	24	14.72 %
Computerized written exams	5	3.07 %
Resume screens	103	63.19 %
Oral exams	91	55.83 %
Criminal record checks	65	39.88 %
Pre-employment drug testing	65	39.88 %
Assessment centers	7	4.29 %
Other	20	12.27 %
Total Responses	585	

9. Which applicant testing/selection methods do you use for supervisory positions? (Check all that apply)

	Count	Percent
Written tests for job knowledge	59	34.10 %
Written intelligence tests	4	2.31 %
Personality tests	7	4.05 %
Written general aptitude tests	17	9.83 %
Honesty tests	5	2.89 %
Training/experience evaluations	123	71.10 %
Skills inventories (paper based)	30	17.34 %
Skills inventories (computer based)	7	4.05 %
Computerized written exams	4	2.31 %
Resume screens	107	61.85 %
Oral exams	109	63.01 %
Criminal record checks	62	35.84 %
Pre-employment drug testing	77	44.51 %
Assessment centers	22	12.72 %
Other	19	10.98 %
Total Responses	652	100%

**10. Which applicant testing/selection methods do you use for managers?
(Check all that apply)**

	Count	Percent
Written tests for job knowledge	31	18.24 %
Written intelligence tests	3	1.76 %
Personality tests	10	5.88 %
Written general aptitude tests	11	6.47 %
Honesty tests	4	2.35 %
Training/experience evaluations	115	67.65 %
Skills inventories (paper based)	23	13.53 %
Skills inventories (computer based)	6	3.53 %
Resume screens	113	66.47 %
Oral exams	110	64.71 %
Criminal record checks	69	40.59 %
Pre-employment drug testing	73	42.94 %
Assessment centers	32	18.82 %
Other	19	11.18 %
Total Responses	619	100%

11. Which applicant testing/selection methods do you use for senior executive positions? (Check all that apply)

	Count	Percent
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Written tests for job knowledge	15	9.04 %
Written intelligence tests	5	3.01 %
Personality tests	11	6.63 %
Written general aptitude tests	6	3.61 %
Honesty tests	3	1.81 %
Training/experience evaluations	92	55.42 %
Skills inventories (paper based)	19	11.45 %
Skills inventories (computer based)	7	4.22 %
Computerized written exams	1	0.60 %
Resume screens	118	71.08 %
Oral exams	102	61.45 %
Criminal record checks	79	47.59 %
Pre-employment drug testing	69	41.57 %
Assessment centers	39	23.49 %
Other	21	12.65 %
Total Responses	587	100%

12. Which applicant testing/selection methods are most effective in identifying well-qualified employees for laborer/maintenance positions? (Check all that apply)

	Count	Percent
Written tests for job knowledge	43	27.04 %
Written intelligence tests	1	0.63 %
Personality tests	3	1.89 %
Written general aptitude tests	19	11.95 %
Honesty tests	2	1.26 %
Training/experience evaluations	84	52.83 %
Skills inventories (paper based)	22	13.84 %
Skills inventories (computer based)	6	3.77 %
Computerized written exams	2	1.26 %
Resume screens	45	28.30 %
Oral exams	68	42.77 %
Criminal record checks	37	23.27 %
Pre-employment drug testing	51	32.08 %
Assessment centers	3	1.89 %
Other 34	21.38 %	
Total Responses	420	100%

13. Which applicant testing/selection methods are most effective in identifying well-qualified employees for skilled trade positions? (Check all that apply)

	Count	Percent
Written tests for job knowledge	51	32.90 %
Written intelligence tests	2	1.29 %
Personality tests	4	2.58 %
Written general aptitude tests	12	7.74 %
Honesty tests	1	0.65 %
Training/experience evaluations	90	58.06 %
Skills inventories (paper based)	29	18.71 %
Skills inventories (computer based)	5	3.23 %
Computerized written exams	1	0.65 %
Resume screens	50	32.26 %
Oral exams	73	47.10 %
Criminal record checks	27	17.42 %
Pre-employment drug testing	39	25.16 %
Assessment centers	6	3.87 %
Other 29 18.71 %		
Total Responses	19	100%

14. Which applicant testing/selection methods are most effective in identifying well-qualified employees for clerical positions? (Check all that apply)

	Count	Percent
Written tests for job knowledge	78	48.15 %
Written intelligence tests	2	1.23 %
Personality tests	6	3.70 %
Written general aptitude tests	28	17.28 %
Honesty tests	2	1.23 %
Training/experience evaluations	73	45.06 %
Skills inventories (paper based)	25	15.43 %
Skills inventories (computer based)	31	19.14 %
Computerized written exams	18	11.11 %
Resume screens	54	33.33 %
Oral exams	75	46.30 %
Criminal record checks	21	12.96 %
Pre-employment drug testing	30	18.52 %
Assessment centers	2	1.23 %
Other	28	17.28 %
Total Responses	473	100%

15. Which applicant testing/selection methods are most effective in identifying well-qualified employees for public safety positions? (Check all that apply)

	Count	Percent
Written tests for job knowledge	85	58.22 %

Written intelligence tests	10	6.85 %
Personality tests	46	31.51 %
Written general aptitude tests	43	29.45 %
Honesty tests	33	22.60 %
Training/experience evaluations	50	34.25 %
Skills inventories (paper based)	10	6.85 %
Skills inventories (computer based)	4	2.74 %
Computerized written exams	5	3.42 %
Resume screens	49	33.56 %
Oral exams	90	61.64 %
Criminal record checks	90	61.64 %
Pre-employment drug testing	73	50.00 %
Assessment centers	26	17.81 %
Other	31	21.23 %
Total Responses	645	100%

16. Which applicant testing/selection methods are most effective in identifying well-qualified employees for professional positions? (Check all that apply)

	Count	Percent
Written tests for job knowledge	43	26.88 %
Written intelligence tests	3	1.88 %
Personality tests	7	4.38 %
Written general aptitude tests	10	6.25 %
Honesty tests	6	3.75 %
Training/experience evaluations	94	58.75 %
Skills inventories (paper based)	23	14.38 %
Skills inventories (computer based)	6	3.75 %
Computerized written exams	4	2.50 %
Resume screens	88	55.00 %
Oral exams	94	58.75 %
Criminal record checks	30	18.75 %
Pre-employment drug testing	32	20.00 %
Assessment centers	23	14.38 %
Other	15	9.38 %
Total Responses	478	100%

17. Which applicant testing/selection methods are most effective in identifying well-qualified employees for information technology positions? (Check all that apply)

	Count	Percent
Written tests for job knowledge	36	24.66%

Written intelligence tests	1	.68%
Personality tests	4	2.74%
Written general aptitude tests	8	5.48%
Honesty tests	4	2.74
Training/experience evaluations	86	58.90 %
Skills inventories (paper based)	29	19.86 %
Skills inventories (computer based)	26	17.81 %
Computerized written exams	4	2.74 %
Resume screens	79	54.11 %
Oral exams	72	49.32 %
Criminal record checks	27	18.49 %
Pre-employment drug testing	29	19.86 %
Assessment centers	7	4.79 %
Other	15	10.27 %
Total Responses	427	100%

18. Which applicant testing/selection methods are most effective in identifying well-qualified employees for supervisory positions? (Check all that apply)

	Count	Percent
Written tests for job knowledge	37	22.84 %
Written intelligence tests	1	0.62 %
Personality tests	10	6.17 %
Written general aptitude tests	14	8.64 %
Honesty tests	4	2.47 %
Training/experience evaluations	99	61.11 %
Skills inventories (paper based)	20	12.35 %
Skills inventories (computer based)	7	4.32 %
Computerized written exams	4	2.47 %
Resume screens	79	48.77 %
Oral exams	103	63.58 %
Criminal record checks	26	16.05 %
Pre-employment drug testing	32	19.75 %
Assessment centers	22	13.58 %
Other	17	10.49 %
Total Responses	475	100%

19. Which applicant testing/selection methods are most effective in identifying well-qualified employees for management positions? (Check all that apply)

	Count	Percent
Written tests for job knowledge	19	11.88 %
Written intelligence tests	2	1.25 %
Personality tests	11	6.88 %
Written general aptitude tests	7	4.38 %
Honesty tests	3	1.88 %

Training/experience evaluations	86	53.75 %
Skills inventories (paper based)	18	11.25 %
Skills inventories (computer based)	6	3.75 %
Computerized written exams	3	1.88 %
Resume screens	85	53.13 %
Oral exams	95	59.38 %
Criminal record checks	30	18.75 %
Pre-employment drug testing	29	18.13 %
Assessment centers	38	23.75 %
Other	19	11.88 %
Total Responses	451	100%

20. Which applicant testing/selection methods are most effective in identifying well-qualified employees for senior executive positions? (Check all that apply)

	Count	Percent
Written tests for job knowledge	13	8.33 %
Written intelligence tests	4	2.56 %
Personality tests	10	6.41 %
Written general aptitude tests	6	3.85 %
Honesty tests	4	2.56 %
Training/experience evaluations	81	51.92 %
Skills inventories (paper based)	14	8.97 %
Skills inventories (computer based)	5	3.21 %
Computerized written exams	2	1.28 %
Resume screens	89	57.05 %
Oral exams	91	58.33 %
Criminal record checks	32	20.51 %
Pre-employment drug testing	27	17.31 %
Assessment centers	38	24.36 %
Other	19	12.18 %
Total Responses	435	100%

21. Overall, for all employees, please mark the top three applicant testing/selection methods that are most effective in identifying well-qualified employees.

	Count	Percent
Written tests for job knowledge	72	43.64 %
Written intelligence tests	2	1.21 %
Personality tests	10	6.06 %
Written general aptitude tests	13	7.88 %
Honesty tests	2	1.21 %
Training/experience evaluations	97	58.79 %
Skills inventories (paper based)	20	12.12 %
Skills inventories (computer based)	11	6.67 %
Computerized written exams	7	4.24 %

Resume screens	73	44.24 %
Oral exams	94	56.97 %
Criminal record checks	14	8.48 %
Pre-employment drug testing	20	12.12 %
Assessment centers	28	16.97 %
Other	23	13.94 %
Total Responses	486	100%

22. If you do criminal background checks only for certain jobs, please mark which jobs below (check all that apply):

	Count	Percent
Department heads	35	29.91 %
Managers	21	17.95 %
Public safety	110	94.02 %
Those with financial responsibilities	46	39.32 %
Other (if more than one, please list)	37	31.62 %
Total Responses	249	100%

23. If you conduct pre-employment drug testing only for certain positions, please mark which positions below (check all that apply):

	Count	Percent
Department head	14	12.50 %
Managers	12	10.71 %
Public safety	77	68.75 %
Only those required under the Department of Transportation regulations	75	66.96 %
Other (if more than one, please list)	40	35.71 %
Total Responses	218	100%

1. For the most recent calendar or fiscal year for which you have data, please list the approximate number of permanent vacancies your jurisdiction/organization filled overall:

	Count	Percent
None	1	0.60 %
Less than 25	28	16.77 %
Between 25-50	26	15.57 %
Between 51-100	22	13.17 %
Between 101-500	41	24.55 %
Between 501-1,000	10	5.99 %
Over 1,000	39	23.35 %
Total Responses	167	100 %

2. For the most recent calendar or fiscal year for which you have data, please list the approximate number of permanent vacancies your jurisdiction/organization filled in general maintenance and labor:

	Count	Percent
None	6	4.00 %
Less than 25	75	50.00 %
Between 25-50	17	11.33 %
Between 51-100	22	14.67 %
Between 101-500	19	12.67 %
Between 501-1,000	5	3.33 %
Over 1,000	6	4.00 %
Total Responses	150	100 %

3. For the most recent calendar or fiscal year for which you have data, please list the approximate number of permanent vacancies your jurisdiction/organization filled in the skilled trades:

	Count	Percent
None	14	9.46 %
Less than 25	87	58.78 %
Between 25-50	19	12.84 %
Between 51-100	12	8.11 %
Between 101-500	13	8.78 %
Between 501-1,000	1	0.68 %
Over 1,000	2	1.35 %
Total Responses	148	100 %

Recruitment and Selection 25.4. For the most recent calendar or fiscal year for which you have data, please list the approximate number of permanent vacancies your jurisdiction/organization filled in support and clerical positions:

	Count	Percent
None	2	1.33 %
Less than 25	75	50.00 %
Between 25-50	24	16.00 %
Between 51-100	13	8.67 %
Between 101-500	18	12.00 %
Between 501-1,000	8	5.33 %
Over 1,000	10	6.67 %
Total Responses	150	100 %

5. For the most recent calendar or fiscal year for which you have data, please list the approximate number of permanent vacancies your

jurisdiction/organization filled in public safety, including uniformed police and firefighters:

	Count	Percent
None	14	9.33 %
Less than 25	67	44.67 %
Between 25-50	28	18.67 %
Between 51 -100	10	6.67 %
Between 101-500	22	14.67 %
Between 501-1,000	1	0.67 %
Over 1,000	8	5.33 %
Total Responses	150	100 %

6. For the most recent calendar or fiscal year for which you have data, please list the approximate number of permanent vacancies your jurisdiction/organization filled in professional positions (excluding IT professionals):

	Count	Percent
None	6	4.08 %
Less than 25	85	57.82 %
Between 25-50	17	11.56 %
Between 51-100	8	5.44 %
Between 101-500	15	10.20 %
Between 501-1,000	5	3.40 %
Over 1,000	11	7.48 %
Total Responses	147	100 %

26. For the most recent calendar or fiscal year for which you have data, please list the approximate number of permanent vacancies your jurisdiction/organization filled in information technology positions (IT):

	Count	Percent
None	34	23.29 %
Less than 25	82	56.16 %
Between 25-50	12	8.22 %
Between 51 -100	3	2.05 %
Between 101-500	11	7.53 %
Between 501-1,000	2	1.37 %
Over 1,000	2	1.37 %
Total Responses	146	100 %

8. For the most recent calendar or fiscal year for which you have data, please list the approximate number of permanent vacancies your jurisdiction/organization filled for supervisors/managers:

	Count	Percent
None	12	8.11 %
Less than 25	93	62.84 %

Between 25-50	17	11.49 %
Between 51-100	7	4.73 %
Between 101-500	12	8.11 %
Between 501-1,000	3	2.03 %
Over 1,000	4	2.70 %
Total Responses	148	100 %

9. For the most recent calendar or fiscal year for which you have data, please list the approximate number of permanent vacancies your jurisdiction/organization filled in senior executive positions:

	Count	Percent
None	38	25.17 %
Less than 25	97	64.24 %
Between 25-50	5	3.31 %
Between 51-100	6	3.97 %
Between 101-500	4	2.65 %
Over 1,000	1	0.66 %
Total Responses	151	100%

Recruitment and Selection 27.

Veterans' Preference

1. Please check which of the following preferences you grant to qualified veterans (check all that apply):

	Count	Percent
Additional points on exams	88	52.07 %
Qualified veterans must be hired before other qualified applicants	12	7.10 %
Only qualified veterans with disabilities must be hired before other qualified applicants	6	3.55 %
None	67	39.64 %
Other	22	13.02 %

Total Responses	195	100%
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2. If you have veteran’s preferences, please check the categories of persons eligible to receive the preference (check all that apply):

	Count	Percent
New hires	102	97.14 %
Current employees competing for promotions		
Other	8	7.62 %
Total Responses	146	100%

1. Does your organization/jurisdiction have a residency requirement?

	Count	Percent
Yes, for all positions	16	9.14 %
Yes, but only for certain positions	53	30.29 %
No	106	60.57 %
Total Responses	175	100 %

2. If your organization/jurisdiction has a residency requirement, please check the type of residency requirement for hiring that your jurisdiction/organization has:

	Count	Percent
Must be a resident at time of application	7	9.33 %
Must be a resident at time of appointment	16	21.33 %
Must be a resident within a certain time Period after appointment	45	60.00 %
Other	7	9.33 %
Total Responses	75	100 %

3. If your jurisdiction/organization requires residency within a certain time period after appointment, please mark the appropriate time period below:

	Count	Percent
Less than one month	1	1.92 %
Within 6 months of appointment	15	28.85 %
Within 1 year of appointment	19	36.54 %
Within 18 months of appointment	3	5.77 %
Other	14	26.92 %
Total Responses	52	100%

Recruitment and Selection 29.

Hiring Time

1. Approximately how long does it take for a hiring agency to receive approval to hire?

	Count	Percent
Between 1-3 days	96	56.80 %
Between 4-6 days	16	9.47 %
7 days	7	4.14 %
Between 8-10 days	2	1.18 %
14 days	5	2.96 %
Between 15-18 days	2	1.18 %
Between 22-30 days	1	0.59 %
Between 31-40 days	1	0.59 %
Over 60 days	3	1.78 %
No data available	36	21.30 %
Total Responses	169	100 %

2. Approximately how many days does it take for the personnel office to be asked to recruit a new hire?

	Count	Percent
Between 1-3 days	103	60.59 %
Between 4-6 days	14	8.24 %
7 days	2	1.18 %
Between 8-10 days	4	2.35 %
14 days	3	1.76 %
Between 22-30 days	1	0.59 %
Between 31-40 days	2	1.18 %
Between 41-50 days	1	0.59 %
Over 60 days	1	0.59 %
No data available	39	22.94 %
Total Responses	170	100 %

3. Approximately how many days does it take for the vacancy to be announced or advertised?

	Count	Percent
Between 1-3 days	61	35.06 %
Between 4-6 days	48	27.59 %
7 days	12	6.90 %
Between 8-10 days	15	8.62 %
Between 11-13 days	3	1.72 %

14 days	9	5.17 %
Between 15-18 days	3	1.72 %
Between 19-21 days	3	1.72 %
Between 22-30 days	2	1.15 %
Between 31-40 days	1	0.57 %
Between 41-50 days	1	0.57 %
Over 60 days	2	1.15 %
No data available	14	8.05 %
Total Responses	174	100 %

4. Approximately how long is the application period?

	Count	Percent
Between 4-6 days	8	4.60 %
7 days	12	6.90 %
Between 8-10 days	28	16.09 %
Between 11-13 days	9	5.17 %
14 days	57	32.76 %
Between 15-18 days	18	10.34 %
Between 19-21 days	11	6.32 %
Between 22-30 days	14	8.05 %
Between 31-40 days	2	1.15 %
Between 51-60 days	2	1.15 %
Over 60 days	2	1.15 %
No data available	11	6.32 %
Total Responses	174	100 %

Recruitment and Selection 31.5. Approximately how many days does it take for testing/applicant evaluation to begin?

	Count	Percent
Between 1-3 days	49	28.32 %
Between 4-6 days	31	17.92 %
7 days	17	9.83 %
Between 8-10 days	19	10.98 %
Between 11-13 days	6	3.47 %
14 days	10	5.78 %
Between 15-18 days	3	1.73 %
Between 19-21 days	4	2.31 %
Between 22-30 days	6	3.47 %
Between 31-40 days	3	1.73 %
Between 41-50 days	1	0.58 %
Over 60 days	2	1.16 %
No data available	22	12.72 %
Total Responses	173	100 %

6. Approximately how many days does it take for the testing/applicant evaluation to be completed?

	Count	Percent
Between 1-3 days	44	25.29 %
Between 4-6 days	27	15.52 %
7 days	12	6.90 %
Between 8-10 days	19	10.92 %
Between 11-13 days	5	2.87 %
14 days	14	8.05 %
Between 15-18 days	6	3.45 %
Between 19-21 days	9	5.17 %
Between 22-30 days	5	2.87 %
Between 31-40 days	2	1.15 %
Between 41-50 days	4	2.30 %
Between 51-60 days	3	1.72 %
Over 60 days	2	1.15 %
No data available	22	12.64 %
Total Responses	174	100 %

32 2000/2001 IPMA/NASPE Benchmarking Report.7. Approximately how long does it take for a hiring agency or manager to receive a list of candidates to consider, WHEN THERE IS A LIST OF QUALIFIED CANDIDATES AVAILABLE?

	Count	Percent
Between 1-3 days	120	70.18 %
Between 4-6 days	16	9.36 %
7 days	6	3.51 %
Between 8-10 days	5	2.92 %
14 days	1	0.58 %
Between 15-18 days	2	1.17 %
Between 22-30 days	1	0.58 %
Over 60 days	1	0.58 %
No data available	19	11.11 %
Total Responses	171	100 %

8. Approximately how long does it take for a hiring agency or manager to receive a list of candidates to consider, WHEN THERE IS NOT A LIST OF QUALIFIED CANDIDATES AVAILABLE?

	Count	Percent
Between 1-3 days	24	13.95 %
Between 4-6 days	10	5.81 %
7 days	5	2.91 %
Between 8-10 days	6	3.49 %
Between 11-13 days	3	1.74 %
14 days	4	2.33 %
Between 15-18 days	9	5.23 %
Between 19-21 days	10	5.81 %

Between 22-30 days	17	9.88 %
Between 31-40 days	9	5.23 %
Between 41-50 days	13	7.56 %
Between 51-60 days	9	5.23 %
Over 60 days	16	9.30 %
No data available	37	21.51 %
Total Responses	172	100 %

Recruitment and Selection 33.9. Approximately how long does it take for the hiring agency or manager to make a job offer from the time the agency or manager receives a list of candidates?

	Count	Percent
Between 1-3 days	18	10.40 %
Between 4-6 days	20	11.56 %
7 days	12	6.94 %
Between 8-10 days	20	11.56 %
Between 11-13 days	4	2.31 %
14 days	16	9.25 %
Between 15-18 days	12	6.94 %
Between 19-21 days	13	7.51 %
Between 22-30 days	6	3.47 %
Between 31-40 days	7	4.05 %
Between 41-50 days	1	0.58 %
Between 51-60 days	2	1.16 %
Over 60 days	1	0.58 %
No data available	41	23.70 %
Total Responses	173	100 %

10. Approximately how long is it from the time a job offer is made until the new hire reports to work?

	Count	Percent
Between 1-3 days	1	0.58 %
Between 4-6 days	5	2.91 %
7 days	5	2.91 %
Between 8-10 days	7	4.07 %
Between 11-13 days	8	4.65 %
14 days	64	37.21 %
Between 15-18 days	29	16.86 %
Between 19-21 days	10	5.81 %
Between 22-30 days	6	3.49 %
Between 31-40 days	3	1.74 %
Over 60 days	1	0.58 %
No data available	33	19.19 %
Total Responses	172	100 %

11. For all positions, how many calendar days does it take, on average, to provide a list of qualified candidates to a hiring manager from the date a request is received to fill a position, WHEN YOU HAVE A LIST OF QUALIFIED CANDIDATES AVAILABLE?

	Count	Percent
Between 1-3 days	80	47.06 %
Between 4-6 days	17	10.00 %
7 days	6	3.53 %
Between 8-10 days	9	5.29 %
Between 11-13 days	2	1.18 %
14 days	7	4.12 %
Between 15-18 days	3	1.76 %
Between 19-21 days	5	2.94 %
Between 22-30 days	3	1.76 %
Between 31-40 days	5	2.94 %
Between 41-50 days	1	0.59 %
Over 60 days	2	1.18 %
No data available	30	17.65 %
Total Responses	170	100 %

12. For all positions, how many calendar days does it take, on average, to provide a list of qualified candidates to a hiring manager from the date a request is received to fill a position, WHEN YOU DO NOT HAVE A LIST OF QUALIFIED CANDIDATES AVAILABLE?

	Count	Percent
Between 1-3 days	7	4.05 %
7 days	2	1.16 %
Between 8-10 days	7	4.05 %
Between 11-13 days	6	3.47 %
14 days	7	4.05 %
Between 15-18 days	11	6.36 %
Between 19-21 days	15	8.67 %
Between 22-30 days	24	13.87 %
Between 31-40 days	20	11.56 %
Between 41-50 days	15	8.67 %
Between 51-60 days	11	6.36 %
Over 60 days	18	10.40 %
No data available	30	17.34 %
Total Responses	173	100 %

13. Under the best conditions, how many calendar days does it take to hire a new employee, on average, from the time the HR office receives a request to fill a position until the time a job offer is made, WHEN THERE IS ALREADY A LIST OF QUALIFIED CANDIDATES AVAILABLE?

	Count	Percent
Between 1-3 days	16	9.52 %
Between 4-6 days	10	5.95 %
7 days	11	6.55 %
Between 8-10 days	20	11.90 %
Between 11-13 days	1	0.60 %
14 days	14	8.33 %
Between 15-18 days	21	12.50 %
Between 19-21 days	15	8.93 %
Between 22-30 days	15	8.93 %
Between 31-40 days	4	2.38 %
Between 41-50 days	3	1.79 %
Between 51-60 days	5	2.98 %
Over 60 days	2	1.19 %
No data available	31	18.45 %
Total Responses	168	100 %

14 Under the best conditions, how many calendar days does it take to hire a new employee, on average, from the time the HR office receives a request to fill a position until the time a job offer is made, WHEN THERE IS NO LIST OF QUALIFIED CANDIDATES AVAILABLE?

	Count	Percent
Between 1-3 days	1	0.60 %
7 days	3	1.80 %
Between 8-10 days	6	3.59 %
Between 11-13 days	3	1.80 %
14 days	7	4.19 %
Between 15-18 days	8	4.79 %
Between 19-21 days	11	6.59 %
Between 22-30 days	29	17.37 %
Between 31-40 days	20	11.98 %
Between 41-50 days	20	11.98 %
Between 51-60 days	14	8.38 %
Over 60 days	14	8.38 %
No data available	31	18.56 %
Total Responses	167	100 %

Posting Vacancies

1. Are you required to post vacancies for internal applicants only before announcing vacancies to the public?

	Count	Percent
Yes	221	2.79 %
No	103	59.88 %
Yes, but only for certain positions	47	27.33 %
Total Responses	172	100 %

2. If yes, how long is the internal posting period?

	Count	Percent
Fewer than 5 calendar days	9	10.84 %
Between 5-10 calendar days	56	67.47 %
Between 11-15 calendar days	10	12.05 %
Over 20 calendar days	1	1.20 %
Other	7	8.43 %
Total Responses	83	100 %

3. For vacancies announced to the public, what is the MINIMUM number of calendar days you post vacancies/accept applications?

	Count	Percent
Fewer than 15 calendar days	143	82.66 %
Between 15-20 calendar days	13	7.51 %
Between 21-30 calendar days	8	4.62 %
Other	9	5.20 %
Total Responses	173	100 %

4. For vacancies announced to the public, what is the MAXIMUM number of calendar days you post vacancies/accept applications?

	Count	Percent
Fewer than 15 calendar days	22	13.02 %
Between 15-20 calendar days	17	10.06 %
Between 21-30 calendar days	32	18.93 %
Between 31-60 calendar days	17	10.06 %
More than 60 calendar days	24	14.20 %
Other	57	33.73 %
Total Responses	169	100 %

37.5. For vacancies announced to the public, what is the AVERAGE number of calendar days you post vacancies/accept applications?

Count	Percent
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Fewer than 15 calendar days	86	50.00 %
Between 15-20 calendar days	49	28.49 %
Between 21-30 calendar days	32	18.60 %
Between 31-60 calendar days	1	0.58 %
More than 60 calendar days	1	0.58 %
Other	3	1.74 %
Total Responses	172	100 %

6. If you are required to post jobs for a minimum number of days, please check the basis for this requirement (check all that apply):

	Count	Percent
Law, regulation, municipal charter, etc.	45	27.44 %
Affirmative action requirement	6	3.66 %
Policy	64	39.02 %
We are not required to post jobs for a minimum number of days	36	21.95 %
Other	31	18.90 %
Total Responses	182	100%

Use of Contractors and Vendors

1. Please indicate to what extent recruitment is performed by outside vendors/contractors/consultants:

	Count	Percent
Not at all	112	63.64 %
Less than 25% of the time	63	35.80 %
More than 75% of the time	1	0.57 %
Total Responses	176	100 %

2. Please indicate to what extent developing the test/applicant assessment instrument is performed by outside vendors/contractors/consultants:

	Count	Percent
Not at all	66	37.50 %
Less than 25% of the time	81	46.02 %
Between 25-50% of the time	12	6.82 %
Between 51-75% of the time	3	1.70 %
More than 75% of the time	14	7.95 %
Total Responses	176	100 %

3. Please indicate the extent to which administering the test/applicant assessment is performed by outside vendors/contractors/consultants:

	Count	Percent
Not at all	108	63.53 %
Less than 25% of the time	54	31.76 %
Between 25-50% of the time	5	2.94 %
Between 51-75% of the time	1	0.59 %
More than 75% of the time	2	1.18 %
Total Responses	170	100 %

4. Please indicate the extent to which processing applications is performed by outside vendors/contractors/consultants:

	Count	Percent
Not at all	143	81.71 %
Less than 25% of the time	29	16.57 %
Between 25-50% of the time	1	0.57 %
Between 51-75% of the time	1	0.57 %
More than 75% of the time	1	0.57 %
Total Responses	175	100 %

5. Please indicate the extent to which screening/scoring application materials is performed by outside vendors/contractors/consultants:

	Count	Percent
Not at all	110	63.22 %
Less than 25% of the time	59	33.91 %
Between 25-50% of the time	3	1.72 %
Between 51-75% of the time	1	0.57 %
More than 75% of the time	1	0.57 %
Total Responses	174	100 %

6. Please indicate to what extent screening/scoring application materials is performed by outside vendors/consultants/contractors:

	Count	Percent
Not at all	116	68.64 %
Less than 25% of the time	49	28.99 %
Between 25-50% of the time	3	1.78 %
Between 51-75% of the time	1	0.59 %
Total Responses	169	100 %

7. Please indicate to what extent interviewing candidates is performed by outside vendors/consultants/contractors:

	Count	Percent
Not at all	141	81.03 %
Less than 25% of the time	31	17.82 %
Between 25-50% of the time	1	0.57 %
More than 75% of the time	1	0.57 %
Total Responses	174	100 %

8. Please indicate to what extent conducting background checks is performed by outside vendors, consultants, contractors:

	Count	Percent
Not at all	98	57.31 %
Less than 25% of the time	48	28.07 %
Between 25-50% of the time	4	2.34 %
Between 51-75% of the time	2	1.17 %
More than 75% of the time	19	11.11 %
Total Responses	171	100 %

Benchmarking Report.

Please indicate to what extent testing for drug use is performed by outside vendors, consultants, contractors:

	Count	Percent
Not at all	22	12.72 %
Less than 25% of the time	16	9.25 %
Between 25-50% of the time	4	2.31 %
More than 75% of the time	131	75.72 %
Total Responses	173	100 %

Provisional Hiring

1. Are hiring agencies allowed to hire applicants into permanent positions (e.g. on a "provisional" basis) before these applicants are formally tested and/or selected?

	Count	Percent
Yes	59	34.91 %
No	110	65.09 %
Total Responses	169	100 %

2. If yes, approximately what percentage of your testing/selection is done for vacancies where a temporary/provisional employee has already been hired?

	Count	Percent
Less than 10%	48	76.19 %
Between 10-30%	8	12.70 %
Between 31-50%	1	1.59 %
Between 51-70%	23	17 %
Between 71-90%	1	1.59 %
More than 90%	3	4.76 %
Total Responses	63	100%

Benchmarking Report.

Internet Recruitment

1. Do you accept application materials electronically — via the Internet, e-mail?

	Count	Percent
Yes	103	58.52 %
No	73	41.48 %
Total Responses	176	100 %

2. If you do accept application materials electronically, please specify for which positions you accept materials electronically:

	Count	Percent
All positions	87	86.14 %
Department heads	5	4.95 %
Supervisory positions	5	4.95 %
Managerial positions	7	6.93 %
General labor/maintenance	2	1.98 %
Public Safety	2	1.98 %
Clerical	4	3.96 %
Other (Please specify)	10	9.90 %
Total Responses	122	100%

3. If yes, what percentage of applications are submitted over the Internet or e-mail?

	Count	Percent
Less than 10%	49	50.00 %
Between 10-30%	32	32.65 %
Between 31-50%	10	10.20 %
Between 51-70%	4	4.08 %
Between 71-90%	2	2.04 %
Over 90%	1	1.02 %
Total Responses	98	100 %

Cost per Hire

1. Do you calculate cost per hire?

	Count	Percent
Yes	8	4.71 %
No	162	95.29 %
Total Responses	170	100 %

2. Do you collect data on average cost per hire by occupational group?

	Count	Percent
Yes	3	1.83 %
No	161	98.17 %

Total Responses	164	100 %
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Probationary Periods

1. Does your agency/jurisdiction have a probationary period for new employees?

	Count	Percent
Yes	175	98.87 %
No	2	1.13 %
Total Responses	177	100 %

2. If yes, please check the appropriate probationary period for labor/maintenance positions:

	Count	Percent
Between 1-3 months	7	4.07 %
Between 4-6 months	124	72.09 %
Between 7-12 months	40	23.26 %
More than 12 months	1	0.58 %
Total Responses	172	100 %

3. If yes, please check the appropriate probationary period for skilled trades positions:

	Count	Percent
Between 1-3 months	7	4.12 %
Between 4-6 months	119	70.00 %
Between 7-12 months	43	25.29 %
More than 12 months	1	0.59 %
Total Responses	170	100 %

4. If yes, please check the appropriate probationary period for clerical positions:

	Count	Percent
Between 1-3 months	6	3.45 %
Between 4-6 months	124	71.26 %
Between 7-12 months	43	24.71 %
More than 12 months	1	0.57 %
Total Responses	174	100 %

5. If yes, please check the appropriate probationary period for public safety positions:

	Count	Percent
Between 1-3 months	1	0.63 %
Between 4-6 months	35	22.01 %
Between 7-12 months	97	61.01 %
More than 12 months	26	16.35 %
Total Responses	159	100 %

6. If yes, please check the appropriate probationary period for professional positions:

	Count	Percent
Up to one month	1	0.58 %
Between 1-3 months	1	0.58 %
Between 4-6 months	104	60.12 %
Between 7-12 months	64	36.99 %
More than 12 months	3	1.73 %
Total Responses	173	100 %

7. If yes, please check the appropriate probationary period for supervisory positions:

	Count	Percent
Between 1-3 months	1	0.59 %
Between 4-6 months	106	62.72 %
Between 7-12 months	58	34.32 %
More than 12 months	4	2.37 %
Total Responses	169	100 %

8. If yes, please check the appropriate probationary period for management positions:

	Count	Percent
Up to one month	3	1.81 %
Between 1-3 months	3	1.81 %
Between 4-6 months	88	53.01 %
Between 7-12 months	66	39.76 %
More than 12 months	6	3.61 %
Total Responses	166	100 %

9. If yes, please check the appropriate probationary period for senior executive positions:

	Count	Percent
Less than one month	9	6.25 %

Between 1-3 months	1	0.69 %
Between 4-6 months	67	46.53 %
Between 7-12 months	57	39.58 %
More than 12 months	10	6.94 %
Total Responses	144	100 %

10. For the most recent calendar or fiscal year for which you have data, what percentage of employees in all employment categories were terminated during probation?

	Count	Percent
Less than 2%	96	64.86 %
Between 2-5%	37	25.00 %
Between 6-10%	11	7.43 %
Between 11-15%	1	0.68 %
Between 16-20%	1	0.68 %
More than 20%	2	1.35 %
Total Responses	148	100 %

11. For the most recent calendar or fiscal year for which you have data, what percentage of employees in labor/maintenance positions were terminated during probation?

	Count	Percent
Less than 2%	103	77.44 %
Between 2-5%	15	11.28 %
Between 6-10%	6	4.51 %
Between 11-15%	2	1.50 %
Between 16-20%	6	4.51 %
More than 20%	1	0.75 %
Total Responses	133	100 %

12. For the most recent calendar or fiscal year for which you have data, what percentage of employees in skilled trade positions were terminated during probation?

	Count	Percent
Less than 2%	109	83.85 %
Between 2-5%	16	12.31 %
Between 6-10%	2	1.54 %
Between 11-15%	2	1.54 %
Between 16-20%	1	0.77 %

Total Responses	130	100 %
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13. For the most recent calendar or fiscal year for which you have data, what percentage of employees in professional positions were terminated during probation?

	Count	Percent
Less than 2%	116	87.88 %
Between 2-5%	16	12.12 %
Total Responses	132	100 %

14. For the most recent calendar or fiscal year for which you have data, what percentage of employees in information technology positions were terminated during probation?

	Count	Percent
Less than 2%	114	94.21 %
Between 2-5%	6	4.96 %
Between 16-20%	1	0.83 %
Total Responses	121	100 %

15. For the most recent calendar or fiscal year for which you have data, what percentage of employees in clerical positions were terminated during probation?

	Count	Percent
Less than 2%	108	80.60 %
Between 2-5%	18	13.43 %
Between 6-10%	7	5.22 %
Between 11-15%	1	0.75 %
Total Responses	134	100 %

16. For the most recent calendar or fiscal year for which you have data, what percentage of employees in public safety positions were terminated during probation?

	Count	Percent
Less than 2%	93	74.40 %
Between 2-5%	21	16.80 %
Between 6-10%	8	6.40 %
Between 11-15%	1	0.80 %
Between 16-20%	1	0.80 %
More than 20%	1	0.80 %
Total Responses	125	100 %

17. For the most recent calendar or fiscal year for which you have data, what percentage of employees in supervisory positions were terminated during probation?

	Count	Percent
Less than 2%	120	93.02 %
Between 2-5%	8	6.20 %
Between 16-20%	1	0.78 %
Total Responses	129	100 %

18. For the most recent calendar or fiscal year for which you have data, what percentage of employees in management positions were terminated during probation?

	Count	Percent
Less than 2%	124	96.12 %
Between 2-5%	4	3.10 %
Between 16-20%	1	0.78 %
Total Responses	129	100 %

19. For the most recent calendar or fiscal year for which you have data, what percentage of employees in senior executive positions were terminated during probation?

	Count	Percent
Less than 2%	120	96.77 %
Between 2-5%	3	2.42 %
Between 6-10%	1	0.81 %
Total Responses	124	100 %

20. For all of the employees who were terminated during probation, which selection method was used most frequently?

	Count	Percent
Written tests for job knowledge	12	10.71 %
Written general aptitude tests	4	3.57 %
Training/experience evaluations	16	14.29 %
Skills inventories (paper based)	1	0.89 %
Computerized written exams	2	1.79 %
Resume screens	13	11.61 %
Oral exams	37	33.04 %
Criminal record checks	2	1.79 %
Pre-employment drug testing	10	8.93 %

Assessment centers	2	1.79 %
Other	13	11.61 %
Total Responses	112	100 %

21. For the selection method chosen above, please provide the corresponding percentage of employees hired using that method and terminated during probation.

	Count	Percent
Less than 2%	50	53.76 %
Between 2-5%	17	18.28 %
Between 5-10%	2	2.15 %
Between 10-20%	1	1.08 %
Between 20-30%	2	2.15 %
More than 30%	21	22.58 %
Total Responses	93	100 %

22. Of the employees who were terminated during probation, which selection method was used the SECOND most frequently?

	Count	Percent
Written tests for job knowledge	12	13.19 %
Written intelligence tests	2	2.20 %
Personality tests	2	2.20 %
Written general aptitude tests	3	3.30 %
Training/experience evaluations	19	20.88 %
Skills inventories (paper based)	1	1.10 %
Skills inventories (computer based)	1	1.10 %
Computerized written exams	1	1.10 %
Resume screens	15	16.48 %
Oral exams	14	15.38 %
Criminal record checks	6	6.59 %
Pre-employment drug testing	7	7.69 %
Other	8	8.79 %
Total Responses	91	100 %

23. For the selection method above, what percentage of employees who were terminated during probation were hired using that selection method?

	Count	Percent
Less than 2%	48	60.76 %
Between 2-5%	13	16.46 %
Between 6-10%	1	1.27 %
Between 11-20%	2	2.53 %
More than 30%	15	18.99 %
Total Responses	79	100 %

24. For the most recent calendar or fiscal year for which you have data, what percentage of all employees quit during probation?

	Count	Percent
Less than 2%	90	75.00 %
Between 2-5%	19	15.83 %
Between 6-10%	6	5.00 %
Between 11-20%	3	2.50 %
Between 21-30%	1	0.83 %
More than 30%	1	0.83 %
Total Responses	120	100 %

25. For the most recent calendar or fiscal year for which you have data, what percentage of labor/maintenance employees quit during probation?

	Count	Percent
Less than 2%	95	84.07 %
Between 2-5%	6	5.31 %
Between 6-10%	9	7.96 %
Between 11-20%	1	0.88 %
Between 21-30%	1	0.88 %
More than 30%	1	0.88 %
Total Responses	113	100 %

26. For the most recent calendar or fiscal year for which you have data, what percentage of skilled trades employees quit during probation?

	Count	Percent
Less than 2%	101	91.82 %
Between 2-5%	5	4.55 %
Between 6-10%	2	1.82 %
Between 11-20%	1	0.91 %
More than 30%	1	0.91 %
Total Responses	110	100 %

27. For the most recent calendar or fiscal year for which you have data, what percentage of clerical employees quit during probation?

	Count	Percent
Less than 2%	97	84.35 %
Between 2-5%	11	9.57 %
Between 6-10%	5	4.35 %
Between 11-20%	1	0.87 %
More than 30%	1	0.87 %

Total Responses 115 100 %

28. For the most recent calendar or fiscal year for which you have data, what percentage of public safety employees quit during probation?

	Count	Percent
Less than 2%	90	84.91 %
Between 2-5%	10	9.43 %
Between 6-10%	2	1.89 %
Between 11-20%	2	1.89 %
Between 21-30%	1	0.94 %
More than 30%	1	0.94 %
Total Responses	106	100 %

29. For the most recent calendar or fiscal year for which you have data, what percentage of information technology employees quit during probation?

	Count	Percent
Less than 2%	95	92.23 %
Between 2-5%	6	5.83 %
Between 11-20%	2	1.94 %
Total Responses	103	100 %

30. For the most recent calendar or fiscal year for which you have data, what percentage of professional (not information technology) employees quit during probation?

	Count	Percent
Less than 2%	100	89.29 %
Between 2-5%	10	8.93 %
Between 6-10%	1	0.89 %
Between 21-30%	1	0.89 %
Total Responses	112	100 %

31. For the most recent calendar or fiscal year for which you have data, what percentage of supervisory employees quit during probation?

	Count	Percent
Less than 2%	104	92.86 %
Between 2-5%	5	4.46 %
Between 6-10%	1	0.89 %
Between 11-20%	2	1.79 %
Total Responses	112	100 %

32. For the most recent calendar or fiscal year for which you have data, what percentage of management employees quit during probation?

	Count	Percent
Less than 2%	106	96.36 %
Between 2-5%	3	2.73 %

Between 11-20%	1	0.91 %
Total Responses	110	100 %

33. For the most recent calendar or fiscal year for which you have data, what percentage of senior executives quit during probation?

	Count	Percent
Less than 2%	106	99.07 %
Between 11-20%	1	0.93 %
Total Responses	107	100 %

34. For all employees who quit during probation, which testing/selection device was used most frequently to hire those employees?

	Count	Percent
Written tests for job knowledge	12	11.01 %
Written general aptitude tests	4	3.67 %
Training and experience evaluations	17	15.60 %
Skills inventories (paper based)	2	1.83 %
Skills inventories (computer based)	1	0.92 %
Computerized written exams	3	2.75 %
Resume screens	19	17.43 %
Oral exams	41	37.61 %
Criminal record checks	2	1.83 %
Pre-employment drug testing	8	7.34 %
Total Responses	109	100 %

35. For the testing/selection device chosen above, please provide the percentage of employees selected using that device who quit during their probationary period.

	Count	Percent
Less than 2%	67	70.53 %
Between 2-5%	8	8.42 %
Between 6-10%	5	5.26 %
Between 11-20%	2	2.11 %
Between 21-30%	1	1.05 %
More than 30%	12	12.63 %
Total Responses	95	100 %

36. Which testing/selection device was used second most frequently to select employees who quit during probation?

	Count	Percent
Written tests for job knowledge	17	20.00 %
Personality tests	2	2.35 %
Written general aptitude tests	4	4.71 %
Training/experience evaluations	16	18.82 %
Computerized written exams	1	1.18 %

Resume screens	19	22.35 %
Oral exams	13	15.29 %
Criminal record checks	8	9.41 %
Pre-employment drug testing	3	3.53 %
Assessment centers	2	2.35 %
Total Responses	85	100 %

37. For the testing/selection device chosen above, please provide the percentage of employees selected using that device who quit during their probationary period.

	Count	Percent
Less than 2%	60	75.00 %
Between 2-5%	9	11.25 %
Between 6-10%	1	1.25 %
Between 11-20%	3	3.75 %
More than 30%	7	8.75 %
Total Responses	80	100 %

38. Does your organization/jurisdiction conduct performance evaluations prior to the end of each new employee's probationary period?

	Count	Percent
Yes	158	90.80 %
No	16	9.20 %
Total Responses	174	100 %

39. If yes, at what stage are performance evaluations given?

	Count	Percent
Mid-point of probationary period	53	33.54 %
End of probationary period	103	65.19 %
More frequently than mid-point and end of probationary period	42	26.58 %
Total Responses	198	100%

40. If a skill gap or performance problem is identified, is any training (formal or informal) provided to help the probationary employee succeed?

	Count	Percent
Yes	142	88.75 %
No	18	11.25 %
Total Responses	160	100 %

Benchmarking Report

38. Does your organization/jurisdiction conduct performance evaluations prior to the end of each new employee's probationary period?

	Count	Percent
Yes	158	90.80 %
No	16	9.20 %
Total Responses	174	100 %

39. If yes, at what stage are performance evaluations given?

	Count	Percent
Mid-point of probationary period	53	33.54 %
End of probationary period	103	65.19 %
More frequently than mid-point and end of probationary period	42	26.58 %
Total Responses	198	100%

40. If a skill gap or performance problem is identified, is any training (formal or informal) provided to help the probationary employee succeed?

	Count	Percent
Yes	142	88.75 %
No	18	11.25 %
Total Responses	160	100 %.

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1617 Duke Street

Alexandria, VA 22314

Phone: 703-549-7100 Fax: 703-684-0948

E-mail: ipma@ipma-hr.org

www.ipma-hr.org

National Association of State Personnel Executives

2760 Research Park Drive

P. O. Box 11910

Lexington, KY 40578-1910

Phone: 859-244-8182 Fax: 859-244-8015
E-mail: naspe@naspe.net
www.naspe.net