



Lesson E

Employment Outreach and Recruitment

Description: In this lesson, you will examine some principles and methods of employment outreach and recruitment.

Objectives: Upon completion of this lesson, you will:

- Consider different ways of reaching out to under-represented groups in the labor force.
- Consider how to develop a plan to recruit under-represented groups.

Listed below are the **topics** associated with this lesson.

Topic 1 Outreach
Topic 2 Recruitment





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Topic 1: Outreach

Under-Served Communities

Outreach usually means reaching out to communities that are often overlooked or under-served. These communities are often untapped sources of employees including women, minorities and people with disabilities.

Outreach Strategies

Community newspapers and non-English-speaking radio stations are two of the most common means of letting people who have not traditionally applied for employment know that their applications are welcomed and encouraged.

Independent-living centers are a good source for seeking potential employees with disabilities. Women's organizations, shelters for women and children and other community organizations also provide excellent outreach sources to let people know about employment opportunities.

Hiring Practices

If an agency's applicants for jobs or its work force do not reflect the surrounding community makeup, the agency should determine why more local residents are not applying for jobs and being hired.

To achieve a balance, agencies develop what is called an **affirmative employment plan**. This plan will guide the agency in developing strategies to recruit under-represented groups.





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Topic 1: Outreach

Example

Recruiting Minority College Graduates

The work force of a local agency of the federal government should generally reflect the community from which employees are drawn and/or which the agency serves. But sometimes, even inadvertently, not all qualified applicants are made aware of or given the opportunity to apply and be considered for job openings.

Caroline Grant, a 42-year-old White personnel officer, knocks on the door and enters Bob Fisher's office. Bob, the division director, has asked Caroline for a briefing on the planned fall college-recruitment visits.

Bob: "Well, Caroline, come on in and tell me what you folks have planned."

Caroline hands Bob a typed schedule to follow as she begins.

Caroline: "This year, our focus is on recruiting information systems positions. We're going to need additional programmers and systems analysts when we roll out SUMIT next year."

Bob: "Hmmm, I agree. But I think we must add some more schools to our list of those we visit. We should also be recruiting new employees from schools with high concentrations of minorities, women and students with disabilities."

Caroline looks surprised and blinks a few times before answering.

Caroline: "I never thought about it. We always recruit at the schools on that list and we do have very few minority applicants."

Bob: "Yes, I know, these are fine schools, but their student bodies are mostly White. Perhaps we have unintentionally created a segregated work force by letting stereotypes influence how and where we recruit for certain occupations. For a start, let's see if we can't change that by adding some schools with good computer science departments and a larger minority enrollment to that list."





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Topic 1: Outreach

Exercise

Creating Awareness of New Government Jobs

Belinda is the new employment director for a federal department. She has been assigned the task of creating public awareness among potential employees for many new federal jobs that will become available in a midsize city. As part of her efforts, she has recruited applicants from several local ethnic communities.

From the following list, identify the BEST outreach activities for reaching under-represented groups. (Select all that apply.)

- _____ Contact the largest newspaper with the largest circulation and place an advertisement in the want ads.
- _____ Locate non-English and ethnic-oriented churches in the community, meet with their heads and organize news briefings and meetings through these churches.
- _____ Figure out the proportion of each minority group that makes up the local communities.
- _____ Find the radio station that has the largest listening audience and purchase a 30-second promotional spot.
- _____ Locate non-English community newspapers and non-English-speaking radio stations to advertise the employment opportunities.





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Topic 1: Outreach

Exercise Answers

- Contact the largest newspaper with the largest circulation and place an advertisement in the want ads.
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- Locate non-English community newspapers and non-English-speaking radio stations to advertise the employment opportunities.

Yes, by doing the items selected, Belinda will make these communities more aware of the new jobs and she will be able to increase the application percentage of several minority groups.





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Topic 2: Recruitment

When outreach efforts succeed in identifying people who have not traditionally applied for USDA employment opportunities, USDA managers must then recruit new employees from these **new recruitment groups**.

USDA is required to develop and conduct a **comprehensive program** for the recruitment of minorities, women, individuals with disabilities and disabled veterans to further the federal government's efforts to eliminate the under-representation of these groups and to make equal employment opportunity possible.

Under-representation is a situation in which the percentage of minorities, women, people with disabilities or disabled veterans in any federal employment category is lower than the percentage of the same group in the civilian labor force.

Recruitment is the total process by which the federal government locates, identifies and assists in employing qualified applicants from under-represented groups for job openings. It includes creative activities designed to attract under-represented employees for career positions at varying levels. Recruitment also includes actions designed to promote the hiring of new employees from this group. Finally, recruitment encourages people who have not usually applied for jobs to do so.





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Topic 2: Recruitment

Example

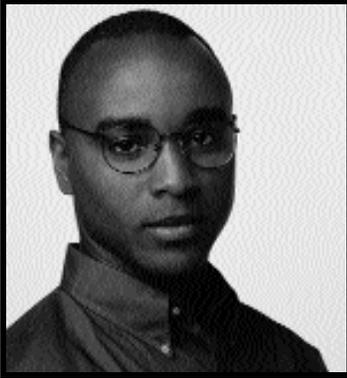
Recruitment Efforts

The agency head has assigned Gina a new project. It is an outreach effort to help develop awareness among people with disabilities in lower- and middle-income neighborhoods about employment opportunities the federal government offers in various job areas and at various job levels.

Gina learns that a colleague in another department was given a similar project last year that met with great success.

Gina makes an appointment with the colleague and not only learns a great deal about how to get in touch with different groups, but she is also given several references to contact in local churches, medical centers, rehabilitation centers and community groups.





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Topic 2: Recruitment

Exercise

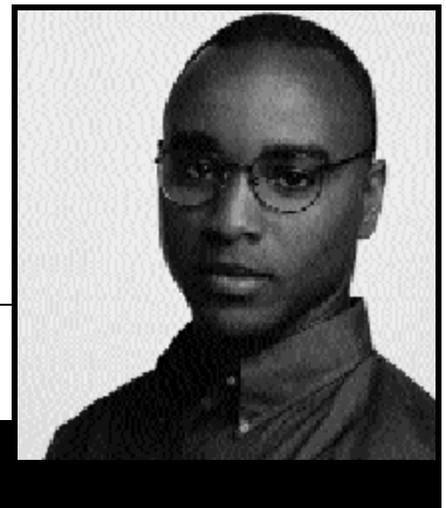
Recruitment Activities

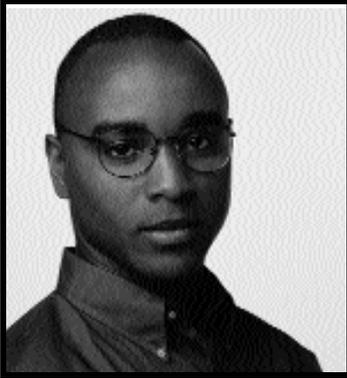
Stan, a consultant working with the head of a local agency within the federal government, has been contracted to design a brochure that will be used to generate interest and supply information to possible job applicants at the high school level.

Match the “image” on the right to the “response” on the left to determine how you could help Stan get the best design to attract the attention of various ethnic and minority high school students.

- _____ Music is one of the strongest points of attention to this age group.
- _____ Travel is attractive to young people when they graduate.
- _____ Sports are very important to some youth and less important to others... but this also portrays teamwork and could be a sign of an active and grown-up lifestyle.
- _____ Continuing education can be a major advantage of taking a job with the government right out of high school.
- _____ Meeting new people and having a good income are very attractive images for high school youth about to graduate.
- _____ Youth with spending money and independence are attractive because it equates to having a good job for just being out of school.
- _____ Being able to afford a nice car is a very desirable thing with youth.
- _____ Being helpful and relating to people who are less fortunate is a meaningful way for youths to enhance their self-concept.

- 1 - Three young people in a mall shopping
- 2 - Black and White males playing basketball
- 3 - Two Black females working in an office environment
- 4 - A group of six or seven Black, Hispanic and White kids at a restaurant
- 5 - A boombox
- 6 - Two Hispanic looking kids, one male and one female, looking at a new car
- 7 - Two White males at an airport
- 8 - Several youths working with some older people.





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Topic 2: Recruitment

Exercise Answers

5

7

2

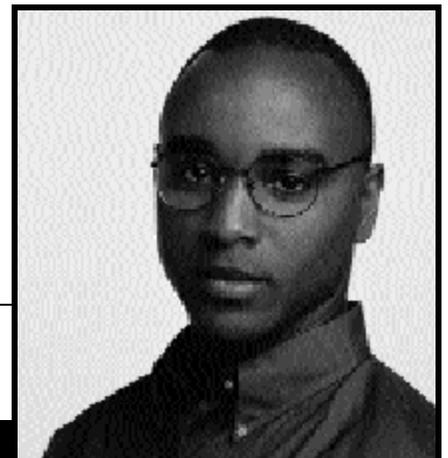
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Lesson Summary

1. In order to ensure that an agency's applicants and employees reflect the community from which it is hiring, an agency can:

- A. Request that its employees recommend personnel for hire
- B. Reach out to communities that are under-represented and overlooked
- C. Designate that only certain people need apply
- D. Interview only those persons who are under-represented in the agency

2. The percentage of women in the civilian labor force in the city of Bloomfield is 25 percent. Women represent 2 percent of the work force of the agency in that city. That 2 percent representation of women in the agency:

- A. Is an adequate representation of women.
- B. Reflects an under-representation of women based on their population percentage in the civilian labor force.
- C. Represents the number of qualified women in the area.
- D. Represents the number of women who typically respond to agency announcements.





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Lesson Summary Answers

1. In order to ensure that an agency's applicants and employees reflect the community from which it is hiring, an agency can:

The correct answer is B. These groups often include women, minorities, and persons with disabilities -- the groups of individuals most commonly under-represented and overlooked.

2. The percentage of women in the civilian labor force in the city of Bloomfield is 25 percent. Women represent 2 percent of the work force of the agency in that city. That 2 percent representation of women in the agency:

The correct answer is B. When the percentage of any group in the work place is lower than the percentage of the same group in the civilian labor force, you have under-representation. It is most common to find women, minorities, individuals with disabilities and disabled veterans as the most under-represented groups.

