



Statewide recruiters playbook

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Introduction

The competition for top talent is becoming increasingly fierce. Departments must be proactive in recruiting talent. This playbook provides recruiters with the tools and techniques necessary to identify, attract, and retain the best candidates for their department. It includes:

- How to help candidates understand the state hiring process
- Best practices to make your recruitment more effective
- How to ensure a great candidate experience
- How data can improve your processes

These strategies are essential to successfully recruiting candidates, delivering a great candidate experience, and decreasing vacancies statewide.

This playbook builds on work from the 2023 Work for California (W4CA) pilot. It collects tips from recruiters across the state that have helped them hire the right people at the right time.

Together we can be part of increasing the success and growth of the State of California.

Demystifying the state hiring process

Candidates often feel the state hiring process is intimidating. Job seekers are unsure of what departments are looking for and how to stand out. Our job is to make the process as simple as possible for them.

You can help candidates by:

- Breaking down the steps of the hiring process
- Being clear about what your department is looking for
- Telling people how they can make themselves more attractive candidates

Here are 4 things you can do to make the hiring process more transparent and less daunting.

Encourage people to make a CalCareers account

Candidates may not know how important a CalCareers account is. Highlight that an account lets them do everything they need to get a job with state department like:

- Apply for positions at 150 departments at jobs.ca.gov
- Store different versions of applications they can reuse
- Take state civil service examinations
- Track their application status

You can provide guidance on your website and recruitment materials about how to make a CalCareers account. [Attachment A](#) has sample language, including screenshots you can use.

Help people find a job they're interested in

As state recruiters, we meet many candidates every day that would be great fits for roles at our departments. But many candidates are unable to find jobs they are interested in. It's not because the jobs aren't there, but because they don't know how to find them.

The State of California has job opportunities for anyone, in any field. We need to teach candidates how to navigate CalCreers to find jobs that are a good fit for them. There are 2 ways we can do this.

The first is asking candidates questions about their career and educational background. This can help us match them with classifications they may qualify for.

The other option is to show them how to use CalCareers to search for a job. The CalCareers homepage has starting points for different types of candidates.

- *Get a State Job* is a good starting place for people who are new to the state. It lets them browse career fields and see available jobs. They can also search by keyword, job title, or state department. The advanced search lets people filter by location, work schedule, and salary.
- *State Employees* helps people currently working for the state.

There are also pages tailored to veterans, persons with disabilities, and retired state employees. Let people who might be part of these groups to go to these pages. They include information specific to their circumstances.

Explain state examinations

Examinations are confusing for job seekers. The term brings anxiety and uncertainty. You can reassure job seekers by explaining that examinations are a way for candidates to prove they have the knowledge, skills, and abilities to do the job.

Candidates deserve to know what to expect when taking an exam, including the form of the examination. Explain the different types of examinations. Encourage candidates to read the job's bulletin to review the qualifications needed. You can also point out the bulletin includes what the job is like, the salary range, and an overview of the exam process.

If candidates are interested and qualified, encourage them to begin the exam. Explain what happens after they take the exam. Most importantly, let them know that if they pass, they're eligible to start applying.

Encourage people to apply for jobs

Once candidates are on the eligible hiring lists, encourage them to apply for jobs. Let them know that they can find jobs on department career webpages in addition to CalCareers. Add them to your department's email distribution list. This lets you follow up with them when your department has an open role. This creates an ongoing relationship between you and the candidate that can lead to a career with the state.

First steps to filling a vacancy

Define roles and support

Filling a vacancy for your department involves several people. Every department has their own set. This can include the recruiters, hiring manager, and interview panel. Each stakeholder plays a crucial role in identifying and hiring the right candidates. Define everyone's role at the beginning of the process to make sure they're on board with their role. This greatly increases your chance of a successful recruitment.

When everyone knows their role and the recruitment timeline, candidates have a better experience and time to hire is reduced.

Working with the hiring manager

It's important to work closely with the hiring manager throughout the process. The hiring manager has important information. They have a vision for the role. They usually have an idea of what a good fit looks like. They may also have a date in mind for filling the role. Most importantly, they have the final decision on who is selected. You may also need to work with other stakeholders, but the hiring manager is often your best resource.

Define the ideal candidate

Work with the hiring manager to define their ideal candidate. Here are questions you can ask to help determine the qualifications they're looking for in a candidate:

- What specific skills and experience are necessary for the role?
- Are there any specific software, tools, certifications, or licenses required for the job?
- What are the key responsibilities of the role? What experience and qualifications are necessary to perform them effectively?
- What type of personality traits and work styles are best suited for this role and your team culture?
- What are some of the biggest challenges the candidate will face in this role? How would you like them to address these challenges?
- What are some of the must-have or desirable soft skills that the candidate should possess? Examples could be communication skills or leadership abilities.

This can generate important information that will help you in recruiting and sourcing the right candidates.

Preparing a duty statement

Work with the hiring manager or another appropriate stakeholder to prepare the duty statement for the role.

A duty statement is a critical component of the recruitment process. A well-written duty statement serves as a guideline for all stakeholders. It helps recruiters, hiring

managers, and candidates understand the requirements and scope of the role. A well-written duty statement can make filling a role easier.

Recruiters are responsible for helping create clear duty statements. After a candidate reads the duty statement, they should understand what the role entails. It should make it easier for them to decide whether they are a good fit for the position. It should also highlight the job's key objectives, responsibilities, and requirements.

A duty statement can also speak to the department's culture, diversity equity and inclusion strategy, and benefits. This information can be critical in attracting the right candidate. It helps the candidate determine whether they will fit in with the organization's values and working style.

If you need help when writing a duty statement, look at similar roles. LinkedIn, CalCareers, other companies and organizations are good ways to find similar positions. You might find things you can add to make your duty statement more appealing.

Preparing a job advertisement

An engaging job advertisement is critical for attracting high-level talent to a job vacancy. In today's competitive job market, departments must differentiate themselves. They need to make their job postings stand out to attract top-tier candidates. An engaging job advertisement increases your chance of hiring the best candidate for the job.

Highlight the benefits of the job. The state offers many benefits the private sector doesn't. Mention things like career advancement opportunities, flexible work arrangements, and department culture. Showcase the department's commitment to diversity and inclusion. In today's job market this is a critical factor for many candidates.

Outline the qualifications and expectations for the role. Give candidates a clear understanding of what is expected of them.

Work with the hiring manager to create the job advertisement. They will have a lot of information about the role.

[Attachment B](#) has an example of an engaging job advertisement.

Promoting your job

It's not enough to hope candidates find your job through CalCareers. To get a robust candidate pool, you'll need to promote the job. There are paid and free ways to advertise jobs. Use all channels at your disposal to get the right candidates applying to your department's position.

One of the best ways to get candidates who are a good fit is focused recruitment. This method lets us target and attract qualified candidates for a specific job opening. It can save time and resources by attracting candidates who are the best fit for the role. By attracting the best fit, productivity increases and turnover decreases.

Focused recruitment takes some pre-planning. You'll need to speak with the hiring manager to define the job requirements. You also have to identify the target audience. You can define this when you talk with the hiring manager about their ideal candidate. This information lets us:

- Craft a compelling message
- Design an appealing visual
- Choose the right channel to promote the job

Use job boards, social media platforms, email marketing, and job fairs to do your focused recruitment.

Job boards

There are different types of job boards. Each serves a specific purpose or caters to a specific audience. Choose the ones that will help you find candidates who will be a good fit for your job.

- **General job boards.** They're open to a wide range of industries and job categories. They typically attract a broad audience of job seekers. Examples include Indeed, Monster, and Glassdoor.
- **Niche job boards.** They focus on specific industries or job categories, like healthcare, technology, or finance. They attract a more targeted audience of job seekers and may offer more specialized features or resources.
- **Regional job boards.** They focus on geographic regions, like a city or state. They can be useful for finding local talent or jobs and may offer resources specific to the region. Craigslist is one example.

- **Department job boards.** They're hosted by departments and list jobs in that organization. They can be useful for finding jobs at specific places. They may offer additional resources or information about the company.
- **Diversity and inclusion job boards.** They focus on promoting diversity and inclusion in the workplace. They may list jobs specifically for underrepresented groups. Examples include DiversityJobs, Black Career Network, and Women for Hire.
- **Aggregator job boards.** They aggregate jobs from multiple sources, like other job boards or company career pages. Examples include LinkedIn Jobs.

Social media

Social media is an effective tool for recruiting and hiring top talent. They offer a vast pool of potential candidates. It's a powerful and cost-effective way to find the best candidates for jobs.

Social media expands your reach beyond job boards. It can attract a wider and more diverse candidate pool. Social media allows you to showcase your brand and culture. These are major factors in attracting and retaining top talent.

You can use social media to build relationships with potential candidates. It provides a more personalized and engaging recruitment experience.

Creating engaging language and visuals

It's important to use visuals and language that are engaging, informative, and reflective of your department's brand and culture.

- **Use eye-catching visuals.** High-quality images or videos are a great way to showcase your department's culture and the role being advertised. This can include photos of your workplace, team members, or past events.
- **Keep the language clear and concise.** Use language that is easy to understand and avoids overly technical terms and jargon. Use bullet points to highlight key responsibilities and qualifications.
- **Highlight the benefits.** Highlight the benefits of working for your department alongside the job responsibilities and qualifications. This can include information about:
 - Your culture
 - Work-life balance

- Training and development opportunities
- Benefits and perks
- **Reflect your brand.** Make sure your social media content reflects your brand and values. This can help attract candidates who align with your company's culture and mission.
- **Encourage sharing.** Ask your employees and followers to share your job postings on their social media accounts. This can reach a wider audience and attract more qualified candidates.

LinkedIn

LinkedIn allows you to connect with professionals all over the world in every industry. It's a great platform for attracting talent and recruiting candidates to your department.

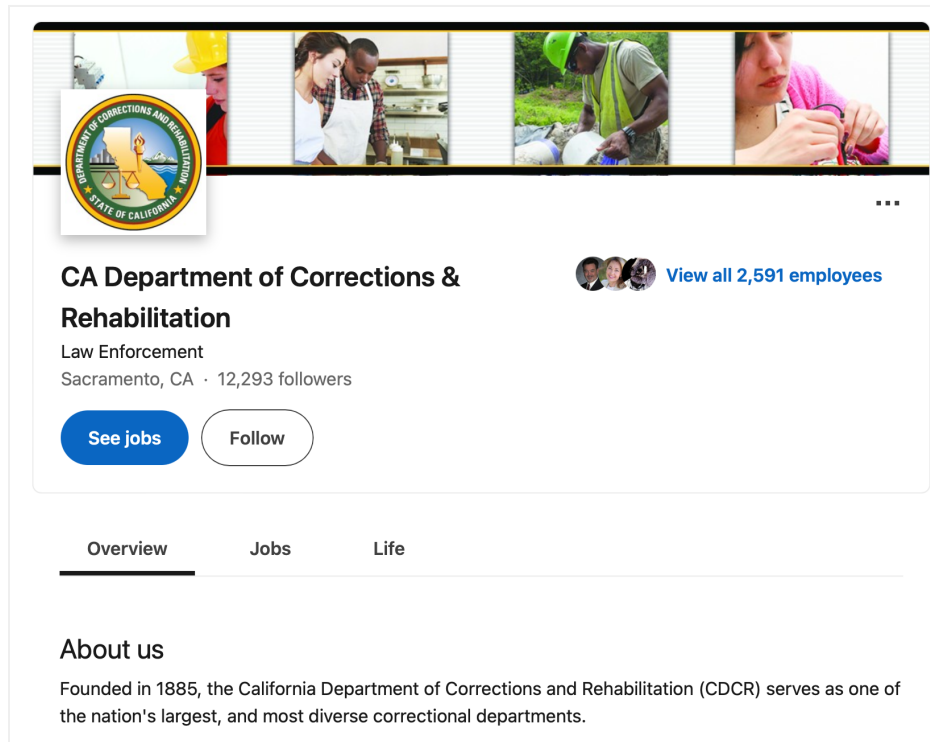
LinkedIn has paid and free services. Every department should at least have a free department company page where current employees can connect and say they work there. The free page also lets you post links to jobs on CalCareers. Your employees and page followers can share those posts with their followers.

Paid LinkedIn services, like LinkedIn Recruiter, let you source candidates. You can use keywords to do focused recruitment by searching for people:

- In a certain field
- With a specific job title
- Who live in a certain area

You can message people who could be good candidates and encourage them to apply.

Example: [California Department of Corrections and Rehabilitation](#)



CA Department of Corrections & Rehabilitation
Law Enforcement
Sacramento, CA · 12,293 followers

[See jobs](#) [Follow](#)

[Overview](#) [Jobs](#) [Life](#)

About us
Founded in 1885, the California Department of Corrections and Rehabilitation (CDCR) serves as one of the nation's largest, and most diverse correctional departments.

Instagram

Instagram is a free photo and video sharing app. You can upload photos or videos and share them with followers or a select group of accounts. Instagram is a great way for departments to share their culture and job opportunities. Your followers can share jobs with people they know, increasing your chances of filling the position.

Instagram is also a great place to share upcoming events you will be at. This gives potential candidates an opportunity to talk to recruiters in person.

Example: [California Department of Forestry and Fire Protection](#)

calfirecareers Follow Message ...

1,118 posts 10.1K followers 92 following

CAL FIRE Careers
CAL FIRE Careers is here to share opportunities available with our organization!
Click the link below to view our current vacancies:
www.calcareers.ca.gov/CalHRPublic/Search/JobSearchResults.aspx%2523depid=167

POSTS REELS TAGGED

Why Forestry?

COLUSA COUNTY
SPRING JOB FAIR
April 26, 2023 | 10:00 AM - 12:00 PM
Location:
Colusa County Fairgrounds
1303 10th Street, Colusa, CA 95932
#JoinCALFIRE #CALFIREvents

WE ARE HIRING!

ATTENTION UC DAVIS STUDENTS AND ALUMNI!
SPRING INTERNSHIP

Twitter

Twitter is a free social networking site that lets you share brief text, videos, photos, or links. It's a great place for your department to give quick updates, like open jobs.

Example: [Office of Data and Innovation](#)



Handshake

Handshake is the number one site for college students to find jobs. It's a great platform for reaching with the next generation of professionals. They power career offices at 1,400+ higher ed institutions — including 260+ community and technical colleges. You can promote jobs or even have virtual job fairs on Handshake.

Talent pipelines

Creating talent pipelines is an essential recruitment strategy. It is a proactive method that helps you stay ahead in recruitment. A talent pipeline is a pool of qualified candidates who are interested in working for your department, even if there aren't any job vacancies. It helps you get quality candidates for open jobs and decrease time to hire. Talent pipelines strengthens your brand and decreases recruitment costs

When you have an opening, reach out to candidates in your pool who are more likely to be a good fit for the role and the organization. These are people who have already shown interest in working at the department.

You can build a talent pipeline through:

- Social media
- Employee referrals
- Department web page sign up lists
- Job fairs

All these can be done without high recruitment costs.

The important part is creating a way to get information from people in your pipeline. Ask for their:

- Name
- Phone number
- Email address
- Position(s) they are interested in

This lets you personalize your follow up with them. You can use a service like MailChimp to promote jobs to your talent pipeline.

One-on-one sessions with potential candidate

You can promote jobs through one-on-one information sessions with potential candidates. When posting a job vacancy, create sessions that potential candidates can sign up for. You can promote office hours on social media platforms or through your talent pipeline communications.

An information session gives people the opportunity to get the information they need to decide if they want to apply. Sessions can be 15-30 minutes long. You can use scheduling services like Calendly to share your availability with candidates.

Department-hosted job fairs

Use your department's brand identity and followers and host your own job fairs. They can be in person or virtual. Make sure that the job fair takes place prior to the position's final filing date. Give candidates who attend ample time to apply.

Have a subject matter expert on the role present at the job fair, if possible. Someone who's currently doing the job can be a great resource for recruiters and candidates. They can answer questions and talk about what day-to-day work is like.

Candidate experience

The candidate experience is a crucial aspect of the recruitment process. It can impact your ability to attract and keep top talent. It encompasses the entire candidate journey, from the initial job search to the final hiring decision.

Creating a positive candidate experience can have many benefits.

- It can help attract a diverse pool of talent.
- Candidates who have a positive experience during the recruitment process are more likely to accept job offers.
- They often recommend the department to others. This can help attract top talent.
- It enhances your department's reputation as an employer of choice.
- It can improve retention.
- Candidates who have a positive recruitment experience are more likely to stay with the organization longer. This can reduce turnover and recruitment costs.

It is also important to build relationships through the recruitment process. This includes candidates who may not be selected for the position. By providing these candidates with a positive experience, you create a talent pipeline for future jobs.

Communicate throughout the process

Effective communication is crucial during the recruitment process. It:

- Builds a positive relationship between your department and the candidate
- Enhances your department's brand
- Creates a positive candidate experience
- Attract and retains top talent

It can also keep both parties on the same page about:

- Job requirements
- Expectations
- Timeline

Email automations are a powerful tool to make communication easier. They allow you to send pre-written messages at strategic intervals. Examples include when a candidate submits an application or completes an interview. This ensures

candidates receive regular updates and stay informed of their status. Email automations create a positive impression of your department and keep candidates engaged and interested in the job.

Even if you can't use automations, err on the side of overcommunication with candidates through phone or email. They should always know where they are in the process.

Decrease time-to-hire

Decreasing time-to-hire is a critical aspect of a successful recruitment strategy. The longer it takes to hire a candidate, the more likely they are to lose interest in the position or to accept another job offer.

There are several ways to decrease time to hire.

- Streamline the recruitment process by eliminating unnecessary steps.
- Create a timeline for the recruitment. Decide how long screening applications will take and how many days you will interview candidates. Set a date on which you want a candidate to be in the role and do everything possible to meet that goal. Share this timeline with everyone involved.
- When creating the duty statement, have the hiring manager set up the screening criteria. They can set up interview questions and acceptable responses ahead of the interviews.
- Set up interview time slots on the interview panel's calendars before the final filing date. Use these time slots to schedule interviews with candidates.
- After interviews are completed, have debrief sessions with the interview panel. Make a selection as soon as possible. The faster you select someone, the less likely it is you'll lose your top candidates to other jobs.

You can also speed up the hiring process through clear communication with candidates. Provide regular updates on the status of their application, interviews, and selection. This keeps candidates engaged and interested in the position. It reduces the likelihood of them accepting an offer from another employer and you having to start recruitment over again.

Onboarding

Onboarding is an essential process for new employees. It helps them acclimate to their new job, team, and workplace culture. Employees who go through well-design

onboarding are more likely to feel engaged, productive, and committed to their new role.

Provide new employees with required paperwork before they start. Include tax forms and new employee forms. Ensure that they have access to the technology or equipment they need to do work.

On their first day, give them a comprehensive onboarding plan specific to them and their role. Make sure it outlines the goals, expectations, and timeline for the onboarding process. This plan should include any formal training they need to complete. It can include times for them to meet with their supervisor and colleagues.

Supervisors should provide the new employee with a clear job description and expectations for their role. Schedule regular check-ins with the supervisor and the new employee. This builds in opportunities to assess their progress, answer questions, and provide feedback.

Assign a mentor or buddy to the new employee. This gives them a resource in navigating the workplace and someone who can answer questions. Buddies can be less intimidating than supervisors (who may seem busy). They also help new employees get to know their coworkers.

Data collection

Collecting data lets you check the effectiveness of your recruitment strategy and identify areas for improvement.

At minimum, departments should have data on the number of applications received for each role. Other good information to collect is the source of those applications and time-to-hire. If possible, collect data on candidate demographics, job offer acceptance rates, and turnover rates. You can use applicant tracking systems, surveys, or interviews to collect recruitment data.

Analyze data to identify trends and patterns. This helps you determine your most and least effective recruitment sources. You can also identify which stages of the recruitment process take the longest. This is important in reducing your time-to-hire. It can also help determine how to improve diversity and inclusion efforts.

Evaluate the effectiveness of your recruitment efforts constantly. This lets you make data-driven decisions to improve the recruitment process.

Time-to-hire

Time-to-hire is how long the recruitment process takes. It's important that your department measures time-to-hire. Lengthy recruitments can lead to less candidate engagement, lost productivity, and increased costs.

How you measure time-to-hire is up to your department. Here are some durations:

- From the moment a job becomes vacant to when a candidate is hired.
- The time between the posting of the job opening and receiving the first application.
- The time between the first interview and the job offer

Use a consistent method for measuring time-to-hire. This keeps the data accurate so you can compare across recruitment cycles. [Attachment C](#) has an example of a tracker. Departments can use the [Examination and Certification Online System \(ECOS\)](#) to get more information on roles.

Vacancies

Tracking vacancies is an important part of monitoring and managing open jobs. It helps you:

- Keep your recruitment efforts organized and focused.
- Track vacancies to ensure that jobs aren't vacant for too long.
- Identify areas where the recruitment process could be improved. For example, if a position is consistently difficult to fill, you could adjust the job requirements or explore different recruitment sources.

You can use an applicant tracking system or a spreadsheet. Include the:

- Job title
- Position number
- Job description
- Location
- Hiring manager
- Recruiter assigned
- Application deadline

- Hiring status

[Attachment D](#) has an example spreadsheet. You can also use [HR Net](#) to track department vacancies.

Sourcing success

Sourcing is when you find and engage candidates they think would fit the company and the role. Tracking sourcing success shows how effective recruitment sources are in generating successful hires.

You can use an applicant tracking system or a spreadsheet. Include:

- Job title
- Final filing date
- Number of candidates viewed and contacted
- Number of responses
- Response rate
- Number of sourced candidates that applied
- Number of sourced candidates that got interviews
- Was anyone that a recruiter sourced hired

This lets you see what recruitment sources generate the most successful hires. Use this to adjust your recruitment strategies. For example, you might increase where you spend time or budget. You could also shift the sourcing platforms you use.

[Attachment E](#) has an example of a spreadsheet tracker.

Track diversity, equity, and inclusion efforts

You can also track if your recruitment efforts are inclusive and diverse. There are great resources for tracking demographic makeup at the [CalHR Office of Civil Rights website](#).

Collaborate with other state recruiters

State Recruiters' Round Table

The [State Recruiters' Round Table \(SRRT\)](#) provides state HR professionals a forum to:

- Share best practices
- Discuss challenges and solutions
- Talk about new information that may advance the recruitment process

SRRT meets 6 times a year.

Joint job fairs

Joint job fairs, either in-person or virtual, can promote collaboration and communication across departments or agencies. Joint job fairs:

- Bring increased exposure
- Attract a more diverse pool of candidates
- Can strengthen recruiter relationships across state government
- Build opportunities to share qualified candidates with each other if a role is not currently available at your department.

Joint jobs fairs also improve candidate experience. They give job seekers a more comprehensive view of careers with the State of California. They have access to different departments in one spot and more job opportunities.

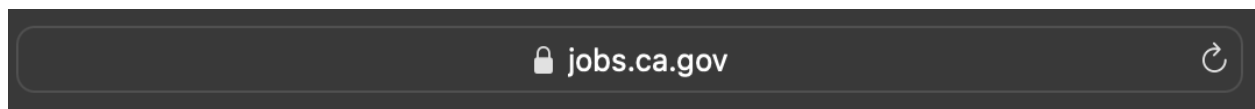
Attachment A: How to sign up for a CalCareers account sample language

Start your journey to getting a job with the State of California by creating a CalCareers account. With an account, you can:

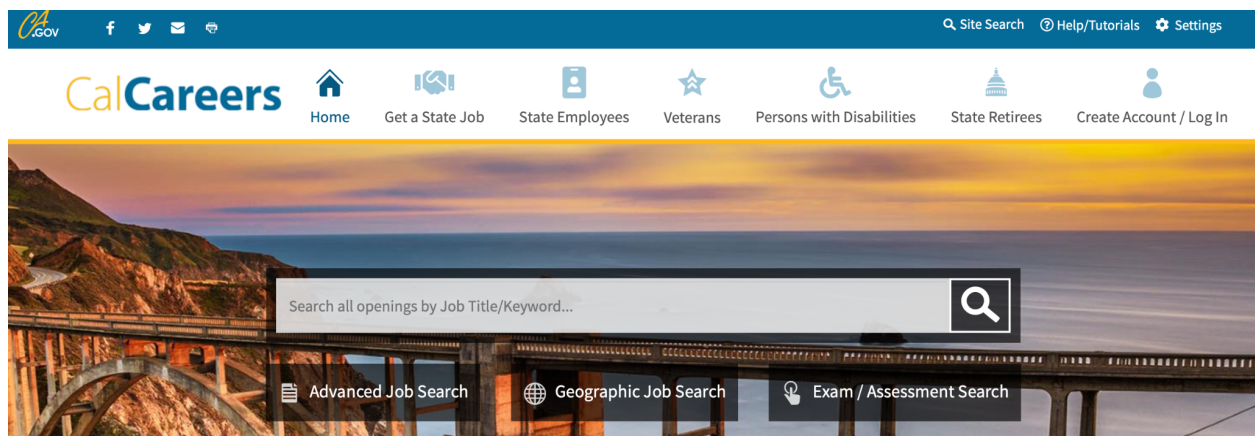
- Apply for jobs at 150 departments
- Track your application status
- Receive contact letters for job opportunities electronically
- Set up notifications for new job opportunities using Saved Searches
- Upload and store your resume
- Easily view your eligibility status
- Save and submit multiple applications electronically
- Take civil service examinations

How to set up your account


1. Visit <https://jobs.ca.gov>.



2. Select **Create Account/Log In**.



3. Select **Create Account**.

 Create a CalCareer Account

If you do not already have a CalCareer Account, please create a new account by clicking on the "Create Account" button.

Getting a job with the State of California is now simpler than ever. Start by creating a CalCareer account. With an account, you can take state civil service examinations, store different versions of your application, apply for vacancies at 150 departments, track your application status and save your resume all in one place.

Benefits of a CalCareer Account

- Receive contact letters for job opportunities electronically
- Set up notifications for new job opportunities using Saved Searches
- Upload and store your resume
- Easily view your eligibility status
- Save and submit multiple applications electronically
- And much more ...





4. Choose a User I.D. and Password. Enter your email address, first and last name, and address. Select the *Account acknowledgment* checkbox. When you're done, select **Create Account**.

Create CalCareer Account

<p>Email Address: *</p> <input style="width: 95%;" type="text"/>	<p>First Name: *</p> <input style="width: 95%;" type="text"/>	<p>Middle Name:</p> <input style="width: 95%;" type="text"/>
<p>User I.D.: *</p> <input style="width: 95%;" type="text"/>	<p>Last Name: *</p> <input style="width: 95%;" type="text"/>	<p>Name Suffix:</p> <input style="width: 95%;" type="text"/>
<p>Password: *</p> <input style="width: 95%;" type="password"/>	<p><input checked="" type="radio"/> US Address <input type="radio"/> Non-US Address</p>	
<p>Confirm Password: *</p> <input style="width: 95%;" type="password"/>	<p>Address Line 1: *</p> <input style="width: 95%;" type="text"/>	<p>Address Line 2:</p> <input style="width: 95%;" type="text"/>
	<p>City: *</p> <input style="width: 95%;" type="text"/>	<p>State: *</p> <input style="width: 95%;" type="text"/>
	<p>Zip: *</p> <input style="width: 95%;" type="text"/>	
	<p><input checked="" type="radio"/> US Phone <input type="radio"/> Non-US Phone</p>	
	<p>Primary Phone:</p> <input style="width: 95%;" type="text"/>	<p>Phone Type:</p> <input style="width: 95%;" type="text"/>
	<p>How did you hear about us?</p> <input style="width: 95%;" type="text"/>	

Inside your CalCareers Account, you can:

- a. Find the status of applications you submitted online at **Job Applications**
- b. Find exam results and when they expire at **Exam / Assessment Records**
- c. Sign up to be notified when jobs are posted for classifications you're interested in
- d. Create a single application, upload job and education history, certifications, and apply for jobs online at **Application Template**

Account Management	
	CalCareer Account
	Contact Information
	Additional Records
Templates / Documents	
	Application Templates (STD678)
	Uploaded Documents
	Equal Employment Opportunity
Jobs	
	Job Applications
	Saved Jobs
Exams / Assessments	
	Exam / Assessment Applications
	Exam / Assessment Records
Emails / Messages	
	Saved Searches (E-mail Alerts)
	Messages

How to find a job you're interested in

The job posting has the core information about jobs at ODI.

Job Posting: Product Manager



Office of Data and Innovation

JC-332140 - Product Manager
INFORMATION TECHNOLOGY MANAGER II

\$10,421.00 - \$12,668.00 per Month

Final Filing Date: 10/14/2022

[Apply Now](#)

Application Methods:
Electronic (Using your CalCareer Account)
By Mail
Drop-off

[Print Job](#) [Save Job](#)

Job title

There are two job titles for every role:

- The Working Title (which usually aligns with private sector jobs)
- The California State Job Classification title (the official title)

Here are a couple of examples:

- ODI’s User Experience Researcher role falls under the Research Data Specialist job classification series.
- ODI’s Full Stack Developer role falls under the IT Specialist job classification series.

It’s probably easier to focus on the Working Title.

Salary information

The salary information is also at the top of the job posting. It shows the monthly salary range of the role. If selected, we’ll offer you the minimum salary in the range. You can negotiate salary for some positions, but we cannot negotiate outside of the range.

Final filing date

The final filing date is the last day you can apply. We post most of our positions for 10 business days. We cannot consider applications received after the deadline. Make sure to submit your application package before 11:59 PM Pacific on the final filing date.

Minimum requirements

Minimum Requirements	Additional Documents
You will find the Minimum Requirements in the Class Specification. <ul style="list-style-type: none">• INFORMATION TECHNOLOGY MANAGER II	<ul style="list-style-type: none">• Job Application Package Checklist• Duty Statement

Each job classification series has minimum qualifications. You must meet the job’s minimum qualifications for us to consider you. There’s a link to the qualifications in the Minimum Requirements section of the job posting. You can use work experience, education, or a combination of both to meet the minimum qualifications. If you use education to meet the minimum qualifications, you must provide a college transcript. A screenshot of your transcript or unofficial transcript works when you apply. If we select you, you’ll need to get your college or university to send us your official transcripts. Some series require certain courses to meet the minimum qualifications.

Attachment B: Tips for writing an engaging job advertisement

- Work closely with the hiring manager to learn about the position. Ask about needs for the area, ideal skill sets and experiences, and what the selected candidate will do in their day-to-day work. Use this information when writing advertisements and duty statements.
- Create a clear, private sector-equivalent working title for the position. State classifications can be vague. An interesting and relevant working title showcases exactly what the job will be doing. Working titles can also be searched on CalCareers.
- Focus on the job's impact alongside the job duties. For example: "You will manage a portfolio of existing programs and develop new programs. Through these programs you will help speed up and streamline data access and the use of data in decision making."
- Use plain language. A free resource is the [Hemingway Editor](#). It checks for hard-to-read sentences and suggests ways to increase readability. An inviting and easy-to-understand job description encourages people to apply.
- Include the work location. Mention any telework or remote work options.
- Highlight your department's mission, culture, and diversity, equity, and inclusion initiatives.
- Tell people what happens after the final filing date. Talk about the next steps for people who are selected for an interview.
- Give candidates a way to ask questions or get help. Options include a link to your careers page or an email address for the recruitment team.

Example job announcement

Statewide Data Programs Manager

[Job description and duties](#)

[Desirable qualifications](#)

[Statement of qualifications](#)

Job description & duties

As the Statewide Data Programs Manager, you will develop, manage, and grow statewide data programs. You will manage a portfolio of existing programs and develop new programs. Through these programs you will help speed up and streamline data access and the use of data in decision making.

You will also collaborate with the wider Data Programs and Policy team to help scope, shape, and coordinate data governance, standards, and process efforts. In this work you will manage complex meetings, working groups, and stakeholder dynamics.

Your work will remove barriers obstructing data teams across the state. You will accomplish this by identifying and developing the appropriate mix of programs, training, and guidance to help data teams overcome these barriers.

You will join a team of data program and policy professionals supporting the Office of Data and Innovation. CalData's Data Programs and Policy team focuses on statewide policies and programs that directly impact the effectiveness of data teams across the state. Some topic areas you can expect to engage with are: ethical AI use, data ethics, demographic data standards, equitable metric definition, and analysis and evaluation best practices and standards.

About you. You are user driven. You identify and solve data users' pain points to ensure the success of any data policy, process, or standard. The following describes you:

- You are passionate about improving analytics at scale.
- You enjoy managing a portfolio of programs and are adept at identifying opportunities to multiply impact across them.
- You can think both systematically about program structure and connect empathetically with the users of those programs.

- You enjoy working across entities to coordinate and align work.
- You thrive on managing complex meeting dynamics and stakeholder relationships.
- You have a successful track record of managing cross entity work.
- You love getting hands on data and analytics work to create change but love even more helping others.
- You are passionate about improving use of data across the state of California

About CalData division. The mission of the Office of the Chief Data Officer, known as CalData, is to empower use of data by ensuring the state has the infrastructure, processes, and people to manage, access, and use data efficiently, effectively, securely, and responsibly. By acting on our mission, we will realize our vision of better decisions, services, and outcomes for Californians through better use of data. Read more about our strategy at <https://innovation.ca.gov/who-we-are/caldata/>.

Learn more about CalData and other roles [at this CalData hiring microsite](#).

ODI staff reside throughout California. The employee's workstation is located in Sacramento, CA. Travel to the Sacramento headquarters may be required as needed. This position provides telework opportunities in accordance with agency telework policies.

Need help understanding the hiring process or have questions about ODI? We'd love to talk to you! Before applying, read through our [step by step instructions to apply](#), or contact us at odi-talent-team@innovation.ca.gov. Please include the position title in the subject line.

In order to be considered for this position, you must submit a completed Statement of Qualifications (SOQ). The SOQ should not exceed two pages, single spaced, and Arial 12-point font size. Resumes, letters, and other materials will not be considered a response to the SOQ. Applications submitted without an SOQ will be excluded from consideration. Download the SOQ template.

You will find additional information about the job in the Duty Statement.

Desirable qualifications

We encourage applications regardless of whether you think you meet 100% of these skills below.

Personal skills

- Enjoys collaborative processes and developing shared understanding
- Ability to communicate with technical and non-technical audiences
- Investigative ability and intellectual curiosity
- Excellent oral and written communication skills
- Ability to learn and embrace new technologies
- Demonstrated ability working with diverse groups of stakeholders
- Comfort with risk and trying new things
- Ability to work independently and as part of a small team
- Commitment to equity and the use of data to meet the needs of all Californians

Technical/Knowledge skills

- Experience developing or running client facing services or programs
- Experience developing a program, project, or service iteratively based on use feedback
- Experience facilitating meetings and conversations
- Knowledge of cloud based data and analytics tools
- Knowledge of evaluation and evidence standards
- Knowledge of analytic and quantitative methods
- Familiarity with ‘modern data stack’
- Experience in change management and capacity building

- Familiar with user centered design concepts and design thinking
- Familiarity with data life cycle
- Understanding of data structures in particular those ideal for analytics
- Experience conducting analysis and familiarity with the pain points related to data quality and accessibility

Bonus points if you have

Technical/Knowledge skills

- Expertise or Experience in the PowerBI ecosystem
- Hand on experience or knowledge of modern data stack platforms and tools (Snowflake, dbt, stitch, fivetran, etc)

Statement of qualifications

1. Describe your experience (including number of years, in what role, and for what employer) engaging in data & analytics governance projects. Describe an example:
 - a. Discuss the problem
 - b. Your contribution and the approach
 - c. The result
 - d. Lessons learned
2. The Data Policy and Programs team develops programs, training, guidebooks, and consultation engagements to make sure the state's data teams have access to modern tools, processes, and approaches they need to excel. What areas (i.e., training, guidebooks, consultations) do you feel you have experience in? Please describe.
3. What does racial equity mean to you in terms of data and analytics? How do you see applying racial equity work to this role?
4. What would you want us to know about you that you are not able to convey in the above 3 prompts?

