

# IT Recruitment Guide

2017

Applicant Focused Recruiting

Department of Administrative Services  
Chief Human Resources Office

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## Contents

INTRODUCTION	1
MINIMUM QUALIFICATIONS	2
WRITING IT JOB POSTINGS	5
WRITING IT JOB ADS	9
MODERN RECRUITMENT PRACTICES	11
ADDENDUMS	
MQ EXAMPLES	
JOB POSTING EXAMPLE	
JOB AD EXAMPLE	

## Introduction

Information Systems Specialist (ISS) positions have been an ongoing challenge to fill. It is not a simple one solution problem. It requires strategizing with IT managers, Recruiters and Classification Consultants. After asking the Statewide CIO Council to help identify IT hiring managers to participate in a workgroup with recruiters and classification consultants, a workgroup was formed.

The workgroup included representatives from the Department of Administrative Services, Public Utility Commission, Department of Revenue, Department of Transportation, Department of Justice, Department of Education, Department of Energy and the Public Employees Retirement System.

The workgroup started by identifying the specific roadblocks in hiring IT talent. The goal for the workgroup was to develop solutions that could be implemented quickly and have a direct impact on attracting qualified applicants and retaining employees.

Four focus areas were identified by the workgroup to help meet the challenge:

1. Update minimum qualifications (MQs)
2. Simplify job postings
3. Update recruitment practices
4. Train recruiters, HR managers, and IT managers on putting 1 – 3 together and creating a modern recruitment strategy

The new MQs were developed to be more competitive in the current IT market, especially with hiring college graduates. College graduates can now be hired into ISS5 positions (previously the entry level position for college graduates was an ISS3). More credit is given to education as it directly relates to the ability to do the job. Agencies have more flexibility to specify the needs of the position and no longer have to use the infrastructure function matrix as part of the MQs.

In order to attract qualified applicants and get them to apply, job postings and recruitment practices must reflect current recruitment industry practices which are applicant focused. This requires letting go of 20 year old recruitment practices that require multiple hoops for an applicant to apply. It requires looking at recruiting from a marketing lens and focusing on the applicant experience from job interest through selection.

Every challenge will not be solved in recruiting for IT talent. However, the recruitment practices described in this guide will help recruitment efforts sooner rather than later, make the process easier for applicants and allow us to tap into the college market. The focus areas are ones that we can control and that have direct impact on the candidate pool.

## New Minimum Qualifications

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*Note: Education substitutes for experience at the following rates:*

*Associate's degree = 2 years*

*Bachelor's degree = 4 years*

*Master's degree = 6 years*

### Information Systems Specialist 1

(a) Six (6) months of information systems experience.

**OR**

(b) An equivalent combination of experience/training.

### Information Systems Specialist 2

(a) One (1) year of information systems experience.

**OR**

(b) An equivalent combination of experience/training.

### Information Systems Specialist 3

(a) Two (2) years of information systems experience in: *(agency will specify specific experience)*;

**OR**

(b) An Associate's degree in Computer Science, Information Technology, or related field, OR completion of a two (2) year accredited vocational training program in information technology or related field.

### Information Systems Specialist 4

(a) Three (3) years of information systems experience in: *(agency will specify specific experience)*;

**OR**

(b) An Associate's degree in Computer Science, Information Technology, or related field, OR completion of a two (2) year accredited vocational training program in information technology or related field; **AND** one (1) year of information systems experience in: *(agency will specify specific experience)*

### Information Systems Specialist 5

(a) Four (4) years of information systems experience in: *(agency will specify specific experience)*;

**OR**

(b) An Associate's degree in Computer Science, Information Technology, or related field, OR completion of a two (2) year accredited vocational training program in information technology or related field; **AND** two (2) years of information systems experience in: *(agency will specify specific experience)*;

**OR**

(c) A Bachelor's degree in Information Technology, Computer Science, or related field may substitute for all of the above

**Information Systems Specialist 6**

(a) Five (5) years of information systems experience in: *(agency will specify specific experience)*;

**OR**

(b) An Associate's degree in Computer Science, Information Technology, or related field, OR completion of a two (2) year accredited vocational training program in information technology or related field; **AND** three (3) years of information systems experience in: *(agency will specify specific experience)*;

**OR**

(c) A Bachelor's degree in Information Technology, Computer Science, or related field may substitute for all of the above. **AND** one (1) year of information systems experience in: *(agency will specify specific experience)*;

**Information Systems Specialist 7**

(a) Six (6) years of information systems experience in: *(agency will specify specific experience)*;

**OR**

(b) An Associate's degree in Computer Science, Information Technology, or related field, OR completion of a two (2) year accredited vocational training program in information technology or related field; **AND** four (4) years of information systems experience in: *(agency will specify specific experience)*;

**OR**

(c) A Bachelor's degree in Information Technology, Computer Science, or related field; **AND** two (2) years of information systems experience in: *(agency will specify specific experience)*;

**OR**

(d) Master's degree in Information Technology, Computer Science, or related field may substitute for all of the above.

**Information Systems Specialist 8**

(a) Seven (7) years of information systems experience in: *(agency will specify specific experience)*;

**OR**

(b) An Associate's degree or higher in Computer Science, Information Technology, or related field, OR completion of a two (2) year accredited vocational training program in information technology or related field; **AND** 5 years of information systems experience in: *(agency will specify specific experience)*;

**OR**

(c) A Bachelor's degree in Information Technology, Computer Science, or related field; **AND** three (3) years of information systems experience in: *(agency will specify specific experience)*;

**OR**

(d) Master's degree in Information Technology, Computer Science, or related field; **AND** one (1) year of information systems experience in: *(agency will specify specific experience)*

### **Specifying Agency Experience**

When specifying the agency experience, keep it simple. For example, if hiring a Program Developer, state "...experience in program development."

The broader the agency experience, the more options the hiring manager will have in considering applicants. The more narrowing or more specifically defined the experience will yield fewer qualified applicants.

Using desired attributes will help to further identify the needs of the position and by stating them as desired attributes rather than MQs, more applicants will qualify for the position, giving more options or skill sets for hiring managers to consider.

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## Writing IT Job Postings

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### Simplify

Think about the way you read, or rather, don't read a document. You scan and find the information you want; applicants do the same. Make it easy for the applicant by keeping it simple. Here's how:

- Write to your audience. What words or phrases will connect?
- Aim for a 7th to an 8th grade reading level. In other words, the applicant shouldn't have to re-read a sentence to figure out the meaning.
- Use headers to make information easy to find.
- Bullet items and use white space for easier scanning.
- Use action words to engage readers and help them picture themselves being able to do the job or not.
- Use simple sentences. Remove excess adjectives and descriptors. Break complex sentences into two or more sentences.
- Explain acronyms the first time you use them.

### What Do You Really Have to Have in a Job Posting?

- Summary of job duties
- Minimum qualifications
- Special qualifications, if applicable
- Preferred qualifications/attributes (used for screening purposes)
- Salary
- Application deadline, if applicable
- Supplemental questions, if applicable
- Additional application requirements and instructions

*Note: review the appropriate collective bargaining agreement for any variations.*

Yes, that is all that is required. There are some other things you will want to include to help the applicant gain a better understanding of the job.

### Additional items to consider:

- Job title – Use the working title and make sure it describes what you are looking for. The classification title, 'Information Systems Specialists 6', means nothing to most applicants. You can include the classification title after the working title.
- Representation
- Working conditions – Include the high-level conditions that would have to do with someone's ability and availability to do the job, (i.e. traveling, lifting 50 lbs., working evenings and weekends).
- Selection method – A general statement regarding any skills, tests, or interviews that you will be conducting is sufficient.
- Pre-employment checks (Criminal record checks, driver record checks, background investigation, etc.)
- Agency information – A sentence or two on the agency and its culture help provide context for the work.

Be sure to only include items that are really necessary and that will help an applicant know if they can or cannot do the job.

### Opening Statement

Approach this as you would writing a job ad; a short description of the job that grabs the applicant's attention and makes them want to read more. **This is your sales pitch.** Don't worry about including the details or representation about the job here. Focus on creating a visual of the job in typical industry standards.

### Agency Information

Highlight the agency culture and the benefits of working there. Promote the unique qualities of your agency. This is part of your sales pitch, and doesn't need to include a lot of details. You can add a link to your agency's webpage for those that want more information. One to two sentences is sufficient. Make sure your statements are accurate.

### Job Duties

Create a high-level overview describing the day-to-day of the job in one or two sentences. Use action words and create a bulleted list job duties. You do not need to list every duty from the position description, but you do want to create a clear picture of what the job entails. Be sure to include essential functions. You should aim for no more than 6-10 duty statements, as the announcement does not have to read like a position description.

## Application Form

Keep the application form as simple as possible. Choose the 'Resume Only Application Form – Resume required' application form. Most applicants have a resume handy, and if all they have to do is create an account with their contact information and upload their resume, they are more likely to apply. Note: asking for a cover letter will net fewer applicants. Remember that most IT professionals are working, and applying to an announcement is a job in itself.

## MQ Questions

Simplify MQ questions to make it easier for screening and for the applicant to apply. Use general education question and an experience question.

Examples:

1. Which of the following best describes your degree in Computer Science, Information Technology, or related field?
  - Associate's Degree
  - Bachelor's Degree
  - Master's Degree
  - Doctorate Degree
  - None of the Above
2. Indicate how many years of WebSphere Administration experience you have.
  - Less than 1 year
  - 1 year
  - 2 years
  - 3 years
  - 4 years
  - More than 4 years

## Supplemental Questions

Keep it simple. The less steps in the application process will yield a larger pool. Most applicants are not anticipating to complete a bunch of multiple choice questions when applying for a job. You may actually lose good applicants because they can go elsewhere and easily apply for a job. If you use supplemental questions at all (including MQ questions), consider only using one or two to help you easily identify the job specific requirements. Try yes/no questions.

Examples:

- Do you have at least an Associate's degree in Computer Science?
- Yes
  - No
- Do you have at least 3 years of WebSphere experience?
- Yes
  - No

### **Requested Skills & Abilities**

Remember that you are not searching for the elusive purple squirrel. It is tempting to list out everything the ideal employee would have, but who really has everything? Identify your 5-6, 'can't live without' attributes. These skills and abilities are typically what gets a person hired. **Use them to help applicant's screen themselves in or out.**

### **Lastly, hurry up!!!**

The 2 key obstacles to growing your headcount are a shortage of candidates and lengthy hiring practices. You should have the interview panel selected prior to receiving your referred list. This is one variable you have the most control over. Remember that the good ones will go first so don't take your time and miss out on potentially hiring that amazing candidate.

## Writing IT Job Ads

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Job ads market your agency and sell your open positions. Know your target audience, and write the job ad for the applicant you are seeking.

1. Create a job title that draws in the reader. It doesn't have to be the exact job title; it's about grabbing their attention and getting the right applicant to click apply.

**Examples:**

IT Developer – Flexible Schedule  
Network Administrator – Career Growth Opportunity

2. Use “you”. Write it so the applicant can see themselves in the job.

**Examples:**

You will be working...  
You will need....  
Your responsibilities will include...

3. Describe your agency and focus on the culture. Why would someone want to work for you?

**Examples:**

We offer employees a culture that emphasizes in public service, productivity and collaboration. You will feel empowered, engaged and motivated as you work with like-minded individuals who are driven and passionate about contributing to Oregon communities.

Our fast paced and supportive environment offers you fantastic benefits that include a competitive salary, a friendly team, flexible working arrangements, and many opportunities for training and development.

Collaborative open office with a team of bright individuals to work with and learn from. We offer full medical, vision, and dental with paid Sick Leave, Vacation, Personal leave and 10 paid holidays a year.

4. Summarize the job. This is not a job description; you don't need the details, just the highlights.

**Examples:**

The State of Oregon is modernizing their IT infrastructure, and currently has a fantastic opportunity for a qualified and experienced IT Analyst with .Net and SQL skills to join a strong team, and nurture our online business operations.

You will join a team filled with talented individuals charged with implementing the next generation Child Support Enforcement System in Oregon. You and your team will retool a transfer solution based on an IBM / Java EE stack from the State of California. This is a multi-year enterprise level opportunity that is currently in its design phase.

5. Focus on your required and requested attributes. Be concise and clear about what you need. Provide a simple, short, bulleted list.

**Example:**

You will need:

- A Bachelor's degree in IT
  - 3 years of experience in development of client/server and web based applications
  - Strong SQL language skills
  - Experience working in a customer driven environment
6. Make application easy. Consider requiring a resume only. If you use any supplemental questions, keep them simple and consider yes/no questions. The easier it is for an applicant to apply, the more likely they will apply.

## Best Recruitment Practices

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Recruitment is all about marketing and selling the job and the agency, which means it is applicant focused. What's in it for the applicant? What makes the job and the agency worth applying to? Today's job seeker can apply in minutes to a job opening. To be competitive, we have to adapt our recruitment practices and make applying easy and the section process quick.

### Advertising & Outreach

Key recruitment strategy adaptations:

- Everyone is a recruiter; the manager, staff, and of course, the recruiter. Everyone should be engaged and involved in finding talent. A hire impacts the entire team. Ask your team for references. Reaching out to potential applicants and asking them to apply is an acceptable and vital recruitment practice.
- Use multiple channels to reach out to candidates (e.g. social media, online job boards, networking). If there is an online site that IT professionals use to share advice, get involved in the site to scope out passive candidates and invite them to apply.
- Know what it is about your agency or unit that appeals to your target talent. Don't get caught up in compensation. Many high quality IT professionals have come to the state and stayed. Why? Answer: work-life balance, flexible schedules, health insurance, retirement plans, contributing to the community and making an impact. What else? Be prepared to articulate all the benefits.
- Recruitment is not a one-time activity that begins with a job posting and ends with a hire; It must be continuous. You never know where or when you may network with someone who you'll want to keep in touch with for a future opening.

### Connect with the candidate pool

- Connect with applicants as soon as they apply. Start phone screening right away to determine if you want to bring the applicant in for an interview.
- Make sure every applicant gets a response. No one will stay interested in an organization that doesn't even acknowledge they applied.
- Keep track of candidates who were second choice, or maybe a top talent, just not best suited for the current position. Reach out via email every month or so and invite them to an event, share insight and ask how they are doing.
- Consider hosting and attending live events, networking and educational sessions.
- Look into developing an internship program in your agency.

### **Recruiter & Manager Partnership**

- Discuss expectations regarding the candidate pool. How big of an applicant pool do you want? Do you want options? What does the perfect person for the position look like? How realistic is it to find the perfect person? Have a candid conversation on the potential results based on different strategies.
- Talk about the needs of the position. Define the work that needs to be done. Look for both technical skills and soft skills (people skills): people often are hired for their technical skills, but problems on the job are often a result of a lack of people skills.
- Plan to move quickly. It is a candidate's job market. Plan your selection process to move quickly to make a hire, even before the job posting is opening.
- Plan for discussion before and after the recruitment. What worked well, and what didn't? Talk about what you see and don't see in an applicant to build understanding of the job. This will take some back-and-forth discussion. It is a learning opportunity for both the recruiter and the manager. Spending 10 minutes upfront will save time and frustration later when screening applicants.

# ISS MQ Examples

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## **Information Systems Specialist 4-Computer Desk Support**

(a) Three (3) years of information systems experience **providing customer support over a multi-line telephone system.**

**OR**

(b) An Associate's degree in Computer Science, Information Technology, or related field, OR completion of a two (2) year accredited vocational training program in information technology or related field; AND one (1) year of information systems experience **providing customer support over a multi-line telephone system.**

## **Information Systems Specialist 5 -Software Developer**

(a) Four (4) years of information systems experience in **software development;**

**OR**

(b) An Associate's degree in Computer Science, Information Technology, or related field, OR completion of a two (2) year accredited vocational training program in information technology or related field; AND two (2) years of information systems experience in **software development;**

**OR**

(c) A Bachelor's degree in Information Technology, Computer Science, or related field may substitute for all of the above.

## **Information Systems Specialist 6 - Software Application Developer**

(a) Five (5) years of information systems experience in **Client-Server application development.**

**OR**

(b) An Associate's degree in Computer Science, Information Technology, or related field, OR completion of a two (2) year accredited vocational training program in information technology or related field; AND three (3) years of information systems experience in **Client-Server application development.**

**OR**

(c) A Bachelor's degree in Information Technology, Computer Science, or related field may substitute for all of the above. AND one (1) year of information systems experience in **Client-Server application development.**

## ISS MQ Examples continued

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### **Information Systems Specialist 7- Systems Analyst**

(a) Six (6) years of information systems experience in **Systems Analytics**.

**OR**

(b) An Associate's degree in Computer Science, Information Technology, or related field, OR completion of a two (2) year accredited vocational training program in information technology or related field; AND four (4) years of information systems experience in **Systems Analytics**.

**OR**

(c) A Bachelor's degree in Information Technology, Computer Science, or related field may substitute for all of the above. AND two (2) years of information systems experience in **Systems Analytics**.

**OR**

(d) Master's degree in Information Technology, Computer Science, or related field may substitute for all of the above.

### **Information Systems Specialist 8 - Project Manager**

(a) Seven (7) years of information systems experience in **project management**

**OR**

(b) An Associate's degree or higher in Computer Science, Information Technology, or related field, OR completion of a two (2) year accredited vocational training program in information technology or related field; AND 5 years of information systems experience in **project management**

**OR**

(c) A Bachelor's degree in Information Technology, Computer Science, or related field may substitute for all of the above. AND three (3) years of information systems experience in **Project management**.

**OR**

(d) Master's degree in Information Technology, Computer Science, or related field may substitute for all of the above. AND one (1) year of professional information systems experience in **project management**.

# Job Ads Examples

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## **IT Programmer– Grow with Us**

State of Oregon

The State of Oregon is modernizing their IT infrastructure, and currently has a fantastic opportunity for a qualified and experienced IT Analyst with .Net and SQL skills to join a strong team and advance online business operations.

You will be working with a wide range of technologies including web based applications, web services, and content management systems.

You will need to have excellent communication and time management skills, be self-motivated, have excellent attention to detail, and be able to think outside the box.

Your responsibilities will include:

- Work on several assignments, performing support and analysis roles across a large range of development and existing project activities.
- Uphold existing systems plus create, evaluate and implement enhancements according to requirements.
- Train users to understand and record data per system requirements.
- Review and deliver estimates for development and project work.
- Design, code, test, modify and install programs for a variety of applications.

You will need:

- A bachelor degree in IT
- 3 years experience in development of client/server and web based applications
- Strong SQL language skills
- Experience working in a customer driven IT role where you work with the business to establish and understand requirements, and deliver effective outcomes
- Excellent verbal and written communication skills with a demonstrated problem solving ability

Our fast paced and supportive environment will offer you lots of benefits, including a competitive salary, a friendly team, flexible working arrangements, and many opportunities for training and development. This is a challenging role that will deliver great rewards to the right applicant.

If you think you have what it takes, apply and send your resume today.

# Job Ad Examples

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## **WebSphere Middleware Administrator – Lead the Innovation**

Are you an experienced WebSphere Middleware Administrator looking for a fast paced project to apply your talents to? If so, read on.

### What You Will Be Doing

You will join a team filled with talented individuals charged with implementing the next generation Child Support Enforcement System in Oregon. You and your team will retool a transfer solution based on an IBM / Java EE stack from the state of California. This is a multi-year enterprise level opportunity that is currently in its design phase.

Did you know that Child Support is one of the nation's top anti-poverty programs for children? Our goal is to improve our technology to provide the best possible service to our Oregon families.

### What's In It for You?

Collaborative open office with a team of bright individuals to work with and learn from. We offer full medical, vision, and dental with paid Sick Leave, Vacation, Personal leave and 10 paid holidays a year. So, if you are an experienced WebSphere Middleware Administrator, don't delay, apply today!

### What You Need For This Position

At least 2 years of experience and knowledge of:

- WebSphere Application Server NDv7 or above
- WebSphere MQv7 or above
- WebSphere Portal Server and Web Content Manager V7 and above
- IBM HTTP Server V7 or above
- Experience with scripting and automating using ANT, Shell, Tivoli
- Strong Java/EE, XML & web services troubleshooting ability
- Experience with enterprise monitoring systems such as AppDynamics
- Experience with Soap UI
- Experience working with middleware applications on Windows Virtual Hosts

Apply online. Looking forward to receiving your resume and going over the position in more detail with you.



STATE OF OREGON  
invites applications for the position of:

# WebSphere Middleware Administrator

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**OPENING DATE/TIME:** 03/24/16 12:00 AM  
**CLOSING DATE/TIME:** 04/14/16 11:59 PM

**SALARY:** \$5,058.00 - \$7,304.00 Monthly

**LOCATION:** Salem, Oregon

**AGENCY:** Justice Division of Child Support

**DESCRIPTION:**

Are you an experienced **WebSphere Middleware Administrator (ISS7)** looking for a fast paced project to apply your talents to? If so, read on.

What You Will Be Doing:

You will join a team filled with talented individuals charged with implementing the next generation Child Support Enforcement System in Oregon. You and your team will retool a transfer solution based on an IBM / Java EE stack from the state of California. This is a multi-year enterprise level opportunity that is currently in its design phase.

Did you know that Child Support is one of the nation's top anti-poverty programs for children? Our goal is to improve our technology to provide the best possible service to our Oregon families.

What's In It for You:

Collaborate in an open office with a team of bright individuals to work with and learn from. We offer full medical, vision, and dental with paid Sick Leave, Vacation, Personal leave and 10 paid holidays a year. If you are a WebSphere Middleware Administrator with experience, don't delay, apply today!

*This is a full-time, SEIU represented position.  
This recruitment may be used to fill future vacancies.*

**The Oregon Department of Justice is an equal opportunity, affirmative action employer committed to work force diversity.**

## **QUALIFICATIONS, REQUIRED & REQUESTED SKILLS:**

### **MINIMUM QUALIFICATIONS – ISS7**

Six (6) years of professional information systems experience in WebSphere administration.

#### **OR**

(b) An Associate's degree in Computer Science, Information Technology, or related field, OR completion of a two (2) year accredited vocational training program in information technology or related field; **AND** four (4) years of information systems experience in WebSphere administration.

#### **OR**

(c) A Bachelor's degree in Information Technology, Computer Science, or a related field **AND** two (2) years of information systems experience in WebSphere administration.

#### **OR**

(d) Master's degree in Information Technology, Computer Science, or related field may substitute for all of the above.

### **PREFERENCE WILL BE GIVEN TO CANDIDATES WHO ALSO HAVE EXPERIENCE IN:**

- Microsoft Active Directory User and Computer Management
- IBM Cognos
- IBM Infosphere
- IBM ISAM
- IBM DB2
- HP Exstream

### **ADDITIONAL INFORMATION:**

#### **Application Process**

1. Click the "Apply" button above and create an account or login.
2. Attach your **resume**.
3. Answer the supplemental questions.

Those candidates whose training and/or experience most closely match the requirements and needs of the position will be eligible for an interview.

**Finalists will be subject to a computerized Criminal History and Driver and Motor Vehicle Services check. Adverse background data may be grounds for immediate disqualification.**

Applicants must be authorized to work in the U.S. Applicants who require VISA sponsorship will not be considered.

If you require an alternate format in order to complete the employment process, you may call Recruitment Services at (503) 947-4328 or TTY (800) 735-2900 for the hearing impaired. Please be prepared to leave a message describing the alternate format needed.

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## Information Systems Specialist 7 (WebSphere Middleware Administrator) Supplemental Questionnaire

\* 1. Which of the following best describes your **highest related level of education**?

- Associate's Degree
- Bachelor's Degree
- Master's Degree
- Doctorate Degree
- None of the Above

\* 2. Indicate how many years of WebSphere Administration you have?

- Less than 1 year
- 1 years
- 2 years
- 3 years
- 4 years
- 5 years
- 6 years
- None of the above

3. Check all of the following that you have experience in:

- Microsoft Active Directory User & Computer Management
- IBM Cognos
- IBM Infosphere
- IBM ISAM
- ISMB DB2
- HP Exstream