



FTA Awards Nomination/Entry Form

Person who led this effort or project

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About your program, idea, or project

Name your program, idea, or project: Hiring: The Great Race

What is the problem that you wanted to solve? As we entered January 2022, just like the rest of the country, we were facing a crisis with a record high 85 vacancies in the Tax Enforcement and Compliance Organization which includes Criminal Investigations, Tax Analytics, Involuntary Compliance Logistics and Operations Support (ICLOS), Examinations (EXAMS) and Taxpayer Assistance and Collection (TPAC) Divisions. Of these 85 vacancies, 40 were composed of Revenue Officer I, Tax Auditor I and Field Auditor I positions in TPAC and EXAMS. Although our recruitment efforts had not changed and positions were constantly posted and interviewed for, our offers continued to be declined primarily due to salary and the length of time that lapsed between an applicant applying, interviewing and being offered a position. The amount of lost revenue monthly for these 40 vacancies was estimated to be \$6.8 million.

Who was involved in addressing the problem? The core team responsible for the planning, development, implementation and evaluation of the project was made up of Beth Collins, Associate Director of ICLOS, and the ICLOS HR Business Partner Team (HRBP) members Dominikii Coleman, Erin Roudebush, and Holly Bonnicksen-Jones. Other divisions that assisted with different parts of the event include Human Resources, Digital Communications, Public Affairs, Knowledge, Education & Outreach, Graphics, Examination and Taxpayer Assistance and Collections.

How did they go about finding a solution? As a government agency, history shows that selected applicants often decline job offers due to the amount of time it takes to receive the job offer and/or due to the offered salary. Unlike the private sector, where salaries are negotiable and job offers are usually made on the spot or within 2 weeks, it takes NCDOR an average of 6-8 weeks to make an offer for positions that have set starting salaries. Additionally, NCDOR was not receiving enough qualified applicants to fill the high number of vacancies.

Through innovative and creative thinking, we were able to develop a strategic plan to recruit applicants and expedite the hiring process. Our goal was to increase the applicant pool and extend verbal offers within 48 hours of the interview day event. We presented our idea to the Executive Leadership Team and Human Resources. We gained their buy in and support to accomplish this goal. Another major factor in this approval was being allowed to advertise the exact starting salary for all three positions as opposed to advertising a recruitment range. Feedback from past applicants showed that advertising a hiring range could be misleading.

Describe the outcome. What is the new idea, approach, program, or activity?

The new idea was to host a “Virtual Interview Day” event where we would conduct 96 interviews in one day, and make job offers within 48 hours. Our first planning meeting was held on January 4, 2022. Over the next 3 weeks, we planned our strategy, advertised, and recruited applicants to apply for the Revenue Officer I, Tax Auditor I and Field Auditor I positions. Registration for the event started Monday, January 31, 2022 and ended Monday, February 14, 2022. The event took place on Tuesday, February 22, 2022.

Advertisement

Based on the target audience, new recruitment material was developed and new platforms were identified. The HRBP’s utilized their relationships with local and state colleges/universities and internal stakeholders to disseminate the advertising materials. Recruitment material was created to inform applicants of the job opportunities, starting salaries, the virtual interview day event, and how to register. Additionally, applicants were informed of why they would want to work at DOR and the benefits of working as a state employee. (See uploaded documents). The event was advertised on the NCDOR website, the Office of State Human Resources website, LinkedIn, Indeed, Twitter, Facebook, TikTok, and YouTube. Additionally, career services at the colleges/universities notified current students and alumni of the event, and also pushed the advertisement out on their school social media platforms and handshake accounts. A media release was also sent out to local newspapers. Applicants were sourced through Indeed and those who appeared to possess the minimum qualifications for a position were communicated with by the HRBP and instructed to apply directly to the government website.

We saw a great increase in applications due to our advertisement and recruitment efforts.

- For our Tax Auditor I continuous posting, 25 applications were referred to hiring managers from July 2021 to December 2021. However, 121 applications were referred to hiring managers from January 2022 to February 2022.
- For our Field Auditor I continuous posting, 56

applications were referred to hiring managers from July 2021 to December 2021. However, 68 applications were referred to hiring managers from January 2022 to February 2022.

- There is no historical data for the Revenue Officer I continuous posting. Previously, Revenue Officer I positions were posted individually. Given the high number of vacancies for this classification, we requested approval from the State Human Resources Commission to post continuously. Permission was granted in December 2021 and the continuous posting went live on January 20, 2022.

Registration

We developed and offered a registration process through the NCDOR Website. Once an applicant registered for the event, they were sent an auto reply email with information on where to apply for our positions, how to complete a state application and other helpful tips. We had a total of 312 applicants register for the event during the 2-week registration period. Of those 312 applicants, 201 applied for one or more of the 3 positions. Applicants sourced on Indeed were not asked to register but to apply directly through the government website.

Process Overview

The Human Resource Talent Acquisition Team committed to screening applications daily for all three positions. With applications screened daily, this allowed us to immediately administer technical assessments and schedule interviews for those who passed. Prior to administering the technical assessment, an HRBP would call the applicant and discuss the interview process and starting salary. If the applicant was still interested in pursuing the opportunity, the technical assessment was administered and required to be returned within 24 hours. When the applicant passed the technical assessment, they were immediately scheduled for an interview. Prior to scheduling the final interview, the starting salary was discussed again and the applicant was made aware that it was not negotiable. Communication channels with applicants included email and telephone calls, but we quickly realized that text messaging was the best method to reach our applicants. Communicating with applicants so quickly after they applied and throughout the interview processes really kept them engaged.

Simultaneous with scheduling the applicant for their final interview, we requested that they complete a Background Check and Tax Compliance Form along with a reference form so we had the most updated information including a current/prior supervisor listed. Once received, Human Resources began processing the Background Check and Tax Compliance Form so results were ready on the day of the event for selected applicants. Managers were not privy to the Background Check and Tax Compliance results prior to determining if an applicant was selected for a position. This change in process shortened the overall approval process by approximately 3-5 days.

While we moved the Background and Tax Compliance Check

step ahead of the interview, the majority of the approval process still had to be completed after the applicants were selected. This was our biggest hurdle to overcome during the event. The additional approvals required before an offer can be extended include those of the Director of the Division (where the position is assigned), the Assistant Secretary, EEO review, salary analysis, HR Director, and Chief Financial Officer. We held daily check-in meetings with the Talent Acquisition and Classification/ Compensation teams in Human Resources while the 2-week registration was open to mitigate any potential issues prior to February 22. These meetings were also an opportunity to communicate our expectations of Human Resources in order to meet our goal of making offers within 24-48 hours. We created a private and secure manual applicant tracking system (ATS) that was shared with HR on a Microsoft Teams channel. Immediately upon conclusion of an interview, the selected applicants were entered on the ATS and Human Resources completed salary analysis. During the interview day through February 24, approvers made it a priority to complete their tasks quickly when they received notification that the case was in their queue for approval.

We reached our goal of extending job offers to all positions within 48 hours and were even able to extend some offers to applicants within 24 hours. We had no applicant decline when the job offer was extended. We attribute this to reaching our timeline, advertising the salaries, and our constant communication with the applicants.

Some interesting facts about the Interview Day include:

- (12) Panels conducted 8 interviews between 8:00am – 7:00pm with lunch and breaks included.
- Each three-person panel consisted of diversity based on age, race and gender
- 96 applicants were interviewed
- (12) reference checkers assisted (one per panel)
- HRBP's held an orientation with panel members and reference checkers to ensure consistency and efficiency during the event
- All applicants scheduled for interviews showed up to the interview (no, no-shows)
- We used Microsoft TEAMS for all interviews and had no technology issues
- We filled 38 vacancies
- Placed applicants in 9 out of 11 service centers and Raleigh Headquarters
- Hired internal applicants, applicants from all over NC, as well as, out of state applicants with some of those coming from states like Kentucky and Idaho
- We extended offers to multiple new graduates who will start in May or June after obtaining their degree
- At the conclusion of the event, there were 14 applicants we wanted to hire but did not have any positions available for their desired location of interest. As of April 22, 2022, 7 of the 14 individuals have been offered positions at NCDOR.

What has changed since this was implemented? How have your operations improved? Include any data, analytics or metrics that would show the value of your program. Don't forget management advantages such as improved morale.

At the start of the event there were 40 vacant Revenue Officer I, Tax Auditor I and Field Auditor I positions in the Taxpayer Assistance and Collection Division and Examination Division. During the Interview Day event, 38 positions that on average collect/assess \$6.4 million monthly - were filled. As of April 25, 2022, we have six vacancies in these three classifications. We are implementing new recruiting strategies in order to keep the number of applications received monthly in line with what we saw during our event. Additionally, with the newly hired employees and reduced vacancies, workloads on current staff have become more manageable and morale has increased. Morale amongst managers also increased due to cross-divisional teamwork and collaboration leading up to and experienced during the Interview Day event.

The Agency continues to benefit from having a pool of remaining applicants who were selected but not placed due to position availability and the applicants' location preference. We continue to communicate regularly with the remaining applicants in an effort to engage with them and sustain their interest in the Agency as an employer of choice. As future vacancies were/are created in those locations, these applicants were/are immediately placed in those positions in an effort to prevent work stoppage. Additionally, we have dedicated a resource to analyze areas where we anticipate future vacancies so that staff may begin reviewing applications for applicants in those areas, speak with applicants and begin the interview process. As positions become available, we strive to immediately place the best applicant in the vacant slot so that work may continue.

Is there any component of your program that makes it workable only in your state or city?

Everybody ought to be doing this.

Is this an in-house project, or did you partner with an outside vendor or service-provider?

100% in-house

What comes next – will you be adding to your program, rolling it out more widely, trying additional approaches?

Looking forward and depending on our vacancy rates, we do anticipate hosting additional Interview Day events for the Revenue Officer I, Tax Auditor I, and Field Auditor I positions. We plan to use the same process to recruit for our paraprofessional positions in TPAC and Exams and will share our information, documents, and process across the Agency so other divisions with high vacancy rates can expedite filling their vacancies. One slight change that we will make to future Interview Day(s) will be to only conduct interviews for one position class at a time. This change in process will eliminate applicants applying for and being considered for multiple jobs at the same time.

We are also adding a mentorship program for the three

position classes hired during Interview Day that will launch on May 1, 2022. While we were extremely successful in filling our vacancies during the event, we want to ensure that we retain the newly hired employees. We have assigned each new employee a mentor who will work with and train them for 12 months to ensure they are given the tools and knowledge they need to be successful in their role. Each mentor is also being compensated for this additional responsibility. This add-on to Interview Day was a win-win situation for both our new employees and our experienced employees. Our new employees will receive one-on-one training and our more senior employees will gain experience in training and leading, while receiving extra pay to do so.

Also in May 2022, we will use most of the material and process from our Virtual Interview Day to launch a Spring Recruitment Campaign. We plan to use the recruitment materials and registration page to direct prospective applicants to our website to gain information about NCDOR. Upon registration, the individual will receive an auto reply with material about NCDOR, including all of the benefits of working for the State and NCDOR as well as links to the NC Government Jobs website to apply for our jobs. The goal of this event is to increase the number of applications we receive so we have a large pool of applicants to choose from to fill our future vacancies.

Lastly, we are in the process of completing the data analysis for the Interview Day event and preparing recommendations for the Executive Leadership Team on changes to the recruitment and hiring process. Proposals include:

- Advertising set salaries (instead of a range), when applicable, so that applicants know exactly what salary to expect when offered a position.
- Consistent marketing on all social media platforms.
- Moving the Background and Tax Compliance Check to the beginning of the process rather than at the end of the process.
- Implementing salary analysis and analyst note templates for positions with set salaries to shorten the amount of time it takes Human Resources to complete salary analysis.
- Constant screening and referral of incoming applications so that we are in communication with interested applicants sooner and we can keep them engaged.
- Administering technical assessments through NeoGov; this will eliminate the need to have managers' grade assessments.
- Continuous postings for paraprofessional positions that are hard to recruit for or have a high volume of vacancies.
- Hosting quarterly virtual information sessions to market NCDOR as an employer of choice.

Additional Optional Materials

Documentation Upload

DeShun R. • 2nd
Human Resources Director at NC Office of State Human Resources
3mo • 🌐

Dominikii Coleman • 1st
Human Resources Business Partner at State of North Carolina
3mo • 🌐

The NC Department of Revenue is excited to announce we are hosting our first Virtual Interview Day on Tuesday, February 22, 2022! We anticipate job offers will be made to selected candidates within 48 hours of their interview!

We are actively recruiting for Revenue Officer, Field Auditor and Tax Auditor positions. These positions are remote/hybrid and are located throughout the state of North Carolina.

Registration for the event opens today, January 31 and closes Monday, February 14. Don't miss out on this exciting event!

Register today at: <https://lnkd.in/eVyYzwRK>.

#NCDORInterviewDay #hiring #recruiting #interview #tax

North Carolina Department of Revenue

VIRTUAL INTERVIEW DAY

On-the-spot interviews for these remote/hybrid positions:

- Revenue Officer I
- Revenue Field Auditor I
- Revenue Tax Auditor I

TUESDAY, FEB 22
8AM TO 7PM

Register to participate in this exciting event Jan. 31 - Feb. 14 at www.ncdor.gov/about-us/careers

NCDOR

Thumbnail version of the LinkedIn post screenshot, showing the same text and graphics as the larger image above.

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Departamento de
Impuestos de
Carolina del Norte

DÍA DE ENTREVISTAS VIRTUALES

Entrevistas durante el evento
para estos puestos
remotos/híbridos:

- Revenue Officer I
- Revenue Field Auditor I
- Revenue Tax Auditor I

**MARTES
22 DE FEBRERO
8AM A 7PM**

Regístrate para participar en este
emocionante evento del 31 de Enero al 14
de Febrero en
www.ncdor.gov/about-us/careers



Registration information.docx



FTA Award Nomination NCDOR 4.29.22.docx



Field Auditor_Flyer.pdf



NCDOR Benefits Summary.pdf



NCDOR Interview Day Orientation_Overview_...



Revenue Officer_Flyer.pdf



Social Media Advertisement Links.docx



Tax Auditor_Flyer.pdf



Why NCDOR_Flyer.pdf