

HIRING & ON-BOARDING THE RIGHT WORKERS (FOR THE LONG-RUN)

February 15, 2023







Cherylann Occhipinti Campbell
(she/her/hers)
Trainer, Austin, TX

Edited for distribution - 2023

Your Path to Performance

CPS HR Consulting is committed to bringing the public sector best-in-class training solutions to help your organization increase knowledge, skills and abilities.

COURSE OFFERINGS:

-  Analytical Skills
-  Diversity, Equity, and Inclusion
-  Leadership
-  Supervisor/Manager
-  Technology
-  Teleperformance



1

OVERVIEW

- ◆ *Recruiting, Hiring & Selection Practices*
- ◆ *On-Boarding for Success*
- ◆ *Retention Strategies*
- ◆ *Action planning*



2

● STAYING FOCUSED

- ◆ Interactive & engaging
- ◆ Social Experience – active not passive
- ◆ Manage distractions & technology
- ◆ Make it real & make it count!



cpsr.com

CPS HR CONSULTING™

3

● Just 4 things

- ◆ Better Branding of Agency and Job
- ◆ Strategic Behavioral Interviewing
- ◆ Prepare the team AND new workers
- ◆ Focus on Coaching & Culture

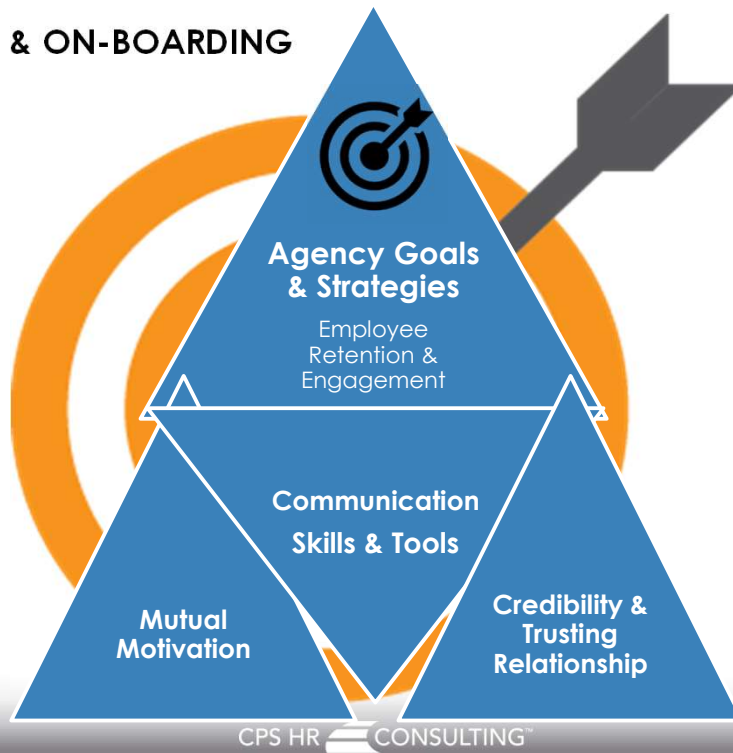


cpsr.com

CPS HR CONSULTING™

4

TARGETED HIRING & ON-BOARDING



cpshr.com

5

WHAT ARE YOUR AGENCY/DEPT KEY GOALS & TARGETS?



cpshr.com

EXAMPLE: Your Agency

Mission:

Vision:

Values:

Job Skills, Duties & Competencies:

6



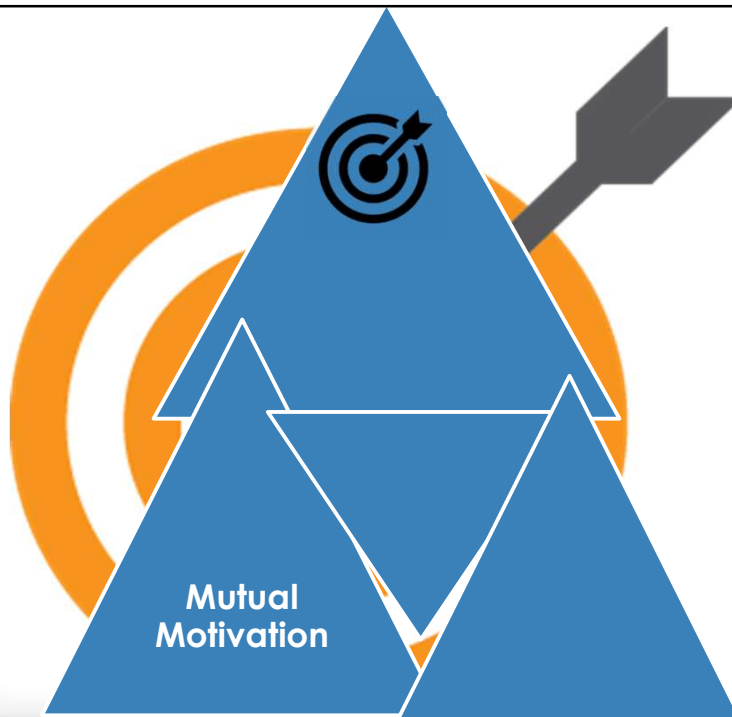
Don't just Post & Pray

cpsr.com

CPS HR  CONSULTING™

7

TARGETED MODEL



cpsr.com

CPS HR  CONSULTING™

8



cpshr.com

CPS HR  CONSULTING™

9

**A – M****N - Z**

What are the Benefits of Getting it Right?

to you/recipient, dept/division, & agency/county

What Prevents Us from Getting it Right?

by you/recipient, dept/division, & agency/county



cpshr.com

CPS HR  CONSULTING™

10

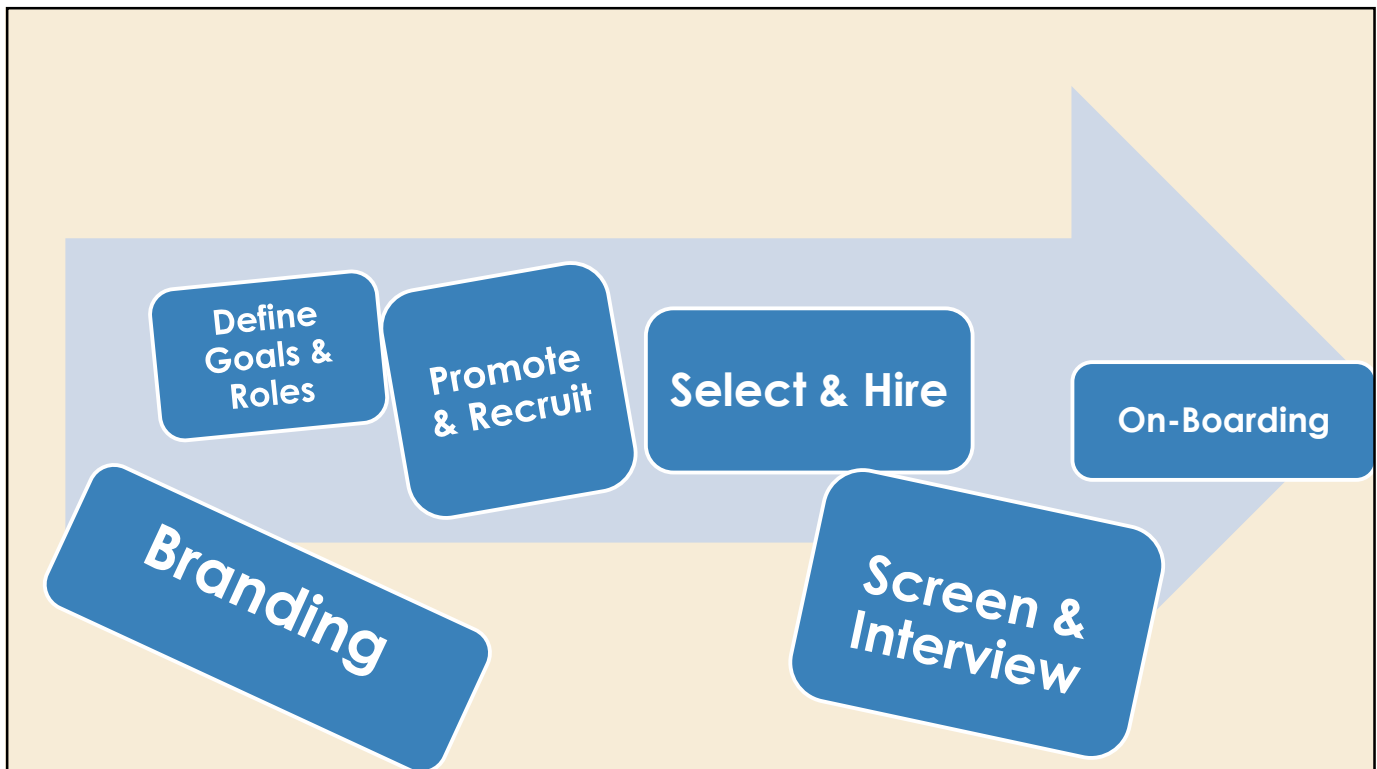
“

“Hire Slowly & Fire Quickly”

cpshr.com

CPS HR  CONSULTING™

11



12

● Branding your Agency & the Job

- ❑ Why do employees WANT to work for you?
- ❑ What are your Mission/Vision/Values?
- ❑ How do you stand out among employers?
- ❑ What do you offer in terms of benefits?
- ❑ Why THIS job? W I I F T C



cpshr.com

CPS HR CONSULTING™

13

● Sample Agency & Job Branding

TSA – Government Information Specialist

- ◆ **Securing Travel, Protecting People** - At the Transportation Security Administration, you will serve in a high-stakes environment to safeguard the American way of life. In cities across the country, you would secure airports, seaports, railroads, highways, and/or public transit systems, thus protecting America's transportation infrastructure and ensuring freedom of movement for people and commerce.

cpshr.com

CPS HR CONSULTING™

14

Sample Agency Branding

Full Job Description: Director of Health & Human Services

About us

- ◆ We are located in California's Sierra Valley, 45 minutes from Reno, Nevada, 45 minutes from the Lakes Basin, and an hour from Lake Tahoe. Our community is ideal for outdoor enthusiasts and nature lovers alike. **From mountain biking and snowmobiling to bird watching and fishing, we've got it all!** This position will take you to all areas of our beautiful county and engage all aspects of your Public Health and Social Service skills and education. We provide a supportive work environment, where we celebrate our successes and take on challenges together.
- ◆ The Director is responsible for the management and administration of Department of Health and Social Services. Responsibilities include the management and operations of the social services (including Public Assistance, MediCAL, CalFresh, CalWORKS, APS, CPS and IHSS programs) and

cpshr.com

CPS HR CONSULTING™

15

Sample Job Branding

Network Technician

*This is an excellent opportunity to grow your career in technology and work for a service-oriented organization that makes a significant impact in the local community. The **County of Santa Barbara General Services Department** has one full-time vacancy. Network Technicians work in locations throughout the County and there is flexibility as to where in the County the position is based.*

- ◆ Candidates may be hired at the I or II level depending on qualifications and experience. This role offers **telecommuting options**, but onsite work is also required.
- ◆ **THE IDEAL CANDIDATE:**
 - Support complex networks that are geographically dispersed, utilize multiple communications media (including fiber, microwave, wireless, copper, and Telco),

cpshr.com

CPS HR CONSULTING™

16

Sample Agency Branding

- ◆ Pay Range: \$66,898.00 - \$76,898.00 annual compensation

Job Posting Closing on: Tuesday, February 7th, 2023

The **City of Fort Worth** is the 13th largest city in the U.S. and the fastest growing among large cities. **Fort Worth has received multiple accolades, including number one Downtown (Livability), and the second-best City in the nation for Job Seekers (Forbes). Our employees serve the needs of over 900,000 residents.** We are seeking individuals that reflect our values of exceptional customer experience, mutual respect, embracing our diversity, continuous improvement, ethical behavior, and accountability.

- ◆ The City of Fort Worth is recruiting a full-time, non-remote, 40 hr. per-week-in-office Sr. Auditor position, to perform a variety of audits and activities...

cpsr.com

CPS HR CONSULTING™

17

Agency Branding

WHY WORK FOR DFPS?

- ◆ The Texas Department of Family and Protective Services (DFPS) is responsible for **protecting the unprotected** — children, elderly, and people with disabilities — from abuse, neglect, and exploitation. DFPS accomplishes this responsibility by employing over 12,000 workers who live up to the agency's Mission, Vision and Values in service to the 27 million citizens of Texas.
- ◆ DFPS is not only a **qualifying organization for the Service Loan Forgiveness Program**, which forgives the remaining balance on college student Direct Loans after making 120 qualifying monthly payments, but also **offers excellent health benefits, special discounts** on many products and services through the Discount Purchase Program, a lifetime monthly retirement annuity as well as Texa\$aver 401(k) and 457 Programs under the Employees Retirement System of Texas. An additional benefit you will receive is **12 days of paid annual leave, 12 sick days**, and the potential to earn up to four days of administrative leave each year. Your annual paid leave accrual increases as your tenure increases.
- ◆ Newly hired employees holding a Master's Degree in Social Work may qualify for an increase at the point of hire.
- ◆ **Essential Job Functions: blah blah blah**

cpsr.com

CPS HR CONSULTING™

18

State Employer Branding

Do you have a passion for public service and enjoy making a difference? Don't miss out on this opportunity. The Texas Department of Insurance (TDI) is hiring! Apply now if you're looking for a rewarding career in public service. We regulate the insurance industry, administer the Texas workers' compensation system, and educate and protect consumers.

You'll love the benefits of working at TDI:

- Flexible work schedules. [Hybrid telecommuting.](#)
- Work-life balance. 96 hours of accrued vacation a year.
- 96 hours of accrued sick leave a year.
- [20+ holidays every year.](#) Career advancement opportunities.
- [Free downtown Austin parking.](#)
- Free comprehensive medical insurance for full-time employees, and the state pays 50% of the premium costs for dependents.

cpshr.com

CPS HR  CONSULTING™

19

Federal Agency Branding

Looking to advance in your career working with the environment?

Check out this opportunity with the State of The Department of Energy and Environmental Protection (DEEP) is hiring an **Environmental Analyst 2** to work in Hartford for DEEP's Equity and Environmental Justice Office.

WHAT WE CAN OFFER YOU

We take part in a competitive benefits plan which includes:
Generous paid time off (vacation, sick, and personal); Excellent health and dental coverage; Pension plan (State Employees Retirement System Tier IV) and more!

- In addition, the State puts an emphasis on:
- Providing limitless opportunities; Hiring for diversity and fresh perspectives;
- Performing meaningful work; and Encouraging a healthy work life balance.

POSITION DETAILS

DEEP's Environmental Justice Office is one of the oldest environmental justice programs in the nation. Since its creation in 1993, it has developed policy, strategies, and law reflecting its belief that no segment of the population should bear a disproportionate share of the risks and consequences of environmental pollution or be denied equal access to its benefits.

cpshr.com

CPS HR  CONSULTING™

20

● Define Role...Promote & Recruit



- ◆ Your Careers Landing Page
- ◆ Social Media Options (Indeed, LinkedIn, Govt)
- ◆ Existing Contacts, Clients, and Community Relationships
- ◆ **Your Reputation as an Employer Will Attract Candidates**
- ◆ Expand your Reach to Diversify & Reflect your Constituents
- ◆ **Don't wait until you need to hire...to plan to hire**

cpshr.com

CPS HR  CONSULTING™

21

● Branding your Agency & the Job

- Why do employees WANT to work for you?
- What are your Mission/Vision/Values?
- How do you stand out among employers?
- What do you offer in terms of benefits?
- Why THIS job? W I I F T C
- Realistic Job Previews
- Why that job for that audience?



cpshr.com

CPS HR  CONSULTING™

22

Realistic Job Previews

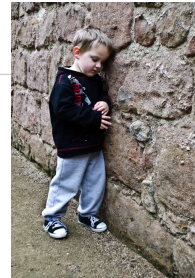
cpshr.com

CPS HR CONSULTING™

23

Sample Realistic Job Preview

***Virtual Career Fair - CPS Investigation Trainee Specialist I
- Same Day Interviews* *January 24-25, 2023 - Greater
Houston/Surrounding Areas**



- ◆ Child Protective Services (CPS) Investigators investigate claims of child abuse and neglect. They have the difficult task of figuring out what happened and predicting what will happen in the future. CPS receives and investigates reports of abuse and neglect 24 hours per day, every day of the year.
- ◆ A CPS investigation includes interviewing and gathering information to see if abuse or neglect happened and if intervention is necessary. The investigator considers both risk and safety issues and may recommend services for the child and family to reduce the risk of further abuse or neglect.

- ◆ **For a realistic job preview for this position and about the agency, please visit:**

<http://www.dfps.state.tx.us/jobs/default.asp>

cpshr.com

CPS HR CONSULTING™

24

Realistic Job Preview Sample

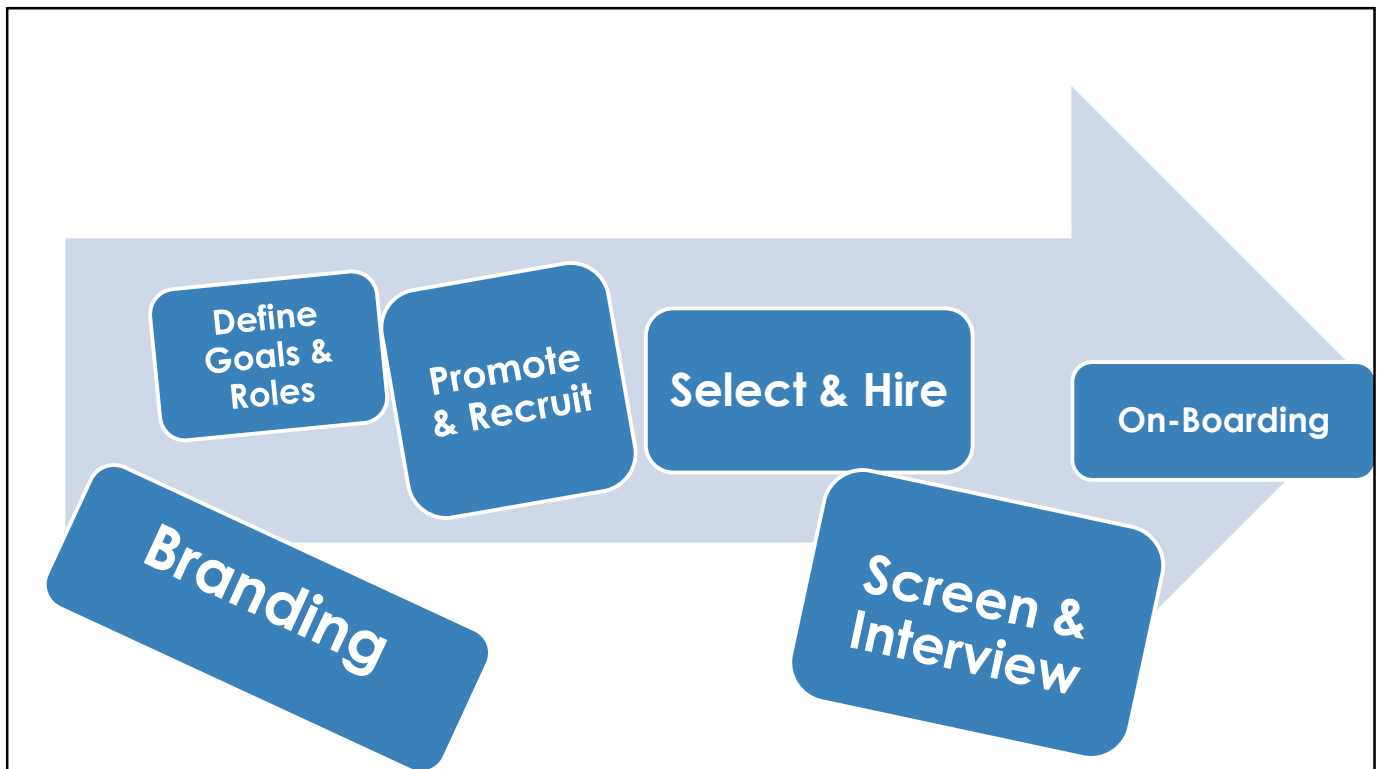
◆ Texas Family Protective Services

[Types of Jobs in Child Protective Services \(texas.gov\)](https://www.texas.gov/types-of-jobs-in-child-protective-services)

cpsr.com

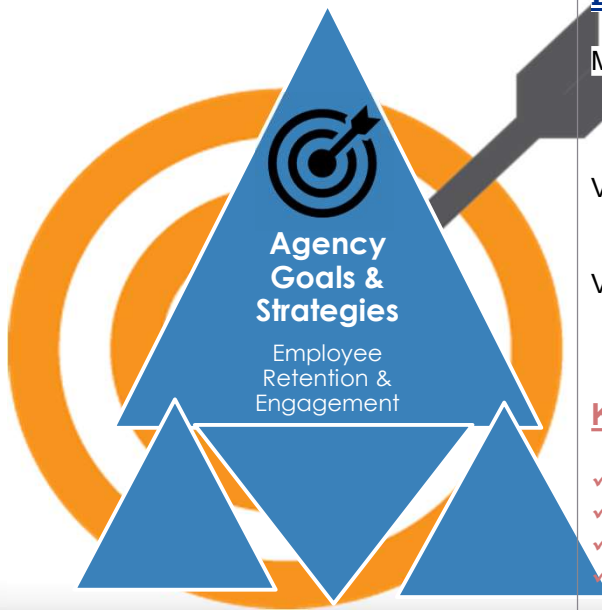
CPS HR CONSULTING™

25



26

WHAT ARE YOUR AGENCY/DEPT KEY GOALS & TARGETS?



EXAMPLE: Your Agency

Mission:

Vision:

Values:

Key Skills, Duties, & Competencies:

- ✓ Public Sector experience
- ✓ Certain Licenses or certifications
- ✓ Learning technical aspects quickly, proficiently
- ✓ Teamwork

cpshr.com

CPS HR CONSULTING™

27

● Screening & Interviewing



Behavioral Questions which link to key competencies:

- ◆ Tell me about your experiences working in a public agency vs private industry
- ◆ Describe how your certifications & specialized training have helped you do your jobs.
- ◆ Tell me about a time when you didn't know the technical aspects of a job and how you learned them? How do you approach duties when you haven't had prior experience?
- ◆ How do you use your strengths on the job? Give me an example of how you have overcome a weakness at work?
- ◆ Explain your approach to teamwork and include a time when you had to resolve conflict with a co-worker.

Poor Question Examples

- ◆ Have you ever worked in the public sector ?
- ◆ Do you have x certifications?
- ◆ Have you ever had a job when you didn't know the technical aspects but had to learn them?
- ◆ What are your strengths & weaknesses?
- ◆ Do you work well with others?

cpshr.us

CPS HR CONSULTING™

February 23

28

Hiring & Selection



- ◆ Make a verbal offer and negotiate terms
- ◆ Keep candidates informed throughout the process
- ◆ Start on-boarding process as soon as possible
- ◆ Prioritize criteria for selection in advance
- ◆ 2nd interviews with team or panels
- ◆ Hire for "FIT" not just Qualifications
- ◆ Contact those you didn't select

cpshr.us

CPS HR CONSULTING™

February 23

29

On-Boarding Checklist



Do

- ❑ Know the Labor Laws.
- ❑ **Prepare the rest of the team, workplace/space, technology**
- ❑ Review the mission, vision, goals & how new employee fits into the big picture. Why that job?
- ❑ Set clear performance goals for 1st week, month, quarter... future
- ❑ Establish & communicate rules for remote work, attendance, social media & use of cell phones...hot topics
- ❑ Develop and distribute the *Employee Handbook* and consistently follow your own policies.
- ❑ **Delegate tasks and decisions (constraints & parameters)**
- ❑ **Establish & Implement a training & coaching plan**
- ❑ **Tours, Introductions...Connections**

Don't

- ❑ **Discount the initial impact of new role/employee on the team.**
- ❑ Rely on Technology and videos alone!
- ❑ Skimp on the compliments & feedback
- ❑ Make benefits/pay\$ promises you can't keep
- ❑ **Forget to check-in with the new employee weekly, monthly, quarterly in 1:1 meetings, chats, impromptu visits**
- ❑ Neglect a good checklist or plan!

cpshr.us

CPS HR CONSULTING™

February 23

30

Develop a Coaching Plan

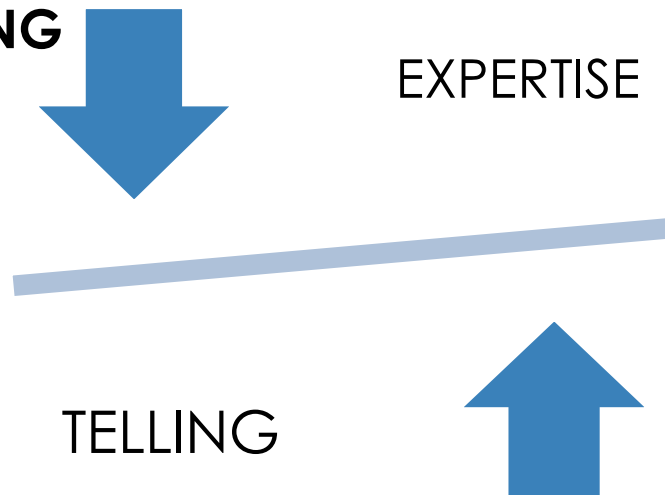


cpshr.com

CPS HR  CONSULTING™

31

Or MENTORING



cpshr.com

CPS HR  CONSULTING™

32

Coach New Employees with the G-R-O-W MODEL



Goal:

What do you want?

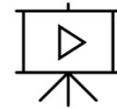
Reality:

Where are you now?

<https://www.youtube.com/watch?v=4dYLaoI5UFM>

Options:

What could you do?



Will Do (or Way forward):

What will you do? What can we do to move forward?

cpshr.us

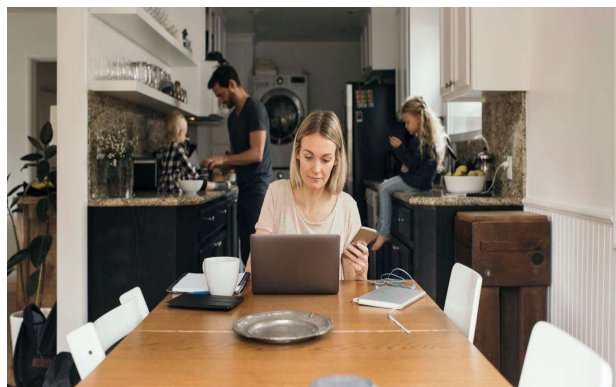
CPS HR CONSULTING™

February 23

33

EFFECTIVENESS IN REMOTE WORK ENVIRONMENTS

- ◆ Eye Contact – Camera
- ◆ Frequent Contact
- ◆ Format – Tools/Planning
- ◆ Distractions
- ◆ Questioning
- ◆ Comfort with Silence
- ◆ ?
- ◆ ?
- ◆ ?



◆ Build & Maintain Trust

cpshr.us

CPS HR CONSULTING™

February 23

34



“

Tell I me and I forget, teach me and I may remember,
involve me and I learn.”

— Benjamin Franklin

Everyone thinks
they have a
plan, until ...



Everybody thinks they have a plan, until they get punched in the face (Mike Tyson)

37

Just 4 things

- ◆ Better Branding of Agency and Job
- ◆ Strategic Behavioral Interviewing
- ◆ Prepare the team AND new workers
- ◆ Focus on Coaching & Culture



38



WRAP-UP

What's @ the TOP of your list?

What can you do next week to attract, select, and retain the best fits for your jobs?

cpsr.com

CPS HR  CONSULTING™

39

Thank You!

**Please contact me by email
Cherylann@c2hrsolutions.com**

cpsr.com

CPS HR  CONSULTING™

40