Safety Matters. Stay Connected.













1

TMLIRP CyberBytes - Hank's Hacks Video #2



Our Coverages











Workers' Compensation Liability

Property

Cyber Liability

Special Risk



3

Recruiting and Onboarding for Supervisors

Note: We are not attorneys and cannot provide legal advice. We strongly encourage you to have discussion related to this topic with your attorney and review your policies, federal, state and local laws, including your charter, ordinances and resolutions.

Learning Objectives

At the end of this session, participants will be able to:

- Explain how the information on job descriptions is relevant to a performance appraisal
- Know the steps involved in the recruiting process and the respective roles of Human Resources and the hiring manager within that process.
- Demonstrate an understanding of what a protected class is and how to plan and conduct a hiring and selection process that is consistent, fair, and designed to hire the best qualified candidate.
- Learn how to develop and ask behavior-based interview questions and how to assess candidates against an objective rating scale.

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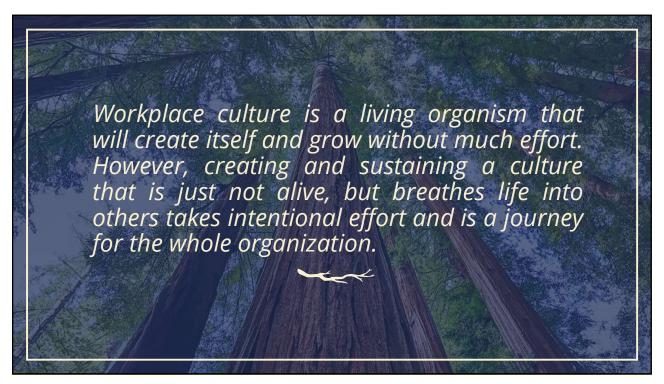
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Recruiting Video Example*



*https://youtu.be/-Yy4QXJqFmE?si=QnD7kUmxB5wtY6IP





Employee Lifecycle Model

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Employee Lifecycle Model • Acquisition - An ongoing cycle of processes related to attracting, sourcing, **ALIGNMENT** recruiting and hiring members of an **ACQUISITION** organization • Alignment - The process of accommodating, assimilating and accelerating new team members to the organizational culture and their respective jobs • **Development** - An ongoing focus of the organization to ensure that skills, abilities and knowledge are constantly being enhanced/upgraded **RETENTION DEVELOPMENT Retention -** *Strategies geared towards* retaining engaged members of the organization who are committed to their and its growth www.tmlirp.org

Effective Recruiting (Acquire)

An ongoing cycle of processes related to attracting, sourcing, recruiting and hiring members of an organization



11

Organizational Identity

"Your organization's identity is made up of three distinctively different, yet interrelated elements: purpose, brand, and culture. When these elements are clear and aligned, they create a substantial competitive advantage in everything from recruiting and retention to productivity and profits. Your company's employees and performance become powerful -- even unstoppable – forces." Gallup.com

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Purpose - What we do

- What is our purpose?
 - · Succinctly but genuinely define it
- How do we effectively share our purpose?
 - · Go where people are
- How do we share our purpose as more than words on a page?
 - What does our purpose LOOK like?





15

What is our Purpose?

- What do we do?
 - Mission Statement
- What does this mean?
 - Does it communicate what we are about in a way that is easily understood?
- How do we share our Purpose and measure understanding?





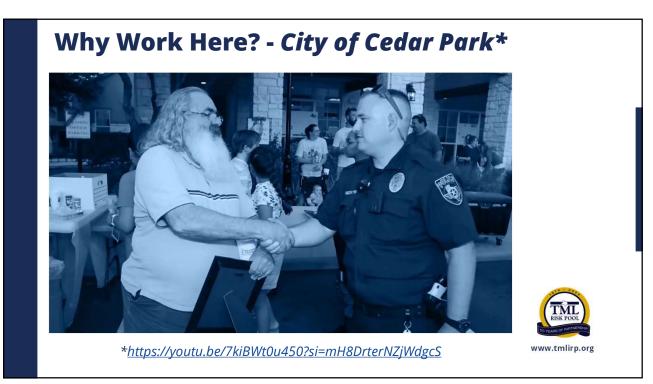










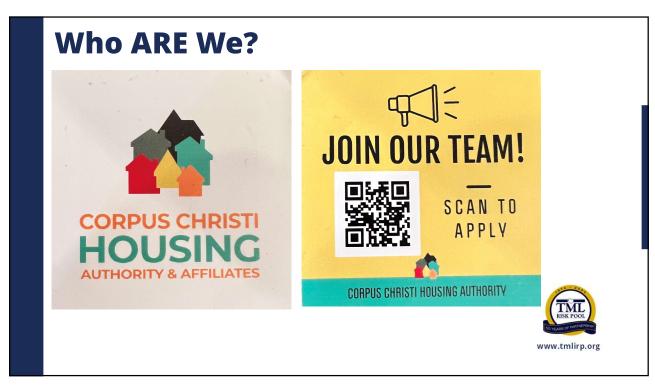












Culture - WHY invest in us?

"If you hire people just because they can do a job, they'll work for your money. But if you hire people who believe what you believe, they'll work for you with blood and sweat and tears." Simon Senek author of Finding Your Why

The goal of creating and marketing OUR culture is to attract and cultivate members who will thrive within OUR organization.

WE will strive to promote and foster an environment of excitement about what it's like to work here demonstrating that WE each play a vital role in the success of OUR organization



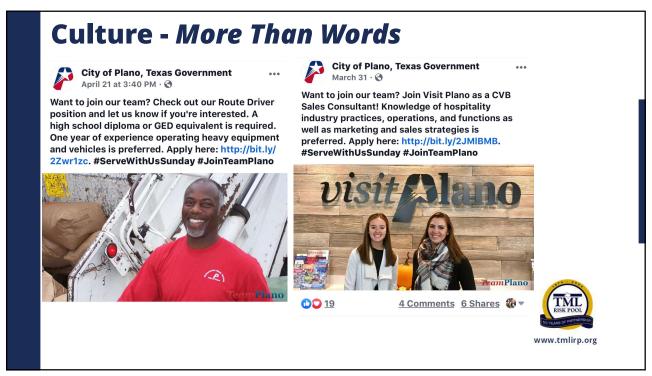


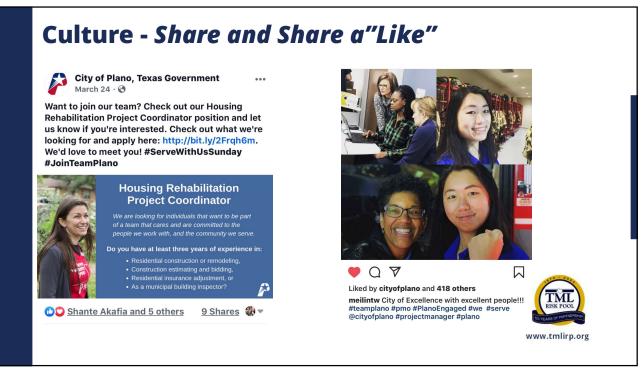
Culture - Why invest in us? - Go WHERE they are





29







Why Invest in Us? - Value Proposition of Impact

Multiple and Diverse Career Opportunities

 Project Management, Protective Services (Police, Fire, 911, Code Compliance, Animal Services), Engineering, Accounting, Municipal Administration, Technology Services, Libraries, Parks and Recreation

HUMAN RESOURCES

Exceptional Benefits

- Competitive Compensation
- Excellent Retirement Benefits
- Comprehensive Insurance Benefits
- Work Life Balance (Integration)
- Tuition Reimbursement

Impact on City/Community

- How we serve/What we do helps grow our City
 - Revitalization Creative Arts
 - Community programs designed to educate at no cost



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33

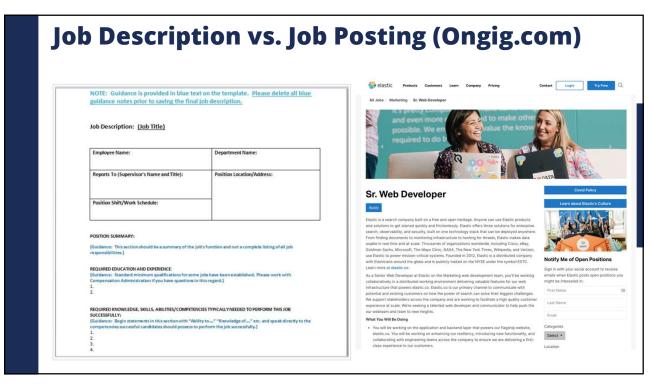
Job Requisition, Description and Posting

Job/Position Requisition

- Helps prioritize hiring needs (not all requisitions are approved)
- Tells the "story"/reason why the position is needed by accurately (realistically) justifying the need

Department:	No. of positions to be filled:		
Division:	Date position(s) to be filled:		
Job Title:			
Status:	Salary:		
□ Full-time	Grade:		
☐ Part-time	Rate of Pay:		
☐ Temporary			
Why is this position vacant?			
Should this position be advertised? If YES, please specify suggested publ	YESNO lication and the date(s) to advertise:		
Should this position be advertised? I YES, please specify suggested publ	YESNO cation and the date(s) to advertise:		
Should this position be advertised? I YES, please specify suggested publ	YES NO cation and the date(s) to advertise: Department Director	Date	
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Fundswerewere not budge Approved Denied	cation and the date(s) to advertise: Department Director ted for this position andare are not ava	ilable.	RISK POOL

35



Are You Using the Right Tools for the Job?

- · Employment or Job Application
- Conduct behavioral interviews and have HR or another person present (tandem interview)
- Use the same list of job related interview questions approved by HR for all applicants
- Use an evaluation score card to make <u>objective</u> decisions
- · Check references
- Perform background checks and drug test (as applicable)



TML RISK POOL

37

Interview Examples?

Interview Example - High Pressure*

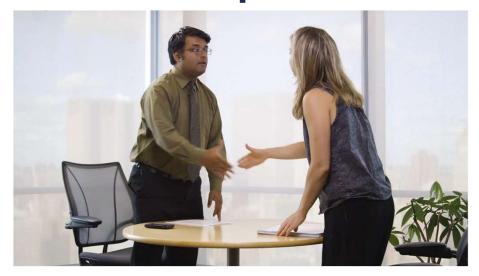






39

Interview Example - Not Clear*



*https://youtu.be/nU85zmwsqDM?si=oGnPcYZ7uVjSnUfj



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Hiring and the Law

- <u>Discrimination:</u> Unfair or unequal treatment based on certain protected characteristics.
- Equal Employment Opportunity: The right to employment and advancement without regard to race, color, religion, national origin, sex, sexual harassment, harassment, age, pregnancy, genetic information, equal pay, disability and retaliation.
- Bona-fide Occupational Qualifications: Employment criteria justified by the ability to perform the essential functions of a job





41

Interview Example – Possible Bias/Discrimination* *https://youtu.be/3eU3nwoyF6Q?si=jvH1_8TJuP7Yw8zB www.tmlirp.org

Phone Interview

Sample Phone Interview Questions:

- Please briefly walk me through your resume, highlighting experience that is relevant to this opportunity.
- Why are you looking for a new position?
- Why did you decide to apply for this position?
- This position usually works 7 a.m. to 3:30 p.m. Monday-Friday. Are you able to work this schedule?
- This position may be placed on the "on call" rotation. When on call, this
 person would need to be able to respond to urgent calls and potentially
 work after hours or on weekends. Would you be able to do this?
- What pay rate are you looking for?
- Can you describe to me a project you completed that required you to create pivot tables in Microsoft Excel?
- What questions can I answer for you?



43

Interview Format

- Introduce interview panel and giving a brief description of their involvement with the position
- Revisit the realistic job preview you gave during the phone interview, and ask the candidate if they have any
 questions about the position since you last talked
- Use effective interview questions:
- Open Ended questions can provide a sense of an applicant's potential and whether the person would be a cultural fit.
- Closed ended job interview questions can enable the employer to receive direct responses and specific
 information from the candidate, and they can help the interviewer control the direction of the interview. But
 such questions can have drawbacks:
 - · They do not encourage candidates to elaborate on their feelings or preferences toward particular topics.
 - · They limit candidates' ability to discuss their competencies.
 - · They can leave situations unanswered or unclear.
 - They can be frustrating for candidates who may want to explain or state relevant information.
- Ask the same questions of each candidate. Ask follow-up (clarification) questions if needed- just be sure to note this on the interview form.
- Each interviewer should take detailed notes on a prepared interview guide (each interview form should include the name of the applicant, the name of the interviewer, and the date of the interview, for later reference)
- Be sure to let the candidate know that you are taking notes
- · Be sure that all notes are related to the job
 - Additionally, if the candidate provides information unrelated to the position (such as marital status, children, church membership, etc), avoid making note of this information.
- Be sure to take notes only on the interview guide. Do not make notes on the application, resume, sticky notes, napkins, etc.

Behavioral Interview and STAR Technique

According to <u>Indeed.com</u>, behavioral interview questions can help employers determine if a candidate can handle certain job aspects. These questions assess if a candidate has experienced a relevant situation and how they responded.

STAR Technique

Situation: The candidate describes the scene and provides relevant details of their example. Look for an answer that explains the context of the situation and why it connects to your question.

Task: Next, the candidate describes their role in the situation. This can help you determine what level of responsibility they had in their previous roles.

Action: They explain how they addressed the situation and what steps they took to overcome the challenge. A good answer shows how the candidate added value to the situation and made logical decisions.

Result: At the end of their answer, the candidate explains the outcome of the situation. A quality answer includes concrete examples and quantifiable achievements. They should explain the direct effects of their efforts in their answer.



45



Reference Checks

- How does your organization handle former employee reference checks?
 - Are supervisors allowed to give references?
 - Are department heads allowed to give references?
 - Do all reference checks go to HR?



47

Before the First Day and Beyond (On-Boarding)



On-Boarding (Toolkit Example)

"Begin with the end in mind" - Dr. Stephen R. Covey

- Pre-Hire Date Checklist
- First Day Checklist
- First Week Planning Templates
- First Week Schedule
- Learning/Performance Milestones Planning Tool
- One on One Supervisor Meetings Tips for Success
- One on One Supervisor Meeting Templates
- Probationary Performance Review Template



49

Pre-Hire Date Checklist

- WHERE?
 - Where will they be located?
- WHAT?
 - What tools will they need?
- HOW?
 - How will they access their tools?
 - Keys, card, log-in, etc.





51

First Day/Week Checklist

- Key Stakeholders
 - identify those in the organization with whom your new hire will have frequent contact
- Technology/Equipment Used
 - Identify and technology, programs (certifications), or equipment the employee may be using
- Key Tasks/Processed
 - · Identify tasks/processes they will be responsible for
- Other Onboarding Activities
 - Identify any other activities that will enhance the onboarding period





One on One Follow-Up Questions

- 30-Day One on One Follow-Up Questions
- 60-Day One on One Follow-Up Questions
- 90-Day One on One Follow-Up Questions



30 Day Follow-Up	60 Day Follow-Up	90 Day Follow-Up
What do you like about the job and the organization so far? What's been going well?	Do you have enough time to do your work? Likewise, do you have access to the appropriate tools and resources?	Have you had any uncomfortable situations or conflicts with supervisors, co-workers or customers?
Tall ma what you don't	Do you feel you have not been	Does your supervisor clearly explain
Tell me what you don't understand about your job or about our organization?	Do you feel you have not been sufficiently trained in any aspects of your job to perform	what the organization expects of you?
ŭ.	at a high level?	How would you rate leadership
Have you faced any		communication overall on a scale
surprises since joining us?	How do you see your job relating to the organization's	from 1 to 10, with 10 being highest?
What could we have done differently during the	mission and vision?	Do you believe your ideas and suggestions are valued?
interview process to realistically prepare you for your new role?	What do you need to learn to Improve to continue to be successful?	In retrospect, what could we have done differently in terms of setting your overall expectations appropriately for working in our company, and for your job specifically?

Poor Performing New Hire

· What do you do?

Reach out to your HR group

- Can you extend the provisionary period
- Should you extend the provisionary period
- Consider a course correction by giving a Performance Improvement Plan (PIP)
- Consider a policy that allows for the extension of a provisionary period <u>and</u> allows for termination during the orientation/probationary provision without a grievance process



55

Taking the Time...The Result:

- Better performance
- Improved engagement and
- Stronger retention

New Hires Will Feel

- · Acknowledged,
- Included and
- More excited about their prospects for long-term success
- A high-payoff activity for a minimal—<u>but smart</u> investment of your time!



"If you hire people just because they can do a job, they'll work for your money. But if you hire people who believe what you believe, they'll work for you with blood and sweat and tears." – Simon Sinek





57

Culture Matters

A new hire's first impression is your insight to the organizations culture

Workplace culture is a living organism that will create itself and grow without much effort. However, creating and sustaining a culture that is just not alive, but breathes life into others takes intentional effort and is a journey for the whole organization.

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"Act as if what you do makes a difference. It does." William James



59

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