



OUR WHY? To partner with local governments so that Texas communities are **STRONGER TOGETHER**

1

Our Coverages



Workers' Compensation



Liability



Property



Cyber Liability



Special Risk

2

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2

Safety Matters. Stay Connected.



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3

TMLIRP CyberBytes - Hank's Hacks Video #2



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4

Recruitment 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.*

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5

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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6

Recruiting Video Example*

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7



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

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8

Employee Lifecycle Model

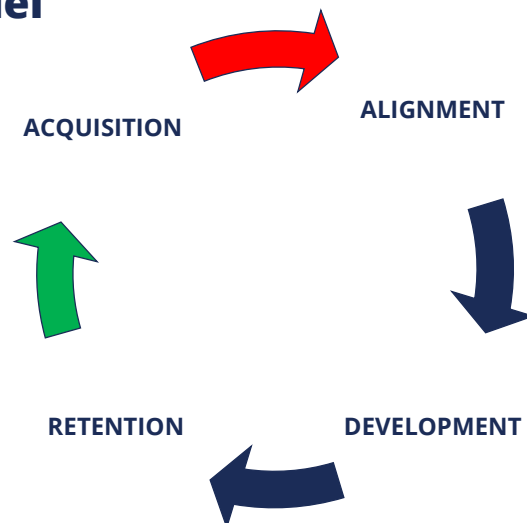
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9

Employee Lifecycle Model

- **Acquisition** - An ongoing cycle of processes related to attracting, sourcing, recruiting and hiring members of an 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** - Strategies geared towards retaining engaged members of the organization who are committed to their and its growth



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10

Effective Recruiting (Acquire)

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

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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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12

Begin with the end in mind

Why should someone invest themselves in your organization?

What do we have to offer?

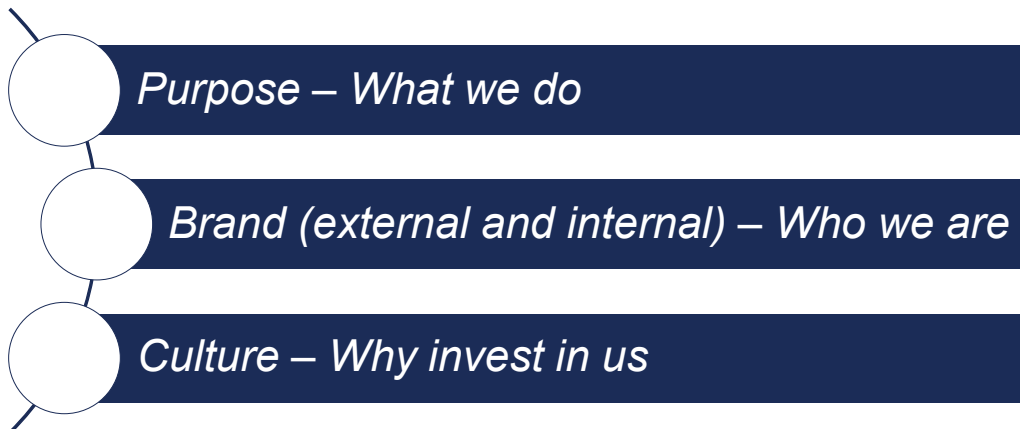


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TML
RISK POOL

13

WHAT - WHO - WHY



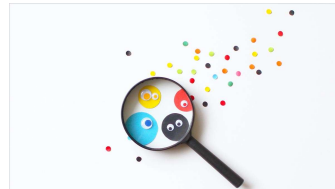
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TML
RISK POOL

14

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?



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TML
RISK POOL

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?



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TML
RISK POOL

16

Brand - Who we are



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17

Beyond the Brand- *What Do YOU Value?*





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18

Who We Are - TMLIRP

To partner with local government so that Texas communities are stronger together

- **Public Service** Serving the public good - for the benefit of local governments and their tax-paying citizens.
- **Fiscal Responsibility** Responsibly managing our members' pooled funds for the protection of their financial security.
- **Operational Excellence** Delivering excellent member service in all components of our risk financing and loss prevention services.
- **Integrity** Doing with honesty, integrity and professionalism.

Our History

The above values drive the work we do every day to continue the mission that began over 40 years ago, when state leaders recognized public need and threat.

In 1973, the Legislature passed legislation requiring Texas cities to provide workers' compensation coverage to employees. The cost of workers' compensation through traditional insurers, however, was extremely cost prohibitive and cities found it difficult to secure coverage. Fortunately, the law allowed cities to meet the requirement by creating a self-insurance program under the Internal Cooperation Act. It was this legislation that allowed for the creation of the Risk Pool.

By July 1, 1974, the Texas Municipal League Workers' Compensation Joint Insurance Fund was created. During the first year, 100 cities became members. Through the membership, cities in Texas were able to join forces to pool funds together and manage risks as a unified team. The impact of the program on Texas cities was significant. By year five, membership was at almost 200 members. In 1980, the liability fund was added for general liability, liability insurance coverage was added and expanded. Shortly thereafter in 1983, Property funds was added as well. By 1985, membership had grown to 250 members coming from Internal Cooperation, 280 members in Liability, and 400 members in Property.

In 1989, the funds were collectively renamed the Texas Municipal League Reinsurance Risk Pool. Today, the Risk Pool serves almost 200 members, providing a stable and assured source of risk financing and loss prevention services.


Partnering with Texas Local Governments Since 1974





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19

Why Work Here? - City of Georgetown



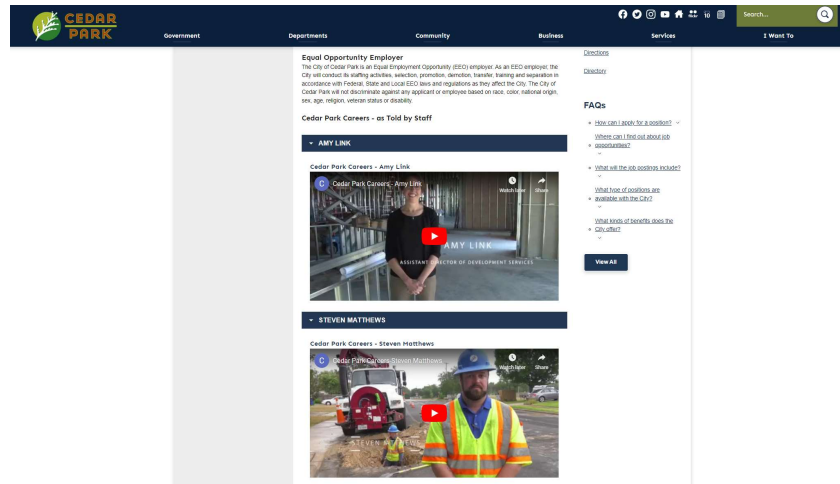





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20

10

Why Work Here? - City of Cedar Park



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21

Why Work Here? - City of Cedar Park*



*<https://youtu.be/7kiBWt0u450?si=mH8DrterNZjWdgcS>

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22

Work That Matters - City of Allen



Work that Matters

At the City of Allen, we're passionate about what we do. It's not just a job, it's a mission. We're committed to providing exceptional service to our community and to our employees. We offer a variety of career opportunities and a supportive work environment. Join our team today and make a difference.



"I love seeing people happy with our work and proud of their community!"
-Drew, Maintenance Worker

Settle In And Stay A While

Settle in and stay a while. We're looking for people who want to make a long-term commitment to our community and our employees. We offer a variety of career opportunities and a supportive work environment. Join our team today and make a difference.



Serve With Others Who Share Your Vision

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23

Work That Matters - City of Allen*




*https://youtu.be/cRxfc8ImPil?si=w4ehnGvPJK6m_-Fw

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24


Who ARE We? – City of Plano


RESIDENTS
BUSINESS
LIBRARY
PLAY
PUBLIC SAFETY
GOVERNMENT
DEPARTMENTS


Team Plano Culture

We strive to SERVE and create a culture that affirms, supports and welcomes the identities, backgrounds, experiences, and perspectives of all members of Team Plano.
We make the ordinary, extraordinary. We Are Team Plano.


Interested in learning more? See all Team Plano has to offer.




Stewardship
Own up and own it. We're proud of our resources and use them in a sustained and thoughtful manner.
See how Tiffany is a steward for water conservation in her




Engaged
You're not just an employee. You are committed to the people we work with and the people we serve.
How does Matt engage others through effective



Respectful
We care and respect. We care about people and getting the job done right. Being respectful is the foundation of our success and ongoing innovation.
See how Tom's respectful approach helped



Visionary
Our shared vision. Plans establish our path, achievements define our future and future goals.
How are employees and leaders working together to



Excellence
We work hard to achieve our goals and ensure that we deliver on our promises.
Learn how Chad's dedication ensures the future.

Whereas we live our values, individually we hold ourselves accountable for HOW we live these values.


ELECTION INFO

CAREERS & CULTURE

ZONING

CONSTRUCTION

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25

Who ARE We? – City of Plano*



*<https://youtu.be/CdWcQrZgUVw?si=rbojPqCG-Tnlymt6>

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26

Who ARE We?

SERVE with us.



Every person matters.
Every job has a purpose.
Together we make a difference.

plano.gov/jobs

SERVE with Team Plano.

Follow our social media pages for the latest career opportunities and how to SERVE with the City of Plano.

bit.ly/PlanoCareersFB

twitter.com/PlanoCareers

bit.ly/PlanoCareersLI

plano.gov/jobs

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27

Who ARE We?

SERVE WITH TEAM PLANO

TeamPlano
Follow the City of Plano on social media for the latest career opportunities.

bit.ly/PlanoCareersFB

twitter.com/PlanoCareers

bit.ly/PlanoCareersLI

plano.gov/jobs

To view current opportunities and apply please visit our website above!

Plano
City of Excellence

CITY OF PLANO | 1000 N AVENUE | PLANO, TX 75074

THE CITY OF PLANO

Every Person Matters.
Every Job Has Purpose.
Together We Make
A Difference.

CAREER OPPORTUNITIES

The City of Plano offers career opportunities across all departments - in a variety of fields and experience levels.

Below are just a few of the many opportunities available at Team Plano:

- Library Services Representative
- Public Services Librarian
- Recruitment Aide
- Loganoff
- Recreation Services Manager
- 311 Dispatcher
- Police Records Technician
- Human Resources Analyst
- Human Resources Technician
- Administrative Technicians
- Parks & Public Works Maintenance Workers & Equipment Operators
- Customer Service Representatives
- Project Manager
- Applications Integration/Developer
- Business Intelligence Analyst
- Construction Inspector
- Traffic Engineer
- Engineer
- Administrative Assistant
- Lead Security/ID Technician
- Animal Services Officer
- Recruit Assistant
- School Crossing Guards
- Recruit Intern

THE CITY OF EXCELLENCE

The City of Plano enjoys a reputation as one of the most desirable U.S. cities to live and work. Plano was recently named as one of the "Safest Cities in America" and "Best Blue Cities in America" by Law Street Media and ZET Mill Street, respectively.

Plano is a regional hub for a number of notable national and international companies, including Toyota, JP Morgan Chase, PepsiCo and Cigna.

Working with the City of Plano affords you the opportunity to make a difference in our community, work with great people, and enjoy a challenging career all while earning a competitive salary!

EXCEPTIONAL BENEFITS

COMPETITIVE COMPENSATION

RETIREMENT BENEFITS

- Membership in the Texas Municipal Retirement System
- Employee contributions matched 2 to 1

COMPREHENSIVE INSURANCE

- Medical Insurance - 80% of employee premiums and 75% of dependent premiums paid by the City
- Dental Insurance - 30% of premiums paid by the City
- Voluntary Vision and Hospital GAP
- Life Insurance - up to 4 times annual salary provided by the City

EXCEPTIONAL WORK-LIFE BALANCE

- Three weeks paid vacation
- Flextime buy-back available
- Three weeks paid sick leave
- Non-paid City holidays

OTHER BENEFITS

- Tuition Reimbursement
- Longevity Pay
- Flexible Spending Accounts
- Half price recreation center membership

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28

Who ARE We?



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29

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.

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30

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




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31

Culture - *More Than Words*

 **City of Plano, Texas Government** April 21 at 3:40 PM · 🌐

Want to join our team? Check out our Route Driver position and let us know if you're interested. A high school diploma or GED equivalent is required. One year of experience operating heavy equipment and vehicles is preferred. Apply here: <http://bit.ly/2Zwr1zc>. #ServeWithUsSunday #JoinTeamPlano



 **City of Plano, Texas Government** March 31 · 🌐

Want to join our team? Join Visit Plano as a CVB Sales Consultant! Knowledge of hospitality industry practices, operations, and functions as well as marketing and sales strategies is preferred. Apply here: <http://bit.ly/2JMBMB>. #ServeWithUsSunday #JoinTeamPlano



  19



4 Comments 6 Shares 

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32

Culture - Share and Share a "Like"

 **City of Plano, Texas Government** · March 24 · 

Want to join our team? Check out our Housing Rehabilitation Project Coordinator position and let us know if you're interested. Check out what we're looking for and apply here: <http://bit.ly/2Frqh6m>. We'd love to meet you! #ServeWithUsSunday #JoinTeamPlano



Housing Rehabilitation Project Coordinator


We are looking for individuals that want to be part of a team that cares and are committed to the people we work with, and the community we serve.

Do you have at least three years of experience in:

- Residential construction or remodeling,
- Construction estimating and bidding,
- Residential insurance adjustment, or
- As a municipal building inspector?

  Shante Akafia and 5 others ·  9 Shares



Liked by **cityofplano** and 418 others
meilintw City of Excellence with excellent people!!!
#teamplano #pmo #PlanoEngaged #we #serve @cityofplano #projectmanager #plano

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33

Culture - Employees Are Our BEST Recruiters



City of Plano Careers @... · 10/27/18

"I became a member of Team Plano because it's a great place to work, supportive supervisors and colleagues, professionalism and it has given me the reason to SMILE."

SERVE with us at the City of Plano!
bit.ly/2D8JD0j
#JoinTeamPlano #PlanoJobs
#LovePlano



City of Plano Careers · 10/29/18

"I became a member of Team Plano because I wanted to make a difference in my community."

Make a difference with us at the
[@cityofplanotx](https://twitter.com/cityofplanotx)! bit.ly/2O8jaAZ
#JoinTeamPlano #PlanoJobs
#LovePlano



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34

Why Invest in Us? – Value Proposition of Impact

- **Multiple and Diverse Career Opportunities**

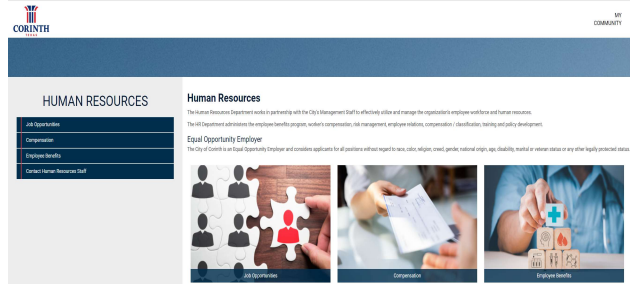
- Project Management, Protective Services (Police, Fire, 911, Code Compliance, Animal Services), Engineering, Accounting, Municipal Administration, Technology Services, Libraries, Parks and Recreation

- **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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35

Job Requisition, Description and Posting

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36

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

JOB REQUISITION FORM

- Instructions**
1. Complete and sign this form to request a job posting or job funding.
 2. Attach the job description in Word format and an organizational chart if available.
 3. Submit all documents to hr@cu-portland.edu to begin signature process.

DEPARTMENT INFORMATION

Department Name	Department Location	Department Building/Work Space
	<input type="checkbox"/> Main Campus <input type="checkbox"/> Idaho Campus <input type="checkbox"/> CRC Campus <input type="checkbox"/> Remote	

STEP I: POSITION INFORMATION

Requested Position Title	Supervisor Name and Title	Job Level
Position Status	Position Type	Benefits Eligibility
<input type="checkbox"/> New Job <input type="checkbox"/> Existing job with Change Current Incumbent(s) if Filled:	<input type="checkbox"/> Permanent Full-Time <input type="checkbox"/> Permanent Part-Time <input type="checkbox"/> Temporary Full-Time <input type="checkbox"/> Temporary Part-Time	<input type="checkbox"/> Full <input type="checkbox"/> Partial <input type="checkbox"/> In/A <input type="checkbox"/> Other
Weekly Hours		
<input type="checkbox"/> 40 <input type="checkbox"/> 28 <input type="checkbox"/> 20 <input type="checkbox"/> Other		

Position Type

<input type="checkbox"/> Cabinet <input type="checkbox"/> Staff <input type="checkbox"/> Intern <input type="checkbox"/> Contractor <input type="checkbox"/> Faculty <input type="checkbox"/> Student Worker <input type="checkbox"/> Volunteer <input type="checkbox"/> Not Sure	Start Date: _____ End Date: _____
--	--------------------------------------

Business case (e.g., cost benefit, alignment with mission, vision, values, etc.); attach documentation if helpful.

Do other positions need to be redefined or revised based on this new position or change? If so, please explain.

Notes

Hiring Manager Name _____ Hiring Manager Signature _____ Date _____
 HR Name _____ HR Signature _____ Date _____

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37

Job Description vs. Job Posting (Ongig.com)

NOTE: Guidance is provided in blue text on the template. Please delete all blue guidance notes prior to saving the final job description.

Job Description: [Job Title]

Employee Name:	Department Name:
Reports To (Supervisor's Name and Title):	Position Location/Address:
Position Shift/Work Schedule:	

POSITION SUMMARY:
 (Guidance: This section should be a summary of the job's function and not a complete listing of all job responsibilities.)

REQUIRED EDUCATION AND EXPERIENCE:
 (Guidance: Standard minimum qualifications for some jobs have been established. Please work with Compensation Administration if you have questions in this regard.)

- 1.
- 2.

REQUIRED KNOWLEDGE, SKILLS, ABILITIES/COMPETENCIES TYPICALLY NEEDED TO PERFORM THIS JOB SUCCESSFULLY:
 (Guidance: Begin statements in this section with "Ability to..." "Knowledge of..." etc. and speak directly to the competencies successful candidates should possess to perform the job successfully.)

- 1.
- 2.
- 3.
- 4.

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38

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 **objective** decisions
- Check references
- Perform background checks and drug test (as applicable)



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39

Interview Examples?

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40

Interview Example - High Pressure*



**https://youtu.be/-v1OLMjG52I?si=18M_TkBAhLlxmOUp*

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41

Interview Example - Not Clear*



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

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42

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?*

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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.

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44

Behavioral Interview and STAR Technique

According to [Indeed.com](https://www.indeed.com), 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.*

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45

(INSERT YOUR ORGANIZATION'S NAME HERE)
APPLICANT EVALUATION FORM

Applicant's Name: _____
Position Applied For: _____ Department: _____

Evaluation Criteria:
Only matters which are clearly related to job performance should be considered. Race, color, religion, sex, national origin, age, marital status, pregnancy, disability, genetic information, and other non-merit factors must not be considered.

1. Evaluate the applicant's skills, knowledge, and abilities as they relate to the requirements of the job (i.e., technical skills, job knowledge, etc.)

- A. More than adequate
- B. Adequate
- C. Some deficiencies (not critical)
- D. Strong deficiencies (on-the-job or formal training probably could not overcome them in a reasonable length of time)

List the specific reason(s) for checking A, B, C, or D above:

2. Evaluate the applicant's work experience and/or education as they relate to the requirements of the job.

- A. More than adequate
- B. Adequate
- C. Some deficiencies (not critical)
- D. Strong deficiencies (on-the-job or formal training probably could not overcome them in a reasonable length of time)

(INSERT YOUR ORGANIZATION'S NAME HERE)
APPLICANT EVALUATION FORM

List specific reason(s) for checking A, B, C, or D above.

3. Itemize the applicant's major assets in terms of the job requirements.

4. Considering all the factors, indicate the applicant's overall suitability for the job.

- A. Extremely well suited to this position: outstanding
- B. Well suited for this position
- C. Average suitability for this position
- D. Suitable for position, but below average
- E. Unsuitable for this position

Name of Interviewer: _____
Date: _____

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46

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?

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47

Before the First Day and Beyond (On-Boarding)

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48

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

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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.

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50

Sample On-Boarding Checklist

**SAMPLE –
NEW EMPLOYEE ORIENTATION
(ON-BOARDING) CHECKLIST**

This document is not to be construed as legal advice. Rather, it is for your review and consideration in consultation with your HR department and your city attorney/legal representative and its use should include consideration of your organization's policies, benefits, charter, and federal, state, and local laws.

I, _____ attended new employee orientation (on-boarding) on _____
The following policies, procedures, and organizational information were discussed and copies provided to me.

Understand it is my responsibility to ask questions of my immediate supervisor, department head, or the human resources director if I have any questions regarding this or any other information at any time during my employment.

- Personal Policies and Employee Handbook - _____ (Date of Handbook, i.e., January 1, 2018 Edition)
- History and Map of _____ (Your Organization's Name)
- W-4 Form
- I-9 Form
- Job Description, signed
- Direct Deposit Authorization Form
- Health, Dental, Vision, and Life Insurance Information/Enrollment Forms
- Flexible Spending Treatment Form (FSA Section 129)
- COBRA Notice (May come from a Third Party Administrator)
- Employee Assistance Program (EAP)
- Texas Municipal Retirement System (TRS) or other mandatory retirement program
- DCMA or other Cultural Retirement
- Notice of Workers' Compensation Coverage
- Texas Public Information Act – Election to Disclose or Keep Confidential Personal Information: **(must be signed within first 14 days of employment)**
- Employee Authorization for Payroll Deductions
- Credit Union Brochure
- Firefighter Authorization for Payroll Deductions, if applicable
- MIPA Authorization for Payroll Deductions, if applicable
- Holiday Schedule
- OGI Employee Handbook/Testing Video, as applicable

Printed Name _____ Date _____

Signature _____ Date _____

Witness Signature _____ Date _____

	New Employee Checklist	Who Will Complete Action	Date Completed
	Pre-Offer Acceptance		
	Send offer letter. Should include position, title, salary, etc. (see sample templates on HR website)		
	Pre-Hire Preparation		
	Complete Hire iForm and submit appropriate hire paperwork to Duke Human Resources and Corporate Payroll Services		
	Send Department Welcome Letter to new employee which should confirm position, title, salary, supervisor and when/where to report (See template Department Welcome Letter). Include union contract if appropriate. Include any other documents you want employee to have in advance of first day of employment.		
	Call new employee to confirm receipt of Department Welcome Letter and confirm start date, place, etc.		
	Send internal memo to department announcing new employee's arrival date and responsibilities (see template New Employee Announcement)		
	Ensure cleanliness and order of work area. Set up office space with phone, computer, supplies, office keys, etc.		
	Order/install telephone, phone number and voicemail access		
	Arrange for computer login and password setup, email		

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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 (ex. field visits, ride-alongs, regularly scheduled meetings, etc.)

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52

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

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53

30 Day Follow-Up	60 Day Follow-Up	90 Day Follow-Up
What do you like about the job and the organization so far?	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?
What's been going well?		Does your supervisor clearly explain what the organization expects of you?
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 at a high level?	How would you rate leadership communication overall on a scale from 1 to 10, with 10 being highest?
Have you faced any surprises since joining us?	How do you see your job relating to the organization's mission and vision?	Do you believe your ideas and suggestions are valued?
What could we have done differently during the 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?

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54

Poor Performing New Hire

- What do you do?

Reach out to your HR group

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

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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—but smart—investment of your time!

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56

“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



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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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58

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

William James



OUR WHY? To partner with local governments so that Texas communities are **STRONGER TOGETHER**