



Recruitment, Selection, and Performance Management

???? Recruitment ?????

Where do I start?

What can I ask a job candidate?

What shouldn't I ask a job candidate?

How do I document the interview?

How can I tell if the job candidate is being honest?

???? Recruitment ????

- Job Analysis
 - New or Replacement?
- Job Description Review
 - What should be included?
 - What should not be included?
- Advertising
 - Internal, External or Both?
 - Use of Social Media?

Recruitment - Process

- Job Descriptions should have:
 - Essential Job Functions
 - Knowledge, Skills & Abilities (KSA's)
 - Job Requirements
- Job Descriptions should not have:
 - Any information that is not accurate
 - Any information/requirements that are not applicable to the job

Recruitment - Process

Advertising:

- Internal
- External
- Both

Selection – Internal Process

- “Interest” form is completed
- In-person interviews/second interviews are conducted
- Final candidates are determined
- Job offer is made
- Transition plans are determined

Selection – External Process

- Initial screening of resumes
- Phone interviews
- In-person interviews/second interviews
- Final candidates are determined
- Background checks
- Offer is made

Selection - Process

Social Media

- Can we use information from Social Media?
- Should we use that information from Social Media?

Selection – Resume Screening

Resume Critique Activity
10-15 minutes

Position – Executive Director

Interim Co-Director, Clinical Director/ Licensed Psychologist/Play Therapist

January 1994 to June 2005

Executive oversight of mental health agency serving over 3500 people yearly

- Oversaw the development, implementation, and evaluation of programs and services that support the mission
- Hiring, fund-raising, donor development
- Ensured compliance with all agency policies and local, state, and federal legal requirements, including HIPAA
- Representation of agency at community, county, state and other partner meetings
- Developed collaborative partnerships with other local agencies
- Grant writing, policy and procedure writing
- Developed Rule 29 policies and procedures allowing agency to become designated as Rule 29, an Essential Community provider, and a Community Mental Health Center
- Program development
- Improved accountability and production among staff using an incentive model
- Led quality assurance team
- Moved agency from deficit budgets to surpluses or break even
- Strategic planning engaging all staff
- Name change of agency in 2009
- Moved agency in June 2008 from
- Developed and moved a consumer support program in 2013 after its membership outgrew its location
- Implemented Electronic Medical Record System in 2011.
- Served on Executive Committee for United Way funded agencies
- Individual, family, couples, and play therapy with children, adolescents & adults
- Adolescent groups, women's groups,
- Batterer's groups for men in the domestic violence program
- Forensic evaluations, expert witness testimony
- Provided clinical supervision towards licensure and clinical oversight of MA and PhD. level interns
- Dialectic behavior therapy with clients
- Clinical Supervisor for LPCC candidates
- Biofeedback with children and adolescents

Employee assistance services

1994 to April 2001

- Individual, family, couples and play therapy with children, adolescents & adults
- Employee assistance services

Employee Advisory Resource (EAR)

1991 to 1993

Manager of Managed Care and Resource Development

- Supervised in-house clinicians providing counseling, managed care, and case management for mental health and chemical dependency issues
- Assessment, referral, crisis, and short-term counseling with individuals, couples and families
- Updated, restructured and established working relationships with a data base of mental health and chemical dependency providers nationwide
- Critical incident debriefings and topical trainings

Supervisor of Managed Care

1987 to 1991

Managed Care Specialist

Employee Assistance Counselor

- Supervised staff of clinicians providing case management
- Assessment, referral, crisis and short- term counseling with individuals, couples and families
- Telephone assessment, referral, and crisis counseling
- Developed and implemented a model of managed care and case management for mental health and chemical dependency issues for employees of contracted companies
- Topical trainings, critical incident debriefings, inservice trainings
- Member of quality assurance committee for

Education

M.A. in Counseling & Psychological Services

B.A. in Music Education

Position – Oncology Nurse

Resume #1

Objective

To obtain a position that will allow me to use my organizational skills, my ability to work well with others, quick learning skills, and the opportunity to use my healthcare knowledge along with my EMBA.

Work Experience

Oncology RN

October 2012 to Present

I am currently working at _____ as the float nurse for the clinic. I have been trained in the infusion room, as a clinic nurse, and Radiation Oncology.

Oncology Nurse

August 2009 to October 2012

I also cared for patients that had surgical procedures as well and general med/surg. While working I trained new employees as well as traveling nurses.

Oncology nurse

October 2007 to August 2009

I cared for cancer patients as well as ones with hematological disorders.

pharmacy technician

February 1999 to September 2007

While working at _____ I was a C.Ph.T. I assisted the pharmacist in filling prescriptions, answering phone calls, taking care of customers, and ordering stock for the pharmacy. I was responsible for training new employees on how to function as a pharmacy technician.

Education

MBA

Additional Information

Skills

My skill set as a RN has expanded over my career. My skills included but are not limited to accessing IVAD's, starting IV's, dropping NG tubes, and giving fluids with medications. I have a wide knowledge of medications that include chemotherapies given to children and adults. I am an organized employee that has put together a fundraiser for Relay for Life along with participating in a few committees.

Position – Oncology Nurse Resume #2

Work Experience

Registered Nurse-Hematology/Oncology

July 2009 to Present

Performed a comprehensive range of clinical functions in the 20-bed Hematology/Oncology care unit. Assessed patients' developmental stages and conditions, administered medications, maintained patient charts and responded to medical emergencies.

- Managed all phases of care cycle for critically ill pediatric patients. Held additional responsibility as charge nurse for overseeing patient care, staff assignments, emergency response/transport and management of pediatric family crises.
- Contributed to organizational growth initiatives as active member of patient education and procedural committees, along with preceptor duties instructing new nurses in crisis intervention, medication administration and resuscitation.
- Built solid, trusting relationships with staff and patient families, generating positive PR through extra efforts in care treatment and one-on-one communications.
- Collaborated with multidisciplinary team members, working closely with physicians, nurses, technicians and therapists to formulate, implement and modify individual care plans.
- Maintain clinical competence and knowledge base through education and lifelong learning

Education

Bachelor of Science in Nursing-Cum Lade

2005 to 2009

Position – Medical Receptionist

Medical Receptionist

April 2015 to June 2015

Appointment scheduling, directed patients to the right department, data entry, pulled cleaned and prepared patient charts, insurance verification, filed back charts in alphabetical order.

Medical Assistant

February 2015 to March 2015

Appointment scheduling, took insurance information over the phone, called in prescriptions and prior authorizations, took patient vitals upon arrival, 120+ hours of medical assistant training.

Daycare Worker

April 2014 to June 2014

Data entry, made newsletters for parents, kept an eye out on the children in each classroom, kept up with the charges of each student in microsoft office excel.

Sales Representative

October 2013 to December 2013

Clerical duties, activation of phone lines and services, bill pay, lead in sales at all times.

Waitress

March 2013 to October 2013

Handled cash money throughout the day, in charge of answering phones, taking to go orders and placing charges over the phone, greeting customers upon arrival, and kept the restaurant clean and organized at all times.

Education

High School Diploma

Selection – Interviewing

Do's:

- Be aware of applicable employment laws
- Introduce yourself and other interviewers
- Provide an “agenda” for the candidate
- Be consistent – ask the same basic questions
- Conclude with the process/timeline
- Document the interview
- Follow up with status

Selection – Interviewing

Interview Question Activity
10-15 minutes

Selection – Interviewing

Don'ts:

- Ask any questions that are not relevant to the job
- Ask any questions that relate to national origin, race, color, religion, marital status, dependents, disability or medical condition (including pregnancy)
- Make any promises you can't keep

Selection – Documentation

- Do's
 - Record basic answers to questions
 - Relevant observations
 - Comments on job/cultural fit
 - Overall score
- Don'ts
 - Record non-relevant information
 - Comments on non-relevant appearance

Performance Management

I think people want to be magnificent. It is the job of the leader to bring out that magnificence in people and to create an environment where they feel safe and supported and ready to do the best job possible in accomplishing key goals.

This responsibility is a sacred trust that should not be violated. The opportunity to guide others to their fullest potential is an honor and one that should not be taken lightly.

– Ken Blanchard

Performance Management

Basics:

- Create the right environment
- Know what motivates your employees
- Management vs. Assessment
- Performance Management Grid

Performance Management

Create the Right Environment

- Assume good intentions
- Be supportive
- Communicate openly
- Be fair and consistent

*GOAL - Build trust

Performance Management

Manager Ranking	Item	Employee Ranking
1	Good wages	5
2	Job security	4
3	Promotion and growth	7
4	Good working conditions	9
5	Interesting work	6
6	Personal loyalty	8
7	Tactful discipline	10
8	Feedback and recognition	1
9	Work/life balance	3
10	Feeling “in” on things	2

Performance Management

Management vs. Assessment

Management

Ongoing

Prospective

Long term

Progress steps

Planning/goal setting

Assessment

One time event

Retrospective

Short term

Results oriented

Completing form

Performance Management Grid



Performance Management – Annual Process

Annual Process:

- Set and communicate goals
- Measure and document performance
- Facilitate discussions on development

Performance Management – Annual Process

Set and Communicate Goals:

Ideally, goals should be SMART

- Specific
- Measurable
- Attainable
- Relevant
- Time-Based

Performance Management – Annual Process

Measure Performance:

- Quantity/productivity/goal metrics
- Quality/behavioral observations/feedback
- Other “notable” activities
- Be aware of pitfalls

Performance Management – Annual Process

Pitfalls:

- Recency Errors
- Halo/Horns Effect
- Central Tendency
- Negative/Positive Leniency
- Similar to Me

Performance Management – Annual Process

Facilitate discussions for improvement:

- Pre-meeting
- During the meeting
- Acknowledgment

Performance Management – Annual Process

Pre-Meeting:

- Notify the employee of the purpose
- Anticipate dialogue/reactions
- Prepare all related documents
- Arrange for a private room

Performance Management – Annual Process

During the Meeting:

- Deliver the feedback
- Stay focused on topic(s)
- Encourage two-way communication
- End positively

Performance Management – Annual Process

Difficult Reactions - ACE:

- Acknowledge
- Continue
- Express support

Performance Management – Annual Process

Managing Performance Reactions Activity
15-20 minutes

Situation #1

Manager: You have to give Joe his annual performance review. Last year's overall score was a 4.5 and this year the rating was 3.3.

After this news is delivered.....

Employee's Reaction: Joe explodes in anger. He claims that this year's work was as good or better than in the past and that your rating is purely arbitrary and meaningless.

Manager's Response: ????

Situation #2

Manager: You have to give Anne her performance review. The overall rating was a 2.8. Some serious negative issues regarding teamwork were discussed. You view teamwork as critical to success of the employee's projects.

After the news is delivered....

Employee's Reaction: Anne refuses to accept the criticism and claims that you cannot judge teamwork since you are not based in the same city and are never with them.

Manager's Response: ????

Situation #3

Manager: Manager: You have to give Tony his performance review. Her overall score was a 3.0. Her performance for the year was erratic, with either exceptional or mediocre results on the project.

After the news is delivered....

Employee's Reaction: Tony points out that she was singled out for recognition several times during the year, including being mentioned at an "all hands" meeting. How could this possibly be a 3.0 rating?

Manager's Response: ????

Situation #4

Manager: Manager: You have to give Robin her performance review and there were some significant areas that needed improvement.

After the news is delivered....

Employee's Reaction: Robin refused to discuss the review any further and refuses to sign the review, stating that the ratings were unfair and just wrong.

Manager's Response: ????

Situation #5

Manager: You have to give Ben his performance review. The rating was somewhat low due to a number of projects that were not completed on time.

After the news is delivered....

Employee's Reaction: Ben states that the projects were delivered late due to factors that he could not control, and it is unfair to reduce his merit increase because of this.

Manager's Response: ????

Situation #6

Manager: You have to give April her performance review.
Some areas of improvement were raised.

After the news is delivered....

Employee's Reaction: April gets up and walks out of the room
without saying a word.

Manager's Response: ????

Situation #7

Manager: You have to give Ron his performance review. The overall rating was a 2.6. This is the first time that this employee has received a rating of less than a satisfactory rating.

After the news is delivered....

Employee's Reaction: Ron provides only 1 word responses and refuses to discuss the issues raised. He seems somewhat indifferent to the review.

Manager's Response: ????

Situation #8

Manager: You have to give Kim her performance review and there were some significant areas that needed improvement.

After the news is delivered....

Employee's Reaction: Kim accuses you of playing favorites and further states that she believes that her performance is equal to or better than some of her peers.

Manager's Response: ????

Situation #9

Manager: You have to give Rob his performance review and there are both positive and negative items to discuss.

After the news is delivered....

Employee's Reaction: Rob burst into tears during the discussion of the negative items.

Manager's Response: ????

Situation #10

Manager: You have to give Laura her performance review and there are both positive and negative items to discuss.

After the news is delivered....

Employee's Reaction: Laura is very quick to agree with all of your stated points.

Manager's Response: ????

Situation #11

Manager: You have to give Mike his performance review and the rating was a 3.6.

After the news is delivered....

Employee's Reaction: Mike is angry and states that he feels that his performance for the year was outstanding. He says that the goals were unreachable and that he contributed far more than anyone else on his team.

Manager's Response: ????

Situation #12

Manager: You have to give Michelle her performance review and there were some significant areas that needed improvement.

After the news is delivered....

Employee's Reaction: Michelle states that the reason for the low performance was your poor management and lack of leadership skills.

Manager's Response: ????

Recruitment, Selection & Performance Management

Q & A?



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