



Recruitment and Onboarding

???? 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?

Employee Value Proposition (EVP)

Answers the following questions:

- Why would a talented, qualified person want to work at this organization?
- Why would a talented, qualified person want to continue working at this organization?

How would you answer these questions?

???? 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

Onboarding

Onboarding new hires at an organization should be a strategic process that lasts at least one year, staffing and HR experts say, because how employers handle the first few days and months of a new employee's experience is crucial to ensuring high retention.

- Society for Human Resource Management

Onboarding - Orientation

Best/Worst Orientation Activity
5/25 minutes

Onboarding – Orientation Best Practices

- Introduction to the Company
 - *Who is best suited to do this?
 - *Consider Diversity
- Provides Background Information on the Company
 - *Historical Overview
 - *Mission, Vision & Values

Onboarding – Orientation Best Practices

- Establishes/Reinforces Organizational Culture
 - * Organizational Structure: Hierarchical or Flat
 - * Formal/Informal: Decision Making, Communication, etc.
 - * General Atmosphere
 - Family Oriented
 - Innovative
 - Performance Based
 - Fast/Slow Paced

Onboarding – Orientation Best Practices

- Completion of New Hire Paperwork
 - * What can be completed prior to start date?
 - * What documents will they need to provide?
- Review of Company/Department/Team Policies
 - * Acknowledgement
 - * Setting Expectations

Onboarding - Readiness Best Practices

HR/Managers/team are “ready” for the new hire:

- Pre Hire Paperwork/Processes are complete
- Systems, Equipment, etc. is ready Day 1
- Company Tour (i.e. breakrooms, restrooms, etc.)
- Team Introductions
- Training plan in place

Onboarding - Assimilation Best Practices

Creating a Welcoming Atmosphere:

- Assigning a mentor/employee ambassador (also referred to as a “buddy”)
- Soliciting feedback, ideas, new perspectives
- Cross training, career pathing, developmental/engagement projects and opportunities
- On going coaching and reviews

Assimilation: Company – Best Practices

- Provide Explicit and Implicit Resources
 - * Explicit:
 - Organizational Charts
 - E-Resources for timecards, “leave” forms, benefits, etc.
 - List of acronyms
 - Company “Swag”/Welcome Gifts
 - *Implicit
 - “Defining” Stories and “Organizational Forklore”
 - Any other aspects that reinforce the culture

Assimilation: Manager – Best Practices

Day 1:

- Have a schedule for the first day
- Introductions:
 - * Newsletter with picture
 - * In person or virtual
- Company Tour
- Have assigned tasks and/or training
- Schedule an individual or team lunch
- Assign a mentor/buddy

Assimilation: Manager – Best Practices

Short/Long Term:

- Build Trust
- Career Pathing/Training and Development
- Follow Ups
- Feedback/Metrics

Assimilation: Manager – Best Practices

Trust



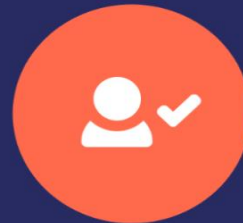
Value long-term relationships



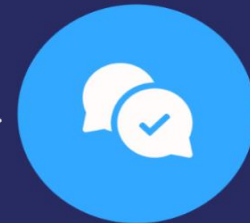
Be honest



Honor your commitments



Admit when you're wrong



Communicate effectively



Be vulnerable



Be helpful



Show people that you care



Stand up for what's right



Be transparent

Assimilation: Manager – Best Practices

- Career Pathing

- * Describe how the current role aligns with company's mission, vision, and values
- * Discuss career aspirations
- * Show different career paths
- * Align training and development opportunities with career paths

Assimilation: Manager – Best Practices

- Feedback

- * Frequent “Check In’s” with new employees on: work, team dynamics, challenges, etc.
- * Gather informal feedback on new hire from team members/buddy
- * Consider having the recruiter or member of HR check in

Assimilation: Manager – Best Practices

- Metrics

- * Qualitative: feedback from person, team, HR, etc.
- * Quantitative:
 - new hire turnover rates vs. “regular turnover rates”
 - “slice and dice” turnover data by location, manager, reason, etc.
 - “quality of hire”

Assimilation: Department/Team – Best Practices

- Team Building

- * Consider activities for remote and in-person teams
- * Opportunities for collaboration and interaction
 - Work Related
 - Social

Teambuilding

Ice Breaker Activity - New Teams

- Find a picture that shows something that you have done or accomplished in the last year (i.e. before/after, trips, personal/professional accomplishments) and use it as your background picture or show it to the group on video
- Introduce yourself (name, department, etc.) and a description of your picture

Engagement/Problem Solving Activity



Roses & Thorns

- *Discuss a challenge this past week
- *Discuss a success



Engagement Activities

- Bingo Themes or 5 Finger Show
- Scavenger Hunt
- Lunch and _____

B I N G O

Taken More Than 1 Nap In A Day	Indulged In A Frozen Pizza	Forgotten What Day It Is	Free Space: Touching Your Face	Tracked # of Days In Quarantine
Talked To Your Pet	Coughed & Convinced Yourself You Caught COVID	Yelled At Your Parents For Going Out	Played Hours Of Video Games A Day	Watched "Tiger King" on Netflix
Re-Watched Your Favorite TV Series	Had A Friend/Family Video Chat	Took A Virtual Workout Class	Had A Meeting Interrupted By A Pet Or Family Member	Went For A Walk
"Sorry, I Was On Mute"	Started A Puzzle	Downloaded A New Social Media App	Ran Out Of Quarantine Snacks	Bet On # Days We'll Be WFH
Baked Something From Scratch	Cleaned Your House From Top To Bottom	Wore Your Pajamas All Day	Drank At A Questionable Hour	Shopped Online For Something You Didn't Need

Engagement Activity - Scavenger Hunt

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Masking Tape	*Oldest Working Cell Phone You Have
Deck of Cards	An item from High School
Worst item gifted to you	Favorite Tolietry
Ipod shuffle	VHS Tape
Ramen Noodles	Something broken

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Tape	*Oldest Working Cell Phone You Have
Paper Towel	Interoffice Envelope
Worst item gifted to you	Name Plate (not your own)
Item from a Vending Machine	Paperweight
Stapler (not your own)	Something broken

Developing Yourself & Others

Some In-Person Options.....

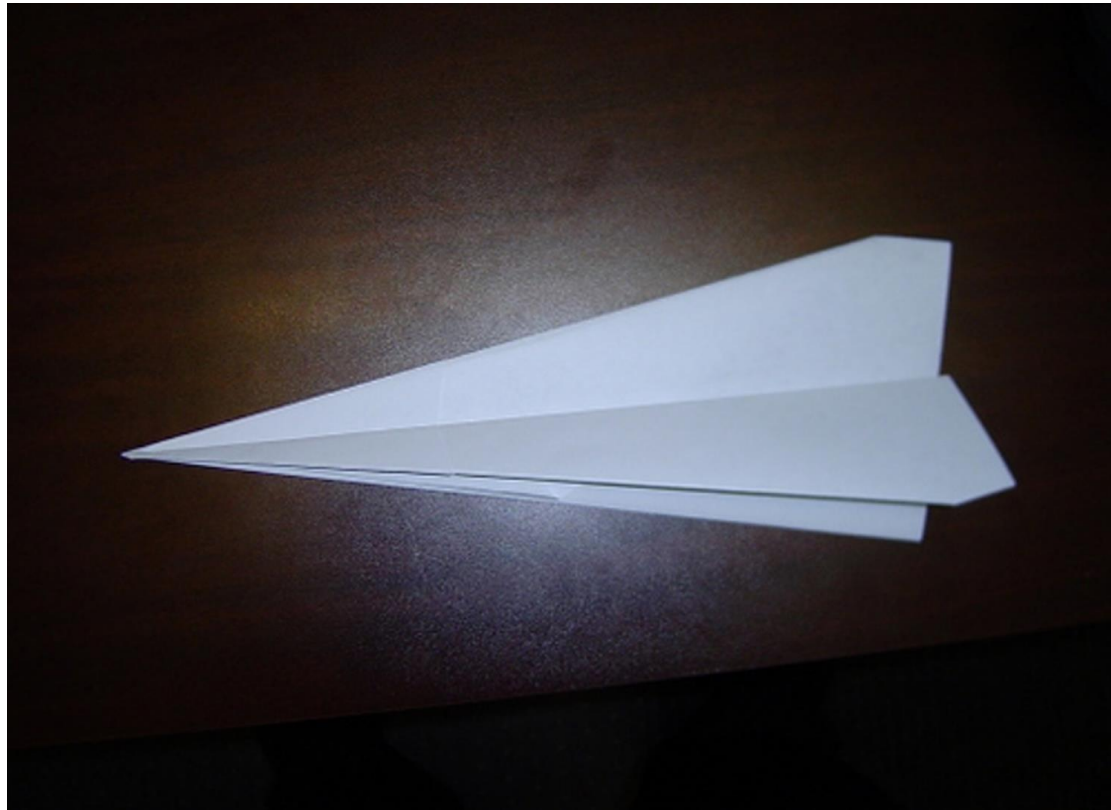
Communication Activity

- Block Building/Picture Drawing



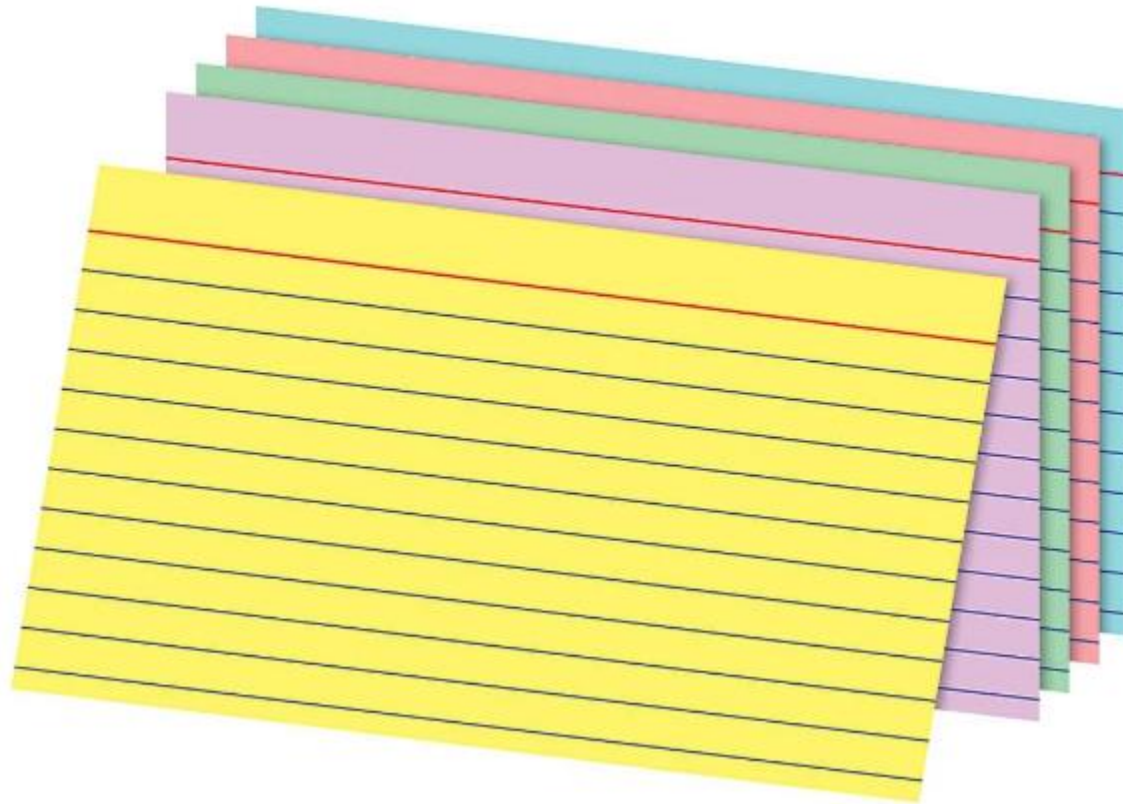
Managing Performance Activity

- Paper Airplanes



On-The-Pulse Activity

- Top Challenges (a.k.a. “the note card one”)



Notecard Activity Instructions

Distribute Black Notecards

Ask participants to write down a suggestion for improvement, making sure that there is enough detail to explain to someone that isn't familiar with their department, job, process, etc.

Collect the notecards, shuffle them and then re-distribute (ensure that no one ends up with their own suggestion)

Have them walk around the room randomly and then say "stop". Participants will pair up with someone close to them.

Have each pair read their suggestions for improvement to their partner. Then they need to determine how many points each suggestion is worth based on its merit (i.e. best idea, most feasible - whatever you want it to be) out of a possible 7 points (you can let them do whole points to really force a decision or they could do fractions - 3.5 each, I personally like the "whole numbers" approach). The number is then written on the back of the notecard

Repeat as many times as you would like, I usually just do 3 total

Have them return to their seats and add up the points on their notecard.

I usually ask, did anyone have more than 18 points (for 3 rounds) and then go down from there.

You can then have the Top 3 or whatever number you like, read the suggestions out loud

Ask the group what they thought about the exercise. I like to then explain the benefits of this approach - the main benefit is the objectivity; you are removing the person from the suggestion, and it ensures that everyone has to participate. In typical "brainstorming" sessions, usually there are some that dominate the conversation, while others are not heard.

*You can also do a version of this electronically - everyone submits ideas to you, you compile them without naming who made the suggestions and then ask participants to rank them.

Collaboration Activity

- Traffic Jam



Resources

Bingo: <https://myfreebingocards.com/bingo-card-generator>

Building Blocks: <https://www.expirationreminder.net/blog/team-building-games#game2>

General: <https://teambuilding.com/blog/communication-games>

Paper Airplanes: <https://alive-solutions.com/operations/f/paper-airplane-challenge-leadership-activity>

Traffic Jam:

https://ventureteambuilding.co.uk/traffic_jam_team_building/#.Y3aY7XbMLIU

New Hire Statistics

- 70% of New Hires decide to stay or leave within the first 6 months of employment
- 69% more likely to stay 3+ years with a structured onboarding program
- 83% of high-performing companies begin onboarding before their 1st day
- On average it costs a company 6 to 9 months of an employee's salary to replace him or her

Source: SHRM

Recruitment and Onboarding

Q & A?



A private, non-profit institution founded in 1966, Bellevue University is accredited by the Higher Learning Commission through the U.S. Department of Education. For general information, please call 800.756.7920.