

Recruiting & Retaining Employees

A philosophical discussion

SPECIAL DISTRICTS ASSOCIATION OF OREGON

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Hosts for today

Bob Keefer

- Sr. Consultant– SDAO since 2016
- Retired Park and Recreation Executive (40 years experience)

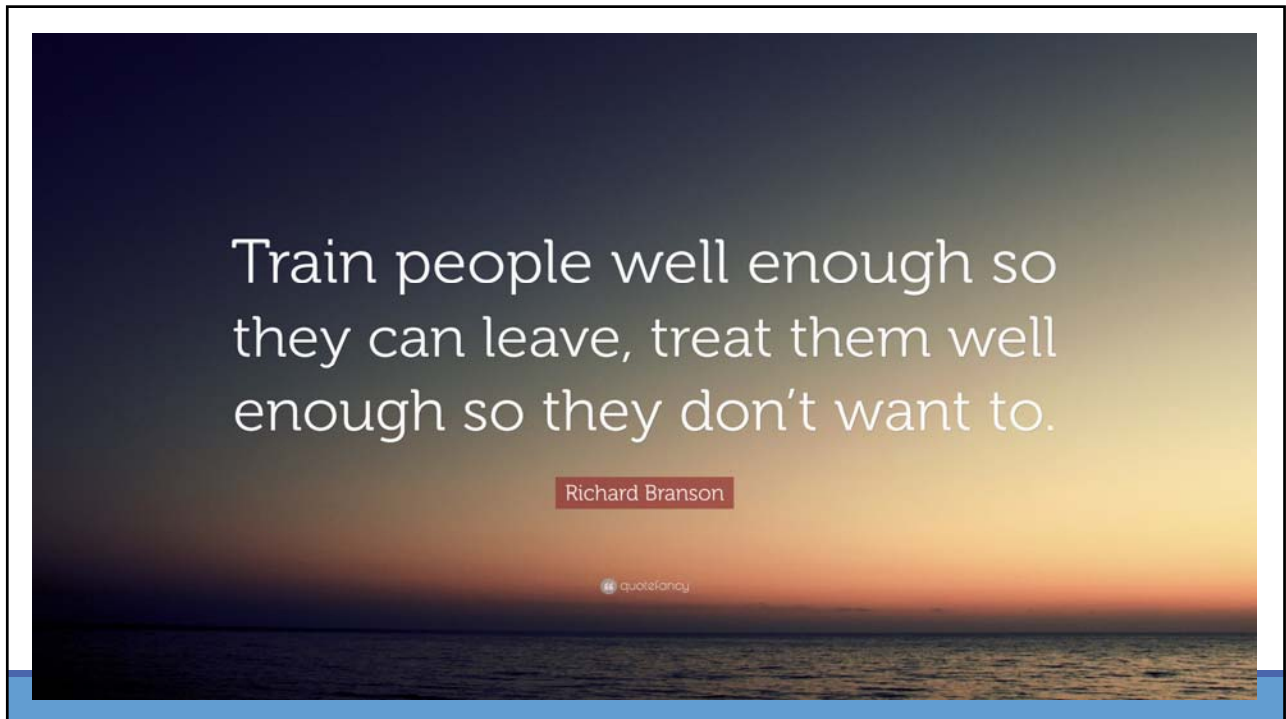
Monica Harrison

- Human Resources Manager – SDAO since 2018
- Responsible for the HR functions of SDAO internal & consultation for district members on HR

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Beginning a recruitment

Develop a recruitment plan

- Needs assessment for the position
- Is it still in the budget?

Current and accurate position description encompasses;

- Job analysis to develop a current and accurate position description
- **Add in language about remote work**
- Job specifications – what knowledge, skills and abilities are needed (think of minimum qualifications)

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Position description

- Must have a **current** and **accurate** position description
- Clear outline of **essential functions of the position**: Particularly important for the pay equity act, performance management etc.
- Is the position classified correctly - **Exempt** or **Non-exempt** **
- Can no longer make a drivers license a minimum requirement unless an essential function**

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Position description

- What are the **required** Experience and Education and what is **desired**
- Other considerations
- Decision making authority - Certifications - Working Conditions - Knowledge, skills and abilities
- **Language about this position being able to work remotely/hybrid/office**

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Posting of positions

For government/public entities, all **open positions *should be posted***

- Sometimes members want to circumvent this as they know who they want to hire, don't want to take the time etc.
- **Philosophy** that a government agency should always provide opportunity to all to seek and apply for government positions
- A Collective Bargaining Agreement can complicate the process and generate grievances
- If there are CBA's and/or policy manual in place, follow any outlined procedure

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Advertise

Where to advertise? **How long** to advertise? Do you have any **budget** for advertising?

- Websites (Indeed, Monster, Craigslist...)
- Employment agencies/search firms
- Internal candidates
- Referrals – Word of Mouth
- Your website/social media platforms
- Colleges/High schools
- Allied organizations

How do you want people to **apply**

- Application (inclusive of veteran's preference)
- Cover letter? Resume?

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“New World” changes

Work from home - **in job descriptions**

People work from another state

- Tax implications
- Labor laws different from state to state
- Workers' compensation

Creativity – how to provide the benefits and perks working from home in the office?

- Hybrid schedule

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Veterans' preference**

Definition

The **Veterans' Preference Act** is a United States **federal law passed in 1944**. It required the federal government to favor returning **veterans** when hiring new employees in an attempt to recognize their service, sacrifice, and skills.

Veteran preference must be applied (public sector) to qualifying applicants

- Include as part of your application
- Many nuances to this such as the candidate providing documentation, when to apply the preference and more
- Complex and **worth a call to SDAO/HR Answers**

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Veterans Preference FYI

ORS 408.230 **requires public employers to grant specified preferences to veterans and disabled veterans** who apply for vacant civil service positions or promotions to civil service positions if the veteran:

- **Successfully completes an initial screening**, application examination or civil service test for the position with a passing score; **and**
- **Meets the minimum qualifications** and all **special qualifications** for the position (including all additional specified skills or attributes that are either **requested or required** by the employer).
- Move to interview stage if interview is a part of the process

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Veterans Preference FYI con't

Preferences are required to be granted to qualified veterans and disabled veterans at **each stage** of the application process as follows:

For any application examination given following the initial application screening that results in a score, the employer must add percentage preference points to a veteran's score, (5 and 10 %)

(2) Complying with veterans' preference is mandatory. An agency must apply veterans' preference whenever a competitive selection process is conducted including new hire, promotion, job rotation, developmental assignment, and temporary hires. Veterans' preference is applied at every stage in the selection process.

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Veterans Preference FYI cont.

- For an application examination that consists of an interview; an evaluation of the veteran's performance, experience or training; a supervisor's rating; or any other method of **ranking an applicant that does not result in a score, the employer must give a preference to a veteran or disabled veteran.**
- An employer that uses any of these types of unscored application examinations is required to devise and apply methods by which the employer gives special consideration in the employer's hiring decision to veterans and disabled veterans.

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SB 184 Veterans Preference

- Employer must now give **percentage** points to a veteran's or disable veterans scores during the hiring process
- Also, SB 184 modifies eligibility requirements to claim veteran's preference in public employment by allowing otherwise eligible veteran to certify that they **expect to be discharged under honorable conditions within 120 days.**

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Selection committee

- Recruitment/Selection committee
- Consistent** evaluation of applicants
- Variety** – if same people do the recruitments each time you will tend to get the same “type” of employee
 - Diversity
 - Helps with implicit bias

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Selection process

- All people on the selection/recruitment committee should have a good understanding of the job

- Meet ahead of time

Variety of methods to narrow down your pool if needed

- Supplemental questions
- Phone screen etc.

Be sure to **keep interview questions consistent and related to the position and qualifications**

Do not ask about any protected status related questions – personal questions

- Examples: religion, sexual orientation, age, having children, marital status

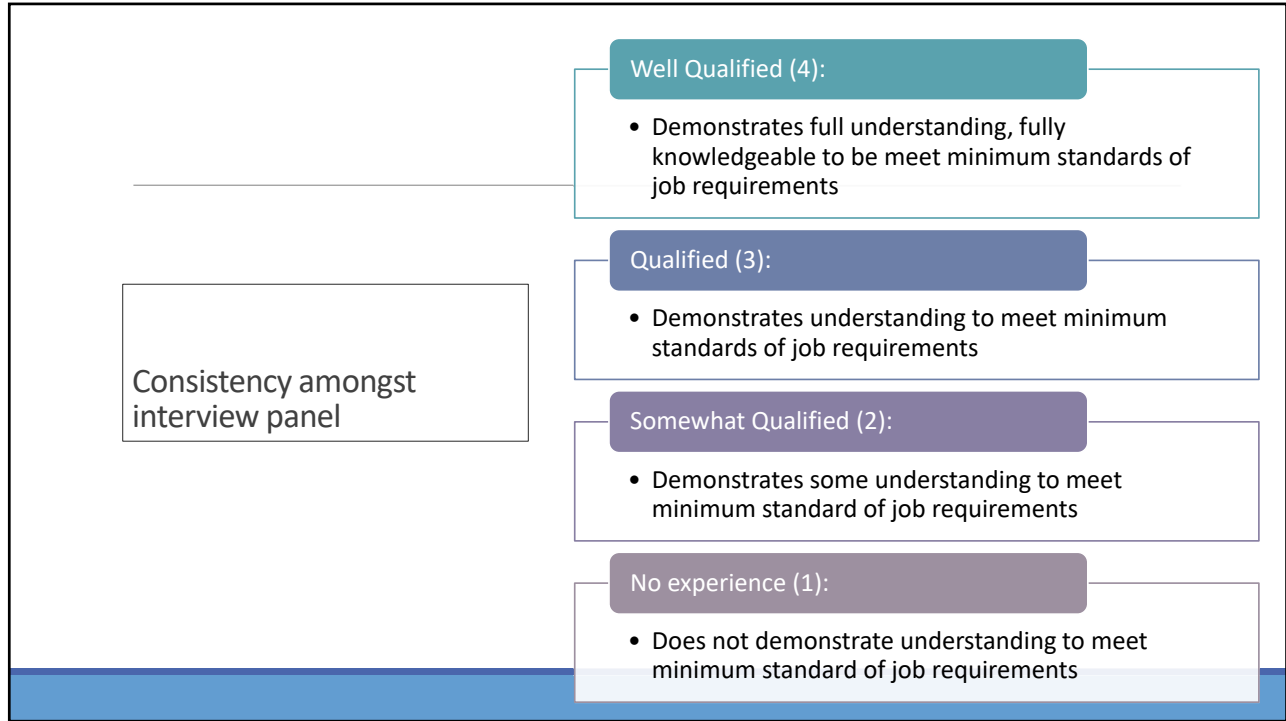
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Develop a scoring system

Difficult to justify a hire without some kind of scoring system

- Much easier to apply veterans' preference

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Position: Example

	Name	Location	Phone	Email	Veteran	Application packet					Min. Req		App Q's					Interview			
						CL	Re	Sup	App	years/	HSD/GED	Min five years experience	Q1	Q2	Q3	Score	VP	Total Score	Score	VP points	Total Score
Committee Member 1	John Smith	Salem	555.555.5555	app@gmail.com	No	Y	Y	Y	Y	NA	GED	Yes	5	4	2	11		11	75		78
	Mary Jones	Tigard	555-333-3333	mj@gmail.com	Yes	Y	Y	Y	Y	Y	HSD	Yes	3	3	4	10	10.5	10.5	74	77.7	77.7
	Bob Johnson	Dallas	555-222-2222	Bob@outlook.com	No	Y	Y	Y	Y	NA	HSD	No									
	Sue Thomas	Pendleton	555-888-8888	Suet@hotmail.com	No	Y	Y	Y	Y	NA	HSD	Yes	3	3	4	10		8	74		74
Committee Member 2	John Smith	Salem	555.555.5555	app@gmail.com	No																
	Mary Jones	Tigard	555-333-3333	mj@gmail.com	Yes																
	Bob Johnson	Dallas	555-222-2222	Bob@outlook.com	No																
	Sue Thomas	Pendleton	555-888-8888	Suet@hotmail.com	No																
Committee Member 3	John Smith	Salem	555.555.5555	app@gmail.com	No																
	Mary Jones	Tigard	555-333-3333	mj@gmail.com	Yes																
	Bob Johnson	Dallas	555-222-2222	Bob@outlook.com	No																
	Sue Thomas	Pendleton	555-888-8888	Suet@hotmail.com	No																

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Offer of a position

For **pre-employment** drug screen, background check and/or reference check DO NOT start the employee until those are clear

- If an employee starts working and then a negative result comes back to which the person would then be “fired”, can again get very complicated
- Do have to pay the person for all hours worked, even if they are now being terminated?
- Yes – which means the correct onboarding process should have already been done (I9, W4, a lot of time invested to then “unwind the clock”)

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Pre-employment drug test

Safety Sensitive positions only**

For governmental employers, the collection and analysis of an employee’s urine sample constitutes a “search” implicating the Fourth Amendment.

- Intrudes upon employee’s (or applicant’s) expectations of privacy.
- But society has recognized that this type of invasion may be reasonable.

RULE: Testing is only allowed if employer can show that the particular job in question is “safety sensitive.”

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What is safety sensitive position (SSP)

- No specific definition of SSP
- All positions with CDL (driving)
- US Supreme Court: **A safety-sensitive position is one in which the duties involve “such a great risk of injury to others that even a momentary lapse of attention can have disastrous consequences.”**

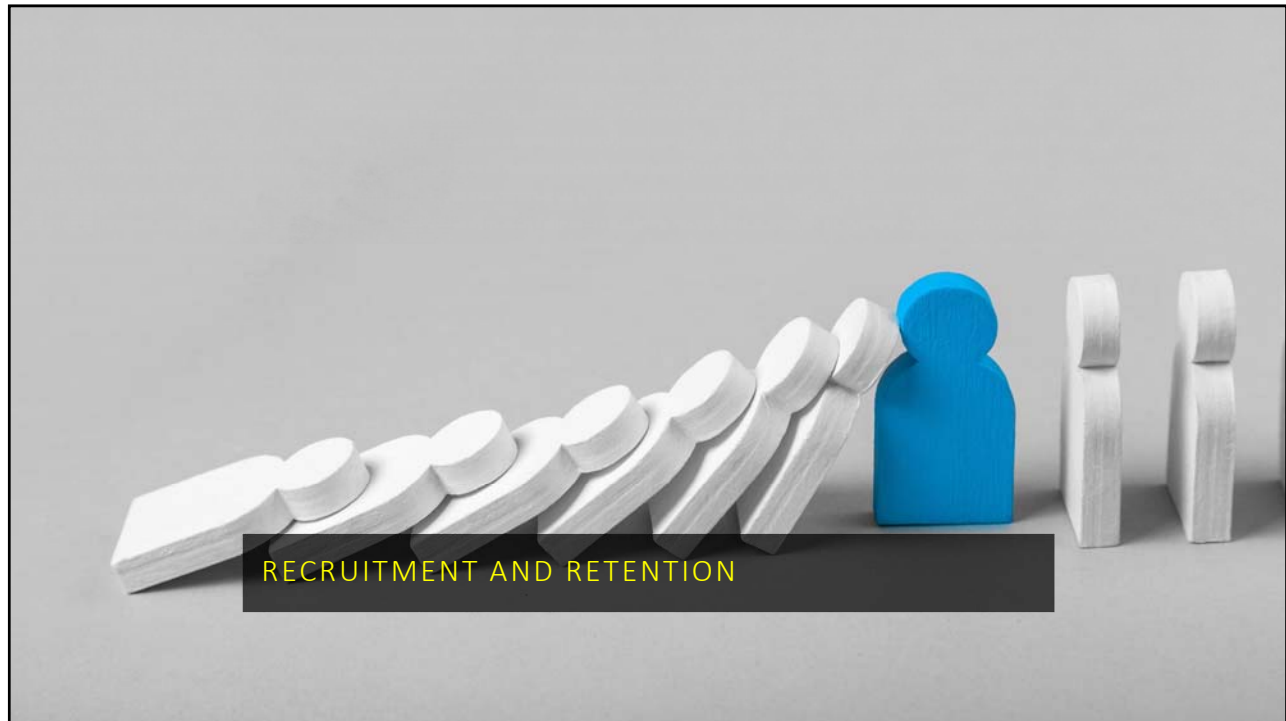
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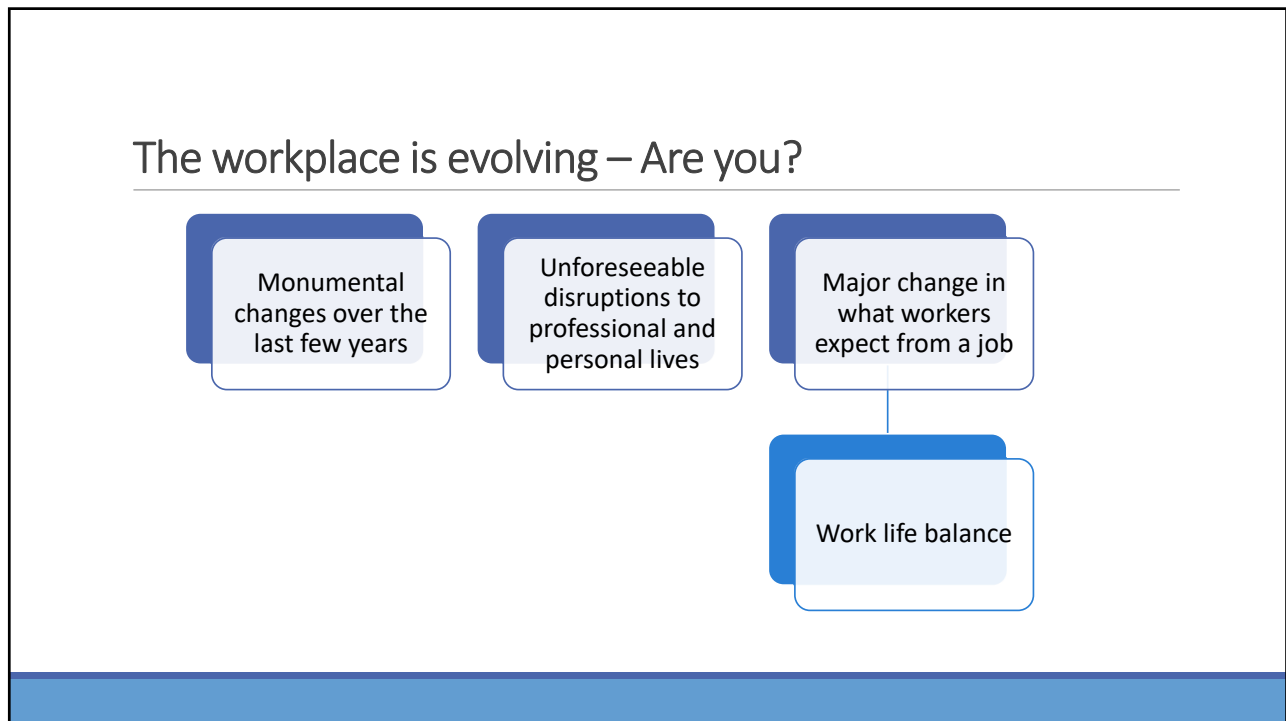
What is safety sensitive position? - Examples

- Railway car operator
- Nuclear power facility workers
- Law enforcement officers
- Firefighters
- Pilots
- Working with vulnerable population
- Health care professionals
- Truck drivers driving trucks about 26,000 pounds, transporting hazardous materials, or carrying more than 14 passengers at a time.

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1. Embrace employees changing expectations

- As per a **Robert Half Talent Solutions survey**, it was found that workers feel they can “do better” in their employment
- Even if relatively content in their current job they feel now is the time to make a move
- Robert Half survey – **41% of workers say they plan to look for a new job by July 2022**
- Real concern for business continuity

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Embrace employees changing expectations

- All are facing talent shortages
- Values have shifted dramatically
- Change on individuals career goals
- **“Succession challenges and the ability to attract and retain top talent” jumped for the eight greatest risk to the second greatest risk to an organization** (Executive Perspectives on Top Risks report)

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Embrace employees changing expectations

- Focus on change
- Tendency to focus on hiring and let retention efforts slide
- Opposite is true during this radical shift in worker expectations
- **Expectations have permanently changed**

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2. Don't underestimate the demand for remote work

- The door to remote work has been opened and is now a “demand” or an expectation
- **54% of those working from home would look for a new job** if the employer required them to come back to the office full time
 - Especially high for working parents, care takers of elderly family members and millennials
- Employees appreciate not commuting, rush hour traffic and gain of time
- Employees describe being more productive with the flexibility to work from home with access to the office
 - Understand not all jobs could remote work

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Don't underestimate the demand for remote work

Employers have found advantages to remote work

- Acknowledge employees are as or more productive
- **Increased trust level by manager** results in greater job satisfaction and loyalty
- Employee feels empowered and trusted

Trying to hire during talent shortage?

- Remote work offers another benefit
 - Able to hire skilled workers from virtually anywhere
 - Wider access to people with in-demand skills

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Don't underestimate the demand for remote work

- **Employers not open to remote/hybrid model are less likely to be considered by candidates and attractive companies to work for**
- "Overall retention could increase give that the employee feels empowered and trust to conduct their work remotely and have the work-life balance they are seeking."
- **Supervisory challenges with remote workers**

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3. Reassess the role of the office

- It would be premature to think of the office as obsolete
- Advantages of coming together physically in one place is still **valued** by many employers and employees
- Remote work does potentially have the employee feel isolated
- In office provides impromptu brainstorming, casual conversations, help team build etc.
- Employees may feel loss of growth opportunity as they don't have one on one mentoring with senior management

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Reassess the role of the office

Employers see advantages of both remote and in office workplaces

Strategy: Prioritize what you want to accomplish when employees are in the office

- I.e.: take a remote first approach? And limit office attendance to specific things like trainings, meetings, special events

Practical considerations for remote/hybrid work

- Office costs and real estate evaluation processes
- Technology for remote and hybrid work setups
- State and city tax implications
- Environments, social and governance ramifications (the company's carbon footprint)
- Cost saving vs. new expenditure

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4. Take your expanded role to heart

- **Managers now have unique challenge** of leading teams remotely, people they may not even have met in person
- Difficult to build a sense of community and belonging while meeting the needs of the business
- Connect more often with team members to understand how professional land work life goals are changing
- **You're essential not only in bringing teams together but also recognizing and accommodating full scope of workers' needs (emotional support, physical workspace requirements, etc.)**

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Take your expanded role to heart

- Addressing employee burnout is another piece that requires empathy
- **Many are still running short staffed**
- In a survey by Robert Half, **41% of works say they are more burned out on the job today than a year ago**
- Keep in mind when delegating responsibilities, ensuring equitable work loads etc.
- Take the time to truly know your team, offer concrete solutions for issues that may be standing in the way

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Take your expanded role to heart

Tips to stay ahead of employee burnout

- | | |
|------------------------|-----------------------------|
| Check in regularly | Be flexible |
| As the right questions | Provide resources |
| Prioritize | Be open and honest |
| Bring in support | Recognize and reward |
| Encourage time off | Create a sense of community |

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5. Acknowledge flexible work models are here to stay

Various flexible work schedules

- 4 x 10's
- 4 9's and a 4
- Windowed work (like a split schedule)
- Remote
- Hybrid

- Be mindful of those in non-exempt positions following rules on breaks, lunch's etc.
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Acknowledge flexible work models are here to stay

- What about those that hold positions that cannot flex/hybrid etc.?
- Perhaps they can adjust hours to offer them more flexibility
- Hard now to attract candidates with a more restrictive schedule
- **Flexible work is the future of work**

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6. Focus on compensation and perks

Competitive hiring market

- Fueling not only desire for remote work but benefits and perks

Often compensation is what drives workers to look for a new job

- Might be time for a salary survey – inflation
- **Robert Half survey – top reasons for changing jobs**
 - **38% - better benefits and perks**
 - **54% - salary boost**
 - **34% - ability to work remotely permanently**

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Focus on compensation and perks

- Options for more time off/better work life balance
- Offering around financial wellness and retirement planning
- **The usual “nice to haves” are becoming must haves**

- Creative ideas?

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7. Upskill and Reskill

- Attention to ambition and career goals
- What is your employee feels they have hit “dead end” for advancement?
- Difficult to support professional development in this new world especially if you are a small organization
- **Jobs have evolved and new roles are continually being created**

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Upskill and Reskill

- Much of upskilling and reskilling will include involves technology
- Looks inward and teach/develop as difficult to find that skill outward
- **Today's higher skills will be tomorrow's baseline**
- Adoption of digital technologies will require efforts to upskill and reskill existing employees

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Upskill and Reskill

- Upskill and reskill – consider part of hiring strategy
- **If you wait for the perfect employee, you will wait along time**
- Can recruit workers that may lack expertise/certifications you prefer but have the potential and bandwidth for gaining the needed skills and growing into the role

- i.e.: In house training, mentoring, succession planning, job shadowing, tuition reimbursement

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8. Watch for next steps in the workplace evolution

- Technology will continue to improve how people will stay connected
- Further transform the definition of hybrid work

- Metaverse:** Metaverse is a broad term. It generally refers to shared virtual world environments which people can access via the internet.
- Allows dispersed worker to meet in a virtual setting that seems “real”
- Intent of Metaverse is to fill the engagement gap between remote work and in office interaction

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Reminder SB 1514 – Equal Pay Act

- Permitted things like hiring bonuses and retention pay without it being considered compensation for the purposes of pay equity
- This expires September 28, 2022
- Keep in mind as we go over some recruitment and retention ideas

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R & R ideas

- Hiring bonuses for positions that compete with service industry type of positions (restaurant staff, housekeeping/janitorial, recreation leader/instructors, groundskeeping, etc.)
- Retention bonuses for seasonal staff to assure that staff for the “entire season”.
- Hire staff first, then pay them to get the certification required for the position (fees and wages).

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R & R ideas

- Support flexible work hours allowing staff to adjust their schedules to take care family needs and at the same time assuring the required work is being done on schedule.
- Provide and promote tuition reimbursement for staff that need or want to advance education. May include paid internships with local colleges.
- Larger organizations may want to have monthly hiring events where people can come in, interview, and receive a tentative job offer

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R & R ideas

- Make the workplace like home (dogs (not literally), laundry, childcare on site?)
 - Additional benefit
- Simplify the application process – can it be done on the phone (NeoGov)
- Ensure your technology is up to date – able to do virtual interviews
- Always reassess – do you need all the jobs you have?

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R & R ideas

- Provide and promote opportunities to advance within the organization.
- Develop and implement a policy allowing eligible workers to work from home
- Provide childcare either on onsite or support the service via a reimbursement program.
- **ENGAGE Staff** – What do they want/need...prioritize.
 - If they were King for the day (If they were in charge, what steps would they take to enhance recruitment and/or retention of staff?).

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Thank you!

If you always **do** what you've always done,
you'll always get what you've always gotten."

– **Tony** Robbins

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Train people well enough so
they can leave, treat them well
enough so they don't want to.

Richard Branson

quote fancy

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