

Building a Strong Foundation: Management, Retention & Recruitment Best Practices

**Cheraun Blankenship, PHR, SHRM-CP
Human Resources Consultant**



TEXAS ASSOCIATION *of* COUNTIES
RISK MANAGEMENT POOL

Disclaimer

This training is designed to provide general information about the subject matter covered. Neither TAC nor the trainers are engaged in rendering legal advice. If you need legal advice, TAC recommends that you seek the services of a competent attorney who is familiar with your specific situation.



Collective Bargaining Disclaimer

If your county has a Collective Bargaining Agreement, please refer to the specific language in your agreement and consult with your county attorney or legal counsel, as some things discussed in this presentation may not be applicable to your County. Your county may be subject to the terms and agreements in your Collective Bargaining Agreement.



Prepare to Hire

- Identify the vacancy.
- Evaluate the need.
- Review your budget.
- Make a plan.



The Hiring Process: Major Exposure Areas

Job Descriptions

**Job Postings and
Advertisements**

**Interview Questions
and Statements**

**Training and
Onboarding**



Steps to Hiring

Identify the essential job functions.



Identify the qualifications desired.



Post your positions.



“Get the word out!”



Screen applications to weed out the unqualified applicants.



Recruiting Ideas

High School
Career days

Job Fairs

Social Media
Posting

Film a
Recruitment
Video

Share Your
Culture on
Social Media

List Serve
Postings



Job Description Components

- A summary of the position.
- Essential job functions.
 - “*Why the job exists.*”
- Marginal duties – additional duties.
 - “*Other duties as assigned*”

- *Not required by law*
- *ADAAA*
- *Employment selection*



Prepare to Interview



- Review the application and resume **BEFORE** the interview.
- Determine what questions to ask and a rating system to use **BEFORE** the interview.
- Ask all applicants the same questions and spend equal time with each applicant.



Interview Questions

- Related to job requirements.
- Applicant's ability to perform the essential functions.
- No "protected status" type questions.
- Ask "Open-Ended," not Yes/No.



Interview Tricks of the Trade

- Be present – no distractions.
- LISTEN...don't interrupt.
- Keep interview on track.
- Avoid making “implied contracts.”



Welcome Aboard!

- ✓ Acknowledgment of Job Description.
- ✓ Review departmental rules.
- ✓ Introduce them to their new work site.
- ✓ Assign a trainer and mentor.
- ✓ Check in regularly.



Why is Discipline Important?



**is to salvage, not punish,
the employee**



TEXAS ASSOCIATION *of* COUNTIES
RISK MANAGEMENT POOL

Characteristics of Difficult Employees

- Attitude
- Attendance - Beware FMLA
- Performance Problems -
 - * expectations, skills, conflict
 - * health, family, childcare



Tips and Strategies

- Don't ignore problem employees.
- Learn techniques to head off difficult employees.
- Ask open ended questions to get answers.
- Don't label employees because they complain.
- Avoid personal criticism – focus on work.



Disciplinary Ground Rules

- Maintain At-Will Employment – Don't surrender it in words or policies.
- Always prohibit and investigate claims of discrimination or harassment.
- Remember, the last action you take for termination is what you must defend in unemployment or EEOC.



The only method of proof is:

Documentation



TEXAS ASSOCIATION *of* COUNTIES
RISK MANAGEMENT POOL

Tips on Documentation

**Avoid words like
“Attitude” and
“Behavior.”**

Use Verbs

**Focus on what you want
the employee to do.**

**Focus on what the
employee does**



Supervisor Success

- Choose the best candidate.
- Discuss the role...the good and the bad.
- Professional development – continuous learning.



CAUTION

Protections Ahead:

- Federal Laws
- State Laws
- Apply to Employees & Applicants



Keeping a Lid on Liability

- ✓ Comply with ALL legislation (both federal and state.)
- ✓ Treat employees consistently (and fairly.)
- ✓ Specific and valid reasons for actions and decisions that are documented.
- ✓ Train your supervisors.



Leadership Qualities

- Gain respect
- Motivate
- Action oriented
- Approachable
- Good listener
- Gives clear directions



Supervisor Qualities to Avoid Liability

- Manage your own emotions.
- Remain in control.
- Assess the situation.
- Apologize if necessary.
- Decide what can be done.



Consequences of Poor Leadership

Poorly trained or untrained staff

Mistakes remain uncorrected

No follow-up; problems continue

Interpersonal conflicts continue

Unmotivated staff

Uncaring attitudes arise

Turnover



Create a Positive Environment

A great work environment takes work!

- Start day one with an effective orientation program.
- Recognize problems early and deal with them.
- Reward good performance and behavior.
- Know when to discipline & when to praise.





TEXAS ASSOCIATION *of* COUNTIES
RISK MANAGEMENT POOL

Human Resources Consultants



Northeast
Halie Bever
469-682-7963
halieb@county.org



Northwest
Rita Fyffe
903-424-7334
ritaf@county.org



Southwest
Cheraun Blankenship
830-475-9129
cheraunb@county.org



Southeast
Lisa Idais
737-295-9533
lisai@county.org



Supervisor
Lorie Floyd
512-765-2128
lorief@county.org

