



**“Building a Strong Foundation: Management, Retention and Recruitment Best Practices”**

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*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.*

**Recruiting New Talent**

When filling a vacancy in your department, what are your best practices for recruiting the best candidate? Here are a few items to consider before jumping into the application process:

- Do I have an updated job description for this position?
- Where will I be advertising and for how long?
- How many applicants will I interview and what questions will I be asking each person?
- What does the onboarding and training time frame look like?

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**Job Descriptions**

Job descriptions are the foundation for all employees to know what is expected and required when they start a new job. Without this document, it is difficult to address job performance, discipline based on expectations or address other employee related issues that may arise. Do you have job descriptions for all positions? Are your job descriptions for each position up to date? They should be reviewed regularly and reviewed with the employee on their first day. Be sure to have employees acknowledge the job description. Some items that are critical to having a well written job description:

- Essential functions – no more than 5 or 6 that define why the positions exists.
- Physical requirements and working conditions; include the percentage of time expected.
- License and certifications required for the position; CDL, Class A DL, etc.



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**Onboarding New Hires**

It's important to start a new hire on the right foot. Make sure that you have set them up for success and that they are at ease in their new place of employment by having a written plan before they start. This plan should outline the following details for a smooth onboarding:

- Review the job description with them and have them sign an acknowledgment form.
- Introduce them to staff and pair them up with a coworker to help them acclimate.
- Let them know what the plan for training will be and who will be training them.
- Make sure they have received a copy of department rules if there are any.

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**Employee Retention**

The goal of every good supervisor should be to retain and salvage employees when there are problems. Whether it's a performance issue or a conduct issue, this can be challenging for anyone. It is important to address concerns when they occur, not when you've reached your breaking point and are ready to terminate. By addressing issues in a timely manner, you will prevent bigger issues from occurring and other employees from resigning. Here are some helpful tips to consider:



- Performance issues: address early and discuss steps to improve. Consider Performance Improvement Plan for training concerns to allow time for them to sharpen those skills.
- Conduct Issues: should be corrected immediately and addressed with a write-up.
- Make sure to praise employees in public and discipline in private. Thank them regularly.

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**Train Your Supervisors**

Liability can be avoided, if proper steps are taken to help supervisors understand and are provided with the tools to be a good leader. It's important that they are trained in understanding how their actions can create liability. Some best practices for new supervisors:

- Discuss the position and what they can expect, the good and the bad before promoting.
- Provide them with training on a variety of topics – reach out to your TAC Consultants.
- Check in regularly and give feedback – they need to know where they stand.
- Don't force a management position if it's not what is best for the employee.

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**Leadership Counts**

Employees don't quit employers, they quit supervisors. Employees will be less likely to leave employment when they have good leaders. A good leader will treat all employees respectfully whether they are praising them or disciplining them. Here are some other leadership traits:



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- They are fair and consistent in all situations.
- They will motivate employees and help them be successful.
- They are action oriented and will address issues within the department.
- They are approachable and will listen.

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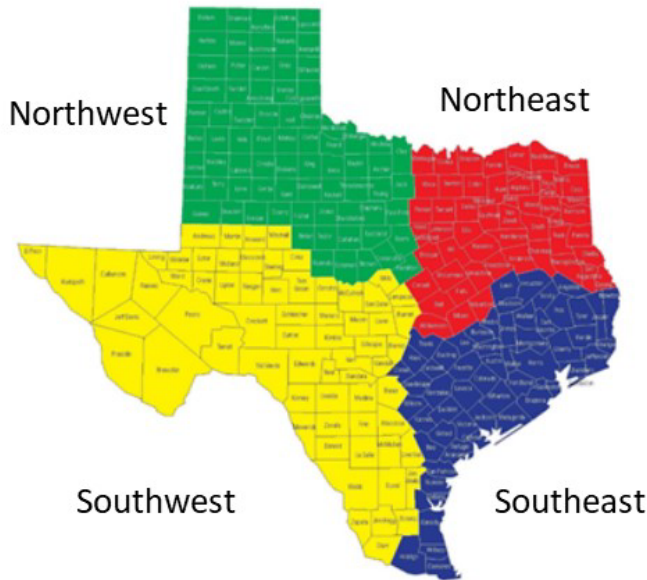
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