Attracting and Hiring Workers: Evidence-Informed Strategies
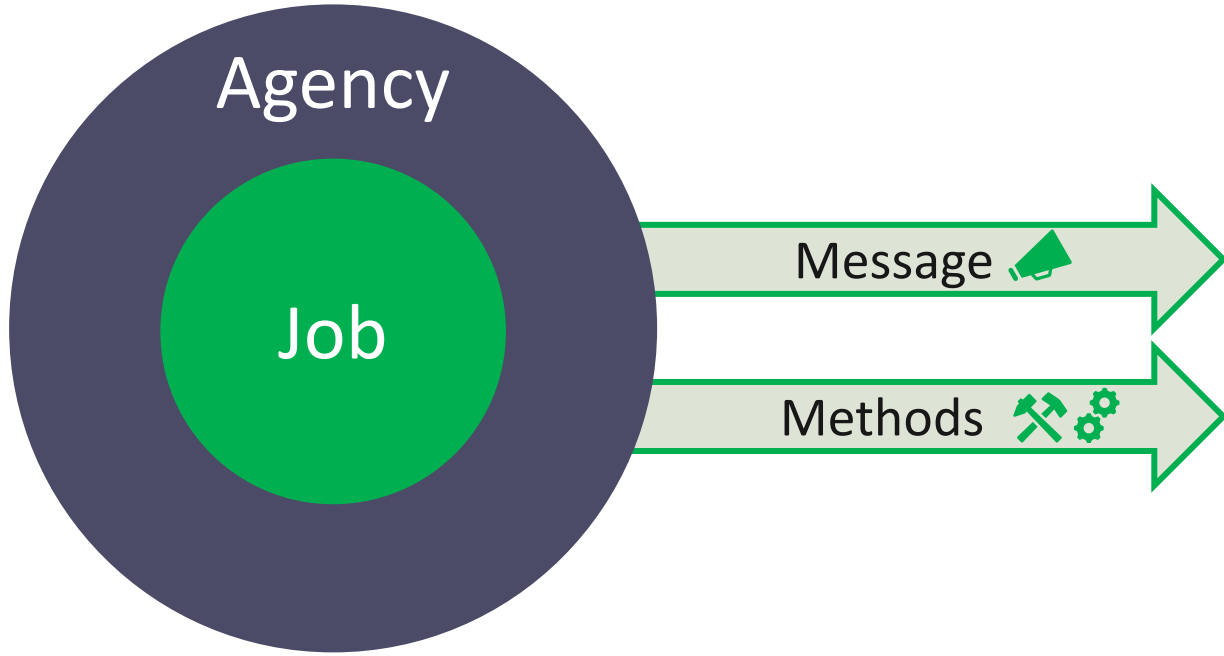
QIC·WD QUALITY IMPROVEMENT CENTER FOR WORKFORCE DEVELOPMENT

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2016 – 2023 Cooperative Agreement

Children's Bureau

University of Nebraska — CENTER ON CHILDREN, FAMILIES, AND THE LAW

THE KEMPE CENTER FOR THE PREVENTION AND TREATMENT OF CHILD ABUSE AND NEGLECT — Kempe

THE UNIVERSITY OF TENNESSEE KNOXVILLE — Center for Behavioral Health Research

UCLA Luskin School of Public Affairs — Department of Social Welfare

U of L RAYMOND A. KENT SCHOOL OF SOCIAL WORK & FAMILY SCIENCE

Centers for American Indian and Alaska Native Health — colorado school of public health

CF Parry Associates

clh strategies & solutions

Penny P. Collins Consulting

Recruitment Framework

Megan Paul, PhD

Workforce Team Lead

Job Characteristics

What does the job entail and what are the requirements?

- Job tasks and requirements (competencies, education, responsibility, expectations, workload, working conditions, emotional labor)

- What does the job provide?

- Salary, benefits, training, working arrangements, incentives, autonomy, support, feedback, meaningfulness, equipment, supplies, policies and procedures, other rewards

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Agency Characteristics

- Agency mission and values

- Organizational culture and climate

- Leadership

- Leadership support

- Agency reputation
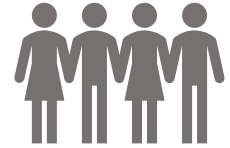
Individuals Targeted

Overall
- Education and experience
- Competencies (knowledge, skills, abilities, other characteristics)

Specific subgroups
- New and past candidates
- Recent and upcoming grads
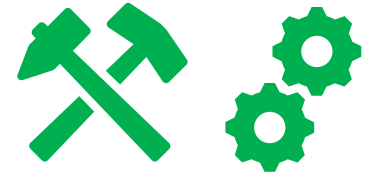- Racial and ethnic minorities
- Veterans, teachers

Message

Information Shared—Explicitly and Implicitly
- Job Characteristics
  - What the job entails and what the requirements are
  - What the job provides in return
- Agency characteristics
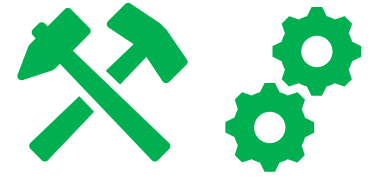- Fairness, transparency, respect, efficiency, competence

Methods

How Agency Reaches and Communicates with Targeted Individuals

1. Pre-Application
   - Job boards, hiring events, recruiters, videos, web site, employee referral, social media, university outreach, resume search
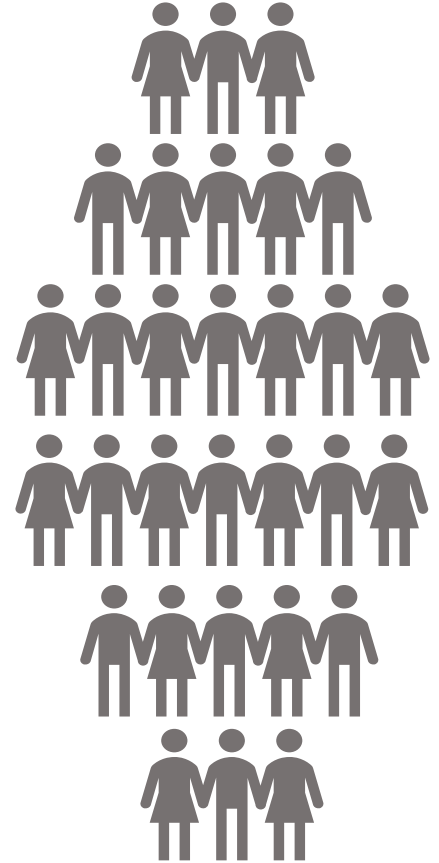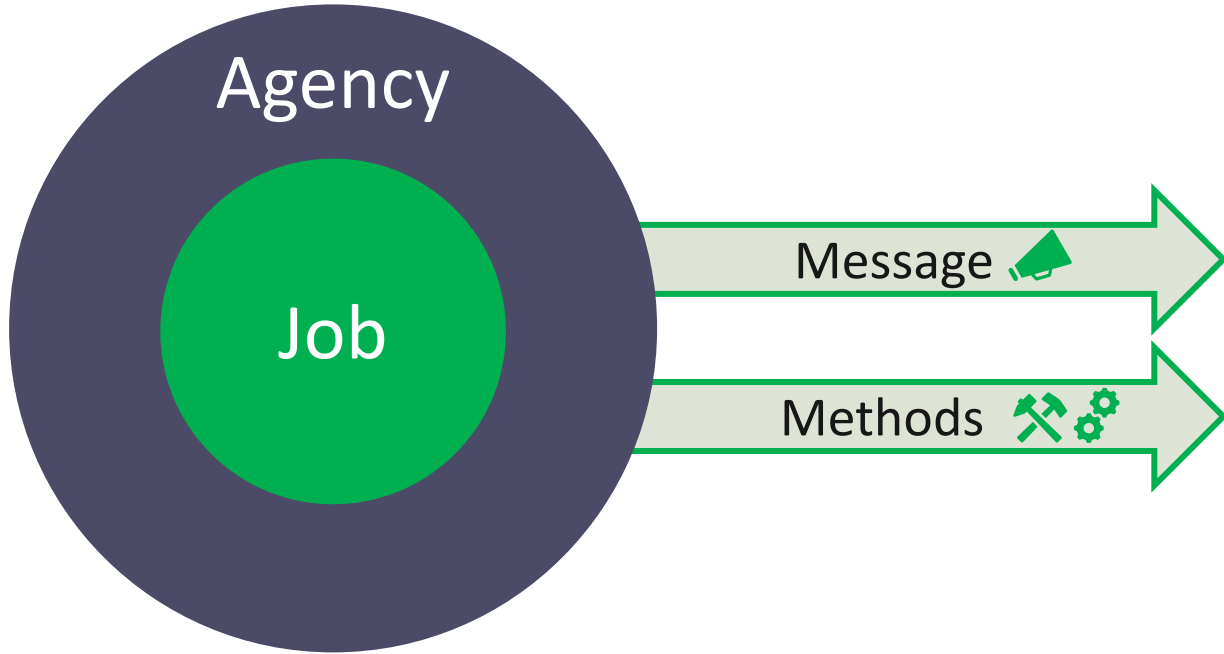   - Passive vs active sourcing

Methods

How Agency Reaches and Communicates with Targeted Individuals

2. Post-Application
   - Frequency, speed, and methods of communicating with candidates after they have applied and throughout the hiring process
   - Calls, voice mails, text messages, videos, emails
   - Thank you, feedback, questions, reminders

Strategy Spotlight: Fellowship Program

Anita Barbee, PhD
Evaluation Team Lead

Dave Wigent
Wood County (OH)
Job and Family
Services Director

Wood County, Ohio Fellowship Program

❖ There is both a statewide and nationwide crisis in the recruitment of Children Services Workers

❖ Turnover is accelerating, wages are rising, and competition from outside employers is causing a crisis

❖ Traditional recruitment techniques and programs like the University Partnership Program are not adequate to meet the need

❖ The length of time it takes to train and onboard new staff puts additional pressure on the system

❖ New techniques are needed to engage college students and develop a path to careers in CPS

Strategy Spotlight: Fellowship Program

❖ Primary goals of this pilot are to test the ability to recruit, train, and retain using a fellowship/apprenticeship model.

❖ Specific recruiting and monitoring tasks will be handled by the Fellowship Coordinator while the vast majority of the training and mentoring will be handled by the PCSA.

❖ Job placement will be robust and will be aggressively managed by the Coordinator.

What We're Learning

- The original concept of the project was based around recruiting talent and providing training prior to fulltime employment.

- Assumptions were made about how training should be structured and how students would be trained.

- Graduation and job placement were tightly structured

- Over time, many of these assumptions were shown to be incorrect

- Students don't go to the college the way they used to

- Cohort groups are almost impossible to create due to scheduling

- Recruitment must be continual…not structured around a recruiting cycle

- Many students will be hired before completion of the program

Strategy Spotlight: Job Announcement

Megan Paul, PhD
Workforce Team Lead

Kim Mariscal
Ventura County (CA)

Recruitment Challenges

COUNTY of VENTURA
Human Services Agency

- ❖ Decrease in the number and quality of applicants
- ❖ Need to be more competitive to attract candidates
- ❖ Job posting—missed opportunity to promote agency strengths and inform candidates

Strategy Spotlight: Job Posting

- ✓ Brief agency description, DEI emphasis

- ✓ Job description, duties, and qualifications (~50%)

- ✓ Salary range, educational and bilingual incentive, overtime

- ✓ Links to videos about agency and job

- ✓ Steps of recruitment/hiring process (~10%)

- ✓ Questionnaire to assess candidate qualifications (~25%)

- + What agency offers: salary increases, flex schedule, telework, vacation and sick leave, deferred compensation, insurance, flex spending, holidays, pension, tuition reimbursement, wellness program

- + County and community

- + Training provided

- + Supportive resources for employees

What We're Learning

- ❖ New employee reactions
- ❖ College student reactions
- ❖ Number of applicants for comparable time periods
- ❖ Yield ratio: number/% of applicants that pass each step of the hiring process
- ❖ Candidate dropout rate for each step of the hiring process
- ❖ Voluntary and involuntary turnover

Strategy Spotlight: Hiring

Megan Paul, PhD
Workforce Team Lead

Alfred Birtz
Regional Manager, Alaska

Hiring Challenges

AK | DFCS
ALASKA DEPARTMENT OF
FAMILY AND COMMUNITY
SERVICES

❖ **Competency** -based hiring implemented

❖ Minimum qualifications

- Specific degrees or experience not required
- Any combination of education and/or experience that provides the applicant with competency in five areas

❖ Additional qualifications

- Discretionary inclusion of additional competencies and choice of interview questions
- Inconsistency in candidate assessment and hiring standards

Strategy Spotlight: Hiring

Minimum Qualifications
- Slightly revise questions
- Develop behavior-based rating scales
- Ensure sufficient interrater agreement
- Establish cut scores

Additional Qualifications
- Identify core set of additional competencies
- Revise interview questions accordingly
- Develop behavior-based rating scales
- Ensure sufficient interrater agreement

What We're Learning

❖ Rater reactions and experiences

❖ Yield ratio: number/% of applicants that pass each step of the hiring process

❖ Candidate dropout rate for each step of the hiring process

❖ Training performance

❖ Job performance

❖ Voluntary and involuntary turnover

Strategy Spotlight: Hiring Data Dashboard

Robert Blagg, PhD
Data Visualization Lead

Recruitment Tracking Challenges

❖ Need to make recruitment and hiring more efficient to ensure offers are fast enough to secure available human capital
  - ❖ Policy dictates length of post before external applicants can be considered
  - ❖ Many steps in the process
  - ❖ Need to clean recruitment data
  - ❖ Need to track the recruitment process within and across organization and workforce characteristics
  - ❖ Need to identify delays

Hiring

Select Caseworker Positions	Select Bargaining Unit Type	Select Job Title	Select Posting	Date Range: 2/21/2021 - 5/15/2023
All	All	All	All	

Postings	Applicants	Applicants per Posting (Avg.)	Selection Ratio (Avg.)
19	**303**	**15**	**10%**

Posting to Hire

Avg. Days to Hire = 66

Days
0 20 40 60 80 100 120 140 160 180

Application to Hire

Avg. Days to Hire = 39

Days
0 5 10 15 20 25 30 35 40 45 50 55 60

Application

- 34% - Interviewed, Not Selected
- 19% - Applicant Withdrawn
- 18% - Did not meet min quals
- 17% - Telephone Screening, Not Selected
- 10% - Hired
- 1% - Compliance Forms
- 1% - Recommend for Hire
- 1% - Telephone Screening
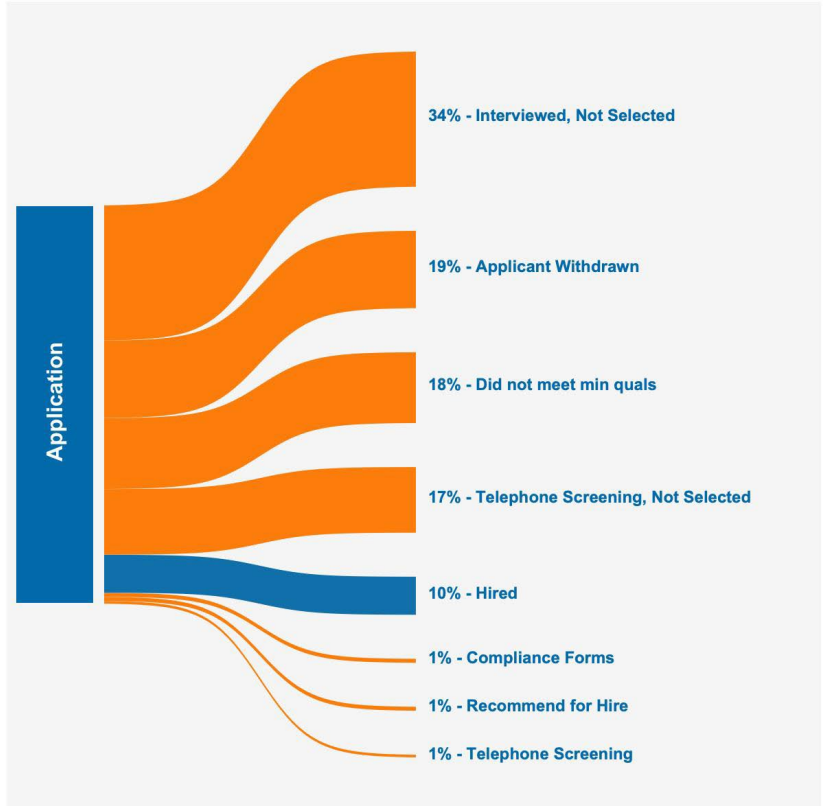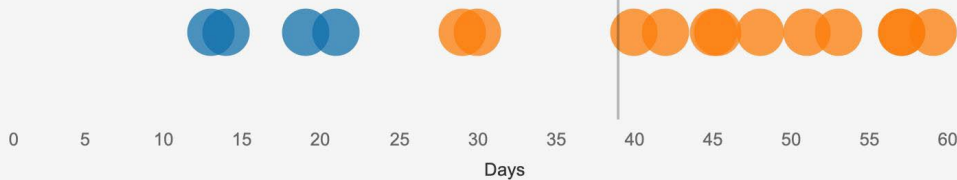
Workforce Dashboards

What We're Learning

- Streamline as much as possible
  - Flexible interview options
  - Simpler application
- Need realistic job preview
- Recruitment data collection process already improved
- The selection ratio and time to hire could be reduced

Q&A

Thank You!

https://bit.ly/QIC-WD-Webinars

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Building Knowledge to Strengthen the Child Welfare Workforce

Eight Child Welfare Systems Selected to Test Workforce Strategies

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Child Welfare Program Director

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