

# Strengthening Employee Recruitment and Hiring Practices

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**July 25, 2023**

The MHTTC Network uses affirming, respectful and recovery-oriented language in all activities. That language is:

STRENGTHS-BASED  
AND HOPEFUL

INCLUSIVE AND  
ACCEPTING OF  
DIVERSE CULTURES,  
GENDERS,  
PERSPECTIVES,  
AND EXPERIENCES

HEALING-CENTERED AND  
TRAUMA-RESPONSIVE

INVITING TO INDIVIDUALS  
PARTICIPATING IN THEIR  
OWN JOURNEYS

PERSON-FIRST AND  
FREE OF LABELS

NON-JUDGMENTAL AND  
AVOIDING ASSUMPTIONS

RESPECTFUL, CLEAR  
AND UNDERSTANDABLE

CONSISTENT WITH  
OUR ACTIONS,  
POLICIES, AND PRODUCTS

# MHTTC Network

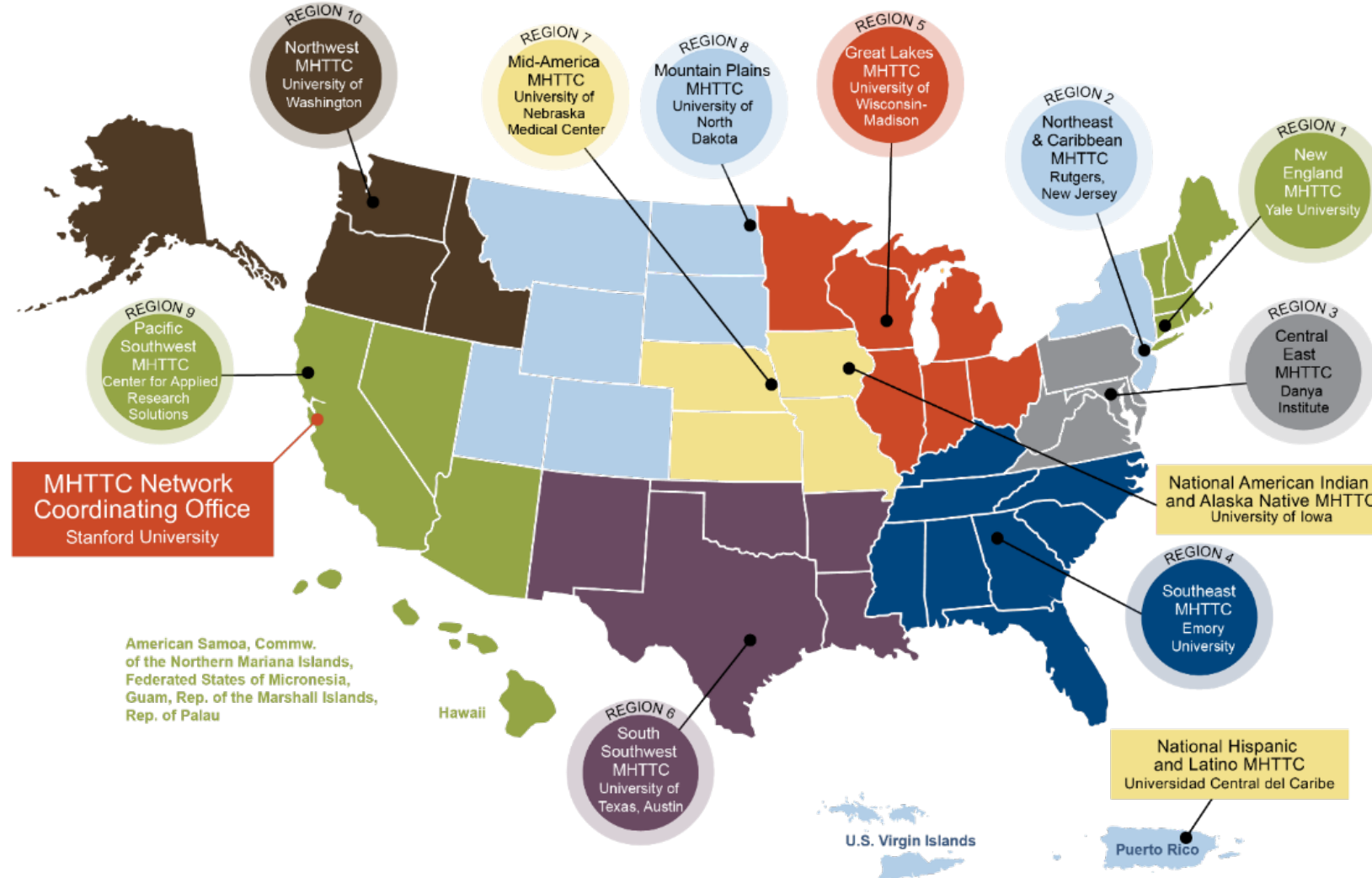


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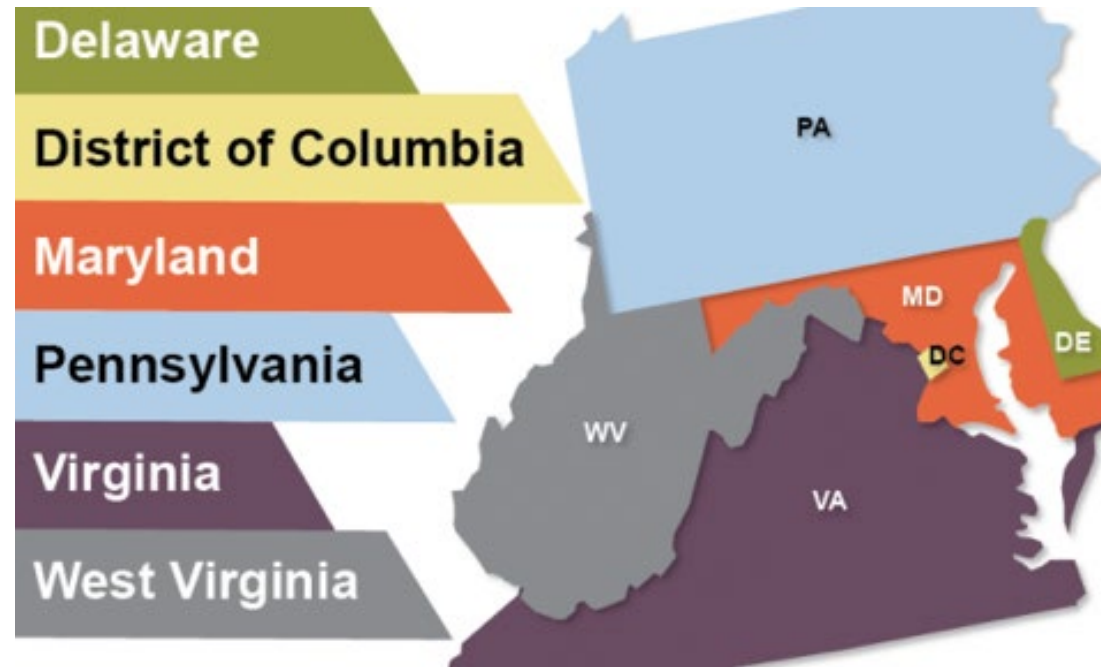
Mental Health Technology Transfer Center Network

Funded by Substance Abuse and Mental Health Services Administration

MHTTC Network



# Central East Region 3



Central East (HHS Region 3)

**MHTTC**

**Mental Health Technology Transfer Center Network**

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At the time of this publication, Miriam E. Delphin-Rittmon, Ph.D., served as Assistant Secretary for Mental Health and Substance Use in the U.S. Department of Health and Human Services (HHS) and the Administrator of SAMHSA.

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# Strengthening Employee Recruitment and Hiring Practices

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# After Today's Session, You'll Be Able To:



1. Strategize around the use of data to inform recruiting and hiring practices
2. Recognize the interplay between retention and recruitment
3. Describe two plans focused on workforce development
  - a. Recruitment
  - b. Hiring (Onboarding)
4. Develop competency-based recruitment and hiring plans (as part of a retention strategy)

# Framing the Conversation and Defining Terms



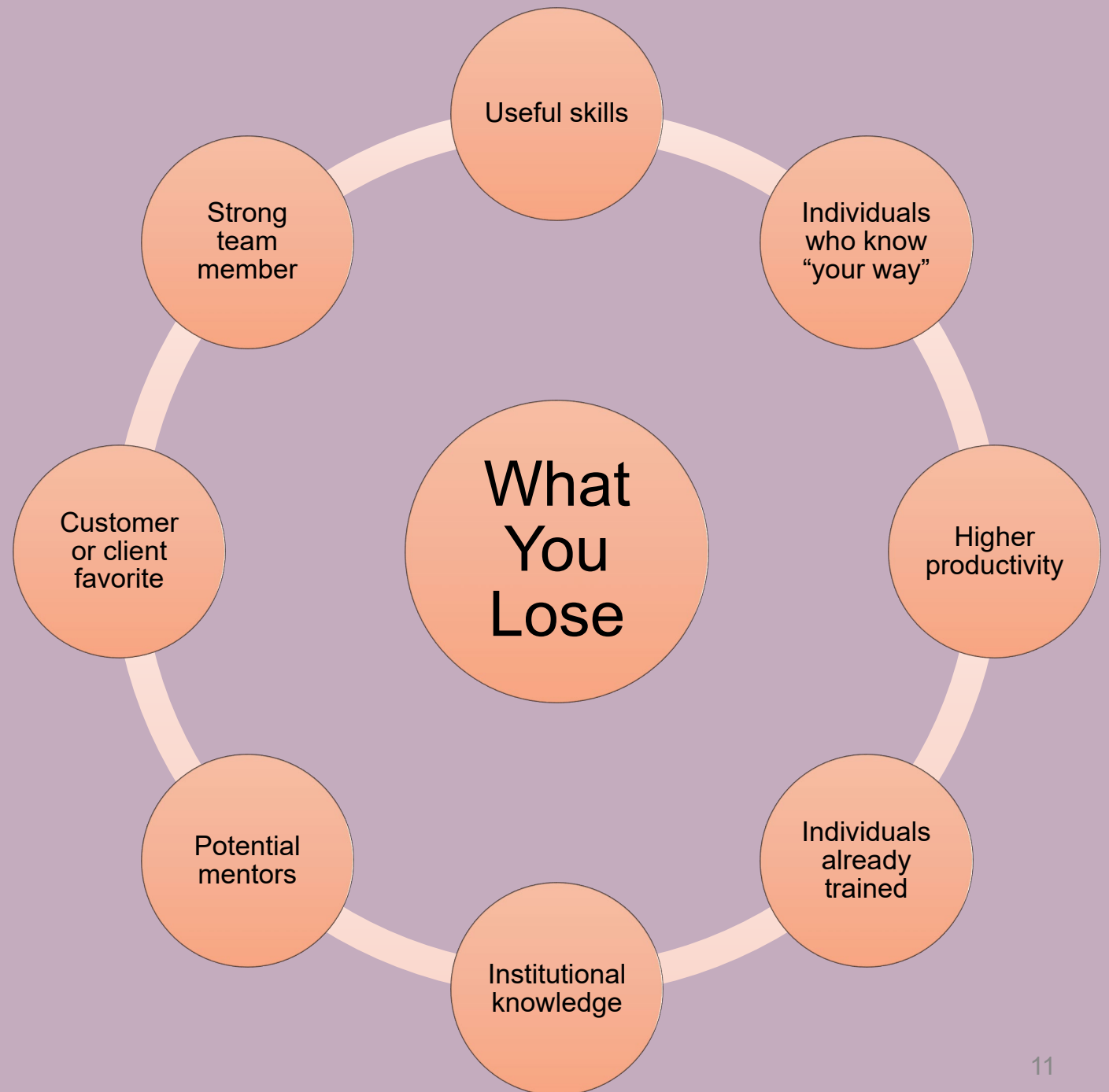


# What's the difference between recruitment and hiring?



[\(Peek, 2019\)](#)

## What Do You Lose When Staff Leave?

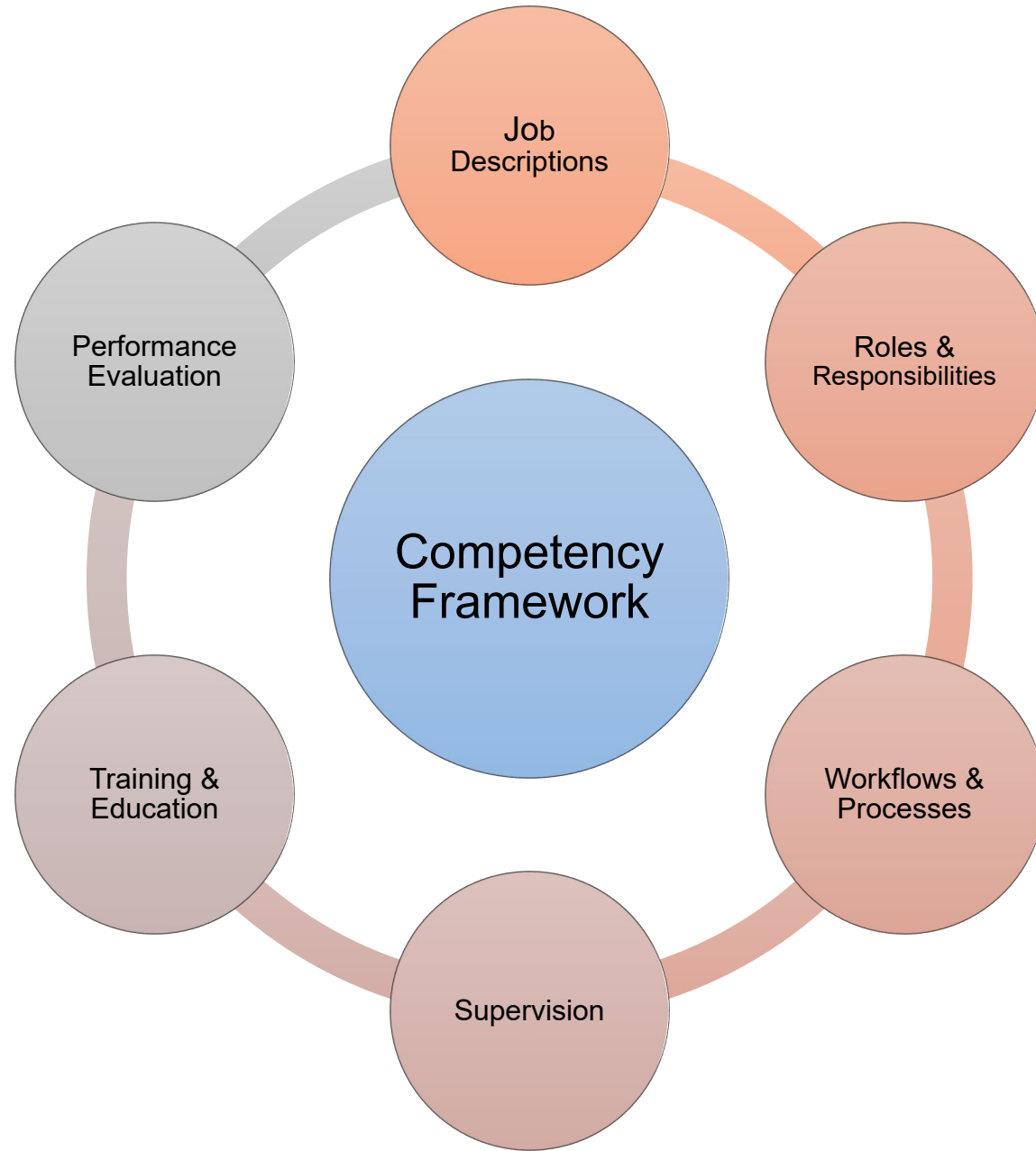




# KSAs: Knowledge, Skills, and Attributes

- Erica is a case manager, and she has:
  - **Knowledge** of psychology, family dynamics, and human behavior
  - **Skills** in assessment, person-centered planning, and trauma-informed care
  - **Attributes** of empathy, emotional intelligence, and cultural competence
- Erica's KSAs demonstrate her competency in performing her role in case management.
- KSAs are the basis for job descriptions, which are used when recruiting, onboarding and training, designing career advancement and ladders, and evaluating performance.

# Competency Framework



- **Knowledge** is the theoretical understanding of concepts.
- **Skills** require hands-on training and experience.
- **Atttributes** are the strengths, abilities, and powers to perform a skill.

# The Recruitment Plan



# Recruitment Plan



## **WHAT IS IT?**

A strategy to build a better, more competent workforce.

## **WHY DO IT?**

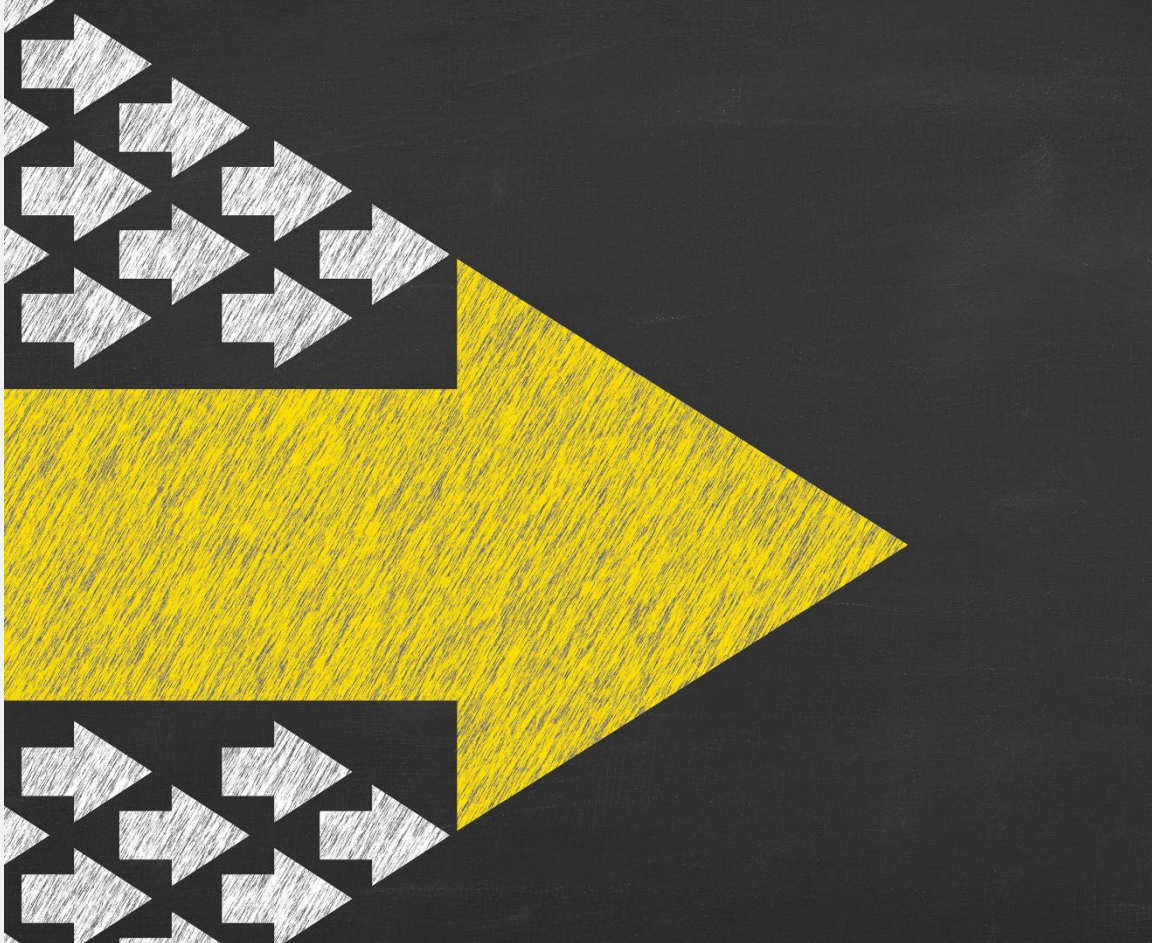
To increase staff satisfaction, reduce turnover, and improve workplace culture.

## **WHO DOES IT?**

Human resources (HR), hiring managers, and new and seasoned staff.



# Recruitment Plan



## **WHEN SHOULD IT HAPPEN?**

Yearly.

## **HOW DOES IT START?**

Gather baseline data, identify gaps or challenges, and develop and pilot strategic solutions.



# The Recruitment Plan: Data

**Just like in any treatment plan, you cannot assess progress unless you have a baseline.**



# The Recruitment Plan: Data

- HR metrics look-back—12 months
- Leverage HR systems to collect and analyze relevant data
- Key HR analytics data points to analyze:
  - Time to hire
  - Source of hire
  - Cost per hire
- Identify staffing problems.
- Choose effective approaches to address identified challenges.
- Evaluate strategies and interventions.

# Data: Calculating Turnover Rate

## Leavers

The number of “leavers” corresponds to your turnover rate.

<b>Number of leavers</b>	<b>Divided by</b>	<b>Number of people employed</b>	<b>Times 100</b>	<b>Equals</b>	<b>Your turnover rate</b>
<b>( 50</b>	<b>÷</b>	<b>175 )</b>	<b>x 100</b>	<b>=</b>	<b>28.6%</b>

# Data: Calculating Average Tenure

- List each worker and the number of months the worker has been at the organization.
- The sum of months worked divided by the number of employees is the average tenure.

Average tenure  
can be calculated  
for stayers or  
leavers.

Number of months “staying” for current employees:

- 1 employee “staying” 3 years (1 x 36) =	36
- 5 employees “staying” 12 months (5 x 12) =	60
- 2 employees “staying” 10 months (2 x 10) =	20
- 2 employees “staying” 3 months (2 x 3) =	+ 6
<hr/>	
Total =	122

Total months “stayed”	Divided by	Number of current employees	Equals	Average tenure of “stayers”
122	÷	10	=	12.2 months

# Data: Calculating Retention Rate

## Stayers

The number of “stayers” corresponds to your retention rate.

<b>Number of stayers</b>	<b>Divided by</b>	<b>Number of personnel at beginning of period</b>	<b>Times 100</b>	<b>Equals</b>	<b>Your retention rate</b>
<b>( 90</b>	<b>÷</b>	<b>100 )</b>	<b>x 100</b>	<b>=</b>	<b>90%</b>

# Recruitment Plan Component:

## Job Description



### **Create competency-based job descriptions.**

- Use competencies to design your job description.
- Conduct yearly review of job descriptions.
- Include performance expectations using competency-based language.
- Link to performance evaluations.

# Recruitment Plan Component:

## Case Manager—Key Competencies



### **Comprehensive assessment and needs identification**

- Thorough assessments
- Identification of needs, strengths, goals

### **Care planning and coordination**

- Comprehensive plans
- Coordination with service providers

### **Advocacy and resource referral**

- Client advocacy
- Knowledge of community resources

### **Communication and collaboration**

- Effective relationships
- Clear communication

# Recruitment Plan Component:

## Case Manager—Key Competencies



### **Crisis intervention and problem-solving**

- Prompt response to crises
- Critical thinking skills

### **Documentation and reporting**

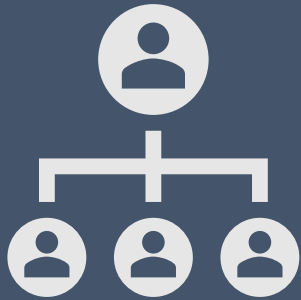
- Accurate record-keeping
- Comprehensive reporting

### **Qualifications**

- Relevant degree
- Case management experience
- Knowledge of community resources
- Strong interpersonal skills

# Recruitment Plan Component:

## Organizational Charts



### **Create and update organizational charts.**

- Supports the design of your jobs
- Describes departmentalization or grouping of jobs
- Establishes reporting relationships
- Distributes authority
- Shows coordination between jobs
- Differentiates job positions



# Recruitment Plan Component:

## Career Pathways



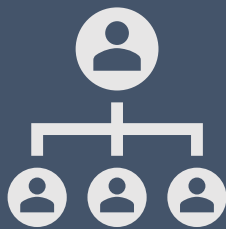
**Establish clearly expressed career pathways in recruitment.**

Career pathways:

- Attract employees
- Reduce turnover
- Improve engagement
- Improve performance
- Create clear expectations
- Provide framework for a feedback loop

# Recruitment Plan Component:

## Effective Marketing



**Job postings and marketing reflect a competency-based approach.**

- Knowledge, skills, and abilities are needed to fulfill the job.
- Interviewers can develop competency-based question banks.
- Competency-based selection encourages diversity.
- Managers can identify transferable skills for new and existing employees.

# The Hiring Plan



# The Hiring Plan



Screen candidates using competency-based priorities.



Interview around competencies and areas for development and growth.



Look for references to confirm competencies.



Onboard with intentional support toward integrating new people in a team.

# The Hiring Plan: Interview Questions



## Case Manager Interview Questions Example #1:

### **Question:**

Describe a difficult crisis situation you encountered as a case manager. How did you assess the risks involved and determine appropriate interventions? What strategies did you employ to support the individual(s) involved and ensure a positive outcome?

**Competency:** Crisis intervention and problem-solving

# Breakout Room

Brainstorm an interview question related to your assigned case manager competency below.

## **Competencies:**

Room 1: Comprehensive assessment and needs identification

Room 2: Care planning and coordination

Room 3: Advocacy and resource referral

Room 4: Communication and collaboration

Room 5: Crisis intervention and problem-solving

Room 6: Documentation and reporting

# The Recruitment/Hiring Plan: Data

- **Just like in any treatment plan, use your baseline data to assess efficacy and progress.**
- **Did your planning and efforts make a difference?**
  - Did your vacancy or turnover rate improve with new recruitment and hiring approaches?
  - Did turnover rates decrease?
  - Are employees more satisfied or engaged?
  - What did you learn from exit or stay interviews?
- **Make changes to your plan and practices based on what you learn.**

# Key Takeaways






# Takeaway: Focused Strategies for Recruitment in the Short Term

- Talk to your people.
- Reconnect with references.
- Network during interviews.
- Listen to your new hires.





# Takeaway: Focused Strategies for Recruitment in the Short Term

- Hire a best friend.
- Identify brand ambassadors.
- Offer flexibility.

# Case Studies and Other Measures



## **CASE STUDY: Innovative Recruitment for the Short and Long Term**

Catholic Charities has implemented a Field Education Program aimed at improving recruitment and retention strategies.

The program focuses on establishing “strong academic partnerships” and offering “robust field education internship opportunities for students.”

Emphasis is placed on “developing and maintaining community partnerships with local academic institutions and internship programs.”

These partnerships have allowed Catholic Charities to expand its recruitment pool and identify strong candidates for employment.

Simultaneously, the program provides interns with valuable hands-on experience in health care.

By offering internship opportunities, Catholic Charities aims to enhance and diversify its workforce while contributing to the professional development of students in the healthcare field

## CASE STUDY: Innovative Recruitment for the Long Term

“[Advocate] for budget investments in key city agency front-line positions that serve New Yorkers”

“[Urge] the city to expedite agencies' abilities to effectively hire” and fill critical positions.

Support the allocation of “additional resources and pipeline programs for public service occupations with staffing shortages.”

Focus on occupations such as “mental health workers, nurses, public defenders, and housing attorneys.”

Create a “Social Worker Fellows’ program to cover tuition for those pursuing social work degrees.”

Program participants “provide mental health services in public institutions, such as schools.”

“[Expand] the Renaissance Technical Institute's program that provides free vocational training.”

Target young people, including “disconnected youth, at-risk students, [and] justice-involved” individuals.

# Other Measures to Consider: Retention Evaluation

Measure	What It Can Tell You
Employee Satisfaction Survey	An employee feedback tool designed to collect valuable insights about the employee experience directly from employees themselves.
Stay Interviews	A stay interview serves as the opposite of an exit interview by shifting the focus to understand what motivates employees to stay with the organization. It explores areas of improvement in their work experience and discusses their vision for the next stage of their career within the organization.
Exit Interviews	The focus shifts from why candidates want to join the company to understanding why they have decided to leave their current position. This unique approach allows employers to gather insights into the factors influencing employee departures and identify potential areas for improvement within their organization.

# Other Measures to Consider: Recruitment Evaluation

Measure	What It Can Tell You
New Employee Check-In	Check in with new employees to ensure they receive the necessary support and information for effective job performance. This is also an opportunity to evaluate the effectiveness of recruitment efforts in successfully onboarding the employee.
Assessment of Recruitment Activities	Analyze the impact on applicant quantity and quality— <ul style="list-style-type: none"><li>• Evaluate the effectiveness of specific recruitment strategies employed.</li><li>• Determine the impact of different copy variations and advertising platforms on applicant response rates.</li><li>• Assess the influence of these strategies on attracting a higher number of qualified candidates.</li></ul>

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