Hiring, Education & Retention for Organizational Excellence and Success (HEROES)

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Hiring: Finding The Right Fit And Keeping Them

The Partnership of H.E.R.O.E.S.

Hiring
Education
Retention for
Organizational
Excellence and
Success
The responsibility of leadership is not to come up with all the ideas. The responsibility of leadership is to create an environment in which great ideas can thrive.
Why Is This So Important?

We must change our approach

Presentation/Appearance (Public Perception)

- Then: Law Enforcement
  - Created intimidation and fear
  - Hard-nosed approach to enforcement
  - Creates distrust and negative perceptions

- Now: Family Services
  - Collaboration
  - Doing the Right Thing
  - Builds Trust
Is Interviewing Really That Important?

Who is leading you into the next phase?
Next Performance level?

- New Staff = New Eyes = New Approach
- New Approach = New Results

Yes! Interviewing and Hiring the right people really is that important!
WEAK COMPANIES HIRE THE RIGHT EXPERIENCE TO DO THE JOB. STRONG COMPANIES HIRE THE RIGHT PERSON TO JOIN THEIR TEAM.
Hiring

Interviewing

- First: Who are you looking for…..
  - Someone with child support experience?
    - Why?
  - Someone without child support experience?
    - Why?

- Placer’s philosophy
Interviewing

- Reviewing Applications
  - Did they follow directions?
    - Separate entries for job levels
    - Is the email address professional?
  - How was their attention to detail?
    - Data accuracy (do their numbers add up)
  - Did they detail their previous duties?
    - Detailed; not too general
  - Did they proofread their application before submission?
    - Grammar; punctuation
Interviewing

- Scheduling Interviews (by telephone)
  - Can the applicant hold a conversation
  - How do they respond to you?
The Interview

- The Interview Panel
  - Make sure everyone is on the same page
  - Identify cues before the interviews begin
  - Discuss the rating/scoring sheet
  - Ask a question as the applicant is escorted in/out
    - Interaction, verbiage, professionalism
  - Have a staff member escort the applicant to the interview room
    - Seek the staff member’s interactions and opinion at the end of the day
Hiring

We are looking for **traits**, not skills. We are looking for someone who is:

- Detail-oriented
- Thorough
- Empathetic
- Cooperative
- Friendly
- Organized
- Intelligent
- Efficient
- Task-oriented
- Unbiased and exercises sound judgment

Questions should provide insight into these traits.
Skills, we can teach.
Oral Board Introduction

You are interviewing for the position of Child Support Specialist I, which is the entry-level position in the Child Support Specialist series. The questions asked during this interview, and your responses, are intended to evaluate your knowledge, ability, and qualifications for training as they relate to the typical duties of that position.

By design, the interviews are short. Please don’t let that affect how you feel that you did during the interview.
Hiring

Questions geared for getting the information you need

What did you do to prepare for this interview today?

Tell us what you think we do here.

Do you have any experience or interactions with child support?

Why do you want to work for Placer DCSS?

We all have biases. What are your biases? How do they guide your behavior?

Describe your work/life balance.

We consider customers as part of our team. How would you make them feel that way?
Hiring: Rating For Fit

Candidates name:

ORAL BOARD SCORE CARD

Each board member will score each candidate by accessing a "fit" score of 1 – 5 in each area of consideration. Each board member will date and sign the score sheet. The panel will discuss each area of consideration.

A score of 1 indicates the candidate is definitely not a good fit for the department.
A score of 2 indicates the candidate does not appear to be a good fit for the department.
A score of 3 indicates the candidate appears be a good fit for the department.
A score of 4 indicates the candidate appears be a very good fit for the department.
A score of 5 indicates the candidate appears to be an excellent fit for the department.

Question 1: ________ Question 7: ________
Question 2: ________ Question 8: ________
Question 3: ________ Question 9: ________
Question 4: ________ Question 10: ________
Question 5: ________ Question 11: ________
Question 6: ________ Question 12: ________

TOTAL: ________

Notes:

Board Member’s Signature: Date:

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Hiring

Interviewing

- In-person interviews
  - Two rounds; the 2nd usually being more conversational
    - Types of questions asked
  - The interview is short and succinct
  - Make sure to listen to the applicant; not just hear them
    - Listen for tones; inflections
      - Can lead to other, deeper questions
Interviewing

- Ask open-ended questions
  - Don’t give an answer
  - Don’t simply ask if they agree/disagree

- Silence is powerful
  - Use it

- Closing Question:
  - “Given the investment of the department to hire and train you, why are you the best candidate for the position?”
"MY WIFE TOLD ME TO APPLY!"
-What interests you about the position?

"YOU KNOW, THE RIFF-RAFF!"
-Current and former co-workers

"I WILL NOT LEAVE AT THE END OF THE DAY IF THERE IS ONE PERSON THAT NEEDS MY HELP!"
-How do you ensure work/life balance?

"PLEASE JUST HIRE ME; I JUST NEED A JOB!"
-Why do you want to work here?

"I WORKED WITH WHACK-A-DOODLES!"
-In reference to mentally ill people from a previous job

"WELL, I GOT UP AND GOT DRESSED!"
-What did you do to prepare for this interview?
“Do I really have to talk to people on the phone?”
- Do you have any questions about the position?

“I will believe someone ‘of my ethnicity’ because I know they are trustworthy!”
- How do you ensure that your biases stay at the door?

“Oh, I know how all of this works; my cousin has a case...”
- What is your understanding of what we do here?

“I just picked something up in the lobby but didn’t finish reading it!”
- What is your understanding of what we do here?

“Wait, what position is this again; I’ve applied for a few.”
- What interests you about this position?

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Who Is The Leader In The Room?
Is the correct message being delivered?

- Perceptions
  - Supervisor/Manager
  - Staff

- Core Values
  - Clearly convey them
  - Monitor
    - Immediate redirection when necessary
Placer New Hire Training Model

CSS Training Schedule

4 Month Training Schedule (Training Room)
- Monday – Thursday 9 a.m. – 4 p.m.; Friday: Shadowing
- First & Last Hour daily: Debrief with Supervisors/Program Manager

2 Months with Assigned Team (Workstation)
Placer New Hire Training Model

CSS Training Schedule (Training Room)

- **Month 1: Department Welcome Binder**
  - Program Manager & Supervisors
    - Policy
    - Procedure
    - Vision
    - Goals
    - Personnel Documents
    - The “Why”
  - County New Employee Orientation (1 day)
  - Benefits meeting (½ day)
Placer New Hire Training Model

CSS Training Schedule (Training Room)

- **Month 2: Establishment**
  - Subject Matter Experts (SMEs) (Sups/PM)
    - 2 weeks learning, taking notes, creating samples
    - 2 weeks doing Establishment work
    - Court Visit/Observation (Courthouse/PLDCSS)
    - Daily Debrief with Supervisors/Program Manager

- **Month 3: Enforcement**
  - SMEs (Sups/PM)
    - 2 weeks learning, taking notes, creating samples
    - 2 weeks doing Enforcement work
    - Court Visit/Observation (Courthouse/PLDCSS)
    - Daily Debrief with Supervisors/Program Manager
CSS Training Schedule (Training Room)

- **First Half of Month 4: Various**
  - UIFSA, Fiscal, Legal with SMEs (Sups/PM)
    - 2 weeks learning, taking notes, creating samples, doing work
    - Daily Debrief with Supervisors/Program Manager

- **Second Half of Month 4: Customer Service**
  - Supervisor/Program Manager
    - Information
    - Role Play
    - Observation/Silent-Monitoring
    - Feedback
Placer New Hire Training Model

CSS Training Schedule (Workstations)

- **Month 5 Boot Camp**
  - 2 weeks working Establishment
  - 2 weeks working Enforcement
    - Daily Debrief with Supervisors/Program Manager

- **Month 6 Team Assignment & Shadowing**
  - Mentor Assignment
    - Mentor feedback weekly
    - Bi-weekly meeting with Sups/PM
  - Caseload Assignment
Fit

- Probationary
- Examples of Departmental fit
  - Follows goals and vision of the department
  - Strives to improve performance
  - Team player
  - Takes initiative
  - Customer Care: communication; biases; collaboration/partners;
Know Your Customer

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Retention

Encouraging and Engaging Environment

- Thoughts from staff
  - “We are awesome!”
  - “Best team ever!”
  - “We rock!”
  - “Years of Stratification has paid off for our customers”

- Ideas
  - Presentations (Conference; Outreach)
  - Digital Signage for lobby
Retention

Encouraging and Engaging Environment

- Participation
  - Outreach events
    - Department seminars (Public, Case Initiation, COAP)
    - High School
    - Jail
  - Annual report articles
  - Facilitators at monthly Case Management Meetings
  - County sponsored events: Wellness Campaign

- Leadership: Employees desire to be:
  - Mentors
  - Subject Matter Experts (SMEs) for meetings
  - Training assistants
  - Part of the hiring process

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Retention

When we tell people to do their jobs, we get workers. When we trust people to get the job done, we get leaders.
Retention

Individualized Work Design

- Autonomy — freedom from external control or influence; independence
  - Different duties, different days (i.e. tasks, R&As, mail, phone calls, etc.)

- Team Assignment
  - Employees decide how they work their caseloads
    - Task-based duties (i.e. one person on the team handles mail, another R&As, etc.)
  - Alpha
Organizational Excellence And Success

Employee Engagement

- Then
  - Toxicity
  - Cliquey — (a group or place) tending to form or hold exclusive groups and so not welcoming to outsiders

- Now
  - Participatory
  - Involved

A TEAM IS NOT JUST A GROUP OF PEOPLE WHO WORK TOGETHER; A TEAM IS A GROUP OF PEOPLE WHO TRUST EACH OTHER.
Organizational Excellence And Success

Turnover

- Then
  - High
- Now
  - Low

39 Employees
1/2011 to 4/2014

10 Employees
5/2014 to Current

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Organizational Excellence And Success

Maintain Your House

- Transitioning from the old to the new
  - Having those difficult conversations
  - Taking corrective action when needed
  - Acknowledge people’s successes

Getting rid of the wrong people ensures the right people will stick around.
PLACER’S OVERALL PERFORMANCE IMPROVEMENT

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Nobody can go back and start a new beginning, but anyone can start today and make a new ending.

Do not let what you cannot do interfere with what you can do.

All progress takes place outside the comfort zone.

In order to succeed we must first believe we can.
COMING TOGETHER IS A BEGINNING; KEEPING TOGETHER IS PROGRESS; WORKING TOGETHER IS SUCCESS.
Change Your Future!

Think Outside of the Box

Step Outside of the Comfort Zone

Pave the Way!

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Please be sure to complete the session evaluation.