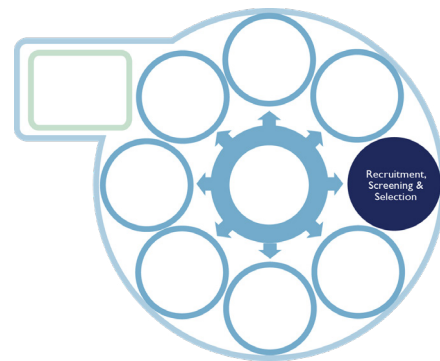


# WORKSHEET E:

## Explore Recruitment, Screening, & Selection



**STOP ⚡ Download, save, and work in your saved worksheet!**

### What is the Desired Outcome or Condition?

A proactive and **realistic approach to recruitment** results in a larger pool of diverse, qualified applicants with a realistic understanding of job requirements. A valid and efficient **screening** and selection process minimizes the introduction of bias, reduces the time that positions are vacant, improves the candidate–job match, minimizes early turnover, and increases employee retention.

### How well is your agency doing in this area?

The following are indicators of an agency’s level of performance in this area. For each indicator below, consider and discuss the extent to which you think your agency’s policies and structures promote your agency’s overall performance, based on a scale of 1 = Poor, 2 = Fair, 3=Good.






| <u>Indicators of Agency Level of Performance</u>  | <u>Rating</u><br>1 = Poor<br>2 = Fair<br>3 = Good |
|---|---|
| The agency, in partnership with the community, employs a comprehensive recruitment plan and a variety of recruitment strategies to identify and reach a broad and diverse pool of candidates.                             |   |
| A variety of informational materials such as videos, recruitment portals, or print material and advertising are available to communicate the vision and mission of the agency and realistically portray job requirements. |   |
| Agency staff know employment laws and policies and practice fair screening and selection processes within the agency’s hiring system.   |   |
| Valid and reliable job-related criteria and processes are used in the screening and selection process to ensure fair and equitable practices.   |   |
| Notes/Comments:   |   |

## What strategies should your agency consider to strengthen this component?




The following examples include promising or effective strategies designed to address workforce gaps impacting an agency.





### For each strategy:\*

- First, consider and note in the table below: A = Agency Already Engaged, B = Interested in the Strategy, C = Not Applicable (NA) or Not Interested At This Time (NI).
- Next, consider how difficult it would be for you and your team to work within the agency or with partners to implement or strengthen its performance based on 1 = Readily Doable, 2 = Feasible But Will Take Some Effort, and 3 = Difficult.

| <u>Examples of Promising or Effective Strategies</u>  | <u>Implementation</u><br>A = already engaged<br>B = interested<br>C = NA or NI | <u>Level of Difficulty</u><br>1 = readily doable<br>2 = feasible with effort<br>3 = difficult |
|---|--|---|
| <b>RECRUITMENT</b>  |  |   |
| Analyze key metrics such as the  <b>cost of turnover</b> or time taken to fill vacancies and use data to advocate for effective practices.   |  |   |
| Begin early  <b>recruitment efforts</b> through job and career fairs at the middle and high school levels, community colleges, and universities and maintain connection with interested students over time.   |  |   |
| Provide fiscal incentives and/or other benefits (e.g., housing allowance, salary bonus,  <b>flexible scheduling</b> ) to attract specialized staff (e.g., language proficiency) and find candidates to work in hard to place locations.  |  |   |
| Offer bonuses to staff who successfully recruit and retain high-performing staff.   |  |   |
| Conduct targeted recruitment efforts through print, social media, and authentic and respectful relationship building with partners in communities of color to successfully reach underrepresented populations (at historically black and Hispanic universities, tribal colleges, and community colleges) and  <b>non-traditional audiences</b> (retirees from child welfare and related fields) to  <b>expand the pool of diverse candidates.</b> |  |   |

\* This particular rating (considering whether the agency is already engaged or interested and then the “doability”) was adapted from the excellent resource *Self-Assessment Workbook for Building a Stable and Quality Child Welfare Workforce* by the Center for the Study of Social Policy (2006).

| <u>Examples of Promising or Effective Strategies</u>   | <u>Implementation</u><br>A = already engaged<br>B = interested<br>C = NA or NI | <u>Level of Difficulty</u><br>1 = readily doable<br>2 = feasible with effort<br>3 = difficult |
|--|--|---|
| <b>RECRUITMENT</b>   |  |   |
| Utilize a hiring panel that includes diverse staff representatives.  |  |   |
| Through a “diversity check” via human resources, ensure that the pool of candidates includes a set minimum from communities that represent the population served.  |  |   |
| Establish clear racial equity expectations for HR staff, including: training that covers implicit bias; equitable hiring practices for all hiring managers and hiring panel members; and clear expectations and accountability for racially equitable work places, including articulation of hiring goals (  <a href="#">Racial Equity Action Plan</a> , &  <a href="#">7 Practical Ways to Reduce Bias in Your Hiring Process</a> ) |  |   |
| Other Strategies? Click  <a href="#">MyNCWWI</a> for additional strategies, resources, and tools.   |  |   |

| <u>Examples of Promising or Effective Strategies</u>  | <u>Implementation</u><br>A = already engaged<br>B = interested<br>C = NA or NI | <u>Level of Difficulty</u><br>1 = readily doable<br>2 = feasible with effort<br>3 = difficult |
|---|--|---|
| <b>SCREENING &amp; SELECTION</b>  |  |   |
| Work with HR to determine the hiring steps necessary to streamline and expedite the screening and hiring process and reduce time from application to notification.  |  |   |
| Develop (or adapt existing) web-based self-screening for anonymous use and a  <b>variety of realistic job preview</b> videos, interactive information, and self-assessments to explore self-knowledge and fit.                   |  |   |
| Develop and implement (or adapt existing) competency-based  <b>selection processes</b> that feature behavioral anchors tied to clear “meets” or “exceeds” criteria for performance.  |  |   |
| Develop and implement a consistent, competency-focused  <b>approach to interviewing</b> , including the training of interviewers, to minimize bias or assumptions that can influence the evaluation and selection of candidates. |  |   |
| Other Strategies? Click  <b>MyNCWWI</b> for additional strategies, resources, and tools.   |  |   |
| Notes/Comments:   |  |   |