

# Center for Innovative Public Policies, Inc.

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[www.cipp.org](http://www.cipp.org)

## Improve Your Organization's Recruitment and Employee On-Boarding

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| <b>BEFORE APPLICANTS COME IN THE DOOR:</b> |   |
|  | The organization supports and communicates that the jail and corrections area valuable career. The organization rejects a "jail first" policy for new hires – that is, requiring those interested in law enforcement to first work in the jail.   |
|  | The salary and benefit package for corrections employees is comparable to public and private employers in the region. Documentation is maintained.  |
|  | The number of new employees anticipated to be hired for each year for the next five years is known and adjusted based on the current attrition rate. The agency's annual attrition rate, by position, is maintained and analyzed.   |
|  | There is a memorandum of agreement or other written expectations exist between the jail's leadership and the hiring authority. The barriers to more timely hiring processes are identified. <a href="http://www.cipp.org/uploads/3/7/5/7/37578255/18_human_resources.pdf">http://www.cipp.org/uploads/3/7/5/7/37578255/18_human_resources.pdf</a>   |
|  | The skills, knowledge and abilities (job descriptions) for all positions are current and guide the recruitment process. Hiring requirements and "disqualifiers" are reviewed, updated periodically and are job valid.   |
|  | <p>There is a recruitment plan, updated periodically, and includes (but is not limited to):</p> <ul style="list-style-type: none"> <li>• The specific recruitment strategies (e.g., social media, job fairs, website, etc.) are based on hiring outcomes (which strategy brings in the best qualified applicants) and are measurable.</li> <li>• The organization has established a "brand" that is known (e. g. logos, website, materials).</li> <li>• Recruitment initiatives have a budget and staff (recruiters).</li> <li>• The jail considers if "sign-on" bonus are a sufficient incentive, and if so how, to implement and evaluate.</li> <li>• The agency has a web site that appeals to the targeted potential hires including generations and demonstrate the work of the organizations. Hiring initiatives are prominent on the website.</li> <li>• The agency allows on-line applications.</li> <li>• The agency's recruitment materials were reviewed and updated periodically. Recruitment materials are generationally relevant.</li> <li>• The agency documents the hard and soft costs to hire one new employee.</li> <li>• The results of employee exit interviews, and employee "stay" interviews inform the hiring process.</li> <li>• The specific sources of referrals are documented and used to update recruitment planning (e. g., what works, what doesn't).</li> <li>• The agency documents the length of the hiring process (application to hiring decision) and works to shorten it.</li> </ul> |

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|   | <ul style="list-style-type: none"> <li>• If recruiters are part of the hiring plan, they are trained, supervised, and reflect the diversity of the organization’s workforce, or desired workforce (gender, ethnicity, age).</li> <li>• Newly hired employees are interviewed to obtain their positive and negative experiences with the hiring process.</li> <li>• The recruitment plan addresses potential new employee needs such as housing, childcare, and referrals for support.</li> <li>• The agency remains in contact with applicants throughout the hiring process, including the use of the social media to keep in touch.<br/> <a href="http://www.cipp.org/uploads/3/7/5/7/37578255/developingthe21stcenturyjailworkforce05302011.pdf">http://www.cipp.org/uploads/3/7/5/7/37578255/developingthe21stcenturyjailworkforce05302011.pdf</a>, page 43.</li> </ul> |
|   | The jail provides applicants with the names and contact information of individuals who are available to promptly answer questions to help them in the application, screening, and background investigation processes.   |
|   | The organization has relationships with high schools and local colleges and universities, including internship programs.  |
|   | Any physical fitness/agility requirements (and testing) for new hires are validated as job-related.   |
|   | The agency’s hiring requirements are clearly communicated to potential employees including “disqualifiers” and physical requirements.   |
|   | <p>If the agency uses pre-employment psychological screening, the provider/vendor:</p> <ul style="list-style-type: none"> <li>• Has toured the jail and understands the job responsibilities of new employees;</li> <li>• Has been provided feedback by the agency when employees screened by the provider leave before the end of their probation; and</li> <li>• Has validated their instruments for the agency and informs the organization.</li> </ul>  |
|   | The agency documents that the steps in the hiring process do not have an adverse/disparate impact on protected classes. <a href="https://www.eeoc.gov/laws/guidance/cm-604-theories-discrimination">https://www.eeoc.gov/laws/guidance/cm-604-theories-discrimination</a>   |
|   | The outcome of each step in the hiring process (e. g., oral interviews) is clearly defined and documented.  |
|   | The yield ratios for each step in the hiring process are computed (see below), assessed, and adjustments made as needed.  |
|   | The length of time between an application being submitted and the hiring offer is documented, and improvements made to reduce the time.   |
|   | If oral interviews are used in screening, questions are job-valid, acceptable responses are identified (e. g. not “open-ended), and interviewers are trained. The agency considered inclusion of stakeholders or community members on interview panels. Oral interview outcomes are documented and assessed for lesson learned and/or changes.  |

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|                                  | All employees are informed about and involved in the recruitment activities. The organization has an incentive program for employees who recruit new workers. The program is periodically evaluated for effectiveness.   |
|                                  | The community and stakeholders are informed about and involved in the recruitment and hiring processes. The community, business leaders, civic organization, faith groups, etc. are partners in hiring, are aware of the agency's recruitment goals/needs and have an opportunity for input. |
|                                  | The agency identifies and implements partnerships with other law enforcement, first responder and/or 24-hour public safety and health organizations to address common issues in recruitment.   |
|                                  | All potential employees tour the jail. <ul style="list-style-type: none"> <li>• Their families are invited.</li> <li>• Job shadowing, or more intensive pre-hire options are explored as options.</li> </ul>   |
| <b>ON-BOARDING NEW EMPLOYEES</b> |  |
|                                  | New employee orientation is planned, a priority, reflective of the organization's mission, vision and values, and welcoming. The agency articulates what new employees can expect when they arrive for work on the first day.  |
|                                  | The agency's pre-service [academy] training gives new workers the skills, knowledge and abilities needed to be successful? The training is anchored in articulatable work requirements. All training is generationally relevant. Instructors are role models.                                |
|                                  | The agency has a formal CTO/FTO program with defined objectives, and training CTO/FTOs are supervised. <a href="http://www.cipp.org/uploads/3/7/5/7/37578255/cippjanuary2020jtp.pdf">http://www.cipp.org/uploads/3/7/5/7/37578255/cippjanuary2020jtp.pdf</a>                                 |
|                                  | The jail considers implementation an employee mentoring program?. <a href="http://www.cipp.org/jail-mentoring-program.html">http://www.cipp.org/jail-mentoring-program.html</a>  |
|                                  | The agency formally follows-up with all new hires at least through their probationary year to help assure their success.   |
|                                  | The agency periodically evaluates the hiring process for effectiveness. Lessons learned about how new employees succeed and fail inform the recruitment and vetting processes.   |

## Computing Yield Ratios for Steps in the Selection Process

|   | # who Begin | # successful to next step | % Successful | Remain after one year from hire date |
|---|-------------|---------------------------|--------------|--------------------------------------|
| Appear at a recruiting event(s)               |             |                           |              |                                      |
| Complete an application                       |             |                           |              |                                      |
| Scheduled for Entry Level Testing             |             |                           |              |                                      |
| Pass Entry Level Testing                      |             |                           |              |                                      |
| Scheduled Physical Agility Test (PAT)         |             |                           |              |                                      |
| Pass PAT                                      |             |                           |              |                                      |
| Scheduled for Oral Board                      |             |                           |              |                                      |
| Appear before Oral Board                      |             |                           |              |                                      |
| Pass Oral Board                               |             |                           |              |                                      |
| Scheduled for Polygraph                       |             |                           |              |                                      |
| Show for Polygraph                            |             |                           |              |                                      |
| Pass Polygraph                                |             |                           |              |                                      |
| Complete Background Investigation             |             |                           |              |                                      |
| Conditional Offer Provided                    |             |                           |              |                                      |
| Scheduled to take Medical Testing             |             |                           |              |                                      |
| Appear for Medical Testing                    |             |                           |              |                                      |
| Pass Medical Requirements                     |             |                           |              |                                      |
| Scheduled to take psychological testing       |             |                           |              |                                      |
| Appear for psychological testing              |             |                           |              |                                      |
| Pass Mental Health/Psychological Requirements |             |                           |              |                                      |
| Provided Job Offer                            |             |                           |              |                                      |
| Decline job offer                             |             |                           |              |                                      |
| Begin Work                                    |             |                           |              |                                      |
| Complete Pre-service Training                 |             |                           |              |                                      |
| Complete CTO/FTO Program                      |             |                           |              |                                      |
| Complete Probationary Year                    |             |                           |              |                                      |

To hire one person, the agency needs to get “x” number of people in the door.