Finding and Keeping Your Workforce

2019 Ohio Local Public Health Improvement Exchange

Finding and Keeping Your Workforce

2016 Recruiting and Hiring
2016 New Employee Orientation
2017 Staff Retention

November 19, 2019

OPHIX
**Recruiting and Hiring**

### Job Posting
- Get recruitment/hiring packet from Fiscal Officer
- Get BOH approval to hire for position
- Develop job posting
- HC/Ast. HC/Operations Manager/Fiscal Officer posts in MUNIS
- Track Resumes, Cover Letters, Applications, Interview notes, Tests, (such as typing or writing comprehension) References in MUNIS

### Interviews
- Review candidates - Change status to "reject" or "candidate" as you review in MUNIS
- Conduct 1st interview - Document notes in MUNIS
- Fill out position recruitment form on all candidates interviewed
- Conduct 2nd interviews - Document notes in MUNIS
- Check candidate’s social media
- Email Prosecutor’s Office
- If prior service with County, contact department head even if not a reference
- Check minimum of 3 references - Document checks in MUNIS

### Hire
- Receive written approval to hire from HC-tentative job offer form
- Make offer via phone
- Send written offer & pre-employment info
- Initiate driver’s check
- Receive BOH approval
- Notify candidate of start date
- Return Hiring Packet to Fiscal Officer
- Mark as hired in MUNIS
- Obtain a new employee packet

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### Recruiting and Hiring

<table>
<thead>
<tr>
<th>INFLUENCE</th>
<th>NO INFLUENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTROL</td>
<td>NO CONTROL</td>
</tr>
<tr>
<td>- It takes too long to complete the application</td>
<td>- Application is only available online</td>
</tr>
<tr>
<td>- Application questions are redundant of the required resume</td>
<td>- MUNIS is not user friendly</td>
</tr>
<tr>
<td>- Job postings are confusing/misleading</td>
<td>- There is a long time between job offer and start date</td>
</tr>
<tr>
<td>- We don’t &quot;sell&quot; the position/agency in the posting</td>
<td>- Finding candidates willing to accept pay offered</td>
</tr>
<tr>
<td>- Finding Candidates - are we reaching people?</td>
<td>- Documentation steps are missed</td>
</tr>
<tr>
<td>- Documentation steps are missed</td>
<td>- Pay for professional positions is not competitive</td>
</tr>
</tbody>
</table>
Recruiting and Hiring

**INFLUENCE**

**CONTROL**

- It takes too long to complete the application
- Application questions are redundant of the required resume
- Job postings are confusing/misleading
- We don’t “sell” the position/agency in the posting
- Finding Candidates-are we reaching people?
- Documentation steps are missed

Program our own application

Reword job posting template

Obtain through application/survey staff

Create checklist/HR coordinator

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Recruiting and Hiring

**INFLUENCE**

**NO CONTROL**

- Application is only available online
- MUNIS is not user friendly
- There is a long time between job offer and start date
- Finding candidates willing to accept pay offered

All applications need to be tracked centrally. If candidate lacks internet resources, public computers are available.

Can be improved by creating HR coordinator

Encourage better planning/time management

Promote the other benefits of working at CCPH in posting-Employee testimonials?
Recruiting and Hiring

Job Posted 30 Days
Posting Closes 29 Days
BOH Appoints 37 Days
Employee Starts

Positions vacant 96 Days

What did we do?

Checklist  Job Posting  Application  Coordinator  Training
Recruiting and Hiring

How’s it going?

Job Posted  
Posting Closes  
BOH Appoints  
Employee Starts

25-30 Days  
18-29 Days  
25-37 Days

Positions vacant 68 Days, a 29% improvement

Finding and Keeping Your Workforce

2016 Recruiting and Hiring  
2016 New Employee Orientation  
2017 Staff Retention
New Employee Orientation

NEW EMPLOYEE ORIENTATION

PROCESS

No Training Plan
Inconsistent
Lack of division specific orientation
No Training Plan
No timeframe to complete training
Too many policies at once (could be spread out)
No one knows new employee is starting

PEOPLE

Misinformation
Distrusted Expectations
Close Coworkers
Care/Recovery

MATERIALS

PC not ready
Not streamlined
No network ID
Too much or too little
Remembering little things

ENVIRONMENT

Not welcoming
Culture of Office
Lack of Desk
Extra in Desk
Safety (Phone/Office)

NEW EMPLOYEE ORIENTATION
New Employee Orientation

PEOPLE

- Misinformation
- Untrained Supervisors
- Close Coworkers
- Care/feeding

ENVIRONMENT

- Not welcoming
- Culture of Office
- Lack of Desk
- Extras in Desk
- Safety (Field/Office)
New Employee Orientation

What did we do?

Processes
Communication
Training
New Employee Orientation

Processes

Hiring Checklist

- Paperwork prior to start
- Setup IT/software
- Clean desk and vehicle

New Employee Orientation

Processes

Orientation Checklist

- Established timelines and break into phases
- Companion SOG
- Decreased part-time probationary period
We have a new employee starting at Permit Central on Monday! Shelby Simmons will be our new Sanitarian-in-Training in the Environmental Health Division. If you see a new face please make her feel welcomed!

Welcome to CCPH! Attached are the electronic versions of your new hire paperwork for you to review. I also mailed a hard copy of the packet so there’s no need to print everything. I just wanted to give you enough time to read over everything in case you have questions. Please feel free to reach out if you have any questions.

The office temperature tends to run a little cool for most people’s liking so I recommend bringing a cardigan or something. But we have space heaters and we’re not afraid to use them... even in August!

Correspondence
- Agency-wide/welcome emails*

When you arrive, park in the front parking lot and come in through the lobby. One of our front office clerks is usually here by 8:15 a.m.; they will let you in and show you to Robert’s office. Later in the day, Robert will take you to have your id badge made which will give you access to the building through the back employee entrance.

Your first day will consist of some of the “typical” first day activities, overview of the personnel policy, getting oriented with the office, etcetera; but you should be able to get out in the field for a good part of the day. You will want to wear boots or gym shoes that you do not mind getting dirty, work pants or jeans, and a shirt with no writing (a small logo is fine).
New Employee Orientation

Communication

Correspondence
- Agency-wide/welcome emails*
- First day guidance
- Agenda

OPHIX

Getting to Know Others

• Staff directory
Getting to Know Others

- Staff directory
- Name Plates
- Job Shadowing
Communication

Getting to Know Others
• Staff directory
• Name Plates
• Job Shadowing
• Health Commissioner Meetings

New Employee Orientation

Training

Materials
• Orientation packet
**New Employee Orientation**

**Training**

**Materials**
- Orientation packet
- Update online trainings

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**New Employee Orientation**

**Training**

**Materials**
- Orientation packet
- Update online trainings
- Training Plans
New Employee Orientation

Training

People

- Conducted supervisor training
- “Train the Trainer”*
- Mentor program*

New Employee Orientation

Were we successful
New Employee Orientation

Please rate your orientation experience at CCPH compared to your prior orientation experience(s)

- Much Better: Pre QI = 60%, Post QI = 42%
- Better: Pre QI = 60%, Post QI = 42%
- About the Same: Pre QI = 25%, Post QI = 17%
- Worse: Pre QI = 0%, Post QI = 0%
- Much Worse: Pre QI = 0%, Post QI = 8%
- N/A: Pre QI = 0%, Post QI = 8%

Finding and Keeping Your Workforce

- 2016 Recruiting and Hiring
- 2016 New Employee Orientation
- 2017 Staff Retention
Staff Retention

CCPH Turnover Rate vs. Ohio Average (2015)

- 2012: 14.0%
- 2013: 11.9%
- 2014: 13.3%
- 2015: 17.0%
- 2016: 16.3%

Expenses
$3,081,350.56

Cost of Turnover per Employee
$29,490.33
x 9 Employees
$265,412.99
8.61% of budget
Staff Retention

Exit Interview - Reason for Leaving

- Better opportunity
- Retirement
- Pay
- Terminated
- Advancement
- Relocation
- Temporary Position
- Other

2016 Employee Engagement Survey

- I am satisfied with my overall compensation: 48.16%
- I am compensated fairly relative to my local market: 32.93%
- I am pleased with the career advancement opportunities available to me: 22.50%
- I am satisfied with my opportunities for professional growth: 22.50%
- Employees in my organization willingly accept change: 20.00%
- I am satisfied with my opportunities for professional growth: 19.38%
- Employees in my organization adapt quickly to difficult situations: 19.38%
- In my organization, employees proactively identify future challenges and opportunities: 16.66%
- I get excited about going to work: 16.66%
Staff Retention

Does the company offer paid leave?

<table>
<thead>
<tr>
<th>Company</th>
<th>Total Hours (not paid including lunch)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCPH</td>
<td>304-368+</td>
</tr>
<tr>
<td>Company #1</td>
<td>216-344+</td>
</tr>
<tr>
<td>Company #2</td>
<td>288</td>
</tr>
<tr>
<td>Company #3</td>
<td>160-200</td>
</tr>
<tr>
<td>Company #4</td>
<td>120-200</td>
</tr>
<tr>
<td>Company #5</td>
<td>200</td>
</tr>
</tbody>
</table>

OPHIX

Staff Retention

What Next?

Reduce Turnover
Reduce Turnover Cost
Retain Quality Employees

How?
Staff Retention

How?
Increase Pay
Flexibility - Resurvey
Missed Opportunity - Revise Exit Interview

Q8 I am satisfied with the autonomy of my position.
Answered: 32  Skipped: 0

- strongly agree
- agree
- neutral
- disagree
- strongly disagree
Staff Retention

I am satisfied with the flexibility of my work schedule (ex: flex time policy, ability to schedule leave when needed).

Answered: 32  Skipped: 0

- strongly agree
- agree
- neutral
- disagree
- strongly disagree

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Lean
- Reduce Waste
- Flow Focused
- Make Improvements
- Measure is Reduce Flow Time
- Increased Efficiency

Six Sigma
- Reduce Variation
- Problem Focused
- Remove Root Causes
- Measure is Uniform Output
- Consistent Output

OPHIX

Reduced Variation
Problem Focused
Remove Root Causes
Measure is Uniform Output
Consistent Output

Improved Quality
Improved Delivery
Satisfied Customers

Increased Efficiency

OPHIX
Staff Retention

<table>
<thead>
<tr>
<th>Supplier</th>
<th>Inputs</th>
<th>Process</th>
<th>Outputs</th>
<th>Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants</td>
<td>Applications, Resumes</td>
<td>Hiring the Right Employee</td>
<td>Interviews, employee selection</td>
<td>Supplier and Health Commissioner (co-workers?)</td>
</tr>
<tr>
<td>Supervisor</td>
<td>Orientation Checklist &amp; SOG</td>
<td>Onboarding/Orientation</td>
<td>Completed checklist/orientation completed</td>
<td>New Employee</td>
</tr>
<tr>
<td>Supervisor/Co-workers</td>
<td>Training Plan</td>
<td>Training/Probation</td>
<td>Final Probation Evaluation</td>
<td>Employee Supervisors/HC</td>
</tr>
<tr>
<td>Supervisor</td>
<td>Job description, SOG/resources</td>
<td>Job</td>
<td>Daily work</td>
<td>Public/Clients, Coworkers</td>
</tr>
<tr>
<td>Supervisor/Co-workers</td>
<td>Personnel file (successes/write-ups) Pre-evaluation</td>
<td>Evaluation</td>
<td></td>
<td>Employee &amp; HC</td>
</tr>
<tr>
<td>Supervisor/Employee</td>
<td>Trainings, professional development</td>
<td>Growth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervisor/Co-workers</td>
<td>Supervisor/Co-workers</td>
<td>Job description, SOG/resources</td>
<td>Job</td>
<td>Daily work</td>
</tr>
<tr>
<td>Supervisor</td>
<td>Exit interview form</td>
<td>Exit Interview</td>
<td>Completed exit interview</td>
<td>HC/Fiscal Officer</td>
</tr>
<tr>
<td>Fiscal Officer</td>
<td>Compiled Data</td>
<td>Analyze Exit Interview Data</td>
<td>Identified areas of improvement</td>
<td>Employee, Co-workers, Public</td>
</tr>
<tr>
<td>Supervisor/Co-workers</td>
<td>Supervisor/Co-workers</td>
<td>Personnel file (successes/write-ups) Pre-evaluation</td>
<td>Job</td>
<td>Daily work</td>
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<td>Evaluation</td>
<td></td>
<td>Employee &amp; HC</td>
</tr>
</tbody>
</table>

SIPOC

Swim Lane Process Map

People

Steps

Delay

Decision
### Staff Retention Desirability Matrix

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>Probability of Success</th>
<th>EFFORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>High</td>
<td>-</td>
</tr>
<tr>
<td>Medium</td>
<td>Medium</td>
<td>-</td>
</tr>
<tr>
<td>Low</td>
<td>Low</td>
<td>-</td>
</tr>
</tbody>
</table>

#### IMPACT: High
- Create outline for advancement
- Improve co-worker relationships/communication
- Better supervisor relationships/communication
- Job satisfaction survey
- Loosen flex time policy
- Increase pay

#### IMPACT: Medium
- Create professional development goals
- Assess workloads & reassign duties
- Distribute salary survey
- Team building activities to boost morale
- Increase transparency of agency finances

#### IMPACT: Low
- Peer evaluations

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### Staff Retention

- Engagement Survey
- Distribute Financial Statements
- AOCH Salary Survey
- Flex Time Policy
<table>
<thead>
<tr>
<th>Step</th>
<th>Position</th>
<th>Required Education/Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 6</td>
<td>Exempt, Supervisor, combination of education and experience based on position</td>
<td>Administrative Assistant 3</td>
</tr>
<tr>
<td>Step 5</td>
<td>Responsible for major program, Bachelor’s required in specific area and additional licensure/experience</td>
<td>Epidemiologist</td>
</tr>
<tr>
<td>Step 4</td>
<td>Combination of education/experience based on position, responsible for program operation</td>
<td>Sanitarian 2</td>
</tr>
<tr>
<td>Step 3</td>
<td>Bachelor’s in specific area or equivalent work experience &amp; licensure required</td>
<td>Sanitarian 1</td>
</tr>
<tr>
<td>Step 2</td>
<td>Bachelor’s preferred(not area specific)</td>
<td>Communications Coordinator</td>
</tr>
<tr>
<td>Step 1</td>
<td>Tenure/experience, responsible for program operation</td>
<td>Vital Statistics Registrar</td>
</tr>
</tbody>
</table>

**Staff Retention**

**Were we successful**
# Staff Retention

## Focus was to keep QUALITY employees

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of employees</td>
<td>50</td>
<td>42</td>
<td>45</td>
<td>47</td>
<td>49</td>
<td>48</td>
<td>50</td>
<td>50</td>
<td>48</td>
</tr>
<tr>
<td>Number of employees who left</td>
<td>7</td>
<td>5</td>
<td>6</td>
<td>8</td>
<td>8</td>
<td>12</td>
<td>6</td>
<td>5*</td>
<td>7</td>
</tr>
<tr>
<td>Resignation</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>7</td>
<td>6</td>
<td>7</td>
<td>4</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Retirement</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Termination</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>1</td>
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<tr>
<td>Probationary Removal</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Turnover Rate</td>
<td>14%</td>
<td>12%</td>
<td>13%</td>
<td>17%</td>
<td>16%</td>
<td>25%</td>
<td>12%</td>
<td>10%</td>
<td>15%</td>
</tr>
<tr>
<td>Retention Rate</td>
<td>86%</td>
<td>88%</td>
<td>87%</td>
<td>83%</td>
<td>84%</td>
<td>75%</td>
<td>88%</td>
<td>90%</td>
<td>85%</td>
</tr>
</tbody>
</table>

### Finding and Keeping Your Workforce

2019 Ohio Local Public Health Improvement Exchange

**Katrina Stapleton**
Fiscal Officer, Clermont County Public Health
kstapleton@clermontcountyohio.gov