

**Dynamic** Recruitment & Promotion  
Group Project  
2018 Leadership Academy

# Introductions

- **Michael McFarlane** - Human Resources Director

Division of Behavioral Health-Eastern MO Psychiatric Hospital System

- **Stephanie Flowers** - Self Directed Supports Coordinator

Developmental Disabilities- Springfield Regional Office

- **Stacey Williams** – Suicide Prevention Coordinator

Division of Behavioral Health-Central Office

- **Kyle Gassen** – Mental Health Manager

Developmental Disabilities-Higginsville Habilitation Center

- **Rayshun Manning** - Case Manager III

Developmental Disabilities –St. Louis Regional Center





# Recruitment

# Dynamic Recruitment -- SWOT Analysis

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"><li><input type="checkbox"/> Posting job opportunities on ApplicantPro pushes vacancies to job-posting websites</li><li><input type="checkbox"/> Departmental leadership conducts job interviews</li><li><input type="checkbox"/> Open interview days</li><li><input type="checkbox"/> Hiring/recruitment committees (SWCS)</li><li><input type="checkbox"/> Benefits (e.g. pension, tuition reimbursement, educational stipends, recruitment/relocation reimbursement)</li><li><input type="checkbox"/> Refer a Friend (NWCS) (SWCS)</li><li><input type="checkbox"/> Interviewing at time of application</li><li><input type="checkbox"/> Paid Parental Leave</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Range of salaries are below industry average</li><li><input type="checkbox"/> Some facilities neither host job fairs nor attend career fairs offsite</li><li><input type="checkbox"/> Word-of-mouth / Walk-ins</li><li><input type="checkbox"/> Mandatory Holdover (Nursing)</li><li><input type="checkbox"/> Multimedia branding (e.g. job videos)</li><li><input type="checkbox"/> Facility Personnel Analysts can post to MO Careers but not DMH – Job Opportunities. WHY?</li></ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"><li><input type="checkbox"/> MO Careers and social media (e.g. Facebook, LinkedIn)</li><li><input type="checkbox"/> Pre-Movie and radio advertising</li><li><input type="checkbox"/> College career centers</li><li><input type="checkbox"/> DMH staff posting vacancies on their personal social media pages</li><li><input type="checkbox"/> Fine tuning Applicant Pro</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Higginsville Habilitation Center competes with NWCS</li><li><input type="checkbox"/> New local businesses</li><li><input type="checkbox"/> Low national unemployment number</li><li><input type="checkbox"/> Small selection pool</li></ul>

# Hawthorn/EMPHS Case Study

## MO Careers (Hawthorn)

- Psych Tech I
- Licensed Clinical Social Worker
- Security Officer I
- Registered Nurse Senior

Indeed – Nothing for Hawthorn

- Multiple BHC postings
- All jobs listed under “STATE OF MISSOURI DEPARTMENT OF MENTAL HEALTH”

Glassdoor\* – Total of 9 DMH positions posted across multiple facilities and both divisions

## DMH – Job Opportunities (Hawthorn)

- Registered Nurse – Clinical Operations
- **NO LCSW job posting**
- **NO Security Officer I posting**

## CareerBuilder – NO RN or RN Senior Job Posting

- Listed under “**Missouri Department of Mental Health**”

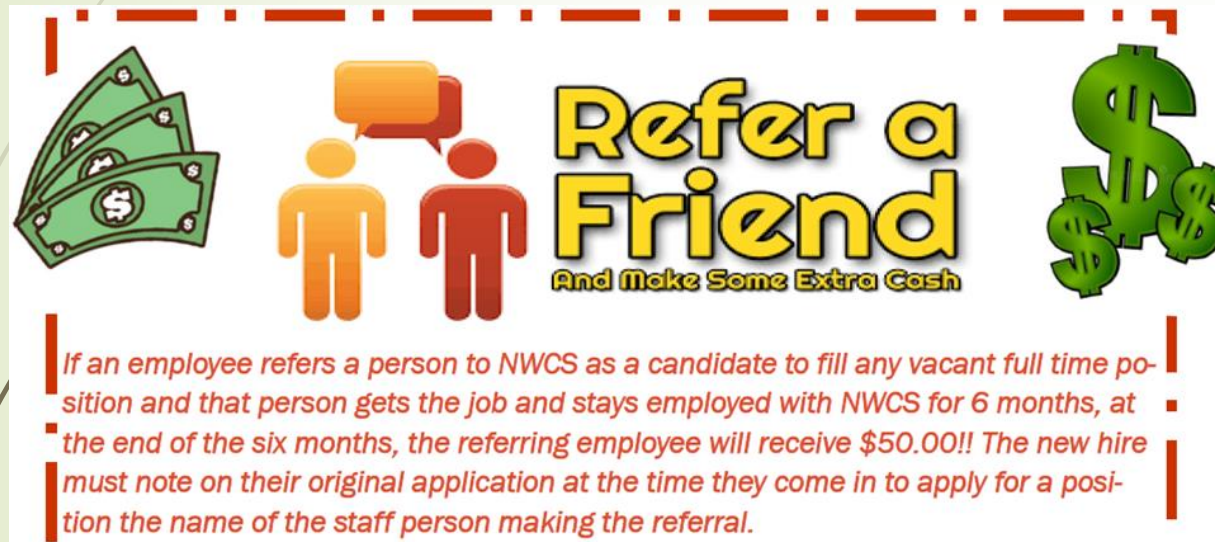
GovernmentJobs.com – No online presence, but has a link to MO Dept. of Mental Health jobs on **Indeed**

## ApplicantPro – NO HAWTHORN JOBS POSTED;

1 SLPRC Licensed Behavior Analyst

State of Missouri/LinkedIn – A search produced **25,883 results** (PROBLEMATIC)

# Strengths - Example



**Refer a Friend**  
And Make Some Extra Cash

*If an employee refers a person to NWCS as a candidate to fill any vacant full time position and that person gets the job and stays employed with NWCS for 6 months, at the end of the six months, the referring employee will receive \$50.00!! The new hire must note on their original application at the time they come in to apply for a position the name of the staff person making the referral.*



**SEPTEMBER 28, 2018**  
**EASTERN REGION MO.**  
**DEPT. OF MENTAL**  
**HEALTH JOB FAIR**

Open Interviews and Processing all-in-one  
**Time: 10:00 AM to 6:00 PM**

Do you have a Passion to Lead?

Are you a People Person?

Do you want to make a difference in peoples' lives?

**Come One, Come All!**

**Don't Be Shy! Get a job with great benefits**

**Great opportunities**

**Meet and work with other passionate people**

**And give great joy to your heart and soul.**

**EASTERN REGION DOME BUILDING**  
5300 Arsenal St.  
St. Louis, MO 63139

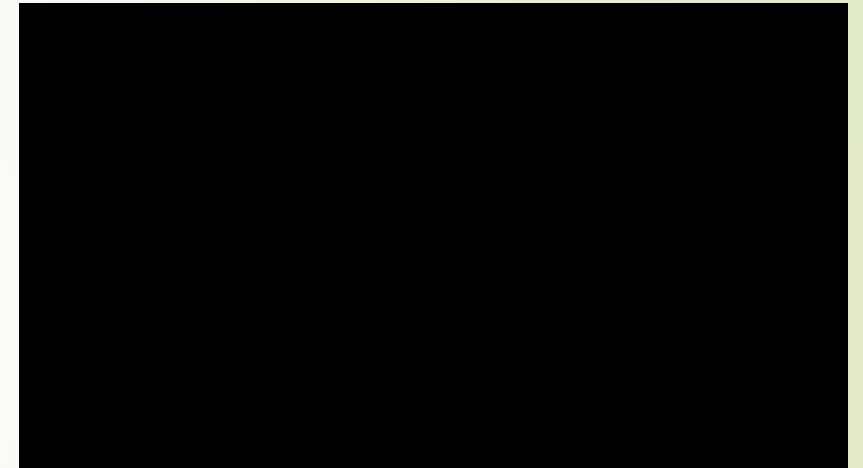
For more information or questions please contact

Diana Jones at 314-877-6142  
Sherry Gilbert at 314-512-7558  
Genobia Martin at 314-512-7620

**Come Join Us!!**

# Recruiting Solutions

- Job Fairs - EMPHS 2018 Job Fair resulted in:
  - 91 total applicants
  - 86 registered applicants
- College career fairs and high school engagement
- College partnerships/Internships
- Community Partnerships with career centers, nursing schools, schools of SW and employment training agencies (e.g. FWCA)
- Include video links w/ job duties on state website
- Advertised facility tours
- Developing faster onboarding processes for RNs, LPNs, Psych Techs and Developmental Assistants
- Reallocating money currently spent on MO State Board of Nursing newsletter – High Cost / Low ROI
- Developing infrastructure around social media platforms like LinkedIn and Facebook





# Promotion



# Promotion Trends-- SWOT Analysis

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"><li><input type="checkbox"/> Autonomy of new position</li><li><input type="checkbox"/> Sense of accomplishment</li><li><input type="checkbox"/> Vast array of positions available within the department</li><li><input type="checkbox"/> Leadership Academy</li><li><input type="checkbox"/> Online application system</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Range of salaries are below industry average</li><li><input type="checkbox"/> Not aware that you're being groomed</li><li><input type="checkbox"/> Process is not transparent</li><li><input type="checkbox"/> Too many steps to place a bid on a position</li><li><input type="checkbox"/> Promotions based on seniority rather than better candidate</li><li><input type="checkbox"/> Lack of training once approved for a new position</li><li><input type="checkbox"/> Lack of communication</li></ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"><li><input type="checkbox"/> Cross-training within certain interdisciplinaries</li><li><input type="checkbox"/> Mentorship program</li><li><input type="checkbox"/> Use Engage as a venue for discussions about promotion</li><li><input type="checkbox"/> Training for supervisors on true succession planning</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> External candidates</li><li><input type="checkbox"/> New local businesses</li><li><input type="checkbox"/> Salary increase at outside agencies for same positions</li><li><input type="checkbox"/> Pending retirements</li></ul>



# Promotion solution - Mentorship program

- Platform for internal candidates to promote as part of career progression
- Also serves as a retention strategy
- Build on and expand current mentorship program
  - Mentor would not be your immediate supervisor
  - Survey completed by possible candidate so they can be paired up with best mentor
  - Mentorship setting would vary (could be in person, via phone, or email)

# Cross-Training

- ▶ New initiative to provide current employees with the opportunities to expand their knowledge of other positions within their agency
  - ▶ Crossing-training would be similar to job Shadowing, which would be short half day or day long observations where an individual within the division learns another individual role through observing them within their role.
  - ▶ Crossing training sessions would end with a brief 15mins Q and A to discuss any lingering questions or concerns about the personal observation.
  - ▶ Cross-training is needed when someone within the division is absent for an extended period of time, as there would be another individual within the division that can assist with small tasks related to the absentee's role.
  - ▶ Crossing-training is handy when employees within the division are considering a promotion.



## Crossing-Training Program

Crossing-Training provides current employees with the opportunity to learn different roles within the division, as it promotes networking, workplace empowerment, and increased skills.

### Mandatory orientation

When: Jan 14, 2019 to Jan. 28, 2019

Mondays: 1:30pm – 2:30pm & Fridays: 2:00pm – 3:00pm

Where: Eastern Region Dome

5300 Arsenal Street, St. Louis MO. 63139

For more information or question please contact

Rayshun Manning at 314-475-7666

**Must attend orientation to participate in cross-training**

# ENGAGE:

- Expand on the existing statewide initiative
- Use Engage as an opportunity to discuss
  - Leadership qualities to build on professional development
  - Strengths
  - Roadblocks to promotion
  - Training opportunities



# Succession Planning



Department of Mental Health eligible for retirement

Eligible now: 13%

Eligible w/in 3 years: 19%

Eligible w/in 5 years: 26%

Eligible w/in 10 years: 39%

## Benefits

Identify skill gaps and development needs	Motivates employees by creating internal growth opportunities
Harness existing expertise and skill sets	Preserves department knowledge
Aligns nicely with current initiatives (mentoring, cross-training & Engage)	Allows focus on targeted development and training

# **Dynamic** Recruitment & Promotion

