

Hiring, Firing, and Managing

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How to Retain Talent?

Hire the Right People

Offer a Career Path or Continuing Education

Communicate Total Compensation

Provide Job Security

Value your Team

Have Good Leaders

Ask Employees for Feedback

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Hire the Right People

- Candidate selection is critical to retaining talent
- When interviewing, make sure they are a good fit
- Don't rush to fill an open position
- Do your due diligence with an interview process with multiple interviews and/or multiple people involved from your team

"Getting the right people in the right job is more important than developing a strategy." Jack Welch

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RCO

Offer a Career Path or Continuing Education

- Speak to your County HR about career ladders or job families
- Be up front in the interview process about opportunities for advancement
- Ensure you request a reasonable budget for continuing education and trainings
- Work with your Budget Officer and County auditor to see about the possibility of tuition reimbursement or on the job certifications
- Encourage personal growth and advancement, even if it means transferring to another department

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Slide 4

RCO Group question - add 2 minutes

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Communicate Total Compensation

- Total Compensation is defined as all forms of pay and benefits an employee receives

Compensation	Amount
Salary	\$50,000
County Contribution for Health Benefits	\$10,128
TCDRS (County Retirement Contribution)	\$7,500
Annual Total Compensation	\$67,628

- Compensation may also include nontraditional items like paid holidays, PTO accruals, time vested, FSA and HSA opportunities, STD and LTD insurance, life insurance etc...
- For some positions overtime would be part of the overall total compensation calculation

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Provide Job Security

Employees are expected to perform

Employee security = Additional compensation

Government jobs v private sector

Communicate policies your county has in place to provide job stability to essential employees

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Slide 6

RCO Group question 2 minutes add

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Value.

Your.

Team.

- Employee recognition is a great way to ensure employees feel valued
- It can be a reward from a project completed or just a celebration of consistent positive contributions to the team
- Recognition can be small like a thank you card, a “Shout Outs” memo board, an extra jeans day at work, or larger like a team lunch or individual prize. Please check with your Auditor's Office as some prizes are taxable
- Take time to meet with them and listen to their concerns
- Appreciate their differences and what each person contributes to the team

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**Good
Leadership**

- Lead by example
- Ensure you have good mid level leadership
- Follow through on your commitments and statements to the team
- Communicate effectively and often
- Ensure you understand County government and ways you can and cannot affect change
- Fair and consistent corrective action

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Ask Employees for Feedback

Meet with your employees

Annual review or a survey on you

Act on feedback received

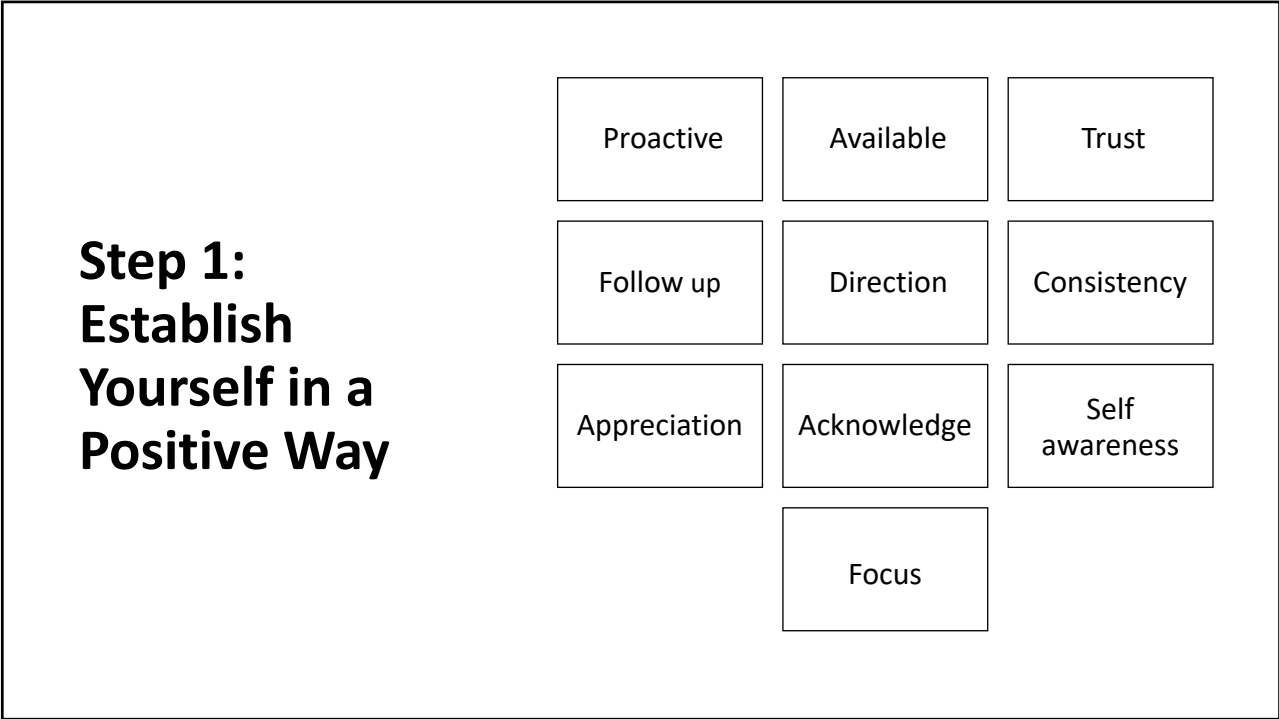
Listen

In office sub committees

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Mgmt 101 :How to Manage a Team Effectively

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**Step 2: Building
Relationships**

Group Activity

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Slide 12

RCO 10 min white board activity

Rebecca Clemons, 2022-10-12T17:20:27.855

Step 3: Motivating Your Team

Types of Motivation

- Intrinsic motivation is most easily defined as those things that motivate a person with the aim of being rewarded internally
- Extrinsic motivation stands for all the things that serve as an external drive.

“If everyone is moving forward together, then success takes care of itself” Henry Ford

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Break

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Step 4: Keeping the Peace

- Corrective action may be needed
- Approach any actions taken as corrective, not crushing
- Document, document, give specific examples
- Performance Improvement Plans – Group Activity
- Employee separation – At Will Workplace
- Affects on other staff

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**How to (and
How Not to)
Interview**

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Slide 15

RCO 15 min. PIP activity

Rebecca Clemons, 2022-10-12T17:20:13.721

Job Postings

- ❖ Before you can interview, you need to make sure you have an accurate job posting by ensuring the job description is up to date
- ❖ Internal versus external rules
- ❖ Know your dollars

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Applicant Process After Job Posting

Job posting
Recruitment
Applicant Review
Interview
Conditional Offer
Any Additional Testing Needed
Background and Reference Checks
Onboarding Process

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What Questions Can I Ask?

- Best practice is to pull questions straight from the job description
- Steer clear of any personnel questions about lifestyles or family
- Watch casual follow up questions – Staying on script is best
- Focus on general questions from resume – re: past work history or education

Williamson County Job Description
Department/Office: Human Resources

Job Title: HR Generalist I ELSA: E Pay Grade: B.27 Effective Date: 10/01/22



JOB SUMMARY

Reporting directly to the Workforce Services Manager, responsible for providing HR services including hiring, administering pay/leave, and enforcing Williamson County policies and procedures.

EXAMPLES OF WORK PERFORMED

- Develop strong working relationships with supported departments
- Guides managers and employees through workforce questions/concerns
- Assists employees with changes, retirement, and employment separation processes
- Administers talent acquisition processes to include open requisitions, posting vacancies, processing applicants, coordination of pre-employment testing, and on-boarding
- Partners with payroll on employment records and timekeeping issues
- Builds new employee record in Human Resources Information System (HRIS) and approves workflow entries submitted by department liaison ensuring adherence to compensation policies
- Participates in on-going implementations and testing of HRIS enhancements
- Processes and maintains all employee files in an electronic document repository system
- Processes Family Medical Leave Act (FMLA) requests and required documentation to ensure compliance with county policy and FMLA law
- Responds to Texas Workforce Commission (TWC) unemployment claims
- Processes Workers Compensation (WC) claims online with carrier and meets quarterly with adjusters
- Maintains constant communication with departments regarding WC claims and return to work status
- Assists with annual open enrollment including enrollment assistance and wellness fair
- Serves on cross-functional HR team and projects for the improvement of the organization
- Utilizes job analysis questionnaire information for positions and prepares job descriptions
- Complies with all federal, state, and local laws pertaining to employment
- Attends all meetings and trainings, as required
- Performs special duties as assigned

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Tip to Take a Question From Good to Great!

- Three main categories
 - Position specific
 - General task or team related
 - Good fit for your office's work environment
- Ask probing questions : Use words or phrases like "Describe, Tell me about a time when, or please provide examples" , instead of just asking "Have you ever or Do you have experience with...."

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Do Not Ask Questions That Could Indicate a Protected Class

- Race
- Color
- Religion or creed
- National origin or ancestry
- Sex (including gender, pregnancy, sexual orientation and gender identity)
- Age
- Physical or mental disability
- Genetic Information (including family medical history)

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Group Activity

To ask or not to ask, that is the question.....

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Slide 22

RCO 13 minute group activity on questions to rework

Rebecca Clemons, 2022-10-12T17:27:29.075

Fair Labor Standards Act Overview (FLSA)

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Objectives

Basics

- Become familiar with the basic aspects of the Fair Labor Standards Act

Understand

- Understand differences between exempt and non-exempt employees

Apply

- Apply to daily management of employees regarding timekeeping practices

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Fair Labor Standards Act

1938

- Banned oppressive child labor
- Maximum workweek
- Established a federal minimum wage
- Certain industries

Today

- US Dept of Labor Wage and Hour Division
- Federal Minimum wage
- Overtime pay
- Recordkeeping
- Youth employment standards
- Public and private sectors

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Exempt Exempt

- “Exempt” means that an employee is exempt from being paid overtime
- Tasks performed on the job, not the job title alone, determine the exemption status for the position
- Paid on a **salary** basis
- Must perform executive, administrative or professional job duties

vs. Non-

- ▶ Eligible to be paid overtime (Compensatory time can be accrued in lieu of paying overtime)
- ▶ Time and a half compensation after working 40 hours in a work week (ex: Friday to Thursday)
- ▶ Paid at least minimum wage on an **hourly** basis
- ▶ Only hours actually worked are included in the determination of overtime

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Resources

- Texas Association of Counties (TAC)
 - Risk pool members have a Human Resources and a Risk Control Consultant
 - [TAC - Events \(county.org\)](#)
 - [TAC - Education & Training \(county.org\)](#)
 - Mark Warren, training consultant
- The Society for Human Resource Management (SHRM) website www.shrm.org
- National Association of Counties (NACo) Leadership Academy
- American Management Association (AMA)
- Skill Path @ <https://findcourses.com>
- Message Boards

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Questions

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