

OBJECTIVE # 9

DEVELOP AN IMPROVED SYSTEM FOR HIRING

IMPROVED HIRING SYSTEM

FINDINGS:

- 1) There is decentralized hiring in Jefferson County. Each Department Head does his/her own recruiting, ad placement, prescreening, interviewing and selection. This is costly to the County. Advertising expenses for 2005 were \$22,400. A more coordinated effort can save money to the County.
- 2) It is the belief of this consultant that some of the county's turnover can be avoided by improved hiring practices. To the extent that some turnover is the result of inappropriate hiring decisions, or an inaccurate explanation of expectations to applicants, some of this costly turnover could be eliminated. This will save the County and its taxpayers considerable money.
- 3) Department Heads have little to no training in interviewing skills. Those who attended the "Managing for Performance Excellence" training, conducted by the management consultant in June, received some training in this area. More is needed.
- 4) Applicants are increasingly making use of the internet for job searches. To date, the only position under the jurisdiction of the County Commission for which the internet has been used to recruit is the Long Range Planner position.

RECOMMENDATIONS:

- 1) The consolidation of the recruitment function under a Human Resources Director will bring some economy of scale in terms of advertising budget and should decrease the turn-around time for filling vacancies. It is the recommendation of this consultant that a Human Resources Director be hired and that position be made responsible for coordination of the recruitment function.
- 2) The County will attract a broader pool of talented applicants by increasing the use of the internet for hiring. Particularly for those positions where computer knowledge is important, applicants' increasing use of the internet will give the County access to a wider group of technologically savvy applicants.

- 3) The County Department Heads can make better use of the Development Authority data base. This data base includes the names of local residents who prefer to work in the County. *The County is prevented from implementing a system in which local residents are given preference over other individuals who may travel to the County for employment as such a policy would violate the constitutional right to travel. See Spradling v. Hutchinson, 162 W.Va. 768, 253 S.E.2d 371 (1979)*
- 4) Enhance the use of the County's website for recruitment. It is the recommendation of this consultant that a job section be created on the County website *the County has a job section on its website*; the employment application form should be made available on line and applicants should be able to electronically transmit their applications (and resumes where appropriate). Signed, paper copies of the application can be obtained if and when an applicant is brought in for a job interview. This will expedite the recruitment process and decrease the chances that qualified applicants are hired away by other recruiters.
- 5) Provide additional training in interviewing skills. This is essential for Department Heads, elected officials, volunteer leaders and others who are involved in the recruitment process on behalf of the County so that: a) the best possible hiring decision can be made, b) turnover can be reduced, and c) the County is assured of remaining legally compliant in its interview practices.

EXIT INTERVIEWS

FINDINGS:

The County does not presently conduct exit interviews of departing employees. These interviews can yield important information that can be used to make more effective hiring decisions.

RECOMMENDATION:

In the absence of a Human Resources Director, a list of questions should be developed and distributed to Department Heads. This list of questions should be used in a formal exit interview of every departing employee.

If a Human Resources Director is hired, the questions can be developed by that individual and the responses of departing employees can be tabulated and the results used to inform the County of any needed changes or adjustments.