Other HR Best Practices
Best Practices - Recruiting

Many governments are locked in antiquated systems and outdated processes that stand in the way of bringing in the best and brightest (Barrett & Greene, Governing.com, 2016)

- Continuous workforce planning
- Loosen civil service requirements
- Define career pathways for new types of positions
- Broaden recruiting footprint (physical, cyber, 2nd/Encore careers)
- New efficiency tools – data analytics, texting, AI, chatbots, etc.
Best Practices - Interviewing

- **New tools**
  - Video
  - Soft Skills Assessment
  - Meeting in Casual Environments
  - Trial Period of Employment
  - Virtual Reality Assignments

- **E-portfolio vs. resume**

- **Behavioral interviewing to assess character… not skills**

WHERE TRADITIONAL INTERVIEWS FAIL

- 63% | Assessing candidate soft skills
- 57% | Understanding candidate weaknesses
- 42% | Bias of interviewers
- 36% | Too long of a process
- 18% | Not knowing best questions to ask

Source: LinkedIn
# Best Practices - Onboarding

- **Onboarding vs. orientation**

<table>
<thead>
<tr>
<th>TYPICAL ORIENTATION</th>
<th>ONBOARDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transactional focus and goals</td>
<td>Strategic focus and goals</td>
</tr>
<tr>
<td>Less than one week</td>
<td>Includes first year</td>
</tr>
<tr>
<td>Owned and executed by human resources office</td>
<td>Integrates multiple offices, functions and individuals</td>
</tr>
<tr>
<td>Addresses some new employee needs</td>
<td>Addresses all new employee needs — from information, equipment and accounts to training and networking</td>
</tr>
<tr>
<td>Employee attends</td>
<td>Employee is active participant with vested interest in success</td>
</tr>
<tr>
<td>Yields new hires with completed paperwork and some general information</td>
<td>Yields successful first year for new employees — maximizes employee engagement and retention</td>
</tr>
</tbody>
</table>

Source: Booz Allen Hamilton
Best Practices - Onboarding

- Make first day on the job special
- Design and implement a formal orientation program
- Create and use written onboarding plans
- Ensure programs are participatory and interactive
- Keep “onboarding” new employees over the course of weeks, months, even years
- Monitor employee progress at important milestones like 30, 60, or 90 days
- Use technology to empower both new hires and those onboarding them
- Anticipate employee questions
- Positions dedicated to on-boarding task