

# Finding the Right Fit

Finding the CQI candidate to help make CQI for everyone

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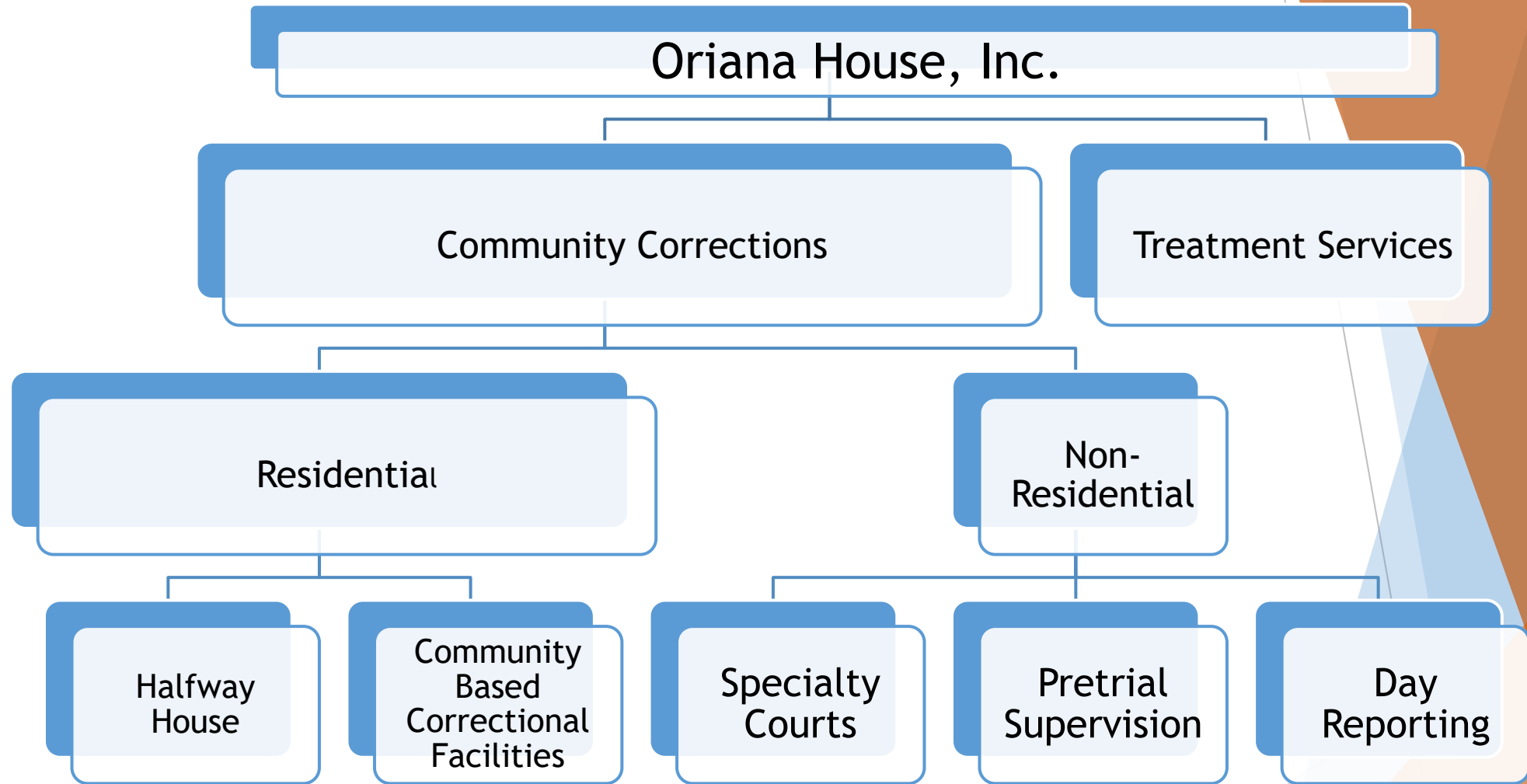
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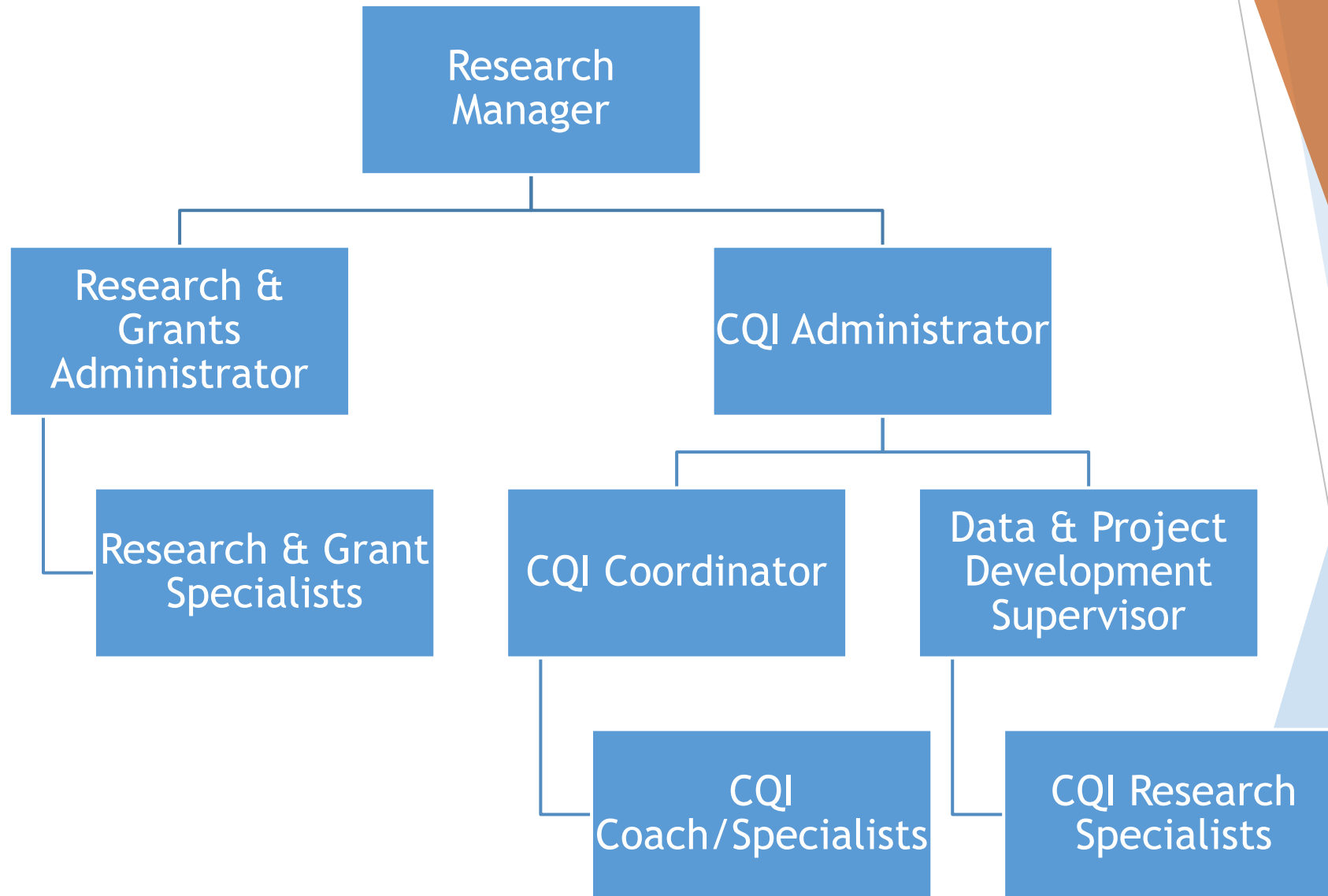
Oriana House, Inc.

# A little about our agency

- ▶ Non-profit community corrections and substance use treatment provider
- ▶ 4 regions of Ohio
- ▶ Various programs including
  - ▶ Residential & non-residential
  - ▶ Pre & post conviction
  - ▶ Diversion to incarceration
  - ▶ Post release services







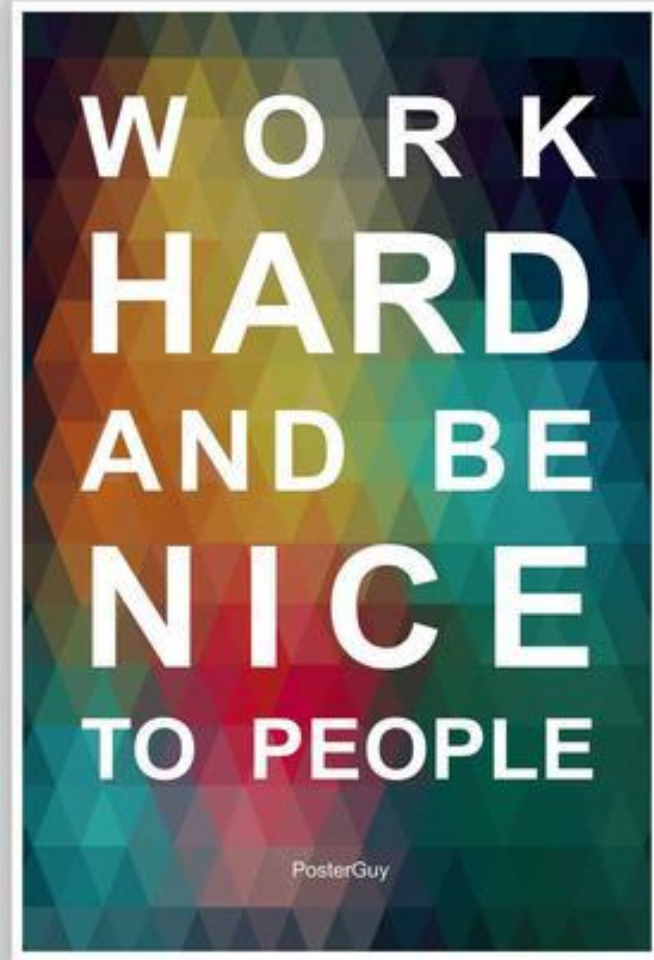
# Poll Question #1 - Getting to know our audience

# Objectives/Outline

- ▶ Finding CQI candidates to support a culture of CQI for everyone
  - ▶ What qualities to look for
  - ▶ Where to find candidates
  - ▶ How to identify these qualities through effective interviewing
- ▶ Breakout rooms to collaborate & discuss on the job application

Poll Question #2 - What skill is most important in a CQI candidate?

# Part 1: What makes a good CQI employee?





# Attitude & Aptitude

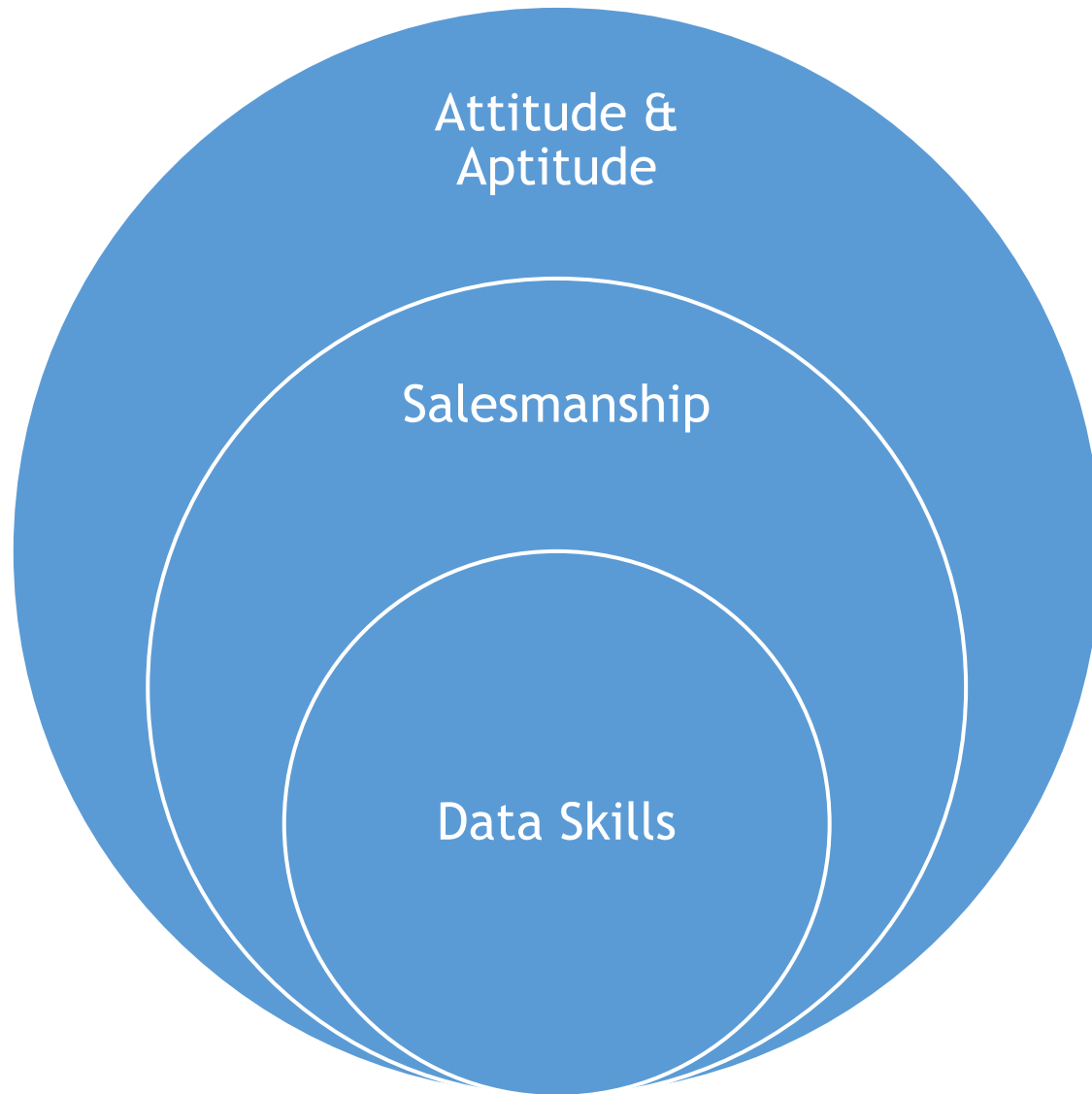
- ▶ What do we mean?
- ▶ Why is this important?
  - ▶ These two things are nearly impossible to teach
  - ▶ Skill sets may be extremely specific
  - ▶ Focus may constantly be changing

# Salesmanship

- ▶ What do we mean?
- ▶ Why is this important?
  - ▶ Selling a total change
  - ▶ Often no direct authority
  - ▶ Not always an internal candidate
- ▶ Ideally salesmanship to individuals & large group

# Data Skills

- ▶ What do we mean?
- ▶ Why is this important?
  - ▶ Big picture thinking
  - ▶ System/process oriented



Poll Question #3 - What college major would you put the most effort into recruiting?

Poll Question #4 - What is your primary method of recruiting CQI staff?

## Part 2: Where to find job candidates?



# The role of CQI in the hiring process

## ▶ HR vs. You

- ▶ Both parties should always be involved in the hiring process
- ▶ Just how much is the real debate

More emphasis on you



- Unique Job within the agency
- Brand new job
- Infrequency of applicants
- Technical expertise required
- No clear cut resource for applicants

- Standardized job description
- Number of positions
- Frequency of applicants

More emphasis on the human resources





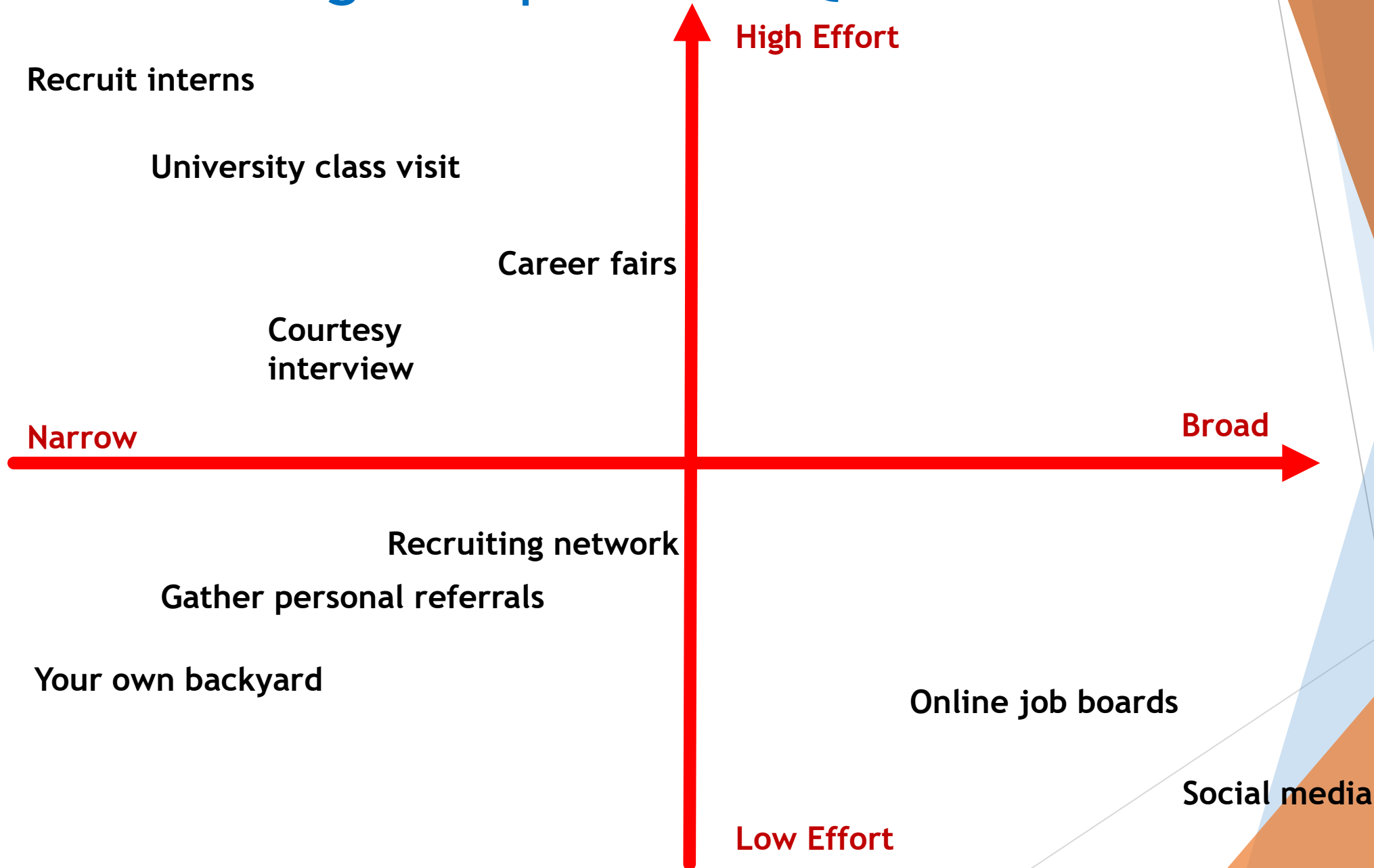
# Where to locate the perfect candidate

- ▶ **Untargeted approaches**
  - ▶ **Post job descriptions on online job boards**
    - ▶ 79% of job-seeking Americans use online resources to search for a job (Pew Research Center)
    - ▶ Wide distribution
    - ▶ A lot of noise
  - ▶ **Social media**
    - ▶ 35% of job-seeking Americans use social media to seek out employment opportunities
- ▶ **Semi-targeted approaches**
  - ▶ **Career fairs**
  - ▶ **Join a recruiting network**

# Where to locate the perfect candidate, cont'd

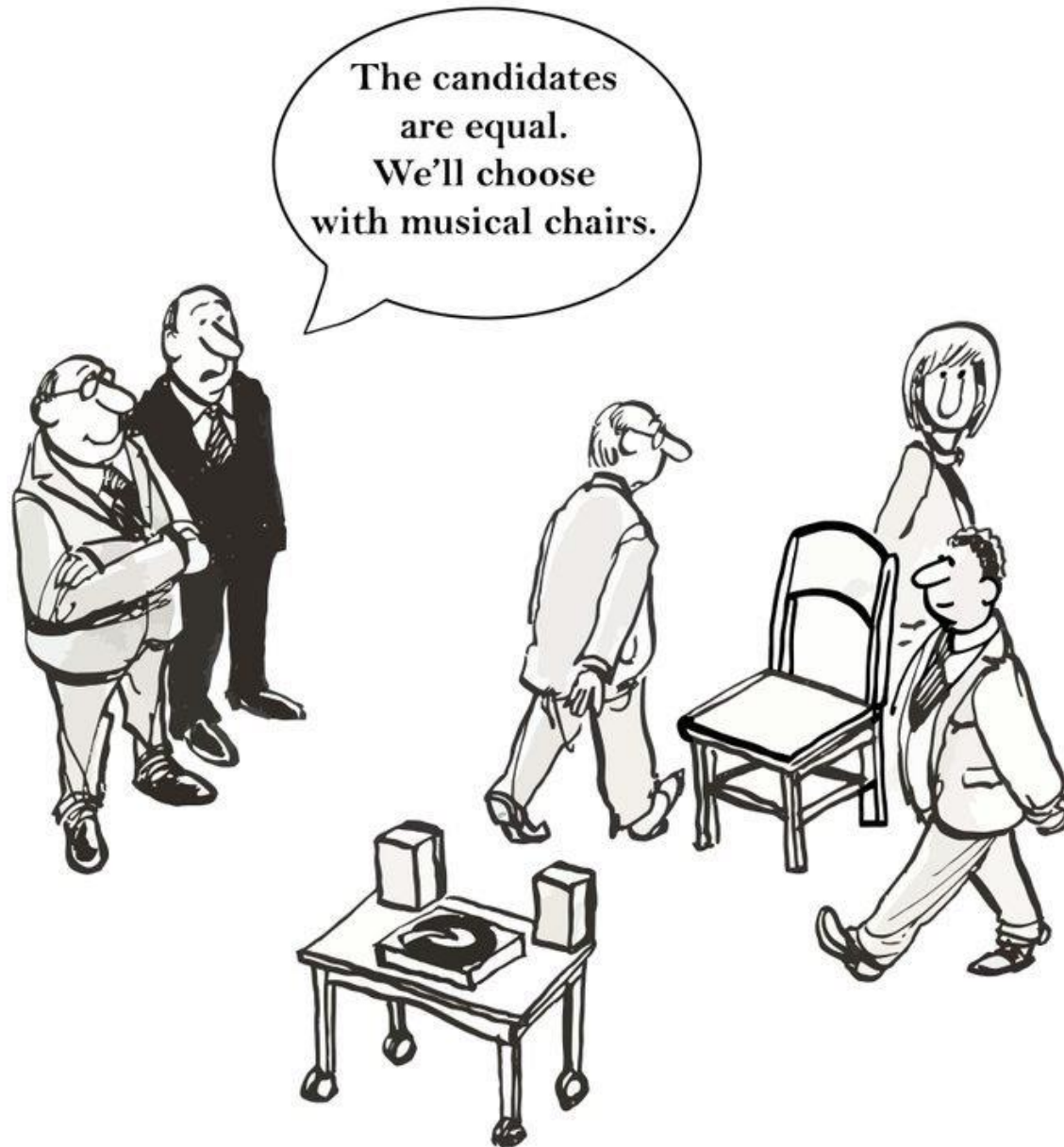
- ▶ Targeted approaches
  - ▶ **Gather personal referrals**
  - ▶ **University Class Visit**
  - ▶ **Courtesy interview**
- ▶ Beyond Targeted Approaches
  - ▶ **Recruit paid interns → intent to convert to full-time**
  - ▶ **Volunteers? → intent to convert to full-time**
  - ▶ **Your own backyard**

# Locating that perfect CQI candidate



Poll Question #5 - What is your/would your primary method of interviewing candidates?

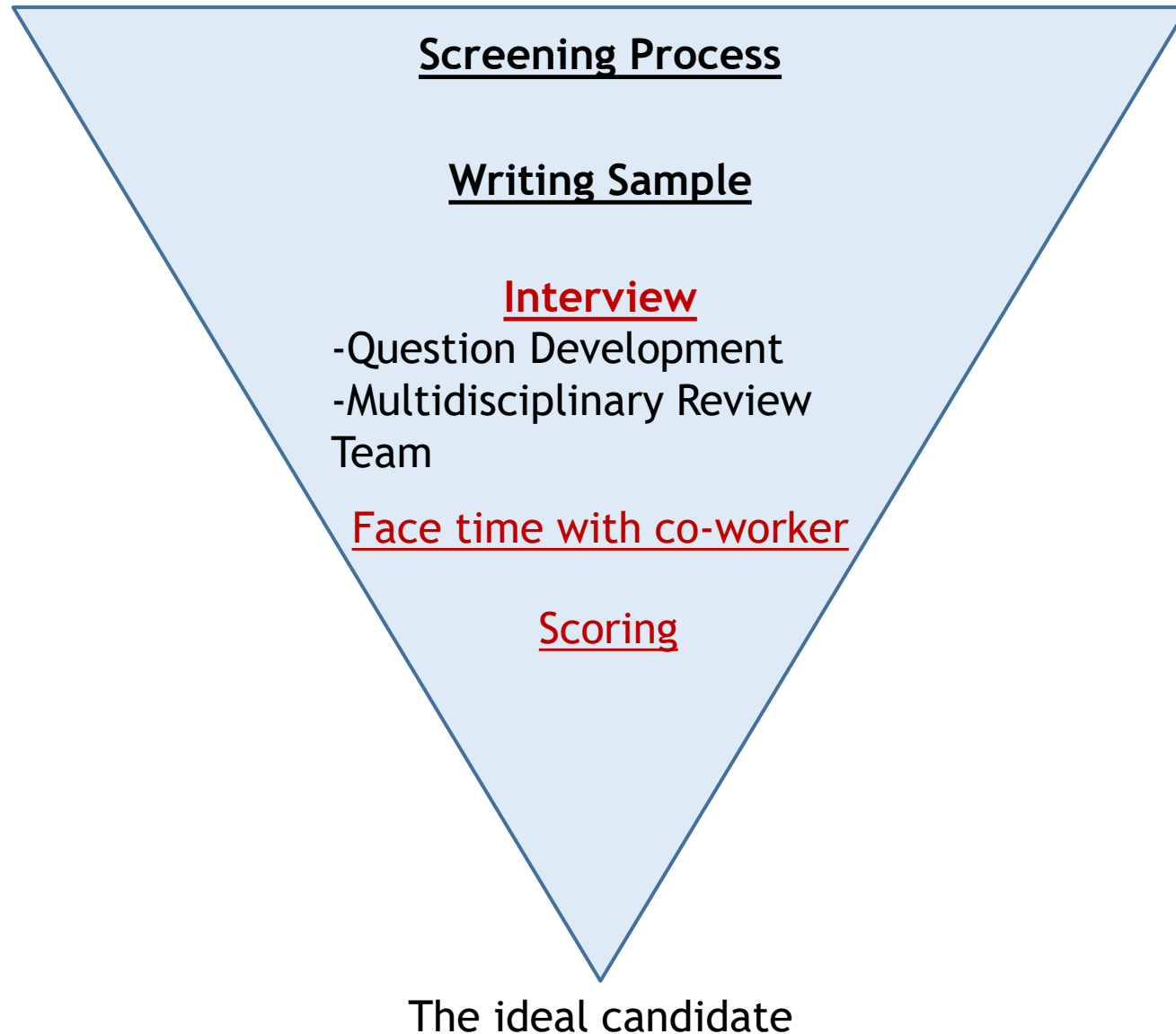
# Part 3: The Interview Process



# The cost of hiring an employee

- ▶ Cost of hiring a new employee
  - ▶ National Association of Colleges and Employers : for small employers the cost is \$7,645
  - ▶ Society for Human Resource Management : \$4,129, with around 42 days to fill a position
  - ▶ Glassdoor:\$4,000 to hire a new employee, taking up to 52 days to fill a position
- ▶ Time involved in hiring process: 42-52 days
- ▶ Cost of replacing an employee
  - ▶ Replacing someone can cost you up to 50-60% of their annual salary
  - ▶ Initial hiring process
  - ▶ Training
  - ▶ Lower initial productivity

# Our approach to interviewing



# Our approach to interviewing: Interviews

## ▶ Question Development

### ▶ Key Areas

Intro/  
Making the  
interviewee  
at ease

Decision-  
Making

Collaboration  
with peers &  
supervisors

Public  
Speaking/  
Training

Coaching/  
Mentoring

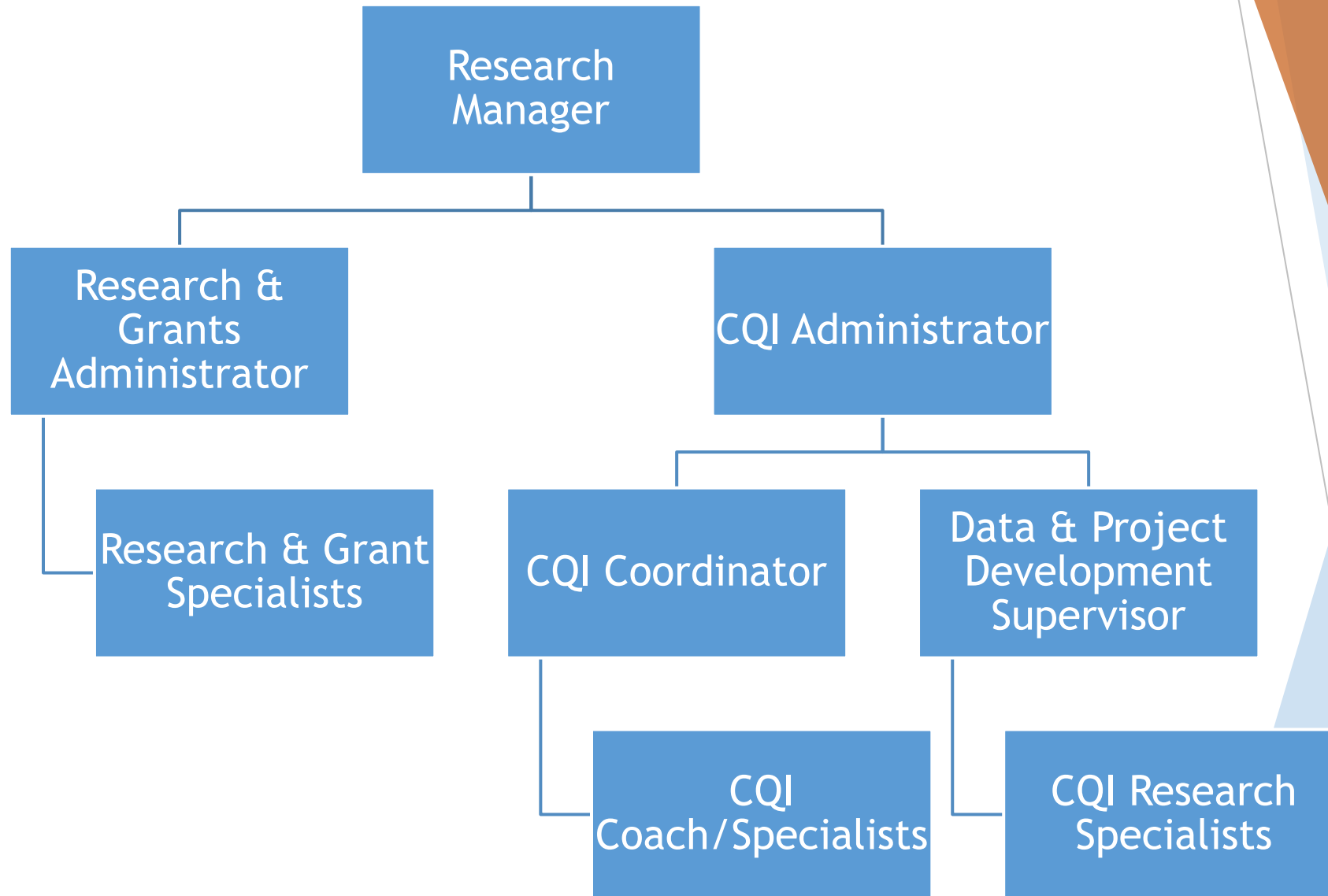
Implementation

Closing/  
Making the  
interviewee  
at ease



# Sample Interview Questions

- ▶ In your prior positions, how have you established rapport with your peers? (And if applicable subordinates, clients) What do you think they would say about your interactions with them?
- ▶ Scenario: You complete your work and your supervisor tells you that its wrong, but you know your work is correct- how do you handle this situation?
- ▶ Please share your experience with presenting information to a small group? How about a large group?
- ▶ What skills and experiences do you hope to gain from this position?



# Our approach to interviewing: Face time with staff

- ▶ After the panel interview is over, we arrange to have a staff member meet with the applicant
  - ▶ Staff explain to applicant what they do
  - ▶ Staff takes notice of applicants interest in the work
  - ▶ Empowers existing staff

# Our approach to interviewing: Scoring

## CQI Specialist Scoring Sheet

Name \_\_\_ Interview #1 \_\_\_ Date \_\_2/26/21\_\_

Interviewer \_\_Interviewer APB\_\_

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### Education and Previous Experience (from resume or interview)

\_\_\_4\_\_\_/5 Degree in relevant field

\_\_\_6\_\_\_/7 Work experience

\_\_\_4\_\_\_/5 Work experience in relevant field

14/17 Subtotal

### Decision Making

6/9 Decision making ability

### Around the Workplace

8/10 Around the workplace (Teamwork, communication, business etiquette)

# Our approach to interviewing: Scoring

## Coaching and Implementation Skills & Aptitude

\_\_\_6\_\_\_/ 7 Collaboration

\_\_\_5\_\_\_/ 7 Providing feedback

\_\_\_5.5\_\_\_/ 7 Training experience

\_\_\_6\_\_\_/ 7 Knowledge of EBPs

\_\_\_5.5\_\_\_/ 7 Motivating Staff

\_\_\_6\_\_\_/ 7 Building Rapport

34/42 Subtotal

# Our approach to interviewing: Scoring

## Overall Impressions

\_\_\_7\_\_\_/ 7 Self Presentation (appropriate dress, courtesy, timeliness)

\_\_\_4\_\_\_/ 5 Knowledge of Oriana and/or community corrections

\_\_\_5\_\_\_/ 10 Availability (can start ASAP, flexibility with days/hours, etc)

16 /22 Subtotal

78 /100 **FINAL SCORE**

## Non-Scored Questions

What did the additional staff member think of the applicant?

## Part 4: Post-conference Application



# Breakout Rooms

- ▶ In your breakout rooms we would like you to answer the following 3 questions. Identify a spokesperson to report out and we will randomly select groups to share what you discussed.
  1. What additional qualities, recruiting strategies, and interview techniques are used in your agencies to recruit and hire CQI staff?
  2. If you were to return to your organization and wanted to implement any of the ideas discussed today, what strategies would you use to sell the ideas to your management/Human Resources teams?
  3. Write one interview question that you would use to hire your next candidate.



# Next Steps

- ▶ Finding the Right Fit is only the first step to making CQI for everyone
- ▶ Now you need to:

Successfully onboard



& Retain staff



# Questions & Contact Information

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