



# ECI SERIES 2024

September 12, 2024



TEXAS  
Health and Human Services

# Solutions oriented best practices: Strategies for recruitment and onboarding

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September 12, 2024

# It's all about the quality of experience!

**“ The moment we recognize that the self is not something ready-made, but something in continuous formation through choice of action, the whole situation clears up.” John Dewey**

Today, we will:

- Consider recruitment and onboarding through a lens that considers the emotional journey into the field
- Identify practical strategies for recruiting, onboarding, and retention
- Share innovative ideas for personally engaging current and potential employees

# In the last session, we discussed designing onboarding systems which:



Includes organizational, manager, and coworker welcoming



Provides information about the mission/vision, values, and culture of the program



Clearly explains roles, responsibilities, and expectations



Encourages social connections and a sense of belonging



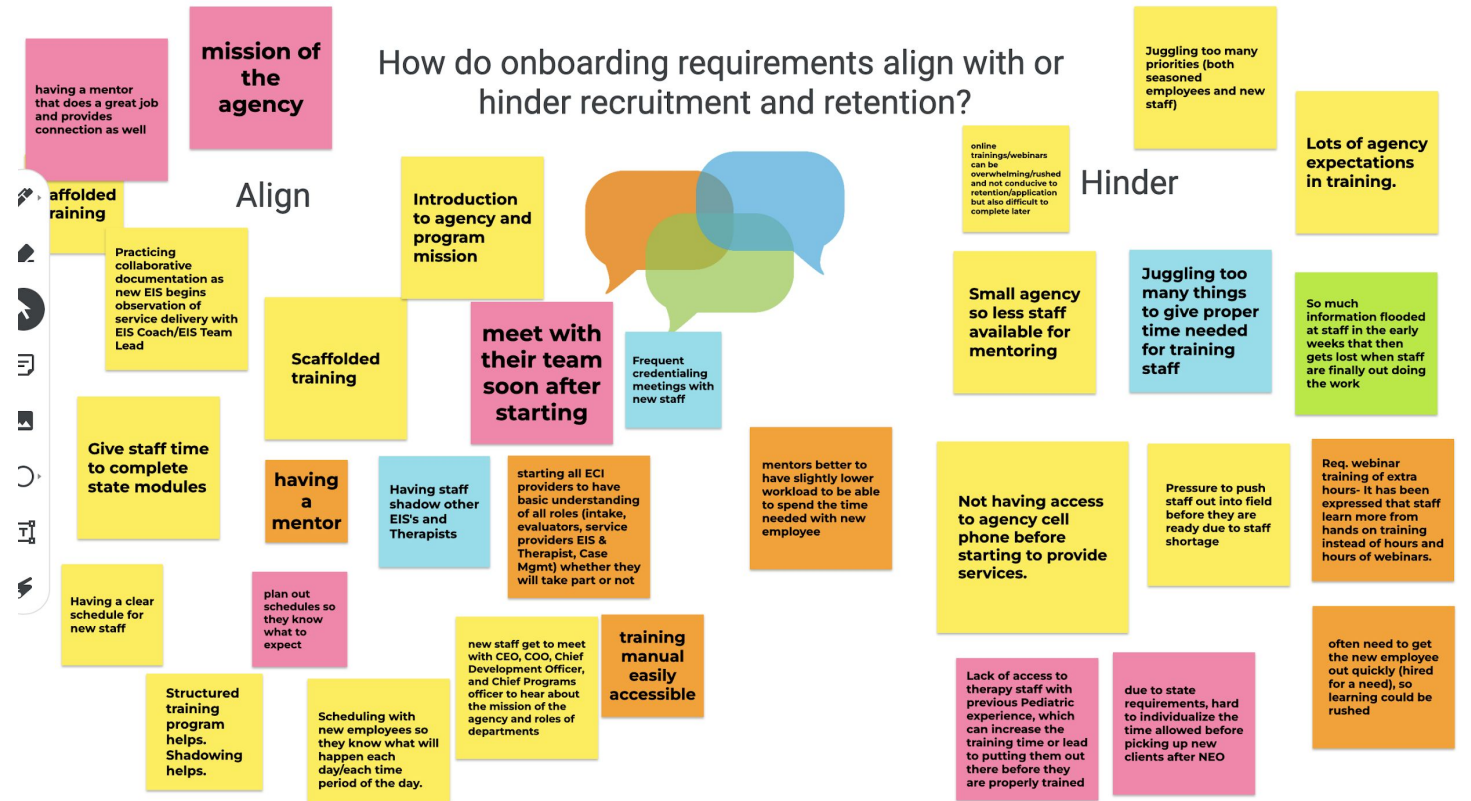
Prioritizes open communication and accessible support



Involves the new employee in meaningful work from the beginning

# Key practices:

- Intentionally structured schedule for onboarding
- Scaffolded training
- Shadowing
- Mentoring



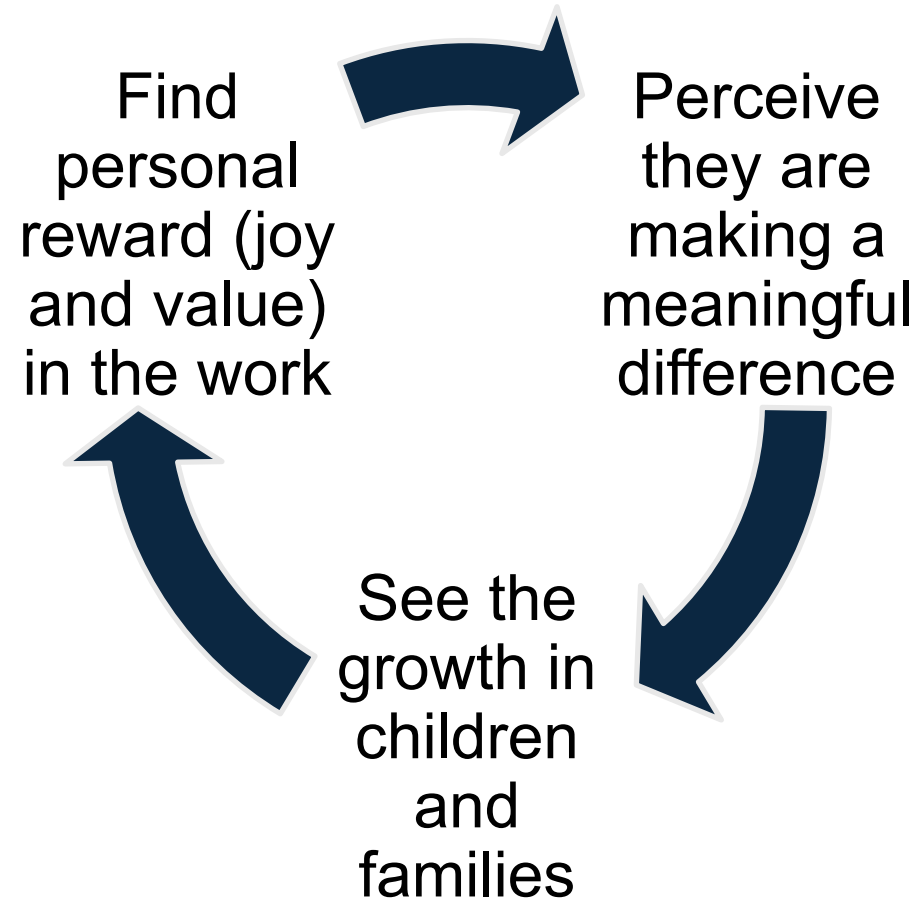
# According to the National Institute for Early Education Research (NIEER, 2024)

- Almost **40%** reported being *likely or very likely to leave the EI/ECSE workforce* in the next 5 years. More than 25% reported looking for a new job outside the EI/ECSE field in the last 6 months.
- Nearly one-fifth of EI/ECSE Related Service Providers reported *severe or potentially dangerous stress levels*.
- Many reported a need for more and stronger supports.
- Many respondents expressed concerns that **compensation was too low**.

## Additionally, in the NIEER Report:

- Respondents reported **high levels of knowledge** across many different topics
- Some respondents reflected on the **match between their own qualifications and what is needed to succeed** in the EI/ECSE field.
- Many respondents reported a **need for more, better quality professional development** and other supports.
- The majority (approximately two-thirds) of respondents were **not members of any professional organization**.

# Top 3 reasons people stay:







# This work is an emotional journey

- Positive emotions increase job satisfaction
- Highly positive experiences reduce impact of negative emotions and other variables



# Small Group Reflection

With an emotional lens, discuss:  
*What do you perceive the  
emotional journey is like for  
prospective and new  
employees?*

We will ask each group to share out any ah-has or something innovative that was shared.

# Emotional Connections



## Invest in the “emotional salary”

Three-quarters (72%) of employees say they would stay longer at a job where they feel supported and valued compared to a job that pays 30% more but where they don't feel the same way (Macini, 2024).

Create a mindfulness of the **psychological pay** to counter the psychological costs



## Emotionally Engage Individuals

“If there is no **emotional connection** made with a new hire during the **onboarding** process, this will result in their inability to **connect** successfully with the organization” (Bell, 2021).

Monitor the person and their progress



## Cultivate the Emotional Environment

Leaders can build and support **psychological capital (PsyCap)** (Luthans, 2007).

Hope  
Efficacy  
Resilience  
Optimism

# Strategies for recruiting

## **Consider how to excite a potential employee**

- Write an attention-grabbing job description
- Be mindful of word choice
- Create recruitment videos
- Be transparent with what job entails

## **Give more ownership of recruitment and success to employees**

- Start an employee recruitment incentive program
- Include peers in the interview process



# Strategies for recruiting

## **Provide personalized touches**

- Create customized interview agendas
- Make them feel welcome

## **Optimize partnerships with Institutions of Higher Education**

- Support field experiences
- Offer to be a guest speaker in courses

# Strategies for onboarding

## **Offer a personalized experience if possible**

- Communicate before the first day to prepare them
- Send them some swag and/or a welcome package
- Schedule a welcome lunch on the first day
- Set up their workspace before they arrive

## **Prepare them for productivity expectations (to counter stress)**

- Clearly explain roles, responsibilities, expectations to make it easier for new employee to integrate into program
- Prioritize open communication and accessible support
  - Check in regularly
  - Invite feedback about process from mentor and new hire

# Strategies for onboarding

## **Encourage social connections and sense of belonging**

- Facilitate coworker welcoming activities
- Job shadowing

## **Involve employees in meaningful work from the beginning but do it gradually**

- Pair them with a buddy/mentor - delineating mentoring from onboarding
- *Share information about the culture of the environment by allowing them to authentically experience it*



## Discussion

*What are some of your current practices that support the emotional needs of prospective and new employees?*



# The emotional journey- *is in fact a journey*



Loyalty



Belonging



Sense of purpose



Positive reinforcement



Psychological Capital



As we conclude this session focused on solutions and strategies via mindfulness of emotional connections, *please write one GOAL that you have for yourself in the work you do to recruit and onboard.*

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Share your goal in the chat

Thank you  
for your time

“People will forget what you *said*.  
People will forget what you *did*, but  
people will never forget how you made  
them *feel*.” ~Maya Angelou

Please complete the **post survey** link  
accessible in the chat.