



OUR WHY? To partner with local governments so that Texas communities are **STRONGER TOGETHER**

1

Our Coverages



**Workers'
Compensation**



Liability



Property



Cyber Liability



Special Risk

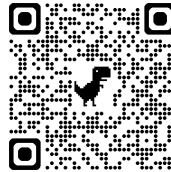
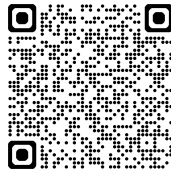
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2

Safety Matters. Stay Connected.



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3

Recruitment and Onboarding for Supervisors

Note: We are not attorneys and cannot provide legal advice. We strongly encourage you to have discussion related to this topic with your attorney and review your policies, federal, state and local laws, including your charter, ordinances and resolutions.

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Recruiting Video Example*

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*<https://youtu.be/-Yy4QXJqFmE?si=QnD7kUmxB5wtY6lP>

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Employee Lifecycle Model

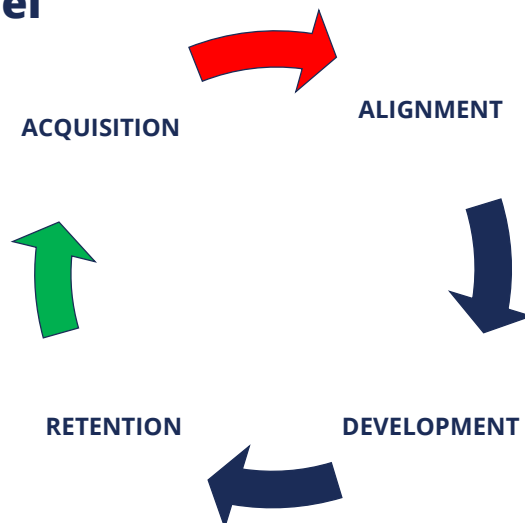
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Employee Lifecycle Model

- **Acquisition** - An ongoing cycle of processes related to attracting, sourcing, recruiting and hiring members of an organization
- **Alignment** - The process of accommodating, assimilating and accelerating new team members to the organizational culture and their respective jobs
- **Development** - An ongoing focus of the organization to ensure that skills, abilities and knowledge are constantly being enhanced/upgraded
- **Retention** - Strategies geared towards retaining engaged members of the organization who are committed to their and its growth



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Organizational Identity

*“Your organization's identity is made up of three distinctively different, yet interrelated elements: **purpose, brand, and culture**. When these elements are clear and aligned, they create a substantial competitive advantage in everything from recruiting and retention to productivity and profits. Your company's employees and performance become powerful -- even unstoppable – forces.” Gallup.com*

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Begin with the end in mind

Why should someone invest themselves in your organization?

What do we have to offer?

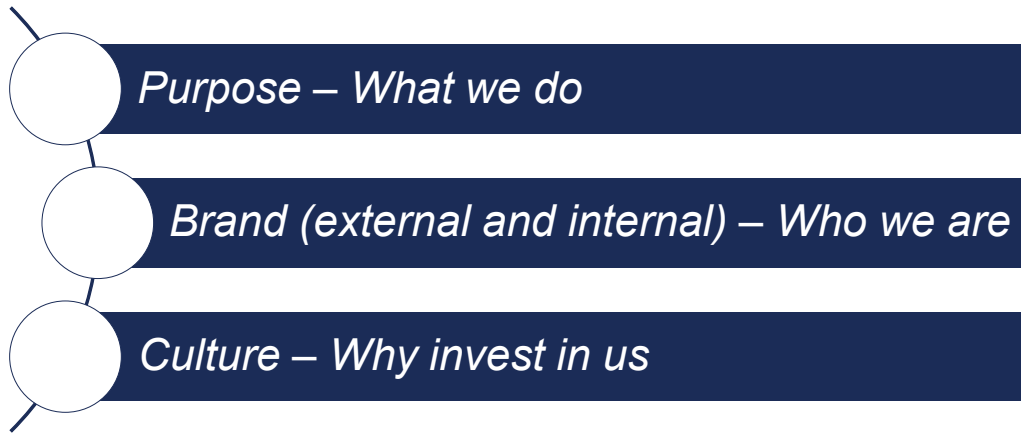


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WHAT - WHO - WHY



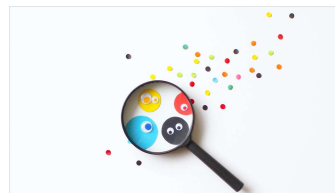
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Purpose – What we do

- What is our purpose?
 - Succinctly but genuinely define it
- How do we effectively share our purpose?
 - Go where people are
- How do we share our purpose as more than words on a page?
 - What does our purpose LOOK like?



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What is our Purpose?

- What do we do?
 - Mission Statement
- What does this mean?
 - Does it communicate what we are about in a way that is easily understood?
- How do we share our Purpose and measure understanding?



Brand – Who we are



Beyond the Brand- What Do YOU Value?

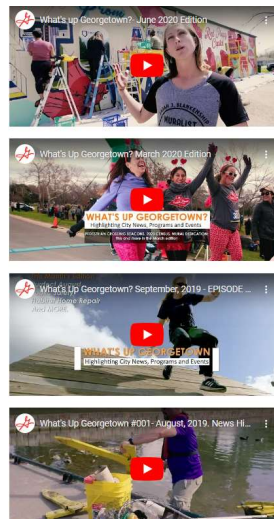


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Why Work Here? - City of Georgetown

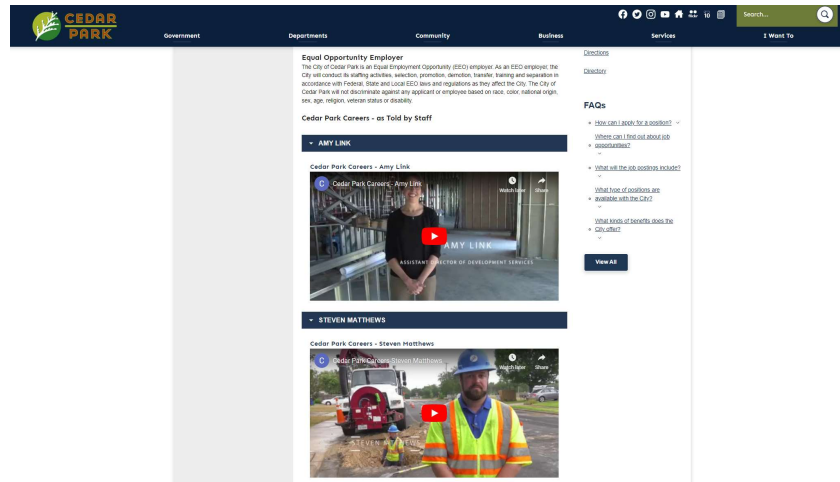


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Why Work Here? - City of Cedar Park



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Why Work Here? - City of Cedar Park*



*<https://youtu.be/7kiBWt0u450?si=mH8DrterNZjWdgcS>

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Work That Matters - City of Allen*



*https://youtu.be/cRxfc8lmPil?si=w4ehnGvPJk6m_-Fw

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Values with HEARTS - City of Waxahachie



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Who ARE We?

SERVE with us.



Every person matters.
Every job has a purpose.
Together we make a difference.

plano.gov/jobs

SERVE with Team Plano.

Follow our social media pages for the latest career opportunities and how to SERVE with the City of Plano.

bit.ly/PlanoCareersFB

twitter.com/PlanoCareers

bit.ly/PlanoCareersLI

plano.gov/jobs

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Who ARE We?

SERVE WITH TEAM PLANO

TeamPlano

Follow the City of Plano on social media for the latest career opportunities.

bit.ly/PlanoCareersFB

twitter.com/PlanoCareers

bit.ly/PlanoCareersLI

plano.gov/jobs

To view current opportunities and apply, please visit our website above!

Plano
City of Excellence

CITY OF PLANO | 1000 K AVENUE, PLANO, TX 75074

THE CITY OF PLANO

ENGAGED STEWARDSHIP

SERVE

RESPECTFUL VISIONARY EXCELLENCE

Every Person Matters.
Every Job Has Purpose.
Together We Make
A Difference.

CAREER OPPORTUNITIES

The City of Plano offers career opportunities across all departments - in a variety of fields and experience levels.

Below are just a few of the many opportunities available at Team Plano:

- Library Services Representative
- Public Services Librarian
- Recruitment Aide
- Logistics
- Recreation Services Manager
- S & E Designer
- Police Records Technician
- Human Resources Analyst
- Human Resources Technician
- Automotive Technicians
- Public & Public Works Maintenance Workers & Equipment Operators
- Customer Services Representatives
- Project Manager
- Applications Integration/Developer
- Business Intelligence Analyst
- Construction Inspector
- Traffic Engineer
- Engineer
- Administrative Assistant
- Land Records/CITX Technician
- Animal Services Officer
- Recruiting Assistant
- School Crossing Guards
- Recruit Trainer

The City of Plano enjoys a reputation as one of the most desirable U.S. cities to live and work. Plano was recently named as one of the "Safest Cities in America" and "Best Run Cities in America" by Law Street Media and 2017 Wall Street, respectively.

Plano is a regional hub for a number of notable national and international companies, including Toyota, JP Morgan Chase, PepsiCo and Cigna.

Working with the City of Plano affords you the opportunity to make a difference in our community, work with great people, and enjoy a challenging career all while earning a competitive salary!

THE CITY OF EXCELLENCE

Working with the City of Plano affords you the opportunity to make a difference in our community, work with great people, and enjoy a challenging career all while earning a competitive salary!

EXCEPTIONAL BENEFITS

COMPETITIVE COMPENSATION

RETIREMENT BENEFITS

- Membership in the Texas Municipal Retirement System
- Employee contributions matched 2 to 1

COMPREHENSIVE INSURANCE

- Medical Insurance - 90% of employee premiums and 75% of dependent premiums paid by the City
- Dental Insurance - 80% of premiums paid by the City
- Voluntary Vision and Hospital GAP
- Life Insurance - up to 4 times annual salary provided by the City

EXCEPTIONAL WORK-LIFE BALANCE

- Three weeks paid vacation
- Vacation buy-back available
- Three weeks paid sick leave
- Five paid City holidays

OTHER BENEFITS

- Tuition Reimbursement
- Longevity Pay
- Flexible Spending Accounts
- Half price recreation center membership

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Who ARE We?



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Culture - WHY invest in us?

"If you hire people just because they can do a job, they'll work for your money. But if you hire people who believe what you believe, they'll work for you with blood and sweat and tears." Simon Senek author of Finding Your Why

The goal of creating and marketing OUR culture is to attract and cultivate members who will thrive within OUR organization.

WE will strive to promote and foster an environment of excitement about what it's like to work here demonstrating that WE each play a vital role in the success of OUR organization.



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Culture - Why invest in us? – Go *WHERE* they are



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Culture - *More Than Words*



City of Plano, Texas Government

April 21 at 3:40 PM · 🌐

Want to join our team? Check out our Route Driver position and let us know if you're interested. A high school diploma or GED equivalent is required. One year of experience operating heavy equipment and vehicles is preferred. Apply here: <http://bit.ly/2Zwr1zc>. #ServeWithUsSunday #JoinTeamPlano



City of Plano, Texas Government

March 31 · 🌐

Want to join our team? Join Visit Plano as a CVB Sales Consultant! Knowledge of hospitality industry practices, operations, and functions as well as marketing and sales strategies is preferred. Apply here: <http://bit.ly/2JMIBMB>. #ServeWithUsSunday #JoinTeamPlano



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4 Comments 6 Shares

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Culture - Share and Share a "Like"



City of Plano, Texas Government

March 24 · 🌐

Want to join our team? Check out our Housing Rehabilitation Project Coordinator position and let us know if you're interested. Check out what we're looking for and apply here: <http://bit.ly/2Frqh6m>. We'd love to meet you! #ServeWithUsSunday #JoinTeamPlano



Housing Rehabilitation Project Coordinator

We are looking for individuals that want to be part of a team that cares and are committed to the people we work with, and the community we serve.

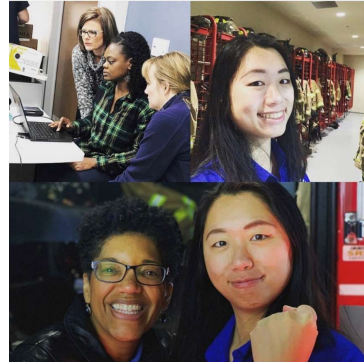
Do you have at least three years of experience in:

- Residential construction or remodeling,
- Construction estimating and bidding,
- Residential insurance adjustment, or
- As a municipal building inspector?



Shante Akafia and 5 others

9 Shares



Liked by cityofplano and 418 others

meilintw City of Excellence with excellent people!!!
#teamplano #pmo #PlanoEngaged #we #serve
@cityofplano #projectmanager #plano

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Culture - Employees Are Our BEST Recruiters



City of Plano Careers @... · 10/27/18

"I became a member of Team Plano because it's a great place to work, supportive supervisors and colleagues, professionalism and it has given me the reason to SMILE."

SERVE with us at the City of Plano!

bit.ly/2D8JD0j

#JoinTeamPlano #PlanoJobs

#LovePlano



City of Plano Careers · 10/29/18

"I became a member of Team Plano because I wanted to make a difference in my community."

Make a difference with us at the

@cityofplanotx! bit.ly/2O8jaAZ

#JoinTeamPlano #PlanoJobs

#LovePlano



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Job Requisition, Description and Posting

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Job/Position Requisition

- Helps prioritize hiring needs (not all requisitions are approved)
- Tells the “story”/reason why the position is needed by accurately (realistically) justifying the need

JOB REQUISITION FORM

Instructions

1. Complete and sign this form to request a job posting or job funding.
2. Attach the job description in Word format and an organizational chart if available.
3. Submit all documents to hr@u-portland.edu to begin signature process.

DEPARTMENT INFORMATION

Department Name	Department Location	Department Building/Work Space
	☐ Main Campus ☐ Idaho Campus	
	☐ CRC Campus ☐ Remote	

STEP 1: POSITION INFORMATION

Requested Position Title	Supervisor Name and Title	Job Level
Position Status	Position Type	Benefits Eligibility
☐ New Job	☐ Permanent Full-Time	☐ Full ☐ 140
☐ Existing Job with Change	☐ Permanent Part-Time	☐ Partial ☐ 128
Current Incumbent(s) if Filled:	☐ Temporary Full-Time	☐ N/A ☐ 120
	☐ Temporary Part-Time	☐ Other _____

Position Type	Assignment Dates (if Temporary)
☐ Cabinet ☐ Staff ☐ Intern ☐ Contractor	Start Date: _____
☐ Faculty ☐ Student Worker ☐ Volunteer ☐ Not Sure	End Date: _____

Business case (e.g., cost benefit, alignment with mission, vision, values, etc.) attach documentation if helpful.

Do other positions need to be redefined or revised based on this new position or change? If so, please explain.

Notes

Hiring Manager Name _____ Hiring Manager Signature _____ Date _____

HR Name _____ HR Signature _____ Date _____

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Job Description vs. Job Posting (Ongig.com)

NOTE: Guidance is provided in blue text on the template. Please delete all blue guidance notes prior to saving the final job description.

Job Description: [Job Title]

Employee Name:	Department Name:
Reports To (Supervisor's Name and Title):	Position Location/Address:
Position Shift/Work Schedule:	

POSITION SUMMARY:
(Guidance: This section should be a summary of the job's function and not a complete listing of all job responsibilities.)

REQUIRED EDUCATION AND EXPERIENCE:
(Guidance: Standard minimum qualifications for some jobs have been established. Please work with Compensation Administration if you have questions in this regard.)

- 1.
- 2.

REQUIRED KNOWLEDGE, SKILLS, ABILITIES/COMPETENCIES TYPICALLY NEEDED TO PERFORM THIS JOB SUCCESSFULLY:
(Guidance: Begin statements in this section with "Ability to..." "Knowledge of..." etc. and speak directly to the competencies successful candidates should possess to perform the job successfully.)

- 1.
- 2.
- 3.
- 4.

Sr. Web Developer

Elastic is a search company built on a free and open heritage. Anyone can use Elastic products and solutions to get started quickly and frictionlessly. Elastic offers three solutions for enterprise search, observability, and security, built on one technology stack that can be deployed anywhere. From finding documents to monitoring infrastructure to hunting for threats, Elastic makes data visible in real time and at scale. Thousands of organizations worldwide, including Cisco, eBay, Goldman Sachs, Microsoft, The Mayo Clinic, NASA, The New York Times, Wikipedia, and Verizon, use Elastic to power mission-critical systems. Founded in 2012, Elastic is a distributed company with Elasticians around the globe and is publicly traded on the NYSE under the symbol ESTC. Learn more at elastic.co.

As a Senior Web Developer at Elastic on the Marketing web development team, you'll be working collaboratively in a distributed working environment delivering valuable features for our web infrastructure that powers elastic.co. Elastic.co is our primary channel to communicate with potential and existing customers on how the power of search can solve their biggest challenges. We support stakeholders across the company and are working to facilitate a high quality customer experience at scale. We're seeking a talented web developer and communicator to help push the our webteam and team to new heights.

What You Will Be Doing

- You will be working on the application and backend layer that powers our flagship website, elastic.co. You will be working on enhancing our resiliency, introducing new functionality, and collaborating with engineering teams across the company to ensure we are delivering a first-class experience to our customers.

Notify Me of Open Positions
Sign in with your social account to receive emails when Elastic posts open positions you might be interested in:

First Name

Last Name

Email

Categories

Location

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Are You Using the Right Tools for the Job?

- Employment or Job Application
- Conduct behavioral interviews and have HR or another person present (tandem interview)
- Use the same list of job related interview questions approved by HR for all applicants
- Use an evaluation score card to make objective decisions
- Check references
- Perform background checks and drug test (as applicable)



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Interview Examples?

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Interview Example – High Pressure*



*https://youtu.be/-v1OLMjG52I?si=18M_TkBAhLlxmOUp

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Interview Example – Not Clear*



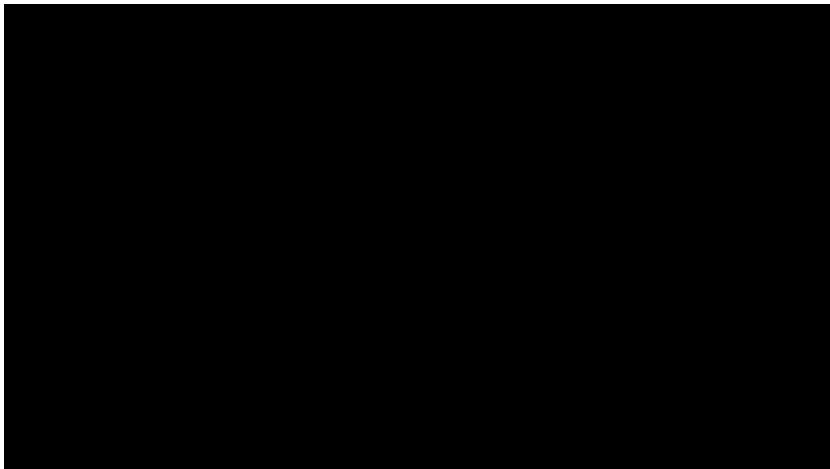
*<https://youtu.be/nU85zmwsqDM?si=oGnPcYZ7uVjSnUfj>

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Interview Example – Discrimination Free Hiring



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Phone Interview

Sample Phone Interview Questions:

- *Please briefly walk me through your resume, highlighting experience that is relevant to this opportunity.*
- *Why are you looking for a new position?*
- *Why did you decide to apply for this position?*
- *This position usually works 7 a.m. to 3:30 p.m. Monday-Friday. Are you able to work this schedule?*
- *This position may be placed on the "on call" rotation. When on call, this person would need to be able to respond to urgent calls and potentially work after hours or on weekends. Would you be able to do this?*
- *What pay rate are you looking for?*
- *Can you describe to me a project you completed that required you to create pivot tables in Microsoft Excel?*
- *What questions can I answer for you?*

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Interview Format

- Introduce interview panel and giving a brief description of their involvement with the position
- Revisit the realistic job preview you gave during the phone interview, and ask the candidate if they have any questions about the position since you last talked
- Use effective interview questions:
- Open Ended questions can provide a sense of an applicant's potential and whether the person would be a cultural fit.
- Closed ended job interview questions can enable the employer to receive direct responses and specific information from the candidate, and they can help the interviewer control the direction of the interview. But such questions can have drawbacks:
 - *They do not encourage candidates to elaborate on their feelings or preferences toward particular topics.*
 - *They limit candidates' ability to discuss their competencies.*
 - *They can leave situations unanswered or unclear.*
 - *They can be frustrating for candidates who may want to explain or state relevant information.*
- Ask the same questions of each candidate. Ask follow-up (clarification) questions if needed- just be sure to note this on the interview form.
- Each interviewer should take detailed notes on a prepared interview guide (each interview form should include the name of the applicant, the name of the interviewer, and the date of the interview, for later reference)
- Be sure to let the candidate know that you are taking notes
- Be sure that all notes are related to the job
 - *Additionally, if the candidate provides information unrelated to the position (such as marital status, children, church membership, etc), avoid making note of this information.*
- Be sure to take notes only on the interview guide. Do not make notes on the application, resume, sticky notes, napkins, etc.

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Behavioral Interview and STAR Technique

According to [Indeed.com](https://www.indeed.com), behavioral interview questions can help employers determine if a candidate can handle certain job aspects. These questions assess if a candidate has experienced a relevant situation and how they responded.

STAR Technique

Situation: *The candidate describes the scene and provides relevant details of their example. Look for an answer that explains the context of the situation and why it connects to your question.*

Task: *Next, the candidate describes their role in the situation. This can help you determine what level of responsibility they had in their previous roles.*

Action: *They explain how they addressed the situation and what steps they took to overcome the challenge. A good answer shows how the candidate added value to the situation and made logical decisions.*

Result: *At the end of their answer, the candidate explains the outcome of the situation. A quality answer includes concrete examples and quantifiable achievements. They should explain the direct effects of their efforts in their answer.*

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Before the First Day and Beyond (On-Boarding)

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Draining vs Engaging Onboarding

🚰 Draining Onboarding	🚰 Engaging Onboarding
Boring PowerPoints and generic welcome emails.	Showcasing how their role directly impacts the organization.
Throwing new hires into work with little context.	Creating meaningful touchpoints with leadership.
Focusing only on compliance, skipping the culture.	Providing mentors who truly invest in their success.
Leaving employees to "figure it out" on their own.	Immersing them in your values, not just your policies.
Forgetting to ask for feedback or adjust the process.	Giving them the tools to feel confident from day one.
Neglecting to introduce them to key team members.	Organizing a warm and interactive team introduction session.
Treating onboarding as a one-day event instead of a journey.	Encouraging two-way feedback to continuously refine the process.

Follow Hacking HR for more insights! 

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On-Boarding (Toolkit Example)

"Begin with the end in mind" – Dr. Stephen R. Covey

- Pre-Hire Date Checklist
- First Day Checklist
- First Week Planning Templates
- First Week Schedule
- Learning/Performance Milestones – Planning Tool
- One on One Supervisor Meetings – Tips for Success
- One on One Supervisor Meeting Templates

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Pre-Hire Date Checklist

- WHERE?
 - Where will they be located?
- WHAT?
 - What tools will they need?
- HOW?
 - How will they access their tools?
 - Keys, card, log-in, etc.

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Sample On-Boarding Checklist

SAMPLE – NEW EMPLOYEE ORIENTATION (ON-BOARDING) CHECKLIST

This document is not to be construed as legal advice. Rather, it is for your review and consideration in consultation with your HR department and your city attorney/legal representative and its use should include consideration of your organization's policies, benefits, charter, and federal, state, and local laws.

I, _____, attended new employee orientation (on-boarding) on _____.
The following policies, procedures, and organizational information were discussed and copies provided to me.

I understand it is my responsibility to ask questions of my immediate supervisor, department head, or the human resources director if I have any questions regarding this or any other information at any time during my employment.

☐ Personnel Policies and Employee Handbook – _____ (Date of Handbook, i.e., January 1, 2018 Edition)
☐ History and Map of _____ (Your Organization's Name)
☐ W-4 Form
☐ I-9 Form
☐ Job Description, signed
☐ Direct Deposit Authorization Form
☐ Health, Dental, Vision, and Life Insurance Information/Enrollment Forms
☐ Flexible Spending Enrollment Form (FSA Section 125)
☐ COBRA Notice (May come from Third Party Administrator)
☐ Employee Assistance Program (EAP)
☐ Texas Municipal Retirement System (TMRS) or other mandatory retirement program
☐ ICMA or other Optional Retirement
☐ Notice of Workers' Compensation Coverage
☐ Texas Public Information Act – Election to Disclose or Keep Confidential Personal Information **(must be signed within first 14 days of employment)**
☐ Employee Authorization for Payroll Deductions
☐ Credit Union Brochure
☐ Postflight Authorization for Payroll Deductions, if applicable
☐ IMPA Authorization for Payroll Deductions, if applicable
☐ Holiday Schedule
☐ DCF Employee Handbook/Testing Video, as applicable

Printed Name _____ Date _____
 Signature _____ Date _____
 Witness Signature _____ Date _____

✓	New Employee Checklist	Who Will Complete Action	Date Completed
	Pre-Offer Acceptance		
	Send offer letter. Should include position, title, salary, etc. (see sample templates on HR website)		
	Pre-Hire Preparation		
	Complete Hire iForm and submit appropriate hire paperwork to Duke Human Resources and Corporate Payroll Services		
	Send Department Welcome Letter to new employee which should confirm position, title, salary, supervisor and when/where to report (See template Department Welcome Letter). Include union contract if appropriate. Include any other documents you want employee to have in advance of first day of employment.		
	Call new employee to confirm receipt of Department Welcome Letter and confirm start date, place, etc.		
	Send internal memo to department announcing new employee's arrival date and responsibilities (see template New Employee Announcement)		
	Ensure cleanliness and order of work area. Set up office space with phone, computer, supplies, office keys, etc.		
	Order/install telephone, phone number and voicemail access		
	Arrange for computer login and password setup, email		

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10 QUESTIONS THAT MAKE **ONBOARDING FEEL HUMAN**, NOT TRANSACTIONAL

1. "What made you say yes to this role?"
→ Invite people to reconnect with their why.
→ It helps you understand their motivation, and how to nurture it.

2. "What kind of support helps you do your best work?"
→ Move beyond generic check-ins.
→ Make support feel personal, not performative.

3. "What's one thing you're excited to contribute here?"
→ Shift the focus from 'fitting in' to 'bringing value.'
→ It builds pride and ownership early.

4. "What's something that frustrated you in a past role, and how can we avoid that here?"
→ Use past experience to proactively remove friction.
→ People feel seen when you learn from what they've lived.

5. "What helps you feel included on a team?"
→ Inclusion isn't automatic, it's intentional.
→ This helps leaders build belonging from day one.

6. "When and how do you like to receive feedback?"
→ Feedback should be relational, not rigid.
→ This builds psychological safety and better communication.

7. "What boundaries help you stay energized and well?"
→ Normalize talking about energy, not just productivity.
→ Respect for boundaries is respect for people.

8. "Is there anything about our onboarding that feels confusing or overwhelming?"
→ Ask early, before silence turns into disengagement.
→ Create a culture where feedback isn't feared.

9. "Who do you still need to meet to feel connected here?"
→ Relationships are the glue of experience.
→ Help them build their web of support.

10. "How can we make your first 90 days feel like a launchpad, not just survival?"
→ Set a tone of growth, not endurance.
→ People remember how they were made to feel, not just what they were told.



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One on One Follow-Up Questions

- 30-Day One on One Follow-Up Questions
- 60-Day One on One Follow-Up Questions
- 90-Day One on One Follow-Up Questions

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30 Day Follow-Up	60 Day Follow-Up	90 Day Follow-Up
What do you like about the job and the organization so far?	Do you have enough time to do your work? Likewise, do you have access to the appropriate tools and resources?	Have you had any uncomfortable situations or conflicts with supervisors, co-workers or customers?
What's been going well?		Does your supervisor clearly explain what the organization expects of you?
Tell me what you don't understand about your job or about our organization?	Do you feel you have not been sufficiently trained in any aspects of your job to perform at a high level?	How would you rate leadership communication overall on a scale from 1 to 10, with 10 being highest?
Have you faced any surprises since joining us?	How do you see your job relating to the organization's mission and vision?	Do you believe your ideas and suggestions are valued?
What could we have done differently during the interview process to realistically prepare you for your new role?	What do you need to learn to improve to continue to be successful?	In retrospect, what could we have done differently in terms of setting your overall expectations appropriately for working in our company, and for your job specifically?
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Taking the Time...The Result:

- Better performance
- Improved engagement and
- Stronger retention

New Hires Will Feel

- Acknowledged,
- Included and
- More excited about their prospects for long-term success
- A high-payoff activity for a minimal—but smart—investment of your time!

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RISK POOL

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Culture Matters

A new hire's first impression is your insight to the organizations culture

Workplace culture is a living organism that will create itself and grow without much effort. However, creating and sustaining a culture that is just not alive, but breathes life into others takes intentional effort and is a journey for the whole organization.

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Can You Hear the "POP"?

*"**DISCOVER** your core values and purpose beyond just making money (core ideology) and combine this with the dynamic of **PRESERVE** the core/**STIMULATE** progress."*



James C. Collins Good to Great: Why Some Companies Make the Leap... and Others Don't

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QR Code for Presentation



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OUR WHY? To partner with local governments so that Texas communities are **STRONGER TOGETHER**

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