
 Council on Licensing, Enforcement and Regulation

  
2009 Annual Conference  
September 10 - 12

Effective Methods for  
Selecting, Retaining &  
Developing Regulatory  
Staff

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Virginia Dept. of Health Professions

*Promoting Regulatory Excellence*

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Introduction/ Overview:  
September 12, 2009 (7:15-8:15 am)

- Topic relevance & impact
- Selection Strategies
- Retention & Development Strategies

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Topic relevance & impact

- Influence of economy on staff selection, retention, development process
- Promoting agency excellence through staff
  - Customer service triangle

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### Selection Strategies

- Process
  - Identify position requirements
    - Key skill sets
    - Health care vs. non-healthcare
  - Advertising on a dime
  - Application, candidate screening process
  - Interviewing

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### Selection Process

- Interviewing
  - Focused questions
  - Quality vs. quantity
  - Behavioral-based questions
  - Method
    - Panel, telephone vs. personal

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### Selection Process

- Behavioral-based interviewing
  - Predicting future performance through past performance
  - Probes for specific behaviors
  - Improved accuracy, objectivity of information
  - Examples

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### Selection Process

- Alternative assessment techniques
  - Writing exemplars
  - Demonstration
  - Role play
  - Recognizing generational differences

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### Retention & Development Strategies

- Initial training & continual development
  - Establish & enforce clear expectations
- Feedback- qualitative/quantitative
- Outcomes management Awareness of role/impact in agency performance

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### Retention & Development Strategies

- Promote active staff involvement in system changes & projects
- Incentives on a dime
- Recognize/respect generational differences

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<b>References</b>		
<p>Carter, T. (2004). <i>Behavioral Based Interviewing: Techniques to Help You Hire the Best</i>. Virginia Commonwealth University Center for Public Policy.</p> <p>Hansen, K. (Retrieved 2009). <i>Quintessential Careers: Behavioral Interviewing Strategies</i>. Website: <a href="http://www.quintcareers.com/">www.quintcareers.com/</a></p> <p>McKay, D. (Retrieved 2009). <i>Behavioral Interviews</i>. Website: <a href="http://careerplanning.about.com/od/jobinterviews/">http://careerplanning.about.com/od/jobinterviews/</a></p> <p>Maciekowich, M. (Retrieved 2009). <i>Creative Compensation and Total Rewards Tools to Attract and Retain Employees From Different Generations</i>. Website: <a href="http://www.rvhra.org/posted/Creative">http://www.rvhra.org/posted/Creative</a></p> <p>Maciekowich, M. (2008). <i>Effectively Measuring and Rewarding Customer Service Competency and Performance</i>. Website: <a href="http://www.rvhra.org/posted/Customer">http://www.rvhra.org/posted/Customer</a></p>		

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