



# Workforce T/TA Professional Development Series Session 3 Compensatory Selection

Tuesday, May 21, 2024  
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Director, Workforce Programs  
Florida Association of Community Health Centers

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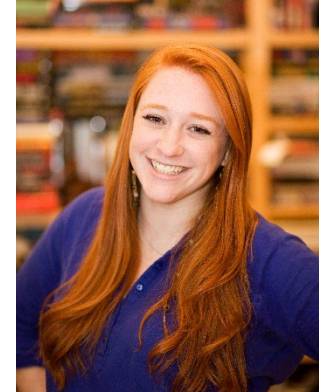
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# ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED



Access to Care & Clinician Support

Recruitment & Retention

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Networking

- National Cooperative Agreement awarded in 2014
- Funded by the Bureau of Primary Healthcare
- One of 22 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

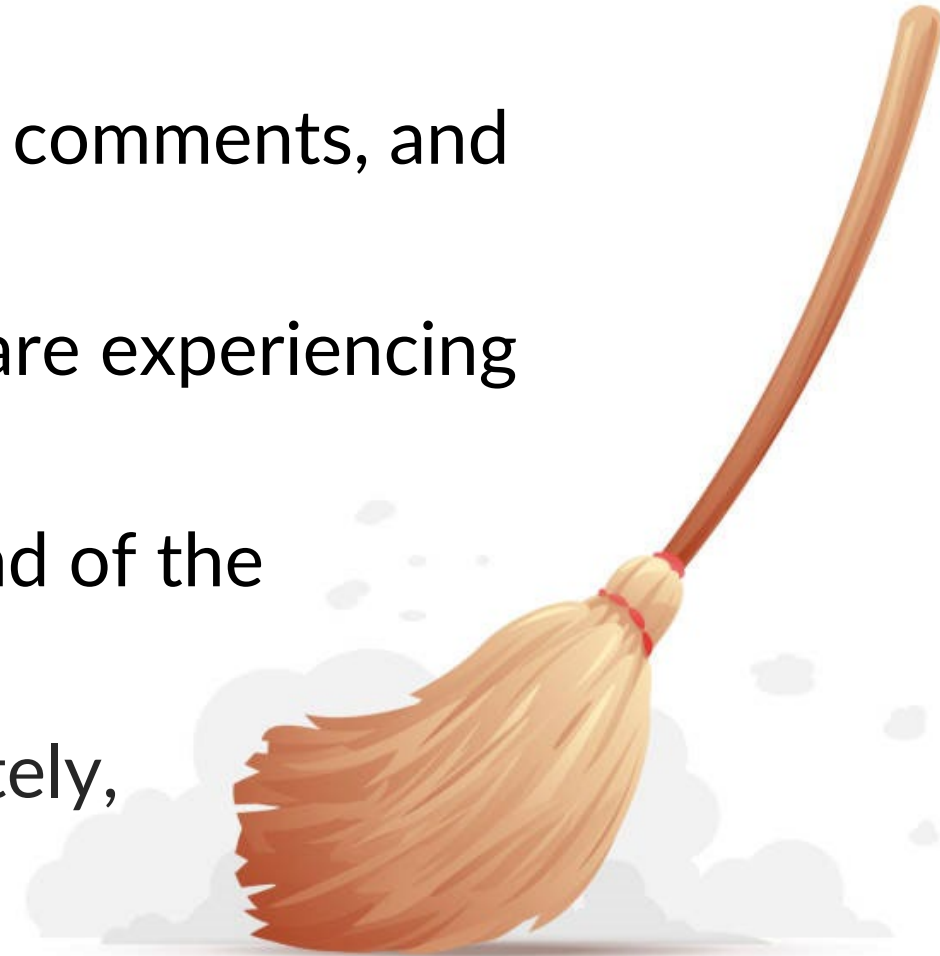
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# HOUSEKEEPING



- This session is being recorded. The **recording and slides** will be sent to all registrants.
- Use the **chat box** to ask questions, share comments, and thoughts.
- Send a message to **Mariah Blake**, if you are experiencing technical difficulties.
- Please complete the **evaluation** at the end of the session.
- Be as present as possible, listen deliberately, share generously



# WORKFORCE PROFESSIONAL DEVELOPMENT SERIES **SESSIONS**



~~Session 1 – Back to Basics: Comprehensive Workforce Planning  
(Tuesday, March 9<sup>th</sup>, 2-3 PM ET)~~

~~Session 2 – Workforce Well-Being (Tuesday, April 16<sup>th</sup>, 2-3 PM ET)~~

**Session 3 – Compensatory Selection with expert faculty Steven Bennett from the Florida Association of Community Health Centers (Tuesday, May 21<sup>st</sup>, 2-3 PM ET)**

**Session 4 – Audience Choice (Tuesday, June 18<sup>th</sup>, 2-3 PM ET)**

# WORKFORCE IS THE FUEL

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A health center with a **full tank** identifies workforce as an essential organizational issue, invests in appropriate operational and staffing resources, and has some key features...



# Core Components

Data-Informed  
Workforce Plan

Equitable &  
Effective  
Compensation  
Structure

Positive Culture  
Focused on  
Engagement

Tested  
Recruitment &  
Retention  
Strategies

Health  
Professions  
Training Program

Chief Workforce  
Officer

High-Functioning  
Managers

Policies that  
Support Diversity  
& Cultural  
Respect



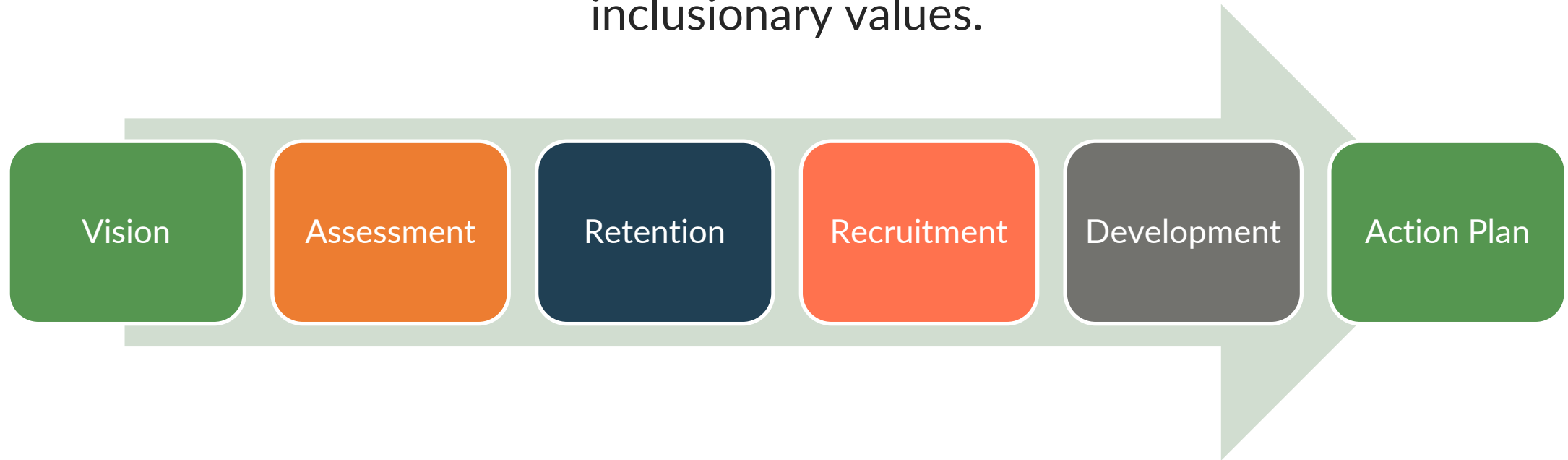


# COMPREHENSIVE WORKFORCE PLAN

## Definition & Components



A comprehensive workforce plan describes the process for which a health center assesses the needs of its patients and community while identifying strategies for building and sustaining its capacity to support those needs through qualified personnel that embody mission-driven, equitable, and inclusionary values.



Click [here](#) to access the STAR<sup>2</sup> Center's Comprehensive Workforce Plan Definition.

# Compensatory Selection: Using Evidence to Build & Retain a World-Class Workforce



Steven Bennett  
Director, Workforce Programs

## Overview

- What is Compensatory Selection?
- Compensatory Selection vs Multiple Hurdle Selection
- Making “Evidence-Based” Real
- Role in Recruitment AND Retention
- Practical Tools and Application

## What is Compensatory Selection?

- Let's first imagine a scenario with 3 typical candidates.
- These candidates are going through a typical hiring process.

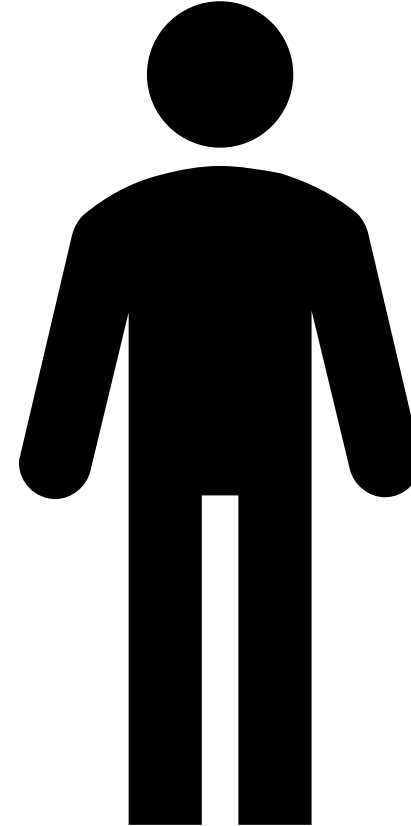
# What is Compensatory Selection?

- Candidate #1
  - Application
  - Resume and Cover Letter
  - Credential Verification
  - Background Check
  - Interview #1
  - Interview #2
  - Reference Check



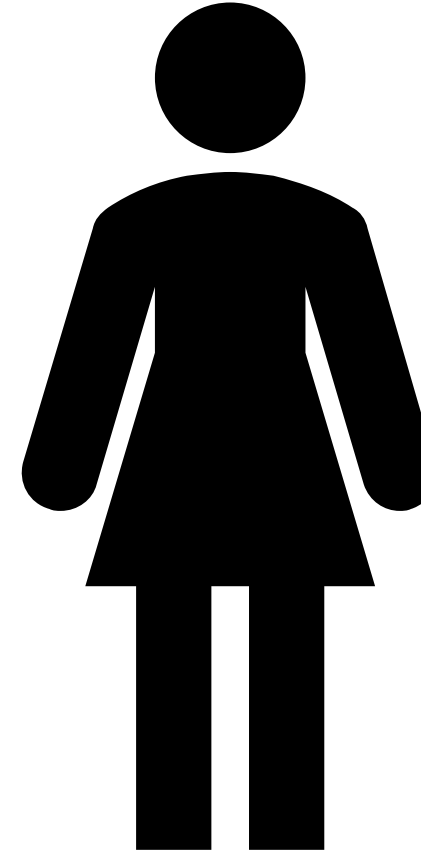
## What is Compensatory Selection?

- Candidate #2
  - Application
  - Resume and Cover Letter
  - Credential Verification
  - Background Check
  - Interview #1
  - Interview #2
  - Reference Check



## What is Compensatory Selection?

- Candidate #3
  - Application
  - Resume and Cover Letter
  - Credential Verification
  - Background Check
  - Interview #1
  - Interview #2
  - Reference Check



## What is Compensatory Selection?

- What **DOES** this tell us?
  - Candidate #1                      Appears to fit the mold for an ideal candidate.
  - Candidate #2                      On paper, appears to be a good candidate; the interview does not go well.
  - Candidate #3                      The resume/cover letter isn't sufficient enough to forward.



## What is Compensatory Selection?

- What **DOESN'T** this tell us?
  - Candidate #1                      Has job fit been established?
  - Candidate #2                      Why did the interview go poorly? Was the candidate nervous?
  - Candidate #3                      What about the resume/cover letter wasn't sufficient? Is bias at play?

## What is Compensatory Selection?

- Compensatory Selection:
  - The process of sourcing and hiring an individual based on a comprehensive, full-picture view of the candidate. Creates a composite “score”.
  - No single part of the hiring process will eliminate a candidate from consideration if minimum qualifications are met.
  - A deficiency in one area is compared to qualities assessed in another area (poor interview skills versus excellent references, for example).
  - Uses (objective) evidence to assess the full qualifications of an individual.

## Compensatory Selection vs Multiple-Hurdle Selection

- Multiple-Hurdle Selection:
  - A candidate only progresses through the hiring process if they successfully pass each “hurdle”.
  - The “hurdles” include:
    - Resume/cover letter
    - Reference check
    - Interviews
    - Assessments
  - The hurdles occur in sequence, as decided by the organization.
  - Once a candidate misses a hurdle, the process stops.

## Compensatory Selection vs Multiple-Hurdle Selection

- Benefits of Multiple-Hurdle Selection:
  - Efficient process.
  - Can be automated in many ways.
- Limitations of Multiple-Hurdle Selection:
  - Requires subjective decision-making about candidates without a full-picture view.
  - Eliminates consideration for candidates who may be a good job fit, but struggled with one part of the hiring process.

# Compensatory Selection vs Multiple-Hurdle Selection

Our BIG Challenge in Workforce:

- The primary pieces of evidence we use today to advance candidates are
  - Credentials
  - Work experience
- The two least-predictive indicators of job fit are
  - Credentials
  - Work experience

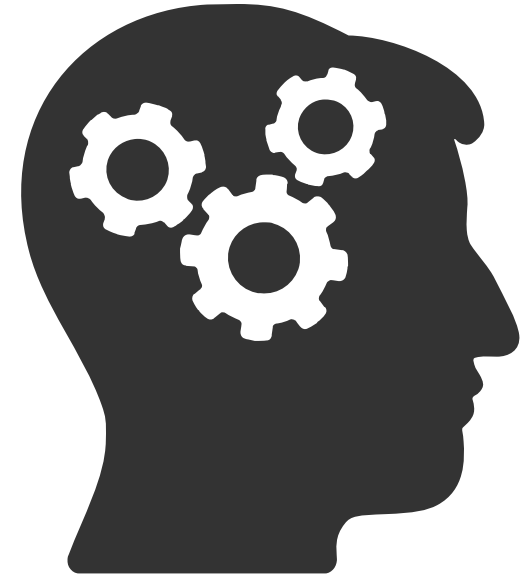


## Why Compensatory Selection?

- Underlying Vision: Job Fit

*Hire for the person, not the credential.*

- Using evidence-based tools to assess job fit.
- When we know more about a candidate, we make better decisions in hiring.



## Theory of Change

- Underlying Vision: Job Fit

*Hire for the person, not the credential.*



## Making “Evidence-Based” Real

- The term “evidence-based” is used everywhere.
- With Compensatory Selection, we can make it real.

Hiring Process Component	What Evidence is Made Available?
Resume/Cover Letter	Work history, credentials
Interview #1	Basic qualifications, historical analysis
Interview #2	Work styles, work values
Reference Check	Work styles, work values
Assessments	Job fit



# Making “Evidence-Based” Real

- The term “evidence-based” is used everywhere.
- With Compensatory Selection, we can make it real.

Hiring Mechanism	Candidate 1	Candidate 2	Candidate 3
Multiple-Hurdle Selection	Work history Credential Basic qualifications Work styles Work values Historical examples	Work history Credential Basic qualifications	Work history Credential
Compensatory Selection	Work history Credential Basic qualifications Work styles Work values Historical examples Job fit	Work history Credential Basic qualifications Work styles Work values Historical examples Job fit	Work history Credential Basic qualifications Work styles Work values Historical examples Job fit

## Compensatory Selection for Recruitment AND Retention

- Compensatory Selection can be used in both recruitment AND retention.
- The application for recruitment can be applied for retention and advancement:
  - Develop a full-picture view of incumbents
  - Integrate CS with career pathway tools
  - Use assessments for existing employees as part of career exploration and advancements strategies.

## Practical Tools and Application

- How is Compensatory Selection integrated into the hiring process?
- What tools are essential?



## Practical Tools and Application

- Assessments
  - The RIGHT assessments help measure
    - Interest areas
    - Work styles
    - Work values
    - Career skills (foundational)
    - Abilities (cognitive)
  - Why do we need to know these things?

# Assessments

## Work Styles for Medical Assistants

Importance	Work Style
95	<b>Integrity</b> — Job requires being honest and ethical.
94	<b>Attention to Detail</b> — Job requires being careful about detail and thorough in completing work tasks.
93	<b>Dependability</b> — Job requires being reliable, responsible, and dependable, and fulfilling obligations.
91	<b>Concern for Others</b> — Job requires being sensitive to others' needs and feelings and being understanding and helpful on the job.
88	<b>Adaptability/Flexibility</b> — Job requires being open to change (positive or negative) and to considerable variety in the workplace.
88	<b>Cooperation</b> — Job requires being pleasant with others on the job and displaying a good-natured, cooperative attitude.
88	<b>Stress Tolerance</b> — Job requires accepting criticism and dealing calmly and effectively with high-stress situations.
86	<b>Independence</b> — Job requires developing one's own ways of doing things, guiding oneself with little or no supervision, and depending on oneself to get things done.
80	<b>Initiative</b> — Job requires a willingness to take on responsibilities and challenges.
80	<b>Self-Control</b> — Job requires maintaining composure, keeping emotions in check, controlling anger, and avoiding aggressive behavior, even in very difficult situations.



# Assessments

## Abilities for Medical Assistants

Importance	Ability
75	<b>Oral Comprehension</b> — The ability to listen to and understand information and ideas presented through spoken words and sentences.
75	<b>Oral Expression</b> — The ability to communicate information and ideas in speaking so others will understand.
75	<b>Written Comprehension</b> — The ability to read and understand information and ideas presented in writing.
72	<b>Near Vision</b> — The ability to see details at close range (within a few feet of the observer).
72	<b>Problem Sensitivity</b> — The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing that there is a problem.
72	<b>Speech Recognition</b> — The ability to identify and understand the speech of another person.
69	<b>Speech Clarity</b> — The ability to speak clearly so others can understand you.
69	<b>Written Expression</b> — The ability to communicate information and ideas in writing so others will understand.
63	<b>Deductive Reasoning</b> — The ability to apply general rules to specific problems to produce answers that make sense.
56	<b>Inductive Reasoning</b> — The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).

# Assessments

## Work Values for Medical Assistants

Extent	Work Value
78	<b>Relationships</b> — Occupations that satisfy this work value allow employees to provide service to others and work with co-workers in a friendly non-competitive environment. Corresponding needs are Co-workers, Moral Values and Social Service.
78	<b>Support</b> — Occupations that satisfy this work value offer supportive management that stands behind employees. Corresponding needs are Company Policies, Supervision: Human Relations and Supervision: Technical.
61	<b>Achievement</b> — Occupations that satisfy this work value are results oriented and allow employees to use their strongest abilities, giving them a feeling of accomplishment. Corresponding needs are Ability Utilization and Achievement.
53	<b>Working Conditions</b> — Occupations that satisfy this work value offer job security and good working conditions. Corresponding needs are Activity, Compensation, Independence, Security, Variety and Working Conditions.
39	<b>Independence</b> — Occupations that satisfy this work value allow employees to work on their own and make decisions. Corresponding needs are Creativity, Responsibility and Autonomy.
39	<b>Recognition</b> — Occupations that satisfy this work value offer advancement, potential for leadership, and are often considered prestigious. Corresponding needs are Advancement, Authority, Recognition and Social Status.

## Practical Tools and Application

- Portfolios
  - For certain positions, the use of portfolios can be used to source candidates.
  - Portfolios create efficiency in deploying Compensatory Selection procedures.
  - Portfolios allow an individual to put forth a more complete package for consideration, greater than what a resume/cover letter can convey.
  - Employers can use portfolios to create incentives:
    - For example, if an individual completes a portfolio, they are guaranteed an interview.
    - Or, partnerships with community agencies can augment the use of portfolios and help individuals complete this task.



## Practical Tools and Application

- Career Pathways
  - When deploying career pathway tools within an organization, CS can be used as part of that process.
  - Career pathways are highly aligned with the concepts of CS.
    - Career exploration
    - Professional/credential development
    - Mentorship
    - Assessments

## Final Analysis

- Compensatory Selection helps organizations know more about their candidates.
- CS helps candidates put forth a better view of themselves to employers.
- Helps reduce the risk of (implicit) bias.
- Facilitates the use of evidence-based tools.
- Leads to Job Fit.

# Q & A

A stethoscope and a pen are resting on a document with medical text. The stethoscope is silver and white, and the pen is silver. The document has some text, including "P O Z I T I V" and "ZAKKAZIVANJE".

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# QUESTIONS



**Thank you!**  
**Please fill out the evaluation!**





# STAR<sup>2</sup> CENTER RESOURCES

- [Recruitment & Retention Self-Assessment Tool](#)
- [Health Center Comprehensive Workforce Plan Template](#)
- [Implementing Staff Satisfaction Surveys Infographic](#)
- [Building a Resilient & Trauma-Informed Workforce Factsheet](#)
- [Turnover Calculator Tool](#)
- [Onboarding Checklist](#)
- [Supporting Mental Health Through Compensation Equity Factsheet](#)
- [C-Suite Toolkit: Health Professions Education & Training for Recruitment and Retention](#)

[You can find all of the STAR<sup>2</sup> Center's free resources here](#)

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# INTERESTED IN TRAINING ON YOUR OWN TIME?



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And the ACU & STAR<sup>2</sup> Center Video webpage:

[www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed](https://www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed)

And the STAR<sup>2</sup> Center Podcast page:

[www.chcworkforce.org/web\\_links/star%20%b2-center-chats-with-workforce-leaders/](https://www.chcworkforce.org/web_links/star%20%b2-center-chats-with-workforce-leaders/)





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