



The DHS Leader Development Program: Human Capital Management

Leadership and Learning are Indispensable to One Another – John F. Kennedy

Tip of the Month:

Seeking options for your Cornerstone *Continuous Development* 12-hour requirement? Check out these Skillssoft courses:

Essentials of Interviewing and Hiring: Conducting an Effective Interview | ID: [hr_06_a03_bs_enus](#)

Essentials of Interviewing and Hiring: Selecting the Right Candidate | ID: [hr_06_a05_bs_enus](#)

Attracting and Retaining Talent | ID: [_pc_ch_lach021](#)

News to Know

[The DHS Coaching Collaborative](#) – check out the Coaching Talent Bank and invest in your success!

Have you thought about a rotational opportunity? Go to the [Homeland Security Rotations Program](#).

Want to know more about Cornerstone, Keystone, or Capstone? Visit the [DHS Leader Development Program](#).

Did you know that the LDP identifies targeted development for [Team Members and Team Leads](#)?

Don't forget, seasoned DHS Leaders must complete 12 hours of Leader as Teacher "Give Back" – write a blog, be a mentor, hold a brown bag lunch....

Questions? Contact your component [LDP Action Officer](#) or email LeaderDevelopment@hq.dhs.gov

Got a minute (...or three?) Check these out!

Attracting and Retaining Talent



Business Challenge (15 minutes)

ID: [_pc_ch_lach021](#)

Delegation Essentials: Overcoming Delegation Problems



Course (1 hour)

ID: [mgmt_27_a03_bs_enus](#)

Addressing the Human Capital Crisis in the Federal Government: A Knowledge Management Perspective



Book (variable duration)

Bookid=8781

Retaining Your Employees: Using Respect, Recognition, and Rewards for Positive Results



Book (variable duration)

Bookid=2609

Points to Ponder “Learning” isn’t about a course – it’s about a course of action!

Guidelines for Checking References

Once you have reviewed the application, and conducted the interview, you have a good idea of how a candidate portrays their capability and experience. But it is important to conduct reference checks to understand how previous supervisors have experienced the candidate's performance. Keep in mind that positions, conditions, and factors differ – whether the candidate gets a glowing or terrible reference, consider the following before making judgements either way about the relevance of very negative or very positive comments. Do they address competence, technical knowledge, character or quality? Do they address particular dynamics, politics, responsibility or decision making?

- Ask the candidate for at least two references, at least one of which is a current or recent immediate supervisor; the other could be a former supervisor or a senior customer or other stakeholder.
- Write out your questions in advance, and make sure to ask the same questions of all references.
- Keep your questions simple, but oriented in such a way that it allows each reference to hear the question in a way that's pertinent to them, and gives them the floor to take their response in any direction that's meaningful to them.
- Start off with close-ended, factual questions that are easily verified. For instance "Tell me about in what capacity you supervised John...."
- Then ask open-ended questions, being careful not to imply a bias for any particular response. For instance "What would John's peers and/or team mates tell me about his work ethic, reliability, and relationships?"
- Finally, ask the reference "If I hire John, 6 months from now, what will I wish you had told me?". You will find that depending on the nature of the reference, they may tell you very positive things, or they may choose that opportunity to indicate any concerns that they encountered.
- Thank the reference at the end of the call and ensure they have your contact information in case they need to contact you further.

Real-World Research

There are five things job seekers take into account before accepting a job offer:

These five things, from most to least important, are:

- 1) salary and compensation
- 2) career growth opportunities
- 3) work-life balance
- 4) location/commute, and
- 5) organizational culture and values

--Inc.com

Outcome

Improve knowledge and skill in acquiring talent, and increase the chance that you will hire the right talent in the right way.