

2011 DMA ANNUAL WORKSHOP GRAPEVINE, TX

RECRUITING & RETAINING YOUR PROFESSIONAL WORKFORCE



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Cost of Turnover

..... equals big dollars!!

Employee notice period:

- ❑ Last paycheck w/ accrued vacation & separation pay
- ❑ Increased unemployment tax
- ❑ Continued benefits
- ❑ Administrative cost
- ❑ Lower productivity throughout
- ❑ Exit interview

Cost of Turnover

Period of vacant position :

- ❑ Advertising and recruiter fees
- ❑ Interview expenses
- ❑ Cost of marketing material
- ❑ Assessments
- ❑ Criminal, reference, and credit checks
- ❑ Medical exams and drug screening
- ❑ Temporary employees
- ❑ Overtime costs
- ❑ Relocation expenses and salary

Cost of Turnover

Vacancy Period:

- ❑ Lost productivity: peers, subordinates, supervisor
- ❑ Advertising creation and placement
- ❑ Recruiter selection
- ❑ Administration costs
- ❑ Resume screening
- ❑ Interviews: 1st, 2nd, & 3rd

Cost of Turnover

Hiring/Orientation Period:

- ❑ Orientation material
- ❑ Formal training program
- ❑ Informal one-on-one training
- ❑ Orientation & salaries
- ❑ Lost productivity
- ❑ Administrative costs
- ❑ Informal training & one-on-ones

Cost of Turnover

Hidden Costs:

- ❑ Missed deadlines and shipments
- ❑ Loss of organizational knowledge
- ❑ Lower morale due to increased work load
- ❑ Learning curve
- ❑ Client issues due to turnover
- ❑ Loss of client relationships
- ❑ Disrupted department operations
- ❑ Chain reaction turnover

The Employment Cycle

- ❑ Is there a need for an employee?
- ❑ Recruit for the opening
- ❑ Screen applicants
- ❑ Hire employee
- ❑ Orient the new hire
- ❑ Train, mentor, develop, evaluate, and reward employee
- ❑ Employment ends

Recruitment



- Job descriptions
- Filling positions
- Finding potential employees/Locating top talent
- Become a talent scout
- Recruitment of possible candidates
- Interviewing

Job Description

Defines the work involved in a particular assignment or position

What purpose does it serve??

Provides the employee with a clear definition of the expectations of the position. Also, allows other aspects of the operation to be better served.

The job description allows for the development of performance standards pertaining to a position.

Job Description Components



1. Job identification information
2. Position supervisor
3. Job summary
4. Responsibilities
5. Job specifications
6. Job setting information
7. Publication information

Filling Positions

Depending on the operation an entry level position could take 30 days to fill & management position 4-6 months

What can you do to help speed the process?

- Begin to establish an outsider's favorable view of your operation
- Identify with the employee to distinguish their personal reward that can be achieved within the operation
 - Ex. Marines & Army

Locating Employees/Scouting

Over 50% of employees are unsatisfied with their job and are actively looking for employment or are ready to move on.

What does this fact tell you?

A great hire has more than degrees, certifications, or even experience.

Locating Employees/Scouting

How do you find these valued employees and become a good scout?

- ❑ Internal candidates
- ❑ Employee and alumni referrals
- ❑ Professional organizations
- ❑ Past declined applicants, the #2s and on file applications
- ❑ Disabled individuals
- ❑ Experienced temp workers
- ❑ Foreign students
- ❑ Suppliers
- ❑ Trainable rookies & older workers
- ❑ Radio ads & career fairs

The Recruitment Process

A little review.....

You have an updated job description.

This will allow you to recruit for the specific position.

You are aware of the possible time lag in the hiring process.

This will allow you to adjust as necessary.

You have developed some scouting techniques.

This allows you to focus your search.

WHAT IS NEXT???

Screening then.....

The Interview Process

If you are part of a large organization, request that HR conduct an interview skills training program.

Regardless, if you are or not part of a large organization:

- ❑ Prepare for the interview.
- ❑ Develop a standard set of questions.
- ❑ Question to allow candidate to showcase him/herself.
- ❑ Ensure that the candidate receives a realistic job preview.

The Interview Process

Remember, that during the interview not only is the interviewer making decisions, so is the interviewee!

With this in mind the interviewer should:

- ▣ Sharpen interviewing techniques
- ▣ Liven the interview session
- ▣ Ultimately, get the candidate to fall in love with the company

Employee Retention

Managers need to focus more on employee development and retention and less time on turnover issues

Employee Turnover employees will choose to leave if promises are unfulfilled

Employees want to trust their employer

Turnover affects time, cost, business, consistency, productivity, and promotion from within

Orientation

- Is a formal plan for welcoming new employees and getting them up to speed.
- The orientation hits upon nearly all aspects of the hiring process.
- However, it both introduces and conducts training and feedback.
- It does not re-test individuals or check backgrounds.

Training Plan

Ensure that there is a clear understanding of the goals to be accomplished and the expectations pertaining to the training.

Implement a formal training program.

- ▣ Document accomplishments as completed

Assign a mentor for the training.

Ensure you receive reports of employee training.

Employee Development

Promote or make available the opportunity to cross-train.

- ▣ Lends into a promotion system

Promote professional affiliations.

- ▣ If possible cover membership costs and.....

Host professional development sessions for staff.

Identify individual traits among the employees that could warrant personalized attention.

Employee Incentives/Motivators

- Attendance motivators
- Promotion opportunities/cross-training
- Educational support
- Schedule flexibility/stability
- Health/dental package
- Retirement package
- Family discounts
- Meal plan

A, B, C's of Retention

Ask. What keeps you?

- ▣ Do you know what they want?

Buck. It stops here.

- ▣ Who is in charge of keeping them?

Careers. Support growth.

- ▣ Are you building their future or are you in the way?

Dignity. Show respect.

- ▣ Could your prejudices be affecting your employees?

A, B, C's of Retention

Enrich. Energize the job.

- ▣ Do your people have to leave to find growth and challenge?

Family. Get friendly.

- ▣ Avoid making your employees choose between work and family life.

Goals. Expand options.

- ▣ There are five career paths other than up.

Hire. Fit is it.

- ▣ Make a match or start from scratch.

A, B, C's of Retention

Information. Share it.

- ▣ Do you have it? Do you hoard it?

Jerks. Don't be one.

- ▣ Are you one?

Kicks. Get some.

- ▣ Are we having fun yet?

Link. Create connections.

- ▣ If you build them, they will stay.

Mentor. Be one.

- ▣ Are they learning from you?

A, B, C's of Retention

Numbers. Run them.

- ▣ Calculate the return on investment.

Opportunities. Mine them.

- ▣ Will they find them inside or outside?

Passion. Encourage it.

- ▣ Help them find the work they love – without leaving.

Question. Reconsider the rules.

- ▣ Which will you keep: the rules or the people?

Reward. Provide recognition.

- ▣ Which matters more: praise or pay?

A, B, C's of Retention

Space. Give it.

- ▣ Are your people on a short leash?

Truth. Tell it.

- ▣ The truth hurts – or does it?

Understand. Listen deeper.

- ▣ When you tune out, you lose out – and they move out.

Values. Define and align.

- ▣ What matters most?

A, B, C's of Retention

Wellness. Sustain it.

- ▣ Are your people sick or tired?

X-ers. Handle with care.

- ▣ They are different. Can you keep them?

Yield. Power down.

- ▣ Give it up to keep them.

Zenith. Go for it.

- ▣ Test your Retention Probability Index.

A, B, C's of Retention

- Lets see where we all stand on the topic and test your Level of Attention to Retention (LAR):
- There are 26 yes or no questions.
- Make a yes column and a no column
- Simply mark the appropriate column
- When done count yes and no and you can assess your LAR.

What is your LAR?

- A. You feel that you should not ask unless you can provide assistance?
- B. Believe that keeping good people is out of your hands?
- C. Agree that although coaching should be ongoing, your staff are adults and should know where they need to improve?
- D. Wonder how you are supposed to recognize so many different individual needs?
- E. Believe that it is really difficult to enrich most jobs?
- F. Agree that many employees do not want to mix family and personal life with work?
- G. Believe that most employees only want to move up?
- H. Think that a skill match when hiring is the most essential to be made?

What is your LAR?

- I. Believe that there is a good deal of big picture information that is best not shared with employees?
- J. Think that employees are not that sensitive to what you say or do?
- K. Tend not to join in the fun when others are taking breaks, sharing jokes, relaxing from the stress of it all?
- L. Fear that connecting your people with folks in other departments will eventually pull them away from yours?
- M. Feel that there just isn't time to tell them your story or give them your views, considering all there is to be done?
- N. Believe that all these retention efforts are not worth the time you spend on them?
- O. Agree that opportunities for growth are limited?

What is your LAR?

- P. Find little time to talk with your people about the degree to which they are doing what they really want to do?
- Q. Believe that going “outside the box” is difficult in your organization?
- R. Believe that small recognition efforts do not help very much?
- S. Feel more comfortable knowing exactly what your employees do with their time during the work day?
- T. Agree that it is just more comfortable not to be direct when giving feedback?
- U. Feel that you listen about as well as most, and cannot get much better?
- V. Think that it is crossing a boundary to find out more about what your people value?
- W. Think that wellness is being addressed primarily by corporate and stress-management programs? gyms

What is your LAR?

- x. Throw your hands up when trying to understand young employees?
- y. Truly find it difficult to share power or the limelight?
- z. Think this retention stuff is another fad and it, like others, will go away soon?
- More *no* than *yes* you are on the right track
 - 0-6 no – where were you for the past hour?
 - 7-13 no – download and review the PowerPoint
 - 14-20 no – you are doing well, continue to grow
 - 21-26 no – make sure that you pass on your knowledge

Recruitment & Retention

Determine what you can take from the session

Employee life cycle

Recruitment

- Job descriptions
- Filling open positions
- Interviewing

Retention

- Training
- Employee development

THANK YOU!

PLEASE COMPLETE THE
EVALUATION FORM



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References

