

BUILDING YOUR TEAM



Wells Law

Finding – Keeping – Coaching
MINDI WELLS | OCTOBER 16, 2019

THE BASICS – ESSENTIAL TOOLS

- **Job Description**

- ❖ Minimum

- Title
- Role Summary
- Duties & Responsibilities
- Qualifications & Skills

- ❖ Recommended

- Exempt/Non-exempt
- Status: Full-time, part-time, temporary
- Reports To
- Supervises
- Schedule
- Work location
- Summary/About the Position
- Essential responsibilities
- Authority and decision-making
- KSAs
- Work environment
- Physical & mental demands
- EEO
- Signature

- **Employee Handbook**

- Code of Conduct
- Ethics Code
- Work Rules

- **Performance Review**

- Tied to job description
- Employee feedback
- Goals

Goal: Set clear expectations. Self-efficacy = self-confidence in job performance

- Objectives
- Roles
- Timelines
- Responsibilities

**FOCUS ON THE QUALITY OF HIRE FIRST,
THEN ON RETENTION!**

RECRUITING - FINDING THEM!

- Job posting – Draft compelling job posting
 - “Working title”
 - Detailed job description
 - Employer brand
 - Explain application process
 - Make it mobile-friendly

Ask Yourself: Where can I cast a wide net into the pool of potential candidates?

- **Local Resources**
 - Council on Aging, Opportunities for Ohioans with Disabilities, Veterans Affairs, OhioMeansJobs.com, JobCorp.gov
 - Community and neighborhood centers, churches
 - Other?
- **Educational Institutions**
 - Interns – high school, tech school, college
 - Career Placement Office
 - Alumni job network
- **Current Employees**
 - Recruiting cards (see Hire Authority)
 - Email
 - Newsletter
- **Social Media**
 - LinkedIn (also identifies passive job seekers)
 - CraigsList
 - Indeed
 - JobPost Media (David Roy – 614.310.1700 x11004); jobnewsusa.com & jobpostmedia.com
 - Others?
- **LocalJobsNetwork.com (a for-profit company)**
 - Already gathered all the info on local minority and other affinity groups and can reach them with job openings
 - Posts jobs on their websites plus gives them to their network of local affinity groups (minorities, vets, females, other affinities) to post
 - Pulls job postings right off your website and posts it in the markets where you are recruiting
 - Matt Stephan, matt.stephan@localjobnetwork.com; 800.984.3775
- **NexStar Network, Inc.**
 - HVAC, plumbing, electrical, warehouse
 - Recruiting and retention program
 - Steffan Busch, steffanb@nexstarnetwork.com, 651.789.8587

Keys to Successful Recruiting

- ❖ Be honest and genuine
- ❖ Think about intended audience
 - Where do they get their news and information?
 - Is your posting mobile friendly?
- ❖ Know your brand!
 - What message are you sending candidates? What is your “reputation” as an employer?
 - Company website
 - Application webpage? Phone call? Walk in?
 - What is it like to work here?
 - Glassdoor.com
- ❖ **Ask Yourself: *What can your organization do for the candidate?***
 - People have to know coming in what the good things are that you’re doing or offering – or they won’t even apply
 - Competitive wages and benefits (or better-than competitive)
 - Training programs/professional & career development
 - Local discounts
 - Personal touches: birthday/anniversary cards; office celebrations, etc.
 - Rewards and awards
 - Air-conditioned warehouse
 - Paying for lunch breaks
 - Training for supervisors
 - Flexible scheduling, shift choice or remote work
 - Respectful, thoughtful treatment of each worker
 - Daycare
 - Other?

EXERCISE

Selection – How well can this person do this job?

- Clear procedures or hiring checklist
- Train supervisor and anyone on interview panel
- Pre-screen questions
- Interview
- Exercises/demo/mock activity
- Rubric
- Testing
- References
- Background check

RETENTION – KEEPING THEM, PART 1!

ONBOARDING - How can we create a positive employee experience?

- How?
 - Standardize the process
 - 6-month span
 - Personalized, one-on-one
 - Organized learning schedule
 - Mentor/coach
- What?
 - Orientation checklist
 - Plan for 1st day, week, 30 days and 90 days
 - Develop goals and learning objectives with dates
 - Training
 - Time to read and absorb
- When? Immediately! Starts with the offer

Goals of Onboarding

- Compliance = policies and rules
- Clarification = ensure new employees understand their jobs and related expectations
- Culture = organizational norms
- Connection = working relationships and information networks

Keys to Successful Onboarding

- ❖ Start prior to first day – don't spend hours filling out forms!
- ❖ Make the 1st day special – what do you want them to feel and experience by the end of the 1st day that they will tell friends and family about?
- ❖ Develop a written plan – don't wing it!
- ❖ Encourage participation – don't lecture!
- ❖ Use technology – don't make it boring!
- ❖ Ongoing milestones – 30, 60, 90, 120 days and up to one year – don't do a one and done!

EXERCISE

ENGAGEMENT - KEEPING THEM, PART 2!

EXERCISE

I chose to work at the {name of organization} because:

I chose {job title/duties} as a career because:

One of the most difficult/challenging employee situations/issues I have dealt with is:

I look to my teammates for:

My biggest pet peeve at work is:

The best time of day for me to work and be productive is:

Ongoing Employee Experience

- What can we do?
 - Communication
 - Feedback
 - Engagement
 - Appreciation
 - Technology
 - Career Path
- See: Measuring the Strength of the Workplace

Ask Your Team

- When you talk about your work with your family and friends, what do you say?
- Fast forward to a year or two later, how would you like to answer that question – the same or differently?
- How do you feel about the type of work that you are doing now? What are you specifically interested in?
- What do you see as our office's biggest opportunities or challenges?
- If you could wave a magic wand and change one thing here at the office, what would that be?
- Is there anything else you would like to add?

Do You Know?

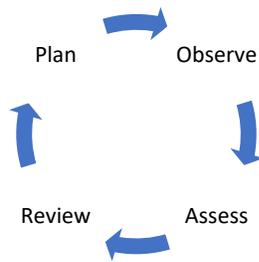
- Favorite beverage? Snack?
- Favorite color?
- Hours of the day when you are at the top of your game?
- Favorite type of music/book/movie and favorite musician/author/actor?
- Charities or philanthropic causes you are passionate about?
- What do you do to recharge your batteries?

Measuring the Strength of the Workplace

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

“First Break All the Rules,” by Marcus Buckingham & Curt Coffman

COACHING THEM FOR SUCCESS!



Focus: *Help employee focus their efforts on the tasks and responsibilities that will lead to:*

- Personal accomplishment
- Growth
- Contributions to group and organizational success

Set Expectations >> Coach & Correct >> Measure Results

Plan of Action

- Actions, activities, steps and/or processes
- Resources
- Accountabilities
- Criteria to measure results
- Timeline – start, progress/status points, re-evaluation date

Assess

- Identify strengths
- Identify areas for improvement
- Meeting previously agreed-upon goals
- Career development plan (optional)
- Employee feedback/self-evaluation (optional)
- Third party feedback (if applicable)

Performance Review – What I need to do and how I will do it:

- Prepare
 - Clear Duties
 - Standard Form
 - Frequent Feedback
 - Schedule
- Conduct
 - Positive
 - Clear
 - Career Goals
- Follow Up
 - Goals
 - Review You
 - File – _____ Years

Keys to Successful Performance Management Programs

- ❖ If you're going to do it, do it RIGHT!
- ❖ Have job descriptions – KSAs
- ❖ Have a performance management process (frequency, standards, reviews, links to pay, consequences)
- ❖ Have a policy -- and follow it!
- ❖ Train employees and managers on process, timelines, expectations of both, follow up
- ❖ Train managers on ratings, expectation, consistency/definitions/standards, review, accountability
- ❖ Communicate value: to employee, to manager, to company
- ❖ Communicate commitment to performance management: **LEADERS WALK THE WALK**

ACTION PLAN

1. What have I learned today that provides a fresh perspective on my world at work?

2. What one thing am I committed to trying right away?

3. How will this information help me be more effective?

4. Whom can I ask for support?

5. On this date _____ I will review my progress and reflect on how I am using the information discussed today.

(P.S. Add date to my calendar)