

# Attracting, Hiring & Retaining Exceptional Employees



By: Michele Hanson, SPHR  
support@hr-aa.com  
888-979-4457

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# TRAINING OBJECTIVES

By the end of this session, you will be able to:

- Implement strategies to attract exceptional candidates
- Use appropriate selection techniques to improve your success of hiring exceptional employees
- Implement strategies to retain top performers employees

# HIRING

- Advertise the job
- Interview candidates
- Make an offer
- Easy, right?



# ATTRACT THE RIGHT CANDIDATES

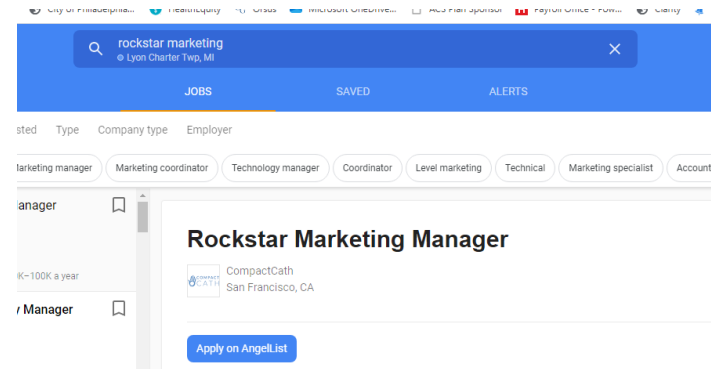
Write the job ad (different than a job description)

- What will make it attractive to the candidates you want to attract
- What will entice someone to apply to your ad versus another
- WIIFM
- Allow them to picture themselves in the job
  - “You will be ...” versus “We need someone who will ...”



# ATTRACT THE RIGHT CANDIDATES

- Use titles candidates will search on
  - Lead Technical Architect
- Avoid abbreviations
  - EHS Technician
- Avoid internal jargon or acronyms
- Embed key words to drive search results (similar to marketing)
  - Preschool vs. daycare
- Google your own job postings



## CWO Coordinator

This is a contract role 2 to 4 months, great way to get your foot in the to join an amazing organization

The CWO (Contingent Workforce Outsourcing) Coordinator/IDM Coordinator is responsible for facilitating the hiring process of contract employees, creating and managing work orders, time sheets and expenses; facilitating the procurement process for independent contractor/statement of work projects and payment requests and/or managing the IDM process and tool. The CWO Coordinator may also be responsible for facilitating the hiring process of contract employees by using an e-procurement tool and managing relationships between the client and master vendor. These Coordinators will assist with program and supplier (Master Vendor) management.

### Duties and Responsibilities:

- + Requisition creation and management
- + Create/assist hiring manager in creating requisition into VMS tool and broadcast job posting/requisition. Create work orders for invoicing purposes.
- + Confirm assignment logistics between the hiring manager and the contractor (start and end dates, work hours, location, rates, and hours)
- + On-boarding and off-boarding Contractors
- + Ensure all related contractor on-boarding and off-boarding compliance documentation is executed in a timely manner and maintained in accordance with contract provisions.

### Independent Contractor/Statement Of Work Management

- + Maintain Salesforce case management tool documentation and ensure cycle times according to contract
- + Statement of Work management
- + Create/assist hiring manager in creating SOW in VMS technology
- + Audit paper contract to SOW to ensure compliance
- + Ensure SOW is approved by manager and accepted by supplier
- + Monitor SOW end dates, obtain manager response then submit change order as appropriate
- + Track PO spend and tenure limitations. Notify manager and take action. Complete and/or act upon data integrity audit findings.
- + On-boarding and off-boarding
- + Ensure all related on-boarding and off-boarding compliance documentation is executed in a timely manner and maintained in accordance with contract provisions.
- + Train new suppliers on VMS technology and program processes
- + Payment request management. Ensure timely approval of all milestone and payment request related documents. Follow-up with managers and suppliers as necessary.

### IDM Management

- + Data Entry of Contractors into managing system
- + Enter data in VMS tool and/or client system. Maintain e-files with all correspondence forms applicable to an order to activate/deactivate and extend a Contingent worker.
- + Ensure documentation and administration is completed in a timely fashion.
- + Audit IDM data
- + Audit IDM data monthly and act upon data integrity and audit findings.
- + Act as a liaison with Suppliers and Hiring Managers to resolve to resolve IDM program related issues daily. Escalate as appropriate.
- + Troubleshoot and identifying errors or discrepancies in IDM management tool that are not progressing and resolving the issues.

### Other

#### Invoice Management

- + Audit work orders, SOW, payment requests and time/expense documents for accurate invoicing information.
- + Maintain and correct SOW, work orders and time/expense items as necessary (including adjusting cost objects, cost centers, tax codes, OT hours allocation, etc).
- + Research and resolve invoicing related tasks in a timely manner to ensure prompt billing (for example, upload time files, resolve upload errors, resolve PeopleSoft invoicing errors, resolve pay/bill audit and invoice key control audit errors, etc).
- + Research supplier non-payment inquiries by collaborating with multiple organizations
- + Facilitate processes and discussions related to invoice adjustments and miscellaneous invoices/payment requests.
- + Track invoicing and supplier non-payment issues to recognize trends. Proactively identify process or technology issues and provide/implement appropriate solutions.

#### Client, Program and Supplier

- + Ensure KPI and SLA objectives are met by taking an active role in continuous improvement and service delivery.
- + Build customer and supplier relationships through professional rapport, consistent follow-up and maintaining contact and ongoing communication.
- + Proactively identify service delivery issues and provide/implement appropriate and timely solutions.
- + Conduct just in time training to Program Office, Suppliers and Hiring Managers on the service delivery and time/payment process.
- + Act as a liaison with Suppliers and Hiring Managers to resolve daily operational issues. Escalate as appropriate.
- + Act as a liaison between the program team and other corporate departments (FSS, IT, PPO, Shared Services) to resolve issues and identify process improvements.
- + Knowledge: HR/Staffing: 1-2 years experience in Recruiting, Technology Customer Service or Service Support

### Skills:

- + Intermediate proficiency in Excel
- + Familiar with Web-based/VMS/ATS technology (examples may include: Fieldglass, IQN, Ariba Sourcing, Ariba Buyer, Oracle, SAP, Peoplesoft, HRIS, Workday, Coupa, Taleo)
- + High School Diploma or equivalent work experience.
- + Organization: Can manage multiple situations effectively. Multitask, proactive follow up, acts with a sense of urgency, has attention to detail. Understands and is able to maintain good written instructions / documentation for all work.
- + Initiative: Knows what needs to be done and does it without being asked. Self-motivated, gets the job done, willing to go the extra mile, able willing to work independently. Owns their workload.
- + Communication: Effective communication that is spoken, written and includes listening. Customer service approach, effective at all levels of an organization, able to guide customer and suppliers, consultative interaction with clients, can manage difficult conversation.
- + Analytical: Ability to see interrelationships of data/ideas. Can assess a candidate against criteria, use of program data to educate customer, supplier and drive change
- + Interpersonal Skills: Builds and maintains strong relationships. Builds strong relationship with client, suppliers, and internally, mentors suppliers, able to solution, challenges status quo

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# ATTRACT THE RIGHT CANDIDATES

Discriminatory job ads:

- Ideal for stay at home moms
- Gal Friday
- Young, strong production helpers

Other tips:

- Short titles get more applicants
- Shorter postings get more applicants
- Job seekers spend an average of six seconds on a job ad
- Include the compensation if possible
- Have another person review the ad (Lead Technical Architect)
- Include a “call to action”

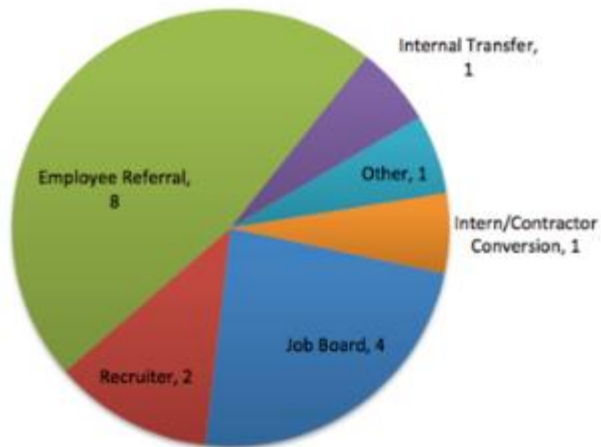


# ATTRACT THE RIGHT CANDIDATES

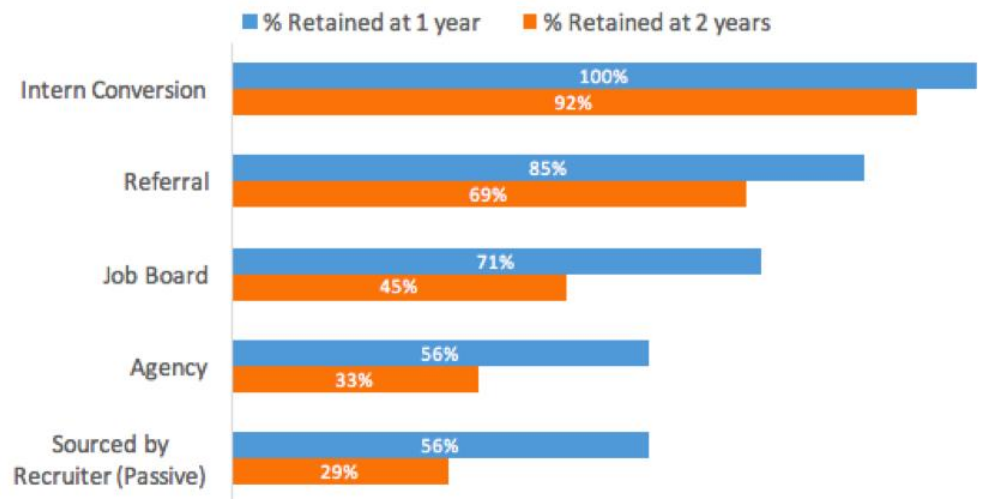
Determine where to post it, how to get the word out

- Ask new hires how they heard about the job and track the info
- Where have your best hires come from?

Q1 2014 Source of Hire - Sales



Retention by Source of Hire





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# ATTRACT THE RIGHT CANDIDATES

Places to advertise the job:

- Online job boards
  - Indeed
  - Glassdoor
  - ZipRecruiter
  - Monster, CareerBuilder
  - Niche sites: Dice, Care.com, etc.
- Craig's List
- Social media (LinkedIn, Facebook, Twitter)
- Newspapers
- Colleges/high schools/vocational schools
- Association websites
- Alumni websites
- Industry websites



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# ATTRACT THE RIGHT CANDIDATES

One of the best sources of hire .....

# REFERRALS



Do your employees know what you are hiring for?

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# ATTRACT THE RIGHT CANDIDATES

- Word of mouth
- Build a relationship with colleges/high schools/vocational schools
- Attend association events to network
- Attend trade shows and industry events
- Boomerangs
- Competitors
- References
- Church groups
- Other industries
- Always recruiting

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# ATTRACT THE RIGHT CANDIDATES

- Think like a job seeker. Where do they hang out?
- Job seeker behavior:
  - Hourly workers on average apply for 3 jobs at once
  - Most important:
    - Pay rate
    - Close to home
    - Being hired quickly

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# ATTRACT THE RIGHT CANDIDATES

Google for jobs (or Bing or Yahoo)

- Staff accountant jobs near me
- Part-time jobs
- Make the application process easy – mobile friendly if possible
- Check to see if your payroll provider or HR system can power a career site for you
- Check your ratings on Glassdoor, Indeed, Vault, Kanunu, CareerBliss
- Respond to ratings, even negative ones, without getting defensive

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# HIRING

If you want to hire exceptional employees, invest some time up front!

Consider:

- Each hire is critical
- What must the next hire have:
  - Skills <- but consider what can be trained
  - Experience <- but consider what experience the last person had
  - Attributes <- this can't always be trained

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# HIRING

Plan your interview questions in advance.

## Situational versus behavioral

Good	Better
What would you do if a customer was upset and wanted their money back?	Tell me about a time when you had an upset customer and you were not able to give them their money back?
Describe what good customer service means to you.	Give me an example of a time when something went awry in the service a customer received and how you resolved it.
How would you handle a co-worker who is uncooperative and not doing their share of the work?	Tell me about a difficult co-worker you have encountered.

# HIRING

Plan your interview questions in advance.

Closed versus open ended

Good	Better
Do you have your CDL?	Tell me about the sorts of vehicles that you have driven and any special endorsements you have.
Are you willing to work overtime?	Tell me about a time when you were not able to resolve a customer call by the end of your shift. What did you do?
Do you have experience using Excel?	Describe any spreadsheets you created and how the spreadsheets are helping the business.



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# HIRING

Plan your interview questions in advance.

## Probing questions

Initial Question	Probing/Follow-up Questions
Tell me about a time when you had an upset customer and you were not able to give them their money back?	What was the result? What was your role in the solution? Did you deviate from the standard policy? Did you need to get approval to take that action?
Tell me about a difficult co-worker you have encountered.	How were things ultimately resolved? How did you engage your supervisor in the issue? What would you do differently if faced with this issue today?

# HIRING

## Interview Questions: Do's & Don'ts

- Keep questions job related
- Do not ask about personal information



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# HIRING

Interview Questions: Do's & Don'ts

POP QUIZ

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## CAN YOU ASK THESE QUESTIONS?

- When did you graduate from high school?
- Are you a U.S. Citizen?
- Do you have children and who will watch them while you are at work?
- Do you have any disabilities?
- Have you ever been arrested?
- Do you own a car?
- Is English your native language?
- How old are you?
- Are you married?

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# INTERVIEW TIPS

Best interview question ever .....

SILENCE!



- Tell me more. Can you give me another example?
- 80/20 Rule
- Take notes (but know they could be subpoenaed)
- Be consistent
- Avoid snap judgements
- Remember they are interviewing you too
- Realistic job preview

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## ADDITIONAL SELECTION TOOLS

- Multiple interviews
  - Background checks
  - References
  - Skills assessments
  - Behavioral assessments
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- Degrees and experience do not always equal competency.
  - Remember, often skills and knowledge can be taught.
  - Soft skills (ability to prioritize, use good judgement, desire to go above and beyond, willingness to learn, etc.) often even more important than knowledge.

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# RETENTION: ENGAGEMENT

- Engagement surveys
- What motivated you when you were beginning your career? Is it different than what is important to you now?
- What keeps YOU here?



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# RETENTION: WHY DO PEOPLE LEAVE

Employees leave managers not companies ...

but some studies show less important to top performers.

**Top performers are looking for:**



A word cloud of factors that top performers seek. The words are arranged in a cluster, with 'seek' being the largest and most central. Other prominent words include 'development', 'empowerment', 'meaningful', 'opportunities', 'career', 'stretch', 'training', 'learning', 'challenge', 'recognition', 'growth', 'feedback', 'autonomy', 'mentor', and 'motivated'. The words are in various colors (green, blue, purple, red) and sizes, creating a dynamic visual effect.

learning  
training  
challenge recognition  
development  
stretch seek growth  
career autonomy  
mentor  
empowerment  
motivated  
meaningful  
opportunities



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# TOP PERFORMERS

- There's no good time to lose high performing employees. And often the last thing you would ever want is to lose top performers to your competitors!
- High performing employees are interested in seeing their world grow bigger.
- They are always in search of opportunities where their skills are challenged.



# TOP PERFORMERS ... HAVE CHOICES

- Low unemployment – recruiters going after “passive candidates”.
- By the way, passive candidates no longer exist!
- Tools like LinkedIn, Glassdoor, Twitter, geofencing, etc. are always putting employment messaging in front of potential candidates.



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# BUILD A RETENTION CULTURE FOR EVERYONE

- Use exit interview to identify causes of turnover. Fix root-cause issues.
- Understand why people are leaving and why they are staying
- Avoid constant reorgs and priority shifting.
- Terminate poor performers.
- Ensure responsibilities are clearly identified.
- Remind employees of benefits.
- Offer flexibility. Make sure you model it for the people you lead.

*All employees, regardless of tenure, role or career aspirations,  
deserve your best coaching and encouragement during your time with them.*

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## IT'S EASY TO LEAVE A WORKPLACE ...

- Where you feel no connection.
- Where you have no support or are not given information.
- It's difficult to get work done or contribute fully.
- If you do not look forward to seeing the people with whom you interact.



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# BUILD A RETENTION CULTURE FOR TOP PERFORMERS

- Set up conditions that make it desirable by person.
- Tell them they are a high performer.
- Regular feedback.
- Be careful not to overload your best workers.
- Give autonomy to do the job how they see fit (as long as they get results).
- Allow people to make mistakes.



*Many years ago an IBM junior executive lost more than \$10 million in a risky venture for the company. When the contrite young man offered his resignation, Tom Watson, the company's founder, replied, "You can't be serious. We've just spent \$10 million educating you."*

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# BUILD A RETENTION CULTURE FOR TOP PERFORMERS

## Retention Interviews

- What might entice you away?
- What is most energizing about your work?
- Are we fully utilizing your talents?
- What is inhibiting your success?
- What can I do differently to best assist you?
- What motivates you?
- What makes you want to stay on the job?
- What is important to you?
- Why did you accept the position?



*“The best minute you spend is the one you invest in people.”*

*- Blanchard and Johnson*

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# BUILD A RETENTION CULTURE FOR TOP PERFORMERS

Reasons vary by company but Career Development in the top three reasons why people leave companies.

Career Development is not just promotions.

Career Development is not about raises.



## ARE YOU RECRUITING YOUR TOP PERFORMERS?



*“If you’re not recruiting your best people,  
you’re the only one who isn’t.”*



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## RECAP:

Invest time up front to attract the right employees.

Use appropriate selection techniques to determine employees who will be a good fit.

Build a retention culture ... by person.

Build development opportunities.

"Re-recruit" your top performers regularly; consider retention interviews.



THE GROWTH AND  
DEVELOPMENT OF  
PEOPLE IS THE  
HIGHEST CALLING OF  
LEADERSHIP.

**Harvey S. Firestone**  
*American Businessman*

# QUESTIONS?

