



**STAFFING FOR SUCCESS**  
 AHF Round Table  
*Menu Directions Conference March 4, 2018*

**Moderators:**

Dave Reeves, St. Jude Children's Research Hospital and Jennifer Larson, Gundersen Health System

**HIRING PROCESS:**

- Recruit the right candidate from the right sources who has no misconceptions about the work involved
- When hired - a 6 month mentorship
- Use Craigslist first and then refer candidates to the official website
- Hire B & C-level talent and train them up to A-level
- TV and movie theater ads to project positive image
- Sign-on bonuses
- Use 2 or 3 temps and if they prove competent then hire when an opening comes up
- Reach out to local college culinary/hospitality and independent culinary programs
- Schedule 30, 60, and 90 day touchpoints to make sure employees needs and expectations are being met
- Understaffing in HR recruitment is a major challenge
- Using restaurants as recruiting grounds is proving successful
- Check HR for underutilized tools
- Full disclosure on job flyers helps to weed out recruits
- Be open to employees with no high school diploma, especially for the physically-based jobs
- Pay for chefs to acquire ACF credentials

**RETENTION (ENRICHING LIVES OF EMPLOYEES):**

- Provide conflict resolution training for empowering employees to work out their problems without a supervisor
- Employees keeping each other accountable is more effective than just a supervisor
- Create a "Pledge to My Peers" which outlines guidelines for mutual respect and shared vision
- Roll-playing through difficult situations gives permission to bring up difficult topics
- "Crucial Conversations" book: excellent resource
- Low-performing employees need to be let go within the first 90 days
- Stop giving attention to "bad apples"
- Do your employees feel like they have purpose and value in their roles?
- Have daily huddles and schedule "positive affirmation time" among employees: see [link](#) with St. Jude Children's musical huddles
- Just asking employees what tools they need to help them accomplish their tasks returns great benefits: usually they need simple things that will make their jobs easier/more rewarding – it also turns communication into a positive experience
- Create a "culture of kindness" and do away with all "us vs. them" mentality
- Provide different opportunities for personal recognition
- Get the C-Suite involved in your success: employees love accolades from the top
- Empower employees to help solve problems
- Handwritten notes during Healthcare Foodservice Workers Week
- Celebrate success! Food, parties, recognitions
- Do whimsical things, eg. Celebrate Dr. Seuss' birthday by making green eggs and ham
- Have staff understand they are not just food service, but rather they are providing *a restaurant experience in a hospital setting*