

How To Attract and Retain Amazing Employees

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The HR Lady®



Agenda



Hiring Done Right
Starts With Being
Prepared



Training Employees
For Today,
Developing Them
For Tomorrow



Listening and
Providing Ongoing
Feedback



Get Rid Of Poor
Performers with
Bad Attitudes

General Turnover Statistics

- Approximately 60-70% of all turnover is voluntary.
- The most common reasons for quitting?
 - (1) Poor management practices
 - (2) lack of career growth opportunities
 - (3) bad (company) cultural fit
 - (4) Of course, there is always money



General Turnover Statistics

- 33% of new employees quit after 6 months
- 33% quit their job within the first 90 days → nearly half surveyed stated that they quit because the position didn't align with the expectations built during the interviewing phase
- 17.42% quit their job within the first 30 days
- 16.45% quit their job within the first week



Employees Want To:

1. Feel valued – emotionally and financially
2. Feel a sense of belonging
3. Be part of a caring and trusted team
4. See the potential to grow
5. Have the flexibility to integrate work with their personal lives

Staffing Shortage! Why?

1. Pandemic
 - Retirement/ Forced Retirement
 - Removed from work force for family reasons, including child care & elder care
 - Moved to different industries
2. Started their own business, independent contractors
3. USA has less babies being born since 2008 = less workers available (period)
4. Additionally, USA is having babies later in life (30's & 40's); delayed replacement of baby boomers
5. Skills shortage is not new (we are just now addressing it)

Now What?

#1 Attracting Staff: Hire The Right Way

- Allocate lots of time for the hiring process
- Have more than one person in the selection process
- Ask the right (and same) questions to all candidates





No Sugar Coating

- ✓ Realistic Job Preview
 - ✓ Basic job descriptions for every role, clarify skills & attributes needed
 - ✓ Give tour of work environment
 - ✓ Highlight areas/ concerns that made other employees leave
- 



Job Description



Compensation
Analysis



Managers Ready For
The Recruiting
Process



Team Ready For The
Onboarding /
Training

A row of wooden figures, with one red figure standing out among several white ones. The figures are arranged in a line on a light-colored surface. The red figure is positioned in the center of the row, drawing attention. The background is a light blue gradient with a white, torn-paper-like edge on the right side.

Improve The Candidate Experience

- ✓ Ask for candidate feedback to improve the process
- ✓ Act on this data

Screening



Use technology to assist, such as online systems, emails, phone interviews.



Human interaction is required.



Selection

- Get it right or deal with the consequences, such as: lost time, low employee morale, legal complaints, online backlash
- Interview questions should be pre-vetted for consistency, then analyzed for effectiveness Interviewer training is a must
- How much time has gone by without speaking to the candidate? Ghosted!

Use Your Job Description As Interview & Feedback Tools

LEAD SERVER/ SERVER

SUMMARY: Assists in the preparation and serving of food and provides general assistance in other related Nutrition Services activities.

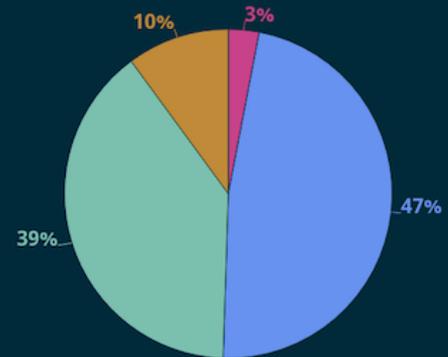
ESSENTIAL DUTIES AND RESPONSIBILITIES include the following.

1. Ability to supervisor individual or groups of students in an instructional setting without constant teacher oversight; work in a team situation
2. Must be reliable in attendance and execution of duties
3. Ability to direct and respond appropriately to students
4. Ability to exercise tact, patience, kindness and positive attitude
5. Keeps food service production, storage and service areas clean, including tables, floors, walls and equipment.
6. Regularly works in serving and direct student contact areas
7. Prepares all menu items using established HACCP policies and procedures
8. Assures presentation of all menu items adhere to established standards and served using the correct portions found on production sheets
9. Serves food that is the correct serving temperature and quality. Any substandard quality food must be brought to the attention of the School Nutrition Services Manager and properly discarded.
10. Must follow sanitary guidelines maintaining workstations and preparing food.
11. Requires the ability to stand for the entire scheduled shift
12. Occasionally requires the ability to manually move, carry, pull, push, or lift heavy objects or materials
13. Occasionally requires the ability to stoop, bend and reach
14. Must regularly lift and/or move up to 10 pounds and frequently lift and/or move up to 50 pounds
15. If a position is eliminated at a school, we will work to place you at another school within the district

*Other duties please note this job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee for this job. Duties, responsibilities and activities may change at any time with or without notice.

Job Descriptions

Half of employers (47%) ask 5-10 questions during an average in-person interview



● Fewer than 5 questions ● 5-10 questions
● 11-15 questions ● More than 15 questions

Source: Indeed survey, n=250

Interview Questions:

Be aware of what you cannot legally ask.

SUBJECT	UNACCEPTABLE INTERVIEW QUESTIONS	ACCEPTABLE INTERVIEW QUESTIONS (check state/territory/local laws)
AGE	How old are you? What year were you born? When did you graduate from high school? When do you plan to retire? Any question expressing or implying a preference for a specific age group (particularly those who identify applicants over 40 years old - ADEA law for 20 employees) or comments that may be interpreted as discrimination.	Are you 18 years of age? <i>**If the answer is no, you can't ask their age due to child labor laws. (Some jobs may require 21 years of age due to certain laws. This is called a BFOQ (Bona Fide Occupational Qualification) ***Some state laws protect of ages not just over 40.***</i>
PHYSICAL CONDITION/ILLNESS/ DISABILITIES	Do you suffer from any illness or physical disabilities? Do you have any disabilities or impairments that might affect your performance in this job? Have you ever had a job-related injury? Have you ever filed for workers' compensation? Have you had major illness recently? How many days of work did you miss last year because of illness? Do you have AIDS? Have you ever had or been treated for any of these conditions or diseases (followed by a checklist)? What prescription drugs are you currently taking? Have you ever been hospitalized? If so, what for? Have you ever been treated by a psychiatrist or psychologist? Have you ever been treated for alcoholism or mental health problems?	How are the essential functions of the job (brief job description or review list of functions). Can you perform them with or without reasonable accommodation? Americans with Disabilities Act (ADA) requires businesses with 15 or more employees to make their facilities accessible to the physically or mentally disabled and prohibits job discrimination on the basis of disability. Note: The EEOC says "An employer may ask questions about an applicant's prior workers' compensation claims or occupational injuries after they have made a conditional offer of employment, but before employment has begun, as long as it asks the same questions of all entering employees in the same job category."
RACE/NATIONAL ORIGIN	Where were you born? What is the origin of your surname? Are you a US citizen? Where is your accent from? (Any questions relating to a person's national origin, ancestry, native language, place of birth is okay ground.)	If you were to be hired, would you be able to provide legal proof of your right to remain and work in the US? Are you authorized to work in the US? (Unless a role requires US citizenship, such as one that may require Secret Security clearance, you may not ask about citizenship - just the right to work in the USA.)
GENDER	Why do you think a man/woman is best for the job? Do you think you can supervise men/women? How well do you work with men/women?	What do you think are the abilities required for successful job performance? What has your supervisory experience been? How well have you worked with both men & women?
MARITAL STATUS/FAMILY - HOME LIFE	Are you married? Divorced? Are you planning on having children in the next few years? Do you have children? If so, how many and how old are they? If you are single with whom do you reside? What's your maiden name?	Is there anything that would prevent you from meeting scheduled work days/hours? This position requires travel; can you meet this requirement? Be consistent between candidates. (You can ask for maiden name for purposes of background screening however that is after a conditional offer of employment is made.)
ARREST/ CONVICTIONS	Have you ever been arrested? Any questions relating to the number and kind of arrests of the applicant. (Arrests do not necessarily mean guilt, and not all types of convictions are predictors of future job behavior. Court cases suggest that making decisions based on arrests can be discriminatory towards certain races.)	Have you ever been convicted of a crime? What was the conviction for? (Your company should have a written management policy of what is acceptable and what is not for new hires, current employees.) ***Check your state/territory/local laws, this questioning may be explicitly illegal until after a conditional job offer is made!***
ORGANIZATIONS	Do you belong to or participate in the activities of any clubs, societies, lodges or special interest groups? (Where the answer may indicate the applicant's race, religion, etc.)	Are you an active member in any trade or professional organization and, if so, what roles have you assumed?
RELIGIOUS/ POLITICAL AFFILIATION	Any question whose answers could indicate religious beliefs or affiliation (what religious holidays do you observe)? What church do you attend? What fasten(s) (or society) were you in? Would religion prevent you from working weekends? Do you belong to any social or political groups?	Can you work the required weekends...or work overtime on days other than Monday through Friday? Weekend and holiday work are required, is that acceptable to you as a condition of employment?
REFERENCES	Would you be willing to provide us with the name of your pastor (or any religious leader)? Any questions asked of the applicant's former employer of character references pertaining to the applicant's race, sex, religion, national origin, age, marital/family status, physical disabilities or sexual orientation.	Names, addresses, and phone numbers of persons willing to provide professional and/or character references for the applicant on job-related conditions. Questions relating to the applicant's willingness to sign an authorization for the employer to obtain a written job reference from former employers.
EDUCATION EXPERIENCE	Do you have a high school diploma/college degree? Are you willing to take courses on your own time and at your expense if you get this job? How many years have you been performing this job? * Unless the job legitimately requires a specific degree, it is illegal to ask.	What educational coursework or special training have you had that provided you with the knowledge and skills to perform this job? What type of experience have you had performing the work related to this job? Only ask about a degree if it is necessary to the job's Bona Fide Occupational Qualification for that job.
FINANCIAL /CREDIT	Do you have any overdue bills? Do you have any debt? Have you ever had a wage garnishment? Do you own or rent your home? Have you ever filed for bankruptcy? How much and what kinds of insurance do you have?	You <u>cannot</u> address these issues before you hire; you can make an offer contingent upon credit checks provided 1) state and federal laws are followed 2) good credit is necessary to perform the essential functions of the job. It's okay to ask: Where do you live? How long have you lived there? But first consider WHY you need these answers. Is it a Bona Fide Occupational Qualification for that job?
MILITARY EXPERIENCE	Have you ever served with a military other than the U.S. armed forces? Are you an active member of the National Guard or any reserve unit? What was the date and conditions of your discharge?	Questions related to the skills acquired through any branch of the US armed forces (if applicable). Was your separation from active duty for reasons other than an honorable discharge? (It is ok to ask if having military experience it is required or preferred for the role at hand, the specific).
<p>What is a BFOQ - Bona Fide Occupational Qualification? See link below. https://www.eeoc.gov/faq/what-is-a-bona-fide-occupational-qualification The HR Lady, LLC. Copyright</p>		



Check out your competition

Are you losing
staff to the
competition?

Why?

Pay? Benefits?
Management?

Understand,
explain and “sell”
your benefits.

#2 Training Employees For Today, Developing Them For Tomorrow

- Training is not just for “newbies”
- All employees need training –on company policies, department and job role practices, specific tools & resources
- Soft skills!





Train for technical skills



Train for interpersonal skills



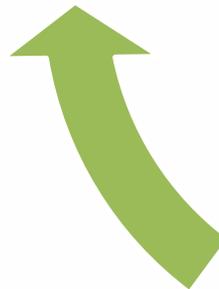
Create career paths with fast growth – skills & money

Training & Development

No Time? Get
help or wait for
turnover!



Training For
Today



Developing For
Tomorrow



How To Train

Tell

- Tell employees how to do it

Show

- Show employees how to do it

Do

- Do it with them

Use Technology

01

Grab a smart phone

02

Record yourself or a long-term employee doing the job or task

03

Use for training, especially if the action only occurs occasionally

04

Save on intranet, dropbox, google drive, tablet, etc.

What To Train Them On?

01

Current job duties,
knowledge-skills-
abilities, tools,
communication & soft
skills

02

Future job duties,
KSA's that will be
needed, tools (such as
software)

03

Create training
programs based on
employee
shortcomings –
individual and entire
groups of employees

Now, Reward People

- “Thank You” is free
- Handwritten card or note
- On the job training (paid)
- What else?



#3 Listening and Providing Ongoing Feedback

- LISTEN To Your Employees and Those leaving Too (Exit Interviews)
- Two Way Feedback Is Not Optional
- Communication To Increase Retention



Active Listening

- L Look interested
- I Inquire with questions
- S Stay on target
- T Test understanding
- E Evaluate the message
- N Neutralize your feelings



Communication Starts With Listening

- Unlike conversations with friends who just need a listening ear while they vent, business communications require careful attention and crystal clarity.
- Listen – truly!
- Do not do all the talking.
- Use paraphrasing to show understanding.
- Clarify and summarize.

Have You Ever Asked...

- WHAT were they thinking?
- WHY did they do THAT?
- WHY do I have to explain...?
- Isn't it just COMMON SENSE to...?



Common Sense Defined

- Not a “sense”
- Set of skills (taught/ IQ)
- Repeatedly practiced
- Automatic actions/ habits
- Humans have and need both
Common Sense (IQ) +
Emotional Intelligence (EQ or EI)





What is Emotional Intelligence?

Emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationship.

- Daniel Goleman, Ph.D.

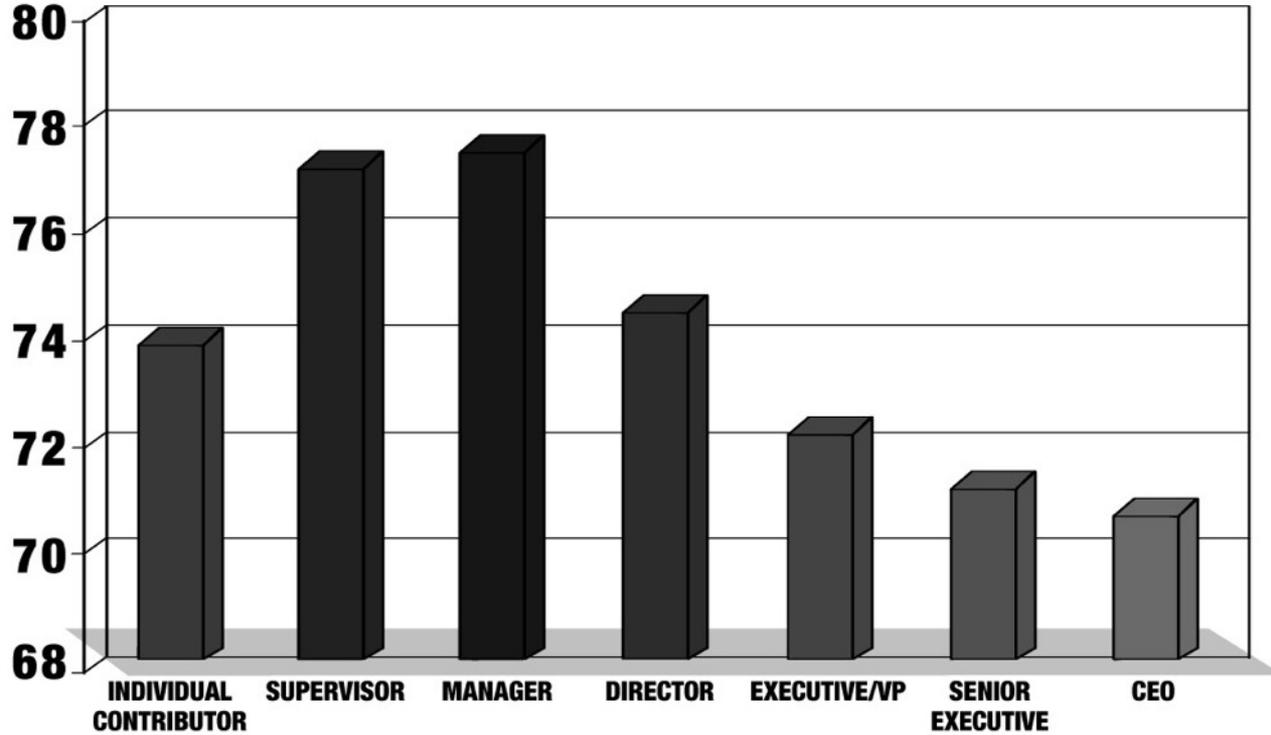


EI Facts

- EI has zero correlation with IQ
- People with the highest levels of intelligence (I.Q) outperform those with average I.Q. just 20% of the time
- People with average I.Q.s outperform those with high I.Q.s **70%** of the time

-Emotional Intelligence 2.0

EMOTIONAL INTELLIGENCE AND JOB TITLE



Source: Dr. Travis Bradberry, *Why Leaders Lack Emotional Intelligence*, LinkedIn

Five Attributes of Emotional Intelligence

1. Self-Awareness
2. Self-Regulation
3. Self-Motivation
- 4. Empathy**
5. Social Skills



Empathy

- This is the ability to identify with and understand the wants, needs, and viewpoints of those around you.
- Empathetic people avoid stereotyping and judging too quickly, and they live their lives in an open, honest way.
- Put yourself in other shoes (mentally).



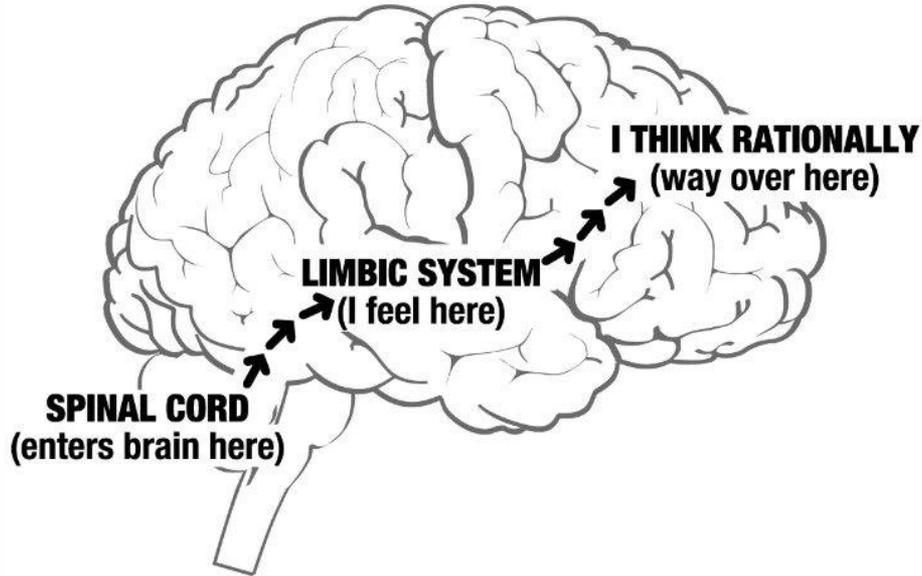
Emotions Run The Show!

Left side runs at five cycles per second;
right side at six cycles per second

The emotional/relational side of the
brain operates *faster* than the
logical/information side of the brain

The emotional/relational part of the
brain runs the show because it responds
faster.





We have an emotional reaction to events before our rational mind is able to engage. You must train your brain and form habits (common sense).

<https://psychology.stackexchange.com/questions/25567/is-it-scientifically-backed-that-sensory-signals-always-go-through-limbic-emotio>



Fight, Flight, or Breathe

- Inhale
- Exhale longer
- Complete 3X
- Signals the brain and heart, “I am ok”

Empathy Requires Active Listening



- Contribute to interactions appropriately (not monopolizing or withdrawing)
- Empathize with others in the moment
- Is **not** sympathy
- Tune in to other's emotions through body language, tone of voice, facial expression, posture, attire, and "vibe."

What Do Employees Want? Ask Them!



Consider an Employee
Engagement Survey



Ask. Listen. Act

#4 Get Rid Of Poor Performers with Bad Attitudes

- Feedback must be continuous
- Core Values are necessary
- Do not delay exiting employees with bad attitudes

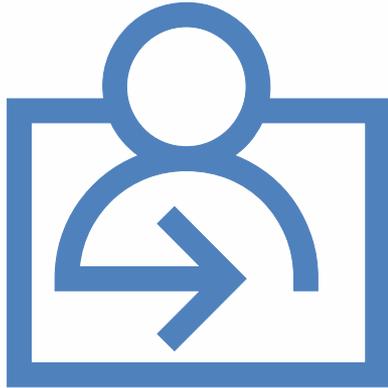


What are your organizations core values?

- Behavioral words
- Respect
- Professionalism
- Transparent
- Supportive
- Listen
- Communicate
- ????



Hold People Accountable



- Be fair and consistent
- Provide honest, constructive, factual, professional feedback
- Counsel and discipline in private = builds trust & respect
- Ask for solutions during accountability sessions
- Consider that poor performance is often a reflection of management

Accountability Culture

1. Am I fair and consistent? Do I treat everyone the same (no excuses)?
2. Do I provide coaching, discipline and performance improvement options?
3. Do I hold people accountable by driving them away from something (fear) or towards something (joy/ satisfaction)?
4. Do I empower people to take action, allow for mistakes and discuss lessons learned?



Know When to Exit Employees

- Keeping a non-performing employee around is demotivating to peers
- Bright light at the end of a dark tunnel for everyone involved
- Allows exiting employee to find a job better suited to their skills and abilities

Exits Done Right

- During and after terminations, always be professional and respectful
- The termination decision is not up for discussion with others
- Being respectful of the person who left will bring your remaining employees to respect you even more.



Now What? Potential Actions Plan To Consider

1. Interview Process Overhaul
2. Supervisor Training
3. Employee Engagement Survey
(Ask & Listen!)

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