

A black silhouette of a man in a business suit, standing with one hand on his head and the other in his pocket, holding a briefcase. The background is a blue gradient with light rays.

Staffing Strategies for Success in the Economic Recovery and Beyond

Presented by:

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JACOBSON

“I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies.”

**- Larry Bossidy,
Former CEO, Honeywell**



Today's Agenda

- Take stock of your current talent.
- Determine where you need support.
- Hire the best talent.
- Develop talent.
- Retain talent.



Take Stock of Your Current Talent

Who are Your Top Performers?

- Provide staff with **opportunities** to take advantage of **coaching** and **leadership** programs.
- Develop **contests** to see who has the ability to step up and who is merely coasting.
- Schedule **career development** meetings to identify future potential.
- Identify and reward **core value actions**.



Who are Your Weak Performers?

- Hold everyone to the same standard.
- Provide underperformers with opportunities to improve: additional training, coaching or support.
- Look at the manager first to identify if everything is being done (within reason) to help the struggling individual.
- Reference core values to determine time and effort that should be expended on individual support.
- Set and review goals to determine if the employee is unable to meet the individual and team standards.
- Remove and replace slacking individuals swiftly once identified – your high-performing staff will appreciate it.

Hire the Best Talent Possible

Benefits of Employing the “Right” People

- Lower turnover
- More productive and engaged staff
- Increased employee morale



“The most important decision we make in business, every day, is deciding who to let in the door.”

- www.recruitingtrends.com

The Cost of Turnover

Cost of “covering” the position
(other employees’ time or cost of temporary worker)

- + HR’s time screening and interviewing
- + Hiring manager’s time interviewing
- + New employee’s salary and benefits
- + Other employees’ time training
- + Time to get to full productivity
- + Time and energy to manage poor hires

2-3x the original employee’s comp

What Makes a Good Candidate?

- Look beyond the resume and career history to transferable experience, style and character. (preparation, dress, manners, etc.)
- Initiate and be open to recruiting skilled professionals/management without insurance experience.
- Consider horizontal moves within the industry: a broker to a claims adjuster.

Where Do You Find Talent?

- Employee referrals!
- Diversity organizations
- Competitors
- Internet (LinkedIn, discussion boards)
- College graduates
- Mature workers (LOMA)
- Non-industry professionals
 - banking, mortgage lenders
- Non-traditional candidates
 - return-to-work mothers/fathers, military

Recruit 24/7 – Anytime, Any Place

- Develop creative solutions.
 - Use any and all candidate sources, including those previously untapped. (Non-work events)
 - Promote diversity; consider unique backgrounds and experiences.
 - Be able to articulate your company culture and vision with passion at all times. (Does everyone know the elevator pitch?)
 - Enlist your current successful employees to help get the word out.
 - Consider rewards for employee referrals.
 - Know your company perks and benefits.
 - Advertise and promote your jobs with enthusiasm.

Become a Company of Choice

- Potential employees will seek companies that provide values/opportunities that match their needs.
- You must be aggressive in positioning your company as an employer of choice. (Do YOU believe it?)



Employer Branding

- Attract the right fit.
- Build brand advocates.
- Potentially repel “non-fits” and lower rate of bad hires.
- Reduce time to fill positions. (Always recruiting – email blasts, texts, phone, internet, website, etc.)
- Create greater internal engagement.

Interviewing Tips

- Remember that an interview is about discovering if the candidate can do the job, will do the job and is a culture fit.
- Everyone has a bad interview day.
- Don't get sold.
- Complete a 360-degree interview to ensure culture/team fit. Have interviewees meet with supervisors, peers, etc.
- Utilize the behavioral interview technique to obtain concrete examples of how the candidate can/will "fit."

What Response Do We Need From the Candidate?

Situation

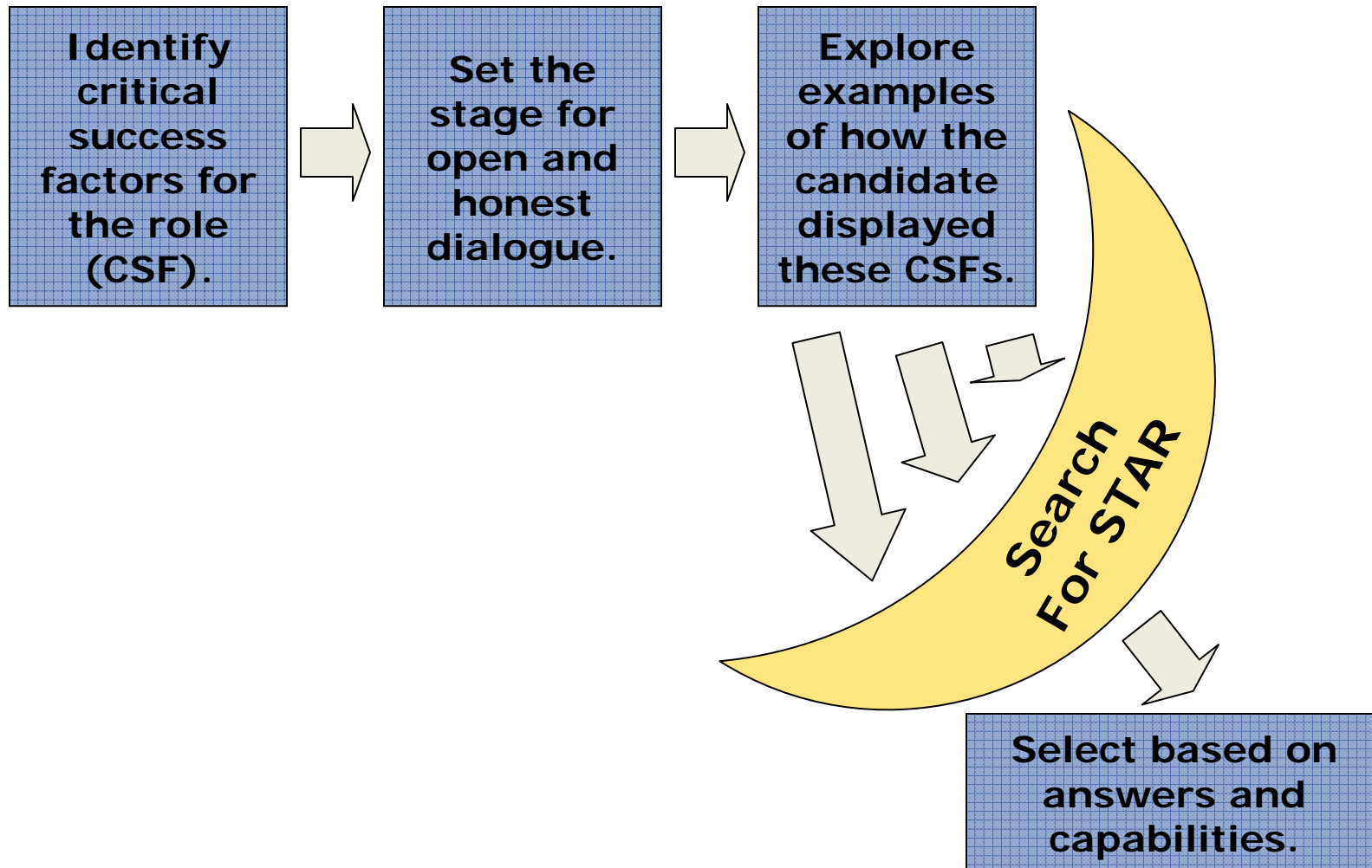
Task

Action

Result



Employ the Behavioral Interview

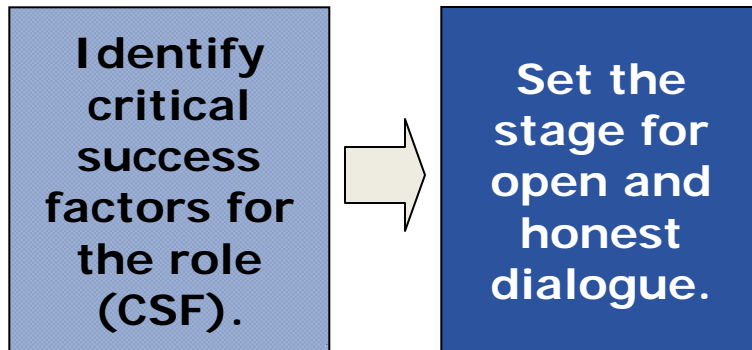


Employ the Behavioral Interview

Identify critical success factors for the role (CSF).

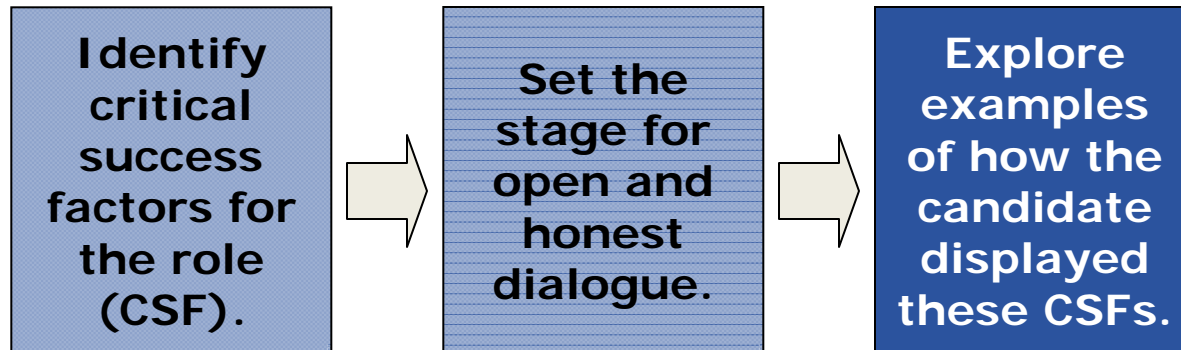
- What are the key attributes needed for someone to be successful in the role?
- What questions will allow the candidate to display that they have performed this way in the past? (Test/Role Play?)
- What information will convince me that this candidate is competent? (Project Plan, Action Plan?)

Employ the Behavioral Interview



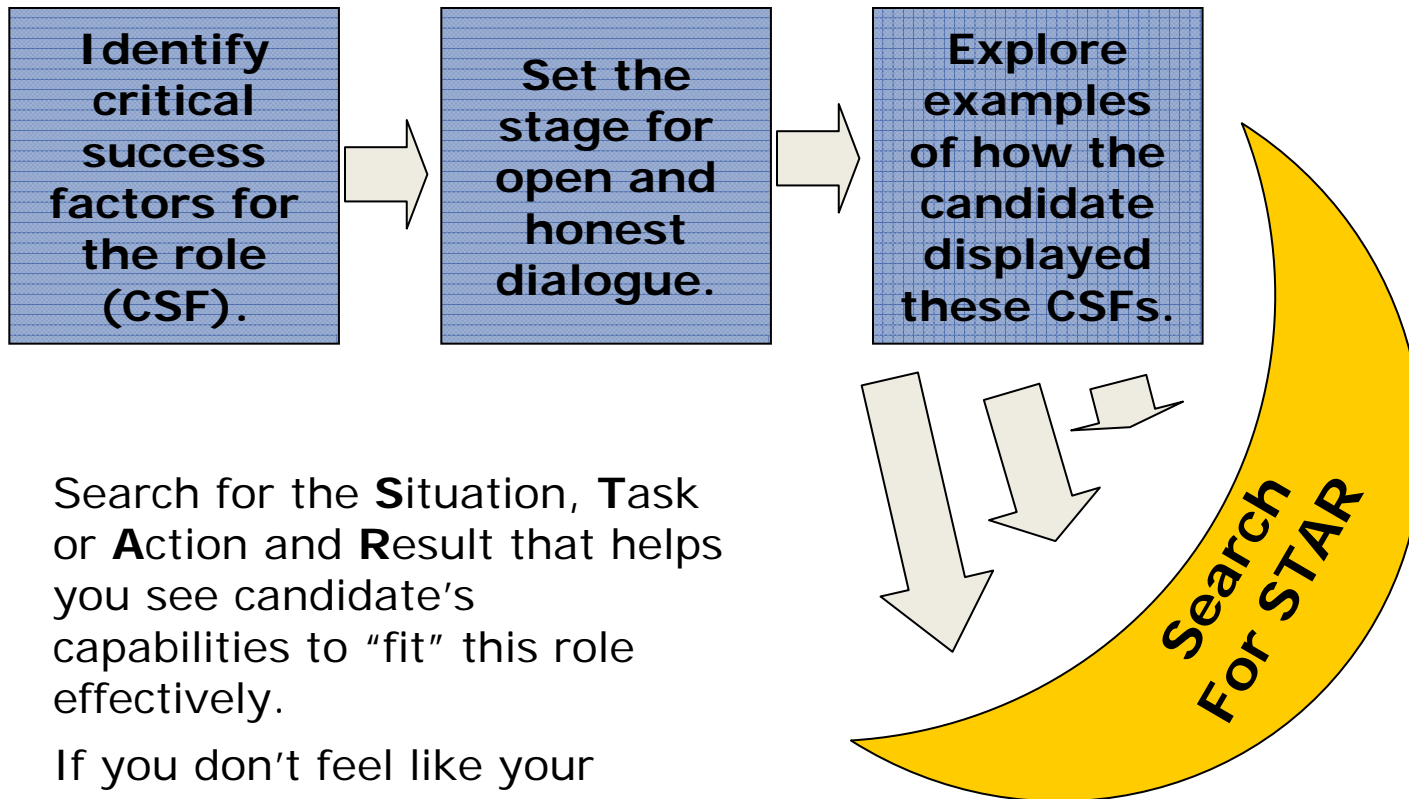
- Let them get to know you and get comfortable. (Open up)
- Talk about the process you use to identify talent and match people with opportunity.
- Tell them you will not be asking the “typical” interview questions.

Employ the Behavioral Interview



- Pose questions that will get at how the CSFs for this job have been part of their past behaviors.
- Ask questions that force them to use examples.
- Keep the conversation focused.
- “PUSH” on anything that is left glossed over or unanswered. (If they can’t communicate effectively now...)

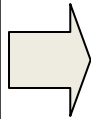
Employ the Behavioral Interview



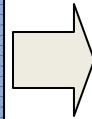
- Search for the **S**ituation, **T**ask or **A**ction and **R**esult that helps you see candidate's capabilities to "fit" this role effectively.
- If you don't feel like your question is answered, circle back.
- Don't be afraid to say you don't understand.

Employ the Behavioral Interview

Identify critical success factors for the role (CSF).

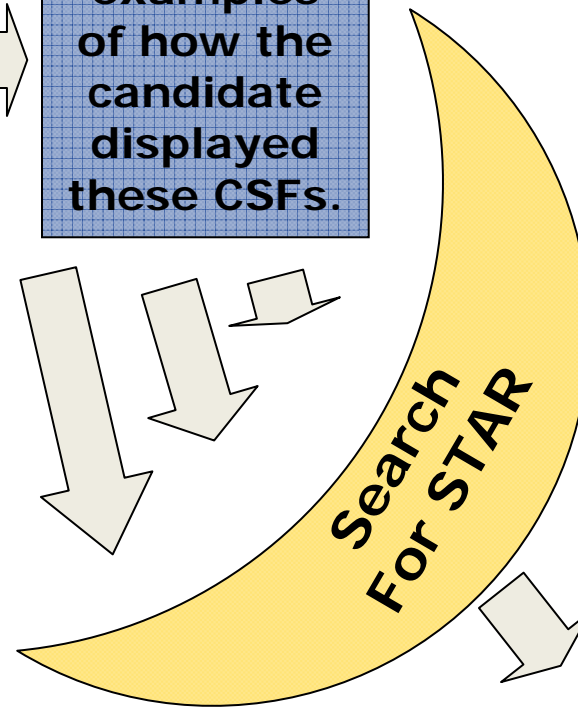


Set the stage for open and honest dialogue.



Explore examples of how the candidate displayed these CSFs.

- Remain open-minded.
- Choose the candidate whose past experience and competencies are the best match for your role.
- Trust your "gut."



Select based on answers and capabilities.

Sample Behavioral Interview Questions

1. Have you ever had to bend rules or exaggerate to make a sale? What did you do?
2. Tell me about a time you were overwhelmed because of conflicting deadlines. How did you respond? What was the outcome?
3. We often have to choose between what is right and what is best for the company. Give at least two examples of situations in which you faced this dilemma. How did you handle them?
4. Have you ever felt guilty about receiving credit for work mostly completed by others? If so, how did you handle it?

Sample Behavioral Interview Questions

5. Tell me about a time when you sought ways to create and improve how work gets done.
6. There are two philosophies about regulations and policies. One is that they are to be followed to the letter; the other is that they are merely guidelines. What is your opinion?
7. When assigned a project, how do you approach it? Do you seek to merely meet objectives, or do you seek to go above and beyond? Offer an example.

Assess the Candidate

- Know the requirements of the job.
- Determine skill, will and fit.
- Balance the “buy” and the “sell.”
- Trust your instincts, but back them up with data.
- Ask the obvious. (Others in the process)
- Let the candidate talk. (Don’t interrupt or be interrupted)
- Do your due diligence.
- Hire tough in order to manage easy.
- Don’t settle for less.
- Employ the behavioral assessment interview process.

Retain Top Talent

Morale is Low

- 23 percent of employers rate their organization's current employee morale as low.
- 28 percent of employees are dissatisfied or very dissatisfied with the career advancement opportunities with their current employers.
- 90 percent of employees did not receive a promotion in 2009.
- 23 percent of workers said they are dissatisfied or very dissatisfied with their work/life balance - up from 18 percent last year.

Source: CareerBuilder Survey, November 2009

Critical Levels of Discontent

- 60 percent of employees intend to leave their jobs in 2010.
- One in four are networking and updating their resumes.
- Only 13 percent are not job searching and intend to stay.



Source: Right Management 2009 Survey

Employer Mindset vs. Employee Mindset

- Nearly 80 percent of employers do not believe employees will begin a job search in next few months.

60 percent of employees stated they plan to intensify their job search in next three months.

- Employers estimate 37 percent of employees are passively or actively looking for a new job.

65 percent of employees report they are passively or actively looking for a new job.

- Employers overestimate the degree of extremely satisfied employees nearly two to one.

Source: Salary.com 2009 Employee Job Satisfaction and Retention Survey

What Contributes to Job Satisfaction?

- Why do employees stay in their current jobs?
 - Job security (What will happen when the economic environment changes?)
 - Good relationships with co-workers
 - Desirable commute
 - Desirable hours
 - Good relationships with managers
 - Adequate benefits

Source: Salary.com 2009 Employee Job Satisfaction and Retention Survey, BlessingWhite 2008 Employee Engagement Report

What Contributes to Job Satisfaction?

- Why do employees leave jobs?
 - Inadequate compensation
 - Inadequate development opportunities
 - Insufficient recognition
 - Bad managers
 - Dislike of actual work
 - Not recognized for successes



Source: Salary.com 2009 Employee Job Satisfaction and Retention Survey, BlessingWhite 2008 Employee Engagement Report

Is There a Competitive Advantage to Satisfied Employees?

Benefits

- Perform better than others
- Are more likely to recommend their organizations to others
- Take fewer sick days
- Are less likely to quit
- Experience enhanced job satisfaction
- Have a more positive attitude

Differentiate “A” Level Performers

- Compensation plans
- Incentive pay
- Greater responsibility and autonomy
- Special projects
- Access to Senior Leaders
- Opportunity for advancement
- Recognition



Create a Positive Work Environment

- Offer variety in the position.
- Bring human touch into the workplace.
- Reinforce the right behaviors to get the right results.
- Show your appreciation at the time it is deserved, not just at the holidays or quarter-end.
 - Gift certificates
 - Early starts to holidays/weekends
 - Paid days off



It Starts with Management

- Employees draw their perception of the company directly from the person they report to.
- Good managers protect employees from bad senior management.
- On the flip side, a company's senior management might be great, but all the employee may see is his/her manager.
- A great manager possesses the emotional intelligence necessary to coach and lead.
- Corporate values must be demonstrated organization-wide, at every level!

Develop Top Talent

Succession Planning Basics

- Define all “critical roles” – CEO, direct reports and other roles vital to the success of the organization.
- Analyze the current state of succession for “critical roles,” assessing successors’ current performance, future potential and vulnerability.
- Identify replacement planning gaps.
- Identify top talent not yet in the immediate pipeline for critical roles.
- Establish priorities, plans, accountabilities for succession and talent pool gaps. (Who can we afford not to lose due to training, production, leadership, or role)

Recognize the Importance of Training

- Companies spend 50 percent more on recruitment than they do on training.
- Training should be an integral part of the succession planning strategy.
- Focus on analysis, management and development of key employees to promote your “bench strength.”
- Identify training needs on both individual and enterprise levels.
- Forecast openings and adjust training as appropriate to best prepare internal candidates.

Empower Talent

- Involve the employee in the development process.
- Understand each employee's individual career goals.
- Create individual development plans for each employee.
- Define measurable objectives and goals.
- Give the employee ownership of the process.

Create an Environment for Success

- Comprehensive orientation program
- Mentoring program
- Career development program
- Knowledge management
- Community involvement
- Family inclusion in company activities

"In the new culture, the role of the leader is to express a vision, get buy-in, and implement it. That calls for open, caring relationships with every employee and face-to-face communication."

- Jack Welch, former Chairman and CEO of General Electric

Training and Development Trends



Approaches

- Involve all levels with corporate or departmental changes (get buy-in which will make training easier).
- Involve management in training programs (allows face time and emphasizes importance).
- Recognize that people can be trained and managed differently, but be held equally accountable.

Training and Development Trends

New learning vehicles

- Cross-training
- Planned career rotations
- Stretched work roles
- Subject Matter Experts
- Individual career building: coaching, shadowing and mentoring



The Power of Mentorships

- Ability to connect with leaders who are not their managers
- Further insight on what it takes to be a leader/ thrive in the position/industry
- Additional company perspective
- Ability to obtain guidance and suggestions

Tools for Developing Leadership

- Environment
- Structure
- Process
- Assessment
- Sponsorship
- Training authority

Source: Jim Collins, *Good to Great*

Questions & Answers



Thank you for attending today's webinar!

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