

Hire For Keeps

How to Hire, Train & Value So They Will Stay!

LeadingAge New Jersey

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Presenters



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Objectives

1. Name 3 ways you are going to interview better.
2. Name 3 ways to build engagement in the pre-employment period.
3. Describe 3 ways you will improve your onboarding experience.

Agenda

1. Turnover Statistics
2. Link Between Turnover and Good Hiring
3. Challenges to Good Hiring
4. Good Hiring Practices
5. Pre-employment Engagement
6. Orientation vs. Onboarding
7. Keep It Going

Turnover

1. Incidence Rate?
2. Estimated Cost of Turnover
3. What About Desirable Turnover?
4. What Did the Numbers Tell Us?

Cost of Turnover

1. Interim Staff / Agency
2. Time to Train Every Day
3. Care implications? Family / client complaints?
4. Advertising
5. Time to review applications
6. Time to verify credentials / check references
7. Time to schedule interviews
8. Interviews
9. Time to document and discuss impressions
10. Scheduling second line interviews

More - Cost of Turnover

11. Scheduling third line interviews or peer interviews
12. Decision conferences
13. Offer calls/letters
14. Time to coordinate pre-employment packets, drug tests, physicals
15. Time to coordinate orientation, start date, etc.
16. HR time to process employee
17. Time of managers / staff involved in orientation
18. Double staffing with mentors for shadow time
19. Record keeping for new hire – exposures

Turnover = Not Hiring Well??

1. Resignation?
2. Termination?

How can you determine at interview?

Future poor performance?

Potential burn out?

Tendency to sabotage?

Who is a Good Hire?



Roadblocks to Hiring Well

1. Time for the Process
2. Can't Use Temp Staff
3. No One Gives a Reference
4. Testing is Not Widely Used
5. Training

Know What You Seek

1. Action oriented /Have initiative
2. Intelligent
3. Ambitious/Creativity/
Problem solver
4. Autonomous/Dependable
5. Leadership/Self-
confidence/Success Seeker
6. Cultural Fit/Fit with team
7. Upbeat/Positive
Outlook/Personable
8. Confident/Pride in Work
9. Successful /Set Goals/Enjoy
Accomplishment
10. Honest
11. Detail Oriented
12. Modest/Good
judgment/Humble/ Not
Confrontational
13. Hard Working
14. Marketable/ Do they
represent your brand?
15. Passionate

Interview

1. Really Get to Know Candidate Quickly
2. Use Behavioral Interviewing
3. Consider Integrity Testing

Get To Know You

1. Difference?
2. Examples
3. Desirable Responses?

Behavioral Interviewing

1. Difference?
2. Examples?
3. Desirable Responses??

Integrity Testing

1. What is it?
2. Legal?

Interview Summary

1. Create Your Own Process
 - a. Characteristics
 - b. Questions/Testing
2. Test the Process
 - a. Interview current staff
3. Train all Hiring Managers

Pre-Employment

1. Engagement Building Opportunity
2. Start Syncing Your Lives
 - a. Offer letter
 - b. Pre-employment packet

Prep for Onboarding

1. Send the Onboarding Binder
2. Copy of their Announcement

First Day.....

1. Welcome poster
2. Coffee/juice/breakfast?
3. Welcome Binder with Name
4. What else can be streamlined – badge made just waiting on picture?
5. Meal pass already made out
6. Take out menus/menu from the kitchen?
7. Local scrub shop coupon?

Onboarding

1. Presentation Senior Management
2. Lunch with CEO
3. All staff meet and greet lunches
4. Break up group for lunches with senior management
5. Lunch with different peers
6. Meet and greet breakfasts
7. Select mentor?
8. Build cohesiveness within orientation group?
9. Invite to every operational meeting (managers meeting, safety meeting, QAPI meeting, Clinical Team Meeting, Monthly Staff Meeting)

More - Onboarding

1. Engrain them in the mission/focus?
 - a. Start with aging process
 - b. Needs of our clients
 - c. Goals/mission of organization
 - d. Professionalism – do they hear from HR or business director?
 - e. Etiquette – do they hear from marketing person?
 - f. Safety – do they hear from members of the safety committee?
2. Debrief with a key person on each day? Each week? At the end of the orientation? Are they asked for feedback?
3. Staff members include orientees? Out to lunch or after work or baby shower?

Engagement – Keep It Going

1. Do you get the same orientation group together for their 90 day evaluations and ask about the experience vs classroom?
2. Do you follow the same principles when you have education sessions?
 - a. Lunch and Learn
 - b. Special Speakers
 - c. Mini-Symposium w/breakout sessions
3. How do you make mandatory education fun?
 - a. Brainstorm
 - b. Million dollar ideas – with scratch offs
4. Do you invite and value feedback from your employees? If employee satisfaction – do you share results with employees? All the results?

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