

ATTRACT, HIRE AND RETAIN THE BEST STAFF

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OBJECTIVE

1. Strategic blue print for creating a strategic people strategy

Bottom Line

- Attract, Hire and Retain the Best Staff

SURVEY - WHAT DO YOU DO?

- Human Resources Manager / Director
- Office Managers
- Office & HR Manager
- Office, Accounting & HR Manager
- Administrator
- Other Position

SURVEY - EDUCATION

- Human Resources Degree
- Business Degree
- Accounting or Finance Degree
- Degree in Education area
- Other

SURVEY - TURNOVER

- Less than five people per year
- More than five and less than ten
- More than ten and less than 25
- More than 25 and less than 50
- More than 50 people per year
- Not sure

SURVEY – TURNOVER REASON

- Retire
- Promotion
- Fired
- More money \$\$\$
- Another Charter School
- Public School
- Exit Education
- Not sure
- Don't care

DOES YOUR SCHOOL HAVE A BRAND?

- Can you articulate your school's brand?
- Can your staff articulate your school's brand?
- Can parents / students / or the public articulate your brand?

WHAT DOES A BRAND DO?

- A consistent level of quality from a product or service that is recognized by the consumer and provides the same level of satisfaction with every experience
- Your Brand Includes:
 - Staff satisfaction
 - Student satisfaction
 - Parent satisfaction
- The Brand starts with the employee experience at inception to termination
- Can anyone explain their school brand?

BUILDING A BRAND

- Circus is coming to Atlanta, GA. (advertisement)
- Parade elephant through city streets with sign (promotion)
- Elephant tramples through Mayor Keisha Bottoms personal flower garden (publicity)
- Mayor Bottoms thinks its funny and laughs (public relations)
- Public buys tickets to go to the Circus (sales)
- People enjoy the experience and talk about it (loyal customers)
- A consistent experience creates the BRAND
- Spend more time identifying and creating your brand to attract the top talent
- People seek out the companies that have a unique brand that everyone talks about

PEOPLE STRATEGY

Hiring Process

- Job descriptions
 - Primary responsibilities
 - Secondary responsibilities
 - Knowledge, Skills and Abilities
 - Education

JOB POSTING

- Take elements from the job description but don't post the entire job description
- Include the Essential Functions of the job
- Include direct reports
- Include performance metrics / expectations
- Include the salary or salary range

TEST & MEASURE

- Do you track where your most successful employees come from? Important to Test and Measure.
- Post in a variety of places, conventional and unconventional places
- Georgia Charter School Association
- Teach Georgia
- Work For Good
- topschooljobs.com
- Indeed
- Zip Recruiter
- Any Others?

STRATEGIC RECRUITING PARTNERSHIPS

- Associations e.g. Association of American Educators
- Colleges & universities for entry level
- Urban League, HBCU's,
- LaRAZA, Hispanic Chamber, German Chamber
- Organization for Chinese Americans, Asian Americans

SCREENING APPLICANTS

- Identify the “must have” and “nice to have” qualifications
- Look at a large pool of candidates
- Screen but keep an open mind
- Two sets of eyes to look at the candidates selected
- Schedule the Group Interview at report to work time

GROUP INTERVIEW

- 5 to 20 people in the Group Interview
- Deliver a 45-minute Power Point presentation
- One or two people / hiring manager(s) conduct the presentation
- Cover the Good, the Bad and the Ugly
- Theme – Everything you ever wanted to know about us
- Q & A 15-minutes

GROUP INTERVIEW TOPICS

- Vision, Mission, Values, Culture
- School history and structure
- The position(s) you are hiring
- The job duties and responsibilities
- Performance expectations and metrics
- Compensation, benefits and salary increases
- Scheduled hours, typical actual hours, extra hours
- Lunch duty, hall duty, study hall, student events, weekends, special meetings, etc.

THE POSITION

- Provide essential functions of the job
- Put in PowerPoint the actual performance evaluation
- What it takes to succeed
- What are the challenges and why people are not successful
- Obstacles to overcome
- Opportunity (advancement, other opportunities, etc.)
- Everything that is good, bad and ugly

NEXT STEPS

- Explain the next interview
 - Panel
 - Presentation
 - One on One (I discourage 1 on 1)
- Not interested there is no obligation to move forward
 - Thank you for your time and good luck
- Interested there is a sign up sheet with pre-determined interview time

INTERVIEW QUESTIONS

- Strong mix of behavior interview questions
- Consider the presentation format for instructional staff, individuals who present to the public, individuals who manage staff
- If a special skill is required, require a sample of their work or set a process for them to demonstrate their skills
- Ask questions that require a specific answer or past behavior v. a hypothetical answer or a yes or no answer

INTERVIEW RECAP

One on One	Panel	Presentation
Group Interview	Group Interview	Group Interview
Manager One	1st Interview Panel	Panel Presentation
Manager Two	2nd Interview Panel	2nd Interview Panel
References & Background Check	References & Background Check	References & Background Check

TIPS FOR YOUR BRAND

- Start all interviews on time
- Interview in a professional setting
- Eliminate interruptions during the interview process
- Purpose of an interview process
 - Give information
 - Get information
 - Make a friend
- Every interview is a potential employee or customer

ONBOARDING EXPERIENCE

- Use technology to onboard staff
- All forms can be generated electronically, executed online so the first day is an orientation and not a paper drill
- Conduct a professional orientation using a facilitator or media tools
 - Cover the Employee Handbook
 - Don't just set up people to sit and read
 - Tour facility
 - Meet critical staff

ONBOARDING EXPERIENCE CONT.

- First day breakfast or lunch with a team
- Assign a mentor
- Use a checklist to identify what is being covered throughout the on-boarding process
- Review performance evaluation
- Review performance metrics
- Create a 30-day plan
- Structure a daily, weekly and monthly routine
- Review scheduled events for the year

ONBOARDING EXPERIENCE CONT.

- Review your personal communication style
- Review the communication and land mines of others in leadership
- Review all administrative procedures and general paperwork
- Have the employee document everything with their own notes to create a training document to be placed in their file
- Initiate any on-the-job training
- Consider daily check-ins the first week
- Weekly check-ins the first 90-days

ON BOARDING SUMMARY

- Employees who have a quality on boarding process will brag about the process which enhances your brand
- Employees who have a quality on boarding process are more likely to be excellent performers
- Employees who have a quality on boarding process are more likely to stay with you for two years
- What climate are you creating to motivate employees?

RETENTION

- Management Training and Certification
 - How to communicate with employees
 - How to recognize employees
 - How to hold employees accountable
 - How to coach employees
- Career Development Program
 - Personal Career Development Planning Guide
 - Senior leadership meeting to manage people opportunities

RETENTION CONT.

- Emphasize a “Open Door Policy”
- Talk, Listen and Commit
- Implement a manager – supervisor communication program
- Hold CEO / Principal state of the school luncheons
- Annual Employee Opinion Survey
- Conduct timely quality performance evaluations
- Link Evaluations to Career Development
- Provide merit increases and / or bonuses

RETENTION CONT.

- Recognition
 - Find ways to recognize in various ways when people do something right (One Minute Manager)
- Discipline
 - Fair
 - Consistent
- Monthly Communication and Recognition Meeting
 - Short
 - Sweet
 - Meaningful
 - Consistent

- **THE RECIPE FOR EMPLOYEE RETENTION IS
HAVING A BEST IN CLASS BRAND**

**WILL THESE AREAS ATTRACT AND RETAIN
THE BEST TALENT?**

WHAT IS OUR BRAND?

**We take care of the people
who take care of our
students**

QUESTIONS