

# 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?

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



# WHAT IS A BRAND?

- 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
- At the end, tell me what are the components of the brand

# STRATEGIC 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 job description
- Do not include every detail
- Do include the Essential Functions of the job
- If reports are essential, include it in the posting
- Include performance expectations in the job posting
- If you have metrics, include those
- Include the salary or salary range

# TEST & MEASURE

- Post in a variety of places, conventional and unconventional places
  - Your Web site
  - Georgia Charter School Association
  - Teach Georgia
  - Work for Good
  - Indeed
  - Top School Jobs. Com
  - Etc.

# STRATEGIC RECRUITING PARTNERSHIPS

- Associations
- Society' s
- 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
- Ask all screened applicants to come in for a Group Interview
- Schedule the Group Interview at or before the start of the time to report to work

# GROUP INTERVIEW

- 5 to 20 people in the Group Interview
- Plan out 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 you are hiring
- Compensation and 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

- Job duties in detail
- Performance expectations / metrics
- What it takes to succeed
- What are the challenges and why people are not successful
- Obstacles to overcome
- Immediate performance milestones
- Opportunity (advancement, other opportunities, etc.)
- Everything that is good, bad and ugly

# NEXT STEPS

- Explain the next interview
  - 1 on 1, panel or presentation
- Not interested there isn't an obligation to move forward
  - Thank you for your time and good luck
- Interested there is a sign up sheet with predetermined interview time
  - One on One
  - Panel (two to three people)
  - Presentation

# 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

<b>One on One</b>	<b>Panel</b>	<b>Presentation</b>
<b>Group Interview</b>	<b>Group Interview</b>	<b>Group Interview</b>
<b>Manager One</b>	<b>1<sup>st</sup> Interview Panel</b>	<b>Panel Presentation</b>
<b>Manager Two</b>	<b>2<sup>nd</sup> Interview Panel</b>	<b>2<sup>nd</sup> Interview Panel</b>
<b>References &amp; Background Check</b>	<b>References &amp; Background Check</b>	<b>References &amp; Background Check</b>

# TIPS FOR YOUR BRAND

- Start all interviews on time
- Don't let candidates sit too long
- 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 – working with

# ONBOARDING EXPERIENCE CONT.

- Tour facility
- Meet critical staff they work with
- Assign a mentor
- Use a checklist to identify what is being covered throughout the onboarding process
- Review performance evaluation
- Review performance metrics
- Create / review a first 30-day plan
- Walk through a daily, weekly and monthly routines
- Review schedules 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
- Initiate any on-the-job training
- Consider daily and weekly check ins



# 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
  - Communication
  - Recognition
  - Accountability
  - Coaching
- Career Development Program
  - Personal Career Development Planning Guide
  - One on one coaching by manager
  - People meeting to discuss staff with Leadership Team

## RETENTION CONT.

- Create a real Open Door Process
- Implement a manager – supervisor communication program
- Conduct next level up interviews
- CEO luncheons
- Annual Employee Opinion Survey
- Employee Relations Committee
- Conduct timely quality performance evaluations
- Link Career Development to Evaluations
- Provide merit increases and / or bonuses

# RETENTION CONT.

- Recognition
  - Find ways to recognize in various ways when people do something right (One Minute Manager)
  - Recognize little and big
  - Ongoing recognition
- Discipline
  - Fair
  - Consistent
  - Next level up

- **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