


Employee Triage:

THE ALIGNMENT OF EMPLOYEE RECRUITMENT, REPLACEMENT, AND RETENTION


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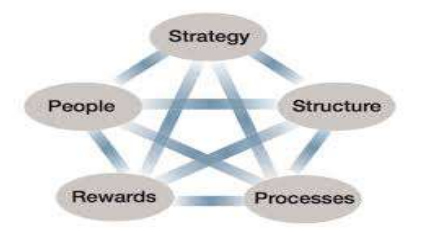
Drivers of Organizational Success

- Achievement
- Accountability
- Alignment




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Alignment




Gabraith, 1995



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Employee Triage


- Recruitment
 - Employee triage dictates that better employees must be recruited for the company to succeed.
- Replacement
 - Employee triage dictates that bad employees must be replaced for the company to succeed.
- Retention
 - Employee triage dictates that good employees must be retained for the company to succeed.



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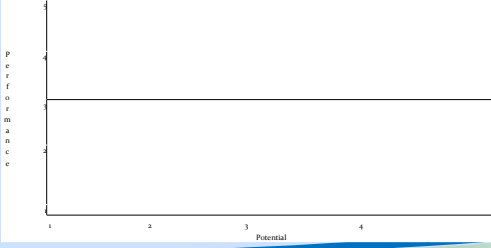
Employee Triage: Retention

- Retention
 - Employee triage dictates that good employees must be retained for the company to succeed.




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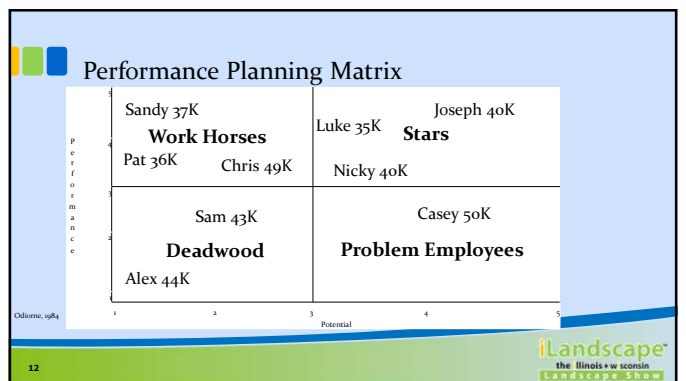
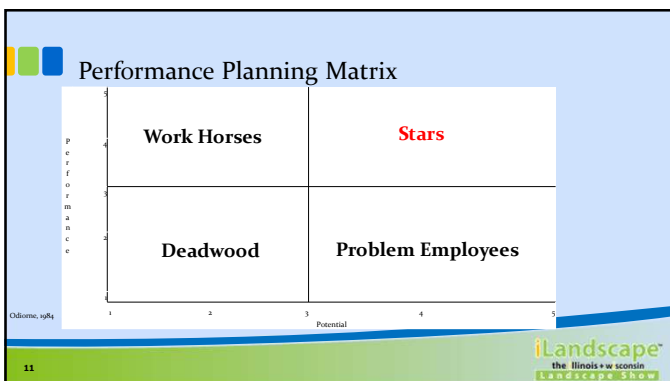
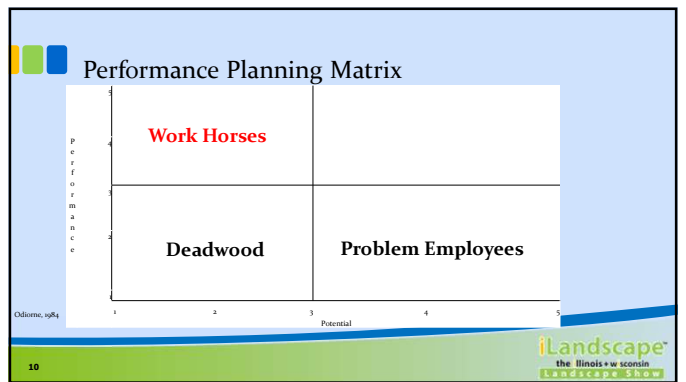
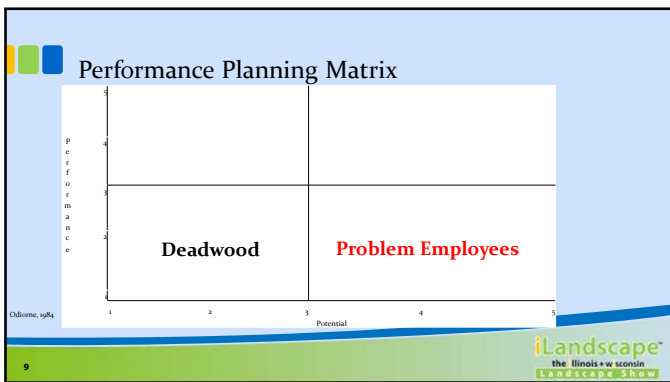
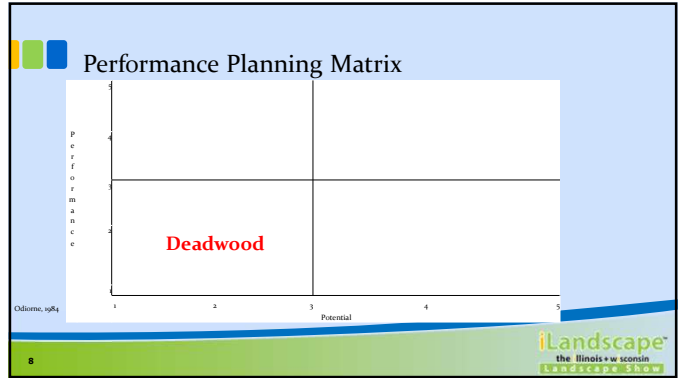
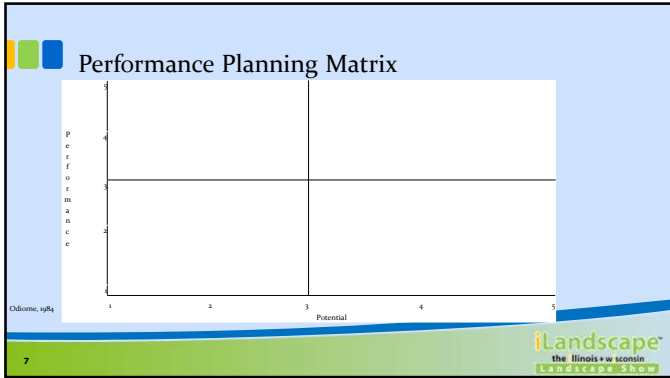
Performance Planning Matrix



O'Keefe, 1984



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Fundamentals of Employee Retention

- Reinforcement
- Leadership Team
- Work

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Retention Fundamentals: Reinforcement

- Pay Equity
- Benefits
- Public Recognition
- Status
- Meritocracy
- Sincere and Timely Appreciation

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Retention Fundamentals: Leadership Team

- Management Retention Bonus Program
- Promote Employee Engagement
- Trust in Management Team
- Function as a Coach
- There is a "Connection"
- Personalized Development Plan

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Retention Fundamentals: Work

- Linked to Organizational Success
- New Employee Orientation Program
- Autonomy
- Growth
- Skills Rotation
- Certification

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Answers to Retention Questions

- I feel appreciated at work.
- I contribute to the company's success.
- I trust the company management team.
- I have adequate resources to do my job.
- I am paid fairly.
- I see myself working here in two years.
- The work I do is interesting.

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Employee Triage: Replacement

- Retention
 - Employee triage dictates that bad employees must be replaced for the company to succeed.

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Replacement Trends

- Too Slow to Replace Under-performers
- No Documentation
- Legal Fear Drives Administrative Paralysis
- No EPLI
- Lack of a Proactive Recruitment Plan
- Unskilled in Performance Management
- “The devil we know ...”

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Replacement Trends: Performance Mgt. Content

- New Employee Orientation
- Administrative Trinity
- Job Description
- Performance Appraisal
- EPLI
- Supervisory Training Program
- Operating Routines

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Replacement Trends: Performance Mgt. Process

- Value versus Volume
- 30/90-Day Review
- Precise Language
- Prompt Coaching
- Active Employee Retention Efforts
- Monthly Staff Meeting: People Review
- Proactive Recruitment Program

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Employee Triage: Recruitment

- Recruitment
 - Employee triage dictates that **better** employees must be recruited for the company to succeed.

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Recruitment Fundamentals

- Design the Recruitment Program
- Qualities of the Recruiter
- Assess Current/Future Needs
- Recruitment Alternatives
- Basic Recruitment Model
- Recruitment Tools
- Recruitment Best Practices

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Qualities of the Recruiter


- Personal Traits
- Blends Content with Context
- Technically Proficient; Trained
- Treats Candidates Like Customers
- Understands Recruitment Business Acumen
- View All Candidates as Part of the Pipeline
- Is Always Recruiting

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Assess Current/Future Needs

- Organizational Charts
- Realistic Job Preview
- Profile of Un/Successful Candidates
- Selection Criteria
- Staffing Priorities
- Alignment with Other Systems
- Identify the Candidate Pool; 70/30

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Recruitment Alternatives: The Six Bs

- Buy
- Build
- Borrow
- Bind
- Bend
- Bounce

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Basic Recruitment Model

	INTERNAL	EXTERNAL
PASSIVE	Unplanned	Underutilized
ACTIVE	Underpaid	Unsystematic

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Basic Recruitment Model: Active Internal

- Employee Referral Program
- Boots on the Ground
- Company-wide Initiative
- Employee Engagement: Overpay
- Alignment with Other Systems
- 3-phase Payout Schedule

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Basic Recruitment Model: Active External

- Systematic Recruitment Effort
- Bi/weekly Contact with Network
- Ongoing Visibility
- Social Media, SEO; Refreshed Monthly
- Company Website; Refreshed Weekly
- Video Recruitment is New Normal
- "Always Be Recruiting"

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Recruitment Tools

- Company Marketing Materials
- Business Cards
- Screening Questions
- Employment Application
- Job Description and Career Ladder
- Compensation and Benefits Summary
- Orientation, On-boarding, and Training Programs

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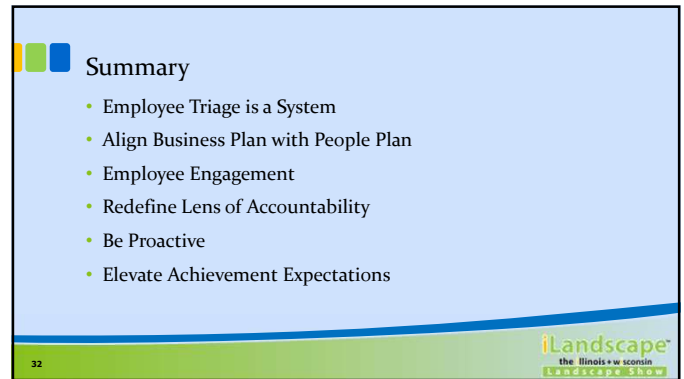


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Recruitment Best Practices

- Identify Successful Target Sites
- Give a Business Card; Get a Name and a Number
- Open House
- Internet, Video, Mobile, and SEO Postings
- Distinction from Competitors
- Recite the Recruitment Sequence
- Publicize Employee Referral Success

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Summary

- Employee Triage is a System
- Align Business Plan with People Plan
- Employee Engagement
- Redefine Lens of Accountability
- Be Proactive
- Elevate Achievement Expectations

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