FIND, OPTIMIZE & KEEP GOOD STAFF

Is It Time That Your Job Descriptions, Hiring Practices & Retention Strategies Had An Extreme Makeover?

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I. First Things First: Define who you are
   a. Write a clear mission statement
      1. A precise description of what your organization does and how
   b. State the company’s core values
      1. Shapes actions
      2. Defines how co-workers should behave with each other
      3. Demonstrates how the company values customers, suppliers and staff

II. Job descriptions
   a. Frequently review existing job descriptions
      1. Must reflect the current market
   b. Should be written to appeal to all generations
   c. Make a shift from what ‘you’ want, to what the applicants are looking for
   d. Should be clear, and include details about the following:
      1. Skills
         - State specific experience
      2. Job responsibilities and requirements
         - Offer particulars, not generalities
      3. Average hours expected, job location
      4. Salary ranges, and benefit information
         - Training and Career advancement
         - Work - Life Balance

III. Writing (or re-writing) job descriptions
   a. The descriptions should be real, succinct and understandable
      1. Include a short company overview relative to the position
      2. Describe how the role fits into the overall organization
      3. Provide just the facts
      4. Avoid meaningless clichés, and ‘painting a happy picture’
      5. Should be readable and easy to comprehend; use bullet points

IV. Generational considerations for hiring practices
   a. Currently there are four distinct generations in the workplace
      - Radio Babies - Baby Boomers - Gen X - Millennials (Gen Y)
   b. Each generation also has unique and specific:
      - Values - Attitudes - Work ethics - Leadership styles
   c. Hiring practices according to the generations
      1. Determine company policies, salaries, work conditions and benefits that accommodate employee differences
      2. Must meet the expectations of each generation
V. Where to find qualified applicants
   a. In-house
   b. The power of the Internet
      1. Social networks, career web sites, job boards, blogs, forums
   c. Industry specific publications, career fairs, trade shows, networking, word of mouth

VI. Strategies for hiring the right person the first time around
   a. Determine your need to hire a new employee
   b. Write a job description based on a thorough job analysis
   c. Decide where and how you will find qualified applicants
   d. Determine what the interview process will be
   e. Collect and review a good number of applications and resumes
   f. Conduct interviews
   g. Check references

VII. Retention strategies for any generation
   a. Get to know your employees as individuals
   b. Familiarize yourself with the characteristics of each generation
   c. ‘Walk the walk’: live up to your values
   d. Offer competitive salaries and benefit packages
   e. Provide meaningful and satisfying work
   f. Provide development and growth opportunities in the company
   g. Give feedback and recognition
   h. A positive, relaxed, modern and fun work environment
   i. Communication is the rule!
      1. Use each generation’s preferred means of communication
      2. Practice active listening

VIII. Employee handbooks
   a. Provides a set of guidelines
   b. Can be a valuable tool to promote consistency in company policies
      1. Communicates mutual expectations
      2. In the absence of policy, past and present practices and behaviors become the policy
      3. Employees want to see the same standard applied to everyone
   c. If you are not going to follow a policy, don’t include it!
   d. Necessary evil?
   e. Regularly review and revise your handbook

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