

HIRE EDUCATION

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What are your goals for this session?

- If we don't accomplish anything else, what would you like to walk away with?
- If you hear a great idea, write it down
 - We'll make time at the end for review



Navigating the Labor Market

	High Supply	Low Supply
High Demand	Hi-grading while keeping top performers Treating top performers as if they are replaceable	Worker's market Importance of training Settling for first available
Low Demand	Employer's market Reluctance to invest	Hanging on to talent Loyalty that works both ways Not looking towards the future

High Demand = I need workers!

Low Demand = I don't have an immediate need for more workers

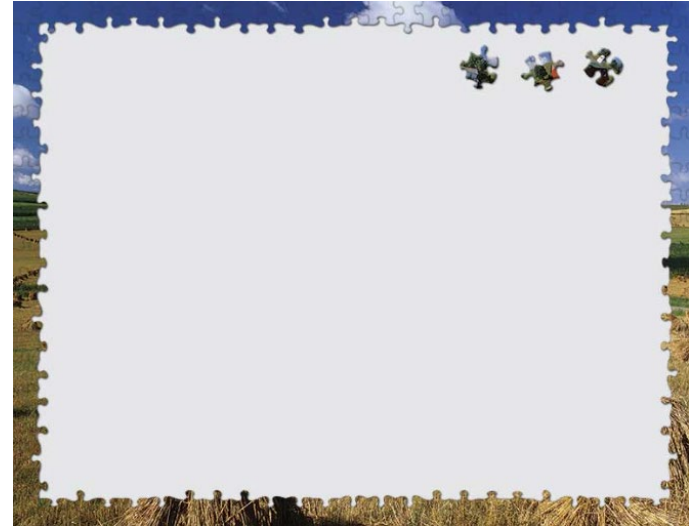
High Supply = There are plenty of qualified workers available in my area

Low Supply = There are only few qualified workers in my area



- In the small farming community, there is a story of a young man who applied for a job as a farmhand. When the farmer asked for his qualifications, the young man replied “I can sleep when the wind blows.”
- The answer puzzled the farmer but he liked the young man and hired him. The youth worked faithfully through the summer and autumn harvests. The first fierce winter storm came late one night. The farmer, roused from his sleep by the howling wind, rushed to awaken the youth so that together they could gather the animals into the barn, tie down tarps, and prevent gale damage. When the farmer went to wake his hand, the young man could not be roused, and so the farmer went alone into the storm.
- To the farmer’s amazement he found that the young man had already gathered the animals, had already tarped the haystacks, and in every particular had anticipated and prepared for the storm. The farmer now understood what the young boy meant when he said, “I can sleep when the wind blows.”
- How do you hire people who let you sleep when the wind blows?

What's the most important part of a jigsaw puzzle?



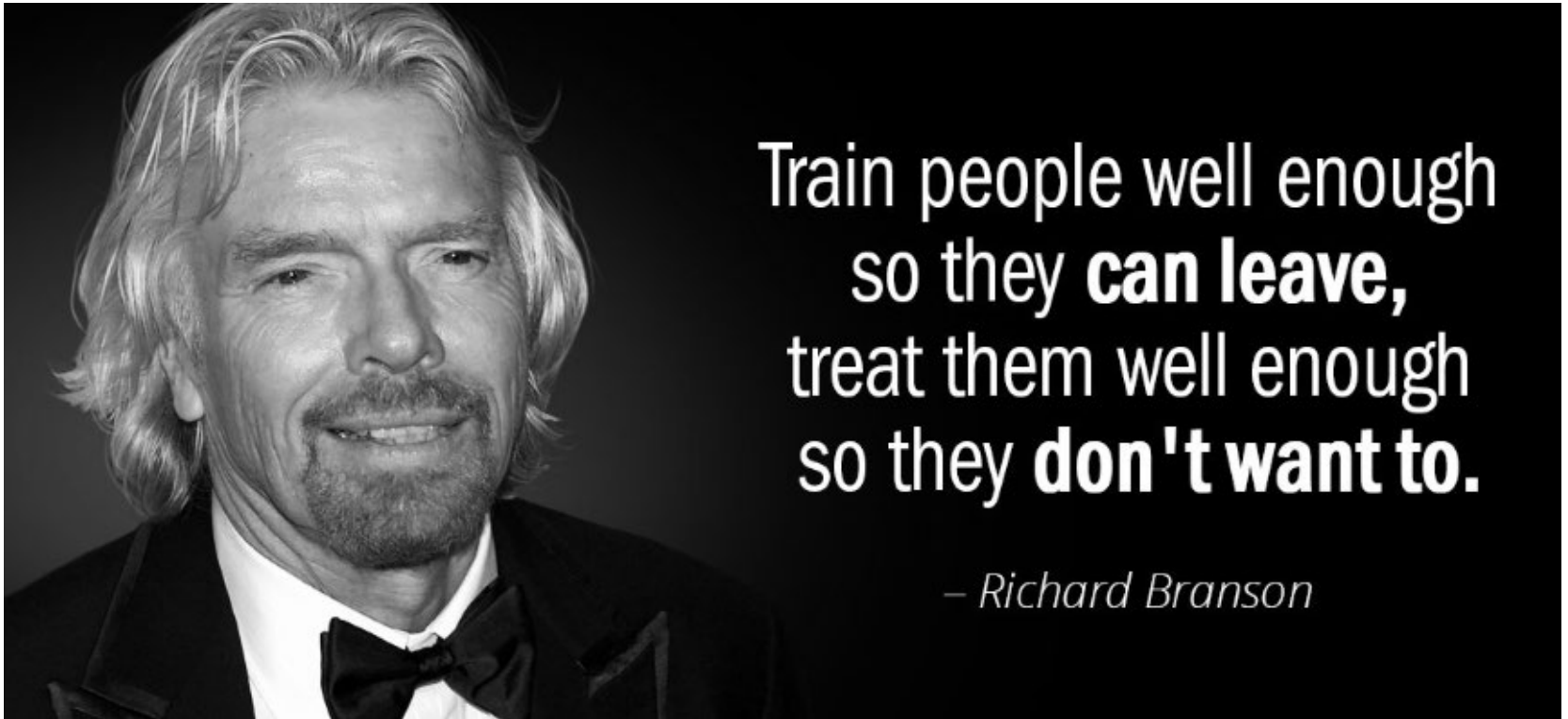
Finding a “STAR” Employee

STAR

- Stable
- Talented
- Ambitious
- Reliable

To recruit (and keep) STAR employees, you need to become a STAR employer

Developing Your Unique Employment Proposition



Train people well enough
so they **can leave**,
treat them well enough
so they **don't want to**.

– *Richard Branson*

Developing Your “Unique Employment Proposition”

- As an Employer, what is your “Unique Value Proposition?”
 - Why do should a STAR employee come work for you?
 - What are 5 reasons someone should come to work for you?
 - Why do people want to stay working for you?
 - Why do people want their friends to work for you?
 - Do you use a referral bonus program?
 - Why might a STAR employee leave?

Defining a Great Employee

- What does a great employee look like?
- Capacity (base)
 - can they physically do the job?
 - Are they smart enough to do it?
 - Can they show up on time?
- Attitude
 - We hire for what they know
 - We fire because of attitude
- Skill
 - do they know it now or can they learn?
 - Which is more important – knowledge or ability to learn?

Finding/Sourcing/Recruiting

- Finding – Where are the candidates?
- How to use current (and former employees) to assist the recruiting efforts
 - Referral strategies
- What about job boards (LinkedIn, Indeed.com, etc.)
 - Do we need to update our company LinkedIn profile?
- Should I consider advertising?
- How can I address geographical challenges?
- How can I address skill gaps in the labor pool?

Selecting

- Should I use job applications and/or ask for resumes? How are your applicants looking to apply?
- How can effective screening improve the interview and selection process?
- Do I need to do drug testing (pre-hire and/or random and/or post accident)?
- How do I check “references” (even for employee referrals)?
- “Paint the picture on the box”

Interviewing

- What questions should I be asking?
 - What was the first thing you did to earn money?
- What skills would I like them to demonstrate?
- How can I determine if they are able to learn new skills quickly?
- Why do I want them to do most of the talking?
- How do I interview for attitude? How do I interview for initiative (and other intangibles)?
 - Five keys to great interviewing?
 - Keep your mouth shut

Making a Decision

- How many people do I need to speak with before I can make a hiring decision?
- When in the process should I be making a go/no-go decision?
- How do I change from interviewing to selling?
- How do I pick a winner?

Making an offer

- Determining salary (given the state of the employment market, the skill sets of the applicants, the salaries of existing employees, whether the candidate has a job or not, etc.)
- What other enticements should we be offering?
 - Benefits?
 - Housing?
 - Travel?
- Asking the candidate to sign a “pledge” as part of on-boarding

Employee Pledge

By agreeing to the following commitments, I am giving my Personal Promise to uphold these standards:

- I promise to follow and actively promote safety rules and regulations.
- I promise to treat every customer and co-worker as I wish to be treated: With the utmost respect and courtesy.
- I promise to promote good will to all customers and co-workers, and to handle customer concerns personally, with the attitude that “The customer is always right”.
- I promise to practice productive job behavior, arrive at work on time, and follow all rules, even when unsupervised.
- I promise to do what needs to be done to the best of my ability.
- I promise to uphold the standards and ethics the Company has set for all its employees in regard to respect for property and the use of illegal substances.
- I promise to uphold the Company image in regard to my personal grooming ,habits, dress, and language.
- My signature is as good as my word.
- _____
- Employee signature/date



Your Instructors

- **Mel Kleiman CSP, CMC**

- Mel is one of North America's leading authorities on how to recruit, hire, onboard, and retain Five Star employees. A pragmatic businessman, consultant, speaker, author, and trainer for over 40 years/ Mel is also the founder and president of Humetrics, a leading developer of systems and tools to recruit, select, and retain an exceptional workforce.
- Mel has authored numerous research studies, white papers, and 100's of articles. Mel's seven books include the bestselling *Hire Tough, Manage Easy*, and *The 5 Firsts: A Simple System to On-board, Engage and Retain Top Talent*.
- Mel was awarded the prestigious *Certified Speaking Professional* designation in 1999 and is a member of the Society for Human Resource Management. He has also served on numerous boards, including the Workforce Institute and the National Restaurant Association Educational Foundation

- **Mark Beckstrom**

- Mark has over 30 years as a Human Resources professional, both as internal Director and Vice President of Human Resources, as well as principal in the Human Resources Consulting practice at PricewaterhouseCoopers and IBM. He has a history of partnering with business leaders to drive a people-centered culture that focuses on Sales, Safety, and Operations excellence, and delivering programs that drive corporate culture, employee performance, and financial results.
- He has had the opportunity to work internationally including Canada (BC Hydro), the UK and South Africa (SAB Miller), Egypt (Ministry of Telecommunications and Ministry of Education), and the UAE (Etisalat). He has worked with several key companies in the oil and gas and power industries, including Texaco, IBM, Duke Energy, Marathon Oil, the Institute of Nuclear Power Operators, Southwestern Bell, and AOL.
- He is currently on the Advisory Board of Five-Star Employer