

Recruit and Retain Your Future

**HELP  
WANTED**

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# Employment Planning

Hiring Practice	Construction/Service	Administrative
Hire for experience		
Promote from within		

Hiring Needs	Construction/Service	Administrative
Current # of employees		
Average attrition per year		
Expected incremental hires in the next year	+	+
Total		

## Cost of Turnover

	x		x		=	
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Number of employees that left the organization in the last 12 months.

Average Compensation (multiply by 1.35 to get total cost to company)

Estimated % to include business costs required to replace employees  
Use table on right.

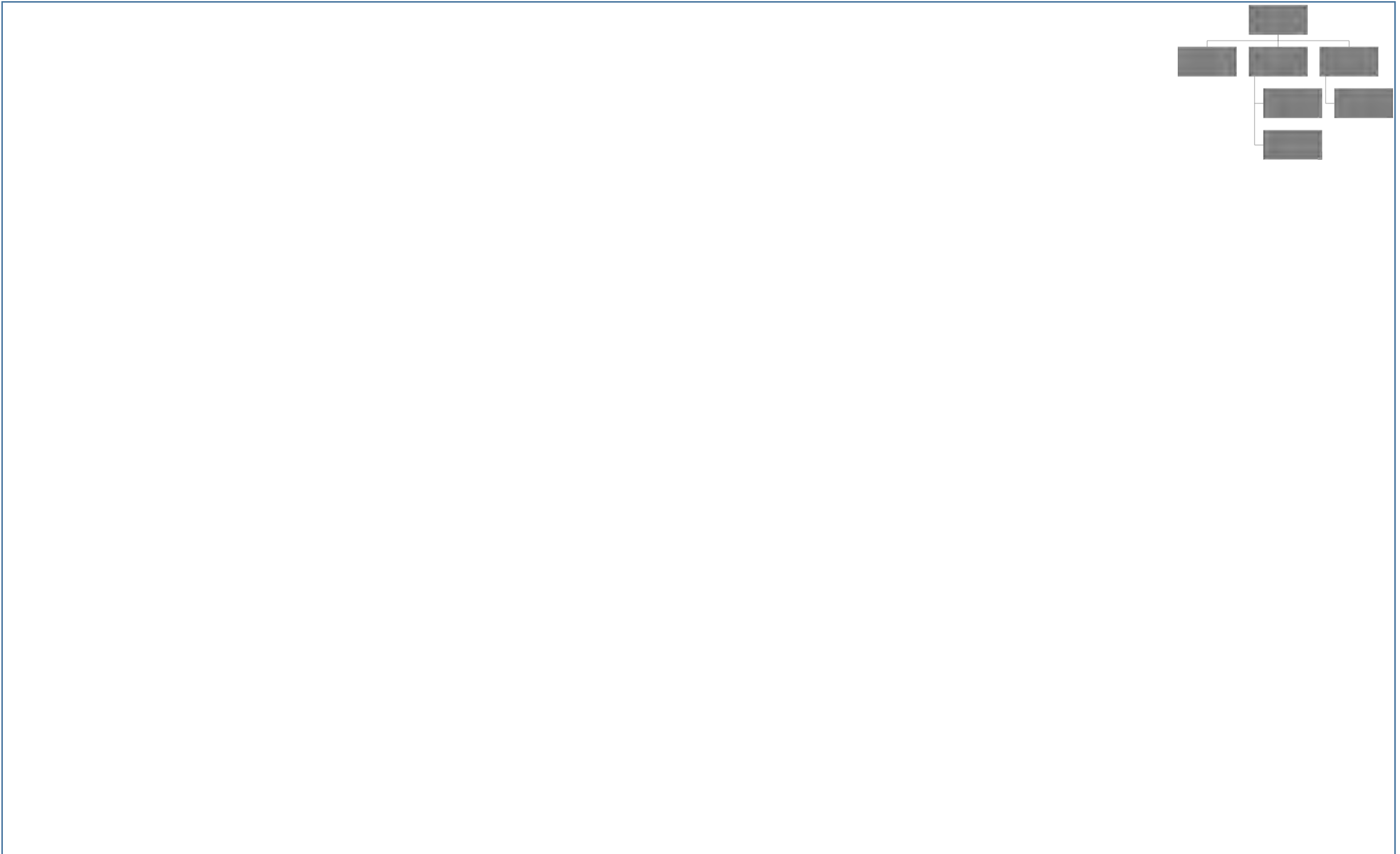
Level of Organization	
Entry	.25
Middle	.65
Senior	1.5

## Draw an Org Chart for your organization.

★ Identify with a star individuals who are extremely difficult to replace.

○ Circle the people that will not be with you in the next 5-10 years.

□ Add boxes for the additional roles you will need due to your growth.

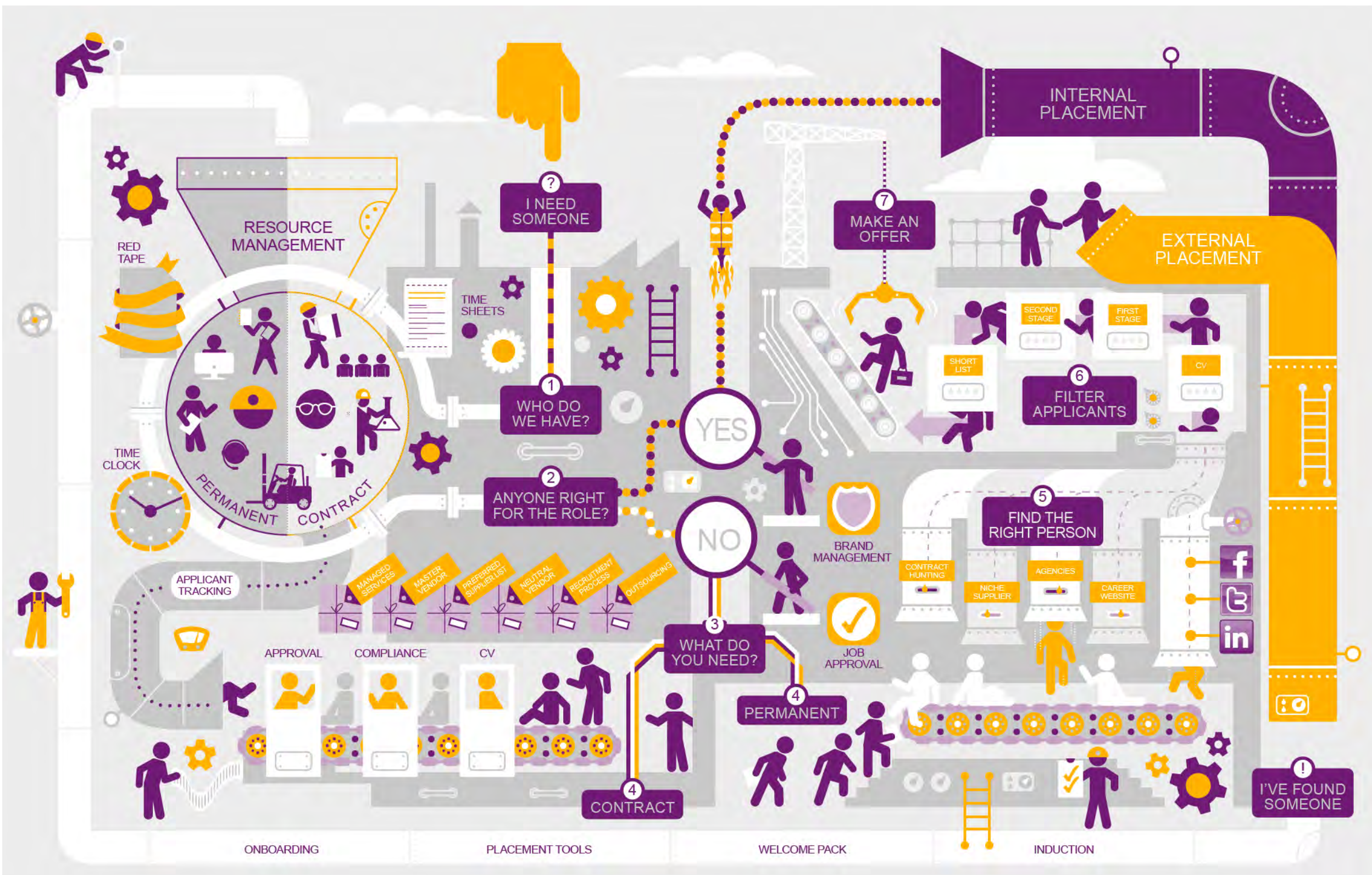
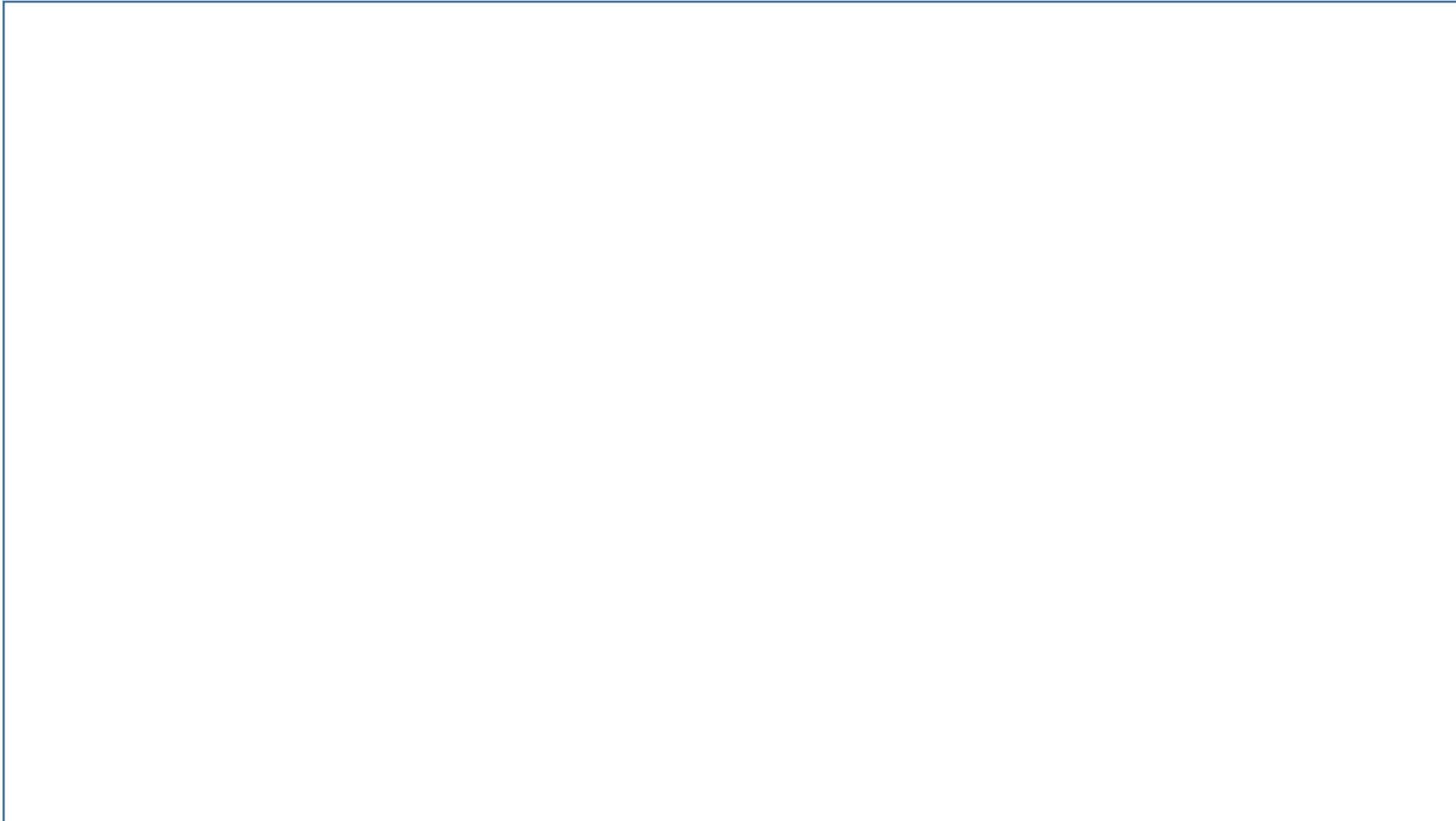


**What can you do to retain these talented people?**

**What plans do you have to document their knowledge & experience?**

**Who will fill the openings and the new positions? Do you have a pipeline of people for future roles?**

What are the key points of your compelling message to candidates about why they should join your company?



**Does your company have a referral program?**

**Yes / No**

**What is the incentive to refer great people to work at your company?**



**Would you recommend any changes or improvements to this program at your company?**

**What else could you do to encourage referrals?**

"Surround yourself with those on the same mission as you"  
~ Unknown



How do you tell candidates about your open positions?



How can you increase your reach and target the right people?

Who are the key people that increase your network effect?



## Success Attributes

Check the box for all that apply

- \_\_ Hardworking
- \_\_ Dependable
- \_\_ Positive
- \_\_ Self-Motivated
- \_\_ Team-Oriented
- \_\_ Organized
- \_\_ Works Well Under Pressure
- \_\_ Effective Communicators
- \_\_ Flexible
- \_\_ Confident
- \_\_ Leadership
- \_\_ Goal Achievement
- \_\_ Integrity
- \_\_ Decision Making
- \_\_ Organizational Fit

     Rank checked boxes from most important to least for your organization

## Behavioral Based Interviewing

- Tell me about a time when...
- Give me an example of a time you...
- Describe a time when...

S.T.A.R. response model we want from the candidate:

- Situation or Task (examples)
- Action they took
- Results they achieved

You are looking for the following:

- They choose an experience that is relevant to the question
- They concisely state what they learned
- They demonstrate learning from the experience
- They show how they apply what they learned

### Interview question:

Integrity and Trust:

Tell me about a time when you publicly admitted a mistake or failure.

Decision Making:

Tell me about a time when you made a decision that was against the flow or unpopular.

### Probing:

Actions:

How did you approach it? How did you do it?

Thinking:

Explain your thinking – why did you choose to do it that way?

Emotional Reaction:

How did you feel or react during that experience?

Outcome:

What was the result? What was the impact?

Learnings:

What did you take away from that experience?

Application:

Describe a time when you used those lessons in a different situations.

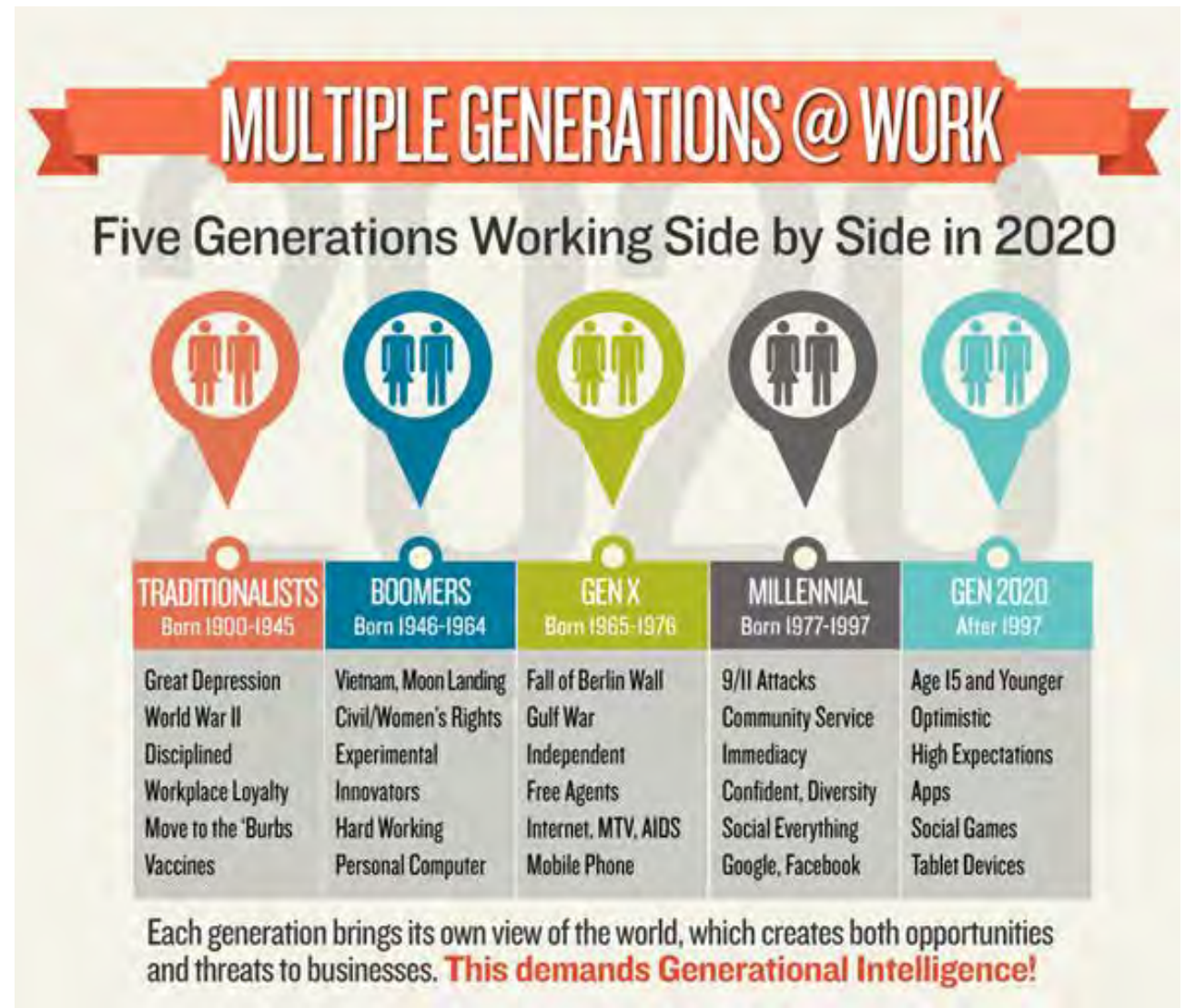


Thinking about your organization:  
(refer back to the org chart on page 2 if needed)

Which generation is most of your leadership?

Which generation is most of your Construction/Service Teams?

Which generation is most of your administrative staff?



## MULTIPLE GENERATIONS @ WORK SURVEY

<http://execdev.kenan-flagler.unc.edu/blog/managing-the-multigenerational-workplace-unc-executive-development>

How are you **adapting** your organization to the unique differences with each generation?

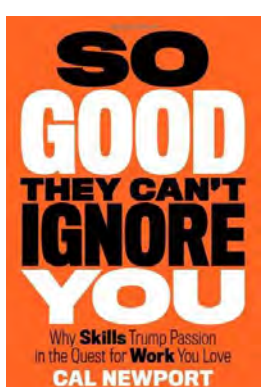
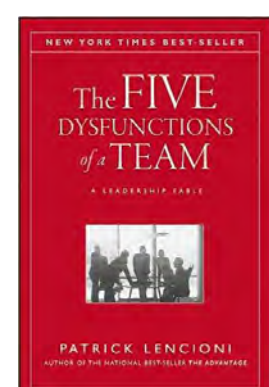
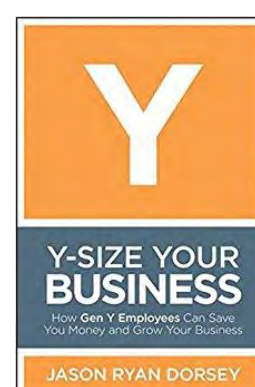
Recruiting?

Development?

Retention?

Succession Planning?

### Suggested Reading



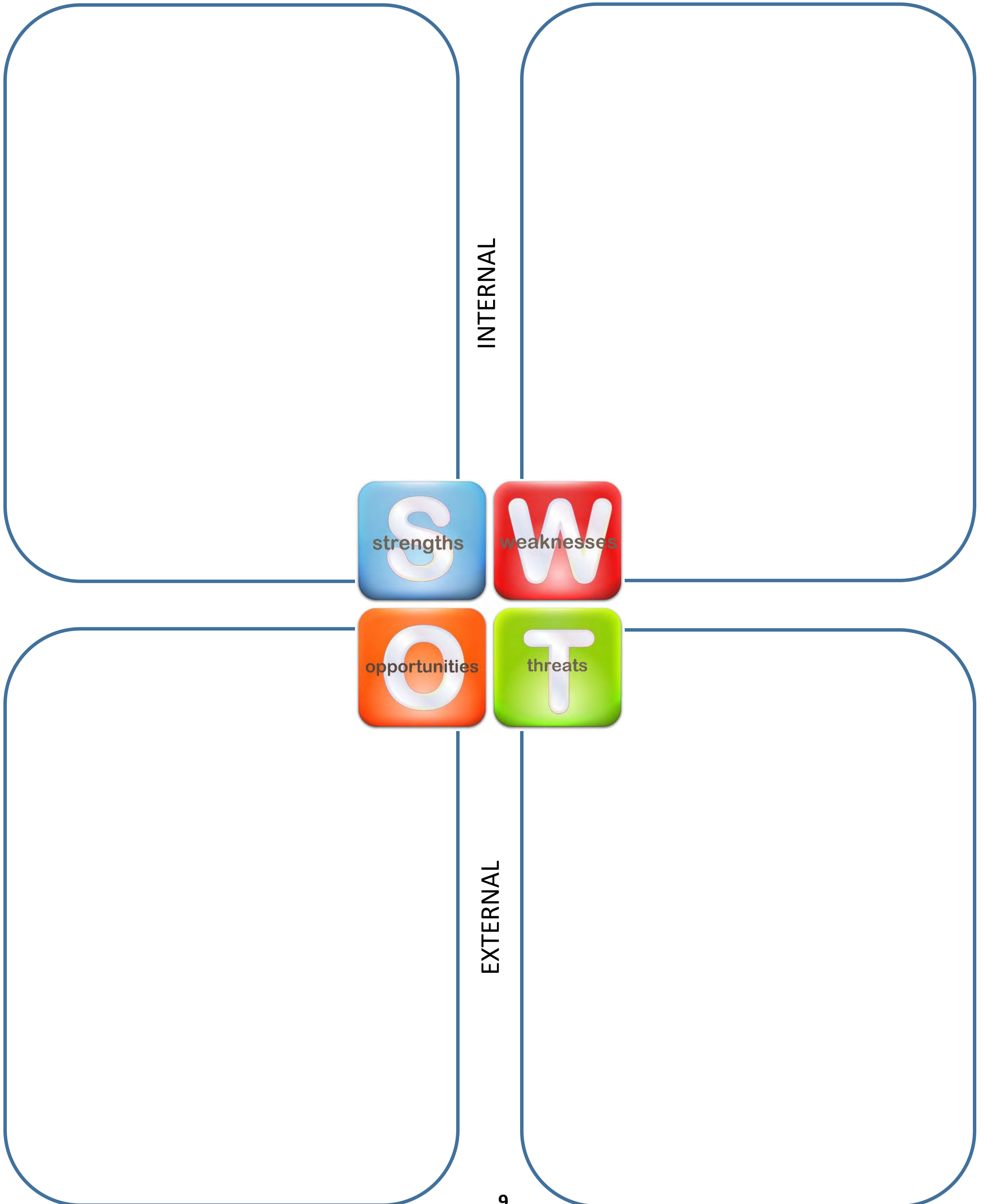


**What are you doing well that keeps your people engaged at company?**

**What else could you do to make sure the best people continue at your company?**

**How are you changing your retention strategies to adapt to the next generation of employees that are joining your organization?**

**Step 1. Determine where you are today on the strategic plan for recruiting.**



## Step 2. Identify the top 3 priorities for recruiting.

1

2

3

## Step 3. Define the goals and metrics for recruiting.

### Goals

What are the S.M.A.R.T. goals?

Specific, Measurable, Attainable, Results Focused, Time-Bound?

### Metrics

How will you measure success?

## Step 4. Determine who is accountable.

Who will own this project/process?

What resources need to be provided to get started?

What communication is expected to keep key decision makers involved?

## Step 5. Review & make adjustments – CONSTANTLY!

*As your business changes and the people change, your action plan will need to change to meet the strategic need of recruiting and retaining your future.*

