

# Staffing for Success

## Staffing for Success

Recruitment and Screening  
Quality Employees

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## Three Session Objectives

- Use effective recruiting tools and strategies
- Use screening and interviewing techniques to select staff
- Use four steps for staff retention

## What is Staffing?

### Recruiting

- the process of attracting qualified individuals to fill job openings.

### Selection

- The process of choosing the person who can best meet the expectations of the organization.

## Objective One

Use effective tools and strategies to recruit applicants.

- Nine Steps to Creating an Effective Recruitment Plan
- Creative Recruiting Strategies
- Recruitment Through Advertising

## When to Recruit?

During start-up?

When we have openings?

All of the time?

## The High Cost of Turnover

Financial costs:

Recruiting

Interviewing

Training

Other costs:

Decreased morale

Poor quality of care

Reputation of the  
community

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## Creating an Effective Recruitment Plan

Benefits of a recruitment plan:

- You can avoid unnecessary turnover.
- You can save time and money.

## Nine Steps to Creating an Effective Recruitment Plan

Step 1: Determine your assisted living community's mission.

For example:

- To be viewed as a quality care expert.
- To provide excellence in customer service.
- To promote positive employee relations.
- To meet ownership financial objectives.

## Nine Steps to Creating an Effective Recruitment Plan

Step 2: Write and prioritize your hiring goals.

"To hire customer-focused individuals."

- Motivated
- Strong communications skills
- Confidence
- Empathetic
- Enjoys the company of seniors

## Nine Steps to Creating an Effective Recruitment Plan

Step 3: Determine how you can "survive" an opening:

Advance planning helps you prepare for :

- Advertising
- Screening
- Interviews
- Background checks

## Nine Steps to Creating an Effective Recruitment Plan

Step 4: Identify your advertising options.

- Newspaper
- Word-of-mouth
- Student internships
- Job fairs
- Internal posting
- Internet

## Nine Steps to Creating an Effective Recruitment Plan

Step 5: Create an interview format:

- One-on-one interview
- Panel interview
- Group interview

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## Nine Steps to Creating an Effective Recruitment Plan

Step 6: Outline a process for background checks

Choose a process and stick with it.

## Nine Steps to Creating an Effective Recruitment Plan

Step 7: Determine how a final decision will be made.

- Education
- Work experience
- Chemistry
- Personality traits

## Nine Steps to Creating an Effective Recruitment Plan

Step 8: Determine the orientation process.

- What topics and activities should be included in the orientation?
- Who leads orientation?
- Which staff members are going to be involved?

## Nine Steps to Creating an Effective Recruitment Plan

Step 9: Assign responsibilities for the Recruitment Plan. Decide who will:

- Place ads
- Screen
- Interview
- Make the final decision
- Check references
- Be involved in orientation

## Creative Recruiting Strategies

### Internal Recruiting

- Employee referrals
- Job posting and promotions
- Quality work environment
- Motivated employees
- Family atmosphere

## Creative Recruiting Strategies

### Employee referral bonus

A referral bonus can be paid in three installments

- At the time of hire
- After the probationary period
- After one year of employment

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## Creative Recruiting Strategies

### Employee referral bonus

For example, a \$200 referral bonus could be paid:

- \$50 at the time of hire
- \$50 at the end of the probationary period
- \$100 at the new employee's one year anniversary

## Creative Recruiting Strategies

### Internal job post

Benefits to the employee:

- Opportunities for internal advancement.
- Boosts morale.

## Creative Recruiting Strategies

### Internal job postings

Benefits to the employer

- Familiar with employee.
- Less costly than external hiring.

## Creative Recruiting Strategies

### Drawbacks of internal job postings

- Internal candidates not chosen may become upset.
- Can create a domino effect.

## Creative Recruiting Strategies

### External Recruiting

- Families and friends of residents
- Volunteers
- Community networking
- Job fairs
- Student internships

## Creative Recruiting Strategies

### Families and friends of residents

They want the best for their loved one!  
They have a vested interest in your community's staff.

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## Creative Recruiting Strategies

### Volunteers

Volunteers have developed loyalty to your residence and to your residents.

## Creative Recruiting Strategies

### Community networking

Network with community service and religious organizations.

- Host their meetings.
- Make presentations at their meetings.
- Ask them for names of potential applicants they may know.

## External Recruiting

### Job Fairs

- A targeted audience: People who are looking for employment
- A chance to **accelerate** the interview process by viewing candidates in advance

## External Recruiting

### Job Fairs

- A targeted audience
- People who are looking for employment
- People who are curious
- Very efficient use of resources
- Group selling on community mission and management philosophy
- Can generate sense of excitement or competition

## Creative Recruiting Strategies

### Student Internships

Nursing assistants	Administration
Practical nurses	Recreational
Social workers	Therapy
Dietary Services	Rehabilitation
	Therapy

## Recruitment through Advertising

### Most Effective

Sunday edition of the local paper

### Least effective

Sunday edition during a holiday weekend

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## Recruitment Through Advertising

### Front line staff

Most widely read paper in the market

Within immediate area

## Recruitment Through Advertising

### Department heads and management

Most widely read paper in the market

Additional papers in the area

## Recruitment Through Advertising

### Writing an effective advertisement

- Professional challenges
- Career growth
- Excellent benefits
- Recognition and rewards
- **Opportunity to contribute!**

## Recruitment Through Advertising

### YOU CAN MAKE A DIFFERENCE!

“Are you a people person who is looking for a challenging and rewarding position? Then we are looking for you! We have part-time and full-time positions available in the food services and environmental services departments. Your input can make a difference. Excellent pay and benefits.”

## Recruitment Through Advertising

### Remember how it feels to love coming to work?

As an assisted living home with expertise in loving care of the elderly is looking for quality people to join our team. Excellent pay and benefits available.

## Recruitment Through Advertising

### Applicant lead tracking

Which sources provide more qualified leads?

What is the cost per lead and per hire?

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## Objective Two

Use screening and interviewing techniques to select staff.

- Screening Applicants
- Effective Interview Questions
- Checking References

## Screening Applicants

Resumes--- Professional and management positions

- ☐ Education
- ☐ Prior work experience and responsibilities
- ☐ References

## Screening Applicants

Applications---Resident Caregiver, Dietary Aide, Housekeeper

- ☐ Salary history
- ☐ Specific questions
- ☐ Applicant's signature

## Screening Applicants

This may be a **STAR**:

- ★ Prompt response
- ★ Neatly completed resume or application
- ★ Community involvement
- ★ Stable work history
- ★ Awards/accomplishments
- ★ Experience describes results

## Screening Applicants

**Red** Flags:

- Messy resume/application
- "Fill in the blank" cover letter
- Sporadic work history
- No healthcare experience
- Long time to complete school
- Job jumper

## Screening Applicants

Three steps for screening resumes and applications:

1. Sort applications in three piles
2. Make an initial phone call
3. Conduct a telephone interview

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## Screening Applicants

Step 3: The telephone interview

- Prepare questions in advance; ask the same ones each time.
- Keep resume and job description in front of you.
- Begin with a brief description of the position and qualifications.
- Take notes.

## Screening Applicants

Five questions to use for the telephone screening interview:

1. Are you still interested in the position?
2. When would you be available to work?
3. Why do you want to leave your current employer?
4. Do you have the licenses/certification required for this position?
5. Why did you apply to our company?

## Three Interview Formats

- Group Interview
- The Panel Interview
- The One-on-One Interview

## Effective Interview Questions

Learn about the candidate's:

Opinions about the work environment  
Past experiences related to getting along with others  
Acceptance of work assignments  
Ability to focus on the customer

## Effective Interview Questions

Ask questions that are:

Specific to each candidate regarding his or her work history and experience

General to all of the candidates for this position

## Effective Interview Questions

### Open-ended questions

"Tell me about your most difficult boss"

"What was the worst mistake you ever made at work"

"Tell me about your most exciting contribution to your last employer"



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## Effective Interview Questions

Avoid questions that discriminate

- What was your maiden name?
- What are your plans for child care?
- What clubs or organizations do you belong to?
- Are you planning to have children?

## Effective Interview Questions

Safe ways to phrase questions that are pertinent to job performance:

- Do you have a condition or disability that would prevent you the duties required as a Resident Caregiver?
- Have you ever been convicted of a crime?
- Tell me about your volunteer experiences.

## Checking References

**The best predictor of future job performance is past job behavior.**

## Checking References

Reference checking requires persistence!

**Two professional references**

**One personal reference**

## Checking References

Start at the top:

- Co-workers and subordinates
- Your community network
- Letter of reference

## Checking References

Build rapport with the reference

Ask open-ended questions to get the reference talking

Listen to the reference's tone

Try to read what is not being said

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## Checking References

What are his strengths and weaknesses?

Give an example of a challenge that she successfully overcame.

Would you rehire him?

How did she get along with others?

What impressed you most about him?

## Objective Three

Use four steps for staff retention

1. Conduct timely orientation
2. Provide continuous communication
3. Require ongoing training
4. Support employee development plans

## Staffing Retention Step One: Orientation

Key elements:

- Do congratulate and welcome
- Do make a positive first impression
- Do assign a buddy
- Don't postpone orientation

## Step Two: Continuous Communication

**Immediate feedback**

- Good news in public
- Bad news in private

## Step Two: Continuous Communication

What's going on today?

Employee benefits package

## Step Three: Require Ongoing Training

- What are the training needs of our employees?
- Do we have support from existing staff?
- Do our employees learn by doing, seeing and hearing?
- Do we have measures of accountability?

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## Step Three: Require Ongoing Training

Adult learning preferences

- Doing
- Seeing
- Hearing

Measure of accountability

- Testing
- Tracking

## Step Four: Support and Employee Development

Employee's objectives

Residence's objectives

Short, mid and long-terms goals

## The Formula for Staffing Retention

- Proper orientation
- Communication
  - Ongoing training
  - Career development

**STAFF RETENTION!**

## The Universal Worker

### Staffing Options

Advantages of the Universal Worker Concept

Disadvantages of the Universal Worker Concept

## Three Staffing Options

Primary Care Assignment

Rotation

Universal Worker