

Talent Acquisition: Find, Onboard, Engage, and Develop

Tuesday, October 18th | 11:00 AM

TALENT ACQUISITION:

Find, Onboard, Engage, and Develop



Welcome and Introductions



Today's Topics:

- Find
- Onboard
- Engage
- Develop





Talent Acquisition

Recruitment:
Move Fast

Talent Acquisition:
**Slow down and develop a
strategy**





TA Strategy: Finding Employees



Where have all the job seekers gone?

Ten years ago:

5 job seekers per
1 job

Now:

1 job seeker per
2 jobs



Less babies born

Older population

**Get the message out - risk pools
are not known to recent college
graduates or job candidates**

**Online recruiting software, helps
streamline the process**

**Search applicant databases and
contact “passive” candidates**

Analyze where most of your applicants learned about your job opening:

- **Employees' LinkedIn pages?**
- **Employee referrals?**
- **Indeed?**

When is the last time you updated your career page?

Are your recruitment announcements engaging?

Skilled Credentials

**Almost 50% of current workers say
they have some form of an
alternative credential**

**Of those who don't, about 50% have
considered earning one**

Alternative credentials:

Any micro-credential, industry or professional certification.

Acknowledgment of apprenticeship (registered or nonregistered).

“Badging” indicating knowledge, competencies, and skills, within a particular field.

Most common types of alternative credentials U.S. workers have:



52% Training certificates



48% Course completion certificates



38% Industry or professional certifications

**Including alternative
credentials in hiring and
promotion can increase
diversity, equity and
inclusion**





Out-of-state employees:

Evaluate for suitable positions

Educate managers, Board, and members

Analyze cost and productivity



Show of hands:
How many of you allow out-of-state employees?



Put the Pieces Together

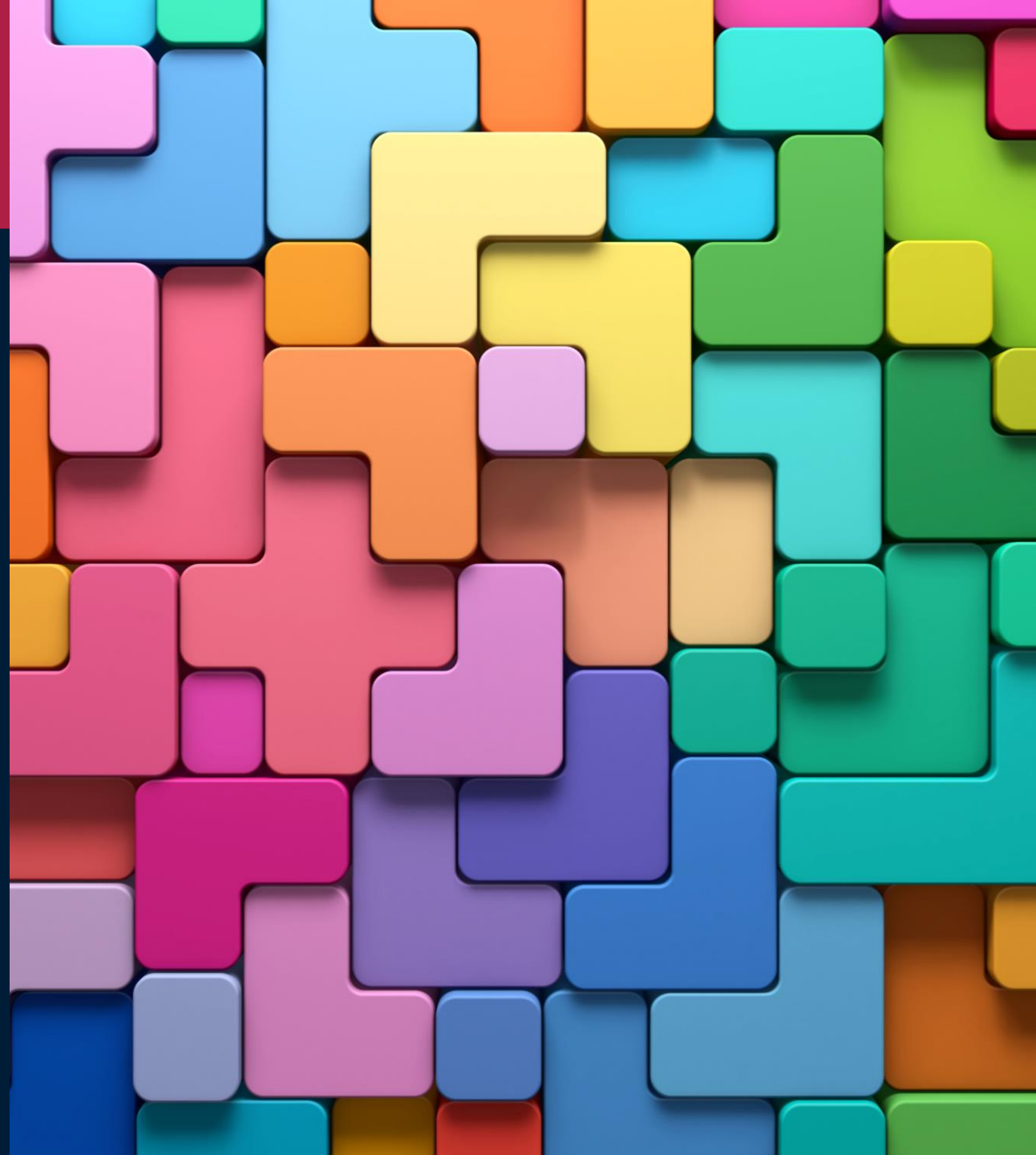
Online recruiting software

Analyze applicant source

Engaging career page and
job ads

Skilled credentials

Out-of-state employees





TA Strategy: Interviews



Interviews Matter



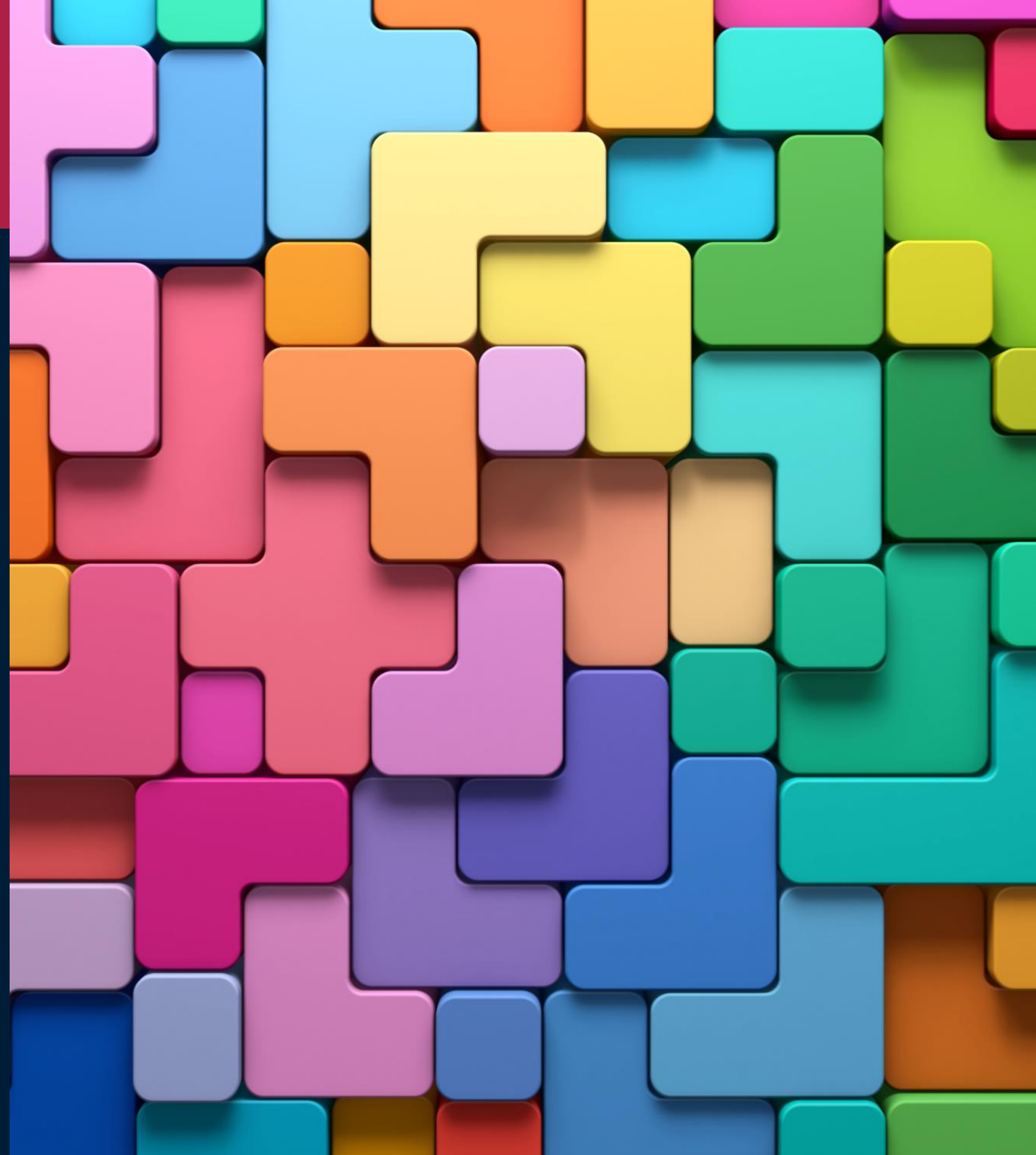
Gen Y and Z applicants are known to care about climate change, social justice, and similar topics, and they expect their employer to care, too.

Put the Pieces Together

Align interviews with recruiting messaging

Train interview panel members

Prepare responses to Gen Y and Z questions





TA Strategy: Job Offers



Money Talks:

Recruitment incentive

Special qualifications pay

Relocation money

Student loan repayment



Money Talks:

Gen Y and Z expect
\$70,000 for first job

Employers expect to pay
\$53,000



Cost Benefit Analysis



Purpose of the technology



Describe processes it would replace



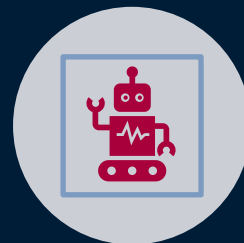
Risk of continuing “as-is”



Is there a risk associated with purchasing new technology



Benefits of new technology



New technology life-span

Cost Benefit Analysis



**Current FTE
cost**



**Cost to
maintain and
upgrade**



**Initial cost
of
hardware
and
software**



**Cost if
technology
fails**



**Offsetting
costs**

Simple Example of Replacing Compensation With Purchased Technology

--	--	--	--	--	--

	Salary	Benefits, Pension, & Taxes	Total Cost	5-Year Cost
Job Tasks (.5 FTE) Cost:	\$ 50,000	\$ 30,000	\$ 80,000	\$ 400,000

	1x Setup Fee	Annual Fee	Assume 4-Years of Annual Fee Increases	5-Year Cost
Purchased Technology:	\$ 15,000	\$ 25,000	\$ 5,000	\$ 145,000

Estimated Savings:	\$ 255,000
--------------------	------------

If 50 employees, 5-year salary increase for each employee:

\$ 5,100

Salary increase after adjusting for cost of benefits, pension, & taxes:

\$ 3,060

Pension



Benefits



Vacation Accruals



Handwritten Note



Put the Pieces Together

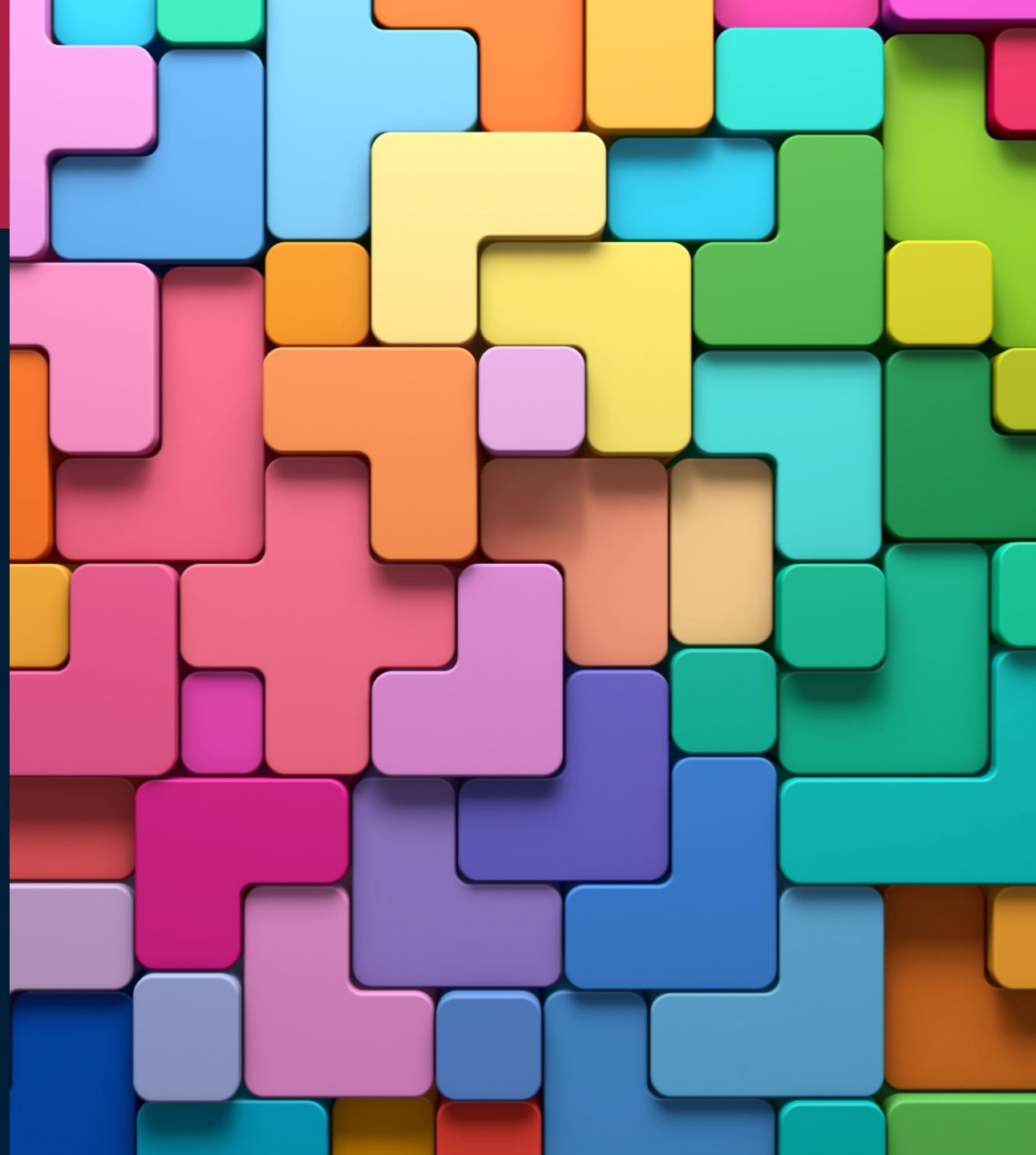
Job offer incentives

Evaluate use of technology

Total compensation statements

Vacation accruals

Family welcome note





TA Strategy: Onboard





Day One

Communicate expectations

Review roles and responsibilities



Meet the work team, and lunch

Review training plan



Welcome note and gift basket

Be ready for them

First Week

Supervisor, daily touch-in

HR meeting



Meet other employees

Communicate your culture



Assign a go-to coworker

Onboarding checklist completion

First Few Months

New employee blog

Tour other locations



Meet with essential contacts

HR touch-in



Weekly supervisor touch-in

Mini-performance assessment



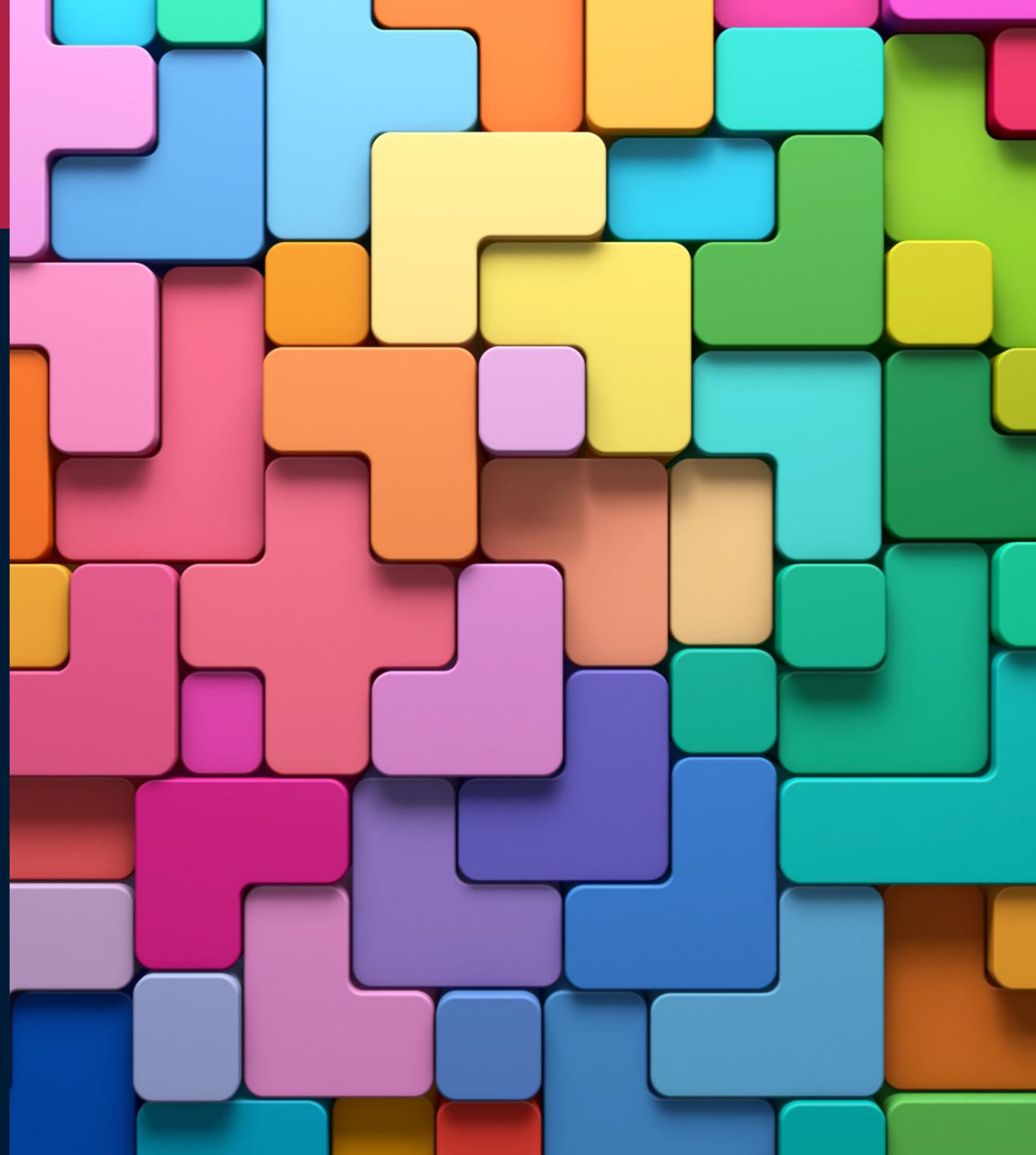
Put the Pieces Together

Onboarding software

Prepare for the first day

Onboarding plan

Performance manage in or out

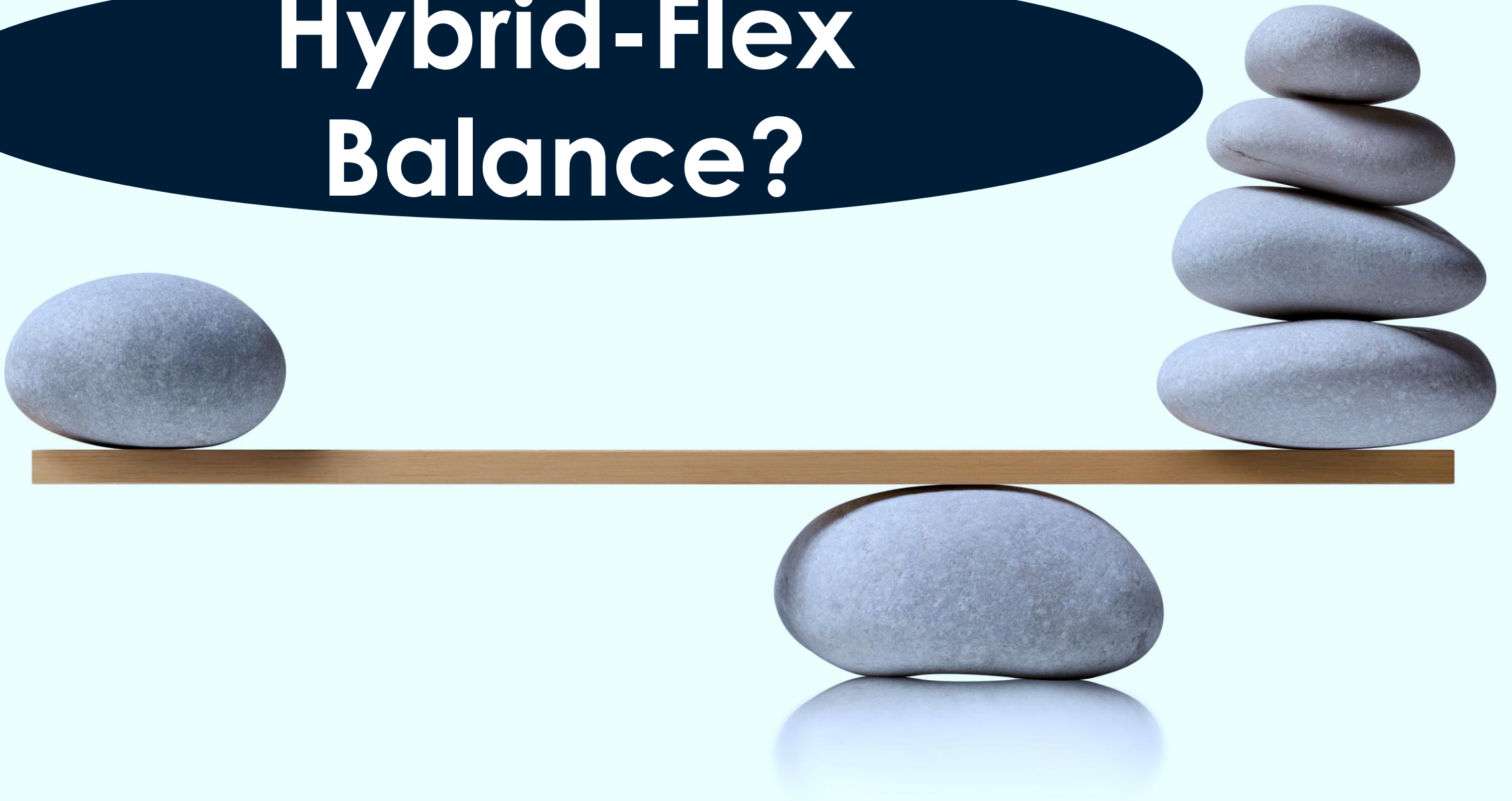




TA Strategy: Engage



Hybrid-Flex Balance?



Show of hands:
How many of you allow hybrid-flex work?



Getting to “Yes”

Separate the people
from the problem

Focus on interests not
positions

Look for mutual “wins”

Use objective criteria





Behaviors Of Engaged And Disengaged Employees

Engaged Behaviors	Disengaged Behaviors
Optimistic	Pessimistic
Team-oriented	Self-centered
Goes above and beyond	High absenteeism
Solution-oriented	Negative attitude
Selfless	Egocentric
Passion for learning	Focuses on monetary worth
Gives credit and accepts blame	Accepts credit, passes along blame

Source: SHRM Toolkit: “Developing and Sustaining Employee Engagement”

Employee Engagement - Organizational Drivers

Leaders' commitment to a great place to work

Trust leadership to set the right course

Belief in future organizational success

Employee understands where they fit in future' plans

Leadership sincerely values people – most important resource

Organization invests in making employees more successful

Employee Engagement - Manager Drivers

Good relationship with manager

Have equipment and tools needed to do job well

Necessary authority to accomplish their job well

Freedom to make work decisions



TA Strategy: Develop



Employee Development Ideas

- Include career goals and the pathway to complete the goal, as part of performance review
- Coaching or mentoring
- Career discussions with senior leadership
- Rotational cross-training in other departments

Job-related training

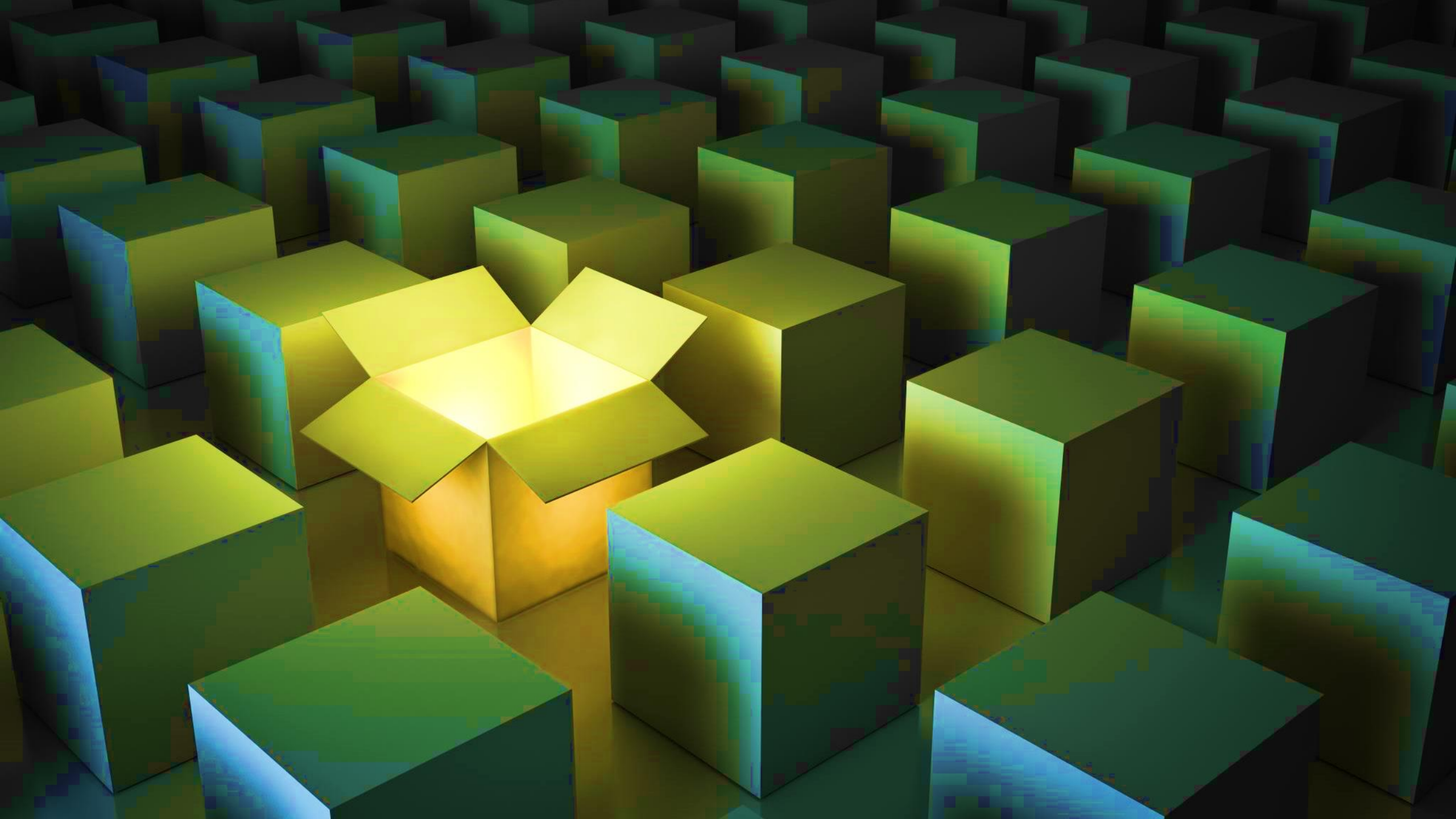
Education

Certifications

Conference-attendance

Tuition costs

**AGRiP/CAJAPA/NLC-RISC
Pooling Academy**

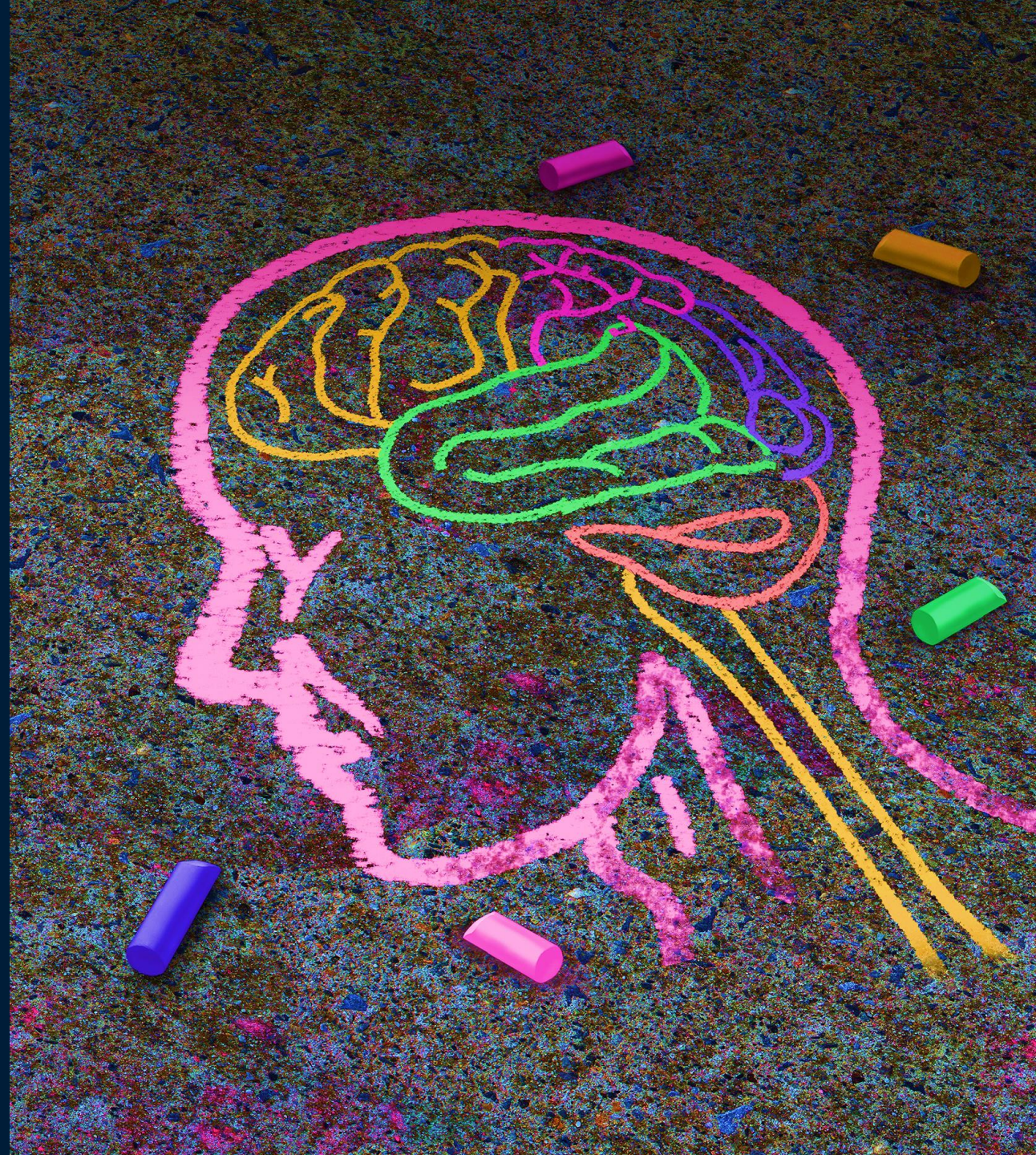


Organizational Psychology studies:

Behavior in work environment
(person)

Task performed
(work)

Workplace setting
(context)



Ask:

What current and future needs could the employee solve?

Where is there crossover with other departments?

What core competencies employee will need?



Current and Re-imagined

Current: Benefits Representative

Primary contact for employee benefits program services. Work with existing members to explain all benefit plans and options, resolve benefits issues, reconcile accounts, be a liaison between carriers, vendors, and members, conduct meetings with members and employees to explain benefits, options, and choices. Communicate policies; train member staff; help maintain and train members on enrollment system. Promote products and services to current and new members; provide input on procedures and policies as to how they will best meet the needs of the organization and members with a balance to cost and time constraints. May help facilitate wellness activities.

Re-imagined: Benefits Advocate

- Since we transitioned to more automated customer service calls, this individual will analyze engagement data and analytics to interpret and inform benefits decisions.
- They will grow the Benefits Champion function and become an integral component of our customer-first strategy.

Current and Re-imagined

Current: Benefits Representative

- Respond to telephone inquiries from members or employees to address questions concerning plans, policies, and coverage issues. Research and resolve member problems and handle disputes as appropriate.
- Meet with a subset of members annually to educate them on CIS' benefits, processes, services, and any outstanding issues they have.
- Initiate on-site or phone contact with new member reps responsible for benefits administration to provide education on resources, websites, contact info, etc.
- Identify and conduct research on special projects where outcomes are intended to enhance member services or promote CIS.
- Conduct on-site or webinar presentations to current and/or potential members.

Re-imagined: Benefits Advocate

- The employee will have the opportunity to find additional avenues and channels to engage with customers to better inform and enhance our benefits products.
- While we see this role expanding functionally, and within the organization, we are seeking a commitment to learn new processes and technologies using continuous process-improvement concepts., critical to the organization being nimble and innovative.

Current and Re-imagined

Current: Benefits Representative

- Research and resolve system issues, benefit issues, carrier issues, and enrollment issues by knowing and utilizing internal and external resources, reports, and programs.
- Reconcile billing errors for members, identify needed correction(s), and either make necessary corrections to the enrollment system or enter manual adjustments to correct the problem on the next billing cycle.
- Communicate in-person verbally by phone, or in writing to members and employee groups: Changes to benefits, market forces, overall market conditions, basic insurance concepts, rating, and benefits, and how to access the coverages.

Re-imagined: Benefits Advocate

- The Hats You May Wear:
- Internal and external customer advocate, facilitator, teacher, learner, benefits software expert, problem-solver, data analyst, marketer, coach, and forecaster.
- Collaborative Influencer: Continually looking to find new ways to partner with teams and individuals from across the organization to deliver customer-first experiences.

Current and Re-imagined

Current: Benefits Representative

- Research and resolve system issues, benefit issues, carrier issues, and enrollment issues by knowing and utilizing internal and external resources, reports, and programs.
- Reconcile billing errors for members, identify needed correction(s), and either make necessary corrections to the enrollment system or enter manual adjustments to correct the problem on the next billing cycle.
- Communicate in-person verbally by phone, or in writing to members and employee groups: Changes to benefits, market forces, overall market conditions, basic insurance concepts, rating, and benefits, and how to access the coverages.

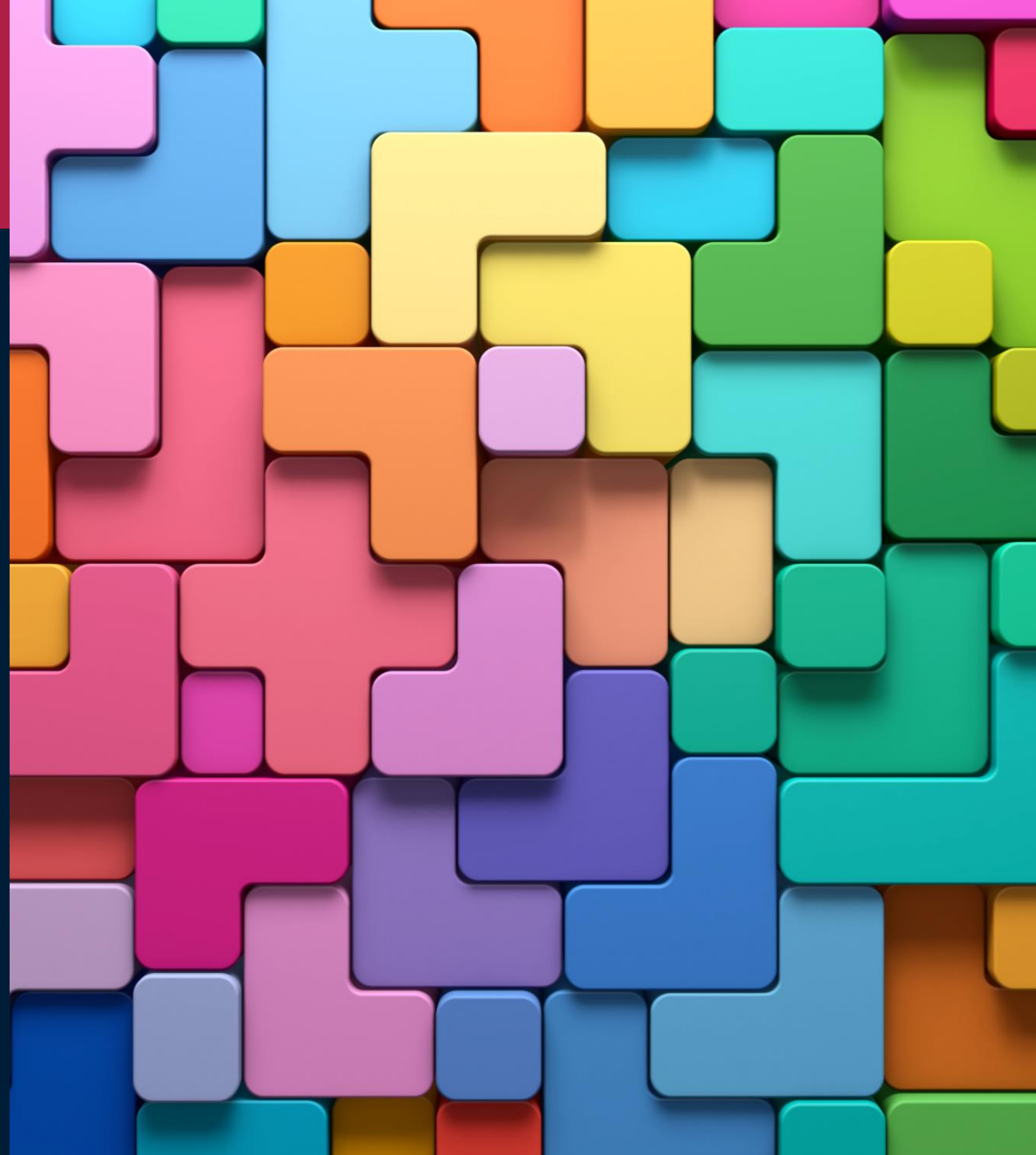
Re-imagined: Benefits Advocate

- **The Hats You May Wear continued:**
- **Digitally Dexterous:** Use data to not only inform, but optimize, daily work tasks.
- **Knowledge Seeker:** One of the first employees to arrive for training, and/or spending free time learning online.

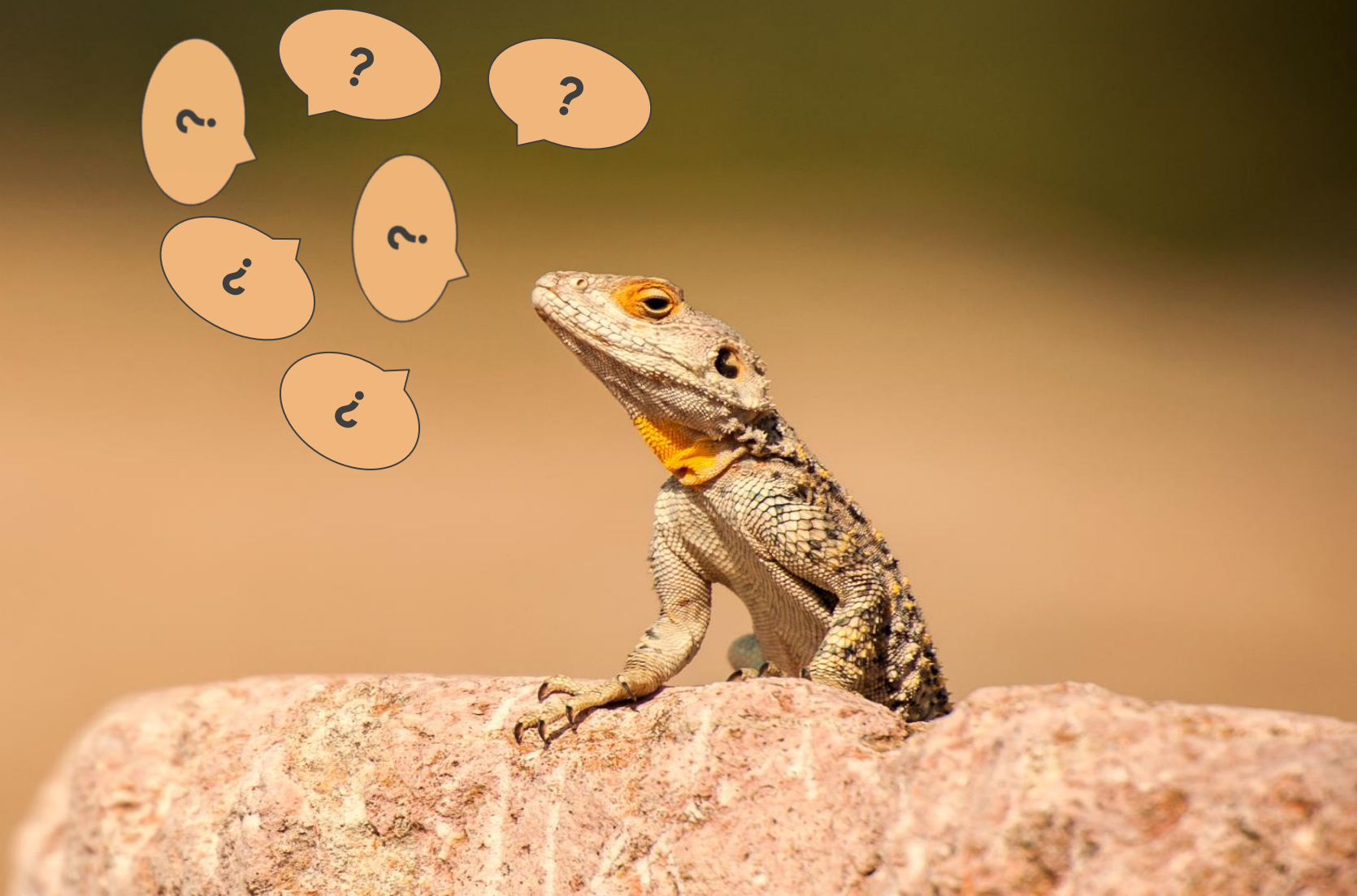
Put the Pieces Together

Identify career path and how it
will be achieved

Re-imagine job descriptions







Janie McCollister, CIS HR Manager:

jmccollister@cisoregon.org

