Talent Acquisition: Find, Onboard, Engage, and Develop

Tuesday, October 18th | 11:00 AM
TALENT ACQUISITION:
Find, Onboard, Engage, and Develop

2022 NLC-RISC Staff Conference
Austin, Texas • October 17 - 19

Celebrate 40 Years of Leadership and Connection!
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:

<table>
<thead>
<tr>
<th>Type</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Training certificates</td>
<td>52%</td>
</tr>
<tr>
<td>Course completion certificates</td>
<td>48%</td>
</tr>
<tr>
<td>Industry or professional certifications</td>
<td>38%</td>
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</tbody>
</table>
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.
Align interviews with recruiting messaging

Train interview panel members

Prepare responses to Gen Y and Z questions
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
- Cost if technology fails
- Initial cost of hardware and software
- Offsetting costs
Simple Example of Replacing Compensation With Purchased Technology

<table>
<thead>
<tr>
<th></th>
<th>Salary</th>
<th>Benefits, Pension, &amp; Taxes</th>
<th>Total Cost</th>
<th>5-Year Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Tasks (.5 FTE) Cost:</td>
<td>$ 50,000</td>
<td>$ 30,000</td>
<td>$ 80,000</td>
<td>$ 400,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>1x Setup Fee</th>
<th>Annual Fee</th>
<th>Assume 4-Years of Annual Fee Increases</th>
<th>5-Year Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchased Technology:</td>
<td>$ 15,000</td>
<td>$ 25,000</td>
<td>$ 5,000</td>
<td>$ 145,000</td>
</tr>
</tbody>
</table>

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
Vacation Accruals
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

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

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

Source: SHRM Toolkit: "Developing and Sustaining Employee Engagement"
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: 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: 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.
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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