



Recruiting, Hiring and Onboarding

MMBA Conference

Alexandria, MN – April 18, 2016

Jim Langemo of Delaney Consulting

Overview

- By the end of this session, you will take with you best practices for:
 - Recruiting strong candidates for your operation
 - Interviewing and selecting from a strong, diverse pool of candidates
 - Successfully onboarding new candidates so they are productive, engaged, having fun . . . and staying

What are your biggest challenges?

- Turnover in general
- Losing employees to competition
- Getting approval for hiring from the city
- Determining how many employees to staff
- Finding qualified candidates
- Number of job applicants
- Getting employees who can work the hours I need
- Feeling confident you are hiring the best person
- Training new hires
- Retaining new hires
- Keeping employees productive after 6 months
- Other _____

What I Hear In Some Areas

- Fewer job applicants
- Fewer qualified job applicants
- Higher turnover
- Too few people on staff – either always hiring or not feeling there are enough people
- Not enough qualified people on staff

Turnover

- A 2015 Gallup poll reiterated what has been noted in study after study over the past few decades, “people quit their bosses not their jobs”.
- The Gallup poll stated that 50% of people leave because of their manager.
- If you have high turnover, you may need to reflect on you and your management team. Chances are, you may be somehow be contributing to the turnover you’re experiencing.

Part-Time or Full-Time Employees?

- The affordable health care act has driven many retailers to hire fewer full-time employees. This puts stress on our operation:
 - A more transitory work force contributes to high turnover
 - We compete for hours with our employees' other one or two jobs
 - Stressed employees who are working 40 to 50 hours with still no health care provided may be less engaged
- Consider making a case for more full-time employees. Even though you will pay more in benefits, will you:
 - Save money by spending less time hiring
 - Have more productive employees because they feel cared for
 - Have more effective employees because they will gain more experience working full time

Part-Time Employees

- Many of our municipal liquor stores are less than 30 to 45 miles from each other.
- Consider sharing part-time employees.
- What would be the benefits of sharing part-time employees?

So Much Depends
On How You Begin .

• •



Before You Post Your Next Job Opening

- Do you have a current and active:
 - Vision statement
 - Mission statement
 - Customer service standard
- Do you have accurate job descriptions that emphasize the skills, experience and behaviors you want?
- Other Considerations
 - Employee promise
 - Work environment

Vision Statement

- Describes where you are going and what you want to accomplish in the future
- Why it's important:
 - Municipalities are facing real problems when it comes to sustaining services. Your liquor operation can play a vital role in your City delivering on its promise to its citizens.
 - A vision statement links you to the future of your City
- Consider the following:
 - Where do you see your operation in five years?
 - What does the city need you to accomplish?
- A vision statement should be:
 - Motivating
 - Aspirational, but achievable
 - Provide a sense of direction to your employees and your City

Mission Statement

- Describes why you exist
- Why it's important:
 - Some liquor operations are on the cusp of being closed. Get in front of it by declaring why you are important and necessary.
 - Many of us could benefit from giving ourselves some edge and giving ourselves a sense of purpose
- Consider the following:
 - What do you do?
 - What benefits do you provide?
 - Why does the city need you?
- A mission statement should be:
 - A rallying cry
 - Give meaning to your work
 - Provide a sense of purpose to your employees and your City

Customer Service Standard

- Describes how you expect each employee, including yourself, to treat each and every customer
- Why it's important:
 - It takes your vision statement and mission statement and distills it down to the customer experience
 - It should impact who you hire, how you train, how you staff and what you reward
- Consider the following:
 - What do you want to promise each and every customer who walks through your door?
 - Is it different between your on sale and off sale?
- A customer service standard should:
 - Deliver a clear expectation to employees
 - Establish priorities
 - Ensure you realize your mission and vision
 - Should link to business performance

Job Descriptions

- Job descriptions provide a link from your vision, mission and customer service standard to the specific jobs you have on your team
- Review them closely:
 - What is listed most prominently?
 - Where are skills like customer service, selling skills and product knowledge listed
 - What soft skills do you have listed? Consider multi-tasking, self-starter, motivated, resourceful, team oriented, good communication skills, good interpersonal skills
 - Consider titles: Do you want a Store Clerk or a Customer Service Specialist?
- Use the job descriptions as a foundation for what you write in your job postings

Employee Promise

- Are you clear on what you want to promise your employees?
- What edge do you have over your competitors on these standard items?
 - Competitive wages
 - Opportunity for raises
 - Opportunity for advancement
 - Hours
- How would you describe the employee experience you provide? Does it create a competitive edge?

Speaking of the Employee Promise . . .
How Does the Work Environment Affect
Recruiting?

The Work Environment

- The work environment you create has a brand in the community.
 - How would you describe it?
 - What's the word on the street about the employee experience at your operation?
 - What makes it attractive to potential candidates?

Keep this proverb in mind: You have to cultivate the field before you plant the seed

Recruiting



Painting by Stuart Nelson

Traditional Recruiting Practices

- Post open jobs on your City's .gov site
- Post in the newspaper
- Some of you post on local TV or cable access
- Post job openings on the wall in your operation
- Post next to competitors like Walmart, Target, Shopko and Walgreen's

MN Unemployment Rate



Our current unemployment rate in Minnesota is 3.7%.
That's a sharp decline from 7.7% in 2010.

How does that affect recruiting?

It's Less Fishing, More Hunting

- Be on the hunt for people who show good customer service and selling skills
- Get clear on what you offer compared to others
- Have other people in the city that you trust working for you. Train them what to look for
- Get employee referrals. (Note: If they aren't giving you referrals, does that say something about your work environment?)

Diversity

- As Minnesota becomes more diverse consider the degree to which you mirror your community.
- Should you expect a diverse candidate pool for open positions?

Recruiting Best Practices

- When you are out on the town, look for people who excel in the areas you need. Train yourself to recognize talent over experience and product knowledge
- Be opportunistic
- Look the part when you are out on the town
- Be ready with your compelling story about your operation
- Carry business cards with you
- Review your job postings. Do they catch your eye or are they dry?
- Incentivize employees and City employees with bonuses for finding people

Interviewing



Interviewing

- Who conducts the interviews?
- What questions are you asking?
- What are you observing?
- Remember, they are interviewing you too.
- How do you make your final choice?

Who Conducts The Interviews?

- Consider the advantages and disadvantages of each in your area:
 - Liquor store/operation manager
 - Liquor store director or City leader
 - Other managers and/or assistant managers
 - Peer employees

What Questions Are You Asking?

- Best Practices: Behavioral Questions
- Behavioral questions ask candidates to talk about specific times in their life they had to do something that is related to one of your priorities.
 - Benefits?
 - Limitations?
- Whatever your strategy, target your questions so that you are getting information that relates back to the priorities of the role for which you are hiring

What Are You Observing?

- Communication is 90% non-verbal and 10% verbal. During an interview:
 - What is their body language telling you?
 - Do they make eye contact?
 - Do they seem genuine?
- Other questions to ask yourself:
 - Were they curious enough to take the time to know your business?
 - Do they have the talent?
 - Are they a fit in your culture?
 - **Will they raise the bar for you and your team?**

Remember, They Are Interviewing You Too.

- Be on time.
- Dress appropriately.
- Thank the candidate.
- Introduce yourself.
- Shake hands.
- Be relaxed and genuine.
- Be professional.
- Keep a positive and friendly attitude.

And They Observing Your Environment

- Is the parking lot clean?
- What do they see when they open the door?
- How welcoming is your environment?
- How clean is it?
- How long does it take them to be greeted?
- What's the quality of the interaction?
- What stories do they hear?
- How happy to the employees seem to be?

Selection: Making Your Final Choice

- As you sift through your notes and talk to the other interviewers, stay anchored to your priorities:
 - Which of your candidates is most wired for customer service and whatever other qualities you make a priority?
 - Which one is the best fit for your team?
 - Which one will raise the bar for you and the team?

Onboarding



Onboarding

- How are you welcoming them?
- How are you modeling the best behaviors?
- With whom are you partnering them?
- What's your orientation program like?

The Welcome

- Consider your employees first day.
 - What do you do to make them feel welcome?
 - What do you do to make them feel like part of a team?
 - At the end of the shift, how do you want them to feel? What do you want them to believe?

Modeling The Best Behaviors

- Consider your vision, mission and customer service standard. How do you model this so they understand it?
- How does everything they learn, from ringing at the register to stocking shelves, hearken back to those three things?

Onboarding Partner

- Consider with whom you have your new employees working. How well does that employee:
 - Model the best behaviors?
 - Set the right tone and pace for working?
 - Possess the highest skills?
 - Is equipped to be the best teacher
- Consider what shift you are working for those of you who don't work nights and/or weekends.

Orientation

- Start with vision, mission and customer service standard
- Show what you mean by customer service
- After that, teach appropriate level skills:
 - Ringing at the register
 - Stocking shelves
 - Pouring drinks
- Show them the end-to-end curriculum, so they know when they are finished and when continuing education starts
- Have an assessment at the end so they know what they have done well and what they need to work on

Job aids

- As appropriate, create one-page job aids to make the learning stick.
- Create simple, easy-to-follow processes
- Link back to vision, mission and customer service standard

We'd Love To Help!

- We'd love to help! We have a wealth of experience and we are passionate about the cause of small businesses and city government. We will work to make sure we fit into your budgets.
- If you would like to talk about how Delaney Consulting can help your operation, please contact either Flora or me.
 - Flora:
 - flora@floradelaney.com
 - 612-730-7941
 - Jim:
 - langemoconsulting@gmail.com
 - 612-423-5132

Thank you!
What questions do you have?