

Attracting, Hiring, and Retaining Talent

Run as one 2-day program or as two 1-day programs, tailored to your organization.

*A Workshop to Help
You Create a
Workplace for:
Attracting, Hiring,
and Retaining
Talent*

A recent survey of senior-level HR Professionals asked what was the number one reason for lack of growth in their organizations? The overwhelming answer was the lack of qualified talent available. The war for talent is still going strong. Organizations that are able to attract, hire, and retain the best talent are strategically superior to their competition. Their financial performance against the competition proves it. How can we create the kind of work environment that will motivate people to produce outstanding performance? How can we identify and select high performers and match them to the right positions in our organization? This workshop will provide the answers to these questions.

Who Should Attend

Line and staff executives and leaders at every level in an organization.

Day 1- Retaining Talent

Learning why highly talented and value-added employees choose to stay with an organization lays an important foundation for learning how to attract and select the right people to join an organization (day 2). This workshop teaches participants how to retain their most valuable employees using a strategic process: scanning the internal and external environments, understanding employees, assessing risks, and developing a retention strategy. In a booming or slowing economy, retaining talent is more important than ever. Organizations need their most valuable employees to maintain standards of performance. Participants will learn that loyalty is made up of fifteen work factors, with each employee weighing the importance of each factor differently.

Program Components

- Awareness: Why is retention a key business issue? How does it differ from “reducing turnover rates”? What do experts say about retention? Why does top talent leave? What are the critical factors behind their satisfaction and dissatisfaction?
- Environmental Scanning: What makes up the job

environment? What should you be aware of? What components of the organization (internal and external) and change drivers can help you create an environment that keeps top people?

- Employees Are People: Do you really know your employees as people? How to identify who your top performers really are? How are your relationships with them? How do you improve your relationships with your employees?
- Risk Analysis: How do you know if you are at risk of losing your valuable employees? What steps can you take to assess the performance and loyalty of these employees? What risk level do you have at the departmental level?
- Retention Strategy: How do you design new paths to organizational effectiveness for high-performance retention? How can you effectively develop and implement a successful retention strategy that addresses the fifteen job environment work factors?

Learning Objectives

After this workshop, participants will be able to:

- Explain why retention strategies are important to your organization, to you as a manager, and to your employees.
- Identify the reasons why valuable employees stay and leave organizations, based on expert research.
- Identify the internal and external factors which can affect an employee’s loyalty to the company, including the demographics and needs of the employees within your department.
- Assess the potential risk of losing a valuable employee by developing a Valuable Employee Profile and analyzing the situation using an Expectation Gap Analysis.
- Assess the overall risk level for your department.
- Develop an employee retention strategy for each employee and for your department as a whole using

a Strategic Action Matrix.

- Take proven actions to minimize the risk of losing a valuable employee and improve employee relations.

Special Feature

Pre-workshop assessments and assignments will be used to tailor the program to the needs of your organization.

Day 2- Attracting & Hiring Talent

This part of the workshop teaches participants to identify and analyze the major components of the selection process: defining job requirements, attracting the right candidates, interviewing for success, and hiring your new employee. Emphasis is on the effective use of this process for defining job responsibilities of the open position and the critical skills and abilities needed to fill the position. Participants will also learn the legalities of the Employment Selection Process. Participants learn to 1) prepare for an interview by gathering all necessary information to ensure adequate coverage of all requirements; 2) conduct the interview and remain in control to obtain the required information legally; 3) evaluate the candidates and make the correct hiring decision legally; 4) make the offer and orient the new hire.

Program Components

- Definition of a Valuable Employee: What makes up a 'valuable employee' for your organization?
- Job Analysis: What are the required and desired competencies, skills, education and work experiences that applicants should possess? What is the nature of the work environment including the immediate work group, the pace of the work, management styles, and the potential scope of responsibilities?
- Legal Review of the Employment Selection Process: What can I ask of a candidate during an interview? What are those questions that are considered not legal or incorrect during the Interview Process?
- Interview Preparation: How do you effectively plan for an interview? How can you identify the important questions to ask an applicant based on past performance? How can you scan resumes and applications for pertinent information?
- Effective Interviewing Skills: What techniques keep the interview on the right track? How do you establish communications with applicants to allow the interview to accomplish its purpose? How do you handle different interview scenarios? What are the permissible pre-selector questions that can be uti-

lized during an interview to comply with Equal Employment Opportunity guidelines?

- Comparative Analysis and Decision Making: How can you effectively rank your candidates and objectively weigh their strengths and weaknesses?

Learning Outcomes

After this workshop, participants will be able to:

- Analyze job requirements by completing a competency-based or behavior-based requirements tool called the Job Requirements Worksheet.
- Communicate job requirements to Human Resources in an effective manner using the standard operating procedures of the company.
- Identify alternative sources for finding good candidates and utilize the best approaches for your specific needs.
- Evaluate and effectively screen applications, resumes, and cover letters to identify the best candidates using the Resume Ranksheet.
- Formulate behavior-based and competency-based questions for use in the interviewing process using the Interview Guidesheet.
- Conduct an effective and professional interview in accordance with regulatory and legal guidelines.
- Objectively rate your candidates to make the best decision using the Candidate Ranksheet.

Participants will also walk away with great planning and documentation tools!

Special Feature

Coached practice interview sessions are conducted in front of peers based on real jobs and resumes from your organization. This allows for actual skill building during the course of the workshop. Each attendee will participate in at least two practice interview sessions.

Option

This program can be supplemented or modified utilizing Workitect's two-day competency-based behavioral event interviewing course, Interviewing & Assessing for Competencies.

Agenda

Day 1: Retaining Talent

AM

Workshop Introduction

Scanning the Environment

- The Process
- Internal and External Climates
- Perceptions
- Weather Report

BREAK

Understanding Your Associates

- The Process
- Team Exercise – Valuable Employee Assessment
- Getting to Know Associates Personally
- Agreement & Contract
- Expectations Gaps
- Pre-Workshop Survey Results & Exercise

LUNCH

PM

Assessing Risk

- The Process
- Risk Measurements
- Team Exercise – Risk Levels
- Strategic Action Matrix

BREAK

Developing Strategy

- Valuable Associate Profile
- Strategies
- Individual Exercise – Departmental Strategic Action Plan
- Post-Workshop Assignment

Debriefing and Wrap-Up

- Lessons Learned
- Overview of Day Two

Day 2: Attracting & Hiring Talent

AM

Recap of Day 1

Defining Your Needs

- The Process
- Developing a Target Candidate Profile (Teams)
- Team Presentations & Discussion of Profiles

BREAK

Attracting The Right Candidates

- The Process
- Sources
- Pre-Screening Resumes, Letters & Applications
- Team Exercise – Resume Ranking

LUNCH

PM

Legal Review of the Employment Selection Process

Interviewing For Success

- Interviewing Skills – Listening Exercise
- The Process
- Preparing for Role-Playing Exercise
- Teams 1 and 2 Interviews (Role-Playing)

BREAK

Interviewing For Success

- Teams 3 and 4 Interviews (Role Playing)

Hiring Your New Associate

- The Process
- Tips for Success

Debriefing and Wrap-Up

- Lessons Learned
- Summary of Workshop – Days 1 and 2