

ATTRACT, ENGAGE, RETAIN: TIPS TO HIT THE SWEET SPOT IN YOUR HIRING PRACTICES

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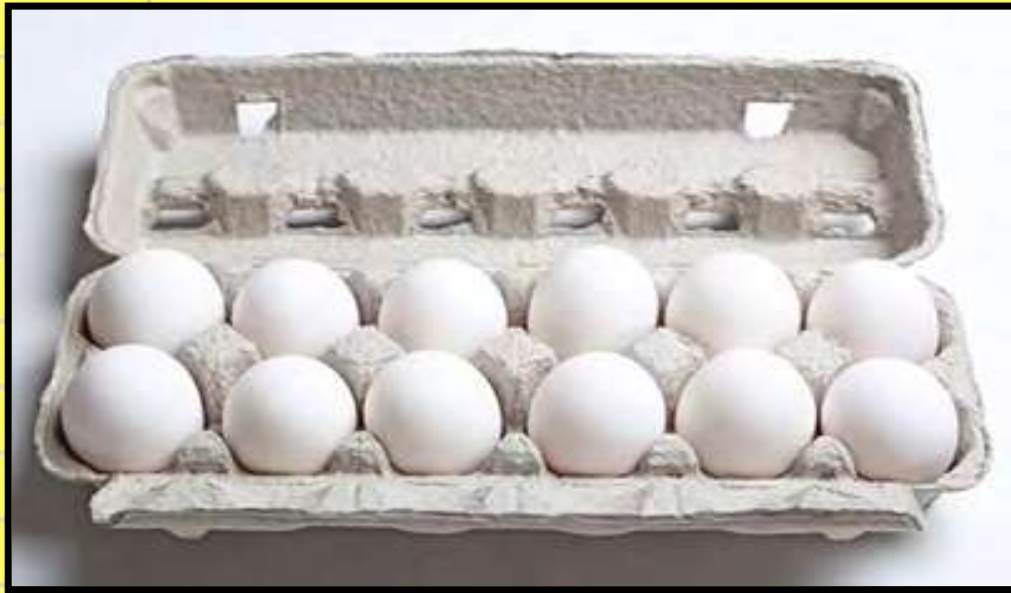
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Topics - Highlights:



- Importance of job analysis and descriptions
- Recruitment and selection considerations
- Orientation and onboarding

Top challenges in the industry?

- **Difficulty of hiring and retaining qualified employees.**



In all kinds of livestock operations:

- Increasing cost of labor.
- Second greatest expense - just behind feed expense.



Before hiring . . .



- Consider labor needs.
- Analyze jobs how they fit together.
- Write good **job descriptions**—and let these guide the hiring processes.

Job Analysis

Gather information about duties, responsibilities and context in which jobs are performed.



Key Job Analysis Inquiries:

- Identify all positions
- List every task, from most minor to major and complex
- Include length of time required plus frequency
- List any equipment, tools required
- Conduct individual or small group interviews



Assemble Job Descriptions based on Job Analysis - Why?

- Job descriptions help workers know what is expected of them.
- Job descriptions serve as a fundamental basis for employee communication and development.
- **Key** to effective recruitment, selection and onboarding.



Job Descriptions-Elements:

- Job title and overall summary of major responsibilities
- Qualifications: knowledge, education, experience necessary
- List all tasks—from most- to least-frequently performed
- Relationships
- Conditions



Job Descriptions: Recruitment, hiring, selection



- More likely to recruit appropriate applicants.
- Essential aid in interviewing and selection process.
- Keeps interviewer "on-task" - reviewing necessary qualifications and duties of the position with applicants, asking about training and past experience.
- Communicates requirements with potential employees.

Job Descriptions: Training and Employee Development

- Basis for understanding past experience and future training needs.
- As experienced employees move into advanced work, employers can continue positive training and employee development experiences.
- Increases employee satisfaction and productivity.



Recruitment: Best source for **new** employees (applicants)?

- **Current** employees.
- **45-50%** of new workers are recommended by current employees.
- May offer current (referring) employee a **bonus** if (for example) new employee remains successfully employed for **6 months**.



Other recruitment sources?

- Word-of-mouth
- High school ag programs; 4H & FFA
- Area technical and community college programs
- University dairy & animal science programs.
- On-line, social media



Interview questions?

- Using the **job description** as a guide ensures that questions are related to a BFOQ (bona fide occupational qualification).
- Assumes well-written job descriptions!
- BFOQ = a quality or attribute reasonably necessary to the normal operation of the business or occupation.



Interview Process - Questions:

- Consider regular screening interviews even without an immediate opening
- Ask about challenges applicant faced in prior employment
- Ask questions designed to learn about how to get along with co-workers



Challenge to Labor Productivity?

- **Turnover** is the single factor with the most significant impact on labor productivity



Costs of Turnover?

Losses measured in multiple categories:

- Productivity
- Recruitment
- Selection, hiring
- Safety issues
- Investment in orientation and training



Reasons for Turnover?

- Research = Exit interviews and follow-up surveys
- **Top reasons:**
- Compensation and benefits
- Working conditions
- Lack of time off



How **accurate** are these reasons?

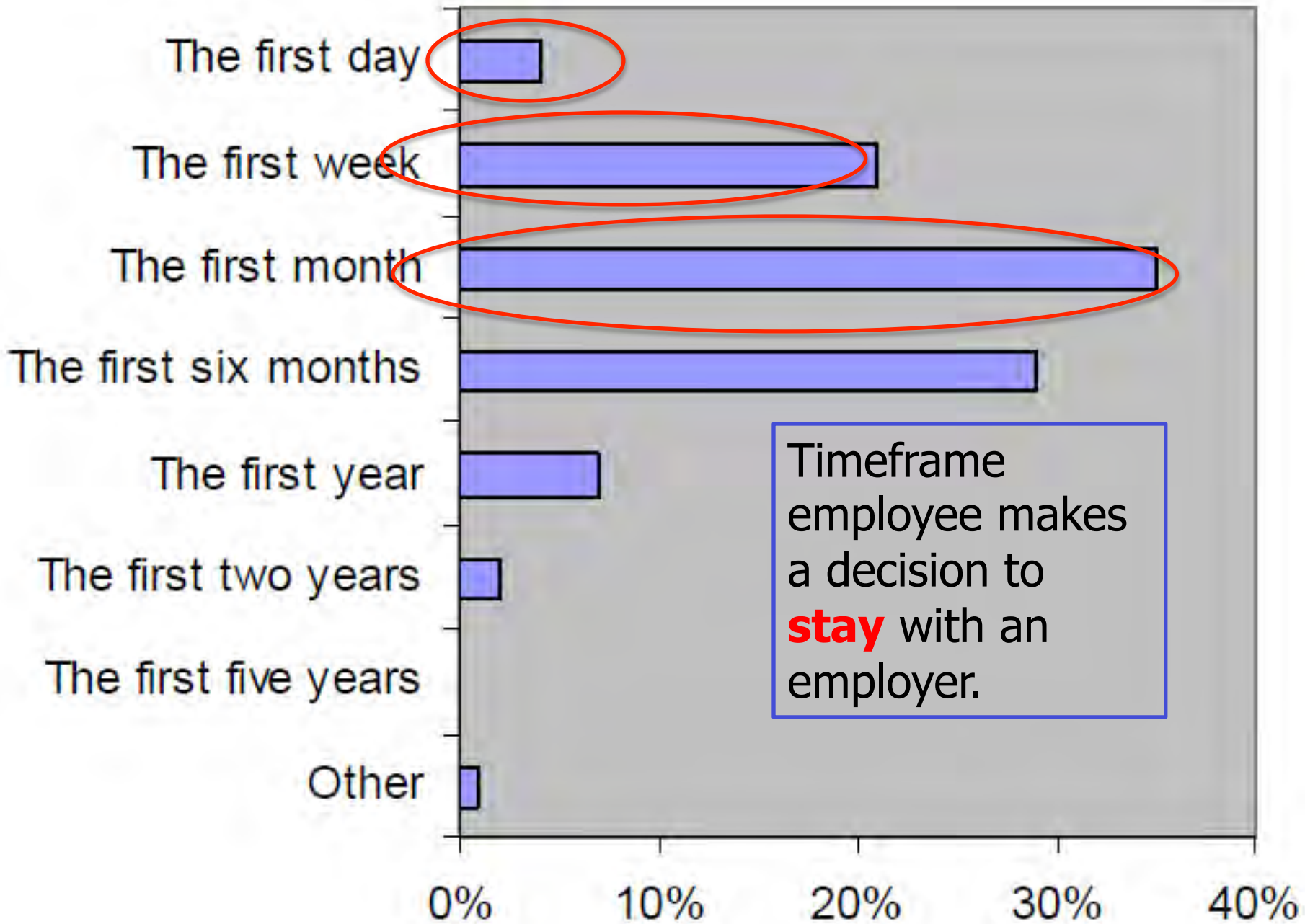
**Give due attention
to working
conditions,
communication,
employee
motivation - to
retain workers.**



But **when** do employees make a decision to leave?



- Research: 90% of employees make their *stay-or-go* decision within the **first six months**.



Onboarding and Orientation - Often used interchangeably

- **Onboarding** = broad process of building new worker engagement - from first contact to commitment
- **Orientation** = early stage of onboarding



Recruitment and Hiring?

Significant investment in the processes of recruitment, interviewing, reference checks, evaluation, selection --



Without a good start on Day One . . .



. . . all those hiring efforts can
quickly go "down the drain."

What difference does effective **Onboarding** really make?

They were hired to do a job - get them working and productive as quickly as possible - right?

Research says otherwise:



Day One Onboarding Focus

- Focus on the new worker, not on the company.
- Don't overload new workers with too much information.
- Learn more about individuals, their strengths, interests.
- Emphasize why you hired them.
- Team them with mentors and other new workers.
- Provide opportunities to share.
- Research shows this can greatly reduce turnover in the first year.



What **Four Questions** do Millennials* ask after the **First Day** on the Job?



*18 to 33 years old,
born 1981-1996

- Why did they hire me for this job?
- Will I enjoy working here?
- Are any of my coworkers *friend* material?
- Who can I talk to about . . . ?

Onboarding Starts Early: Establish the Start Date

When the employment offer has been accepted, a start date should be agreed upon as soon as possible.



Before that start date . . .



Inform the new employee of **what** will happen on the **first day** of work.

Clearly Communicate:



What time
they are
expected to
arrive -
plus other
basics!

It may seem fundamental to the producer --

-- but, focus on the new
worker.

- ▶ Reduce nervousness,
apprehension.
- ▶ New employees have
common questions.
- ▶ Provide a "Frequently
Asked Questions" (FAQs)
document by regular mail
and/or email or in-person.



What should I wear?

- New employees may need guidance.
- Footwear, gloves, other appropriate attire.
- Biosecurity guidelines - some items may be provided.



→ Inform new worker that they will be trained on biosecurity procedures.

Vehicles and Parking

- Vehicle required for job?—should have been communicated during the pre-employment process.
- Where do I park?
- Areas reserved for visitors, vendors, family?
- Employee of the month?



What documents should I bring?



- Documents needed for new employee forms - as required by the jurisdiction.

What else should I bring (or not bring) to work?

- Cellphone?
- Other electronic devices?
- Tobacco-free workplace?
- Weapons?



What will I do on my first day?

- First day(s) or week
- Clearly communicate work hours, break policies
- General outline of initial orientation/training.
- Decreases apprehension or confusion
- Helps to prepare worker for planned orientation program as well as initial training.



The First Day

- Greet & **Welcome** Promptly
- Introductions - with connections
- Nametags, list, organizational chart
- Restrooms, break areas
- Key supervisor, mentor, partner
- Safety, biosecurity? New employee accompanied by a trained person.

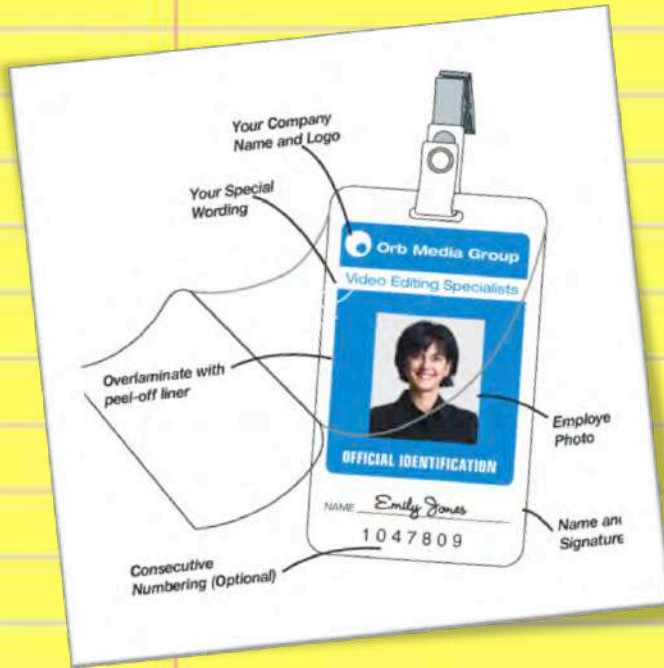


Orientation Team?

- **Consistency:** Have the same person(s) conduct orientation.
- **Identify supervisors or more experienced co-workers to participate in the process.**
- **Assign key Mentor(s)**
- **All orientation team members should share a positive attitude.**
- **Constructive, upbeat messages geared toward positive, early impressions.**



Name Tags-Employee Badges



- Shirts, smocks?
- Printed or embroidered wear?
- Laminated clip-on photo ID badges ?
- **ID fosters worker socialization**
- Security and biosecurity protocols are enhanced



At the **end** of the first day . . .



- Any questions?
- Offer assurances.
- Offer information, reminders about the days to come.
- Ask: Good answers to those **4 Questions?**

Are there good answers to those Four Questions?



- Why did they hire me for this job?
- Will I enjoy working here?
- Are any of my coworkers *friend* material?
- Who can I talk to about . . . ?

After Day One: Do you have an Orientation program in place?

- Enhances socialization, reduces natural anxiety.
- Research: Orientation results in an employee who develops and maintains a positive attitude toward the employer.
- Positive attitude = earlier & higher productivity, longer retention, less turnover.



● ● Less stress = better concentration, learning, absorbing substantive information about job tasks

Planning & Content of Orientation Program



- Ask current employees for input.
- “What do you wish you had been told when you first started working here?”
- “What do you view as important information for newcomers?”

Use the Job Descriptions



- **Orientation:** Use job description as a guideline for discussion.
- **Discuss tasks including future training.**
- **Emphasize basic safety & importance of ongoing safety training, awareness.**

Onboarding & Orientation: From Day One

- Well-planned program requires time & effort.
- Sets the tone for a positive employment relationship.
- Employees treated with respect have greater job satisfaction.
- Translates into productive, long-term employees.



THANK-YOU!

**PLEASE feel free
to contact me with
any questions.**



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