

Navigating a Workforce Through Change

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Inspiration
through
Adversity

Key Objectives

- Identifying key stakeholders
- Understanding the needs of the organization vs the associates
- Hiring & recruitment strategies
- Retention of associates with emphasis on communication and transparency
- Managing vital communication at the leadership level



TEXAS CULTURE
CHANGE COALITION



Identifying Key Stakeholders

What is the biggest challenge we face?

- Staffing & Census
- Are we able to manage care & service with the current number of associates that we have?
- Recruitment and retention based on needs of those individuals
- What changes have we implemented to mitigate these challenges



Identifying Key Stakeholders

Who has had an impact on our current climate change?

- Customers
- Associates
- Visitors
- Vendors & Ancillary Services

Shifting Views on Associates

Needs
Organization vs Associates

Associates are our customers

Is this an appropriate way to view
our associates

- If so, what would you do differently?

Purpose

- Know what you seek to achieve

Understanding the needs of the organization vs the associates

- During times of change, it is important to evaluate the current and overall needs of the organization

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- Sometimes a need for a temporary shift in priorities due to current conditions
- How do these shifts impact the overall goals of the organization?
- Analyze the costs involved
- What changes in goals would we accept to meet the climate change?



Hiring & Recruitment Strategies

Recruitment Strategies

- Job descriptions that stand out
- Recruitment focus, time sensitive, follow up
- Utilizing tools within your recruitment software for ease of communication
- Understanding changes in the media communication Non-tradition recruitment strategies, outreach, & partnerships



Hiring & Recruitment Strategies

The Interview Process

- Assess who is conducting the interviews for key positions - *observations*
- Training interviewers without assuming they can perform this critical task
- Share recruitment strategies and organizational vision with those who are conducting interviews
 - Clear understanding of what is required to prevent loss of candidates or unnecessary turnover
- Interviewers should be able to answer important questions during the process

Hiring & Recruitment Strategies

Post Recruitment, Orientation, Onboarding, & Training

- Human Resources: prompt communication
- Providing important information to candidates prior to orientation
- Locking in a solid orientation program that draws your new associates into the organization
- Providing clear direction for initial scheduling, who they will be reporting to when they arrive, and initial expectations
- Simple directions for parking, navigating through the community, checking in, what to wear, how to clock in
- Communication to existing team members of new hires and their roles and responsibilities – highlighting
- User information, logins/passwords, required tools
- Onboarding checklist, goals for training, check offs





Retention of associates
with emphasis on
communication and
transparency

Retention Program

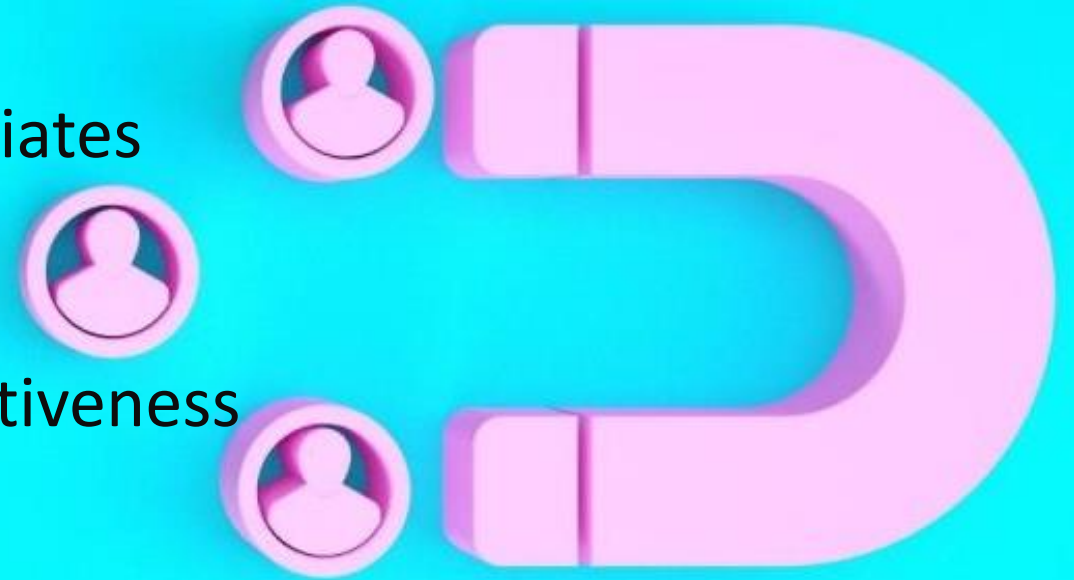
How was your program developed?

Who created and why?

Programs that meet the diversity of associates
and their schedules / area or work

Revisiting the retention program for effectiveness
and refreshing when necessary

Ensuring the program is consistent



HUDDLES



Managing vital communication at a leadership level

How do strong leaders communicate?

- Self awareness with regards to communication – sincere and honest
- Understand what must be communicated
- Communicate often and be thorough
- Deliver expectations with clarity
- Detail how critical information is communicated

Leading vs Managing

- Similar in roles or different

thank you!