



How to



Hire & Retain
Hire and Retain



Superstar
Superstar Employees

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Dexcomm
ANSWERING AND COMMUNICATIONS SERVICES
YOUR VOICE. HEARD.

HOW TO HIRE AND RETAIN SUPERSTAR EMPLOYEES

Our passion is properly serving customers. Operating as a 24/7/365 Telephone Answering Service and Medical Exchange since November of 1954 we have developed skills and techniques that allow us to delight a wide range of clients. As we have grown and prospered for over 50 years we feel now is a great time to give something back to our customers, prospective customers and anyone seeking to improve their business success. Included in this book are tips and tools that we hope will make your job a bit easier each day. One of the great learning tools we have employed is the willingness to learn from our mistakes. Please take advantage of our many years of experience and avoid some of the pitfalls that we have learned to overcome. Our hope is that you and your office can adopt some of these tools to make your life a bit less complicated and allow you a bit more uninterrupted leisure time.

Thanks for Listening!



Jamey Hopper

President



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A talented workforce is key to any successful organization. But finding superstars and keeping them can prove to be challenging. They might leave because of job dissatisfaction or be lured away by another opportunity. In this e-book, our Dexcomm experts will discuss how to identify great employees and reduce turnover. We've included exercises you can do with your staff to help introduce some of these best practices into your organization and retain your superstars!

If you have any questions about the information covered in this e-book, you are invited to

@SK THE EXPERT



by clicking on the email icon or emailing us at

AsktheExpert@dexcomm.com.

Part I

Hiring the Superstar

There are several steps in the hiring process that are considered "best practices" in order to select top candidates. Follow these guidelines for success!

Step 1: Define job qualifications and expectations.

Step 2: Prepare a screening checklist based on qualifications.

Step 3: Compare candidates to the checklist and only schedule interviews with those who qualify.

Step 4: Prepare a structured interview form based on job qualifications. Use the same form on every candidate and document with notes.

Step 5: Review EEOC Laws as they pertain to the questions you have considered asking.



Ensure documentation and notes are free from any incriminating language.

ASK THE EXPERT



Steffy Ritter

Business Manager



Step 6: Contact candidates to schedule interviews and ensure that you give them adequate information for the interview. Give the candidate information about what to expect during your interview process.

Step 7: Interview the candidates using the Structured Interview Form. Allow note-taking time between interviews. Adequate note-taking is important for later review and comparison. Ask candidates to describe their past behavior in specific situations, their answers best indicate their future behavior.

Step 8: Give candidates information on the company, its culture and benefits. Give them a tour of your facility.

Step 9: Make informed offers.



INTERVIEWING



Maximize Your Interview Process



Setting up an Interview



Discrimination Laws and Interviewing



Making the Best Out of Your Interview



Winding Down the Interview Process

Part II

Retaining Top Talent and Keeping Them Engaged

The Introductory Period

Now that you've chosen the best candidate, it's time to introduce them to your organization. Many companies use the term "probationary period", which sends the negative message to your new employee, "we haven't decided if we like you yet." Imagine getting this feeling on a new job so let's rename this term "Introductory Period." You are now sending a positive message, "Welcome to our organization. Let's take some time to get to know each other and introduce you to the organization to ensure we are the right fit for you." Wow! What a difference that makes!

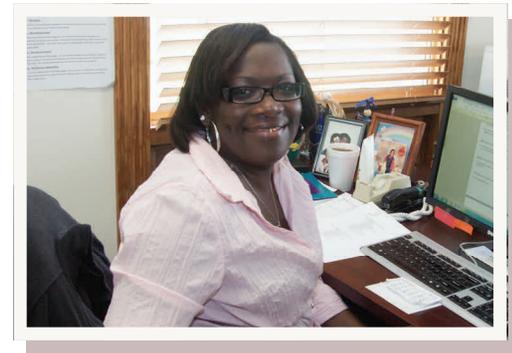
Tip: Studies show that giving a negative perception during the first 60-90 days can lead to new hires reconsidering their decision to accept the position and looking for another job within the first year of employment. There goes your superstar.

First Impressions

Here are a few tips to help you through the Introductory Period:

- Prepare for the arrival of your new hire – designate a workspace, computer, etc., prior to their first day to ensure that the new hire feels welcomed and comfortable.
- Stay in touch with your new hire before he/she starts, especially if there is a lengthy time frame between when the offer is accepted and their first day.

ASK THE EXPERT



Dana Lewis

Training Supervisor



- Be open and accessible for answering questions. Remember to be patient, it's their first day.
- Designate a mentor or partner to train, introduce and/or help the new hire on their first day
- Keep their family in mind. A new job can mean an adjustment for the employee's family too, especially when relocating. If your new employee and family have relocated, help them to feel comfortable in their new community.

Give Good Employees What They Need

Reasons Good Workers Leave Their Job:

- Lack of Empowerment
- Poor Communication
- Erratic Work Environment
- Lack of Recognition
- Unrealistic Workload
- Questionable Promotional Practices
- Lack of Challenge
- Limited Options

Consider changes you can make in your office to address these reasons.

Click here to read more about the [Top 10 Reasons Good People Leave Their Jobs](#)

HR



Tips and Techniques for Positive Communication Phrasing



How To Do What You Say You Will Do



How to Lead a Meeting



Want to have Fun at Work? Here's How

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Types of Workers

Not everyone is motivated by the same incentives. Find what motivates each superstar and offer incentives using those motivators. Studies show that when employees are motivated and engaged, their loyalty and performance increase simultaneously. Consider generational differences when motivating workers.

The Traditional Generation

The Traditional generation is the oldest generation in the workplace, although most are now retired. Also known as the Veterans, the Silents, the Silent generation, the Matures, and the greatest generation. This generation includes individuals born before 1945. Some sources place the earliest birth year to 1922 (www.valueoptions.com).

The Baby Boomers

Most sources identify Baby Boomers as people born between 1943 and 1965. The U.S. Census Bureau defines Baby Boomers as individuals born between 1946 and 1967. The Baby Boom generation has also been referred to as the “pig-in-the-python” (Callanan & Greenhaus, 2008).

Generation X

In a study about the civic engagement of Generation X, the U.S. Census Bureau defined this segment of the population as consisting of individuals born between 1968 and 1979.

Generation Y

The lower limit for Generation Y may be as low as 1978, while the upper limit may be as high as 2002, depending on the source.

[Click here to learn more about Generational Differences and Leveraging Generational Work Styles to Meet Business Objectives](#)

The Traditional Generation

- Born 1922- 1945

Baby Boomers

- Born 1946-1967
Post WWII
- Characterized by social change and increasing affluence

Generation X

- Born 1965-1976
End of the Cold War
- Characterized by the expansion of mass media and advent of technology

Generation Y

- Born 1977-1998
During Globalization
- Characterized by the rise of instant communication technologies

Non-monetary Benefits

More money is not always the most meaningful factor to all good employees. Consider offering other non-monetary benefits as a way to better compensate your employees. What non-monetary benefits are competitors offering that might be of value to your superstar employees?

A few examples of non-monetary benefits:

- [Culture](#)
- [Fun](#)
- [Engagement](#)
- [Trust](#)

Exercise: Ask your current employees what non-monetary benefits would be of value to them in your organization. *Their answers may surprise you!* What can you do to bring non-monetary benefits into your office?

Employee Engagement

Wikipedia defines [Employee Engagement](#) as:

An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests. According to Scarlett Surveys, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn and perform at work". Thus engagement is distinctively different from employee satisfaction, motivation and organizational culture.

Fact: Only 20-30% of employees are actively engaged and willing to give their best effort.

How Can I Engage My Employees?

An employee's feelings of engagement at work stem from confidence in themselves and the organization they work for, as well as job satisfaction and trust in their supervisor.

Employees who feel engaged at work report that they:

- Are recognized for their hard work
- Are shown appreciation for a job well done
- Experience open communication with their immediate administrator
- Excel when they see the opportunity for advancement and longevity within the company



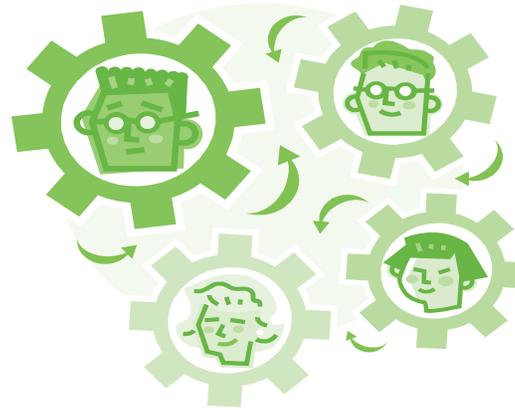
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What Does Disengagement Look Like?

Disengagement can show itself in a number of ways including:

- An unwillingness to participate in social events outside the office
- A tendency to isolate oneself from peers
- A normally outgoing and enthusiastic individual seems to fall by the wayside or has nothing positive to contribute
- Shows itself quietly with raised eyebrows, sighs of apathy or open challenges/shouting matches with peers.

[Click here](#) to read more



Exercise: Ask your employees what they want?

It might look something like this:

- A sense of relevance in what they are doing
- To be informed of the state of the company; present and future
- Rational, emotional, motivational
- Purpose
- Meaningful and valued work
- Progress
- Rewards for small and long term goals
- Communication
- Valuable feedback

Toolbox



⇒ [Interview Questions](#)

⇒ [HR Blog](#)



Here at Dexcomm, we work hard to hire the best and retain our superstars using retention strategies like those discussed today.

Visit www.dexcomm.com to learn more!

A SPECIAL THANKS TO

Our Dexcomm Contributors
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Kim Ware and Felicia Dunumba



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