

**YOUR DINING SERVICES  
TEAM, MOVING  
FORWARD TOGETHER**

Attracting, Hiring and Engaging Employees  
Jason D Bright  
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What attracted you to this company?

What makes you stay?

**Learning Objectives**

Learn new avenues to attract job candidates

Learn about how to hire to your Core Values

Engaging with Employees

Who here is short staffed or has been short staffed this month?

**Current Hiring Practices**

What are you currently doing?

- Is it working?
- How often do you retain those candidates?
- How often are they a waste of your resources?

## What are you saying?

Does the employment offer extend the idea that the business is interested in the candidate?

Are you addressing why a person should apply for the position?

Is the message reliable and believable?



## Three types of employees

Those that run from the fire

Those that run to the fire

Those who grab marshmallows

## Alternative Methods for Attracting Employees

## Current employees



## Past Employees

## Job Fairs



Trade Schools / Culinary Schools

Always on the lookout

What are you hiring toward?

What is the goal of every hire?

Are you hiring to your Core Values ?



- Our customers are the primary focus of our efforts;
- Our actions must always be rooted in honesty and integrity; and we should always foster trust, faith in others, fairness and respect;
- Our learning through study, review, dialogue, and experimentation benefits our customers, ourselves and our organization;
- We must continually work together to create and improve processes, and eliminate those that are no longer valuable;
- We cannot tolerate actions that crush people's self-esteem, aspirations, individuality or dignity;
- We must recognize that every employee adds value to the company; therefore, we must not allow job titles to stand in the way of an employee's ability or willingness to contribute;
- We must acknowledge and use the experiences and insights brought to the organization through people's diverse backgrounds, choices, life-situations and perspectives; and ensure the freedom to express our diversity;
- We must be flexible as individuals and as an organization;
- We must share ideas, information and knowledge freely, quickly, candidly and unencumbered by organizational structures or individuals;
- We must responsibly act as faithful stewards of the resources entrusted to us by others;
- Work should enrich and bring joy to everyone.



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“Great things will happen, if you make employees happy.”

– Tony Hsieh CEO, Zappos



**Zappos Core Values** 

- › Deliver WOW Through Service
- › Embrace and Drive Change
- › Create Fun and a Little Weirdness
- › Be Adventurous, Creative, and Open Minded
- › Pursue Growth and Learning
- › Build Open and Honest Relationship With Communication
- › Build a Positive Team and Family Spirit
- › Do More With Less
- › Be Passionate and Determined
- › Be Humble

**Additional Hiring Tips**



Hire for attitude and train for skill

Higher clones of your best employees

Analyze turnover time frames

Find ways to advance your employees



Options for Interviewing Candidates

Residents hiring staff

Sunny Hill Nursing Home  
Of Will County

Becky Haldorson



Residents helped to develop questions...

- What path led you to working with elders in long term care?
- If you are not sure what is expected of you, what would you do?
- If you witnessed something inappropriate what would you do?
- Could you tell us what position you are applying for and what experience you have in this capacity?
- What will we talk about while you are caring for me?
- What would your past employers say about your work performance?
- Describe what you know about person-centered care.
- Describe your work ethic.
- If you are not able to keep a promise to me, how would you explain your actions?
- What would you like to share with us about yourself that would influence our decision to approve your being hired here at Sunny Hill?
- If I ask for something special would you get it for me (e.g. a cup of coffee at 10:00 at night)?

Engaging your Staff

## Maintaining Staff

- Chipotle has a 80% employee turnover rate annually
- Starbucks has a 65 % employee turnover rate annually
- What would you say your annual turnover rate is?

Emphasis these values to current and prospective employees

Development

Team

Job

Customers

## Development

Provide coaching, training, and experience

"People go out of calibration just like machines go out of calibration. So we are always training, always teaching, always coaching. If you want people to succeed, you have to be willing to teach them."

"People ask me, 'What if you spend all this time and money on training and someone leaves?'" Crosby says. "I ask them, 'What if we don't spend the time and money, and they stay?'"

Thomas Crosby CEO, Pal's

## Job

Remove distractions and disruptions

Set high standards

Instill team accountability



**Team**

Allow teammates the chance to get to know each other

Value the contributions made by your team

**Customers**

Track the impact employees have on residents and share

## Commonly Overlooked Factors



Who is working in your kitchen?

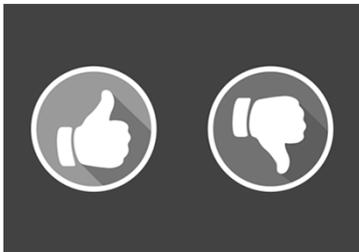
## Generational Differences in the workplace

Four types of generations in the United States

- Traditionalist
- Baby Boomer
- Gen X
- Gen Y (Millennial)

What group defines your kitchen?

## Generational Attitudes Toward Work



## Baby Boomers

Workaholics

May be hesitate interacting with authority figures

Regarding respect:

- Feel that more weight should be given to their opinions

Acquisition of soft skills:

- On the job
- One-on-one coaching
- Peer interaction and feedback

Acquisition of hard skills:

- Workbooks and manuals
- One-on-one coaching

Feedback preferences:

- May be insulted by constant feedback

## Gen X

Only work as hard is needed

Have little issue interacting with authority figures / not impressed with titles

Regarding respect:

- Want to be listened to

Acquisition of soft skills:

- On the job
- One-on-one coaching
- Peer interaction and feedback

Acquisition of hard skills:

- Workbooks and manuals
- One-on-one coaching

Feedback preferences:

- Immediate and continuous

## Gen Y (Millennials)

Not enough information

They believe respect must be earned

Regarding respect:

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- One-on-one coaching
- Peer interaction and feedback

Acquisition of hard skills:

- On the job
- One-on-one coaching

Feedback preferences:

- Immediate and continuous

## How do you adjust managing to an intergenerational workforce?

## Wrap Up

Recruitment is a constant process

Learn to hire to your Core Values

Understand and know your employees

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