

# Competing for Excellent Staffing

Independent Natural Foods Retailers Association  
Northeast Region Share Group

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# Introduction



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# The changing landscape

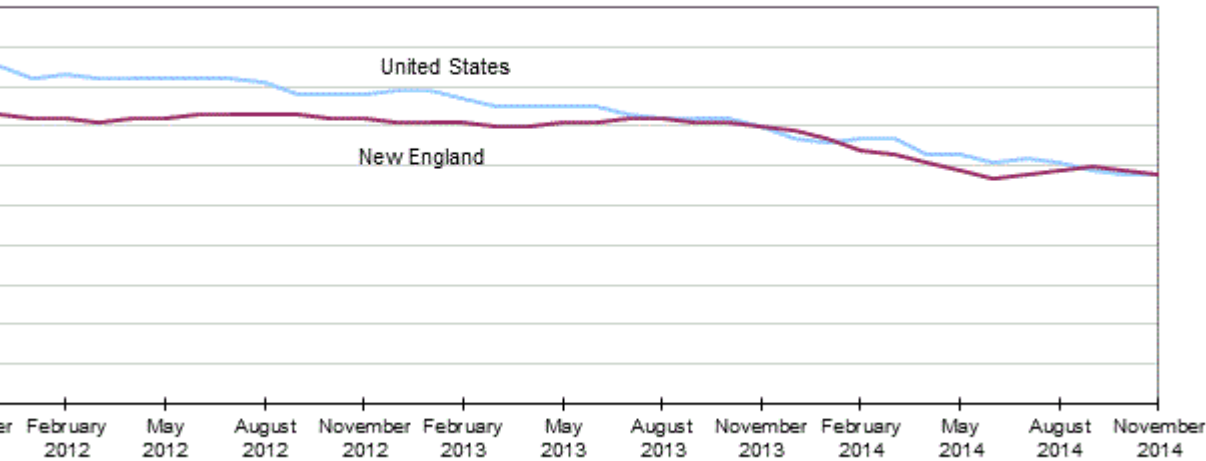
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# Are you Really Competing for Excellent Staffing

1. Unemployment rates for the United States and New England, November 2011 to November 2014, seasonally adjusted



Source: U.S. Bureau of Labor Statistics.

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29% of Small Businesses Report at Least 1 Unfilled Job They  
3-point jump in February leads to highest reading since

% With at Least One Unfilled Opening, Jan. '00 - Feb. '12



NFIB.com/jobsdata

**NFIB**  
The Voice of Small Business

# Competing for Excellent Staff Agenda

 Recruiting

 Retaining

 Hiring for expansion

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# Recruiting

 Defining what you need

 Marketing / posting

 Getting to a decision

# Recruitment – Defining what you need

Consider what job seekers are looking for

- PT vs FT
- Reasonable job description
- Job titles

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# Defining what you need - Schedule

 Reasonableness

 Incentives



# Recruitment – Develop from within

 Saves on costs

 Marketing tool

 Builds on expertise already gained

 Post internally vs promote

# Recruitment – Job Posting

Identify what sets you apart

- Interviews
- Exit interviews
- Current staff

Post multiple locations

Referral bonus?

Sell

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# Recruitment - marketing

Show what it's like to work there

[Worker profiles](#)

Best place to work status

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# Recruitment – application process

Application vs resume

Red Flags

Working interview

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# Recruitment - Interview

Ideal employee

Behavioral questions– best predictor of future behavior is past behavior

– “How did you...” vs “How would you...”

Open-ended

– “Can you tell me about a time when...”

All answers are ok

Check references!

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# Recruitment – Decision

Document

Delay

Decide

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# Cost of a bad hire



# Take 5

Share a problem area that you've had or an issue you know needs work in the recruitment realm. Get advice from your partner if they have it.

AND/OR

Share something you've implemented done that has worked out well

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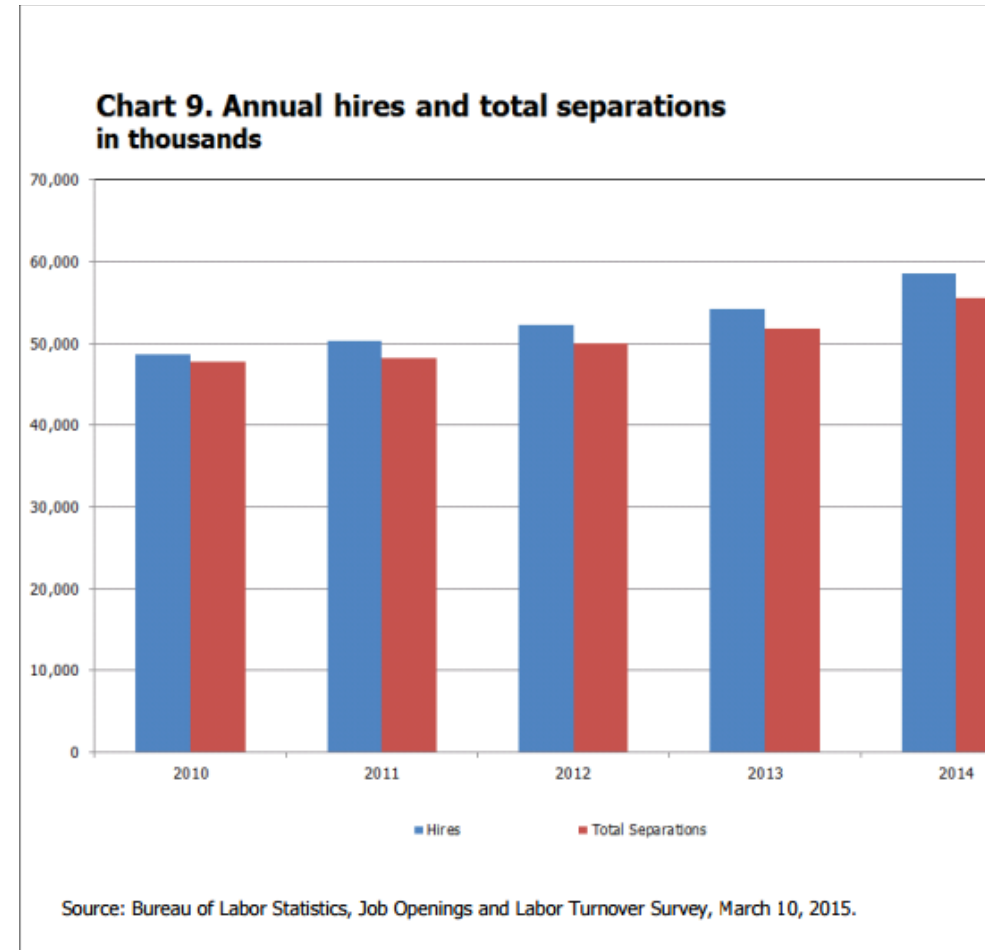
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# Retaining

## Problem, by the numbers

- Quit rates in NE up to 16.2% from 14% in 2010
- Hiring outpaces separations
- Median tenure by generation



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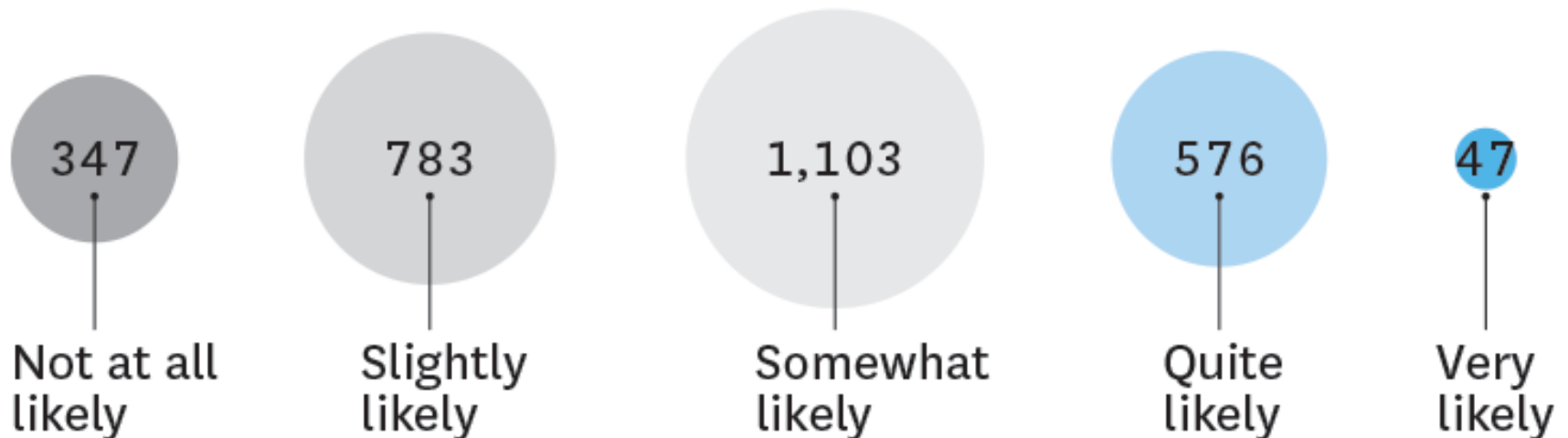
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# Retaining - Problem

## LIKELIHOOD OF HIGH PERFORMERS TO LEAVE THEIR CURRENT COMPANIES

One in five intends to leave in the next six months.

NUMBER OF RESPONDENTS



SOURCE SAP

HBR.ORG

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# Retaining – Understanding your business

Calculate turnover by department, seniority, seasonality

Exit interviews

Staff surveys

– Ensure confidentiality

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# Retaining

Engagement vs satisfaction

Understanding your market

Pay

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# Retaining – Engagement vs Satisfaction

## The Three Types of Employees

1

**ENGAGED** employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

2

**NOT-ENGAGED** employees are essentially “checked out.” They’re sleepwalking through their workday, putting time -- but not energy or passion -- into their work.

3

**ACTIVELY DISENGAGED** employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

# Engagement over Mission

*When employees **know what is expected** of them, **have what they need** to do their jobs, are **good fits for their roles**, and feel their **managers have their backs**, they will commit to almost anything the company is trying to accomplish.*

*if these basic needs are not met, even the most exalted mission may not engage them."*

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<http://www.gallup.com/businessjournal/168407/seven-things-great-employers-others-don.asp>

# Retaining – people leave managers, not jobs

Clear goals, consistency

Supervisor cares about staff

Frequent, 2-way communication

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# Retaining – Connection to Mission

Strongest factors to retention

Where does their role fit?

Make explicit to new hires

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# Retaining - Appreciation

*When things haven't gone well for you, call in a secretary or a staff man and chew him out. You will sleep better and they will appreciate the attention -*  
London B. Johnson

## FOCUSING ON STRENGTHS REDUCES DISENGAGEMENT



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[www.gallup.com/businessjournal/166667/five-ways-improve-employee-engagement.aspx](http://www.gallup.com/businessjournal/166667/five-ways-improve-employee-engagement.aspx)

# Incentives

## Incentives

- Bonus
- Time off
- Momento
- Gifts

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# Retaining - benefits

## Typical benefits

- Health
- Dental
- Discount
- PTO
- Retirement plan and matching
- Profit sharing or gain sharing
- Disability
- Vision
- Transportation
- Flexible Spending Account (FSA)
- Health Reimbursement Arrangement (HRA)
- Health Savings Account (HSA)

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# Retaining - Benefits

Know your market – where you're recruiting from and losing to what do they offer?

What do staff value?

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# Retaining – Opportunities to Grow and Learn

Most important factors in seeking or considering a new job

Active	Passive
<b>1 Greater opportunities for advancement</b>	1 Better compensation & benefits
2 Better compensation & benefits	2 Better work/life balance
<b>3 More challenging work</b>	<b>3 Greater opportunities for advancement</b>
4 Better fit for skill set	<b>4 More challenging work</b>
<b>5 More learning opportunities</b>	5 Better fit for skill set

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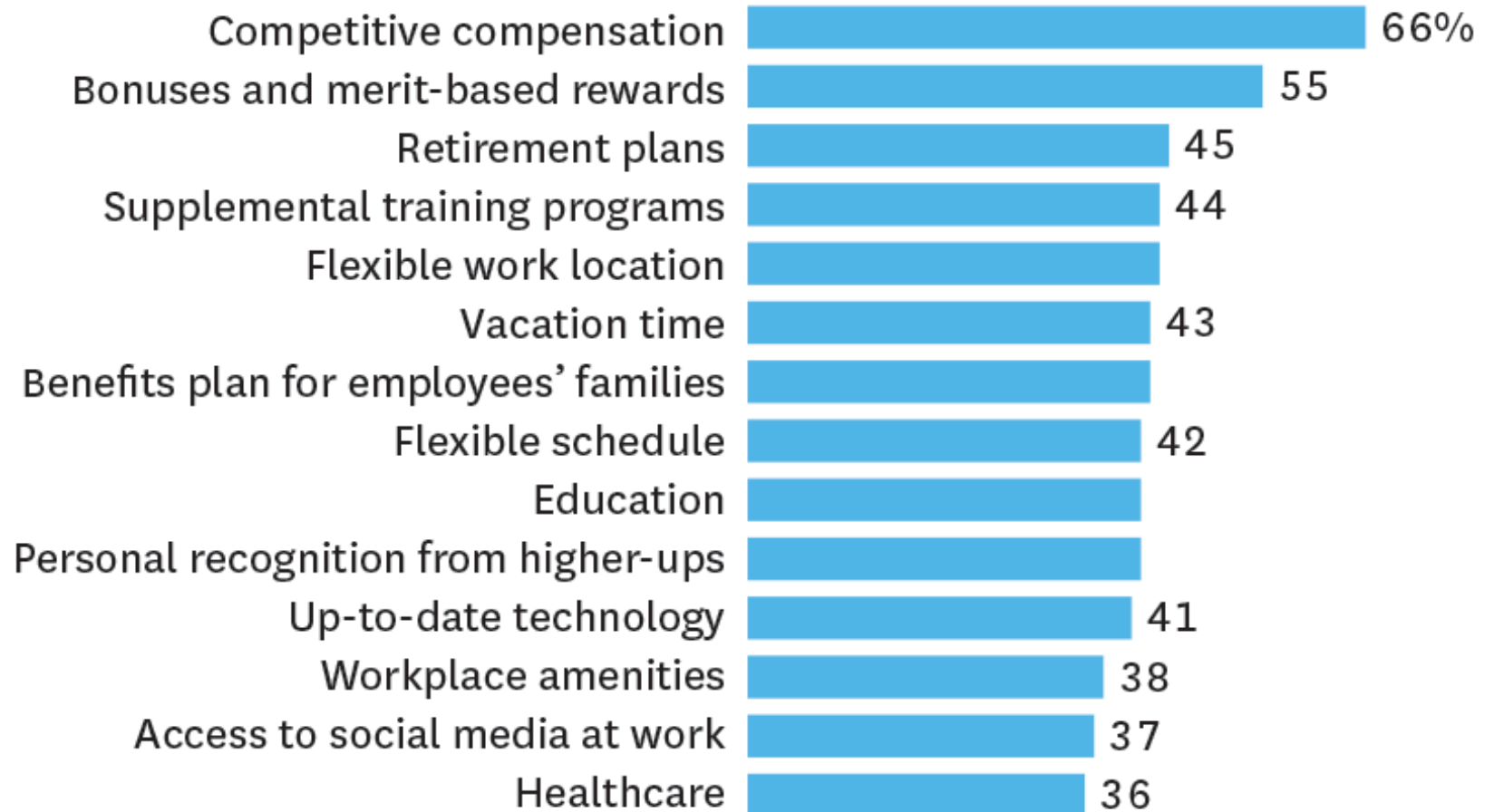
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[https://snap.linkedin.com/microsites/content/dam/business/talent-solutions/global/en\\_US/c/pdfs/linkedin-talent-trends-2014-en-us.pdf](https://snap.linkedin.com/microsites/content/dam/business/talent-solutions/global/en_US/c/pdfs/linkedin-talent-trends-2014-en-us.pdf)

# Retaining – Fair Pay

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## WHAT EMPLOYEES VALUE AT WORK



# Determining a pay scale

## Compensation philosophy

- What, Why and How you pay people
- Communicates business values and objectives
- Transparency for staff

# For Discussion

How do you decide what to pay people?

How do you know what benefits to provide?

How do you know what you can afford?

What do your pay ranges, raise criteria and benefits package (tangible and intangible) communicate about your business and what you value?



# Pay scale – Know your market



Walmart, TJ Maxx, Gap to \$9 this year, \$10 next year

Massachusetts, Connecticut and Vermont have the top 10 highest minimum wages in the country

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# Northeast INFRA stores Pay Scales

## Level 1-\$9.00-12.00

- Entry level positions- (Cashiers, Stockers, Dishwashers, Juice/Deli Counter, Cosmetics, \*Baker, etc.)

## Level 2- \$9.00-16.00

- More skilled than level 1- (Grocery, Dairy, \*Lead Cashier, Produce, Cooks, \*Supps, \*Baker, etc.)

## Level 3-\$12.00-20.00

- Skilled- (Buyer, Chef, \*Lead Cashier, \*Supps, etc.)

## Level 4- \$12.00-22.00

- Supervisor-( Asst. Dept. Manager, etc.)

## Level 5- \$15.00-26.00

- Manager (Dept. Manager, Cleaning, etc.)

## Level 6- \$20+

- Professional (Nutritional Consultant, IT, Marketing Manager, etc.)

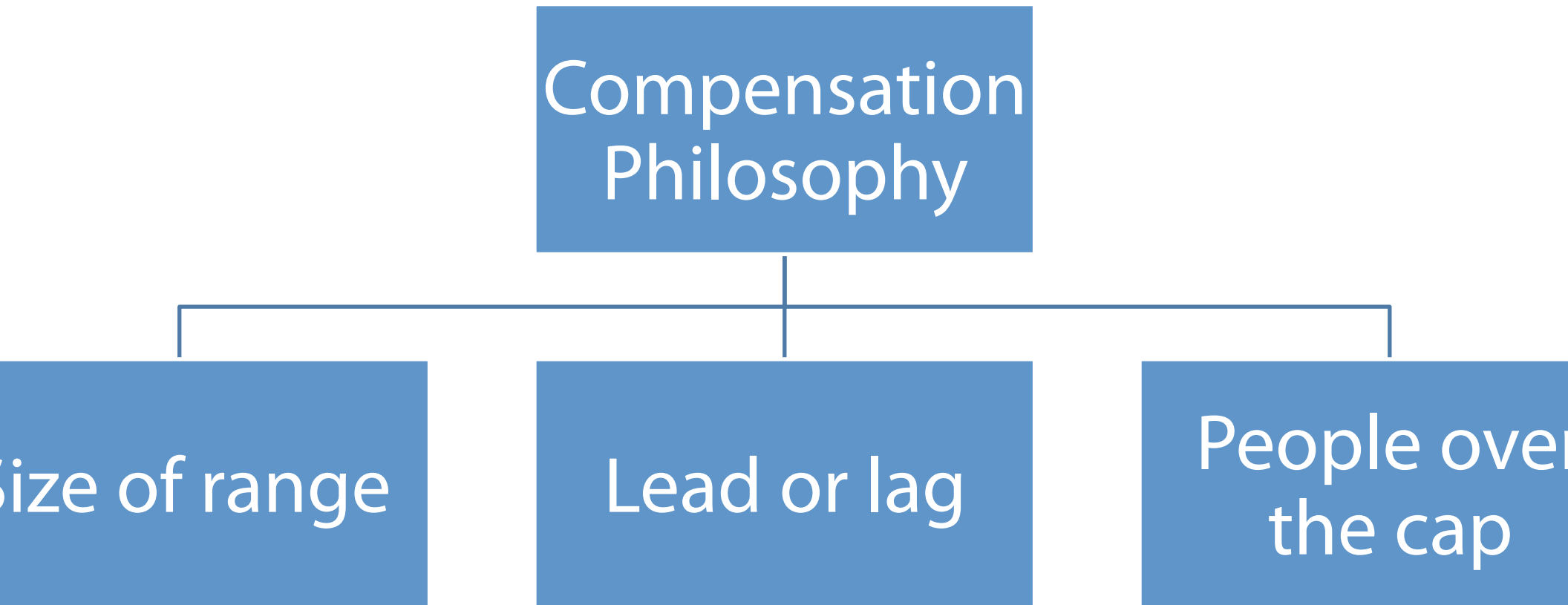
\* different stores had these at different levels

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# Payscale – Creating Pay Ranges



# Pay scale – internal equity

How do pay ranges compare to each other

Raises

- Time to middle
- % vs flat \$
- gainsharing

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# Pay - Marketing

## Total Rewards statement




- Base Pay
- Bonus / Profit sharing / Gainsharing
- Discount
- Employer provided insurance
- Paid time off paid by the employer
- Retirement matching
- Worker's comp insurance

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# Payscale - updating

-  Evaluated yearly
-  Cost of living
-  Cost of labor

# Staffing for Expansion

Start now

Change management

Timeline

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# Hiring for Expansion – Start Now

Literally – Now.

Culture change

Delays

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# Start Now - Evaluate all systems

## Processes for efficiencies/centralization

- Hiring processes
- Training processes
- Product production / menu

## Processes for consistency

- Communication systems
- Tech systems – PoS
- Culture linking
- Ordering processes / product selection

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# Systems – self exercise

What systems in your business could use some refinement or cleaning up before bringing them to another location?

What systems would need to be rethought completely to prepare you for expansion?

What disruptions or change can I anticipate for current staff who aren't central to the remodel or expansion?

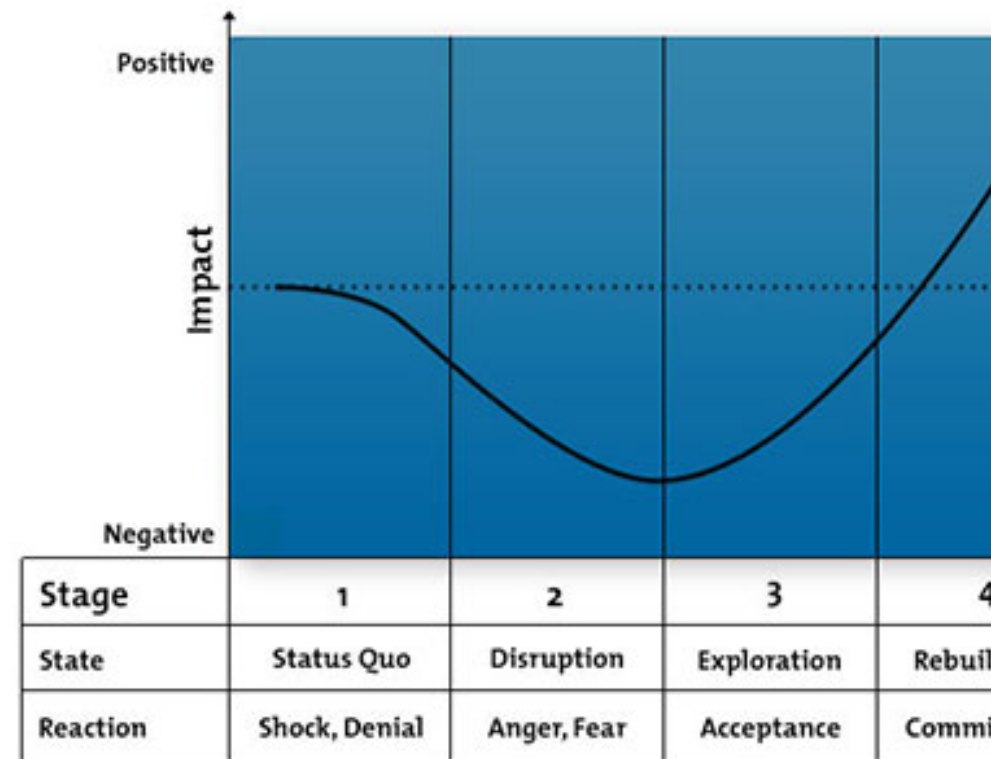
# Hiring for Expansion

 Determine where  
to build new  
strengths

 Specialization

# Change Management

- Problem with status quo
- Anticipate and mitigate issues
- Over-communicate
- Recognize losses
- Change agents
- Accountability



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[http://www.mindtools.com/pages/article/newPPM\\_96.htm](http://www.mindtools.com/pages/article/newPPM_96.htm)

# Hiring for expansion – timeline

Everyone wishes they had more time

6 months – site manager

3 months – department heads

6 weeks – buyers / assistant managers

1 month job fair

2 weeks entry level staff

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# Hiring for expansion

Expect some turnover right away after opening

– Mass hiring at a job fair – speed dating

Move existing staff to new store up to 50% if possible.

Groom internal candidates to move to management positions now

Plan on training at the current location, and mass orientation

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# Project planning

Start from open date and work backwards

Start from today and work forwards

Category	Task	1/1/2016
entry level hiring	cashiers / stockers start training	12/25/2015
entry level hiring	cashiers / stockers accept offered job	12/11/2015
admin hiring	visual merch/IT/buyers/pricing coord/floor manager start training	12/2/2015
entry level hiring	job fair	11/27/2015
entry level hiring	Train managers and support staff on job fair process	11/20/2015
admin hiring	Job offer to visual merch/IT/buyers/pricing/floor manager	11/18/2015
coordinator hiring	Coordinators start training	11/17/2015
entry level hiring	Create job fair process and documents	11/13/2015
admin hiring	interview visual merch/IT/buyers/pricing/floor manager	11/4/2015
coordinator hiring	Job offer to coordinators	11/3/2015
entry level hiring	advertise job fair	10/28/2015

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# Summary

Competing for excellent staff is a real problem that is only intensifying right now.

## Recruiting

- Defining what you need
- Marketing / posting
- Getting to a decision

## Retaining

- Understanding your market – internally and externally
- Engagement vs satisfaction
- Pay

## Expansion

- Start now
- Change management
- Timelines

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# Questions

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