# Recruiting Highly Qualified Employees

## Understanding the Issue

This topic measures employees' satisfaction with the quality of their co-workers and their faith in the organization to hire qualified employees. The rating also represents their perceptions of the onboarding process based on their personal experiences.

The recruitment of highly qualified employees can significantly impact the organization's ability to retain employees. The results for this topic may correlate with: Good Job of Retaining Quality Employees.

## Factors that Influence

+ Financial Restrictions
+ Recent Turnover
+ Availability of Talent Pool

## Recommended Action Items

*Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.*

### 1 Revisit the Job Description

Define the position clearly. Rather than focus on a long list of details, focus on goals a candidate will help the organization reach. Identify the most important qualifications, skills, and competencies candidates require to help narrow the field. In addition, make sure you promote how the organization can meet applicants' needs to ensure you attract top talent.

### 2 Improve Diversity & Inclusion in the Hiring Process

Keep the application process simple. Broaden the search into underrepresented communities by using community resources to promote postings. Establish diverse hiring teams and encourage conversations to confirm candidates are not being overlooked on the grounds of race or identity.

### 3 Invest $$ in the Hiring Process

Analyze the hiring process to establish the optimum steps required to identify skills, aptitude, and talent. Dissimilar positions may benefit from a different number or type of interviews, or even a preliminary skills test. Provide ongoing training and feedback for all members of the hiring team to improve their interview skills and share best practices.

### 4 Create New Roles/Positions

When possible, recruit staff who can expand team capacities by forecasting upcoming needs and opportunities in advance. Rather than filling gaps, examine your organizational objectives to proactively develop them through new hires.

## Why is this Important?

The hiring process has a major impact on the quality of employees brought on board. The quality of employees an organization hires can affect operations across all areas as well as team morale.

For each new hire, significant resources are required. Consistent success and long-term retention of new hires is also important for an organization's bottom line.

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# Retaining Highly Qualified Employees

## Understanding the Issue

This theme measures employees' perceptions of how well their organization can keep their qualified employees from seeking opportunities elsewhere.

The retention of highly qualified employees starts with the recruitment of highly qualified employees. The results of this theme show the organization's commitment to keeping employees motivated and engaged.

The organization's ability to retains their employees can correlate with results for:
Workplace Culture
Job Benefits
Training Opportunities

## Factors that Influence

+ Internal Promotions
+ Workload & Balance
+ Manager Accountability

## Recommended Action Items

*Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.*

**1  Offer Competitive Benefits**

Employees are more likely to remain at an organization that takes care of their needs. Benefits such as health & life insurance, paid sick leave, flexible working hours are essential elements to retain employees.

**2  Provide Manager Training**

It is crucial for managers to be able to handle sensitive situations. It is important to provide management training opportunities that focus on communication, mentorship & integrity. This will help resolve any future issues that may come up within the workplace.

**3  Distributed Workloads Evenly**

Avoid overworking employees. Divide tasks uniformly between all team members. Work with 'low productivity' employees to learn areas they can excel in and shift their workload to increase productivity Plan out workloads each week/shift but allow for needed flexibility for schedule changes.

**4  Increase Staff Well-Being**

Engaged with staff regularly to monitor their work-life balance. Identify any stressors and develop plans to improve those areas. Encourage a healthy relationship with work by enforcing breaks and limiting the number of late nights to reduce stress.

## Why is this Important?

Having a more dedicated workforce adds value to the organization.

It can reduce the cost of recruitment and directly impact the morale and overall dedication to the organization.

It is important to ensure that key performers are engaged and given adequate flexibility & balance.

# Workload Balance

## Understanding the Issue

This theme measures employee perceptions on their team's workload as well as their feelings on how deadlines are managed within the organization.

While in some cases departments are understaffed, workload issues can also be impacted by poor prioritization or definition of roles.

The results for this theme may contrast with those for Recruitment of Qualified Employees, Employee Commitment to Doing Quality Work.

## Factors that Influence

+ Defined Roles & Tasks
+ Employee Experience Levels
+ Workforce Staffing Levels

## Recommended Action Items

*Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.*

### 1 Set Clear Goals for Employees

Communicate realistic goals and timelines with employees. Having clear expectations will help them focus on the most important tasks instead of on lower priority items. Speak to each team member on their tasks and help prioritize if necessary.

### 2 Lead from the Top

Supervisors and managers must lead by example. Successfully managing their time and delivering on their own targets helps models these behaviors for their team. Employees will also be more receptive to feedback and meeting deadlines when they recognize their team leaders walking the walk.

### 3 Review Staffing Levels

In some cases when departments are understaffed, adding employees is the viable solution. A better understanding of staffing requirements can position the team for long term success. Analyze workloads and determine if bringing on another employee will help balance things out.

### 4 Offer a Flexible Work Environment

Occasionally, staffing levels of team workload is based on perception. Employees can be overwhelmed meeting multiple obligations. Having a flexible schedule may help them manage their workload more effectively. This can help reduce stress while also ensuring deadlines are met.

## Why is this Important?

Employee workload has a significant impact on employee engagement. When employees feel their organization is not providing them sufficient time and resources to reach their objectives, they disengage. Over time, morale and performance suffer.

Employees who believe the organization is investing in them to support their work performance are much more likely to invest extra effort themselves. As a result, they are more committed to achieving organizational goals and creating successful products or services.

# Commitment to Quality Work

## Understanding the Issue

This theme measures perceptions on general employee efforts within the organization.

Generally, any concern in this area is related to culture of the organization and accountability within teams and between coworkers. A poor perception in this area tends to identify a culture of employees "getting by".

The commitment to quality work is not strictly based on perceived effort of others, but whether employees provide meaningful support to each other to achieve both internal team goals and organizational success.

The results for this theme may contrast with:

– Working with Employees to Improve their Performance
– Manager is a Role Model for Hard Work and Quality Execution.

## Factors that Influence

+ Accountability efforts from supervisors and leaders
+ Defined roles and tasks
+ Understanding the roles of other team members

## Recommended Action Items

*Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.*

### 1 Lead from the Top

Supervisors and managers must lead by example. Successfully managing their time and delivering on their own targets models this behavior for their team. Employees will also be more receptive to feedback and meeting deadlines when they recognize it from their team leaders.

### 2 Accountability Plan

Accountability is necessary on all levels. Leaders must first be good role models and show staff what this behavior looks like. A process for accountability can be put in place to foster better performance from all individuals in the team. Accountability is not assigning blame but ensuring desired outcomes are met.

### 3 Communication and Recognition

Communicate the targets of other team members and recognize strong performances. Well-structured team meetings help keep individuals accountable and ensure goals are consistent.

### 4 Top-Down Communication

Actively share all teams' objectives, challenges, and successes across the company. When teams understand what their counterparts are working towards and how it relates to organizational goals, they are more likely to build rapport and gain a better understanding of efforts put in by others.

## Why is this Important?

Perceptions on employee effort are very important for organizational success.

When employees feel others are not imparting their best efforts, workplace culture and morale suffers.

Over time, previously motivated employees begin putting in only as much effort as the perceived norm. This can lead to high performing individuals either leaving the organization or remaining but disengaging from their work.

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# Personal Connections at Work

## Understanding the Issue

This theme measures employee feelings towards other employees and how cohesive your team is. Since most employees spend most of their day at work, this theme is highly correlated with engagement.

Generally, employees who work together on the same team find common ground for things outside of work.

While companies can't force coworkers to be friends, a culture can be developed that creates a friendly and welcoming atmosphere for employees that extends beyond the workplace.

The results for this theme often contrast with :
– Teamwork & Cooperation Within a Team
– Warm & Friendly Place to Work

## Factors that Influence

+ Culture of cooperation
+ Recruitment practices
+ Group work and activities

## Recommended Action Items

*Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.*

### 1 Communication Between Teams

Develop channels of communication between teams and create opportunities to use them. Ensure there are numerous opportunities/spaces for teams to interact - through use of software, routine multi-team meetings or organized out-of-office events.

### 2 Foster a Culture of Empathy

Beyond communication, create opportunities for teams to "walk a mile in each other's shoes" through cross-training and team building activities. When employees have a chance to work with each other they can find a lot of common ground and develop friendly relationships.

### 3 Lead from the Top

Supervisors and managers must lead by example. During team meetings, take the lead in sharing personal or non-work-related news to encourage team members to do the same.

### 4 Find the Culture that Works

Organizations and individuals have different needs. Ask employees to give examples of what can be done to improve the team's working relationships. Summarize the feedback and share it with everyone. Give credit when appropriate and remove identifying markers related to specific, confidential information to ensure confidentiality. That way employees can feel confident to share honest feedback.

## Why is this Important?

A sense of cooperation and belonging can have a significant impact on overall employee engagement.

The correlation is usually derived from the fact that there are many shared experiences among co-workers and teammates.

When employees have close connections at work, there is a sense of belonging at the workplace leading to increased happiness and better performance.

Studies have shown that close friendships within an organization boost productivity and help attract external talent by corroborating a strong company culture. Personal connections at work both provide an outlet when times are tough as well as promote a collaborative working environment within and between teams.