

# The 1,2,3s of Basic HR and Building Employee Desire for Customer Service

Kentucky Department of Agriculture  
February 16, 2009

# Employee Lifecycle



# Recruitment & Hiring

- Core skills vs. heart for hospitality
- The best employee might be the one not currently “on the market.”
- Thorough job description

# Recruitment & Hiring

- Comprehensive search
  - Put time and effort into ONE search
  - Interns, retirees, customers, job share
  - Cross train existing employees – seasonal movement
  - Network in tourism community – CVBs, attraction networks
  - Recession – providing a unique pool of candidates

# Recruitment & Hiring

- Let employees participate in interview process
- Interviewing – best questions to ask
- Hiring friends – weigh pros and cons
- Letter of agreement

# Job Description Exercise

# Benefits

- Know what the market demands & is most important to your employees
- Know a employment lawyer you can call for guidance
- Alternatives to traditional health insurance programs
  - Buying groups
  - Flex spending accounts
  - Reward healthy lifestyles

# Benefits

- Have method for tracking PTO
- Outsource
  - More reasonable than you may think
  - Save you from costly errors

# Training and Development

- #1 reason employees leave within first 90 days is that they do not feel valued and trained
  - Society of Human Resource Managers
- BE PREPARED for their first day
- Have a written training program
  - Involve staff – all responsible for his/her success
  - Expose new employee to all aspects of business

# Training and Development

- Employee handbook – clear expectations
- Check in regularly
- Create long term development plans

# Incentives and Motivation

- Involve employees in program design
- Trade outs with area businesses
- Correlate to performance

# Incentives and Motivation

- Everyone is a sales person
- Share successes
- Current economic situation as motivator

# Performance Reviews

- MAKE TIME for them
- Allow open employee participation
- Set goals and follow-through
- Self assessments

# Employee Assessment Matrix

## Accomplishments vs. Areas to improve



# Competency Model

- Describes a combination of knowledge, skills and characteristics needed to effectively perform a role.
- Used as an HR tool for selection, training, appraisal and succession planning.

*Source: The Art and Science of Competency  
Models, Cucia & Lepsinger*

# Competencies – 4 Groups

## Organizational

- Specific to your mission, vision, values & culture

## Core

- Capabilities and/or expertise unique to the organization
- Strategic strength/s that sets the organization apart

## Technical

- Technical skills for day to day role – software, etc.

## Behavioral

- Individual traits and strengths

Source: Competency Development, Integration & Application, SHRM 2003

# Competencies – List to get you started

- Adapt to change
- Business acumen
- Coaching
- Commitment to business vision
- Customer focus
- Delegation
- Entrepreneurial spirit
- Follow- through
- Initiative
- Integrity
- Innovation
- Judgment
- Leadership
- Meeting facilitation
- Negotiation
- Planning & Organization
- Practical learning
- Problem solving
- Organizational awareness
- Resilience
- Risk taking
- Sense of urgency
- Teamwork
- Tenacity
- Verbal communication
- Written communication

# Discipline Plan

Document

Reasonable  
plan for  
improvement

Follow Up

Be professional and respectful

# Turn Over

- Replacing a non-management employee can cost 50 – 100% of that positions annual salary
- Fast food company studied. Stores with low turn over had 50% higher profits than those with high turnover.

Source: "Employee Turnover" SHRM  
Whitepaper, 2000

# Termination

- Know the law
  - Less than 50 employees – Small business attorney
  - Over 50 employees – Need a benefits specialist
- Document
- What did you learn?

# HR Resources

- Outsourcing specific functions – may be more affordable than you think
  - Payroll, benefits, recruiting
  - ADP, Mercer, Ceridian, Independent consultants
  - Kentucky Society of CPA's, Small Business Administration, Ag Department and Associations
- Public universities
  - Employment policies are public record
  - Kept very up to date
  - Good source for terminology, forms, policies, etc.



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Comments or questions about information contained within this website should be directed to [Patty Booth](#).

<a href="#">Our Staff</a>	<a href="#">Benefits</a>	<a href="#">HR Policies</a>	<a href="#">Employee Self Service</a>
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<a href="#">2009 Benefits Manual</a>	<a href="#">Employee Wellness</a>	<a href="#">EPAFs on the Web</a>	<a href="#">Ombuds Officer</a>



**Welcome to the newest members of the WKU Family!**

- Augustine Amonge
- Lewis Bohr
- Jennifer Breiwa
- Gretchen Collins
- Nanci Cross
- Nathan Digges-Elliott
- Patricia Duvall
- David Erbach

**WHAT'S NEW...**

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*2008 W-2's were mailed out the week of January 26, 2009.*  
*If you do not receive your W-2 by February 20, 2009, please email to [payroll.info@wku.edu](mailto:payroll.info@wku.edu)*

## HR Policy #20-100

|                 |                                                                                                                    |
|-----------------|--------------------------------------------------------------------------------------------------------------------|
| Subject:        | Employment Authorization and General Working Conditions                                                            |
| Reference:      | University Policy                                                                                                  |
| Application:    | All Employees (Excludes Temporary Employees With Employment Periods of Less Than Six Months and Student Employees) |
| Effective Date: | January 3, 2000                                                                                                    |

### **Employment Authorization**

The Western Kentucky University Board of Regents has sole power and authority to employ the President and all other employees. No official or representative of Western Kentucky University, other than the Board of Regents, has authority to enter into any agreement for employment. The University President is authorized to extend good faith offers of employment to prospective employees contingent upon subsequent approval by the Board. Employment recommendations shall be made to the Board following prescribed procedures.

# Building Employee Desire for Customer Service

# Do Your Employees Own The Brand And It's Culture?

- Story “selling”
- Resident historians
- Environment

# What's In It For Them?

- The importance of ownership
- Allow insight into incentives
- Career roadmaps of support
- Keeping the best employees motivated for the long term – business growth takes time

# Do You Care Deeply About Them?

- One-on-One Relationships
- Gaining Trust
- Striking the Right Balance

# Are There Role Models To Learn From?

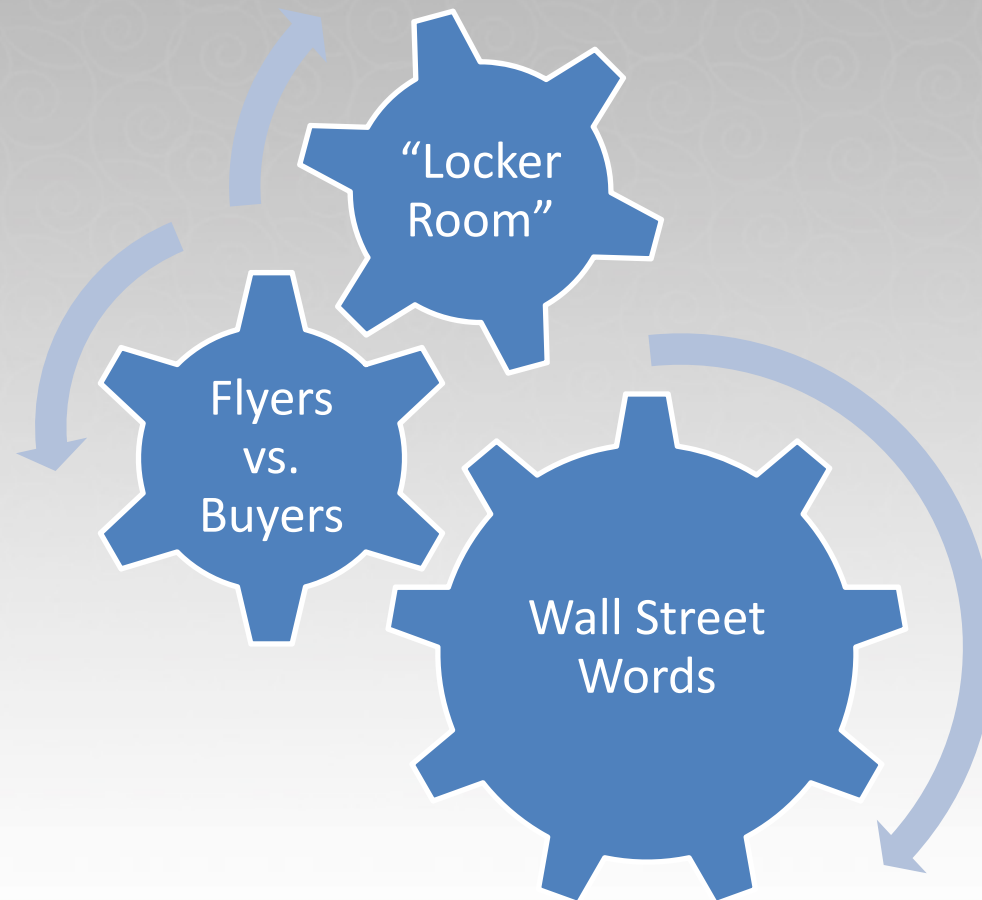
- Identifying influencers vs. leaders
- Succession planning and talent reviews
- Can someone fill in for you short or long term?
- Will a family member take over?

# Succession Planning Exercise

# Do You Celebrate And Share?

- PR channels
- Face to face contact
- Time and Place

# How do you communicate to your employees?



# Can You Create Ambassadors?

- Loyalty
- Sales initiative
- Former employees

**Thank you!**

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