NAMI Presents

HIRING AND RETAINING for ANIMAL CARE JOBS

"IT'S ALL ABOUT BEHAVIORS"
Leo Bartlett

Corporate Director Training and Development, Oscar Mayer -- 7 years

Management Consultant 1976---

MS. Of Education—Testing
Certified Consulting to Management
Develop a Validated job profile of the behaviors and competencies for each specific position in that particular organization.

This can be used for:
- Writing Ads that focus on the behaviors for that job
- Development of Behavior-Based Interviewing Questions
- Initial Screening
- Phone Interviews
- Candidate to Job Matching Assessment
- Reference/background checking
- Supervising new and existing employees
Missing Key To Successful Selection of Animal Handlers!!
What are Companies *really* doing when they hire employees?

THEY ARE RENTING BEHAVIORS!
Conditions Facing the Hiring of Top Performing Animal Handlers?

• Shortage of Qualified Candidates
• Language Differences
• Time for Proper Training
• Supervision
• Time to properly interview
• Lack of Formal Selection Process
• ?
Different Job Environments for Animal Handlers?

- Raising of animals
- Testing of animals
- Shipping of animals
- Processing of animals
- Preparing of animals
- Selling/marketing of animals
Components of an effective Hiring and Selection System

**JOB:**
- Standards
- Skills/Knowledge
- Competencies
- Behaviors
- Physical

**CANDIDATE:**
- Skills
- Experience
- Competencies
- Behaviors
- Physical Abilities

**Environment**
- Supervisor/Peers
- Equipment
- Raw Materials
- Regulations/Safety
- Legal Regulations
- Physical/Conditions
PERFORMANCE, GOOD OR BAD, WILL BE THE RESULT OF:

- BEHAVIORS
  - THAT MEET, EXCEED OR FAIL TO MEET THE JOB STANDARDS

- THESE ARE MOTIVATED BY OUR BASIC PERSONALITY TRAITS
TURN OVER

SHRM Survey Finds
Average Annual Cost Per Employee is around $40,000 if they leave after the first year.

Average Cost-per-Hire for Companies Is $4,129,
MAJOR CAUSE OF TURNOVER

- 89% of managers think employees leave for better pay
- Yet, 88% of voluntary turnover is due to something other than money!*
- 80% of terminations (voluntary & involuntary) are the result of a personality conflict w/ either the supervisor, peers, the environment or the job itself!

*Leigh Branham’s “7 Hidden Reasons Employees Leave
Seven Hidden Reasons Employees Leave

• Reason #1 – The workplace/job is not as expected
• Reason #2 – There is a mismatch between the job and person
• Reason #3 – There is too little coaching and feedback
• Reason #4 – There are too few growth and advancement opportunities
Seven Hidden Reasons Employees Leave - con’t

• Reason #5 – Workers feel devalued and unrecognized
• Reason #6 – Workers suffer from stress due to overwork and work-life imbalance
• Reason #7 – There is a loss of trust and confidence in senior leaders
Seven Hidden Reasons Employees Leave

Reason #2 –
There is a mismatch between the job and person
Hiring & Retention Criteria

• Meet legal guidelines
• Be job related
• Be validated
• Be consistent
Example of Animal Care & Handling
Job Profile Competencies

• # 1 Character and Values
• # 2 Safety Orientation
• # 3 Teamwork
• # 4 Determination
• # 5 Intensity
• # 6 Organizational Commitment
• # 7 Mental Toughness
• # 8 Conscientiousness
• # 9 Flexibility
• #10 Proactivity
Primary Motivators

- A structured environment that has few sudden or abrupt changes.
- The security of basic benefits.
- A worked out system and quality products.
- Praise for specific accomplishments.
- Standard operating procedures and sound actions.
- Fairness in dealings with individuals and groups.
- Time to do things right.
“THE BEST PREDICTOR OF FUTURE PERFORMANCE IS PAST PERFORMANCE”

• You will be able to determine the candidate’s flexibility to give you top performance with specific “Behavior Descriptive” Interviewing Questions.

• People are likely to behave in the future the same way that they have behaved in the past.

• Focus in on specific behaviors and real-life examples
Summary Recruitment and Selection Components

- Job Profile of
  - Top Performers/Job Experts

- Candidate to Job Profile Comparison
  - degree of fit, flexibility, energy

- Candidate-to-Manager Fit

- Fit with Organization Culture & Team

- Find this out thru:
  - Behavior-Based Interviewing
    - S.A.R.G.E
      - Situation
      - Action
      - Result
      - Get Evidence
FACTS:

- Traditional interviews focus on attributes, which leads to guesswork and speculation.
- Behavioral-based interviews focus on facts of past job performance.
# Unstructured vs. Structured Interviews

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<th>Type of Interview</th>
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<td>60%</td>
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Great Managers Know!!

• People don’t change that much.
• Don’t waste time trying to put in what was left out.
• Try to draw out what was left in.
• Coach both strengths and weaknesses—but know the difference.

*“First Break All The Rules”, Simon/Schuster
Buckingham and Coffman—Gallup Study
It Takes Time & Commitment

• Top management needs to buy in.
  • Understand the process
  • Commit the time and resources
  • Give it time to work

• You need to stick to the process even in crisis situations.
Recommendations

1. Have a system for measuring selection and hiring
2. Have a training program that supports both new hires and the supervision of employees.
3. Constantly measure performance of both and reward accordingly.
4. Senior Managers need to verbally and physically stay involved and support hiring and supervision.
Thank You!!
Australian Food Industry

- Animal handlers do a lot of *manual labor* so need a good deal of physical fitness. They also need to be able to *cope with animals* that are distressed or ill. A genuine *love of animals* and desire to help them is also necessary. To work as an animal handler you *can’t have allergies* to animal hair, fur, feathers or dust. *Patience, compassion and confidence* wrangling different species and sizes of animals are also necessary.

- **Skills/attributes**
  - Affinity with animals
  - Confidence with animals
  - Willingness to perform messy tasks
  - Team player
  - Good physical fitness