FINDING & DEVELOPING EMPLOYEE POTENTIAL (HR1)

INSTRUCTOR

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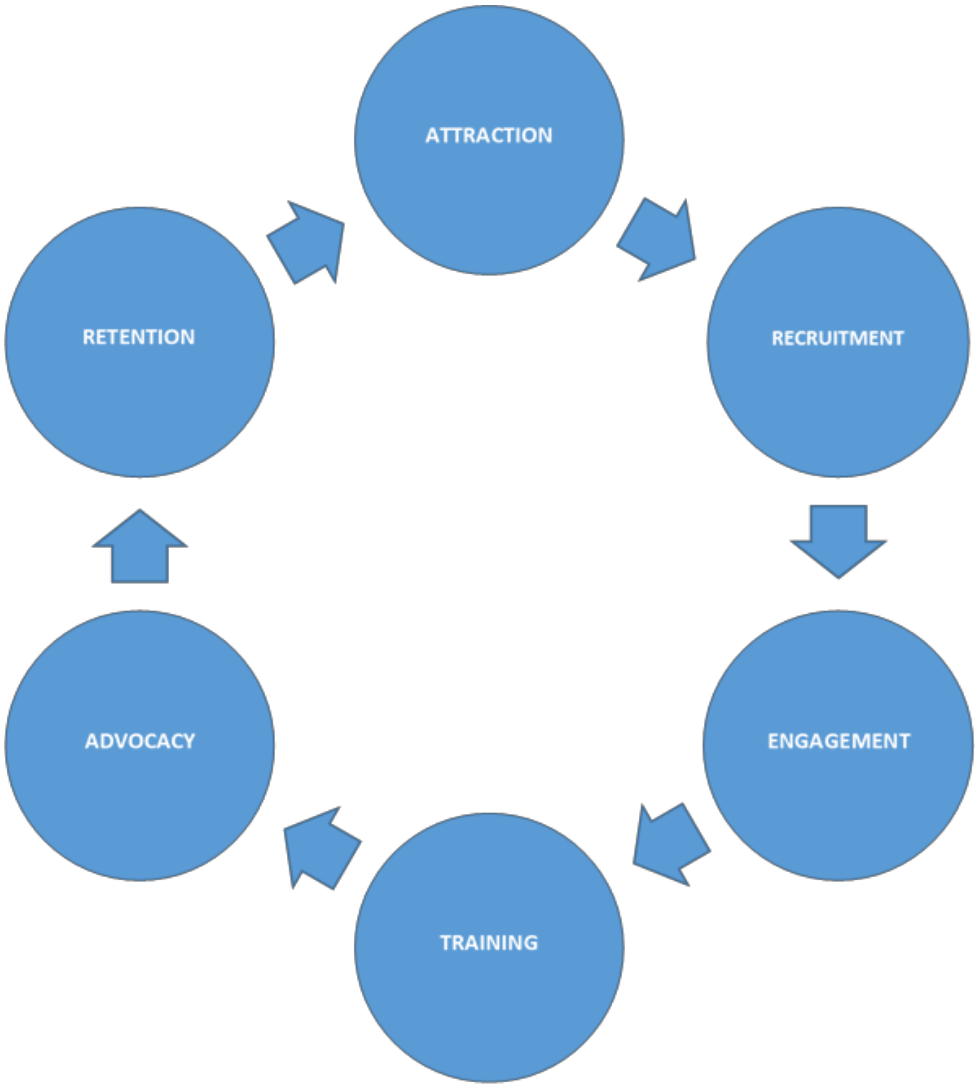
COURSE OUTCOMES

At the conclusion of this session, participants will be able to:

1. Demonstrate a basic understanding of the Human Resource function within the venue management environment.
2. Address first three elements of Employee Life cycle (Attraction, Recruitment, and Engagement)
3. Demonstrate basic knowledge of workplace hiring practices and procedures.
4. Explain the concept of company culture and the factors that influence it.Identify ways to advocate for employees.
5. State the importance of motivating and developing employees and describe how a manager can influence both

Note: Material in this monograph may appear on the course exam but may not necessarily be covered in class.

The Employee Life Cycle:



ATTRACTION – RECRUITMENT - ENGAGEMENT

"People will forget what you said, people will forget what you did, but people will never forget how you made them feel."
- Maya Angelou

Venue Mangers create hospitable places for people's most celebrated and memorable moments. The successful manager can recruit, motivate and above all retain a team of employees focused on the mission and values of the organization.

Finding employees and developing their potential is one of the greatest challenges that managers can face. When employee potential is maximized, your organization will be setup for success!

This monograph considers the first three steps of the employee life cycle; attraction to engagement.

Human Resource Management is concerned with all the decisions, strategies, principles, practices, functions, and activities related to the management of people as employees. HR management is aimed at adding value to service delivery and the quality of work life for employees, thereby contributing to the ongoing success of the organization. In addition to focusing on the individual at the work site, there is also an awareness of the importance of well-being and the role of outside factors on employee success.

Until a company has 50 employees, the HR function can likely be performed by one person. Larger organizations typically form HR departments. The HR department or designated HR representative supports and/or acts as a consultant to managers and other employees.

The Organizational Chart – Begin with a Roadmap

The ideal organizational structure aligns human resources with the strategic plan and vision of an organization. It ensures the existence of roles needed to accomplish goals. If the organizational structure provides a clear definition of the business of each work area, it can also provide employees with a clear direction of what they must do to succeed and excel.

An organizational chart illustrates how an organization distributes work and delegates authority. When well designed, an organizational structure allows people to act independently while automatically coordinating their activities. Every level or individual is empowered and held accountable for results. Senior leadership can then focus time and energy on the strategic activities of the business.

An effective organizational structure has significant impact on people's job success and on their ability to work in teams and deliver strategic value.

It can focus people on the customer and on delivering results, building a culture that encourages looking for better ways to provide service instead of protecting turf. Structure can be a starting point for building a high-performance organization.

Accepted management principles state that, in situations where constant decision-making is required, the recommended limit to span of control is four to seven subordinates per manager. Does your organizational chart reflect this?

"Span of Control" refers to the number of subordinates who report to a manager.

The traditional organizational hierarchy is as follows (titles will vary):

President/Vice President/CEO/Executive Title:

- Provides functional leadership, development of strategy, policy and practices

Director:

- Provides strategic guidance and decision making to a department

Manager:

- "Gets results through other people...by making them successful" (Anonymous)
- Plans and organizes

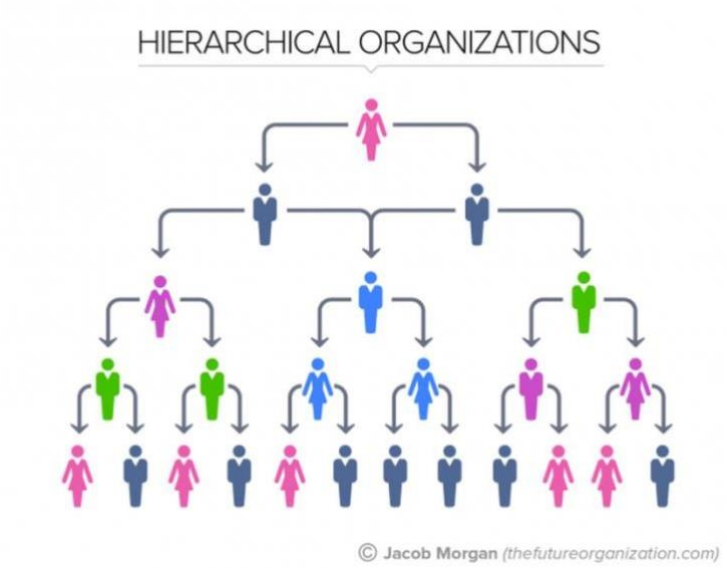
Coordinator:

- Focuses on coordinating and overseeing a specific area or project.
- Generally, not responsible for staff supervision

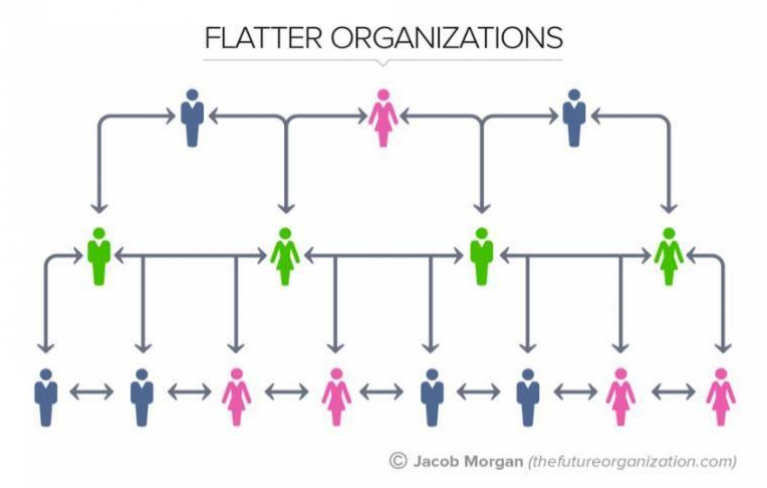
Supervisor:

- Provides on location direction of others in a specific task

Here is a visual representation of a traditional, hierarchical organization:



The non-traditional organizational chart tends to be “flatter”, with fewer layers and more open lines of communication and collaboration.



Attraction

Attracting the right people to enhance your venue’s culture and style maximizes employee success. In today's working environment venue managers need to strategically align employees with the organization’s mission and brand. The development of employees throughout their tenure must be as high a priority as attaining the venue's goals and objectives. A supervisor, manager, or leader must constantly ask themself "How do I motivate and grow my employees?"

The first step in understanding how to create a productive environment is to determine what motivates your employees. What can make pinpointing the priorities so difficult is that no two employees are identical. Do your employees know what they really want? Some employees can work under any conditions. Others are constantly critical, no matter what you do. How can the venue manager create the right environment for the venue?

Creating and Building the Culture

Employees want to know that their work stands for something significant. They want to be a part of an organization that stands out. Your venue should have a defining culture, so employees know what their expected response and behavior is. Culture can unify the staff behind a common theme of what they stand for.

Here are a few thoughts from some companies with well-defined cultures:

"We have a culture where we are incredibly self-critical; we don't get comfortable with our success."
Nike

"Our culture is friendly and intense, but if push comes to shove, we'll settle for intense."
Amazon

"Apply only if you are hopelessly optimistic."
Birchbox

"We are a hacker culture, which pushes employees to strive for improvement.
Facebook

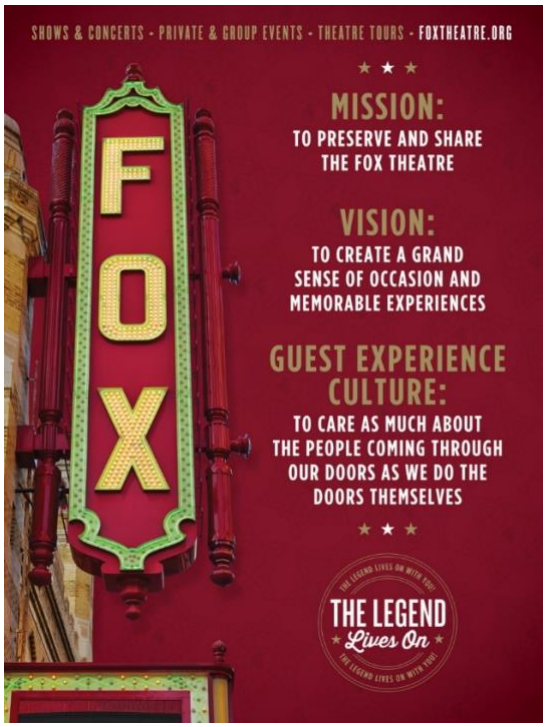
"Create an environment where employees can think big, have fun and do good."
Warby Parker

Is the current working environment representative of the desired organizational culture? Each of the above quotes reflects how culture uniquely defines the company's direction and purpose. Yours must also reflect your facility's style, city/environment, and purpose. Are successes celebrated? Does the culture represent an image acceptable for both the public and the staff to see? Is it an environment that encourages productivity? The venue and event management business is very demanding. All industry employees spend a lot of time at work. Why shouldn't the work environment be one that creates a positive and productive environment?

"At Zappos, our belief is that if you get the culture right, most of the other stuff – like great customer service, or building a great long-term brand, or passionate employees and customers –will happen naturally on its own." -Zappos

The benefit of building a culture is getting 100% buy-in to extremely high standards. Employees are highly motivated by being a part of something that stands for a unique way of excelling.

Here are a few examples of venue culture/ mission/values:



Job Analysis – First Step Towards Hiring Successfully

It is essential to review staffing needs before starting to look for job candidates. Begin by understanding the requirements of the job. What kind of personality, experience, and education are needed to perform effectively in the position?

A job analysis should cover the following areas:

- Mental and physical tasks involved (i.e. judgment, planning, lifting)

- How the job is performed (i.e. methods and equipment used)
- Reason the job exists – job goals and how it relates to other positions
- Qualifications needed (training, knowledge, skills, competencies, personality traits)

The job analysis can best be completed by the incumbent in a position or networking with employees and supervisors at other venues that have similar positions. It will answer the question, do we need this role?

The Job Description

Once the job analysis is complete, a job description can be written. A job description is an invaluable tool. It describes the goals, responsibilities, and duties associated with the position and can assist with training, promotion, and accountability, as well as performance appraisal.

Job Title:

- Describes the position as accurately as possible.
- Sets the tone for interactions.

Nature of the Work (Job Statement or Summary):

- A brief description of the position; explains why it exists and how it relates to others in the venue.
- Describes job tasks associated with the position and competencies needed to successfully accomplish the job.
- Outlines odd or unusual hours, travel requirements.
- Identifies exempt/non-exempt status – check local/national labor standards

Exempt: not covered by minimum wage and overtime provisions (i.e., executive or professional positions paid on a salary basis, commission salespeople)
Non-exempt: covered by minimum wage and overtime provisions (i.e., hourly workers)

Supervision:

- Includes supervisory responsibilities/ direct reports
- Indicates the position the employee reports to

Duties and Responsibilities:

- Specific, clear, concise, and complete; gives examples of tasks to be performed.
- Can be flexible when writing to accommodate future growth.

- Consider the catch-all, “other related duties as assigned”.

Knowledge, Skills and Abilities:

- Identifies basic qualities that must be possessed by the employee in this position.
- Includes knowledge and ability, i.e. knowledge of computer software (can be specific), skilled at performing multiple tasks.
- Details physical requirements, with specific examples (i.e. ability to lift 15 lbs. or more).
- Details any special requirements associated with the job including any occupational hazards.

Minimum Education and Experience:

- Outlines the educational requirements for the position but can include options for the substitution of experience.
- May want to maintain flexibility so as not to disqualify potential candidates and ensure equity.

The information should ensure that there is a realistic and current description of the job and tasks that will need to be performed, as well as the competencies that are required to be successful at the job.

Recruitment – How and Where to Find Employees

There are many ways to recruit the next best employee:

- Tap into personal and professional networks for recommendations.
- Contact school placement offices. List openings with colleges, universities, trade, and vocational schools. Be sure to include Historic Black Colleges to access a more diverse pool of great candidates.
- Establish an internship program.
- Particularly for entry-level or service-oriented positions, advertise in publications aimed at multiple ethnicities and in multiple languages, churches, shops, fraternities, or on neighborhood bulletin boards in the community. Make the effort to get the word out in places that reach people who might not be looking at your venue or industry websites or other media.
- Establish an employee referral program. Encourage current employees to recommend the company and offer bonuses for referrals that result in hiring.
- List current openings on a specific online job board through a professional association such as IAVM or MPI. This is a very effective way to attract skilled people in the industry.
- Use industry publications. Sports Business, Venues Now and other industry publications may advertise job openings in print and online (usually for a fee).

- Post on the venue website and social channels: Twitter, Facebook, Instagram, LinkedIn
- Teamworkonline.com is a comprehensive sport-related job board.
- Other job websites include indeed.com, glassdoor.com
- Use an employment agency or search firm. Private agencies will help with locating and screening candidates, for a fee.
- Job fairs for veterans, at colleges or senior centers.
- It can still be relevant to advertise in the local paper, as postings will also be online.

Screening Job Applications & Planning Interviews

Well-written job descriptions define the essential criteria for doing the job well. Use these criteria to evaluate each candidate's application and qualifications for the job. Develop a chart or rubric, with titles such as education requirements, years of experience requirements, five most critical interpersonal skills required. Rank the candidates on a scale of 0 –10 regarding how well they meet these criteria.

A chart like this provides a back-up document that demonstrates legitimate job-related criteria was used in making the decision (rather than illegal ones such as race, gender, or age).

Once four to six strong candidates have been identified, schedule interviews. Preliminary phone interviews can help to narrow down the field.

In advance of the interview, develop a set of job-related core questions to be asked of every candidate. Asking each candidate the same basic questions gives each one an equal opportunity to impress. Receiving comparable information on all candidates is more equitable, allows for effective evaluation and can reduce legal risk should the hiring decision be challenged.

Interview questions should be based on the job description. Look for information from the candidate that will reveal details about their skills, how they interact with others, and their previous work experience.

Avoid questions that elicit only yes/no answers. Instead, use behavioral questions that require the candidate to relate specifically how they have handled certain situations. Some examples:

"Describe an incident when you were confronted by an irate customer, and how you handled the situation."

"What would your current supervisor describe as your strengths and what would they describe as areas where you would benefit from coaching?"

Avoid questions that are not directly related to job functions or that may be misconstrued as discriminatory. It is NOT appropriate to ask questions about race, color, religion, national or ethnic origin, age, disability status, marital status, sexual orientation, or parenting responsibilities. If the candidate offers up personal information about these topics, inform them that such information is not relevant to the position.

Consider involving others in the interview process including in the development of questions, such as peers or subordinates who will report to the position. Panel interviews present a broad perspective of the make-up of your company as well as offering various perspectives on the candidate's responses and interactions. It also serves to offer buy-in for your team to help give feedback regarding new employees. Remember interviews are a reflection of the culture and values you wish to share, preserve and develop.

References – Do Your Homework

Always check a minimum of three work references. Some employers hesitate to give out detailed references. In this case the HR office will usually verify that the individual did work there, the dates of employment, and the job title. Many organizations will verify or refute data that you provide. Ask yes or no questions such as "This person states that employment ended due to an overall reduction in the work force. Is this what your records show?" or "Would you rehire this person?"

Questions from the interview process can be asked, such as, "What are the candidate's strengths and in what areas would they benefit from coaching?" These questions can help verify or dispute information.

For legal tracking purposes, document in writing all reference checks, and keep on file for three years along with all interview notes. Three years is the general limit within which an unsuccessful candidate can challenge a hiring decision.

Discrimination in Hiring Practices

Hiring practices are based on specific job requirements and qualifications. If proper hiring practices are followed, discrimination will not be an issue. There is legislation that mandates non-discriminatory hiring practices. In the United States, Title VII of the Civil Rights Act of 1964 prohibits discrimination in employment based on race, color, sex, pregnancy, religion, national origin, age (40 or over), or disability.

In Canada, the Human Rights Act of 1985 prohibits discrimination on the basis of race, color, national or ethnic origin, religion, age, gender (including pregnancy and childbirth), sexual orientation, gender identity, marital status, family status, disability (including medical

conditions and alcohol or drug dependency), political belief or association, social condition, and pardoned criminal conviction.

The Equal Pay Act of 1963 was an amendment to the existing Fair Labor Standards Act of 1938 in the United States (see Fair Labor Standards Act (FLSA) below), which prohibited sex-based discrimination in the same jobs (equal pay for equal work). The "Fair Pay Act" is a further amendment as of January 29, 2009 and expands protections to include the prohibition of wage discrimination based on sex, race, or national origin among employees for work in "equivalent jobs." It also gives employees an almost unlimited period to sue for pay discrimination. It is important to review pay decisions, performance appraisals, and any other action affecting employee compensation and to be up to date on changes to legislation.

Equal pay legislation, which prohibits an employer from paying employees of one sex at a lower rate of pay than is paid to employees of the other sex who perform the same or substantially the same work, is currently in force across Canada.

Addressing Persons with Disabilities

Employers in the United States are prohibited from discriminating against individuals with disabilities in any aspect of employment. Employers are further required to provide reasonable accommodations to enable workers with disabilities to perform the essential functions of their jobs, unless doing so would impose an undue burden on the organization. The Americans with Disabilities Act impacts employment matters such as job descriptions, pre-employment inquiries, pre-employment medical examinations, and physical facilities. The Canadian Human Rights Act also provides protection for people with disabilities. Accessibility is further addressed as a specific topic at Venue Management School.

So you got the Right one- What now?

Embrace their inner skills! Many companies believe in using personality profiles to identify the employee's inherent strengths and weaknesses when both under stress and in strong times. This method helps build a team that is not "all alike" but instead complimentary in personality and strengths. Self-analyses is a great starting point to building a team. Once you have determined what is most critical and where weaknesses lie, you must commit to either providing the training or a plan in which you/they can improve or complement existing skills.

On-boarding is a really important step in the life of a new employee that is often overlooked. If you take care to find the perfect people who will flourish in your culture and environment and then just drop them at their desk the first week hoping they know what to do next, you have lowered the success potential immensely. Think back to your first day of school each year. You sort-of knew what to expect but were not sure where you would

sit, with whom, if anyone would talk to you, what to wear, etc… The working world is not much different. Lay out expectations before the first day. Tell them where to go, who will meet them and be sure to settle them in with a tour and introductions. Set expectations for work plans, goals, and team interaction. Help them feel welcome before they arrive. Consider e-mails in advance of their arrival to show them what to expect (maybe a staff welcome video?) or help them integrate into things already going on. How confusing would it be to arrive on a crazy show day or in the middle of a conference and not understanding what was happening around you? Include them in newsletters and employee websites before they begin. Send event summaries in advance and daily schedules of the event in advance of their arrival. Perhaps all this is waiting in their e-mail In-box for first-day reading. Giving people the sense that they are "part of the team" before they walk through the door helps ease jitters and allows people to feel familiar and comfortable. It also wards off people changing their choice for somewhere else because they have begun a loyalty to you from the first "Yes, I will take the job."

Developing Recruits

"The number one reason people leave their job is to pursue personal development, the chance to learn something new. If you want to hold on to your best people, you've got to make sure that they're learning, growing, and changing".
--Russell Campanello-
Senior Vice President of Human Resources, iRobot

Let's say we have a blend of talented and not so talented people. The first step is an honest analysis of what we need to develop in ourselves and in our staff. Which skills are critical to success, who is weak at what, what is untapped?

- Create programs that recognize continuous learning as a valued asset to the company.
- Set-up mentor relationships between staff or managers
- Offer assistance with continued certification, recognize those on- staff who hold industry certifications like CMP, CEM, LEED, CVP or CVE
- Consider programs like staff reading assignments, send around articles of value to review at staff meetings, or have people re-teach what they learn at educational conferences.
- Hire consultants and trainers to support moving managers to next levels
- Create opportunities for interaction and learning so the staff can network with colleagues
- Give staff opportunities to practice presenting and speaking in public – highlight them as Subject Matter Experts to local college or university class through guest speaking, tours of the facility or teaching. Suggest Toastmasters for novice speakers to have a safe place to improve this skillset
- Participate in IAVM educational opportunities
- Build cross relationships with others in the industry that can act as mentors.

- Cross-training or assist with projects in other departments or collaborate between departments for a complete company solution.

Most employees want to be successful at what they do. However, we fail them if we do not provide opportunities for lifelong learning.

5 Generations sharing one space!

We now have five generations working side by side which has vast and exponential differences. From Maturists (often called Traditionalists) to Gen z's we have shifted from fax machines and homogenous workforces to smart phones, hybrid events, gig economies and incredible diversity. This is a huge benefit to a team but also requires some thoughtful leadership to help everyone take advantage of this shift as the opportunity it is.

Multiple generations in a workplace create an opportunity for people to learn from one another and hear different perspectives on the same ideas. One growing trend is that of "reverse mentoring," a program where a younger employee and an older employee help each other learn new ideas. Since millennials are digital natives, the assumption is that they have more to offer than older generations. While that may be true in tech, it's not necessarily true in other areas of work. Seasoned employees, conversely, have a lot more to teach junior employees about business intuition. Experience, various history to draw from and intuition that takes years of experience to develop.

"Leveraging the unique strengths of each generation and enabling them to learn from each other creates a more collaborative, engaged environment. When employees in general, and specifically millennials, have more opportunities to learn at work, their engagement, productivity, and overall happiness increases." Wes Gay, Forbes

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Formative experiences	Second World War Rationing Fixed-gender roles Rock 'n' Roll Nuclear families Defined gender roles — particularly for women	Cold War Post-War boom "Swinging Sixties" Apollo Moon landings Youth culture Woodstock Family-orientated Rise of the teenager	End of Cold War Fall of Berlin Wall Reagan / Corbachev Thatcherism Live Aid Introduction of first PC Early mobile technology Latch-key kids; rising levels of divorce	9/11 terrorist attacks PlayStation Social media Invasion of Iraq Reality TV Coogle Earth Glastonbury	Economic downturn Global warming Global focus Mobile devices Energy crisis Arab Spring Produce own media Cloud computing Wiki-leaks
Percentage in U.K. workforce*	3%	33%	35%	29%	Currently employed in either part-time jobs or new apprenticeships
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adaptors	Digital Immigrants	Digital Natives	"Technoholics" – entirely dependent on IT; limited grasp of alternatives
Attitude toward career	Jobs are for life	Organisational — careers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work "with" organisations not "for"	Career multitaskers — will move seamlessly between organisations and "pop-up" businesses
Signature product	Automobile	Television	Personal Computer	Tablet/Smart Phone	Coogle glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	Formal letter	Telephone	E-mail and text message	Text or social media	Hand-held (or integrated into clothing) communication devices
Communication preference	Face-to-face	Face-to-face ideally, but telephone or e-mail if required	Text messaging or e-mail	Online and mobile (text messaging)	Facetime
Preference when making financial decisions	Face-to-face meetings	Face-to-face ideally, but increasingly will go online	Online — would prefer face-to-face if time permitting	Face-to-face	Solutions will be digitally crowd-sourced

*Percentages are approximate at the time of publication.

Developing You

You too are an employee who needs "care and feeding." Do you take time to reflect, develop, refresh, and consider your career path and desires for growth? To be a great leader you must be self-aware and in your best place. This doesn't happen with neglect and "being always crazy-busy" can be a sickness not a necessity. Think about your reputation, contributions to the workplace and industry. Also be sure to weigh work/life integration and personal fulfillment.

What do you *want* to be known for?

What expertise *are* you known for?

What value do you bring to the organization?

Do you make a difference?

Do you invest in yourself? – Education, learning, mentoring, coaching, motivating

Summary

Hopefully this has given you many ideas starting with the understanding that your success is dependent on the talented individuals you have the privilege to work with each day. Once you find the talent you need, don't quit until you have tapped into their potential, helping them to develop their best - it will bring you success. There is no greater satisfaction than helping someone realize a dream, which helps you realize yours.

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