

STAFFING WITH INTENTIONS: FINDING THE RIGHT FIT

PLEASE REGISTER HERE:

AND GET A CERTIFICATE OF COMPLETION*



**Must attend the two sessions, and take a test with 80% to pass.*

STAFFING
WITH
INTENTIONS:
FINDING THE
RIGHT FIT

Facilitator:
Brandon Pendleton
4 Jewels HR

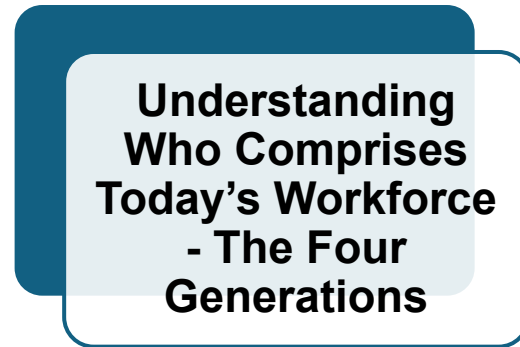
Who is this guy?



- Bachelor degree from the University of Missouri-Columbia (Journalism).
- Masters' degree from the University of Illinois at Champaign/Urbana (Human Resources Management).
- 20+ years in corporate America. Eleven years as a college professor.
- Held management positions for Ford Motor Company, Citibank, Boys & Girls Clubs of Chicago, Sears and Harold Washington College.
- Provided HR training and coaching for: Loyola University, Goldman Sachs 10,000 Small Businesses program, University of Chicago Small Business Growth Program.
- Owner of 4 Jewels HR (HR Training and Coaching).

Today's Agenda

Session 1



Session 2

- The “4 Jewels” Approach To Hiring
 - Changing/Improving Your HCA's Culture
 - Preparing Your HCA For a New Hire
 - Designing a Top-Notch On-Boarding Process
 - Behavioral Based Interviewing
 - Setting Performance Expectations



What's Different About Today's Workforce

The New Normal



The Expectations of
Today's Workforce For
Employers and
Employees Has
Changed (Yes or No)

How Has The Workforce
Changed?
(Open-Ended)

What characterizes the “new normal”?

**Remote work &
Flexible hours**

**Employee wellness
(mental
health)/Empathetic
leadership**

**Technology - HCA's
pivoted to digital
platforms. Some
adapted quickly.
Others not so much.**

**Employer and
employee
expectations**

**Wage/salary
demands**

**No coming to work
“sick”**

Common myths about “New Normal”

No one wants to work anymore, especially if they can't make a lot of money.

Remote work kills productivity. Housing Counseling ineffective if not in person.

Flexible work schedules don't work.

**No one
wants to
work,
if they
can't get
“paid”**



Attract more capable and productive workers.



Lower turnover, which reduces costs lost production, and hiring and training new workers.



Enhances quality and customer service.



Challenge is that HCA work is funded by state/local/federal sources, so funding shortfalls are real...especially now.

No one wants to work anymore, especially if they can't make a lot of money.



Reality: People still want to work—especially in mission-driven roles—but they expect fair pay, purpose, and flexibility.



Highlight Mission-Driven Impact

Emphasize how employees contribute to meaningful change—this attracts value-oriented candidates.



Offer Non-Monetary Benefits

Flexible scheduling, remote work, wellness time, and professional development can offset limited budgets



Communicate Career Growth

Outline skill-building opportunities, mentorship, and cross-training to show long-term value.

Remote work is less productive

Various studies have shown work production increases as high as 47%.

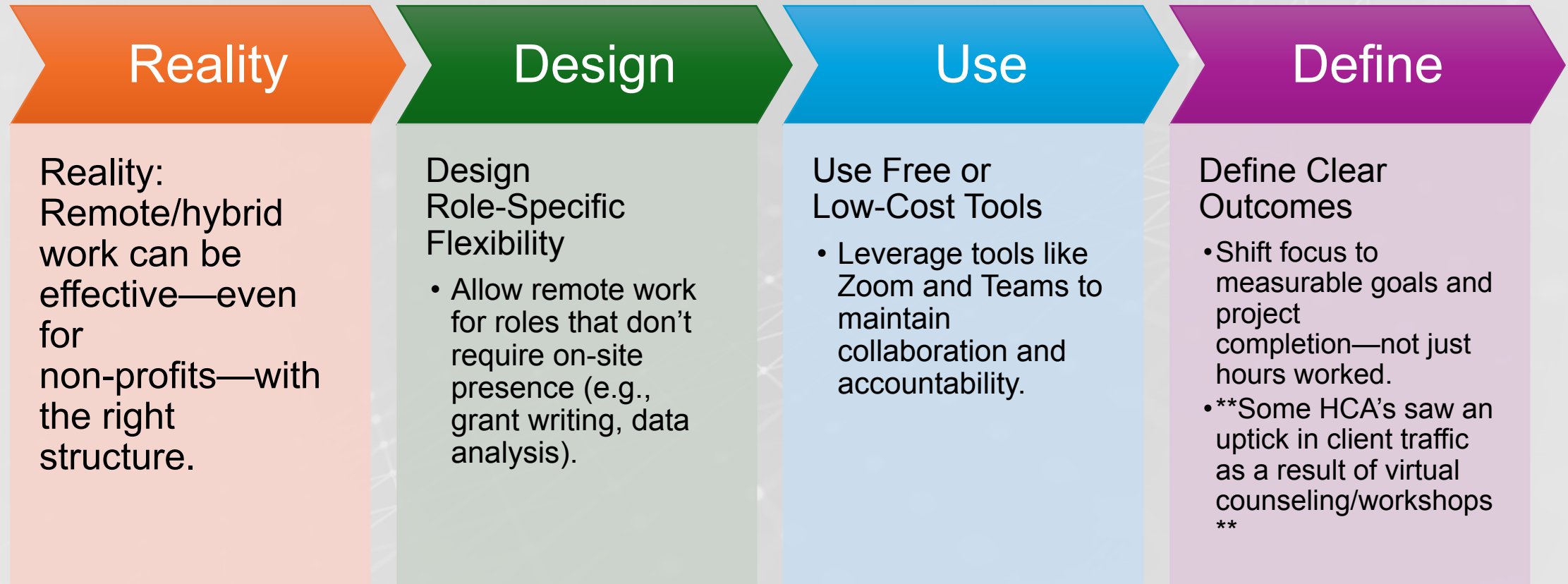
No commute increases time to do actual work.

Less “water cooler” talk.

More time for exercise. Leads to better mental and physical health.

On the clock “guilt”.

Remote work kills productivity



**Flexible
schedules
don't work.**

Decrease burnout.

Productivity increases.

Improve job satisfaction.

**Create a better workplace
culture.**

Flexible work schedules don't work.



Reality: Flexible work schedules can work effectively in small businesses—when implemented with structure, trust, and clear communication.



Implement Clear Guidelines and Expectations

Set core hours when everyone must be available (e.g., 10am–2pm), while allowing flexibility outside those times.



Measure Performance by Results Not Hours

Shift focus from time clocking to goal achievement and output.



Maintain Strong Communication Routines

Use daily or weekly team check-ins (virtual or in-person) to keep everyone aligned.



Class Exercise

Embracing the “New Normal” at your HCA



Class Exercise – Embracing The “New Normal”

Discuss the concepts you just learned about the “new normal” in your group, then brainstorm and produce at least one (or more) of each of the following:

1. Non-monetary benefit or career growth opportunity.
2. Design role-specific responsibility or define a clear project completion outcome.
3. Outline of a flexible work schedule (set expectations).

Who Comprises Today's Workforce ?

Understanding The
Different
Generations



Which Generation Is The
Most Difficult To Work
With? BB, Gen X, Mil,
Gen Z (Poll)

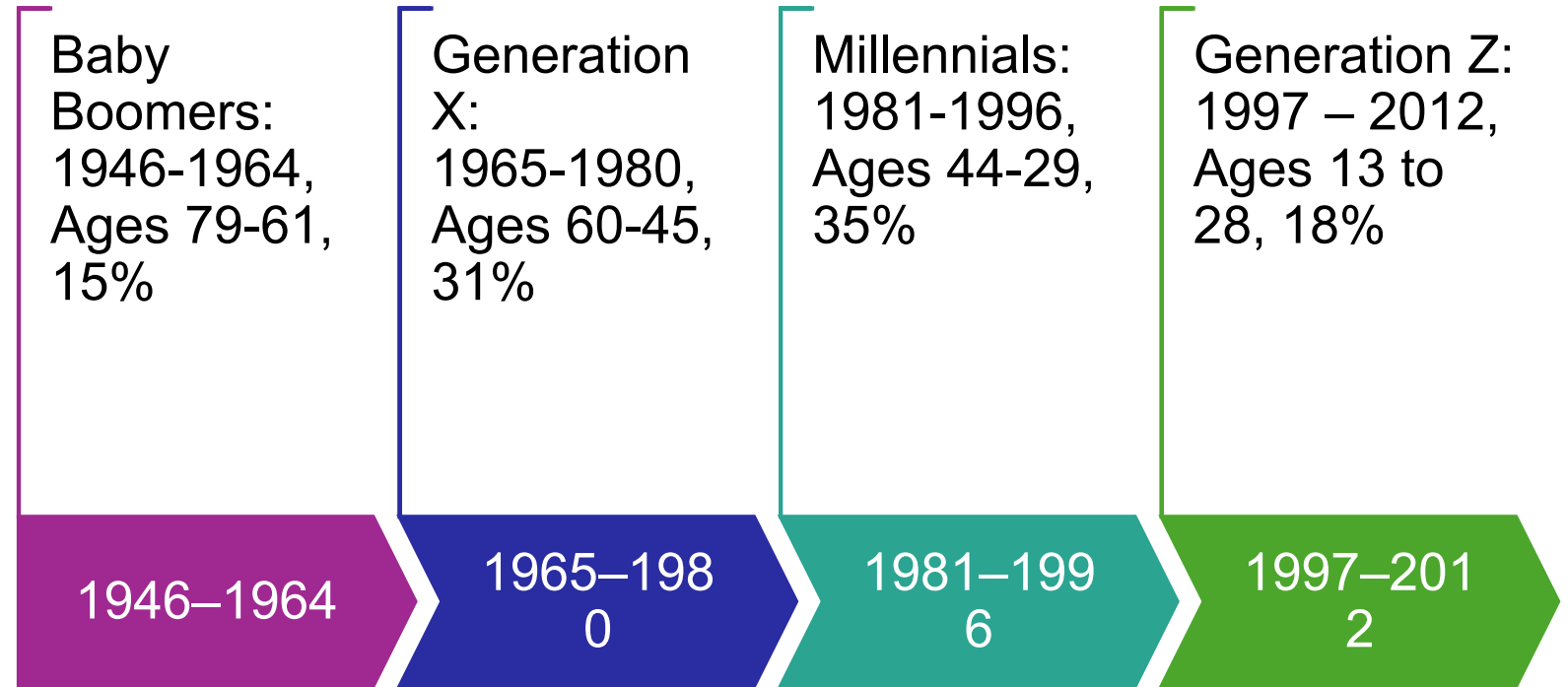
What Comes to Mind
When You Think of Baby
Boomers? (word cloud)

What Comes to Mind
When You Think of Gen
X? (word cloud)

What Comes to Mind
When You Think of
Millennials? (word cloud)

What Comes to Mind
When You Think of Gen
Z? (word cloud)

Current Workforce By The Numbers





Baby Boomers

1946-1964



Today's Current Workforce – Baby Boomers (1946-1964) 15%



How they work:

They are workaholics.

They actually like meetings.

They do not balance work and family very well.

Feedback and rewards to them are money and titles. Believe in paying one's dues. Loyalty.

Communicates style is collegial. They prefer face-to-face and phone calls.



Who they are:

Post WW2 – optimism, opportunity and progress. But also, Civil Rights Movement.

Grew up in a two-parent household.

Good with technology. Not great.

Prefers face-to-face communication.

Generation X ⁺ • ○

1965-1980

Today's Current Workforce – Generation X (1965-1980) 31%

How they work:

- Independent – fewer rules.
- They prefer a balance between an informal and structured environment.
- They want feedback quickly and immediately.
- Likes to challenge others and ask questions.
- Motivated by work-life balance and individual interest over company's
- Communicates style is direct. They like e-mail and phone calls.

Who they are:

- Born into a rapidly changing social climate and economic recession.
- Latch-Key Kids – Both parents work, rising divorce rates and downsizing from jobs.
- Emergence of high-tech and information age.
- Small group compared to Baby Boomers and Millennials.



Millennials

1981-1996

Today's Current Workforce – Millennials (1981-2000) 35%



How they work:

Very good at multi-tasking.

Very entrepreneurial, passionate and creative.

Dress code? What dress code?

Motivated by quality of manager, work experience and level of responsibility

Want challenge, growth, fun and work-life balance.

Communicates style - direct. Like to hear a LOT of feedback and praise. Instant messaging (texts), email, video calls.



Who they are:

Shaped by Internet, 9/11, economic downturn. Fast learners. High tech generation.

Very social, civic, open-minded and achievement-oriented.

They like to think outside the box and are open to new ideas.

Now the largest group in the workforce today.

1997-2012
Generation Z



Today's Current Workforce – Generation Z (1997-2012) Under 18%

How they work:

- Convinced that the work world is a brutal jungle.
- Very cautious. They want to succeed.
- Very entrepreneurial. They all want their own company.
- Kind of a cross between the Veterans and Millennials.
- Their network of people is their true power. Even more than a job qualification.
- Communicates best by smartphones – texts and emails.

Who they are:

- Born during the War on Terror and The Great Recession.
- Fast learners. Really fast learners.
- Very social, confident and realistic.
- They live through social media (Twitter, Instagram, Snapchat, etc) and their smartphones.
- Independent. They are always in a rush.

Other characteristics of Generation Z

**They process
information really
fast.**

**Many are choosing
to skip the
“traditional” college
route and go directly
into the workplace.**

**More will opt to
receive degrees
online. Much
cheaper and faster.**

**VERY
entrepreneurial.**

**Very social,
individual and
global.**

Session 1 - Summary



In today's workforce "normal" is very different than it was just a few years ago.



Employee and employer expectations have changed with respect to work hours, work conditions, work relationships and compensation.



For the first time in our history, we have four different generations in the workplace at the same time.



Each generation has different characteristics which are important to understand when recruiting and managing in today's world.



Next Session

The “4 Jewels” Approach To Hiring

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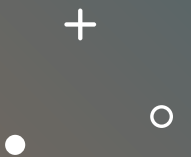


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Session 2

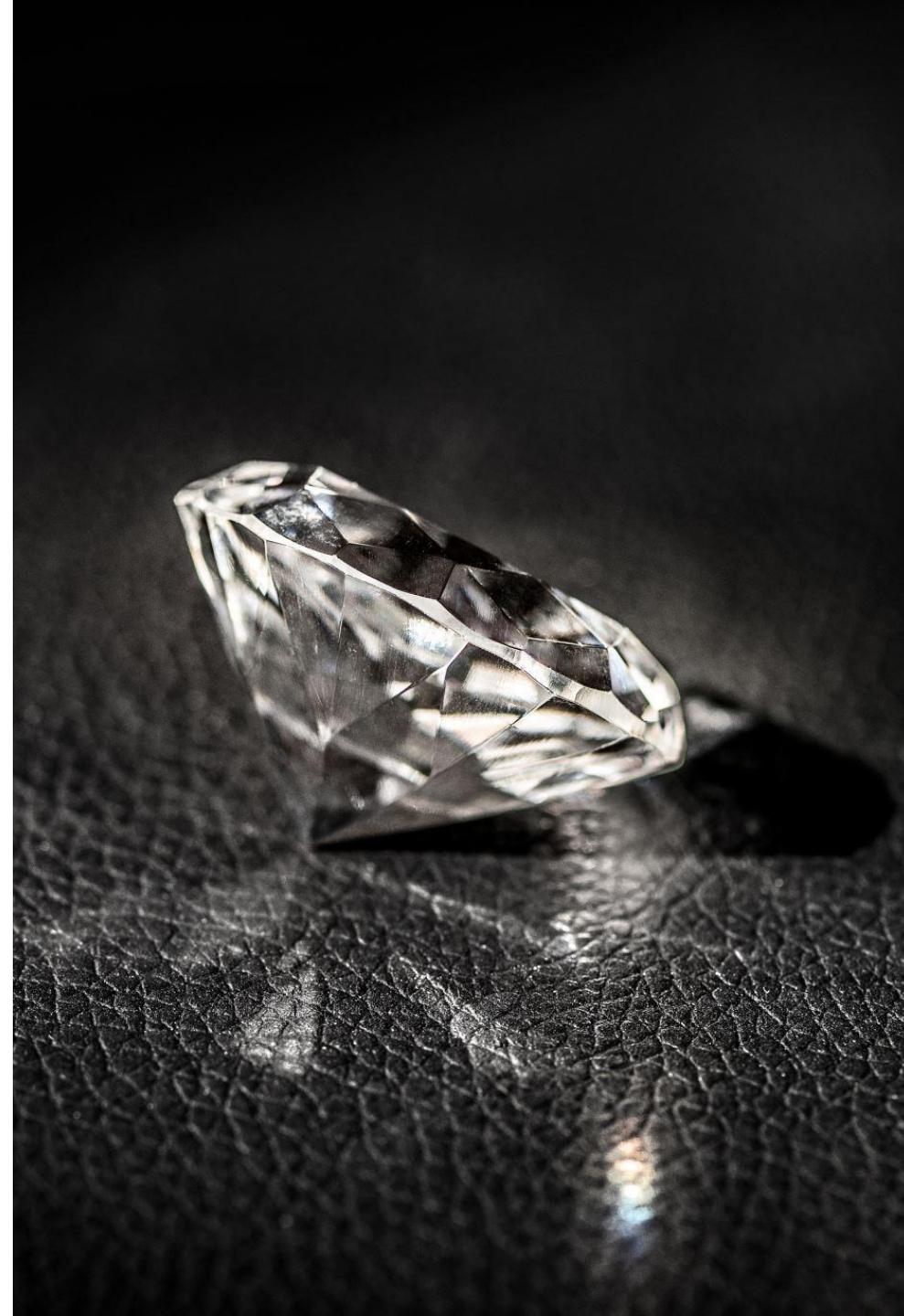
Agenda

The “4 Jewels” Approach To Hiring

- Changing/Improving Your HCA’s Culture
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 - Setting Performance Expectations
- 

The Hiring Process

The 4 Jewels Approach to Hiring



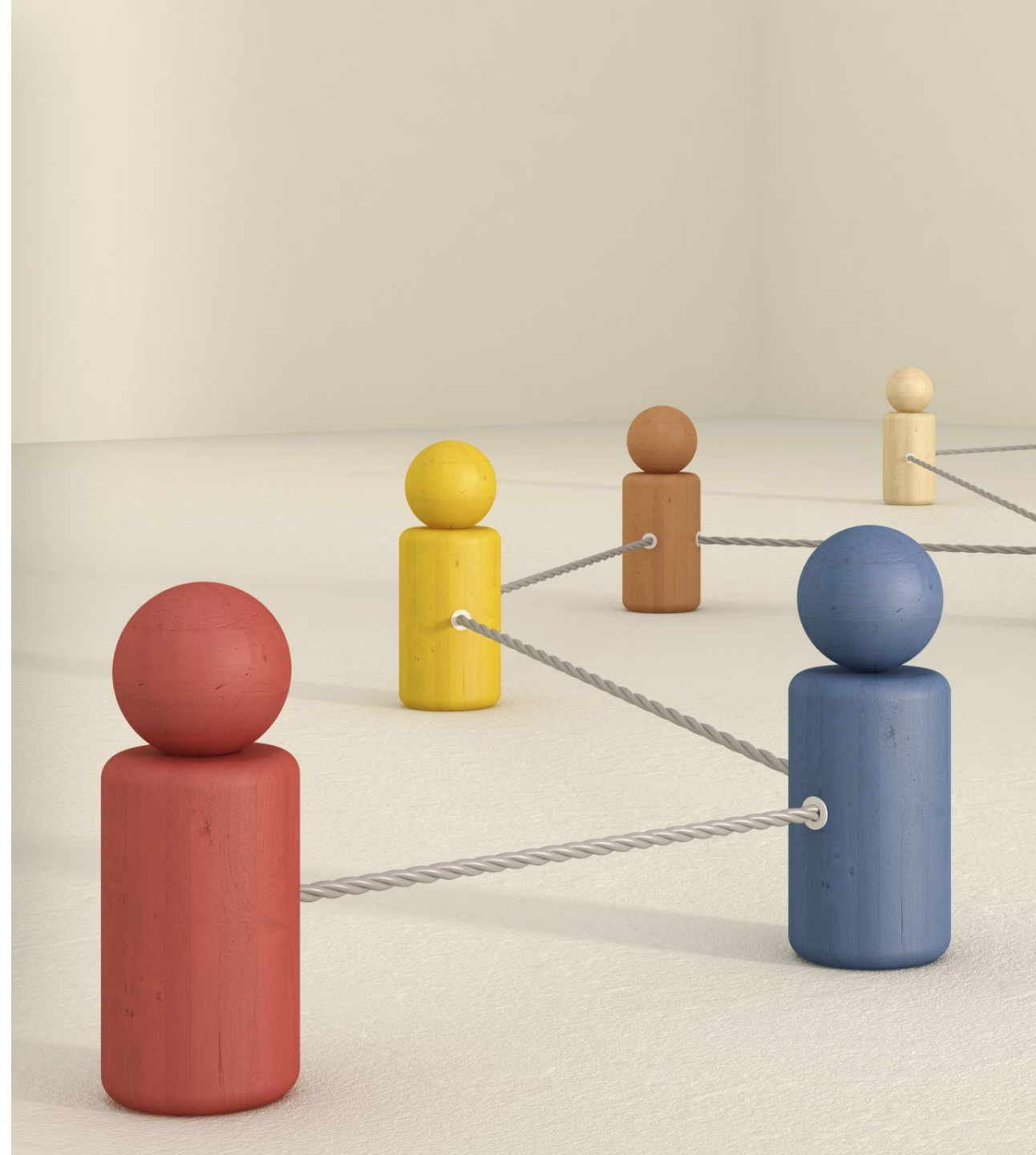
What Does “Culture”
mean? (word cloud)

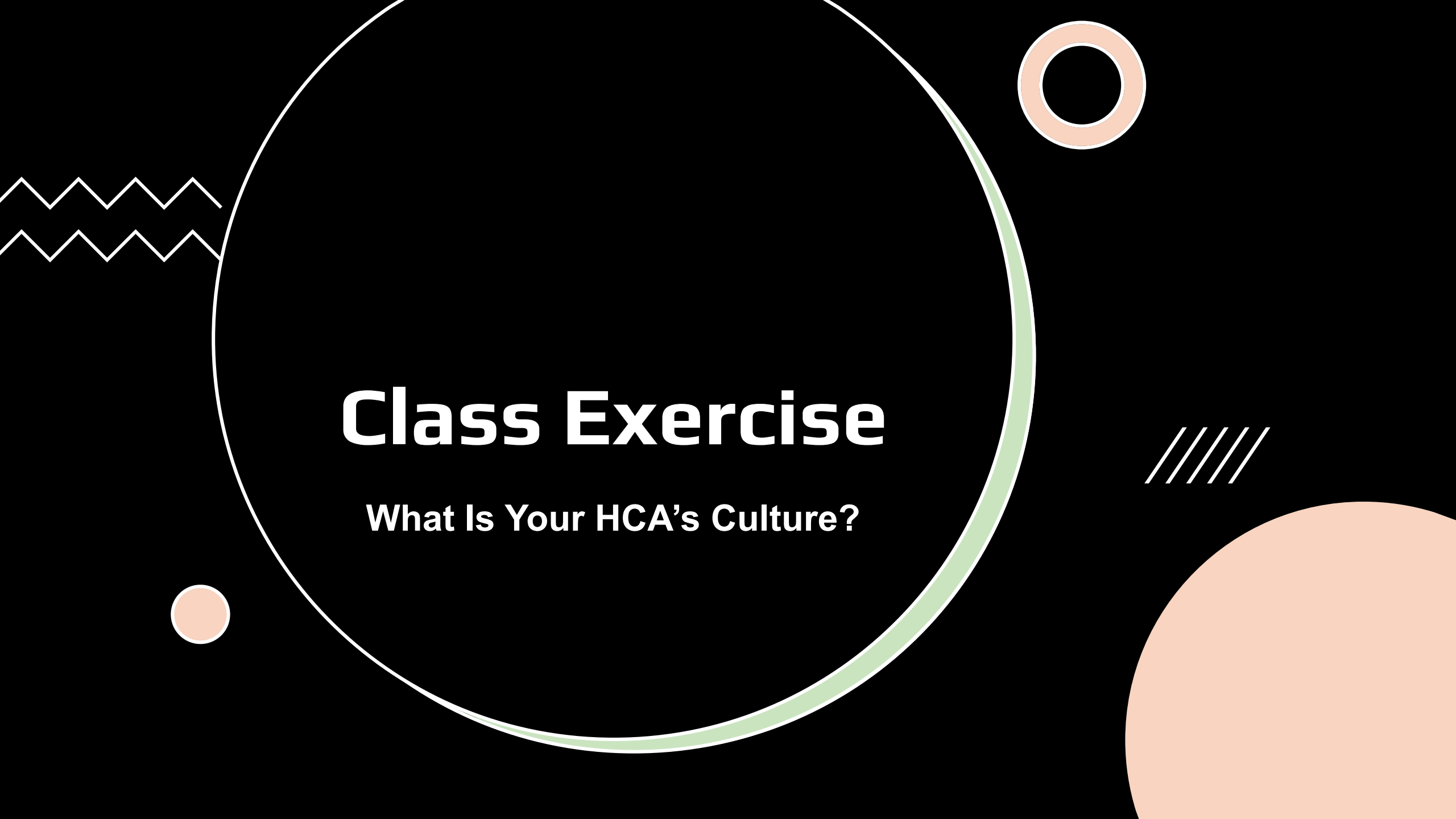
Do You Think Company
Culture is Important?
(Poll)

Why Is Company Culture
Important?
(Open-Ended)

What is Culture?

The shared values, beliefs and practices that characterize a group that interacts regularly.





Class Exercise

What Is Your HCA's Culture?

Class Exercise: Company Culture



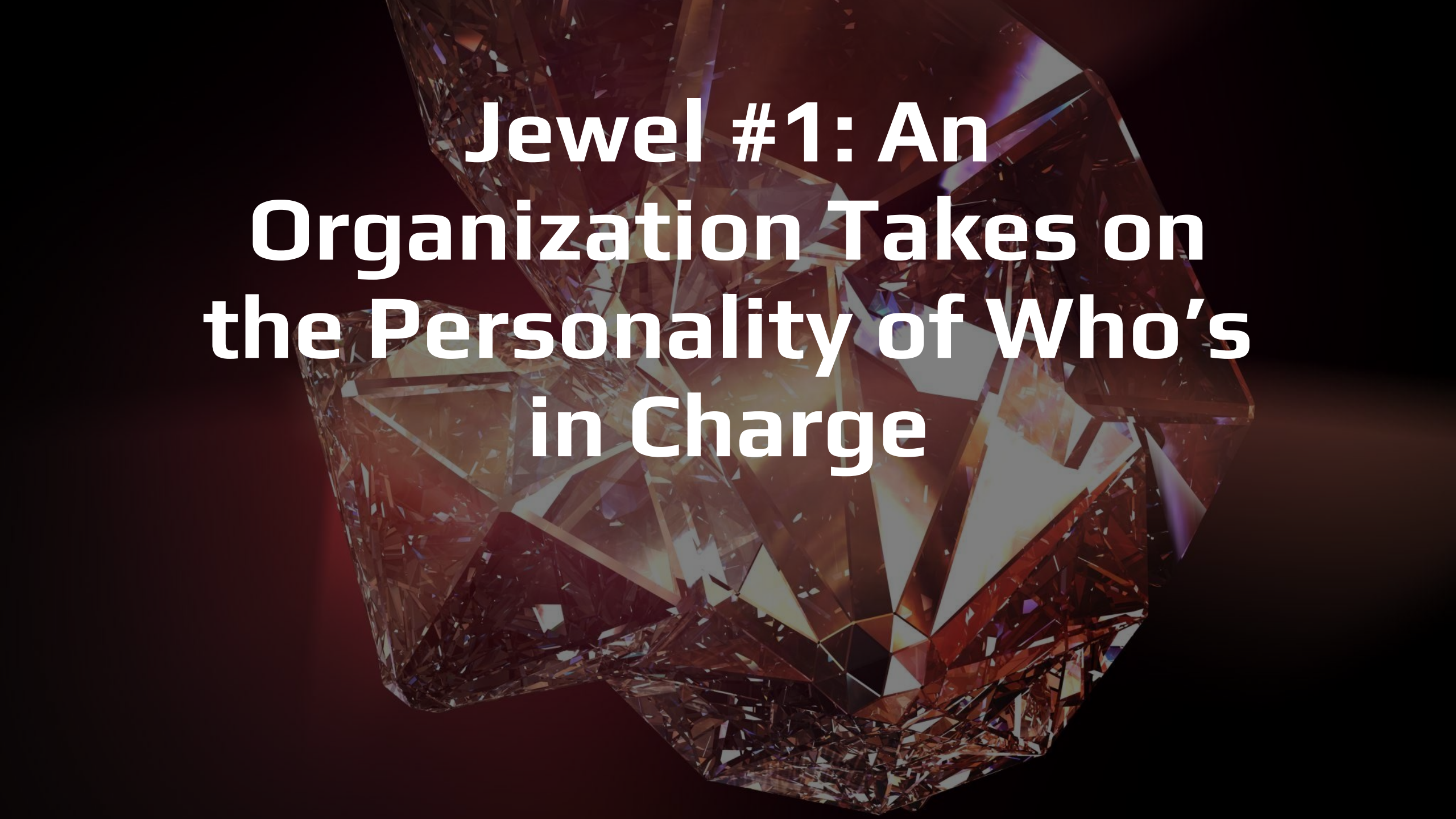
Think about the culture at your company. Basically, your shared values, beliefs and practices.



Individually, take 5 minutes to identify some of the positive and (if any) negative effects of your company culture.



In your group, share and discuss your company culture. Be prepared to share with class.



Jewel #1: An Organization Takes on the Personality of Who's in Charge

Start With The Foundation



Understanding Your Company Culture

What does Company Culture do?



Tells new hires who you are and what you value



Guides the behaviors and interactions of employees



Interprets what behavior means



Shapes the feelings of employees



Rewards or punished employees



Profoundly shapes what your organization produces

Change or Improve Company Culture

Seven Key Actions for Leading Cultural Change:

1. Create Urgency – Clearly communicate why change is necessary.
2. Define the Vision – Develop a clear vision and strategy for change.
3. Share the Vision – Consistently communicate the vision across all levels.
4. Empower Action – Remove obstacles and encourage innovation.
5. Celebrate Quick Wins – Recognize and reward early successes.
6. Build on Progress – Reassess, refine, and expand successful efforts
7. Anchor the Change – Show how new behaviors drive long-term success

Jewel #2: View New Employees as Investments, not Expenses

Investment Vs Expense – A Mindset Shift

- Unfortunately, we tend to think of employees as expenses.
- We think of them as a necessary cost (expense) instead of a strategic choice (investment).
- We think of them as a cost that has to be delayed, reduced or avoided if we can (expense) instead of planned, prioritized, and budgeted (investment).
- We think of them as a cost we need to control (expense) instead of one that generates long-term value or impact (investment).



Preparing the Business for the New Hire

A business is a system, and new elements will change the system.

A new employee is a new element.

Consider how you want it to change, or don't want it to change, when you bring in new talent.

The checklist below should help you anticipate the consequences of hiring and plan accordingly.

- Whose work will the new person take on and how will he/she feel about this? Gains/losses in role?
- How will you introduce the new employee?
- How will the new person learn the new job?
- With or for whom will the new person work?
- How can you prepare the existing employees for the changes?
- How will the system operate differently?
- What changes will be needed to fully support the new person in contributing their talent?
- What does this new “element” allow the business to do and how can this benefit everyone?

Why On-boarding is important?

Sets the tone

- Introduces company culture, values, and expectations from Day 1

Speeds up productivity

- Structured support helps new hires contribute faster

Reduces turnover

- Engaged employees are more likely to stay long term

Builds trust

- Creates a sense of belonging and confidence in leadership

Ensures consistency

- Every new hire receives the same essential info and training

On-Boarding Process: Before Your New Hire Starts

- Set the stage for success
 - Prepare workspace, secure all needed work tools and secure log-ins
 - Assign a “welcome buddy” or mentor
 - Send a welcome email with “Day 1” information
 - Organize HR paperwork and onboarding materials
 - Notify team and encourage welcome messages

On-Boarding Process: First Day on the Job

Make Them Feel Welcome

Personal
greeting and
office tour

Welcome
meeting with
supervisor
and team

Complete HR
paperwork

Set up email,
work tools,
and systems

Review
mission,
values, and
culture

Team lunch
or coffee
with a buddy



Pro Tip: Provide a “Day 1
Agenda” to ease nerves

On-Boarding Process: First Week on the job

Start integration and training

Begin job
training and
shadowing

Schedule 1:1
check-ins (Day
3 & Day 5.
Don't miss
these!)

Intro to key
team members
& departments

Assign a small
project for
early success

Review
communication
tools and
norms



Pro tip: Ask for feedback to
catch concerns early on

On-Boarding Process: First 90 Days on the Job

Build confidence and contribution

Set clear
performance
goals by
Week 2

Gradually
assign more
complex
tasks

Hold
bi-weekly
progress
check-ins

Offer
training and
development
resources

Conduct 30-,
60-, and
90-day
reviews



Pro tip: Celebrate milestones to
boost morale and retention

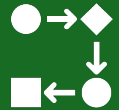
Class Exercise

Design an On-Boarding Process

Class Exercise – Design and On-Boarding Process



Individually, take 5 minutes to think about at least one to three activities you would do at each stage of the on-boarding.



Share the ideas for your process with your table.



Provide feedback to your table partners on their process.

Jewel #3: Hire for Fit, Not Skill



Step 2: Behavioral based Interviewing

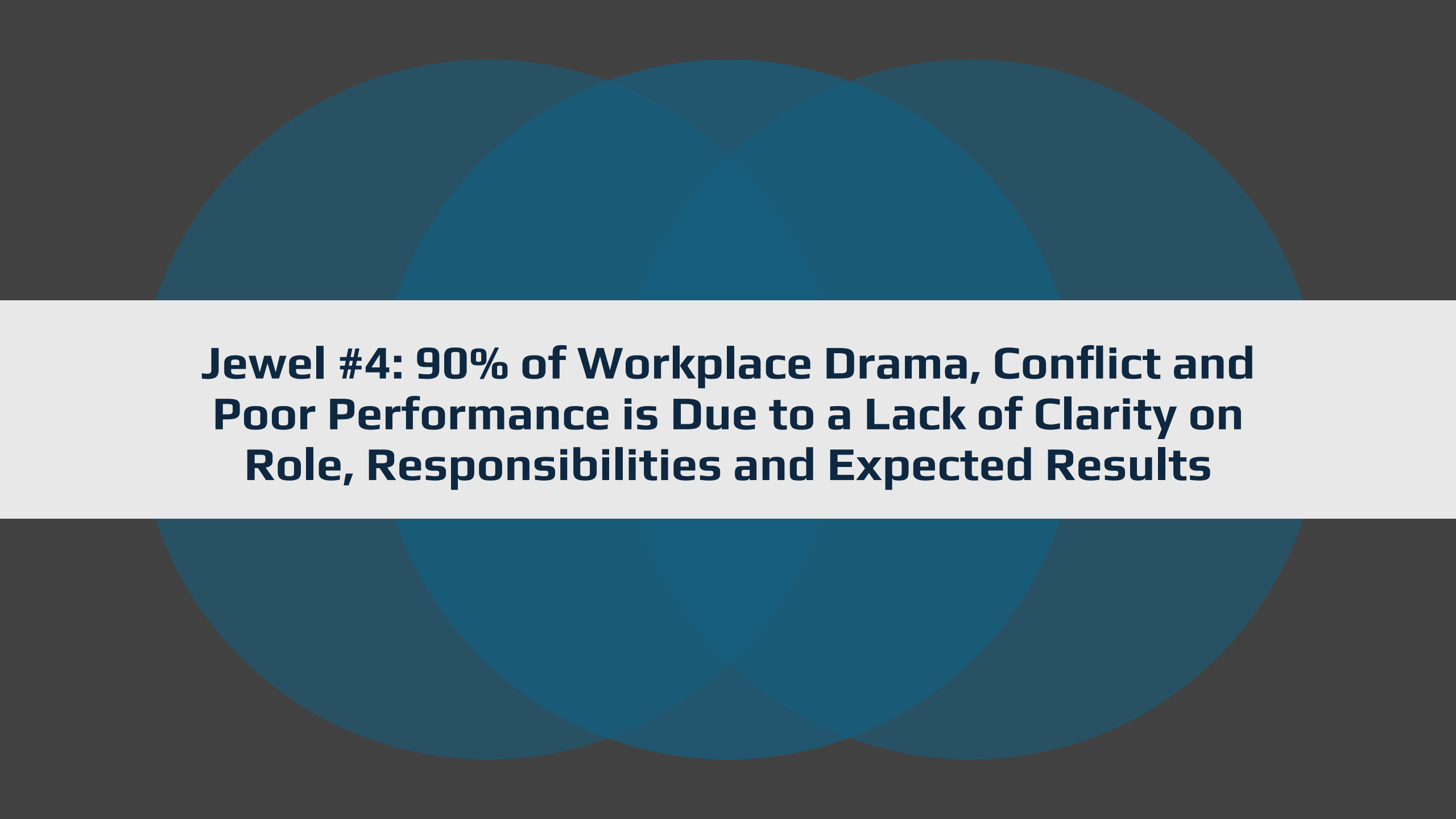
Past behavior is the best indicator of future behavior.

Ask potential candidates about specific instances of displaying and/or using skills you'd want to see in our position/company.

Excellent way to hire for fit not skill.

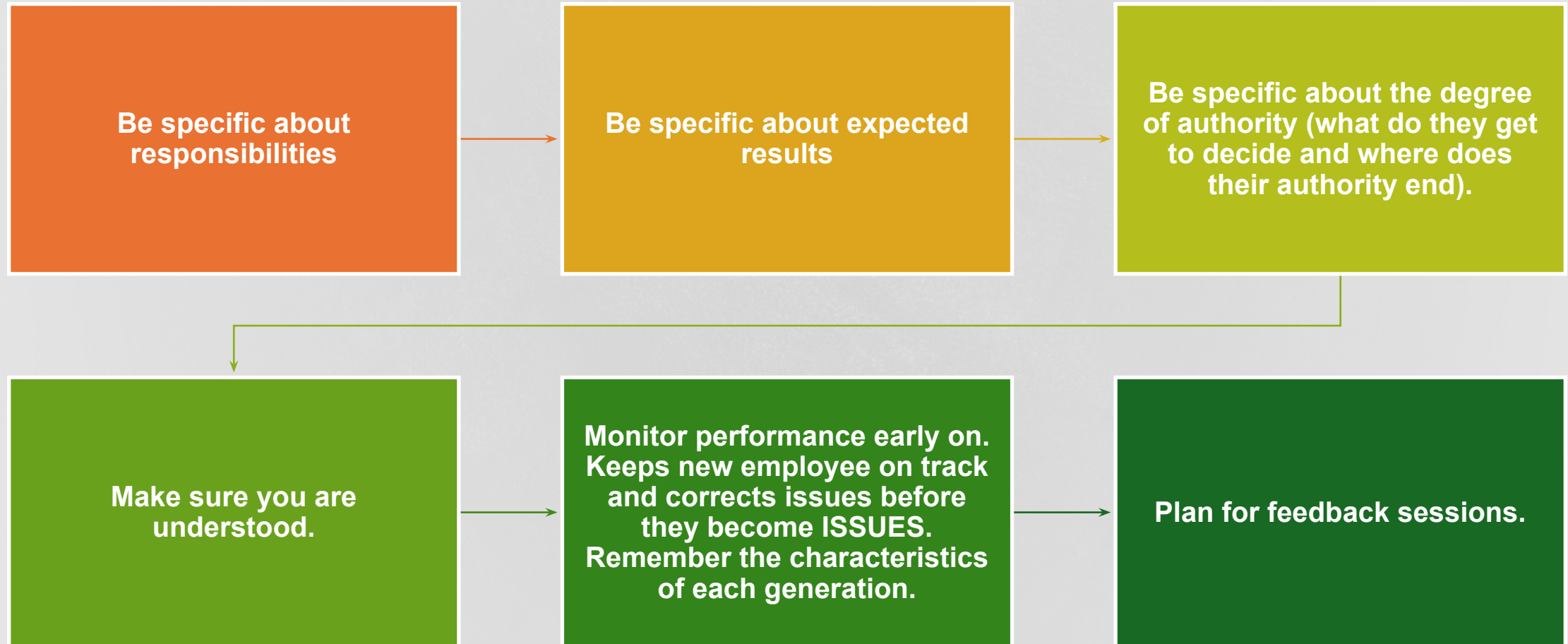
Makes sure a potential employee's values align with yours.

Write ONE Behavioral
Based Question
(Open-Ended)



Jewel #4: 90% of Workplace Drama, Conflict and Poor Performance is Due to a Lack of Clarity on Role, Responsibilities and Expected Results

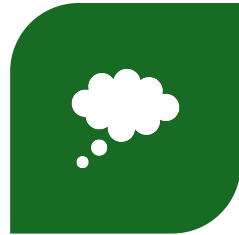
Step 4: Setting Performance Expectations



In Summary...



DEFINED THE “NEW
NORMAL” IN TODAY’S
WORKFORCE.



DEBUNKED COMMON
MYTHS ABOUT
MODERN WORK
TRENDS.



EXPLORED
GENERATIONAL TRAITS
AND THEIR
WORKPLACE IMPACT.



HIGHLIGHTED THE
IMPORTANCE OF
COMPANY CULTURE.



INTRODUCED THE 4
JEWELS APPROACH
FOR INTENTIONAL
HIRING.