Attracting, Hiring and Keeping the Best Staff!

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Audience Disclosure Statement

• Christie Knott
  • Employed consultant for Predictive Synergistic Systems
• Brandi Phillips & Tim Casey
  • No conflicts of interest
Background/History

- Allegheny HealthChoices, Inc. (AHCI) was formed nearly 20 years ago to provide oversight to Allegheny County’s Behavioral Health Medicaid Managed Care Program.

- Currently have a staff of 30-ish – full time/part time/casual/contractors in a variety of locations.

- Like most organizations, especially a small one, recruiting and retention are time consuming, costly, and disruptive.

- We were looking for a tool to assist us with this issue.
Finding Help in Recruiting & Retention

• HR Professional/Consultant
• Online Tools
• Alumni Networks
• Using “Experts” in mentoring/staff development
• Navigating the myriad of “Screening Tests”
Predictive Index

• Simple to Learn – AHCI has two certified staff
• Easy to administer and quick to take
• Online tools/Frequent opportunities for learning
• Can be used for both recruiting and retention
• Incorporated into organizational culture/continuing education
• Part of performance reviews and staff supervision
PART ONE:

Workforce Trends & Analytics
The War for Talent Continues to Heat Up

- Average employee tenure of any age, is 4.6 years (Millennials leave after 2)
- Numerous companies have adopted strategies to appease employees
- 76% of workers are actively looking for a job/open to new opportunities
- 48% of employers cannot fill vacancies due to skills gap/high attrition rates
- 90% of employers anticipate competition for talent in India, N.America, & Asia
- Greater emphasis on the “employee experience” because companies are being forced to focus more on corporate culture and values than pay to retain employees
Psychometrics Are The Key To Understanding An Employees Personality

Personality testing provides standardized, reliable information that helps organizations decide whether or not an employee is a good organizational fit.
Today’s Workforce at a Glance

10,000 Baby Boomers are retiring each day.

By 2021, 51% of the workforce will be Millennials.

In 2008, there were 40 applicants for every open position in the US. In 2016, there were only 1.4 applicants for every open position.
What Millennials Want At Work

<table>
<thead>
<tr>
<th>Flexibility</th>
<th>Sense of Purpose</th>
<th>Inclusiveness</th>
<th>Open Communication</th>
<th>Development Opportunities</th>
</tr>
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<tbody>
<tr>
<td>Ability to set start time or work from home. Allows for more work/life balance.</td>
<td>Paycheck isn’t everything, millennials want their work to have meaning.</td>
<td>Shown as part of team. They want coaches, not bosses.</td>
<td>Ongoing, continual feedback, not just annual reviews.</td>
<td>Not pursuing job satisfaction, but opportunities to advance.</td>
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1 of 3 new hires quits their new job within the first 6 months of hire.

The Cost of Turnover for a mid-level employee is 150% of their annual salary.

Are you finding the right fit and onboarding properly?
The Predictive Index

What Is the PI Behavioral Assessment?

• A behavioral instrument that helps us understand how someone responds to their environment & people in it
• Predicts aspects of job performance independent from knowledge, skills or abilities

So…How Do You Know It Works?

• More than 2.5 million PI Behavioral Assessments administered annually
• Backed by scientific studies
• Over 500 validity studies that confirm the instrument’s reliability and validity
• Ongoing research and testing
What Does PI Measure?

**Dominance**: The drive to exert one's influence on people or events

**Extraversion**: The drive for social interaction with other people

**Patience**: The drive for consistency and stability

**Formality**: The drive to conform to rules and structure
PI Behavioral Assessment
Learning Indicator

Stable over time

Resume and Interviews
Change over time

The whole person shows up at work!
Activity One:
Complete your own PI Survey
PART TWO:
Attracting Talent
Understand and Define The Job in Context

Behavioral Demands of the Job
(PRO, Top Performers, Job Validity Study)

Education & Experience Requirements

What the Job Requires

Job Performance
Key Result Areas
How will you measure success outcomes?

Assess Culture
Stable, Changing Supervisor, Team
PRO for a Position

1. Complete PRO
2. Plot their scores
3. Name and Contact info
4. Ask Key Questions to Profile the Role
Case Manager

Job Pattern Date: 5/12/2017
Job Assessment Completed: 08/25/2017

The results of the Job Pattern should always be reviewed by a trained PI Analyst. The Job Report provides you with a brief overview of the results of the Job Pattern. If you have not yet attended The Predictive Index® Management Workshop, please consult someone who has attended in order to do a thorough job analysis.

Summary

The focus of this position is friendly, congenial and outgoing communication skills with emphasis on interacting with individuals at all levels in an organization comfortably.

This role requires a very empathetic communicator, someone who is able to reach and stimulate others while being aware of and responsive to their needs and interests. The ideal candidate would be very unselfish in style; someone who derives satisfaction from doing things for other people, and being liked and respected for doing so.

The role requires qualities such as patience and understanding, someone who is a particularly good listener. People will find this person easy to talk to, and will feel no pressure from this relaxed approach. A good candidate’s unselfish and unobtrusive interest in others is helpful in developing and maintaining personal relationships, as is their ability to recognize and understand widely differing points of view. This individual will subordinate their own interests to those of others, including the customer, company management or the team of which they are a part.

This job requires little personal involvement with details, and allows freedom from strict adherence to company policy. The pace of this job is steady, and allows a relatively unhurried pace. This position requires involvement with some repetitive work, particularly repeat and long-term contact and communication with people.

The primary goals and initiatives of this role are clearly established, and the manager will establish the priorities. The primary requirements of this role are to understand and get along well with individuals at all levels in the organization, customers, and/or others business partners.
DECODING THE HUMAN
6 seconds of screening... then we interview

but with less than 10 minutes of prep...
Reviewing Resumes

People spend on average 7 seconds looking at a resume...

Primary items reviewed:
• Personal information
• Current Job Information
• Education

How much of this 7 second focus tells you how well he/she will perform in the role?
Hiring Managers – Key Characteristics

• It takes about five seconds to give/make a first impression
• Don’t use your “connection” to the candidate in the interview to determine who is the best fit

What Traits Do We Need to Consider in this Role?

•
•
•
•
Reading a Pattern
BEHAVIORAL FACTORS

A = DOMINANCE = IDEAS
B = EXTRAVERSION = COMMUNICATION
C = PATIENCE = WORK PROCESS
D = FORMALITY = INFORMATION
DOMINANCE | BEHAVIORS

- DEFERENTIAL
- SUPPORTIVE
- DETERMINED
- FORCEFUL

LOW ← AVERAGE → HIGH

- Include others / Collaborate
- Make an impact / Thumb print

DRIVES

NEEDS

AVERAGE
• Provide me time to think it through.

• Let me talk through it with others.

EXTRAVERSION | BEHAVIORS

- PRIVATE
- REFLECTIVE
- SOCIABLE
- INFLUENTIAL

LOW → AVERAGE → HIGH

NEEDS

DRIVES
I respond positively to pressure and need variety. I am most comfortable with familiarity.
• Don’t confine me to rules and structure.

• Give me framework and structure.
We are all awesome!
PART THREE:

Fit To Role
The Job: Sample Case Manager PRO

- Requires a strong service orientation; a selfless approach
- Catalyst for collaborative, team interaction
- Initiates cooperative contact with people in a wide range of jobs
- May provide coaching, empathetic support to others
Heather

- Seeks results
- Likes perfection
- Evaluates task completion as measure of success
- Skeptical by nature

BEHAVIOR

- Dominance
- Extraversion
- Patience
- Formality

[Graph showing behavioral traits with points A, B, C, D indicating high and low levels]

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Zack

- Poised and effective communicator
- Initiates work; proactive
- Natural persuader
- Quick to connect
- Doesn’t discourage easily
Don’t accommodate differences, love them
Activity Two:

Create a Case Manager PRO
Next Steps

• Consider Your HR Needs
• Recognize the PI is just a tool
• Many tools exist – we have found this one to be useful
• Find something you’re comfortable with and can gain buy-in from your management team
• As with implementation of any technology, you need a champion, patience, and a sense of humor
• Acknowledge that if fixing retention/recruitment was as easy as using any one tool, the problem wouldn’t exist!
Questions?

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