

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 12 – Staffing – Summer 07

STAFFING



ALEX SHEKHTER



KATHERINE SEARS

Cost of Wrong Hire

○ Actual (Hard) Cost:	
• Recruiting	\$3,000.00
• Training & Setup	\$6,500.00
• Salary (3 mos.)	\$7,000.00
○ Lost Sales Opportunity (Soft) Cost:	
• Loan Officer Revenue / Mo. ('06 Avg.)	\$29,773.00
• Time to Terminate & Replace – 6 Months	<u>x 6 mo.</u>
○ Total:	\$195,138.00

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 12 – Staffing – Summer 07

Steps in Staffing Process

- H/R Planning & Forecasting
- Recruiting
- Interview & Testing
- Selection

UC San Diego Extension

H/R Planning & Forecasting

- Sales and growth projections
 - “Serve and meet market needs”
 - We are a 501c3 non-profit, revenues go toward public programs
 - Expand to national and international audiences

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 12 – Staffing – Summer 07

UC San Diego | Extension

H/R Planning & Forecasting

- Skills required
 - Recruit and maintain top talent that will help in our mission to meet market needs
 - Training in new technology
 - For Program Representatives (those who coordinate classes)
 - Marketing/sales incorporated into the PR position (“clarifying” job description)

UC San Diego | Extension

H/R Planning & Forecasting

- Skills required
 - Example:

	Brochures	PR	Marketing
Provide initial input on use and need, initial copy		X	
Suggest photos and layout emphasis		X	
Copy editing, comply with template, final photo selection			X
Develop specifications of brochure, monitor production			X
Final proofing			X
Coordination with graphics team and printer			X
Distribution		X	X
Track and evaluate effectiveness of brochures and adjust accordingly			X

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 12 – Staffing – Summer 07

UC San Diego Extension

H/R Planning & Forecasting

- Technology changes
 - New system for online and hybrid classes (blackboard)
 - Outsourcing of systems development...we can't do it all ourselves
 - Data management systems
 - Marketing leads (trial period)

UC San Diego Extension

H/R Planning & Forecasting

- Economic conditions
 - Strong job market
 - More companies using tuition reimbursement as a retention tool (see /SAIC & /SPAWAR)
 - Continuing education viewed by individuals as a way to advance in company vs. change careers

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 12 – Staffing – Summer 07

FOUNDATION
Capital Group, Inc.

H/R Planning & Forecasting

- Review Current Workforce & Organizational Structure
 - Is it in line with company / department objectives?
 - What must be done to better align with goals?
 - Overall ratio of revenue generating vs. O/H positions.

FOUNDATION
Capital Group, Inc.

H/R Planning & Forecasting

- Review Current & Future Economic Conditions
 - How do current market conditions & future trends affect workforce requirements?
 - Does the current climate present opportunities to be exploited & what are staffing considerations?

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 12 – Staffing – Summer 07

FOUNDATION
Capital Group, Inc.

H/R Planning & Forecasting

- Define Goals and Review Job Description
 - What are the daily duties of the position?
 - What education or training requirements does the position entail?
 - What is the pay scale of the position?
 - Is there an existing job description? Does it need to be modified?
 - What is the timeline (ie..what date is position needed by)?

FOUNDATION
Capital Group, Inc.

Recruiting

- Continual Recruiting (Branding)
 - Career Fairs
 - College / University Partnerships
 - Fraternity Partnerships
 - Vendor Partnerships ([Jobing TV](#))

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 12 – Staffing – Summer 07

FOUNDATION
Capital Group, Inc.

Recruiting

● Career Fairs

NOW HIRING!

Foundation Capital Group is looking for strong candidates that have the desire to work in a fun, rewarding, and challenging environment.

- Established 1999
- Full Service Mortgage Lender
- In-House Loan Funding
- Extensive Loan Program Catalog
- State of the Art Technology
- Licensed in 25 states

APPLY NOW
or please visit us at
www.FCGonline.com



FOUNDATION
Capital Group Inc.

our **BENEFITS** include:

- Car bonus & Incentives
- Full Benefits & 401k
- Paid Training
- Monthly Commission
- Team Bonuses
- Season Tickets & Box Seats

please visit us at
www.FCGonline.com



FOUNDATION
Capital Group Inc.

FOUNDATION
Capital Group, Inc.

Recruiting

● University Partnerships



FOUNDATION
Capital Group Inc.

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 12 – Staffing – Summer 07

FOUNDATION
Capital Group, Inc.

Recruiting

- Identify Optimum Recruiting Channel
 - Review Recruiting Database
 - Staffing Agency / Headhunter
 - Online Job Posting (Craigslist, Jobing, Monster, etc...)

UC San Diego Extension

Recruiting

- Promotion from within
 - Peter principle = when people are promoted to the point of incompetence
 - Is this good or bad?
- UCSD Policy – must post job on jobs.ucsd.edu plus 2 other locations
 - Can only apply online to be considered for position
 - Posting must be open for 3 weeks

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 12 – Staffing – Summer 07

UC San Diego | Extension

Recruiting

- UCSD recruitment workshops called “How to get hired at UCSD”
 - How to search the website (jobs.ucsd.edu)
 - How to fill out application

UC San Diego | Extension

Recruiting

- Equal employment opportunities = right of all people to work and to advance on the bases of merit, ability and potential
 - Must advertise positions in various publications or websites
 - Utilize females and minorities in recruitment and HR process
 - Keep file of unhired minorities who are potential for future openings and contact them first when an opening arises

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 12 – Staffing – Summer 07

UC San Diego Extension

Recruiting

- Succession planning efforts – to prepare for retirement of large baby boomer population
 - Internship program through Career Connections
 - Workshop on how to market yourself as a retiree (provided free to retirees)

UC San Diego Extension

Interview

- Various processes:
 - Phone pre-screening interview
 - PR's conduct preliminary screening of instructors, ask for references, set formal interview with candidate and director
 - Panel, structured questions, set questions based on criteria in job description, open questions at end
 - Benefits of this format: gives key co-workers a chance to be part of decision-making process

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 12 – Staffing – Summer 07

FOUNDATION
Capital Group, Inc.

Interview

- Objectives of Interview Process:
 - Remove Subjectivity from hiring decisions
 - Identify candidate who possesses the skill set best suited to the position
 - Distinguish between candidates who “Want the Job” and those who “Will Succeed at the Job”
 - Hire the best possible candidate

FOUNDATION
Capital Group, Inc.

Interview

- FCG Interview Process
 1. Phone Screen - Is the candidate a moron?
 2. Interview #1 - Culture Fit
 - a. Core Competency Test
 - b. DISC Profile
 3. Interview #2 - Core Competencies
 - c. Mini-Project
 4. Interview #3 - Position Specific

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 12 – Staffing – Summer 07

UC San Diego | Extension

Selection

- All weigh in on candidate and come to a consensus (though director makes ultimate decision)
 - Always takes too long...it's the university after all...
- Affirmative action considerations
 - Goals and timetable to remedy past discriminatory actions

UC San Diego | Extension

Selection

- Reverse discrimination
 - Providing preferential treatment for one group (e.g. minority or female) over another (e.g. white male) than merely providing equal opportunity
 - White employees can bring reverse discrimination claims against court-approved affirmative action plans

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance
UCSD Extension Business & Technology
Chapter 12 – Staffing – Summer 07

Summary

In summary, following proper staffing guidelines and procedures assures a fair, diverse and qualified staff.

Serving to Promote the Potential Of People & Organizations

*1253 Orchard Glen Circle, Encinitas, California 92024 Ph: 760-519-9360 Fx: 760-753-9380
greg@goatesconsulting.com www.goatesconsultinggroup.com*