## CID Développement organisationnel



## CIB Organizational Development

#### **Human resources consultants since 1998**

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Our mission: To counsel and train company managers and directors in the healthy management of their work teams.

- Recruitment service with HRM consulting
- Creation and distribution of the Personnel recruitment attestation for SMEs
- Manager training and structured coaching plans



## Workshop objectives



- ✓ To recognize sound HRM practices regarding personnel recruitment, integration and retention in the context of a labour shortage.
- ✓ To develop creative ways of mitigating the effects of the labour shortage.



# Labour shortage... A few consequences

- Lost revenue and sales
- Slow growth, unattained objectives
- Increase in the number of hours each employee works, burnout
- Modifications to salaries and working conditions
- Inability to deliver expected services or to fulfill orders, or delays in doing so
- Etc.



### Why do good employees leave?

- Difficult relationship with colleagues or immediate supervisor (work climate)
- Absence of feedback regarding expectations and performance (confusion about roles and responsibilities)
- Mismatch between the expectations created and the reality of the organizational context
- Better professional development opportunities (more challenges, scope, complexity)
- ➤ Better working conditions (salary, proximity to home, insurance, etc.)



# Recruiting in the context of a labour shortage...

### Pay attention to the scarcity effect!

The danger:

Overestimating a candidate out of fear of not filling the position.



Before hiring, the type of support required must be considered.



## Problems caused by a recruiting error

### Impacts felt by the entire company:

#### The employee

- Feeling of incompetence
- Discomfort with and exclusion from the team
- Insecurity regarding possible termination

#### The manager

- Worry about meeting objectives
- Pressure from the team to correct the situation
- Weakened credibility

#### The team

- Reduced productivity
- Uneven workload
- Frustration, discouragement
- Burnout
- Demobilization

#### The organization

- Cost of restarting the process, severance pay, etc.
- Loss of investment in training
- Loss of hours invested in integration, support, etc.
- Impact on client relationships



## A well-structured recruiting process

- 1. Analyze need.
- 2. Develop profile.
- 3. Create job posting.
- 4. Develop posting strategy and post online
- 5. Receive and analyze candidacies.
- 6. Validate by phone.
- 7. Develop interview plan and assessment (
- Conduct interviews.
- 9. Perform checks prior to hiring and make final choice.
- 10. Present employment contract.









## After hiring, integration!

All businesses have practices that distinguish them from their competitors. These practices reflect the way new employees and managers are integrated.

The integration process demonstrates the company's values and the importance it attaches to its staff.

The integration process ends only once there is a feeling that the employee is thriving in the job, displays confidence and contributes in a manner that extends beyond their job.



## Key words regarding integration

Accountability	Make your employees aware that they are actively involved in their own integration.
Explanations	Be generous in providing information. Take the time to answer questions.
Overall vision	Expand their knowledge of the business. Don't keep them in the dark.
Support	Don't be their only source of support. Delegate.
Attention	Be nice to them and help them fit in.
Observation	Observe how new employees react during their integration. This way, you will get to know them faster.
Feedback	Let them know what you think of them. Avoid confusion.



## Investing in current staff

**Advantages:** 

■ Employee's immediate availability	<ul> <li>Overall knowledge of the position's responsibilities and complexity</li> </ul>	
<ul> <li>Knowledge of the business (values, structure, operations)</li> </ul>	<ul> <li>Opportunity for tutoring (transfer of knowledge) the employee's replacement</li> </ul>	
<ul> <li>Opportunity to restructure roles and responsibilities within the employee's former team</li> </ul>	■ Skills development	
<ul><li>Incentive to remain with the organization</li></ul>	Investment in succession	
<ul> <li>Advancement and new challenges for the employee</li> </ul>	<ul> <li>Return on training investment</li> </ul>	
■ Employee recognition, show of trust	<ul><li>Strengthening of the organization's culture</li></ul>	



## The pillars of retention:

The 3 conditions for job fulfillment

- 1. Feeling **USEFUL** 
  - What is my added value?
  - What is the meaning of my contribution?
    - 2. Feeling COMPETENT
      - Am I effective?
      - Do I meet expectations?
        - 3. Feeling **APPRECIATED** 
          - Do I have support?
          - Am I valued?



### When an employee asks "Why not?"

If the implications are not negative, why not grant your employee's request?

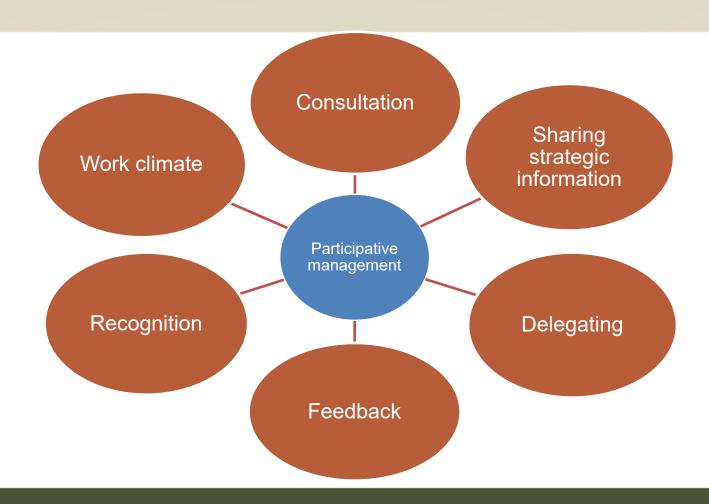
Your open-mindedness will allow you to consider their needs without disrupting your daily activities or jeopardizing your ability to meet your objectives.

Tell your employee clearly and concisely what your decision is so the employee appreciates your goodwill without taking it for granted.

You are establishing conditions conducive to talent retention.



## The levers of a leader-manager





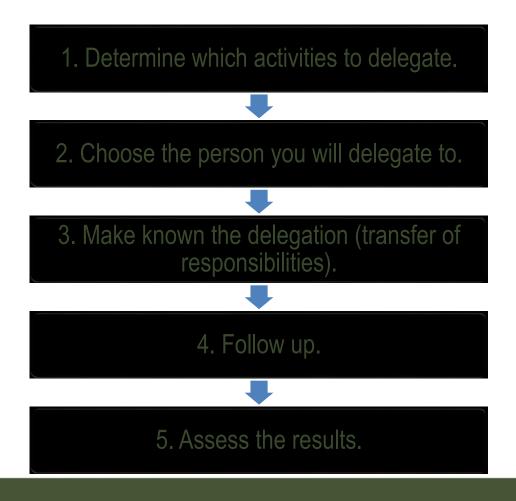
## What does it mean to delegate?

Delegating means entrusting a responsibility either in whole or in part (a task, a project or an activity) while remaining accountable for the result.

But delegating also means **learning to let go** and coming to grips with the fact that we are not irreplaceable and that things may not be done the way we would do them...



## The 5 steps of delegation





# Using leadership to adapt our way of doing things...

Promote autonomy and initiative among your employees. Share your vision, intentions, expectations and concerns. Open up to others! Communicate enthusiasm and a constructive vision. Adopt the notion of "us" in all your communications. Be present, available and supportive. Encourage your employees! Be open-minded, stop resisting. "Why not?" Keep your collaborators well informed (why, who, what, how, when?). Consult them, involve them directly, get their suggestions.

Put the interests of the team ahead of individual interests.



## Your action plan

In the coming weeks,

What are the 2 main actions that will allow you to mitigate the impact of the labour shortage in your organization?

