

## 5. The 3Rs of Employee Development Employee Recruiting, Relations and Retention

### *The 3Rs Model - The Secret to Successful Human Resource Management*

#### The Need for a Success Strategy

- The American labor pool is more diverse, more educated, and more demanding than ever. A business cannot sustain growth, and be profitable without a properly trained labor force. As the labor pool changes and employee expectations change, business owners must have a success strategy for navigating the turbulence of employee Recruitment and Retention (3Rs).
- A service business like house cleaning is especially dependent on its employees. As a provider of home cleaning services, you really have only one commodity for sale: your employees. If your associates cannot do things right, do them fast, and with satisfaction, then there is no business to be made.

#### The Labor Force Playing the Long Game

- Do you want to compete for people who will become great employees and stay with you for decades to come? Sounds great, but the numbers don't always add up. It's all right to be realistic. Here's the situation in the workplace today. The average employee changes jobs 11 times during their lifetime. According to the Bureau of Labor Statistics the average tenure of an employee in America today is 4.2 years for men and 3.7 years for women, even less for younger workers, with an average tenure of 2,7 years for workers in the 25 to 34 age group, which is traditionally be the group that generally gravitate to cleaning services for a living.

The average employee turnover rate in the house cleaning business is between 300% and 400% annually. This means the average employee's tenure is between 3 and 4 months. Since it takes about three months to get a new employee up to speed, if you experienced this kind of turnover it would create an obvious roadblock to the growth of your business. You'd just get your new employee to the point where they're productive and efficient and they leave. But the "average" house cleaning company does not use a "system" for employee recruitment, relations and retention. We are going to teach you how to use the 3Rs Model to minimize employee turnover and maximize staff retention, which will make your life easier and help to make your business more successful.

## The Biggest Challenge

- Most new house cleaning entrepreneurs think that getting and finding clients will be their greatest challenge. But in reality, your biggest challenge will be recruiting, managing and retaining good employees.
- Regardless of how well you have selected your people, you will still lose good employees. The tragedy of losing good employees is that you may retain marginal performers. The absolute key to success becomes the need to develop the systems and procedures that allow you to continually succeed in finding, hiring and retaining good employees as long as possible.
- Successful companies have learned that the 3Rs are a soft skill. Those who have not succeeded tend to think that human resource issues are "common sense," or based on "personalities," or that good managers just have a "knack for it." They don't realize that the employee side of the business requires learning, skill development, analysis, practice, and a whole lot more.

## Two Critical Ingredients

- There are two critical ingredients that distinguish successful entrepreneurs who are successful in business:
  1. First, there needs to be a **SYSTEM**. A system is a series of components or steps that, when taken together, create a desired outcome. In this case, the system is the 3Rs Model. You will find the details of the 3Rs Model in the course.
  2. Second, there needs to be **QUALITY** in the way the system is implemented. You, as the entrepreneur, put the quality in the system. By following these steps carefully and thoughtfully, adding your own experience and expertise, you make the system work.

## Requires Continuous Refinement

A key element of quality is continuous improvement. Every step in this program is a well designed and thought out approach to human resource management. It was developed based on decades of experience in recruiting and retaining employees. And the discussions throughout this course will be **specifically** with how to apply the 3Rs Model to your house cleaning business.

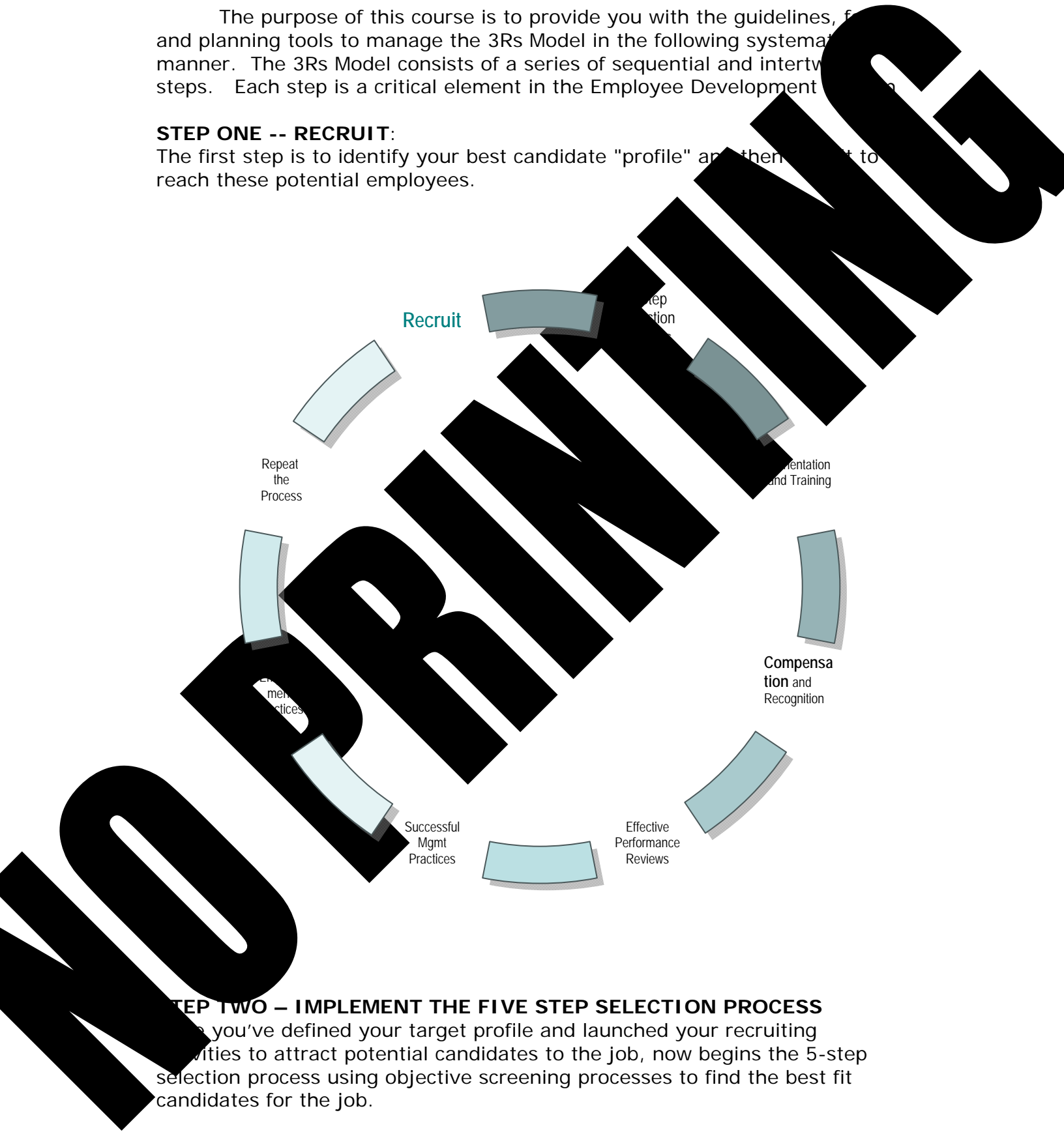
The 3Rs are not a one-time business event. The challenge in employee recruitment, relations and retention will never go away.

## The Sequential Steps in the 3Rs Model

The purpose of this course is to provide you with the guidelines, forms, and planning tools to manage the 3Rs Model in the following systematic manner. The 3Rs Model consists of a series of sequential and interwoven steps. Each step is a critical element in the Employee Development process.

**STEP ONE -- RECRUIT:**

The first step is to identify your best candidate "profile" and then recruit to reach these potential employees.



**STEP TWO – IMPLEMENT THE FIVE STEP SELECTION PROCESS**

Once you've defined your target profile and launched your recruiting activities to attract potential candidates to the job, now begins the 5-step selection process using objective screening processes to find the best fit candidates for the job.

1. **The Phone Interview** -- The first of the 5 steps is the telephone screen when candidates respond to your recruitment activities such as Help Wanted advertisements in the newspaper.
2. **Application** -- Once candidate has passed the telephone screen you'll invite her in for a personal interview at which time you'll use an application form to collect information and evaluate the applicant.
3. **Personal Interview** -- Step three is to conduct an interview that explores the potential match between the candidate and the job.
4. **Reference Checks** -- The fourth step is following up on the candidate's and personal references to get an indicator of what job she can do to confirm what the candidate told you, and validate your own impressions.
5. **Background Checks** -- The fifth and final step in the selection process is where you'll conduct criminal history and credit history background checks, two very important steps in quality of the applicant for the job.

### STEP THREE – ORIENTATION AND TRAINING

Once you've completed the selection process you'll now take the action required to orient and train your new employees on the job successfully.

### STEP FOUR – COMPENSATION AND RECOGNITION

Part and parcel of the 3Rs model is offering a compensation package that attracts and satisfies a caliber of people you want to hire and retain. You'll also provide employee recognition to bolster self esteem and help to extend the life of the job.

### STEP FIVE – EFFECTIVE PERFORMANCE REVIEWS

During the orientation and training you'll discuss how to use Performance Reviews in the employee retention process — and how to use Exit Interviews to understand and address performance challenges.

### STEP SIX – SUCCESSFUL MANAGEMENT PRACTICES

The model includes implementing important policies and procedures necessary for a successful effective human resource manager.

### STEP SEVEN – LEGAL EMPLOYMENT PRACTICES

Compliance with state and federal employment laws is necessary for successful human resource management — and for your business.

### STEP EIGHT – REPEAT THE ENTIRE PROCESS

Another step in the sequence is to REPEAT THE PROCESS ALL OVER AGAIN. To be successful at this game requires constant and ongoing recruiting, selection, orientation and training, constant review of compensation and employee recognition, conducting effective performance reviews, maintaining successful management practices and, of course, keeping pace with legal employment practices.