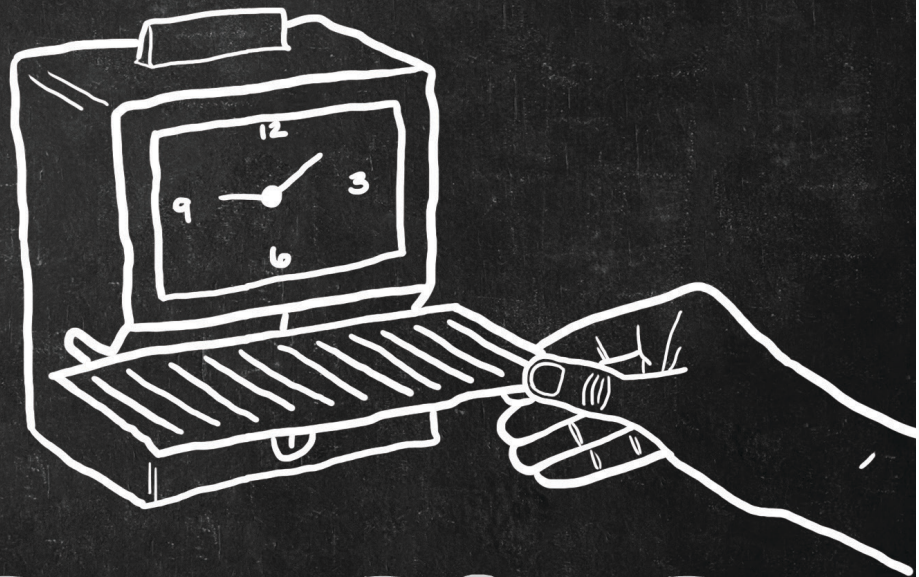


FULLY STAFFED

ERIC CHESTER

Author of REVIVING WORK ETHIC and ON FIRE AT WORK



THE DEFINITIVE GUIDE TO
FINDING & KEEPING
GREAT EMPLOYEES
IN THE WORST LABOR MARKET EVER

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We hope you're enjoying the FULLY STAFFED Audible Audiobook, and are gleaning a lot of creative ideas to find and keep great employees in your organization.

The following pages comprise the images, charts, tables, and weblinks Eric mentions in the Audiobook.

You can get additional information about Eric, his other leadership books, and his live presentations by visiting EricChester.com



Photo of Camelot Car & Dog Wash, referenced in Chapter 2, Fully Staffed.

Percentage of Temporary and Contract Employees in Several Industry Sectors

Industry	Percentage of Flexible Workers	Average Assignment Length	Examples of Jobs
Industrial	37%	14 weeks	Transportation and construction jobs, food handlers, assemblers, maintenance workers
Office, Clerical, & Administrative	28%	15 weeks	Receptionists, data entry, cashiers, call center reps
Professional & Managerial	13%	19 weeks	Accountants, attorneys, advertising & marketing
Engineering, Information, Technology, Scientific	13%	23 weeks	Computer programmers, mathematicians, lab technicians, architects
Health Care	9%	15 weeks	Physicians, nurses, dentists

Source: American Staffing Association

Percentage of Temporary and Contract Employees in Industry Sectors, referenced in Chapter 8, Fully Staffed.

Military Values

U.S. Army	Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage (LDRSHIP)
U.S. Navy and U.S. Marine Corps	Honor, Courage, and Commitment
U.S. Air Force	Integrity First, Service Before Self, and Excellence in All We Do
U.S. Coast Guard	Honor, Respect, and Devotion to Duty

Table of Military Values, referenced in Chapter 12,
An Army of Talent, Fully Staffed

Common Misconceptions About Older Employees

Myth	Reality
<p>Older workers are set in their ways and can't or won't learn new skills.</p>	<p>Experienced workers are interested in acquiring new knowledge and skills. And they are embracing technology. In 2000, only 14 percent of seniors 65 years of age and older used the Internet, and today the number is 67 percent. A report by the AARP (formerly known as the American Association of Retired Persons) shows that 80 percent of experienced workers would be interested in receiving technology training.</p> <p>While some older workers may lack the tech-savvy skills that their younger colleagues possess, those older workers tend to have good leadership and face-to-face communication skills, as well as years of experience that most businesses can't afford to replace.</p>

Table of Common Misconceptions About Hiring Older Employees, referenced in Chapter 13, Bet on Boomers, Fully Staffed

Myth	Reality
<p>Older workers won't stay on the job and will only increase problems with turnover</p>	<p>Companies want long-term employees, so they may hire younger workers, thinking they're a better bet. But there's no guarantee those younger workers will stick around.</p> <p>According to the Bureau of Labor Statistics, workers between the ages of 55-64 stay on the job more than three times as long as those between the ages of 25-34. Workers over 50 are five times less likely to leave a job than those between the ages of 20-24. The reality is that older workers are more stable than younger workers. Older workers tend to stay in the workforce longer because they're more focused on job satisfaction than on moving up the ladder.</p> <p>According to another Bureau of Labor Statistics report, the length of time a worker remains with the same employer increases with the age at which the worker began the job.</p>
<p>Older workers will cost more in health care and benefits</p>	<p>The degree to which this statement is valid probably depends on your company's health care plan. While health care is a big concern, these days older adults are in better health than ever before. In addition, the health benefits of individual workers can be offset by their having fewer dependents and their potential eligibility for Medicare. Older workers are also at lower risk of being injured at work and tend to take fewer sick days per year.</p>

Table of Common Misconceptions About Hiring Older Employees, referenced in Chapter 13, Bet on Boomers, Fully Staffed

Myth	Reality
<p>Older workers move more slowly and generally aren't up to the physical aspects of many jobs.</p>	<p>The Urban Institute reports that many older Americans, especially men, are choosing jobs that involve physical work. Common jobs for men over 62 include trucking and delivery, cleaning and janitorial work, and ranching and farming. For women over 62, common jobs that have physical components include personal care aide, child care worker, teacher, and home health aide.</p>
<p>Older workers are less likely to be engaged or have good attitudes.</p>	<p>An AARP report states that older workers are more engaged than younger ones. Hiring managers also rate this demographic highly in loyalty, dependability, and productivity. In essence, the right work for the right company gives older workers a sense of a purpose and the chance to draw upon skills and knowledge developed over a lifetime.</p>

Table of Common Misconceptions About Hiring Older Employees, referenced in Chapter 13, Bet on Boomers, Fully Staffed

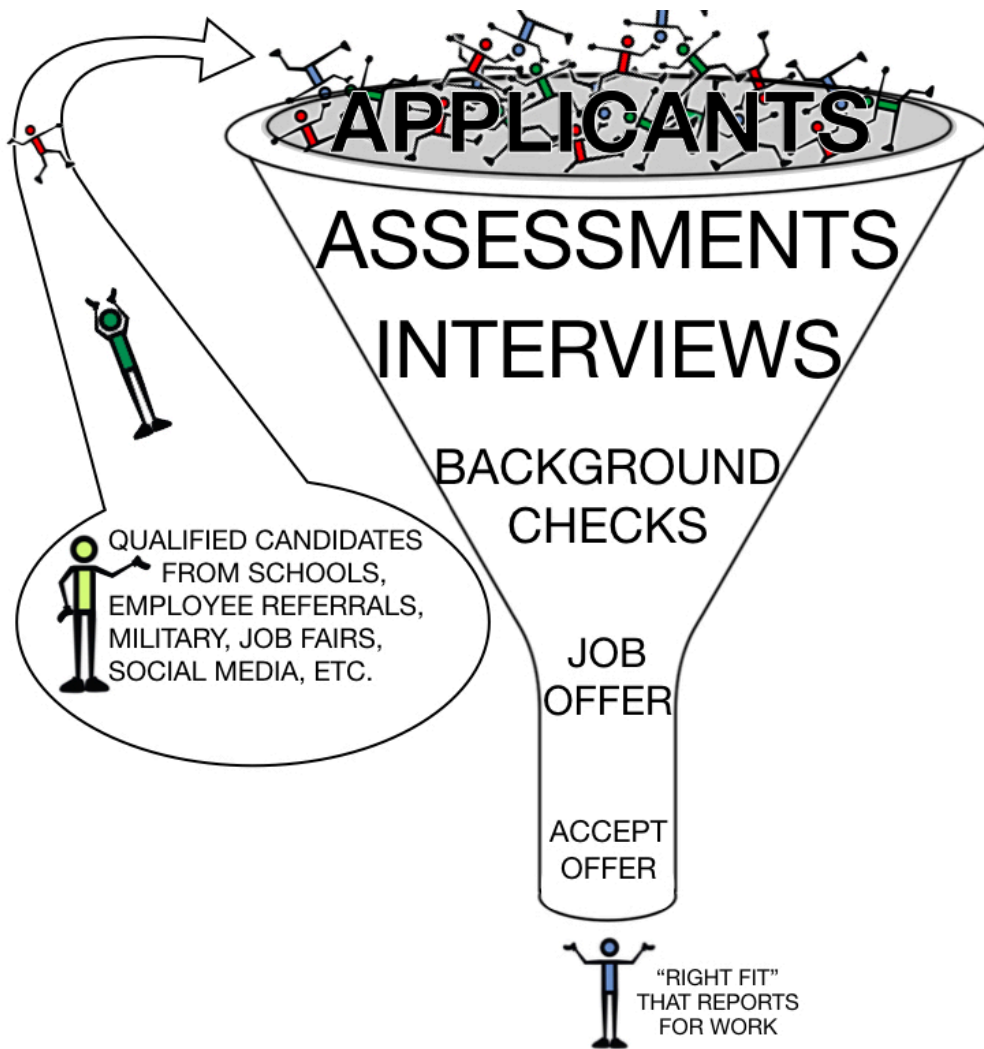


Image of Hiring Funnel referenced in Chapter 16,
Perfecting Your Hiring Funnel, Fully Staffed

Acceptable/Unacceptable Inquiries for Interviews/Employee Applications

Topic	Acceptable	Unacceptable	If Unacceptable, What is the Reason?
Age	If age is a legal requirement (for example, to be truck driver), you can ask, "If hired, can you furnish proof of age?" or state that hiring is subject to age verification.	What is your date of birth?	Could be viewed as age discrimination
Attendance and Reliability	Do you have responsibilities other than work that will interfere with specific job requirements such as traveling?	What are your childcare arrangements?	Could be viewed as discriminatory toward females
Citizenship/ National Origin	Are you legally eligible for employment in the United States?	What is your national origin? Where are your parents from?	Could be considered national origin discrimination
Disabilities	Can you perform the duties of the job you are applying for?	Do you have any disabilities?	Could be considered discrimination against people with disabilities
Language	What languages do you speak and write fluently? (ask only if the job requires additional languages)	What is your native language? How did you learn to read, write or speak English?	Could be considered national origin discrimination
Gender	Acceptable only if there is a bona fide occupational qualification	Do you wish to be addressed as Mr., Mrs., Miss, or Ms.?	Could be considered gender discrimination
Education	Do you have a high school diploma or equivalent? Do you have a university or college degree? (ask if relevant to job performance)	What year did you graduate from high school or college?	Could be considered age discrimination

Table of Acceptable and Unacceptable Inquiries for Interviews and Employment Applications, referenced in Chapter 16, Perfecting Your Hiring Funnel, Fully Staffed

Competency and Questions to Ask in an Interview

Competency	Questions
Initiative	Tell me about a time when you put in extra effort at work to complete a task or achieve a goal.
Problem-Solving	Tell me about a time when you had to solve a problem or work through an unanticipated situation at work.
Teamwork	Tell me about a time when you had to solve a difficult situation with a person at work.
Resilience (Coping with Pressures and Setbacks)	Tell me about a time when you had to perform under pressure at work.
Adaptability	Tell me about a time when there was a lot of change at work. How did you adapt?
Communication	Tell me about a time when you used persuasion at work to complete a task.

Table of Competency - Questions to Ask,
referenced in Chapter 16, Perfecting Your Hiring Funnel, Fully Staffed



Photo of Eric Chester, flanked by Tyler Gillum (L) and Jesse Cole (R), referenced in Chapter 18, The Only Real Retention Strategy, Fully Staffed

Always and Never:

Always	Never
Be on stage Take ownership Find a solution Ask questions Beat the greet Recognize kids Say “thank you” when guests exit	Break character Make excuses Say “no” Assume Wait for “hello” Only address adults Leave before fans

Table of Always and Never, used with permission from Jesse Coles' Fans First Playbook, referenced in Chapter 18, The Only Real Retention Strategy, Fully Staffed

FULLY STAFFED WEBLINKS

Below is a list of weblinks that are referenced throughout the Fully Staffed book.

CHAPTER 4 - 1960 CALLED and Wants Its “Help Wanted” Sign Back
www.soupnsandwichshack.com/chicago/store5745/career-jobs/1536-parkerstreet
CHAPTER 5 - EMPLOYEE REFERRALS: Get Your A-Team Recruiting for You
https://theundercoverrecruiter.com/infographic-employee-referrals-hire/
CHAPTER 6 - SAVVY MOBILE AND ONLINE RECRUITING STRATEGIES
https://www.collegehunkshaulingjunk.com/ https://www.snagajob.com https://poachedjobs.com/ https://www.workinretail.com/ https://constructionjobs.com/ https://www.traitsetinfo.com/
CHAPTER 9 - COMMUNITY NETWORKING: Transforming Contacts into Connectors
http://www.Ancestry.com
CHAPTER 11 - NAVIGATING WORKFORCE INVESTMENT SYSTEMS
http://www.careeronestop.com http://www.WorkSourceWA.com http://www.Monster.com http://www.Careercenter.org
CHAPTER 12 - AN ARMY OF TALENT: Why, Where, and How to Hire Veterans
http://www.RecruitMilitary.com http://www.Military.com Http://www.GIJobs.com Http://www.HireHeroesUSA.org
CHAPTER 13 - BET ON BOOMERS: Hiring Older Workers as Your Competitive Advantage
http://www.indeed.com
CHAPTER 14 - WELL WORTH A SECOND CHANCE: Hiring Ex-Offenders
http://www.kingdompromotions.org http://www.hopeforprisoners.org http://www.Dkbfoundation.org

CHAPTER 15 - AMERICANS WITH DISABILITIES: A Goldmine of Potential

<http://www.AAPD.com>
<http://www.gettinghired.com>
<http://www.AbilityJobFair.org>
<http://www.DisabilityIN.org>

CHAPTER 17 - ONBOARDING: Your Hedge Against Turnover

<https://www.shl.com/en/customers/turnover-roi-calculator/>

“I can't find any good people who want to do this job.”

- the collective groan of employers heard around the world

What do a night custodian, a cashier for a big box retailer, a caregiver for a senior citizen, a pest control technician, and a muffler installer all have in common?

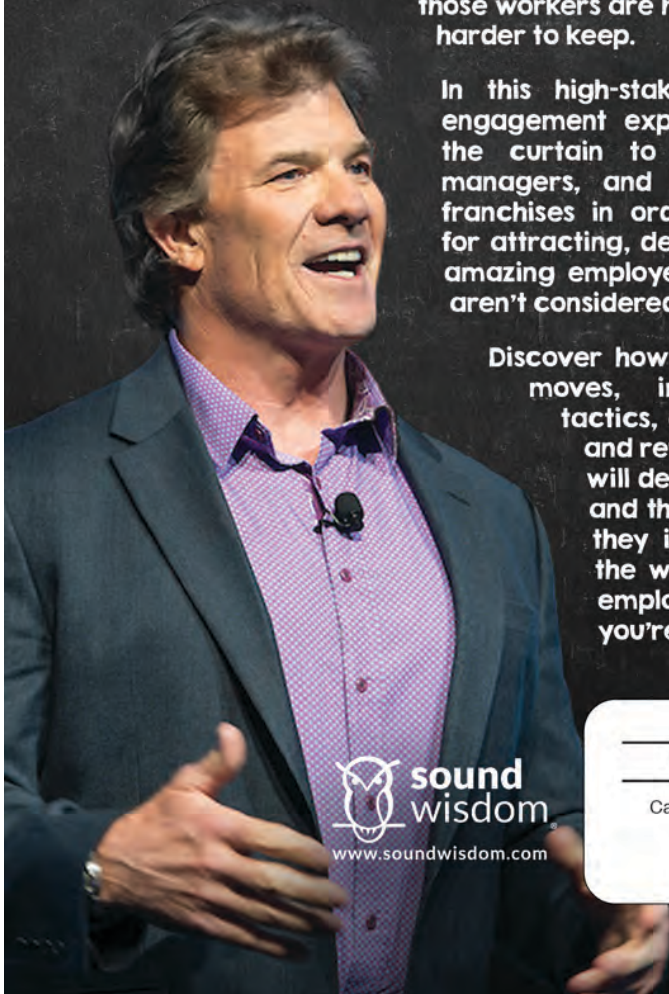
They are frontline employees who are in high demand and dangerously short supply.

The biggest threat facing today's business owners and managers is not how they can get new customers and improve sales, but rather how they can find, develop, and keep qualified employees to do the tough, vital work that keeps them in business.

Short-order cook. Drywall installer. Call center service rep. Bus driver. HVAC technician. These are the kinds of jobs we rely on to keep the wheels of business and industry moving. They're also the kinds of jobs where employee turnover is pandemic. Retail, manufacturing, construction, food service, and countless other industries need to find and retain competent workers, but those workers are hard to find - hard to train - and even harder to keep.

In this high-stakes hiring environment, employee engagement expert **Eric Chester** has gone behind the curtain to interview thousands of owners, managers, and leaders of small companies and franchises in order to uncover the best practices for attracting, developing - and yes, even retaining - amazing employees at all levels, often for jobs that aren't considered sexy by today's standards.

Discover how savvy employers have made bold moves, implemented guerrilla recruiting tactics, and transformed the way the hiring and retention game is played. These stories will delight, surprise, and get you thinking - and the strategies and methodologies that they illustrate will inspire you to change the way you recruit, hire, and lead your employees so you, too, can proudly say you're **FULLY STAFFED**.



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