

On/Shift



EXECUTIVE PLAYBOOK:

How Southwest Airlines, Zappos and Other Top Brands Attract and Retain The Best Workforce



Photo by Stephen M. Keller for Southwest Airlines

A background image showing a McDonald's drive-thru worker in a brown uniform and headset, handing a brown paper bag with the McDonald's logo and a clear plastic cup with a red and white dessert to a customer. The worker is standing behind a red drive-thru window. The text 'Clock in, clock out, get a check, cash it.' is overlaid in large white letters on the left side of the image.

Clock in, clock out, get a check, cash it.

There is a perception that for many hourly workers, a job is just a job. However, a job can be so much more – especially in senior care. Senior care providers can provide employees with an opportunity to learn, grow, help others and be part of a team fulfilling a bigger mission.

The problem? The senior care industry is plagued with a crippling staffing shortage and consistently high turnover rates.

That's why it's time to start looking at workforce best practices and success stories from outside of the industry. Whether attracting new workers or hiring, engaging and retaining them, there are many lessons senior care providers can learn from big brands and their pursuit of hourly employees across the nation.

Here are 12 creative techniques that senior care providers can use at every step of the employee journey to deliver new outcomes and build a stronger, more sustainable workforce.

1. Attract the Best



Photo: facebook.com/tacobell

You can't retain employees you don't have, and you can't hire employees you don't attract. As senior living industry association Argentum notes in its 2018 forecast report "Senior Living Labor & Workforce Trends," the overall rate of job growth was on pace in 2017 to be the slowest in six years partly due to a scarcity of qualified employees.¹

Want to attract top candidates? Take it from some of the nation's largest employers of hourly workers:

Get creative and meet employees where they are.

Attract the Best

Snap, swipe, hire

The innovation: Companies are taking social media recruiting to the next level and realizing that Facebook and Twitter aren't the only games in town. In 2017, the average Snapchat user aged 25 or under was on the app 20 times per day.² McDonald's,² Taco Bell³ and JPMorgan Chase⁴ have all capitalized on that usage by creating Snapchat filters that let people apply for jobs through the app, or by placing recruiting ads on Snapchat.

Results: Taco Bell has had success with hiring on Snapchat, in addition to its general advertising via the app, which led to a record 224 million views of a filter in a single day for a Super Bowl

campaign in 2017.³ Potential candidates are there — senior care providers should be too.

How senior care can benefit: Providers can use Snapchat to encourage more people to apply, or to connect with prospective candidates who might otherwise not see these opportunities.

This is particularly important for attracting younger workers: the Bureau of Labor Statistics (BLS) reports that the number of 16-to-24-year-olds in the labor force is expected to drop by 2.8 million between 2014 and 2024.¹

“You have to reach people where they are, and they’re on Snapchat. And students in particular are living on Snapchat. It’s becoming one of the most powerful platforms for brands.”

Kristin Lemkau

Chief Marketing Officer, JPMorgan Chase⁴



Senior living providers can use Snapchat to connect with prospective candidates who might otherwise not see these opportunities

Attract the Best

Embrace video, 2.0

The innovation: In 2015, General Electric launched its “Owen” ads,⁵ a successful video campaign about a man named Owen who takes a job at GE as a developer, only to realize his friends have no idea what the company actually does. The ads were designed to change the public’s view of GE from a manufacturing company to a tech company, and were aimed not at customers, but at potential employees.

The ads worked: in early 2016, Forbes reported that applications to GE rose eight times in the wake of the campaign. GE then produced a follow-up campaign called “The World Catches Up with Owen.”⁶

Whether on YouTube, Facebook Live, Periscope or other video apps, it’s time for senior care providers to embrace popular platforms and create video content that can rejuvenate their image.

Results: Memory care community Abe’s Garden in Nashville, Tennessee, is using video to reach new residents. They do this by creating video content that provides evidence-based guidance for families dealing with memory care questions at home.

The video series has found an audience. The most popular video helps viewers identify the early stages of dementia and has more than 45,000 views on YouTube. By giving families concrete, action-based tips, Abe’s Garden achieves two of its goals: it contributes to the wellbeing of seniors and to the list of available best practices, and it organically grows its potential customer base.⁷

How senior care can benefit: There are several best practices for creating a viral video. Tapping into a viewer’s emotions is among the most commonly cited and it applies directly to senior care, especially when targeting experienced workers. Americans over 50 increasingly prefer video over print for their news.⁸



General Electric’s “Owen” ads used humor to change the public’s view of GE from a manufacturing company to a tech company.

“We want videos that people can watch and re-watch. When they need to deal with a topic, (the videos) are available for them and will help walk them through things that they might not have thought about.”

Beverly Patnaik

Director of Staff Training and Community Education,
Abe’s Garden⁷

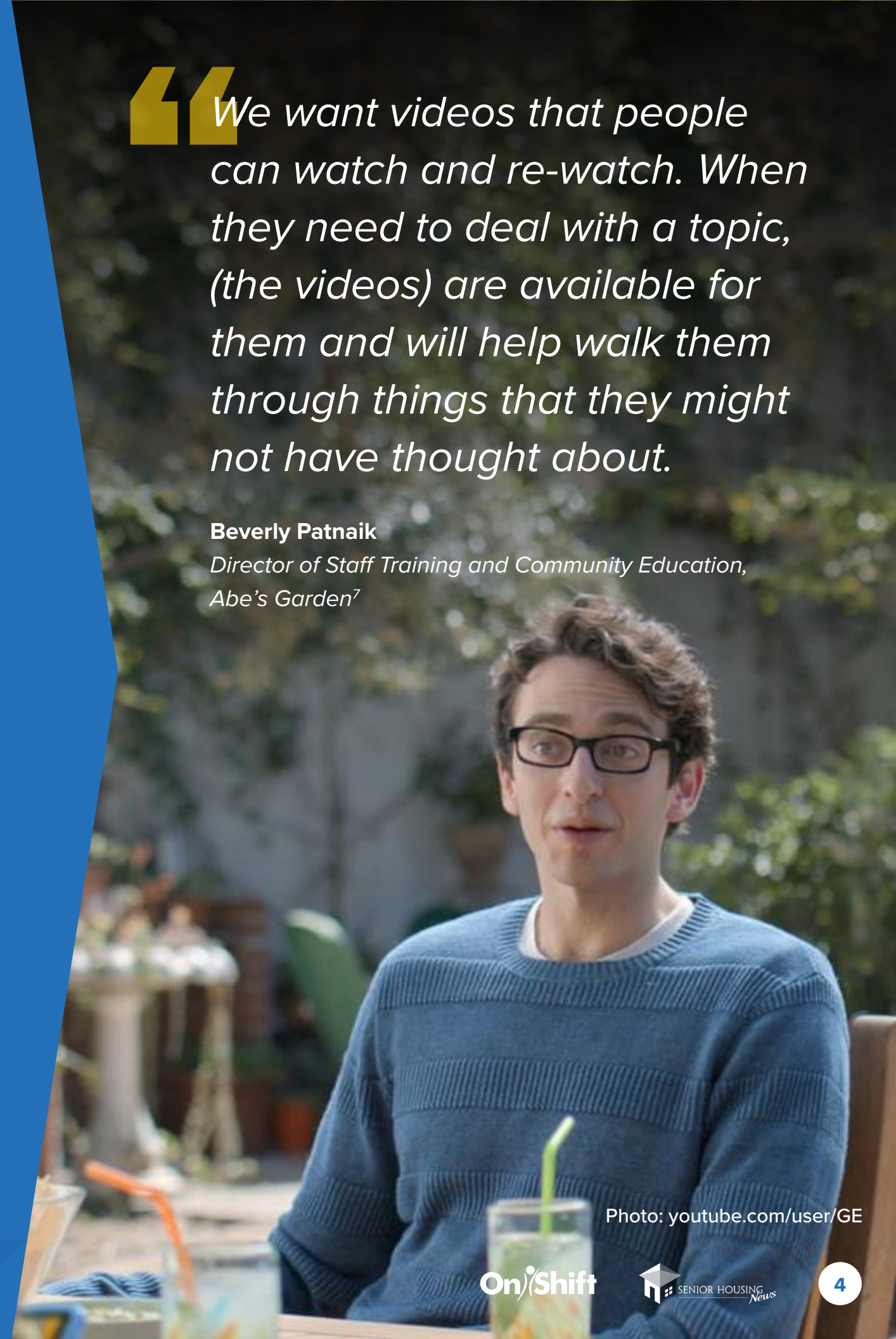


Photo: youtube.com/user/GE

Attract the Best

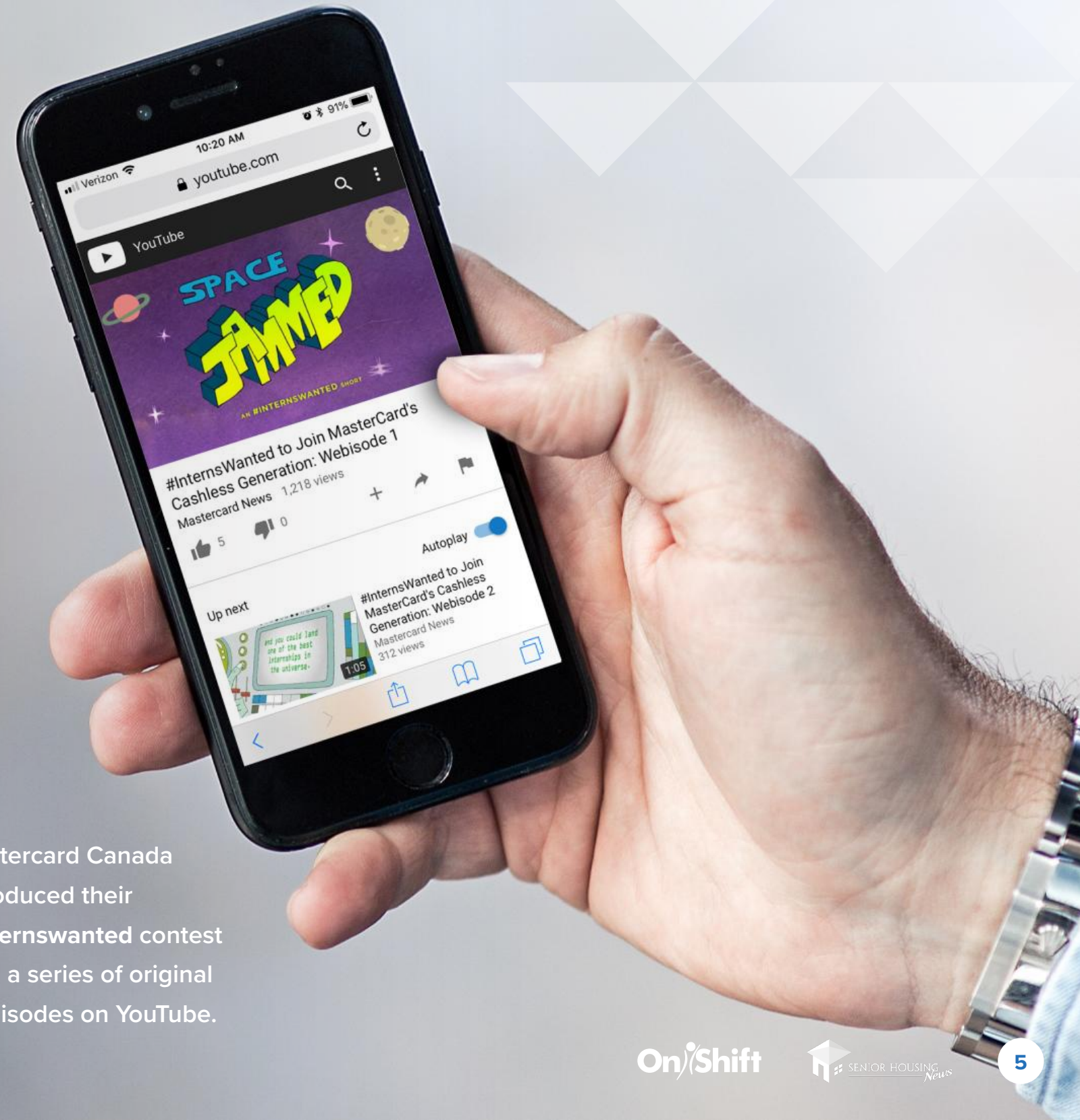
#ChallengeForJobSharing

The innovation: Seeking more interns, Mastercard Canada found them through a hashtag challenge. By using #internswanted, Mastercard Canada let college students compete for an internship through social media. Applicants submitted an idea that could help the company create a “cashless future.” Contestants were judged by the number of social interactions.⁹

Results: Mastercard Canada received 532 qualified candidates for its intern program.⁹

How senior care can benefit: Senior care providers can use a hashtag across their social media channels to share current job postings. They can even go one step further to get employees involved by having them share photos of themselves having fun at work, using the hashtag. The benefits are two-fold: providers can recruit new hires and engage their current employees.

Screenshot: youtube.com/user/MasterCard



Mastercard Canada introduced their #internswanted contest with a series of original webisodes on YouTube.

2. Hire Superstars

According to a June 2017 Argentum report, there were more than 1.1 million job openings in the health care and social assistance sector, which was more than double the number of hires.¹ This goes to show that the health care industry faces more significant labor challenges than the overall economy.

In other words, McDonald's, Southwest Airlines and other top brands have an easier time hiring hourly employees than the typical long-term care provider.

These best practices can help senior care providers close that gap.

Photo by Stephen M. Keller for Southwest Airlines

Hire Superstars

Get smart with artificial intelligence

The innovation: Johnson & Johnson uses an artificial intelligence-powered writing platform to build and evaluate the language in job posts, measuring their success against other posts. The platform doesn't just improve job posts on their own terms — it also helps eliminate gender bias in hiring.¹⁰

Results: Johnson & Johnson found that many of the company's job descriptions were biased toward men. When it used AI to help change its job descriptions, Johnson & Johnson saw a 9% increase in female applicants.¹⁰

How senior care can benefit: By implementing technology and data-driven practices into recruitment and hiring, senior care providers can ensure a deeper pool of candidates with a diversity that can help connect with residents.

“We’ve got to remove the corporate cliches, change the tonality and use phrases with proven success rates.”

Chuck Fuges

Global Head of Sourcing, Johnson & Johnson¹⁰

“It doesn't matter how well the day of interviews went — if our shuttle driver wasn't treated well then we won't hire that person.

Tony Hsieh
CEO, Zappos¹²



Photo: zappos.com/about/press-kit

Hire Superstars

Start the interview at reception

The innovation: Zappos wanted to make sure that new hires exhibited the same manner outside an interview as in it. To do so, they developed an “in the wild” approach to interviewing by collecting information from people who interact with the candidate prior to the interview, such as the driver who transports the applicant to the interview site.¹¹

Results: With “in the wild” interviewing, by the time a candidate gets to the actual interview, the employer already has valuable information about him or her. This helps improve hiring quality and gives the employer a crucial view into the employee that might otherwise remain hidden.

How senior care can benefit: In a senior care setting, this method could be applied in the lobby or at reception, observing how the candidate interacts with front desk staff, janitors or nurses. Compassion and patience are must-haves when working in senior care, so this could really help providers weed out those who are unfit.

Hire Superstars

Hire first for culture and then for skill

The innovation: Trader Joe's wants employees who smile. So when the late founder James Shields conducted interviews, he eliminated candidates who did not smile in the first 30 seconds of the interview.¹³ Other companies, from Chipotle¹⁴ to Southwest Airlines,¹⁵ have also found more success when they evaluate potential frontline employees based on personality traits rather than resume bullet points.

Southwest Airlines has narrowed its hiring criteria to three traits: a warrior spirit (which it describes as working hard, desiring to be the best and being courageous), a servant's heart (putting others first and observing the golden rule) and a fun-loving attitude (being a passionate team-player).¹⁵

Results: With this criteria driving hiring decisions, Southwest Airlines's voluntary turnover rate was less than 2 percent companywide¹⁵ and their customer satisfaction rating is highest among low-cost airlines, according to a J.D. Power report.¹⁶

How senior care can benefit: Soft skills valuable for caregivers include being positive, warm, engaging, flexible and creative. Employers can look for these traits in interviews — and weigh them alongside education and work experience. Hiring those with compassion and a commitment to care could help reduce turnover.

“In a 2014 employee survey, when we asked whether people felt like their job was ‘just a job,’ ‘a stepping stone,’ or ‘a calling,’ nearly 75% selected, ‘a calling,’ and 86% said they were proud to work for Southwest Airlines. So hiring for values seems to be working from our employees’ perspective as well as ours.”

Julie Weber

Vice President of People, Southwest Airlines¹⁵

Photo by Stephen M. Keller for Southwest Airlines

OnShift

SENIOR HOUSING News

Hire Superstars

Conduct “audition” interviews

The innovation: Automattic, the company behind wordpress.com, is taking the idea of the job audition to the next level. They bring candidates on for a trial process before they make a hire, paying a standard rate of \$25 per hour, giving the candidates actual work that they’d be doing in the role. Both companies laud the audition approach for improving their hiring pool.¹⁷

“There’s nothing like being in the trenches with someone, working with them day by day,” explains Automattic founder Matt Mullenweg. “It tells you something you can’t learn from resumes, interviews or reference checks.”¹⁷

Results: Want to see how a prospective employee might respond to an on-the-job

challenge? An “audition” interview or trial process can help by showing candidates a “day in the life” glimpse of the job. In doing so, employers can determine a candidate’s ability to do a job, fit into a culture or both, while candidates get a stronger sense of their own interest in the position.

How senior care can benefit: Providers can create an “audition” that makes the most sense for the business by measuring the candidate’s energy, kindness, willingness to jump right into tasks, flexibility and the ability to hit the ground running — all desired traits among senior care employees. If a trial period isn’t feasible, providers can let applicants shadow current employees to get a look into the day to day.

“[The trial period] leads to extremely low turnover. In the past eight years, we’ve had maybe 10 people leave the company, and another 25 or 30 we’ve let go. So it’s a system we plan to keep utilizing. Nothing has the impact of putting the right people around the table. The aphorism is true: You can’t manage your way out of a bad team.

Matt Mullenweg
Founder, Automattic¹⁷

Photo: automattic.com/press/brand-materials



3. Engage Your Talent

When evaluating the labor force, age matters. According to BLS, the number of U.S. workers aged 25 to 54 experienced a steady decline between 1999 and 2014.¹ That's a figure that hits senior living hard: in 2014, about 60% of the top 10 senior living occupations were held by people in this age range, with 41% for food servers and 71% for registered nurses.¹

**Want to keep your frontline strong?
Engagement is key.**

Collaborate with employees to build schedules they love

The innovation: At Starbucks, store managers work with employees to build schedules that are both consistent and flexible.¹⁸ The coffee behemoth takes things a step further by allowing employees to trade shifts amongst themselves.¹⁹ McDonald's and Old Navy use this practice, too.¹⁹

Results: Employees, several who are also working on degrees, appreciate that Starbucks offers schedules that fit their lifestyle.¹⁹ In fact, Starbucks made Indeed's list

of the 20 best companies with the best work-life balance.²⁰

How senior care can benefit: Every industry needs employees to arrive at work on time. That need is particularly prevalent in senior care since many residents require round-the-clock care. Providers should consider using technology that's built to meet the complex needs of senior care, and that gives employees the ability to swap shifts, pick up open shifts and set scheduling preferences.

“*We know many of our partners are balancing outside obligations and interests. Scheduling must take an individual approach, allowing for both the consistency and flexibility that are important to each one of them.*





Engage Your Talent

Train employees for more than the job they have

The innovation: Employees get bored — it happens. The solution? The universal employee. At Trader Joe's, employees are cross-trained with different skills for different jobs, learning to work as cashier, stock shelves and return shopping carts.²¹

Results: Training employees for multiple jobs with multiple skills improves employee engagement. But it does more than that. These employees learn every aspect of their company's business, meaning they are better suited to handle problems as they arise because they understand the various job functions and how they interact.

How senior care can benefit: Recent data from Assisted Living Salary & Benefits Report revealed that 65% of caregivers are “always looking for a better job.”²² Training for multiple positions in senior care — such as rotating servers across dining venues or alternating roles in food preparation or dining services — can curb monotony and increase engagement.

“Any given worker will man a cashier stand, stock shelves and return shopping carts in the course of an ordinary morning. Not only does this alleviate the tedium standing behind a check stand for eight hours would engender, it means that every worker knows every aspect of the store.

Noelle Nelson

Author, “Make More Money By Making Your Employees Happy”²¹

4. Retain and Win



Today's challenging labor market has proven especially difficult for senior care providers. With unemployment at an 18-year record low,²³ a 51% median turnover rate for certified nursing assistants²⁴ and almost 33,000 open jobs, those challenges will continue. What's more, the senior care industry needs 2.5 million more workers by 2030.²⁵ Providers must think creatively to gain a greater edge against their competition, both in the industry and outside of it – with the likes of retail and hospitality competing for the same talent.

Retain and Win

Don't “retain” employees — sustain and steward them

The innovation: The talent pool is finite. Everyone knows that. Chick-fil-A responds by changing how it talks about employee retention to create a deeper bond between company and workforce, and a greater purpose for the employee. Instead of “retaining” employees, Chick-fil-A seeks to sustain and then steward them.²⁶

Sustaining employees means helping them achieve a holistically healthy lifestyle. Stewarding them means investing in them as you would any company resource, in this case by providing performance feedback and management that helps the employee set goals and see a clear career path.

Results: Chick-fil-A franchisees' retention rate has been 96% for nearly 50 years. And this practice appears to be a company-wide success; even the corporate retention rate has been 95-97% for that same period.²⁷

How senior care can benefit: Today's workforce is an entirely different breed, with different workplace requirements and career goals than previous generations. Sustaining and stewarding employees can lead to more loyalty and motivation for caregivers.

Photo: Bloomberg/Getty Images

Retention is simply just hanging onto something. Sustained talent is competitive advantage. ... Your best results will come from leveraging all of the talent available to you.

Dee Ann Turner
Vice President of Corporate Talent, Chick-fil-A²⁶

Retain and Win

Evaluate performance more frequently

The innovation: Eli Lilly did some internal digging and found that employees were surprised when they received their performance rating at the end of the year. What's more, they noticed there was a major drop in engagement for 85% of the company. As a result, they revamped their process, giving managers the ability to deliver timely, more frequent coaching to employees.²⁸

Results: More opportunities to provide feedback fostered open dialogue between managers and employees. In addition, managers became more focused on helping employees grow, learn and meet their goals. The new process also reduced what they deemed wasted time and energy during cumbersome annual reviews and catered to individual team member needs.²⁸

How senior care can benefit: A study on what employees look for in a manager found that one in two people had, at some point, left a job to “get away from their manager to improve their overall life.” To bridge the gap between staff and management, senior care providers can incorporate tech with prompted messaging and actionable data to facilitate conversations that build better relationships and boost performance.²⁹

“With this new process came a renewed focus on coaching and a number of tools to support both supervisors and employees to strengthen this partnership. ... Empowering employees means trusting them to take initiative, listening to their ideas and being a good partner.

Steve Fry

Senior Vice President, HR and Diversity, Eli Lilly³⁰



Photo: facebook.com/elilillyandco

Retain and Win

Build a bond between employee and boss

The innovation: REI implemented a company campfire where management shares their ideas and its 11,000 employees in 30 states can provide their feedback.³¹

Results: The online forum appears to be successfully engaging employees and encouraging them to share their ideas. The campfire has seen 4,500 of 11,000 employees log in at least once with the majority of posts earning up to 40 comments.³¹ It's also worth mentioning that REI has made *Fortune* magazine's 100 Best Companies To Work For every year since its inception.³²

How senior care can benefit: Employees offer a wealth of knowledge since they are the ones working most closely with residents. By implementing more frequent pulse surveys, management can easily collect staff feedback to implement process improvements.

“We let executives say what they want. We really try to push them to let that be a personal connection to employees.”

Diana Kowalsky

Director, Internal Communication and Public Affairs, REI³¹



Compete with the biggest and get the best.

Times are changing, and hiring is harder. Yet because of that, frontline talent has never been more motivated to be wowed and won. By taking cues and ideas from some of America's top employers, the most forward-thinking senior care providers can chart a path to attracting workers — and keeping them.

Staffing Success with OnShift

OnShift helps thousands of senior care providers every day achieve their labor management goals. Our award-winning software for scheduling and employee engagement is built for senior care, prioritizing ease-of-use for all users—from employees to executives.

OnShift's software and proactive services help providers deliver higher quality care, improve productivity and increase profitability through a consistent and engaged workforce.

Our suite of products helps providers:

- Efficiently schedule staff, predict overtime to lower costs & fill openings
- Measure staff satisfaction, capture employee feedback & reward contributions to boost engagement
- Ease employee financial stress with access to earned wages between paychecks
- Analyze staffing patterns to support hiring decisions
- Easily collect, review & submit required staffing data to remain compliant with Payroll-Based Journal reporting requirements
- Achieve sustainable value through best practices, proactive communications & reporting on KPIs

ABOUT ONSHIFT, INC.

OnShift delivers cloud-based human capital management software and proactive services to solve everyday workforce challenges in healthcare. Our suite of products for hiring, scheduling and employee engagement drives quality care, lower costs and higher performance by empowering providers to staff consistently and efficiently.

Intuitive design, predictive analytics and customer success management are why thousands of post-acute care and senior living organizations rely on OnShift. For more information visit www.onshift.com.

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CONTACT US

OnShift's deep knowledge of the senior care workforce is reflected in our intuitive software and proactive services that help providers recruit talent, make quality hires, engage employees and optimize schedules. The end result? High quality care, improved productivity and greater profitability.

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