Revolutionize Your Hiring Efforts Utilizing Salesmanship

Learning Objectives

By participating in this workshop, participants will:

• Learn how applying salesmanship tactics to your hiring efforts will yield higher quality candidates, who drive excellent care and, ultimately, stay longer, reducing turnover.

• Learn methods for identifying the right candidate, how to develop your perfect screening tool for candidate selection, and a proven method for converting the right applicants into hires efficiently.

• Identify their three top markets for sourcing employees and develop an action plan for how to reach them.
**The Challenges: Low Unemployment Rate**

Good News / Bad News:

Unemployment rate for Colorado fell 0.2 percentage points in March 2019 to 3.5%, 0.3 percentage points lower than the national rate.

Unemployment rate in Colorado peaked in September 2010 at 8.9% and is now 5.4 percentage points lower. From a post peak low of 2.6% in February 2017, the unemployment rate has now grown by 0.9 percentage points.

The unemployment rate for Boulder County fell 0.6 percentage points in February 2019 to 2.7%, the lowest in the nation.

Bureau of Labor Statistics

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**The Challenges: Too Many Jobs, Too Few Workers**

As of 4/29/2019 there were 1146 caregiver job openings in Colorado and EVERY agency is hiring!
The Challenges: Aging Population

Population Growth:
Between 2010 and 2015, Colorado’s growth in its 65 plus population was 3rd fastest in the US at over 29%.

Increased Life Expectancy:
Since 1990, life expectancy among Colorado residents has increased from 77.2 years to 80.4 years.

Rise in Chronic Medical Conditions:
90.5% of all Coloradans ages 65+ have at least one chronic condition.  
57.1% of all Coloradans ages 65+ have high blood pressure.  
70.3% of all Coloradans ages 65+ have 2 or more chronic conditions.

Colorado State Demographers Office

The Challenges: Misconceptions About Caregiving

Misconceptions about working with Clients:

Caregiving is a negative experience  
Caregivers are only hired to work with the very ill  
The case load is hard to handle  
Most Clients have dementia

Some of these things can be true but the rewards are great!
The Challenges: Misconceptions About Caregiving

Some misconceptions about the home care industry:

Home care jobs are not flexible

*The truth: Home care jobs require flexibility in all things*

Home care jobs require extensive training

*The truth: Some home care jobs only require on the job training*

All home care companies are the same

*The truth: Home care companies are not all the same (medical, non-medical, private pay, Medicare, Medicaid)*

How We Meet These Challenges

Understand your ideal caregiver

Find more of those

Develop tools to screen for them

Sell the benefits of being a caregiver and working for your company

Build a pipeline, a process and measure your success
Identifying Your Ideal Caregiver

Survey your high performing caregivers
- What drives them
- What do they value in the role
- What makes them successful

Find people with shared values and mission

Screen and hire for those qualities

Characteristics of our ideal caregiver
- A desire to give back
- Personal interactions and making a difference
- An empathetic heart, compassion, excellent communication skills, high level of personal responsibility
Above All Else...Shared Values and Mission

Service: We enhance our Client’s lives through superior service that supports their independence.

Care: We express compassion and concern for our Client’s, for their needs and well-being.

Trust: We build trust through our actions which forms the foundation of our relationship with our Client’s.

Respect: We treat others as we would want to be treated and value the individuality of every person.

Be clear about your values and make them visible everywhere

Our Ideal Caregiver

Individuals who have recently become empty-nesters who want to give back

Individuals who are building a resume to go to professional schools like nursing, PT, OT or medical school

Individuals who have been caregivers for their own family
Where Do You Find the Right People

Internet

Social Media. Social media is an exceptionally cheap avenue to find caregivers. Make consistent job postings with links for applicants to apply.

Your Website. Keep your website up to date. A strong website with good search engine optimization allow prospective caregivers to find you easily through Internet searches and gives you an advantage over competing postings.

Job Boards (may or may not require payment):

CareerBuilder.com. CareerBuilder.com is a top job search site. Requires a monthly fee.

myCNAjobs.com. Focused on senior care and provides help setting up recruiting events. Requires a monthly fee.

Craigslist.com. Craigslist now charges for postings but is cheaper than many other third-party websites.

Indeed.com. Has multiple levels of posting options. For a fee, your ad can be “boosted” and more visible.
Where Do You Find the Right People

Others:

Job Fairs. Job fairs are an effective way to quickly meet many candidates in person and conduct on the spot interviews.

Newspaper Classified Ads. Newspaper classified ads are an effective way to reach out to new potential candidates.

Word of Mouth/Reputation. Your reputation can be a better source of new caregivers than your website or social media.

Current Employee Referrals: Current employee referrals is a top source of recruitment but requires as organized, deliberate, and continual effort.

Sources of potential employees by order of effectiveness:

10. CareerBuilder.com
9. Social Media
8. Job Fairs
7. Newspaper Classified Ads
6. Your Website
5. Word of Mouth/Reputation
4. myCNAjobs.com
3. Craigslist.com
2. Indeed.com
1. Current Employee Referrals

Home Care Pulse 2018
To Put It Into Perspective

Analysis of Applicants from Indeed

Measure the following:

- Tagline
- Date of post
- Total number of clicks
- Total number of responses
- Response rate
- Number of applications
- Number of interviews
- Number of hires
- Hiring rate
Analysis of Applicants from Indeed

Applicant Interest & Time of Year

Analysis of Applicants from Indeed

Resume Submissions & Hires Per Ad Post
Analysis of Applicants from Indeed

Recruiting is Selling

The product: your company.

The job applicant: your sales lead.

The interviews: your sales calls.

Your job: create enough interest among the desired job seekers so they consider your organization their first choice for employment.

Forbes:
Selling Your Company During the Recruiting Process Feb 2014
Recruiting is all about building relationships!

A great recruiter should have the same skill set and qualifications as a great salesperson.

So much emphasis is placed on sourcing candidates, recruiters aren’t taught basic sales processes that follows the sourcing function.

**Steps in Relationship Based Selling**

1. **Develop the Relationship:** Candidates form an impression in the first two minutes of your interaction. This impression influences the rest of the recruiting process and includes how you introduce yourself.

2. **Identify the Need:** Why is the candidate looking for employment as a caregiver? Ask questions! Identifying the need is the most important of all selling and recruiting skills. What are the emotional drivers of the candidate?
Steps in Relationship Based Selling

3. Fill the Need: Recruiters focus on “product knowledge”, telling the candidate about every aspect of caregiving and the company.

_BUT._ They don’t demonstrate how the position aligns with the emotional drivers of the candidate.

4. Advance/Close the Sale: Closing means making an offer to the candidate (which defines benefits, compensation and perks) that is accepted.

Effective recruiters continually re-emphasize the candidate’s emotional drivers.

ERE Recruiting Intelligence: Recruiting is Sales: How to Become a Better Salesperson Today

How to build that relationship: Use Active Listening

Find common ground

Listen

Understand what they value

Show how the company can provide that value

Be totally honest about the work and its challenges

Be real
Relationship Based Selling

Your caregivers are assets not commodities

Caregivers are Assets NOT Commodities

Why are caregivers sometimes viewed as commodities?

Many caregiving jobs require little by way of technical qualifications or past experience.

The industry experiences high turnover of caregivers (close to 70%)

Caregivers are hired quickly to fill roles fast.

They are viewed as transient commodities that can be quickly replaced rather than high-value assets that need to be developed.

The investment results in lower turnover!
Caregivers are Assets

Positive outcomes:
• Clients are more satisfied
• You’ll have to recruit less
• Recruiting becomes easier as your agency develops a reputation for being the best place for caregivers to work

What Does a Good Recruiter Look Like

Patient
Committed
Enthusiastic
A good story teller
A good listener
Perseverant and able to hear no regularly
**Tools to Increase Potential Employee Pool: Job Advertisements**

**Constantly retool your message, measure your success**

“Think about a job advert the same way as you think about your sales. That means: think about the ‘pain point’ you are trying to resolve, and explain how your ‘product’ solves the problem. And just like all other sales, it’s not about *you*. It’s about *them*. Of course they solve your problem (being short staffed), but let’s be honest: They don’t care. They want to know what’s in it for them. They are considering to change careers for a reason—does your job ad make that a tempting prospect?”

Advertise everywhere you can in the community (ex. church bulletins)

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**Tools to Increase Potential Employee Pool: Referral Sources**

- Relationships with professional schools (PT, OT, MA)
- Relationships with religious organizations
- Minority Chamber of Commerce
- Social service organizations
- Welcome Wagon Women’s Organizations
- Teacher’s organizations
- Develop recruiting marketing materials for each of these
Every interaction should be focused on recruiting:

- Poaching cards, outreach activities in community (Ex Cultivate)
- Recruit the currently employed
- Leave your business card with other businesses that you interact with (ex beauty salon)
- Promote yourself as an expert

**Tools to Increase Potential Employee Pool**

**WEBSITE**

**SEO**
Tools to Increase Potential Employee Pool

Maximize the value of your website using SEO

Add New Home Care Content Weekly to your website:
This is a HUGE part of SEO.
- Diversify content with video content, new landing pages or blog posts.
- If blogging, you should publish one piece of content at least once per week.

The Power of Keywords: Use available tools to find “good” key words and apply all over your website.

Optimize Your Visibility to Potential Employees

Backlinks: Links from other websites to your site.

Search engines measure website value and influence by the number and quality of backlinks.

Generate backlinks by developing local relationships with:
- Healthcare facilities
- Local non-profits
- Care managers
- Trusted resources

Every time you link to a partner, offer to do a “link exchange”.
Have A Process and Measure Your Effectiveness

AffirmiCare Hiring Process

Start

- Post Ad
- Filter Responses
- Invite to Apply for the Position
- Setup an Interview
- Offer Employment / Reject Candidate
- Schedule Orientation
- Interview Applicant
- Background Check/Ref
Filter Responses

Use “ideal” caregiver filter

- Individuals who have recently become empty-nesters who want to give back
- Individuals who are building a resume to go to professional schools like nursing, PT, OT or medical school
- Individuals who have been caregivers for their own family
- Measure the number of responses

Begin Creating Relationship

- Invite: Invite to apply
- Send: Send an email with a link to the application
- Include: Include a link to a video in which a caregiver describes why they like working at AffirmiCare
**Interview**

Tell me about yourself, where you’re from, what work you’ve done in the past

Why are you interested in working for AffirmiCare?

What three words would you use to describe yourself?

What three words would a previous supervisor use to describe you?

What are your 1 year and 5 year goals?

How do you envision AffirmiCare helping you to reach these goals?

What has been your all time favorite job or volunteer experience? Why?

Tell me about a time you made a mistake and how you handled the situation.

What makes a good caregiver?

Tell me about your most challenging customer experience? What made it challenging for you? How did you work through the situation?

Tell me about a time that you were able to “read” a situation, and act on your feeling about it?

What do you think you will like most and what will you like least about this job?

What questions do you have for me?

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**Orientation Day**

Welcome and introduce to the Office team

One on one orientation

Provide with a branded bag containing supplies like gloves, hand sanitizer, notebook, power bars and water

Personal introduction to each Client on their calendar
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• Identify their three top markets for sourcing employees and develop an action plan for how to reach them.

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