

The Employment Relationship

Work Soulmate Secrets

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The Great Resignation

The record number of people that have left their jobs since the beginning of the pandemic - shows no signs of abating.

One in five workers plan to quit their jobs in 2022, according to one of the largest surveys of the global workforce.

Over two-thirds say they are seeking more fulfilment in the workplace.

The Struggle is Real

- **Lack of Talent Pools and labor shortages**
- **Increased competition.....you better hire fast!**
- **No Shows for Interview**
- **No Shows for First Day**
- **Employment is often short lived.....even one or two days is not unusual**

Hiring in 2011 vs 2021 (and 2022!)



Desperately Seeking Candidates

- Indeed, Monster, ZipRecruiter, State Workforce Offices
- College/Trade School Alumni Boards
- Professional Organizations
- Your personal network – Facebook, LinkedIn, Neighborhood Pages, Interest Groups

HIRING

DASHBOARD

JOBS

REQUISITIONS

CANDIDATES

TASKS

CALENDAR

REPORTS

MESSAGES

JOB SEEKERS

TEAM MEMBERS

ADMINISTRATION

COMPANY

EMAIL TEMPLATES

TEXTING (SMS)

RATING TEMPLATES

WORKFLOWS

APPLICATION FORMS

OFFER LETTERS

2 Jobs

Post New Job

My Jobs Page

Front Desk Associate

Palo Alto, CA

Status: Posted

Posted: 09/13/2021

40 New

5 In Process

1 Hired

2 Declined

3 On Hold

1 Incomplete

Manager

Palo Alto, CA

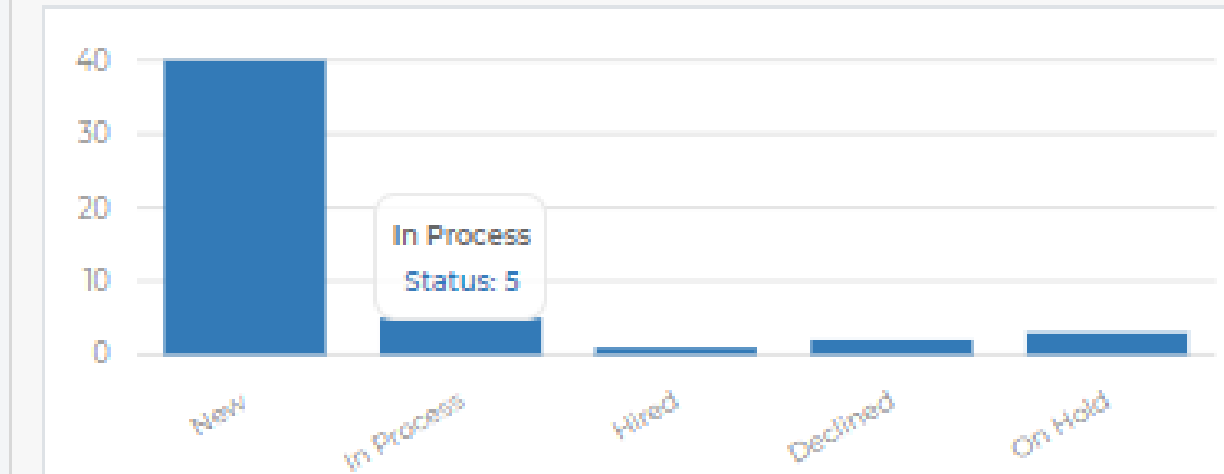
Status: Pending

Created: 09/12/2021

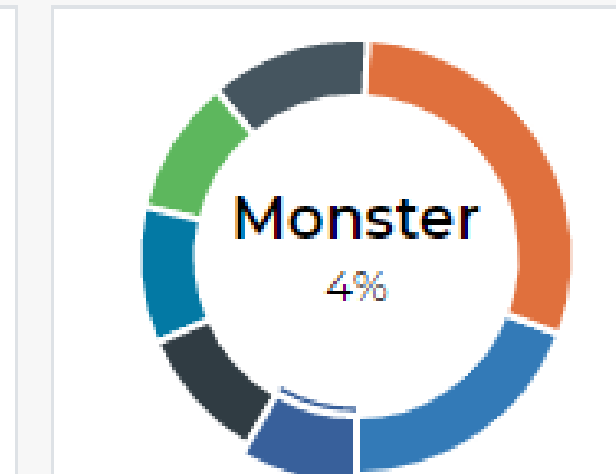
[Click Here to Activate This Job Post](#)

Reports Overview

Applicants by Status



Applicants by Source



3 Tasks

Create a Task

Task Name	Created By	Due Date
Schedule 1st Interview	Jim Collins	09/18/2021
Email Candidate	Jim Collins	09/20/2021
Review Resume	Jim Collins	09/20/2021

8 Messages

From	Subject
Tammy Smith <i>candidate</i>	Review the submitted applications
Jim Collins <i>team</i>	Regretfully have to decline application
James Johnson <i>candidate</i>	Archive applicants' CV for later review
Tammy Smith <i>team</i>	Review the submitted applications
James Johnson <i>candidate</i>	Review the submitted applications
Jim Collins <i>team</i>	Shortlist Applicants
Tammy Smith <i>team</i>	Archive applicants' CV for later review
James Johnson <i>team</i>	Review the submitted applications

3 WOTC (Work Opportunity Tax Credit)

Employee	Max Credit	Status	
Meredith Carter <i>Order for Sarah Blake</i>	\$9,600	Application In Process	8,C
Elane Ewing <i>Order for Sarah Blake</i>	\$2,400	Application In Process	6,C
Charlie Fox <i>Order for Sarah Blake</i>	\$2,400	Certification Received	4,C
			2,C

9 Events

Event Name	Created By
Team Meeting	Sarah Blake
...	...

Take it *Slow* for Success

- Traditional Interviews
- Peer Interviews
- Job Shadowing
- Working Interview
- Communication Samples
- Reference Checks

The FORMalities

- Offer Letter
- Background Check Consent
- Confidentiality
- Form I-9
- Tax Forms
- Handbook Acknowledgement
- Direct Deposit
- Benefit Enrollment
- Required Notices
- Handbook Acknowledgement
- Direct Deposit Setup
- Etc, Etc, Etc,

ONBOARDING



View Employees

ADD AN EMPLOYEE

VIEW EMPLOYEES

MANAGE ONBOARDING

E-VERIFY

DOWNLOAD EMPLOYEE DATA

ONBOARDING STATUS REPORT

Employee Search

Onboarding 4

Employees 5

Terminated 0

View All 9



Meredith Carter

Full-time

Start Date: 09/14/2021

Date Sent: 09/13/2021

[Provide Onboarding Assistance ?](#)

- ✓ Personal Information
- ✓ Emergency Contact
- ✓ Form W-4
- ✓ Eligibility Verification Document



Reinhold Stiffel

Full-time

Start Date: 09/15/2021

Date Sent: 09/13/2021

[Provide Onboarding Assistance ?](#)

> Welcome Email

Basic Information

Contact Information

WOTC

Offer Letter

Employee Handbook

Emergency Contact

Form W-4

Form I-9

Payroll Information

Attendance Policy

Policy for Email

Acknowledgment



Onboarding Documents



MPAY

to me

Hello Maredith,

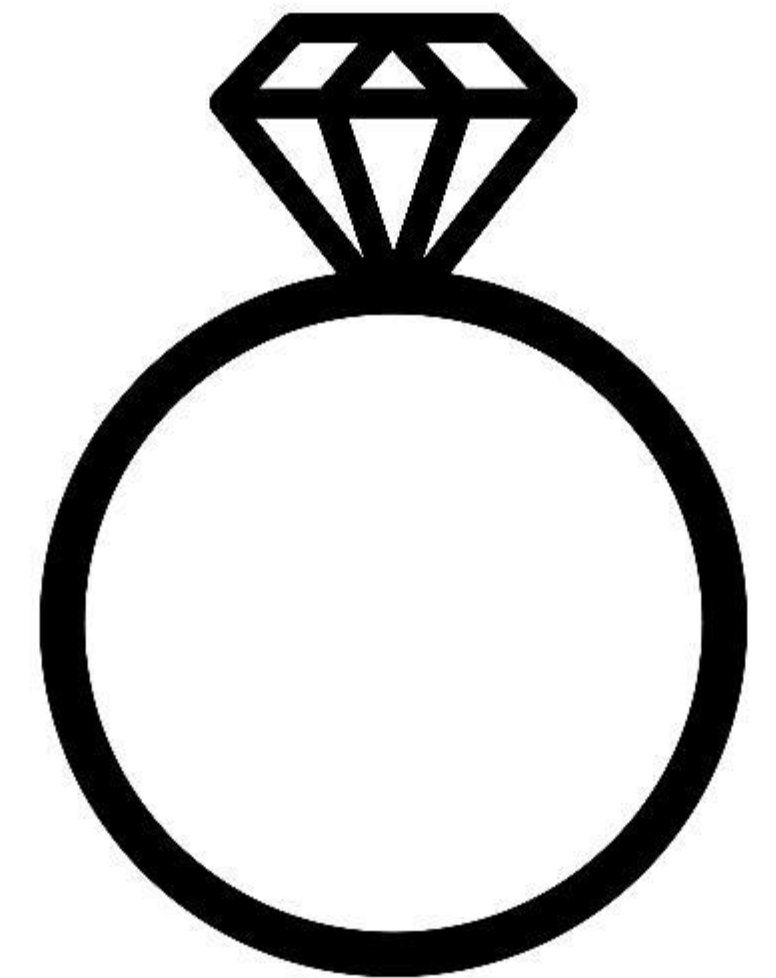
Congratulations on your new career!
Please [click here](#) to begin onboarding.

Thanks,
The MPAY Team

Before Day 1: Avoid Cold Feet

Welcome Email

- What to wear
- What to bring
- When to arrive
- Where to park
- What to Expect
- What's the schedule?
- When and what's for lunch?



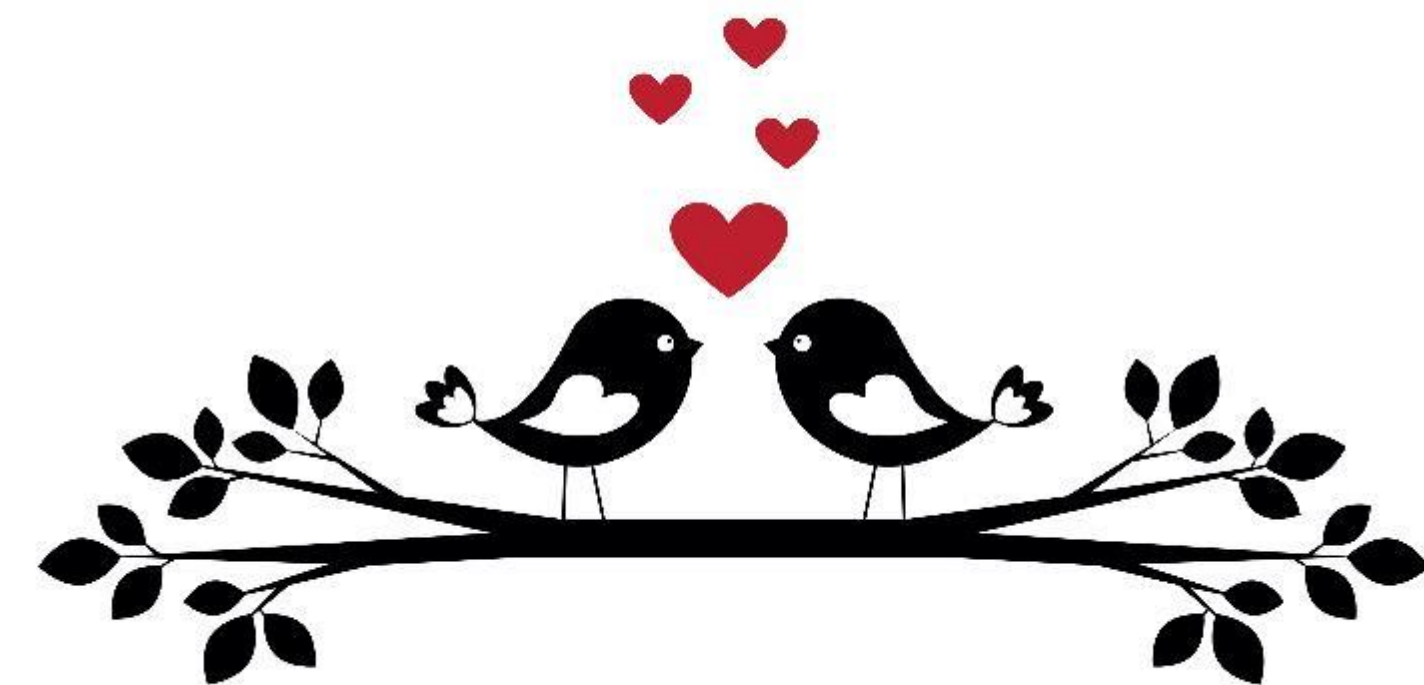
The Big Day is Almost Here!

- Prepare their desk
- Office supplies
- Ensure all tech is operational
- Company swag
- Building access card/keys
- Security/passwords
- Email account



The Big Day

- Don't overwhelm with information
- Assign a buddy (Be sure to prepare the buddy!)
- Culture
 - History
 - Vision, Mission, Values
 - Outlook



Looking to the Future

Discuss training
and integration
plan

Set expectations

Create check-in
points

Culture Communication Programs

⊕ New Hires

Week	Topic	Purpose
1	Harassment Prevention Training	Safe, inclusive work environment
2	How to Participate in Volunteer Opportunities	Community Involvement
3	Caught in the Act Program	Recognition of Upholding Values
4	Make the Most of your Check-In Meeting	Accountability
5	Patient Success Stories	Our Why
6	Insurance Benefit Enrollment	Caring for our Team
7	Communication Skills and Expectations	Continuous Learning
8	Giving and Accepting Feedback	Accountability
9	Employee Assistance Program	Caring for our Team
10	401(k) Plan and Financial Education	Caring for our Team
11	Growing in the Organization	Accountability
12	Ignite Performance Program	Accountability

The 90-Day Honeymoon

Check in at 30, 60, 90 days

- How do we compare to what we said we would be like?
- What do you like? What is going well?
- What is your confidence level in your success here?
- I noticed you came to us from _____. Are there things you did there that might be helpful to us?
- Is there anyone you know who might be a valuable addition to our team?

Employee Retention

When the Honeymoon is Over

Cindy S. Murray, PT, MBA

OrthoTexas Physicians and Surgeons, PLLC

Love, Honor, and Cherish

You may not love them, but you still have to “live” with them!



In Sickness and In Health – until death do us part

- Supporting each other
 - Employee engagement is crucial
 - Create a culture of open communication
- Occasional need for counseling (regular meetings)
- Dealing with conflict
- Financial stress
- When one partner decides to further their education

Developing Trust

- Transparent communication and confidence in leadership
- Respecting diversity (different faith, race, or culture)
- If trust is broken – how do you come back from that?
- Managers must readily accept feedback from the employees

Respect

- Grow and learn with each other (ask them to train other employees to further their engagement)
- Give your employees a voice and encourage them to participate in development planning
- Respect the work/life balance and regularly evaluate the expected responsibilities of each employee and consider how they are managing that workload

Who wears the pants in the “family”

- Managers must be effective leaders and managers
- Spend time training managers to be good communicators and foster teamwork in the department
- Dictatorships are recipes for failure



“Spice up the marriage”

Developing a **professional work relationship** – engaged employees tend to feel more connected to its goals

- Employee outings and company sponsored events
- Volunteer events



Performance Issues

.....the subject NOBODY wants to talk about (in a marriage OR at work)

- Feedback – continuous and kind
- Be clear with the work objectives
- Set goals and put them in writing (performance improvement plans)



Shower them with gifts

- Competitive salaries and benefits
- Anniversary (annual performance evaluation and salary review)
- “Just Because” – praise them often if they are performing well
- Competitive CME allowance
- Offer additional incentives (bonus program)



Longevity in the Relationship

AVOID BURNOUT!

- Recognize the warning signs – lack of energy, negative emotions, and feelings of isolation
- Encourage the use of PTO time
- Arrange fitness challenges

When Divorce is Inevitable

Bad habits that can't be ignored

- Understanding the reasons why employees leave is an important part of increasing retention rates
- Exit interviews allow the employer to better understand the driving factors behind an employee's decision to leave a company



Coming together is a beginning; keeping together is progress; working together is success.

Henry Ford



*Happily
Ever After*