

# Staffing Decisions™

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## How to Engage Your GenY Employees

A common criticism of millennials and younger workers is that they jump from one job to the next at a much greater rate than their older counterparts. Evidence supports this claim. In fact, researchers have found that 20- to 24-year-old workers are three times more likely than their 45- to 54-year-old colleagues to leave a job within a year.

But even without the researchers' data, employers have long known that this younger generation has a lot to offer but can be difficult to engage in the longer term. Losing talented new employees after less than a year is a critical talent drain few organizations can afford.

PricewaterhouseCoopers chairman Robert Moritz recently discussed (in a *Harvard Business Review* article) job-hopping, other GenY characteristics and how to cope with and build on such habits.

Moritz noted that one of the opportunities most prized by these young employees is *career flexibility* – the freedom to move from one career to another. Unfortunately, this is difficult to square with corporate goals such as employee retention and long-term development. HR professionals need to think creatively about how they can align organization

needs with GenY desires.

One such tactic: allowing employees to easily switch careers internally. It can be a win-win deal. If you have all-star young employees who are restless in their current position, it is likely well worthwhile letting them switch roles if it means they'll stay with the company. Additionally, allowing or even encouraging lateral move-



ments can be a great way to help spread experience throughout different areas of your company. Having employees move around can help them develop a stronger matrix of experience and knowledge, especially valuable for large organizations.

Furthermore, having a group of employees with knowledge in a variety of your company's core functions can go a long way towards developing future leaders with a strong understanding of and appreciation for the entire business, as opposed to being focused on just one

aspect of the organization.

Other Millennial expectations, according to Moritz, include:

- The ability for greater input on important issues;
- Feeling appreciated – and not just through monetary rewards;
- The ability and opportunity to give back, both in the office and to the community outside.

It's important to note, though, that not all GenY staff members are the same, nor do they all have the same career objectives or desire for change and flexibility. While survey data can be useful, there's only one sure way to know what your GenY staff members need from you – ask them. ▲

### Hot on the Inside

#### Women in the Pipeline . . . . . 2

How to move women along the talent pipeline, especially in the STEM careers.

#### How's Your Data Security . . . . . 3

Is data security strictly the purview of the IT department? Not at all. HR has a big role to play.

#### Effective Digital Training . . . . . 4

Digital training is efficient and relatively inexpensive. But is it as effective as "live" training? Can you make it so?

### For More Information:

**Forbes: Quit Trying to "Engage" Millennials**

<http://www.forbes.com/sites/kathycaprino/2014/05/01/quit-trying-to-engage-millennials/>

**HRO Today: To Engage Gen Y Workers, Adopt New Approaches**

<http://www.hrotoday.com/news/engaged-workforce/to-engage-gen-y-workers-adopt-new-approaches/>

**Workforce: How Do We Engage Different Age Groups?**

<http://www.workforce.com/articles/21045-how-do-we-engage-different-age-groups>

# Moving Women Through The Talent Pipeline

Despite many efforts over the years, too many organizations are still challenged when it comes to moving women through the talent pipeline in numbers that reflect their presence in the workforce. This is particularly true in careers related to science, technology, engineering and math, the so-called “STEM careers.” HR has a role to play in helping to unclog that pipeline.

A big part of the issue, says Monique A. Honaman, CEO of ISHR Group, in Suwanee, Georgia, is that too often the focus is only on women. “What many companies fail to recognize is that skill-building and awareness are also needed by those making pipeline and promotion decisions – mostly men.” It’s not enough to just “lean in,” says Honaman. There has to be a structure in place to support those doing the leaning.

The situation is compounded in highly male-dominated fields such as STEM, because there are so few female role models. Amanda Orson, director of communications at EngineerJobs.com in New York, says, “From all the interviews I’ve conducted with practicing female engineers over the last three years, almost all cite the importance of having a female mentor in a leadership role.”

What HR can do is to find those mentors. If mentors are not available internally, she says, you should help women connect with mentors externally through professional groups or organizations.

Work-life balance is also important to most women you want to move along the pipeline to leadership roles. You need to remove impediments that too-often tend to affect women more than men in our society, such as unreasonable hours and lack of time to spend time with family and to address their own or others’ health issues.

Cynthia Calvert, president of Workforce 21C, a consulting firm in Ellicott City, MD, says gender bias may be

another factor. “It may exist for both female employees and their supervisors — whether male or female.” It’s not so much the overt sexism of the past, she says, but the subconscious gender bias in how we perceive information about men and women. Over time small biases can have a big impact on an individual’s career.

HR is in a critical position to help ad-



dress this, Calvert says, and offers these recommendations:

- Create a business case for advancing women to help everyone in the organization to both understand the reasons behind programs to advance women and to feel committed to the success of these programs.
- Educate everyone on how bias affects perception, memory and decision-making, and what the common gender biases are, how they arise and how to reduce their influence.
- Track metrics to help identify the presence of gender bias, such as the number of women in leadership positions, women identified as high potentials or women working on important projects.
- Audit and improve procedures for assignment of work, annual performance reviews, compensation and promotion.

- Hold supervisors and managers accountable for training, mentoring, sponsoring and promoting women.
- Make sure HR staff are trained to recognize, prevent, and investigate family responsibilities, discrimination and flexibility bias, as well as gender bias.

## Buy-in From the Top

But, while HR definitely plays a large role in helping more women make their way into senior level positions, it isn’t the only factor. Sarah Woods, a senior vice president at Bates Communications, a leadership coaching firm in Wellesley, Massachusetts, says, “It starts at the top of the house. When the Board of Directors and CEO of the company make diversity a priority, then there are greater opportunities for women.” ▲

## Feedback from Temps

Temporary staffers can provide a wealth of information about the pros and cons of working for your organization. They are usually more objective and have varied experience from other organizations, so their insights can be particularly helpful.

Don’t overlook this excellent source of feedback: Make sure that your temporary staff is included in the exit-interview process. It will not only help your dealings with temporary employees, but may provide you a better “employee’s eye view” of your organization than you get from departing regular staff members, whose long-standing personal relationships may prevent them from giving you the candid feedback you need.

We’re real people here, and we’re here to help.

## For More Information:

### Inside Higher Ed: Leaky for Everyone

<https://www.insidehighered.com/news/2015/02/18/research-suggests-pipeline-science-talent-may-leak-men-and-women-same-rate>

### Lawyers Weekly: Cut the Bull

<http://www.lawyersweekly.com.au/features/16192-cut-the-bull>

# What Are You Doing About Data Security?

**H**igh-profile consumer data breaches, such as those at Target and Home Depot, have brought the problem of protecting personal information to the forefront of a lot of conversations in HR departments. While most consider the IT department the lead player in data security, the fact that most security breaches can be traced back to employee error makes it an HR issue as well.

Max Aulakh, president of MAFAZO: Digital Solutions, in Miamisburg, OH, says HR needs to play a role in ensuring employees have the appropriate background checks before being hired, require sign-off on relevant policies and provide training on security issues.

In addition, Aulakh says, HR needs to understand how to apply flexible controls for different types of employees – not everyone needs the same level of background checks. This, in turn, means thoroughly understanding key roles within the organization and the information individuals in those roles need to

have access to.

Data security, obviously, is not an issue that HR can take on alone, says Joel Bilheimer, VP of cybersecurity at Pershing Technologies, in Columbia, MD. The organization as a whole must have buy-in from the top down. You need to perform a comprehensive analysis of all data within the organization, he says, with a data-owner assigned to each data set. Each data-owner then becomes responsible for the maintenance and protection of the data within his or her charge. “It’s a team effort,” Bilheimer emphasizes.

For example, IT must be empowered to maintain network protection and system patching, data-owners must protect their applications, and all organizational members must have access to effective and current security training.

## Think ‘Practical’

Liz D’Aloia, founder of HR Virtuoso, in the Dallas area, says it pays to think practically and beyond the obvious IT-related fixes such as encryption, strict user permission levels, and system time-outs after a set amount of activity. For instance, she says, do you really need to gather a social security number or date of birth from candidates prior to hire? Many employment applications still request this information. Candidates don’t want to give it to you anyway, and this affects your applicant flow. So, she recommends, don’t ask for it until you’re preparing to do a background check or onboard the candidate.

Generating and, particularly, emailing reports is another security danger point. Pay rates, date of birth, social security numbers and other data are stored in an HR information systems. It’s easy for an HR professional to run a report and forget that sensitive data is on it. Then, the report is emailed – and once you email something “it’s out there.” D’Aloia

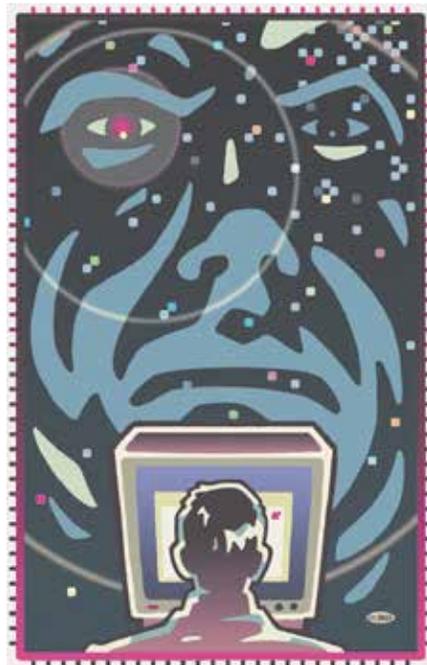
recommends that reports always include reminders to delete confidential information before emailing. “It’s a simple fix, yet most HRIS systems don’t contain this feature.”

## Common Sense a Key

Scott Evans, HR manager at Rook Security, an Indianapolis cybersecurity firm, says common sense is a good starting point when considering security issues. “Our company sets up complex passwords for any systems that may contain private information,” he says. “It’s our policy to change passwords regularly, while reminding employees to keep their system passwords private.”

Pay attention to physical security: Be sure to lock cabinets where non-electronic sensitive information might be kept. Also, Evans says, it’s a good practice to shred documents that you aren’t required to keep.

Finally, it is critical to thoroughly screen outside vendors, such as a cloud-based storage/archive provider or a software-as-a-service (SaaS) provider to ensure they protect your employee data adequately. Choose vendors who have exceptional track records and can explain or show you exactly what security standards, practices and safeguards they have in place. ▲



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## For More Information:

### Computerworld: 5 Things Your HR People Should Know

<http://www.computerworld.com/article/2551850/security/5-things-your-hr-people-should-know.html>

### Forbes: The HR Decision That Could Sink Your Business

<http://www.forbes.com/sites/adamlevin/2014/04/21/the-hr-decision-that-could-sink-your-business/>

### SHRM: Sony Data Breach Prompts Enhanced Role for HR

<http://www.shrm.org/hrdisciplines/safetysecurity/articles/pages/sony-data-breach-hr.aspx>



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# Making Technology-Fueled Training Effective

**T**he nature of training has vastly changed from the days of a live lecturer standing at a podium in front of a group of eager – or maybe bored – learners. Today’s corporate learners are just as likely to do their learning behind their desk or in the comfort of their own homes. Here are some of the trendy new options showing up in the corporate training world:

**MOOCs** Massive, open online courses include a growing number of often-free online sources of information available from a wide range of sources, many of them top universities.

**TED TALKS** These started in 1984 and offerings have grown to encompass more than 100 languages and a plethora of ideas shared through various media: radio, social media, blogs, even books.

**GOOGLE HANGOUT** This is a free platform that allows training to be delivered via video meetings for up to 10 people at a time. Google’s “Hangouts” are a good way to bring people together across dispersed geographic areas in a real-time setting. Hangouts can be recorded and saved for replay.

Other sources of alternative training include YouTube and a proliferation of

webinars, both paid and free. YouTube videos are especially effective in training procedures that needs to be visually demonstrated.

### Focus on Objectives

Whether traditional or non-traditional, what matters most in any training method is what you get out of it. Scott C. Hammond, a professor of management at Utah State University, says it starts with a clear learning objective. Just “feeling good together” is not a learning objective. Ask yourself, “What do you want people to know after they have invested training time?” The closer the objective is to their daily work, the better.

While this alternative training can be cost-effective, HR professionals should always remember that learning is a social activity. “Employees can watch a TED Talk,” says Hammond, “but they can only learn when they socially engage and discuss what they’ve seen.”

HR leaders can help ensure learning is transferred back to the workplace through reminders, reinforcement and engagement. Too often, learning is seen as an event, rather than a process, with an assumption that after an employee

takes a course or webinar, learning has occurred. But that’s not necessarily true.

Some organizations do this well, says Kordell Norton, a business consultant in Twinsburg, OH. He points to Disney, Apple, Trader Joe’s and Harley-Davidson as good examples. For these organizations and others, learning is a process *and* a social event. “For example, after Disneyland closes, you might find groups of employees, bungee-cord connected, racing around the park on a scavenger hunt for Disney trivia. One hospital takes key administrators on field trips to Trader Joe’s or an Apple computer store.”

Whatever the venue or tool you’re using, make it meaningful, and take steps to ensure learning actually occurs, and that it can be readily transferred back to the workplace. ▲

### For More Information:

**Oracle: Trends in Employee Training: Online Global Learning Management**

<http://www.oracle.com/us/corporate/profit/archives/opinion/011813-dhummel-1899120.html>

**Training: 5 Trends for the Future of Learning and Development**

<http://www.trainingmag.com/5-trends-future-learning-and-development>

