





**TJ Scott**

COO and General Manager



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EVP Marketing



Why we're here...

## Winning The Talent Battle: Recruitment And Retention Strategies (Track: HR)

In the highly competitive job market, attracting and retaining top talent is a constant challenge, especially for the specialized roles needed in the WISP industry. This session will provide you with proven strategies to stand out as an employer of choice and build a high-performing team.

Learn how to craft compelling job offers, develop competitive compensation and benefits packages, and leverage remote and flexible work opportunities to expand your talent pool. Explore techniques to foster employee engagement, create career development pathways, and build a strong company culture that motivates employees to stay and grow with your business. Walk away with actionable insights to win the talent battle and drive long-term success.

Why are **YOU** here?

# Talent Challenges

- Skills gap in the industry
- Competing against deeper pockets
- Rural vs Urban hiring challenges

glassdoor indeed



COMPARABLY

INHERSIGHT



FISHBOWL



Comparably

<https://www.comparably.com>

## Comparably - Transparent Cultures, Brands & Salaries

Showcase a fair and accurate employer brand by getting reviews from verified and current employees. Be highlighted in Google, major media outlets and social ...

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### Companies

Company Ratings from Real Employees. Discover how ...



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### Salaries

Compare your salary and gain workplace insights. Make ...



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### Transparent & Rewarding Work

Employer Branding ... Showcase a fair and accurate employer ...



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### Search

Search all of Comparably.



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### Best Places to Work Awards

Best Places to Work Awards · Each quarter Comparably honors ...



# Advertising for the position

- Describe the ideal candidate in detail
- Inspire with your culture, values and vision
  - Compensation beyond salaries
  - Flexible working arrangements
    - Any other Perks
- Employer Branding/Local presence

# Where to advertise?

- Look outside traditional pipelines
- If your business is local advertise local
- "old school" is sometimes best in rural
  - LinkedIn/Indeed/Ziprecruiter

# It's all in the interview

- Filter out the junk applicants
- Interviewing to hire the right person, not just a person
  - Find out everything you can about the candidate
- Skills are important, culture fit/growth mindset are most important
  - Second Interview – clear up your biases
    - Ask up front, in your face questions

# Job Description

## Job details

Blue Light Aquarium is all about its employees and its animals. When you're here, you're part of our *fin*-tastic family!

The new human resources hire will assist the vice president of human resources in all aspects of the employee lifecycle. They'll be the go-to person for all employee concerns and will assist the VP with management tasks like onboarding and communicating with VIPs.

## About the company

The Blue Light Aquarium is an accredited aquarium that over 400 species of fish, birds, mammals, and other creatures call home. Every year, we educate over 300K visitors about sea life and the preservation of our beautiful oceans. We've also teamed up with Conservation International and Defenders of Wildlife to help protect our oceans, and we're a proud member of the World Association of Zoos and Aquariums.

## Role

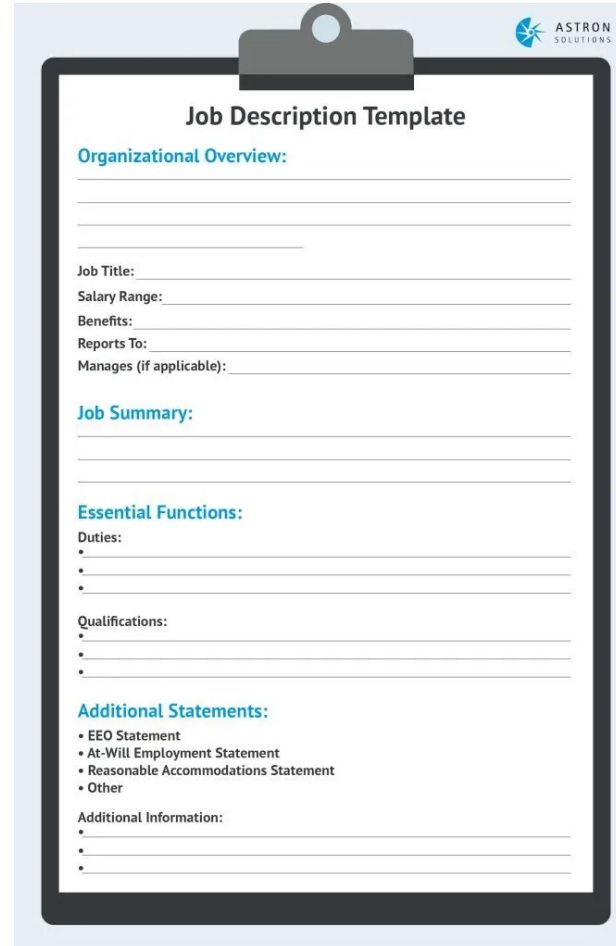
- Oversee employee performance and collaborate with management to evaluate underperforming employees
- Ensure employee compliance with all company policies and state/federal regulations
- Maintain employee records and update as needed
- Update company policies and benefits package
- Facilitate communication between management/department heads and employees
- Co-manage, schedule, and organize meetings along with VP
- Educate employees on company benefits and rewards
- Assist management with corrective action, conflict resolution, and accidents

## Benefits

- \$68k-86k annual salary
- Health, vision, and dental insurance
- Disability insurance
- 401(k)
- Paid time off & family leave
- Family discounts on aquarium entry and merchandise

## Qualifications

- Bachelor's in human resources management
- Preferred 3 years HR experience, minimum 1 year
- PHR certified
- Intermediate experience with Microsoft Office Suite
- Intermediate mathematical skills
- Strong written and verbal communication skills



**ASTRON SOLUTIONS**

### Job Description Template

**Organizational Overview:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Job Title:** \_\_\_\_\_

**Salary Range:** \_\_\_\_\_

**Benefits:** \_\_\_\_\_

**Reports To:** \_\_\_\_\_

**Manages (if applicable):** \_\_\_\_\_

**Job Summary:**

\_\_\_\_\_  
\_\_\_\_\_

**Essential Functions:**

**Duties:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Qualifications:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Additional Statements:**

- EEO Statement
- At-Will Employment Statement
- Reasonable Accommodations Statement
- Other

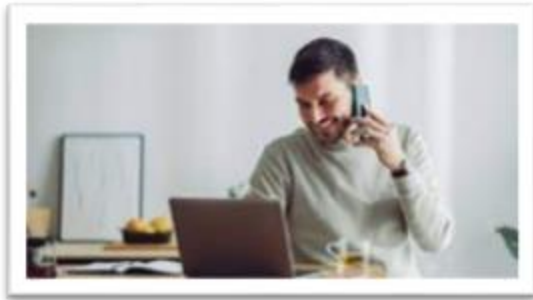
**Additional Information:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

# Retention

- Build a strong company culture
  - Career growth-paths
  - Rewarding success
    - Celebrate wins

# Day 1, Week 1



**Job details**  
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**Role**

- Oversee employee performance and collaborate with management to evaluate underperforming employees
- Ensure employee compliance with all company policies and state/federal regulations
- Monitor employee records and update as needed
- Update company policies and benefits package
- Facilitate communication between management/department heads and employees
- Co-organize, facilitate, and organize meetings along with VP
- Educate employees on company benefits and rewards
- Assist management with corrective action, conflict resolution, and accidents

**Benefits**

- 401k - 401k employer
- Health, vision, and dental insurance
- Disability insurance
- AD&D
- Paid time off & family leave
- Family discounts on aquarium entry and merchandise

**Qualifications**

- Bachelor's in human resources management
- Proven 3+ years HR experience, preferably 1 year HR certified
- Intermediate experience with Microsoft Office Suite
- Intermediate mathematical skills
- Strong written and verbal communication skills



**Sample Event Outline**

Event Name	Event Date	Event Location
Event Three		
Number of Guests/Agent		
Package of the Event:		
Event Contacts:		
10:00 a.m.	(Arrival in city)	
10:30 a.m.	Opening Remarks from President	
11:30 a.m.	Preparation to Attend Client to speak	
12:00 a.m.	Remarks from CEO	
12:30 a.m.	Open to Attend Client to speak	
1:00 a.m.	Remarks from CEO	
1:30 a.m.	Remarks from CEO	
1:45 a.m.	Remarks from CEO	
2:00 a.m.	Remarks from CEO	
2:15 a.m.	Closing Remarks from President	
2:30 a.m.	Reception	

**MEET THE TEAM** Elmberio Co.

 Hannah Morales Talent & CO	 Avery Davis Brand Manager	 Helena Paquet Chief Tech Officer
 Claudio Alves Developer	 Juliana Silva UX Engineer	 Chris Cox Developer

# Scavenger Hunt



## Get to know team WAV:

1. Name the employee that is one of the biggest Blackhawk's fans and carries a slight resemblance to Blackhawk's #81 (former player)
2. Name the employee that's a great bowler and once dressed as a clown for Halloween
3. Name the employee that has a rock star professional volleyball playing daughter and decorates the office for XMAS
4. Name the remote worker that has a dog named "Charlie" and is outnumbered by women at home
5. Name the newest employee to join WAV before you
6. Name the employee that has a passion for motorcycles and won the outstanding service award for 2016
7. Name the employee that once lived in Paw Paw and recently entered her massive IL buck into a biggest deer contest
8. Who's Dad is baby Alex?
9. Name the employee that has a dog named Toby and enjoys reducing the pheasant population of IL
10. Who scuba dove with sharks in December 2016?
11. Who has a husband named John and moved near the city where Superbowl LI was played?
12. Name the employee whose biggest pet peeves are sand in the house and cold rain
13. Name the employee that has a daughter named Bella and husband that has a snow removal service
14. Name the employee that has a captain America backpack and is a big "gamer"
15. Name the longest tenured employee that's not Norm
16. Name Ilan's favorite Mediterranean restaurant and have him take you there for lunch
17. Name the MBSI WAV employee that played drums at one of our partner conferences
18. Name the WAV employee that owned a zombie cat and spent a large chunk of his PTO building a chicken coop
19. Name the WAV employee that LOVES F1 racing
20. Name the WAV employee that just bought a home in Naperville and LOVES Harry Potter

# Culture

WAV strives to deliver extraordinary experiences through our extraordinary people at every opportunity. Growing our fan base requires an unwavering commitment to our core values and fundamentals. The 30 fundamentals that follow, shape our culture, allowing us to deliver that extraordinary experience every day.

Welcome to WAV

**1. DO THE RIGHT THING, ALWAYS.**

Demonstrate an unwavering commitment to doing the right thing in every action you take and in every decision you make, especially when no one's looking. Always tell the truth, no matter the consequences. If you make a mistake, own up to it, apologize, and make it right.

**2. MAKE QUALITY PERSONAL.**

Demonstrate a passion for excellence and take pride in the quality of everything you touch and everything you do. Have a healthy dislike for mediocrity. Good is not good enough. Always ask yourself, "Is this my best work?"

**3. PRACTICE BLAMELESS PROBLEM-SOLVING.**

Demonstrate a relentless solution focus, rather than pointing fingers or dwelling on problems. Identify lessons learned and use those lessons to improve ourselves and our

processes so we don't make the same mistake twice. Get smarter with every mistake. Learn from every experience.

**4. HONOR COMMITMENTS.**

Do what you say you're going to do, when you say you're going to do it. This includes being on time for all phone calls, appointments, and meetings. If a commitment can't be fulfilled, notify others early and agree on a new deliverable to be honored.

**5. LISTEN TO UNDERSTAND.**

Listening is more than simply "not speaking." Give others your undivided attention. Be present and engaged. Minimize the distractions and let go of the need to agree or disagree. Suspend your judgment and be curious to know more, rather than jumping to conclusions.

**6. SPEAK STRAIGHT.**

Speak honestly in a way that helps to make progress. Say what you mean, and be willing to ask questions, share ideas, or raise issues that may cause conflict when it's necessary for team success. Be courageous enough to say what needs to be said. Address issues directly with those who are involved or affected.

**7. FIND A WAY.**

Take personal responsibility for making things happen. Respond to every situation by looking for how we can do it, rather than explaining why it can't be done. Be resourceful and show initiative. Don't make excuses or wait for others to solve the problem. See issues through to their completion.

**8. SHOW MEANINGFUL APPRECIATION.**

Recognize people doing things right, rather than pointing out when they do things wrong. Regularly extend meaningful acknowledgment and appreciation — in all directions throughout our organization.

**9. TREASURE, PROTECT, AND PROMOTE OUR REPUTATION.**

We're all responsible for, and benefit from, our company's image and reputation. Consider how your actions affect our collective reputation, and be a proud ambassador for the company.

**10. DEBATE, THEN ALIGN.**

Healthy, vigorous debate creates better solutions. Debate concepts without making personal attacks. Check your ego and push for the best solution, rather than your solution. Once a decision is made, however, get fully aligned by putting your complete support behind it.

**11. GET CLEAR ON EXPECTATIONS.**

Create clarity and avoid misunderstandings by discussing expectations upfront. Set expectations for others and ask when you're not clear on what they expect of you. End all meetings with clarity about action items, responsibilities, and due dates.

**12. BE RELENTLESS ABOUT IMPROVEMENT.**

Regularly evaluate the way you/we work to find ways to improve. Don't be satisfied with the status quo. "Because we've always done it that way" is not a reason. Guard against complacency. Find ways to get things done better, faster, and more efficiently.

**13. WHEN IN DOUBT, COMMUNICATE PERSONALLY.**

When delivering difficult or complex messages, or in emotionally charged situations, speak "live" versus hiding behind e-mail or

voicemail. Where appropriate, follow up in writing to confirm your understanding.

**14. LEAD BY EXAMPLE.**

The best way to influence others is through your own example. Walk the talk. Take responsibility, both formally and informally, to coach, guide, teach, and mentor others. Be the change you want to see.

**15. FIX PROBLEMS AT THE SOURCE.**

Address issues by discovering the root cause rather than simply tackling the symptoms. It's better to invest time in developing a long-term solution rather than simply applying a "Band-Aid."

**16. ASSUME POSITIVE INTENT.**

Work from the assumption that people are good, fair, and honest, and that the intent behind their actions is positive. Set aside your own judgments and preconceived notions. Give people the benefit of the doubt.

**17. BE A LIFELONG LEARNER.**

Seek out and take advantage of every opportunity to gain more knowledge, to increase your skills, and to become a greater expert. Be resourceful about learning and sharing best practices.

**18. INVEST IN RELATIONSHIPS.**

Get to know your clients and coworkers on a more personal level. Talk more and e-mail less. Understand what makes others tick and what's important to them. Strong relationships enable us to more successfully work through difficult issues and challenging times.

**19. HAVE A BIAS FOR ACTION.**

Work with a sense of urgency to get things done. Avoid analysis paralysis. Gather the relevant facts and evaluate your options thoroughly, then get moving. Act decisively. If new information becomes available,

don't be afraid to make a new decision and change course when it's appropriate.

**20. DELIVER LEGENDARY SERVICE.**

It's all about the experience. With every experience, do the little things, as well as the big things, that surprise people. Make every interaction stand out for its helpfulness. Create the "WOW" factor that turns customers into raving fans. This includes both internal and external customers.

**21. BE POSITIVE.**

You have the power to choose your attitude. Choose to be joyful, optimistic, and enthusiastic. See the good in others. Your attitude is contagious. Spread optimism and positive energy.

**22. LOOK AHEAD AND ANTICIPATE.**

Solve problems before they happen by anticipating future issues, planning for contingencies, and addressing them in

advance. Work with appropriate lead times. Preventing issues is always better than fixing them.

**23. THINK TEAM FIRST.**

It's not about you. Don't let your ego or personal agenda get in the way of doing what's best for the team. Be there for each other and be willing to step into another role or help a co-worker when that's what's required for success. Help each other to succeed.

**24. PAY ATTENTION TO THE DETAILS.**

Missing just one detail can have an enormous impact on a job. Be a fanatic about accuracy and precision. The goal is to get things right, not simply to get them done. Double-check your work. Get the details right the first time.

**25. BE A FANATIC ABOUT RESPONSE TIME.**

Respond to questions and concerns quickly, whether it's in person, on the phone, or by e-mail. This includes simply acknowledging that we got the question and we're "on it," as well as keeping those involved continuously updated on the status of outstanding issues.

**26. DELIVER RESULTS.**

While effort is important, people expect results. Follow up on everything and take responsibility to ensure that tasks get completed. Set high goals, use measurements to track your progress, and hold yourself accountable for achieving those results.

**27. COLLABORATE.**

Share information and work together. Collaborate internally and with our clients and partners to find better solutions. Collaboration generates better ideas than does working alone. Be inclusive.

**28. BE CURIOUS.**

In the search for the best solutions, challenge and question what you don't understand. Don't accept anything at face value. If it doesn't make sense to you, be curious, ask thoughtful questions, and listen intently to the answers. Dig deeper to go beyond the expected. Ask the extra question.

**29. COMMUNICATE TO BE UNDERSTOOD.**

Know your audience. Write and speak in a way that they can understand. Avoid using internal lingo, acronyms, and industry jargon. Use the simplest possible explanations.

**30. KEEP THINGS FUN.**

While our passion for excellence is real, remember that the world has bigger problems than the daily challenges that make up our work. Stuff happens. Keep perspective. Don't take things personally or take yourself too seriously. Laugh every day.



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# 1 to 1s

## General check-in questions:

1. How is everything going today? Tell me about this last week?
2. What's on your mind this week?
3. Last time we spoke, you said X was a challenge for you. How is that going?
4. What are your plans and priorities this week?

## Progress questions:

1. What has energized you in your role [over a period of time]?
2. What has challenged you [over a period of time]?
3. What has gone well/not so well for you [over a period of time]?
4. What's one thing (or a few) you learned this week?
5. Do you feel confident in how you/your team are progressing?
6. How are you/your team progressing towards established goals?

## Relationship based questions:

1. How is everything going with the people you work with/on your team?
2. Any interactions you'd like to discuss?
3. What feedback do you have for me?

## Career aspiration questions:

1. When you think about yourself in two years' time, what comes to mind?
2. What two or three new skills would you like to learn on the job?
3. How are you progressing toward your bigger career and life goals?
4. Is there someone at the company (or outside) that you'd like to learn from?
5. What progress have you made on your career goals this week?

## Questions before you end:

1. What are you committing to between now and the next time we meet?
2. What can I help you with between now and the next time we meet?
3. Is there anything we didn't cover that you'd like to discuss next time?

# Annual Review Best Practices



**SELF ASSESSMENT for Non-Supervisory Employees**

NAME \_\_\_\_\_ REVIEW DATE \_\_\_\_\_ HIRE DATE \_\_\_\_\_

TITLE \_\_\_\_\_ DEPARTMENT \_\_\_\_\_

**SECTION 1 – MAJOR POSITION RESPONSIBILITIES:** Describe your role as you see it in terms of major position responsibilities. Identify key result areas (KRA).

**SECTION 2 – OBJECTIVES:** Taking each of your above major position responsibilities, strategic & business unit strategies, outline your objectives over the next performance period. Objectives should be realistic, measurable, attainable and challenging.

**SECTION 3 – PERFORMANCE BARRIERS:** Identify the things that made you less effective and any support you need from your leader to remove these barriers (e.g. processes, skills, tools, information etc).

**SECTION 4 – STRENGTHS:** Identify the strengths you bring to your team and the organization.

**SECTION 5 – COMPETENCY GAPS:** Identify three key competencies (skills, knowledge and abilities) you want to improve. (What is your weakness?)



*This review process may be used at any time during employment when a supervisor feels it is necessary to review and/or evaluate an employee's performance. This review process is not to be confused with a Compensation Review. Compensation reviews are generally done annually. Compensation reviews are an opportunity to evaluate whether the employee's compensation is in parity with the employee's levels of responsibilities, performance, experience, and current market conditions. Compensation reviews do not in any way indicate or guarantee that an increase will be given. Under no circumstances can a compensation increase occur when an over-all evaluation does not meet the company's expectations. Any ratings other than "Meets Expectations" must have specific examples provided in the comments section. (Use an additional sheet if necessary.)*

RATING	DESCRIPTION
Exceeds Expectations	Performance is consistently at the very highest level and significantly exceeds requirements in relationship to employee's experience.
Exceeds Expectations	Performance is regularly at a high level and occasionally exceeds requirements in relationship to employee's experience.
Meets Expectations	Performance is at an acceptable level and meets requirements in relationship to employee's experience. This means that the employee meets the related requirements 100% of the time.
Needs Development	Performance requires development, and does not consistently meet the expectations required for the position in relationship to employee's experience.
Needs Significant Development	Performance is at an unsatisfactory level and below requirements in relationship to employee's experience. Probation is mandatory with subsequent monthly reviews to monitor performance.
N/A or Special Case	Not applicable to employee's role and responsibilities, or unable to evaluate at this time.

Key Competencies	Exceeds Expectations	Exceeds Expectations	Meets Expectations	Meets Expectations	Needs Development	Needs Significant Development	Special Case
• <b>Reliability</b> – Punctuality and attendance record other than paid and scheduled vacation and sick/personal time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• <b>Quality of Work</b> – Produces quality work in an orderly and organized fashion. Shows concern for quality work. Follows procedures with precision to ensure optimal efficiency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• <b>Quantity of Work</b> – Productivity level is appropriate with experience and company standards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• <b>Ability to work under pressure/Adaptability / Analytical Ability</b> – Ability to meet tight deadlines and work effectively in an ever changing environment. Flexibility to adapt to unusual or difficult situations. Willingness to take on assignments, tasks, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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## What to prepare:

- Job Description
- Self-Assessment
- Manager-Assessment
- Peer Feedback

## Other tips:

- 2-way conversation
- Safe space
- Agreed upon SMART goals (Specific, Measurable, Achievable, Results Oriented, Time bound)

# Quarterly Check-Ins

## Annual Reviews/Peer Feedback

### Collaboration and Teamwork

Can you describe how XXX contributes to teamwork and collaboration? Are there specific instances where her actions positively impacted the group?

### Strengths and Contributions

What do you think are XXX greatest strengths, and how have these strengths benefited the team's overall success?

### Communication Skills

How effective is XXX at communicating, both in conveying information and listening? Can you provide an example where her communication was particularly effective or could have been improved?

### Dependability and Initiative

How would you rate XXX reliability and willingness to take initiative in her role? Are there any specific instances that stand out?

### Areas for Improvement

Are there any areas where you believe XXX could improve to enhance her performance or contribution to the team?



**THANK YOU**