

Recruitment & Retention 3.0

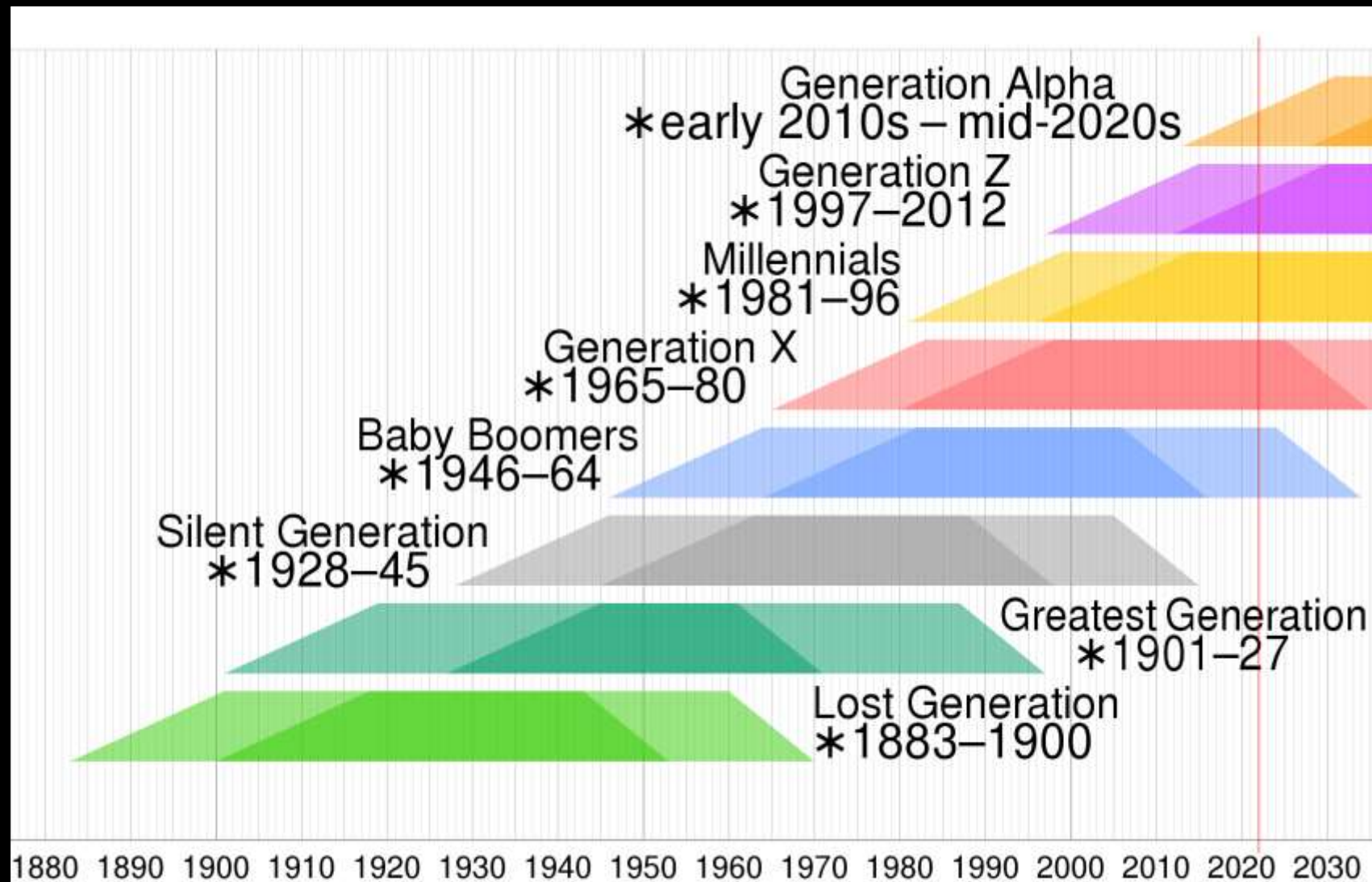
Is Apprenticeship & Micro-mentoring a solution to conscious culture or counter-culture?

**“Come gather ‘round people, Wherever you roam,
And admit that the waters, Around you have grown
And accept it that soon, You’ll be drenched to the bone
If your time to you is worth savin’
And you better start swimmin’, Or you’ll sink like a stone
For the times they are a-changin’.....”**

Rafael Leos, SCSWA

2023 NMRC & NM-SWANA Joint Conference

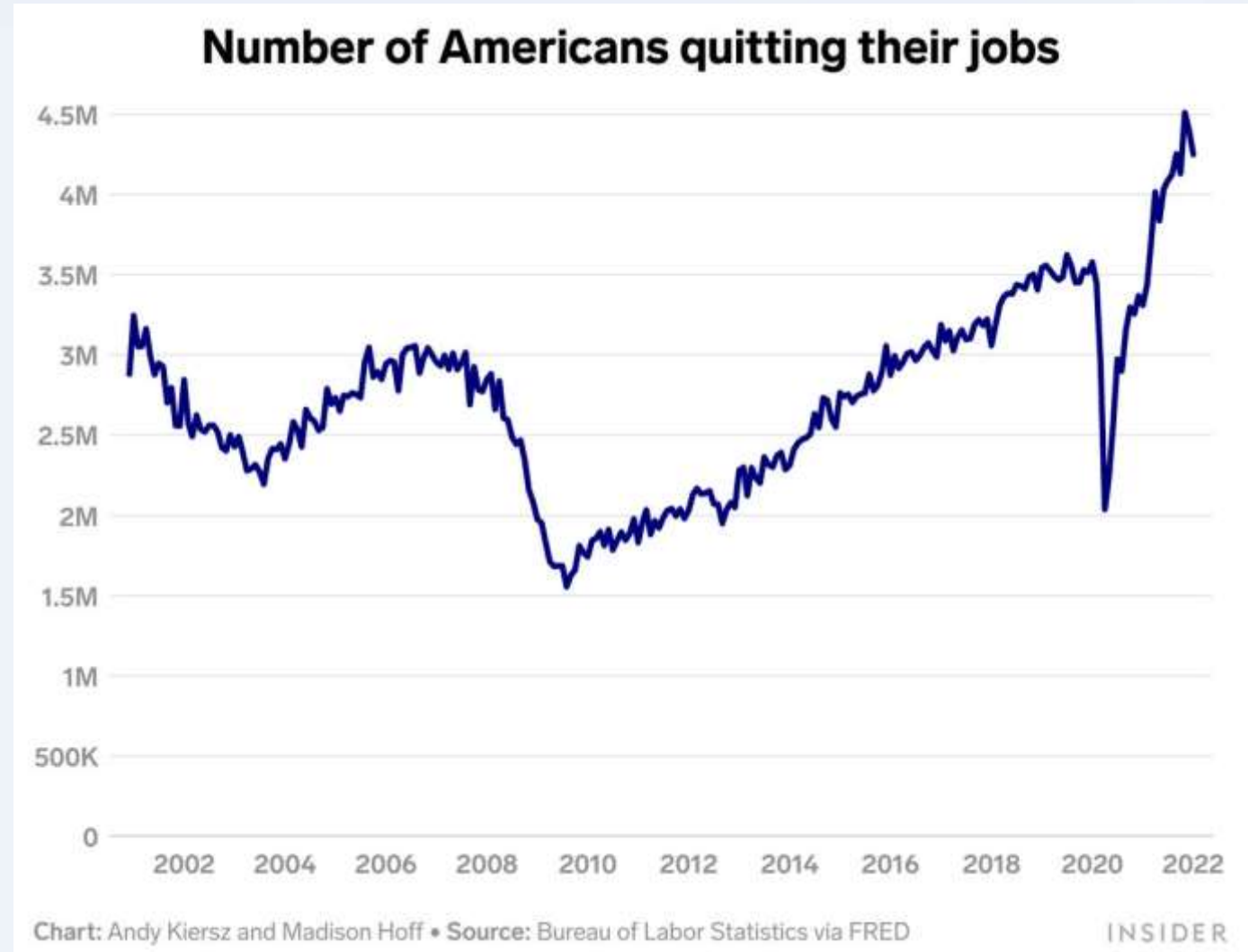
Let's recall.....



Do the downfalls persist in our current workforce?

- Quit Rates were unpredictable (2020)
 - Categorically defined as
 - “The Great Resignation” , “The Big Quit and the Great Reshuffle”
 - Expected 2010 – 2029 (*2023)
- Pandemic Triggers (remain)
 - COVID and variants
- Perceptions of others & lack of inclusivity is where division is created)
 - “Ok Boomer”, “**Millennial Mindset**”
 - “YOLO”, “Entitlement” “Work Ethic”
 - “No Commitment/Loyalty”
- Multigenerational quit rates are based on choice regardless of generation/age
 - Many Triggered by socio-economic pressures

Are these choices coming from an informed position?



Does this fuel the conscious or counter-culture?

A **counterculture** is a culture whose values and norms of behavior differ substantially from those of mainstream society, sometimes entirely opposed to mainstream cultural values.

- A countercultural movement expresses the ethos and aspirations of a specific population during a well-defined era.
- When oppositional forces reach critical mass, countercultures can trigger dramatic cultural changes. (a.k.a: conscious culture, loosely related to cancel culture)

A **conscious culture** is one in which both management and employees practice self-awareness of the environment they're part of, and one where everyone feels accountable, empowered, and expected to act in a way that is in accordance with the culture the company seeks to foster

A photograph showing a man standing next to a car that has fallen into a deep, narrow hole in the ground. The hole is filled with dark, loose soil. A large tire and a red jack are visible in the foreground, partially buried in the soil. The background shows a dry, hilly landscape with sparse vegetation.

**WHEN ALL ELSE FAILS
THINK OUTSIDE THE BOX**

Approach the Workforce Culture with relentless curiosity



- **T.A.B.L.E.S (Table Mentoring)**

- **Technology -** *(Employees are groomed in a technological age, but many require a lot of work to teach the evolving technology)*
- **Authority -** *(Employees are also seeking validation & purpose beyond the equitable wage paycheck)*
- **Balance (Work/Life) -** *(Employees are valuing paths to thrive and grow vigorously, and gain wealth and possessions)*
- **Loyalty -** *(Employees are valuing transparency, humility and genuine interest in their needs)*
- **Entitlement -** *(Employees are expecting certain privileges due to previous experiences both positive and negative)*
- **Security -** *(Employees seek confidence that they will continue working for an employer for the foreseeable future)*

Current Categories of a Multigenerational Workforce Market

How to approach T.A.B.L.E.S. with each generation?




Realization: It's not generational triggers, every new hire is a flight risk (20-55 yo)

Question: How do we keep the good ones longer?

Meet the challenges of change

The Authority's Reflection on Retention through Micro-mentoring



Pay for Performance
Compensation Philosophies

Entitlement Philosophy	Performance Philosophy
<ul style="list-style-type: none">• Seniority based pay• Across the board raises• Pay scales raised annually• Industry comparisons of compensation only• "Santa Claus" bonuses	<ul style="list-style-type: none">• No raises for length of service• No raises for longer service poor performers• Market adjusted pay structures• Broader industry pay comparisons• Bonuses tied to performance results

HRM Handbook

• Failures at managing the conscious culture

1. Money doesn't buy loyalty when you are doing something wrong, so wage increases or modifications shall require,
 - Justification qualitatively and through standards across the workforce (Int/Ext)
2. Organizations may be more complicit in enforcing an entitlement culture than they realize.
 - An example is providing annual pay increases across the board that are unrelated to performance (Normalizing the workforce)

• Recovery from our failures

- Strive for a work-oriented culture? (AUS,NZ)
 - In an employee-oriented culture, the organization takes into account its employees' personal problems and takes responsibility for their welfare, even if it's at the expense of productivity. In a work-oriented culture, the focus is on high task performance, which can come at the expense of employees.



"Clients do not
come first.
Employees come
first.
If you take care of
your employees ,

Richard Branson / Net worth

2.9 billion USD

2023



Keys to slowing the revolving door.....

- **Effective Management and Trained Supervisors**
 - Move away from a “Do more with Less” recipe that leads to burnout
 - Managers are not managing if they are putting out fires, instead “cull and shape” the workforce feedstock to extend the cultural shift (SLD, SL1)
- **Approach an equitable and livable wage to local workforce market**
- **ALWAYS keep in mind.....**
 - PEOPLE can go anywhere to find a PAYCHECK and a bad boss
 - STRIVE to be a place people want to work with servant leader pathway
 - We can’t accommodate all innovations
 - “Bold Business Releases New Poll Showing Almost 70% Employees Prefer Full-Time Work-From-Home With Delta Variant Spreading, 93% Want WFH In Some Format, While Poll Shows Large Companies Are Far Less Flexible In Adapting To New Paradigm”

Micro-mentoring and T.A.B.L.E. Sessions

Training Presentation Topics (no particular order)

- ~~Contracts, MOU's and JPA's Basics~~ (Held May 25th, 2023)
- ~~Time Management-Eisenhower Matrix (Q1,Q2,Q3,A4) and Productivity~~ (Held July 6th, 2023- Section 900 LOUDERMILL)
- Leadership Development for Young Professionals (JOHN HOLMES-TBD)
- Women in Solid Waste Leadership Roles (BRENDA HANEY-TBD)
- ~~S.M.A.R.T. Goal Setting~~ (Held July 20th, 2023, Personnel Manual-N/A)
- Communication in Remote Teams/Satellite Sites
- Promoting & Engaging in a Healthy Work-Life Balance
- Employee Mental Health & Services
- ~~Employee Handbook Training and Compliance~~ (Held May 25th, 2023- LEAVE Section 500, 900)
- ~~First Aid Training (TENTATIVE/To Be Determined)~~
- Job Safety Analysis & Construction Safety (ANDREA GAMBOA-TBD)
- Diversity and Inclusion in the Workplace (DAVID MCCARY-TBD [David McCary](#))
- Workforce Sustainability and Magnet Cultures
- ~~Email Basics and Outlook~~ (Held June 8th, 2023- Section 300, 400, 600 Probationary Staff Focus)
- Digital Transformation of the Workspace
- ~~Customer Service for Irate Customers~~ (Held May 11th, 2023)
- SCSWA Product/Service Knowledge
- ~~Health and Wellness Challenges and Programs~~ (Held June 22nd, 2023-Section 500/ Virta, BCBS, Parks and Rec)

Culture **change** starts with me

- Management must invest the time
 - Create resources, protocols & training
 - Move away from sink or swim
 - Fool proof your new hires
 - Lots of procedures and steps need to be clear
 - Upfront and continuous through their tenure
 - “Put yourself in their shoes”
 - Take input seriously and accept criticism
 - Give them time to manage and fail their character development in a safe space
- Will the new evolution be as productive as traditional or “old” workplace standards?

WORKPLACE EVOLUTION

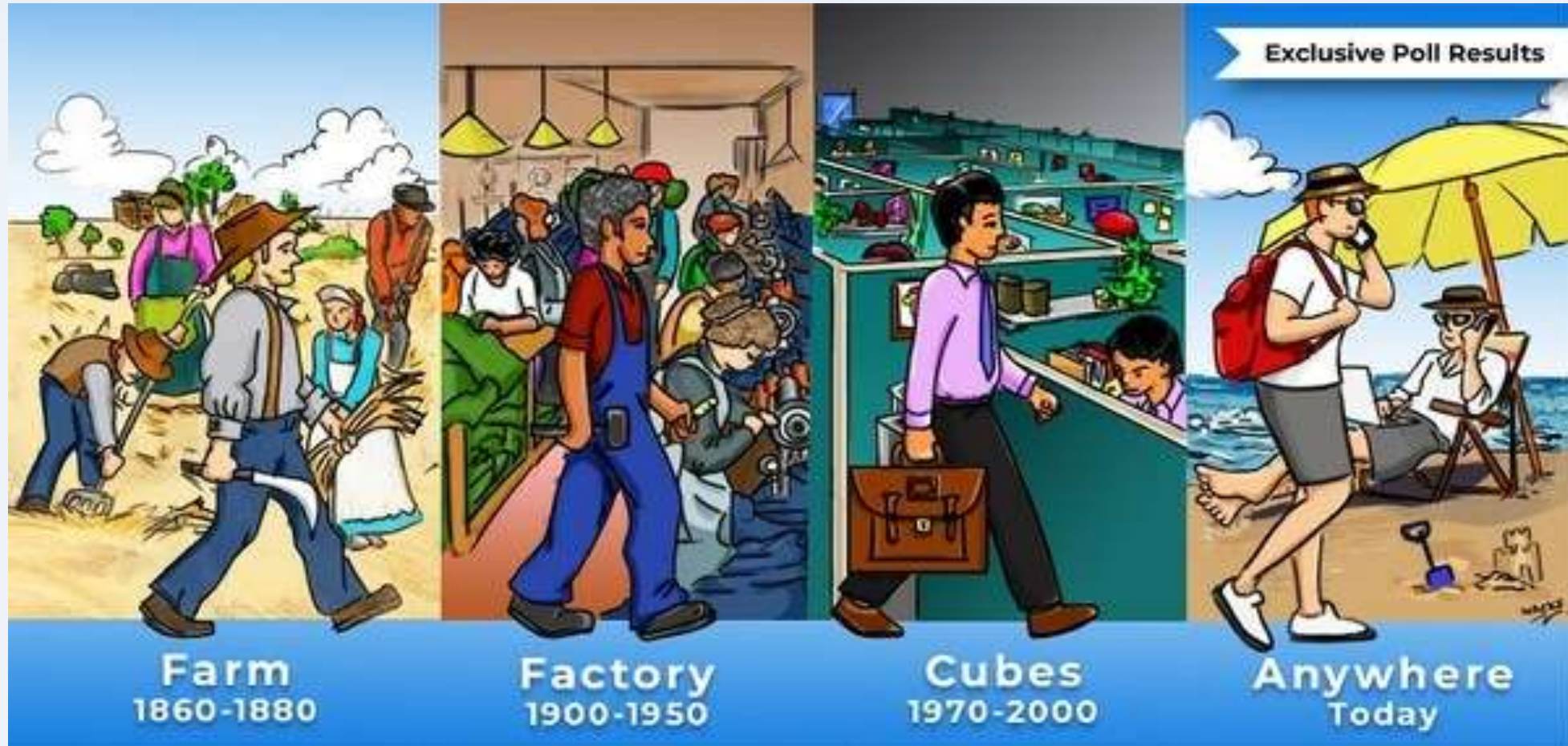
Old		New
formal communication		abbreviations & emoticons
emails		collaborative technologies
formal learning style		virtual learning style
knowledge focussed		adaptive learning focussed
advice from official sources		advice through forums & chatbots
commanding leader		collaborative leader
controlling leadership style		empowering leadership style
work in office 9-5		work anywhere any time
outcome driven		purpose driven
print marketing		digital & social marketing

Efforts to reach competitive wages

- **Pay Escalation to Livable wage (\$100 ?)**
 - Employees ending 1-year probationary period
 - After an evaluation qualify for 2.5% .
 - For increased duties, or promotions
 - After an evaluation qualify for 2.5% - 5% increase.
 - For FY' 21 Salaries were increased in July 2.5%
 - For FY' 22 Salaries were increased in July 2.5% & December 2.5%
 - For FY' 23 Salaries were increased in July 2.5%.
- **Reach full staffing with immediate action**
 - 100% to 110% Filled (Hiring ahead of known needs)
 - 2020 – 5 hired : 3 lost
 - 2021 – 13 hired : 3 lost
 - 2022 – 13 hired : 3 lost
 - 2023 – 13 hired : 3 lost

NETWORK ADMR	6/26/2020
DRIVER RECYCL COL	3/30/2020
COMM TRUCK DRIVER	7/20/2020
COMM TRUCK DRIVER	8/3/2020
LABORER	10/12/2020
CASHIER	3/15/2021
SOLID WASTE LABORER	3/29/2021
LANDFILL FOREMAN	6/21/2021
COMM COLL ST ATTEND	6/21/2021
DRIVER RECYCL COL	7/19/2021
DRIVER RECYCL COL	7/19/2021
DRIVER SOLID WASTE	7/19/2021
DRIVER RECYCL COL	7/19/2021
SCSWA HVY EQUIP OP	8/2/2021
DRIVER SOLID WASTE	11/22/2021
COMM TRUCK DRIVER	11/22/2021
COMM TRUCK DRIVER	3/14/2022
COMM COLL ST ATTEND	12/20/2021
LABORER	12/20/2021
OFFICE MANAGER SENIOR	2/28/2022
LEAD FIELD SERV TECH	4/11/2022
TRANS STTN ATTEND	5/9/2022
TRANS STTN ATTEND	5/23/2022
COMM TRUCK DRIVER	6/21/2022
REG COMPLIANCE SPECIALISTS	5/23/2022
RECYCL EDU OUT CORD	8/1/2022
SCSWA HVY EQUIP OP	7/18/2022
CASHIER	9/12/2022
TRANS STTN ATTEND	9/12/2022
TRANS STTN ATTEND	9/26/2022
TRANSFER STATION ATTENDANT	10/10/2022
MAINTNCE TECH	1/17/2023
SCSWA HVY EQUIP OP	2/13/2023
COMM TRUCK DRIVER	3/13/2023
OFFICE ASST	3/13/2023
SCSWA HVY EQUIP OP	3/27/2023
RECYCLE DEPT LABORER	3/27/2023
CASHIER	7/17/2023
DRIVER SOLID WASTE	5/22/2023
COMM TRUCK DRIVER	5/22/2023
TRANS STTN ATTEND	3/13/2023
CASHIER	5/22/2023
SCSWA HVY EQUIP OP	6/20/2023
CASHIER- CHAPARRAL	5/22/2023
LABORER	7/31/2023
LABORER	7/31/2023
LABORER	7/31/2023
LABORER	8/14/2023

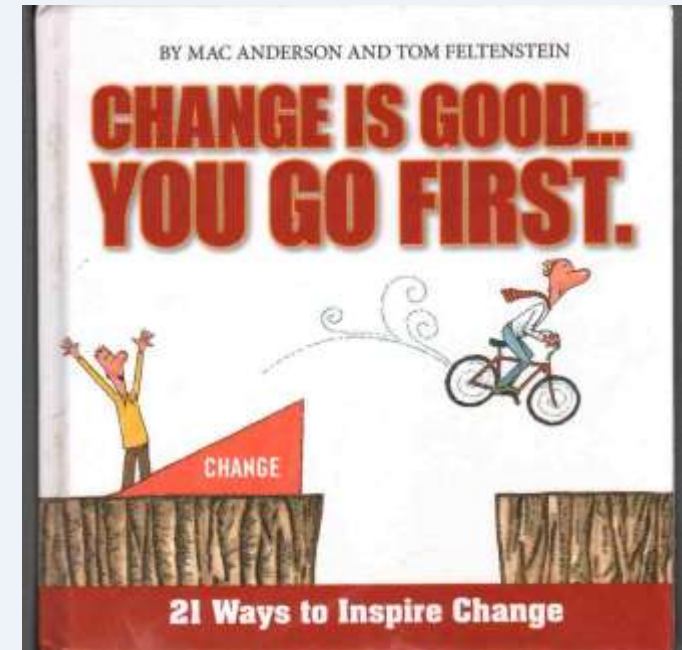
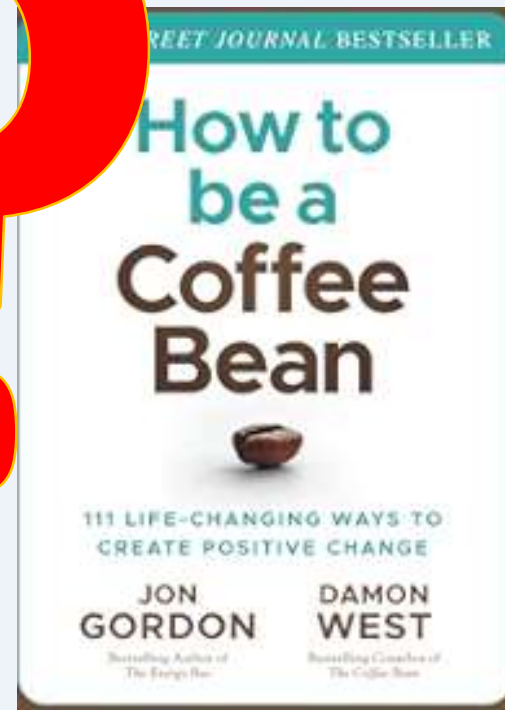
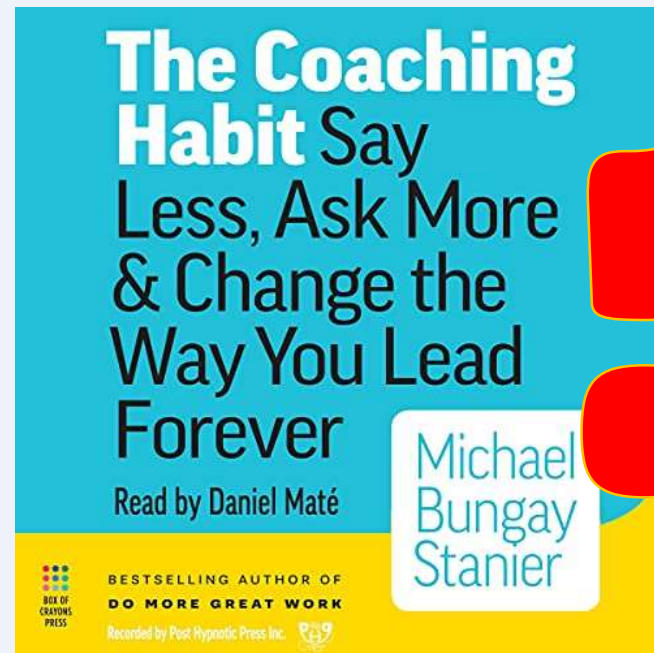
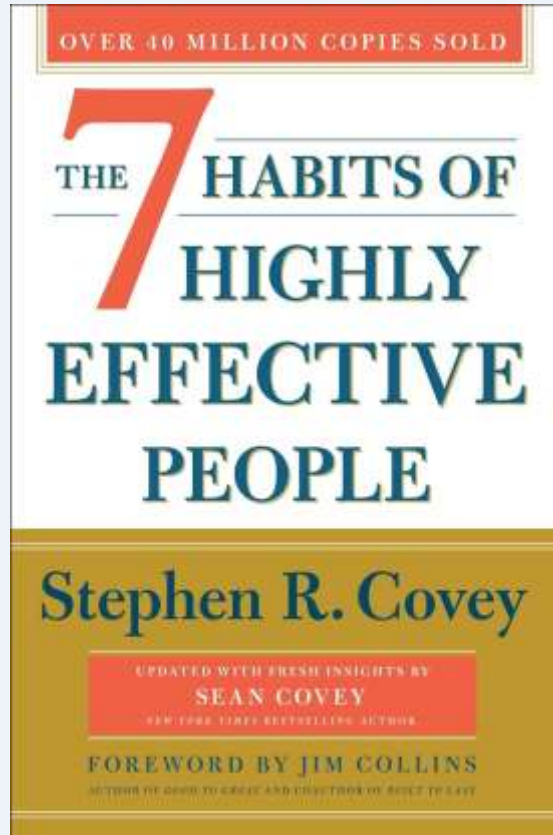
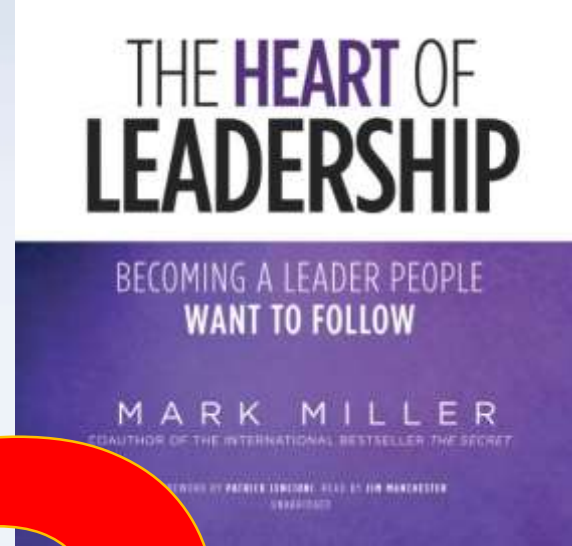
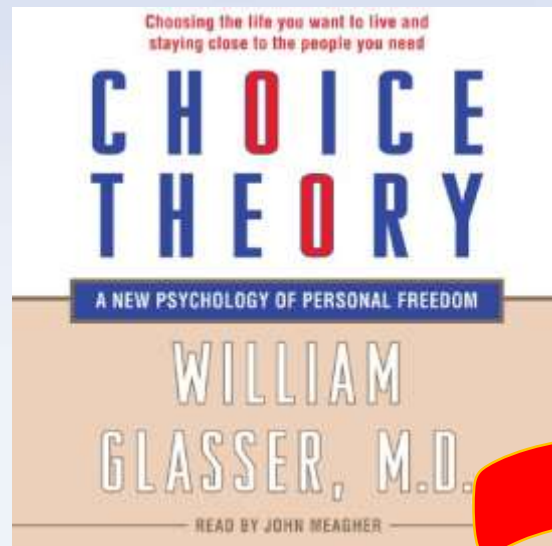
“Don’t let what you’re good at define who you are! Who are you if you can’t do what you’re good at?” -*Vic Fontanez*



You don't have to be a big business, to use big business innovative tool and practices.....
SCSWA Professionals & Attendees



[Employee Retention - Magnet Culture](#)



Rafael Leos, Deputy Director
Email: rleos@scswa.net