The SUNDAY TIMES
EMPLOYMENT TIMES

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

Sunday November 21, 2010

Hire, inspire, admire and retire

A condensed Employee Life Cycle

Today I saw a chart of a 12-step Employee Life Cycle. Maybe Human Resources professionals need that much detail, but functional managers don't. Here is a four-step, condensed employee life cycle plan that tells you everything you need to know.

Hire, Inspire, Admire, Retire

An employee life cycle is the steps the employees go through from the time they enter a company until they leave. Often Human Resources professionals focus their attention on the steps in this process in hopes of making an impact on the company's bottom line. That is a good thing for them to do. Their goal is to reduce the company's cost per employee hired.

Unfortunately, they aren't the ones who really make a difference - managers are. People don't really work for companies; they work for a boss. To the extent that you can be a good boss, you can keep employees. In the process, you will make your own job easier and increase your value to the company.

Employees are one of a company's largest expenses these days Unlike other major capital costs (buildings, machinery, technology, etc.) human capital is highly volatile. You, as a manager, are in a key position to reduce that volatility using the condensed employee life cycle of HIAR (pronounced hire) - Hire, Inspire, Admire, Retire.

Hire

This first step is probably the most important. It is important to hire the best people you can find. This is not a time to be cheap. The cost of replacing a bad hire far exceeds the marginal additional cost of hiring the best person in the first place.

Hire talent, not just trainable skills. Skills can be taught to a talented employee. A skilled employee can not just be given talent.

Improve your interviewing skills. Often this can be as simple as knowing what questions to ask during the hiring process.

Make your company a place people want to come to and work for.

Company culture can be a powerful recruiting tool. Make sure yours reflects the goals the company wants to achieve.

Inspire

Once you have recruited the best employees to come to work on your team, the hard part begins. You have to inspire them to perform to their capabilities. You have to challenge and motivate them. That is where you will get their best effort and their creativity that will help your organization excel.

Make them welcome. Make them feel like part of the team from the first day.

Set goals for them that are hard, but can be achieved. Set S.M.A.R.T. goals.

Be a leader, not just a manager.

Admire

Once you have hired the best employees and have challenged and motivated them, you can not relax. The biggest mistake a manager can make is to ignore employees. The same attention you paid to their work assignments, to their satisfaction levels, to their sense of being part of a great team needs to continue for as long as they are in your group. As soon as you start to slack off, their satisfaction and motivation decreases. If you don't do something, they will become disenchanted and will leave. They will become part of the "employee turnover" statistic you were trying to avoid.

You want TGIM (thank goodness it's Monday) employees not TGIF (thank goodness it's Friday) ones.

Give them positive feedback as much as you can, even if it's just a good word.

New employee training - Is it worth the investment?

Getting off on the right foot

Many companies provide some sort of introductory training or orientation for most of their new employees. It may take the form of an older employee assigned to show the new employee "the ropes." Or it may be left to the HR department or the individual's new supervisor to show them where the coffee pot is and how to apply for time off.

Many organizations, especially in government and academia, have created new employee training that is designed, exclusively or primarily, to provide mandated safety familiarization.

Yet some companies in highly competitive industries recognize the value in New Employee Orientation (NEO) that goes much farther. They require several weeks or even months of training to familiarize every new employee with the company, its products, its culture and policies, even its competition.

There is a measurable cost to that training, but is it worth it? Let's look at some of the issues.

Some Background Facts

The technology in the workplace is changing very rapidly and companies that can't keep up will drop out of competition.

The American Society for Training and Development (ASTD) reports that less than $1500 per employee was spent for training in 1996. The largest part of that (49 percent) was spent for technical and professional training. Only two percent was spent for New Employee Orientation and three percent on quality, competition and business practices training.

Many organizations, especially in government and academia, have created new employee training that is designed, exclusively or primarily, to provide mandated safety familiarization.

Reasons To Not Do New Employee Training

Even at the less than $1500 per year for training an employee we reported above, it is still a cost. For some companies, especially those with traditionally high turnover, it can be a major expense. If your profit per employee is less than $1500, it would be difficult to convince the stakeholders that training is justified. Besides, we all know it is the responsibility of the school system to train people to be workers. And it is the worker's responsibility to learn how to do a job so they can get hired.

Why Do New Employee Training

Not surprisingly, all the reasons not to train new employees (except cost itself) are actually reasons to do that training. If you have high turnover, training new employees will make them more productive. They will feel better about themselves and the job. They will stick around longer.

If your profit per employee is less than $1500 per year, you have major problems. You need to start training all your employees, not just your new employees, right away. Show your stakeholders the potential ROI of the training as we will discuss below.

And if you still believe that our schools provide adequate training to make students labor-ready you are living in a dream world. Yes, some job seekers make the effort to learn on their own the skills needed for a new job, but most get that training on the job. **about.com**

Reaching your full...

Contd. from Page 1

I walked slowly across the bridge noticing an incredible amount of fear and runaway thinking happening with me, which had me considering not going forward. My son was on the other side and I had a choice, to let the fear stop me or not.

As I walked across the bridge the fear increased profoundly inside of me until I got to the other side. Once I was over the bridge, my son and I high-fived and walked back across the bridge. As we walked back across I experienced no fear. What happened to the fear?

That experience highlighted this point to me. That there are times in our lives when we want to do something -- be a better student, be a better parent, improve our personal or work lives, improve ourselves athletically -- but fear can creep up inside of us and we become unsure of ourselves. Unsure if we can achieve - "getting to the other side". Most of the fear that stops us from achieving what we want or need to do to improve our lives, is nothing more than self limiting beliefs.

If we will just take the risk, take the appropriate steps and embrace our fear(s) we can meet our goals. **sideroad.com**

SRI LANKA AIR FORCE
OFFICER VACANCIES

Applications are invited for Male / Female Commissioned Officers in the Electronics Engineering, Logistics and Air Field Construction Branches in the Regular / Volunteer Force of the Sri Lanka Air Force.

PROFESSIONAL QUALIFICATIONS

ELECTRONICS ENGINEERING BRANCH

Electronics Engineering Officers - Male (Regular)

* BSc Degree in Electronics & Telecommunication Engineering **or** NDT in Electronics & Telecommunication Engineering **or** HNDE (Electronics Stream) **or** Diploma in Technology (Electronics & Telecommunication Engineering) from Open University of Sri Lanka **or** NDES (Electronics / Telecommunication Stream) or equivalent qualification.

Network Administrators / Software Developers - Male (Regular)

* A four (04) year Bsc Degree in IT / Computer Science / Computer Engineering with a minimum of one year working experience **or** a three (03) year Bsc Degree in Computer Science / Computer Science as a subject with a minimum of two years working experience **or** a three (03) year IT related BSc Degree / BSc Degree with Computer Science as a subject **or** Higher National Diploma or equivalent from a Government recognized Institution and a minimum of one year working experience **or** NIBM Diploma or equivalent qualification and a minimum of two years working experience in network management for **Network Administrators** / and a minimum of two years working experience with one year working experience in the development of application software for **Software Developers**.

* All BSc qualifications should be from Universities recognized by the University Grants Commission of Sri Lanka.

* Experience is required in Network Management for **Network Administrators** and development of application software using ASP.NET and C#.NET for **Software Developers.**

* Preference will be given to those with CCNA, MCSE, an in depth knowledge of Microsoft / Linux Server, experience in MS Exchange Server for **Network Administrators** and Professional qualifications such as MCAD, etc. and experience in. NET Framework, ASP.NET/C#/Visual Studio and knowledge in MS SQL Server 2005 or 2008 for **Software Developers.**

* All candidates are required to sit for a written and a practical test.

LOGISTICS BRANCH

Mess Managers - Male (Regular)

* Diploma in Hotel Management or completion of all 4 levels of fulltime basic courses in hospitality industry training, from a recognized local / foreign institute with minimum of 2 years experience in Star Class Hotels in Food and Beverages Departments in executive capacity.

AIR FIELD CONSTRUCTION BRANCH

Civil Engineering Officer - Male (Regular)

* BSc in Civil Engineering or equivalent qualifications.
* NDT/ NDES/ HNDE in Civil Engineering or equivalent qualifications.

Mechanical Engineering Officer - Male (Regular)

* BSc in Mechanical Engineering or equivalent qualifications.
* NDT/ NDES/ HNDE in Mechanical Engineering or equivalent qualifications.

Electrical Engineering Officer - Male (Regular)

* BSc in Electrical Engineering or equivalent qualifications.
* NDT/ NDES/ HNDE in Electrical Engineering or equivalent qualifications.

Architect - Male / Female (Regular / Volunteer)

* Architect with Charted qualification.
* BSc (BE) with MSc in Architecture or B/Arch conducted by the University of Moratuwa.

Quantity Surveyor - Male / Female (Regular / Volunteer)

* BSc in Quantity Surveying conducted by the University of Moratuwa **or** Graduate member of the Institute of Quantity Surveyors in Sri Lanka **or** Technical member of the Institute of Quantity Surveyor in Sri Lanka and one year post qualification experience in the relevant field.

OTHER ENTRY REQUIREMENTS

Nationality : Must be a citizen of Sri Lanka
Civil Status : Married / Unmarried
Gender : Male / Female (As applicable)
Age : Not more than 30 years as at 31st December 2010
Height : Male - 5' 5" and above
             Female - 5 4" and above
Chest : Minimum 32" (Male)
Vision Colour Standard : CP2
Visual Acuity : Left eye 6/6 and right eye 6/6 (With or without spectacles)

* Any candidate who may have special qualifications may at the discretion of the Commander of the Air Force be considered, even though he / she may not have the requisite height, provided he / she possesses the requisite professional qualifications.

* Approximate gross pay including allowances for Pilot Officer Rs. 29,325/-, Flying Officer Rs.33,160/-, Flight Lieutenant Rs. 37,030/- and Squadron Leader Rs.39,610/-. Food, accommodation, uniform s, transport and medical facilities are provided free. For married individuals, an allowance of approximately Rs. 14,500/- is paid in lieu of food and accommodation.

* The selected candidates will be commissioned in the Regular or Volunteer Force of the Sri Lanka Air Force in the rank of **Pilot Officer**, **Flying Officer**, **Flight Lieutenant** or **Squadron Leader** in keeping with his / her qualifications and experience.

SPECIMEN APPLICATION

* Full name (As per National Identity Card)
* Branch applied
* Post applied
* Permanent address
* Nearest Police Station to permanent address
* Present postal address
* Date of birth
* Height
* Telephone number
* Professional qualifications
* Work experiences (Organization, duration & job description)
* Achievements in sports / extra curricular activities
* Details of previous service in the Armed Forces if any
* Other achievements of note

I hereby certify and declare that the details furnished above are true and correct to the best of my knowledge.

Date…………..   …………………………
                                       Signature of Applicant

* For further details see Government Gazette Number 1682 of 26 November 2010 and www.documents.gov.lk

* The envelop should be marked **"APPLICATION FOR COMMISSION IN THE ………………………… BRANCH"** on the top left corner. Applications should be forwarded under registered cover to reach **"CHIEF RECRUITING OFFICER, SRI LANKA AIR FORCE, EKALA, KOTUGODA"** on or before 1200 noon on **03 December 2010**.

Web site : http://www.airforce.lk