

Randisi & Associates, Inc.

June 2009 Newsletter

Helping Employers Protect their Workforce, Clients and Reputation
Through Employment Screening, Drug Testing and Skills Testing

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IN THIS ISSUE

1. **The seduction of potential in employees**
2. **Large employers reducing health care costs**
3. **How two allies (a great employee and a gifted boss) find each other**

Quotes That Inspire

"The best way to get favors is to start handing out favors."

Dr. Napoleon Hill - To subscribe to Napoleons Hill's Thought For The Day please visit

<http://www.naphill.org/tftd/join.asp>

Have a Great Day at Work

"Notice your breathing all day. When you find that you have forgotten to do this, take three slow, deep, gentle breaths and start again."

101 Ways to have a Great Day at Work by Stephanie Goddad Davidson

Common Employer Mistake in Employment Screening - Assuming your hiring managers are conducting

This month we present the following articles for your consideration:

1. How do you avoid being seduced by employees with lots of potential but no results?
2. What type of health plan are employers using to manage, and drive down, health insurance costs?
3. What does the "Gifted Boss" do to find great employees?

Information in this newsletter is not intended as legal advice. Please consult legal counsel before taking any actions.

I hope you find this month's newsletter beneficial.

Jim Randisi

410.494.0232

www.preemploymentscreen.com

jim@preemploymentscreen.com

interviews in a consistent, legal manner.

It is always best to inspect what you expect. Employers should conduct periodic training classes for hiring managers. These classes should instruct managers on the legal and illegal types of questions that can be asked of applicants. Employers should review and approve acceptable lists of questions for applicants and make sure hiring managers are using consistent methods for conducting interviews.

The Pitch

Having trouble convincing senior management of the benefits of a new program, perhaps a training program?

Don't sell the warm and fuzzy benefits. You have to talk their language i.e. Return on Investment (ROI). And

then compare the ROI percentage of your program to the amount of sales the firm would have to generate to achieve that same ROI. Let's say you have a customer service training program that will help retain customers

and result in \$250,000 increase to profit (I think I can still use profit in our culture today!). If the program costs \$100,000, which means a net benefit of \$150,000. If your firm realizes a net profit of 5% on revenue, then that means your firm

The Seduction of Potential

Summary of an article by Keith Rosen

Don't fall into the trap of trying to turn around a poor performer. Know when to cut your losses and get out.

Everyone has a story about an underperformer. It usually starts with a candidate who has a wonderful resume, a great background, stellar references, and a positive attitude and disposition.

The candidate has the potential to live up to the manager's expectations. But then the candidate's potential doesn't live up to the manager's expectations.

Do not be seduced by the ether of potential.

We believe that if we wait, if we're patient, if we give them just a little more time, more resources, better training and more attention, they can finally live up to their potential.

Seduction Begins

We agree to give this person a chance. After all, it sure beats the painful and time-consuming process of having to recruit someone new, let alone having to figure out how to cover a territory with no salesperson.

This belief is counterintuitive. It costs you more to keep someone who is underperforming on your team. It costs time, money and resources, conflict, and internal problems. Then, you have less time to focus on the performers.

That's when it happens: The seduction begins. Now you make decisions based on emotions rather than on facts and what is best for you, the company and the person in question.

The seduction of potential clouds judgment.

Cost of Complacency

would have to generate \$3,000,000 (million) in new sales. Which is easier?

Managers often hire people based on potential rather than on what they have measurably achieved. As such, we try to develop the potential we see in them. The key is investing your time in the right people. Otherwise, it's a time-consuming and exhausting exercise in futility.

Focus on Processes

Potential is based on something that you have not seen yet and do not have evidence to support. If you are making hiring decisions based on people's potential, and the candidates haven't been living their potential by the time you meet them, then what makes you think they are going to start living it when you hire them?

(Editor note: Performing employment screening helps uncover undesirable behavior in the applicant's past)

If you don't know whether you have made the right hiring decision within the first 30 to 60 days, then you are in trouble. If you think giving the new hire one more chance, more time or more training is the answer, it is not.

If neither you nor your staff are currently using and leveraging your and their talents every day, then none of you are living your potential.

The uncertainty, the unknown and the fear paralyze managers who have to make the decision whether to terminate someone or invest the time in turning him or her around.

Having certainty and confidence in people, supported by evidence, is a healthier, more productive model when creating new possibilities. This is what I refer to as authentic human potential.

You get this certainty by measuring actual performance in a structured program that holds people accountable daily and weekly.

If you are responsible for hiring, developing and managing a team, what process do you have in place to leverage team members' strengths from the time of hire through the first 30, 60, 90, even

Randisi & Assoc., Inc.
100 West Road, Suite 300
Towson, MD 21204
Phone: 410.494.0232
Fax: 410.296.6131

120 days? Either the new hire is achieving expected results or not. There's no room for seduction by the potential of possibility, no probation or waiting for the year-end performance appraisals.

Once these processes are in place, you will get back to doing what every manager is destined to do: make talented people more valuable.

The author is an executive sales coach and president of Profit Builders, a coaching and training firm based in New York, www.profitbuilders.com. He is also author of *Coaching Salespeople into Sales Champions* (Wiley, 2008).

More Large Employers Offer CDHPs

Summary of an article by Kathy Gurchiek

The number of large U.S. companies offering consumer-directed health plans (CDHPs) is on the rise, and those with high enrollment are seeing about half the increase in health costs as those offering only traditional health coverage, says an annual survey by Watson Wyatt and the National Business Group on Health.

CDHPs are high-deductible plans offered with a personal account that can be used to pay a portion of medical expense that the employer's plan does not cover.

Having a substantial number of employees enrolled in a CDHP is critical to driving down costs, pointed out Ted Nussbaum, Watson Wyatt's director of group and health care consulting in North America. Employers

with only 15 percent CDHP enrollment, for example, won't see big savings, he said.

The survey found that best performers see results by combining CDHPs with a range of programs' services, tools, information to steer employees into becoming better-informed health care consumers.

Best performers, and employers with consumer-oriented health care models, the survey found, are making significant cost savings with the following key drivers:

Offering appropriate financial incentives, such as significantly lowering premiums for CDHP enrollees.

Communicating information effectively to employees to help them make wise health care choices.

Using metrics and evidence. Many companies don't receive information about employee use of their programs, according to the report.

Offering quality care that is delivered efficiently.

Maximizing health and productivity by using financial incentives to encourage employee participation in health improvement activities.

CDHPs need to be part of the overall strategy, not the entirety of the plan design, to be effective in driving down health care costs, Nussbaum told SHRM Online. Using high-quality hospitals, which tend to be less expensive in the long term, is one way to achieve savings, he said.

Measuring outcomes of your programs also is important, Nussbaum pointed out.

Health improvement programs have a longer-term solution set, but you want to at least measure groups that are identified in programs the employer offers. Measure the work-loss days of employees participating in an employer-sponsored health care initiative, he suggested, to help determine the success rate of that program.

Strategies that saw major increases among companies surveyed included offering health risk appraisals, offering weight management programs that focus on reducing obesity among workers, and auditing or reviewing eligibility and enrollment in the health plan.

Kathy Gurchiek is associate editor for HR News. She can be reached at kgurchiek@shrm.org. For the latest HR-related business and government news, go daily to www.shrm.org/hrnews.

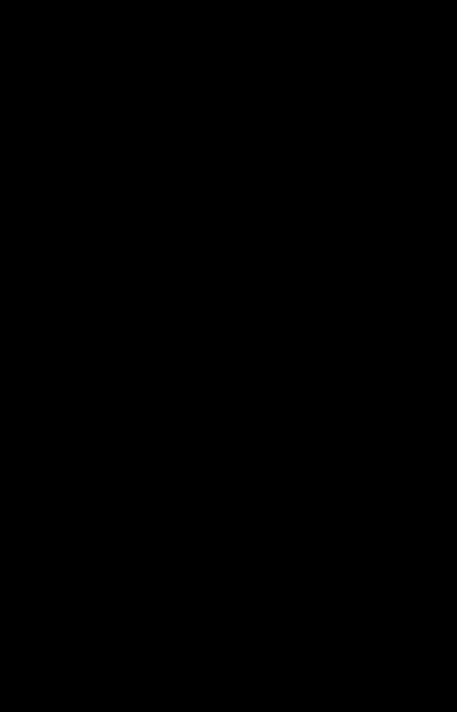
great employees only ? How Gifted Bosses Hire and De-Hire their way to success ? Dale

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How Two Allies (a Great Employee and a Gifted Boss) Find Each Other

If we are to find lifelong allies among our employees, we need to know all we can about how they think and work, and especially what they look for in an employer.

Gifted bosses create places where people want



to work, places with stores to tell.

Gifted bosses are always hiring, even in the off-season.

Great employees are almost never in the traditional job market-they are good and they know it, so they instead "make it known" that they are available.

Gifted bosses don't have mere employees; they have allies. They can say to an employee "Find something you do better than we do and make us better."

When you find a gifted bosses and a great employee coming together, it is something much finer than a job being filled; it is a talent pool getting deeper and broader, a growing of the group brain.