

# Attract, Select & Retain High Performing Talent

*Presented by: Mark Purbrick*

# AGENDA

1. ABOUT PEOPLOGICA
2. WHAT ARE PEOPLE ANALYTICS
3. STATE OF THE SRI LANKA WORKFORCE
4. ATTRACTING GREAT APPLICANTS
5. IMPROVING SELECTION OUTCOMES
6. ONBOARDING NEW EMPLOYEES
7. EFFECTIVE PERFORMANCE MANAGEMENT
8. QUESTIONS

# About Peoplogica

Peoplogica is a leading people analytics provider in customer centricity and attracting, selecting and retaining high performing talent.

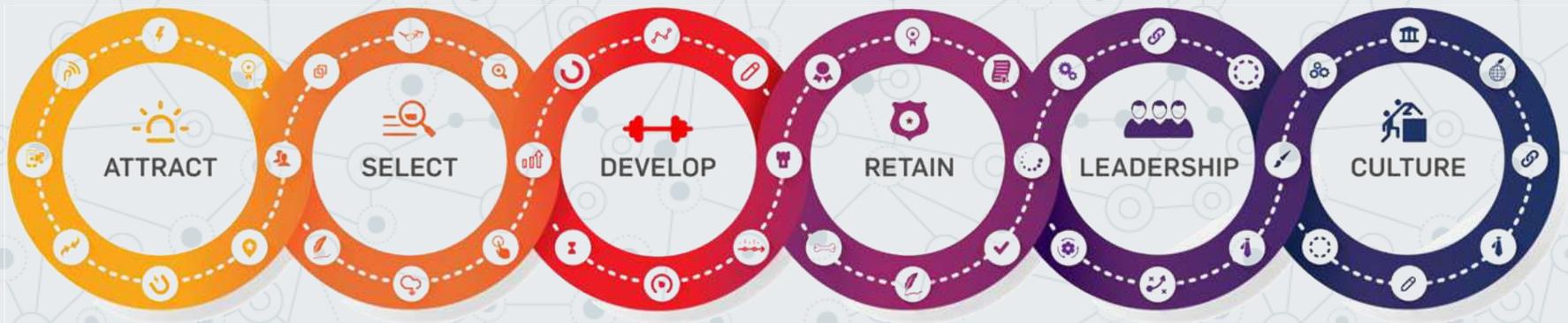
Peoplogica delivers a range of customised people solutions to organisations of all sizes, from all sectors.

Our range of People Analytics include:

- ✓ Pre-employment Job Applicant Skills & Knowledge Testing
- ✓ Pre-employment Psychometric JobFit Assessments
- ✓ 180° Performance Management Surveys
- ✓ 360° Leadership Development Surveys
- ✓ Employee Engagement/Attitude Surveys
- ✓ Customer Pulse Surveys

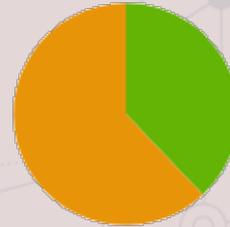
# What are “People Analytics”

People analytics is the use of people data to assist business owners and managers to make more informed, and more accurate, decisions about their human capital

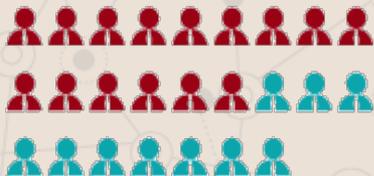


# State of the Sri Lanka Workforce

**4.6%** = Sri Lanka Unemployment rate as of April 2019



**38%** of employed Sri Lankans are engaged at work



**59.3%** of Sri Lanka employees are millennials



**56.6%** of resigned employees in 2017 are female

# ROLE BENCHMARKS

**You cannot attract & select the right candidate unless you know what you are looking for!**

The very first step in the hiring process is to create a Role Benchmark. These benchmarks identify and quantify the critical success attributes required to be a high performer.

If you have proven high performers then measure their abilities, traits, behaviours and interests as this is the key to objectively understanding the type of individual that will succeed in the role.



**BENCHMARK HIGH PERFORMERS**

**ONLINE JOB ANALYSIS SURVEY**

**JOB PATTERN LIBRARY**

# CASE STUDY

## Manager

### Purpose

- Identify the critical success attributes of this role
- Provide a solution that will improve the success rate of selecting high performers in the future
- Deliver higher retention rates

### Product Used

JobFit™ executive



# CASE STUDY

## Manager – Participant Ratings

Participants	Manager % Match
HP # 1	99%
HP # 2	99%
HP # 3	97%
HP # 4	97%
HP # 5	80%

**HP:** High Performer



# CASE STUDY

## Operations

### Purpose

- Identify the critical success attributes of this role
- Provide a solution that will improve the success rate of selecting high performers in the future
- Deliver higher retention rates

### Product Used

JobFit™ executive

# CASE STUDY

## Operations – Success Pattern



# CASE STUDY

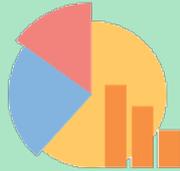
## Operations – Participant Ratings

Participants	Operations % Match
HP # 1	99%
HP # 2	86%
HP # 3	84%

**HP:** High Performer



# ATTRACTING GREAT APPLICANTS



**25.4%** of Sri Lanka companies reported that there are not enough people interested in doing the type of jobs offered to them



## FRUSTRATIONS

- Poor job applicant quality
- Time consuming screening process
- Restricted talent pool



## SOLUTIONS

- Targeted Job Advertisements



Job Advertisement

21/04/2018



## Do you have what we are looking for?

- ✓ Eg Role Title
- ✓ Eg Self-Motivated Sales Professional
- ✓ Eg Senior Leadership Role
- ✓ Eg Sydney Based
- ✓ \$77K Package plus Performance Bonuses

[COMPANY INTRO]

Due to continued growth, we require a quality [ROLE] professional to join our team and assist us to maximise our potential.

To be a successful [ROLE] in our team you will not only need to demonstrate at least [??] years of [????] experience, you will:

Please refer to the Performance Model Description Report and input critical attributes into this area.

Example:

- ✓ Be highly motivated by the competitive world of sales and management, you like to win
- ✓ Jump at the chance to help others who would benefit from your experience and knowledge
- ✓ Enjoy being outdoors and like having and/or creating proven processes to follow
- ✓ Have the confidence to ask for clarification if you do not grasp a concept immediately
- ✓ Easily communicate at all levels and can modify your vocabulary to suit the audience
- ✓ Respond well to demands on your time and generally work at a brisk pace
- ✓ Take on leadership roles comfortably but you have the confidence to allow others to take the lead to achieve the desired outcome

If you have the required experience and the above characteristics resonate with you, we just may have the career you have been looking for.

Please email your resume and cover letter to [REDACTED] by 30/04/2018

Peoplogica Pty Ltd

Level 15, 275 Alfred Street, North Sydney, NSW, 2060

T: (02) 9936 9000 W: Peoplogica.com

TARGETED JOB  
ADVERTISEMENT

Download Template on Page 4 at:  
[www.Hire2Inspire.com.au](http://www.Hire2Inspire.com.au)



# IMPROVING SELECTION OUTCOMES

**Lack of job specific required skills or competencies** was ranked by Sri Lanka firms as the primary reason for poor preparedness of newly hired employees

## FRUSTRATIONS

- Inconsistent selection process
- Hiring based on “like” not “fit”
- Not enough high performers being selected

- High employee turnover & early failure rates
- The traditional recruitment process does not work

## SOLUTIONS

- Pre-employment applicant skills/knowledge screening tests
- Customised Interview Guides (measure “fit”)
- Structured interview process
- Identify & explore potential barriers to success



# PRE-EMPLOYMENT SCREENING TEST

## ASSESS YOUR CANDIDATES' SKILLS AND KNOWLEDGE IN 3 EASY STEPS

Create a custom test that fits your unique position



Send candidates a link to complete your test



Receive results in real time with easy to interpret reports

EXTENSIVE RANGE OF OVER 450 SUBJECTS AND 1500 SUBTOPICS

## STRAIGHTFORWARD REPORTS

Subject	All	Correct	Partially correct	Incorrect	Unanswered	Percentage correct
MS Office 2000 - WordP	5	3	0	2	0	60%
MS Office 2003 - Excell	5	3	2	0	0	78%
<b>Total</b>	<b>10</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>69%</b>

**DOWNLOAD RESULTS**

- By subject
- By topic
- By question difficulty
- By question summary
- By question details

Word Document

- By subject
- By topic
- By question difficulty
- By question summary
- By question details

Excel Sheet

- By subject
- By topic
- By question difficulty
- By question summary
- By question details

PDF File

Download Latest Subject List at:  
<https://www.peoplogicskills.com/help-center/>



## FIRST INTERVIEW RECRUITMENT PROCESS

1. Thank you for applying for the [redacted], we have had a very good response to our advertisement and we envisage that the timetable for the recruitment process will be:
  - a. First Interviews will be completed by [redacted]
  - b. A short list will be selected and all short-listed candidates will be invited to complete an on-line assessment
  - c. Second Interviews will be completed by [redacted] (the date stated should be at least one week after intended finish date)
  - d. Final selection and offer of employment to the successful candidate will be made within two weeks after all the second interviews have been completed.
2. The process for this first interview is:
  - a. We would like you to give us a review of your employment history, during which we may ask questions and clarifications
  - b. We will then ask you some questions
  - c. And finally we would invite you to ask any questions you may have about the company and/or the role
3. Candidate to give verbal review of resume & career. Interviewers to ask questions particularly to establish accuracy of resume, experience, skills etc.
4. Role Specific Questions (purpose is to confirm qualifications, experience, level of skill etc)
5. Interviewer's standard questions (in no particular order):
  - a. What was it that interested you in this role?
  - b. From what you already know about this role do you believe that there are any areas that may require you to undertake some training? What type of training and why?
  - c. Can you tell me about a time when you helped a fellow staff member without being requested to?
  - d. Can you please tell us what you know about our organisation?
  - e. Can you tell me about the best manager you ever had? what did he/she do that you valued most? Describe in four or five adjectives
  - f. Can you tell me about the worst manager you ever had? I do not need to know who, but describe them in four or five adjectives.
  - g. (IF APPLICABLE) what are you looking for here that your current employer is not providing you?
  - h. (IF APPLICABLE) in your previous management/supervisory roles can you tell me about a time when a direct report did not perform to the required level? What was the problem? What did you do? What was the outcome?
  - i. Can you tell me about the most difficult customer you have ever dealt with? what happened? What was the outcome? In hindsight would you have handled the situation differently? Why?
  - j. What type of performance feedback do you expect to receive from a manager?
  - k. Have you ever been reprimanded by your actions in the workplace? What happened? What was the outcome?
  - l. Do you perceive yourself as ambitious? Please explain?
  - m. What do you believe you can add to this organisation?
6. Invite the candidate to ask any questions regarding the company and/or the role.
7. End Interview, reiterate the intended recruitment process steps and timelines and thank the candidate.

For more information, please contact us:

T: + 61 2 9936 9000  
F: + 61 2 9936 9036  
E: [info@peoplogica.com](mailto:info@peoplogica.com)  
W: [www.Peoplogica.com](http://www.Peoplogica.com)

Peoplogica Pty Ltd

Level 15, 275 Alfred Street, North Sydney, NSW, 2060

T: (02) 9936 9000 W: [Peoplogica.com](http://www.Peoplogica.com)

# FIRST INTERVIEW QUESTIONS TEMPLATE

Download Template on Page 6 at:  
[www.Hire2Inspire.com.au](http://www.Hire2Inspire.com.au)



# SELECTION REPORT (INTERVIEW GUIDE)

## Attitude

Tendency to have a positive or optimistic outlook regarding people and outcomes.



Sceptical or critical of others

Trusting and optimistic

Mr Black scored below the recommended level for the Attitude scale for this position. This suggests his outlook is less positive than that of most successful individuals in this position and he may be more critical of himself than is necessary.

## INTERVIEW QUESTIONS

- Tell me about a time you were sceptical about something your organisation was trying to accomplish or implement. Describe your reasoning.
- Tell me about a time when someone questioned your intentions when you had done nothing to deserve it. What happened as a result and how did you react?
- How would you react if your supervisor assigned you a task you believed could not be done and he or she simply said "just trust me on this".

## » Selection Report - Doug Black

This report provides information which reflects the responses provided by Mr Black when completing the assessment. This information will be valuable when considering Doug for the position by providing insights into his personality and reasoning ability. By quantifying his characteristics, our technology compares them to a type of job. The assessment provides Job Patterns for positions commonly found in the workplace that share common personality and reasoning ability characteristics.



Job Match

LOW MOD-LOW MOD-HIGH HIGH

## Job Pattern - Account Executive

Job Match is a result of comparing Doug to the Job Pattern. Mr Black has a moderately high match to this job.

## Talent Summary

Mr Black earned an above average score on the Reasoning scale. He should have the capacity to learn and apply a wide variety of techniques and knowledge on the job. He should respond quite well to training.

Working at a moderate pace allows Mr Black to conserve his stamina for particularly time-sensitive tasks. Being fairly sociable, he tends to maintain open lines of communication with other team members. When the situation calls for it, he is willing to be assertive and act as a leader. It can be a challenge for him to refrain from being critical of himself and others.

The distortion score for Doug Black is 8

The Distortion score shows how candid the individual was while taking this assessment. The range for this scale is 1 to 9, with higher scores suggesting greater candour.

JobFit select

Selection

Doug Black

© 2018 Taleres, LLC

1

Download Sample Reports  
[JobFit Executive Selection Report](#)  
[JobFit Select Selection Report](#)



# ONBOARDING NEW EMPLOYEES

*(One of the most important days)*

**51%** of new hire attrition occurs during the first 3-6 months of employment

Only **5%** of organisations have an on-boarding process that is strategic and fully linked to development and learning



## Employee First Day Tips

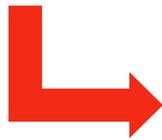
- Consider starting your new employee on a Thursday as it will give them two days to learn a vast amount about their new role and then the weekend to digest all the information
- Let your receptionist know there will be a new employee starting and fast track them to their desk and manager as soon as they arrive
- Ensure there is a copy of the employee handbook available
- Make sure their first week is planned out and all meetings are set up in their calendar



# EFFECTIVE PERFORMANCE MANAGEMENT

## FRUSTRATIONS

- Inconsistent people management skills
- Low employee engagement level
- Low employee productivity (sales, service etc.)



## SOLUTIONS

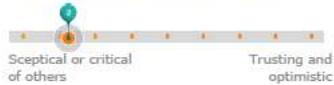
- Monthly Direct Report One-On-One Reviews
- Customised Coaching Reports
- Ensure employees have “fit” to their roles
- Objective Succession and Career Planning



# COACHING REPORT (MANAGEMENT REPORT)

## Attitude

Tendency to have a positive or optimistic outlook regarding people and outcomes.



On the Attitude scale, Mr Black scored below the recommended level for this position. This suggests that he may have a tendency to be more pessimistic than most successful individuals when dealing with others.

## MANAGEMENT SUGGESTIONS

- Encourage Mr Black to be open to new people and novel situations.
- Ensure that Doug understands the benefits of trusting those who have never given him a reason not to.

## Management Suggestions - Account Executive

This section is provided for the scales where Mr Black did not match the Job Pattern. Managing these areas with Doug will improve his performance on the job. Management suggestions are provided as a guide through this process. These suggestions will help you focus on the things that Doug needs to Start or Stop doing based on the K-S-S model.



## Reasoning Ability

A measure of expected learning, reasoning and problem solving potential.



Mr Black scored above average in Reasoning when compared to others in this position. This means that his cognitive ability is higher than is normally suggested for the job. He may find himself less engaged than is preferable.

## MANAGEMENT SUGGESTIONS

- Provide Mr Black with self-paced training to save some time and encourage him to assist in conducting training as he gains experience.
- When stubborn problems present themselves at work, you may wish to meet with him and ask for his opinions on the matter. He may have the solution you need at that moment.
- Ensure that Doug is aware that his communication style may be difficult for some people to understand and encourage him to speak in plain terms in such situations.

Doug Black

5

JobFit select

Management

Doug Black

© 2017 Taleva, LLC

3

Download Sample Reports  
[JobFit Executive Management Report](#)  
[JobFit Select Management Report](#)



## Conducting An Employee Assessment Debrief & Creating Employee Coaching Summaries

The following guide has been developed to empower managers to increase employee productivity, performance and engagement levels by most effectively using the reports provided with Peoplogica's range of JobFit assessments. Please note that the following process is based on the Role Benchmarks having already been developed.

### EMPLOYEE – SELF-REVIEW

1. Print off the employee's "Individual Profile/Feedback Report"
2. Ask the employee to review their profile and to note any comments about themselves that they absolutely disagree with.

### MANAGER - EMPLOYEE COACHING DEVELOPMENT SUMMARY

1. Manager reviews the employee's Coaching Report (Performance Model Comparison/Management Report) and identifies a maximum of four coaching and mentoring suggestions.
  - a. Manager refers to summary page and identifies all competencies where the employees' result falls outside of the benchmark area.
  - b. Starting with areas where the gap between what the role requires verses the employee's attributes are the greatest, go to the corresponding page of the report, review the suggestions provided and select the suggestion that best works for the manager and employee.
  - c. Feel free to change and/or combine the suggestions to achieve an outcome that will best serve the manager and employee.
2. Once the manager has identified the coaching/mentoring suggestions, arrange for a one-on-one session with the employee
  - a. Managers to ask the employee whether there were any comments on their Profile that they absolutely disagree with. If there were any areas they absolutely disagree with, ask them whether these comments make more sense when they are under pressure or stressed. If there are comments where it is agreed that they are not 100% accurate please just note these and accept that the assessment result for that area may be a couple of points off.
  - b. For the areas that you have developed coaching/ mentoring action items, say to the employee that what you have found through this assessment process is that they are either higher/lower than what is typically required in their role for these couple of areas. So that you and the employee can more effectively manage these areas, what you will do as a manager is the following (the manager then discusses with the employee the coaching and/ or mentoring activities they will undertake to assist the employee to maximise job satisfaction and success. The manager will also discuss with the employee what their responsibilities are to achieve these action items)
3. Manager to actively follow through with the coaching/mentoring action items and during their regular One-On-One discuss progress and update as required.

# EMPLOYEE DEVELOPMENT DEBRIEF

Download Template on  
Page 10 at:  
[www.Hire2Inspire.com.au](http://www.Hire2Inspire.com.au)





**One-On-One Monthly Reviews**  
(Please refer to the Instruction Sheet on page 2)

Employee:  Manager:   
Date:

Employee Wins for the Month (what have you achieved that you are really proud of)

Employee Losses for the Month (we all make decisions that don't turn out as expected, please give some examples)

Do you feel that you are fulfilling your primary role expectations (if not, how can your manager provide assistance?)

Is your manager providing you with the direction, leadership and coaching you expect and need?

Copyright 2018 - Peoplogica Pty Ltd

Next Meeting is scheduled for:  at  am/pm



# ONE-ON-ONE MEETING TEMPLATE

Download Template on Page 11  
at:  
[www.Hire2Inspire.com.au](http://www.Hire2Inspire.com.au)



# Questions

For more information, please contact us:

**hSenid Business Solutions Pvt Ltd**

**Sampath Jayasundara**

**CEO/Director**

**M:** +94 72 245 1530

**T:** +94 11 462 1111

**F:** +94 11 239 4064

**E:** [Sampath@hsenid.com](mailto:Sampath@hsenid.com)

**A:** 2<sup>nd</sup> Floor, Scanwell Building

67/1 Hudson Road, Off Perahera Mw

Colombo 03, Sri Lanka

*This presentation by:*

**Mark Purbrick**

**Peoplogica – Managing Director**

**T:** +61 2 9936 9000    **E:** [mark@peoplogica.com](mailto:mark@peoplogica.com)



PeoplesHR  
simple.fast.green

# References

<http://news.gallup.com/reports/220313/state-global-workplace-2017.aspx#aspnetForm>

<http://www.gallup.com/services/178517/state-global-workplace.aspx>

<https://tradingeconomics.com/sri-lanka/unemployment-rate>

[http://www.statistics.gov.lk/industry/Labour Demand Survey 2017 Report.pdf](http://www.statistics.gov.lk/industry/Labour_Demand_Survey_2017_Report.pdf)