

# BUILDING YOUR BENCH

An integrated approach to recruitment,  
development and succession planning



RiverWoods

# Session Speakers



**Blake Baade**

Director, Talent Acquisition



**Ellen Ryder Griffin**

Director, T&D



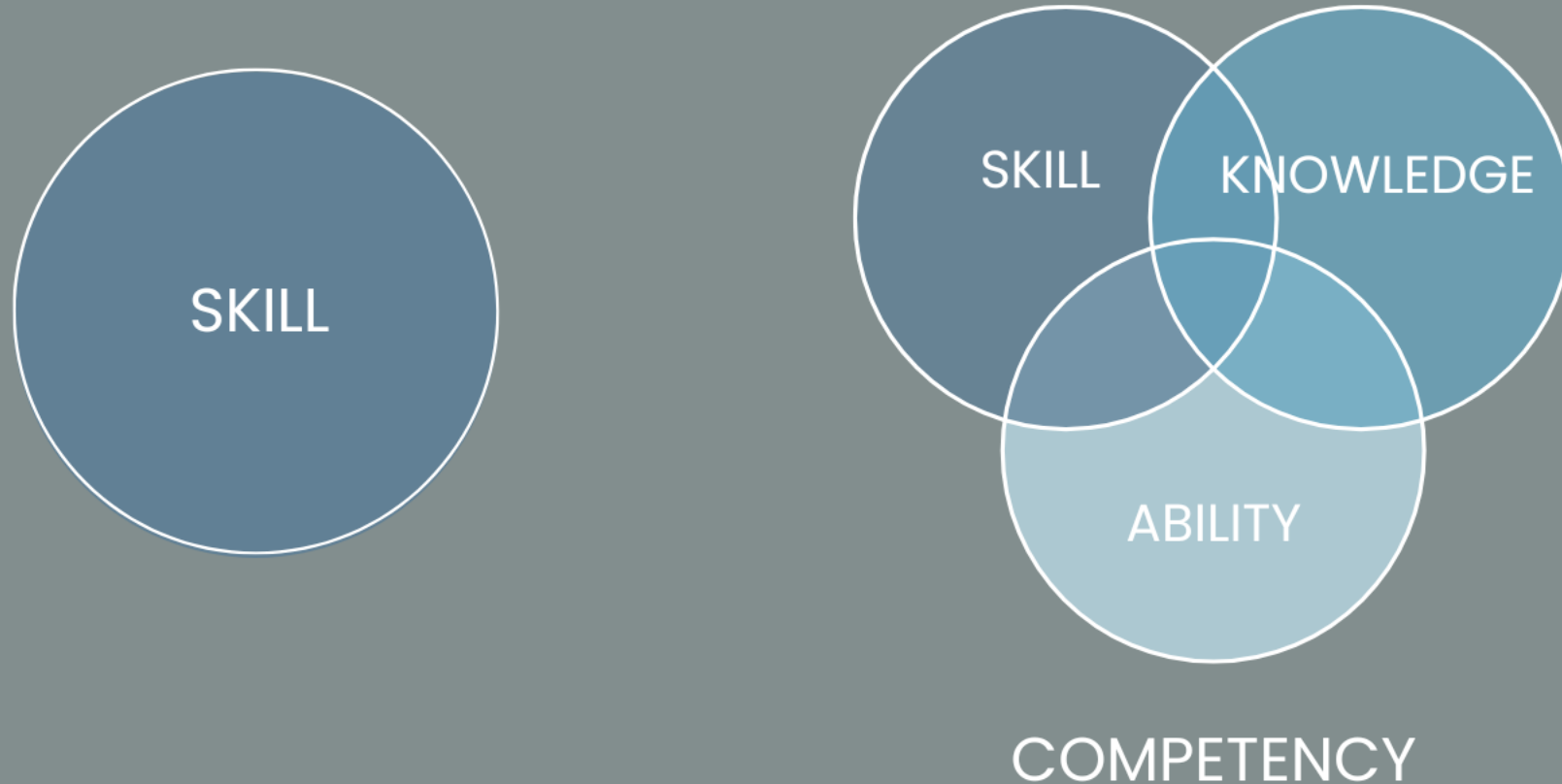
**John Bowe**

VP Human Resources

# COMPETENCY-BASED



# SKILL VS. COMPETENCY



A person in a white shirt and tie is sitting at a wooden table, reviewing documents with a pen. The scene is dimly lit, with a soft glow from the left. The person's hands are visible, holding a pen and a document. The text "TA 2.0" is overlaid in white on the image.

# TA 2.0

Moving beyond traditional recruitment with  
skill and competency-based hiring

The only constant in life is change.

Heraclitus



# TURNOVER HAPPENS!

A hand with orange nail polish is holding a white envelope on a dark wood-grain surface. The envelope is positioned in the center of the page, between the internal and external factors of turnover.

## INTERNAL

Burnout  
Inadequate Compensation  
Job Satisfaction  
Lack of Career Growth  
Poor Management  
Relationship with Co-workers

## EXTERNAL

Career advancement  
Commuting  
Education needs  
Family needs  
Relocation  
Work Life Balance

# You need to hire

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# NOW WHAT?

- Identify positions and set up recruiting budgets
- Write (or rewrite) a job description
- Post the open position
- Share it on:
  - Newspapers
  - Social media
  - Career portals/online job boards
- Review, select, screen and interview



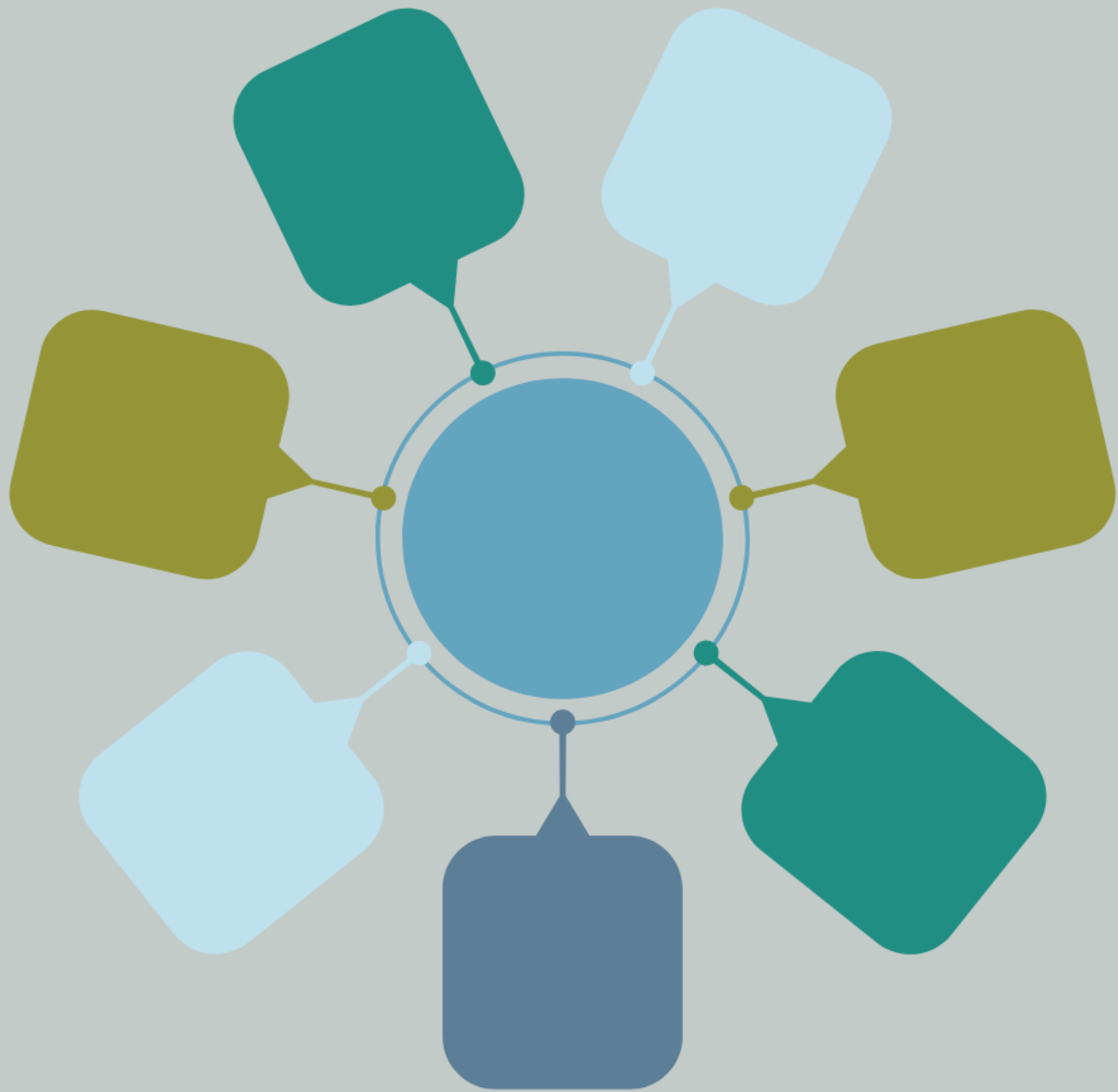


# NEEDS CHANGE DIVE DEEPER

Why did the previous employee leave?

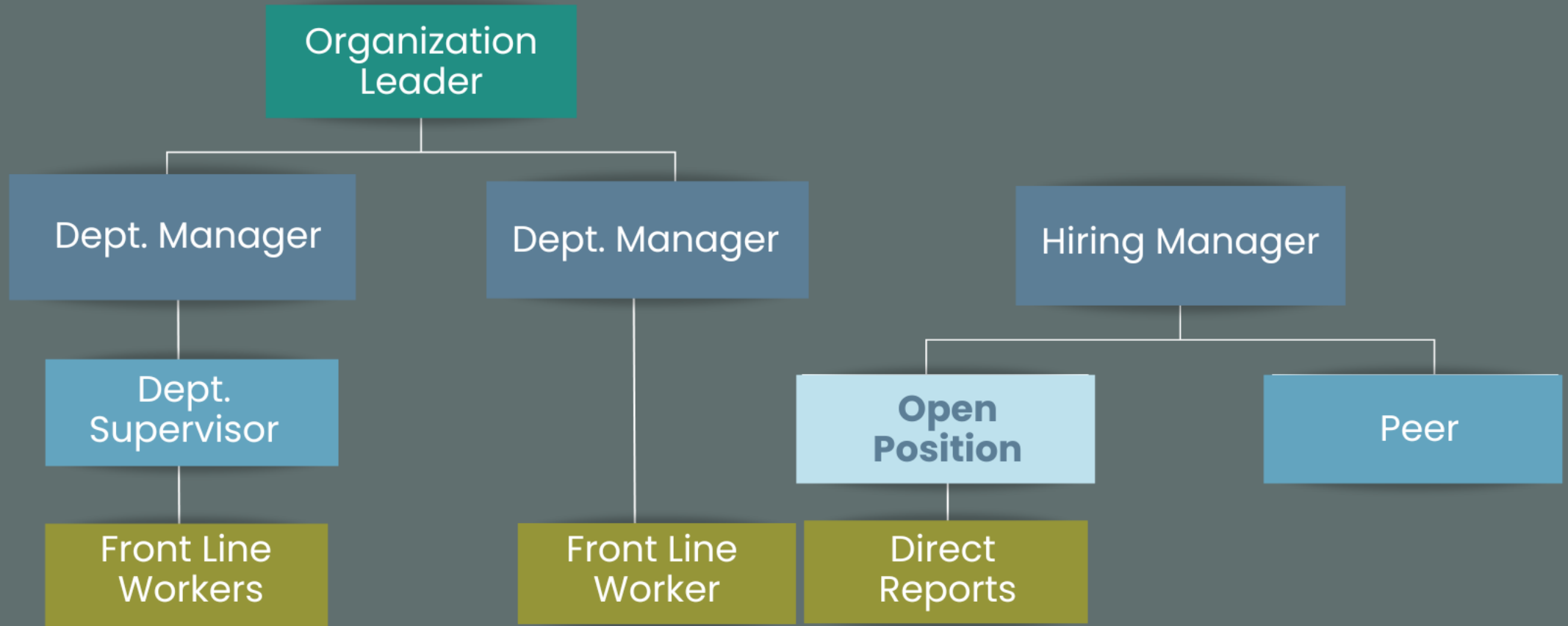
What has changed about the role?

What skill, talent or expertise would enhance this role?



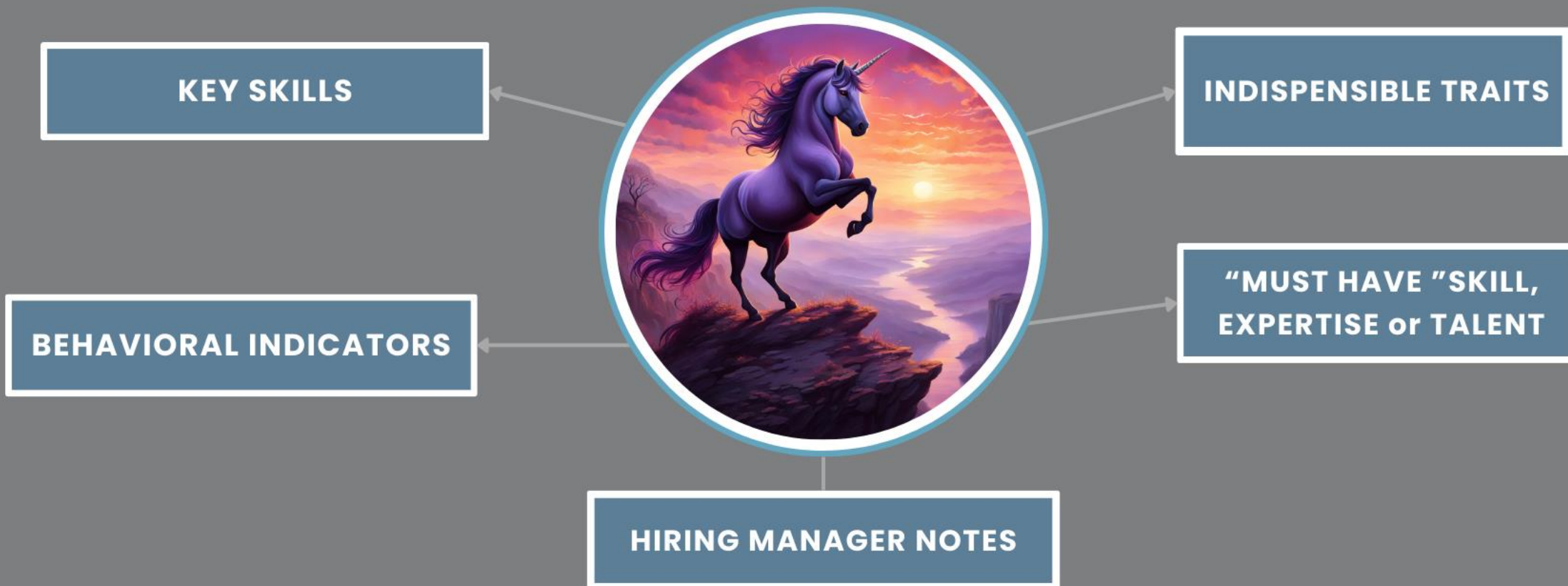
**BRAINSTORM!**

# NEEDS OF THE MANY



# WHO IS YOUR PURPLE UNICORN?

CREATE A POSITION PROFILE



# DIVE DOWN!

## Position Requirement

- Prior experience in Continuing Care Retirement Communities a plus, not necessary

## Skills Needed

- Experience working with clients with an age demographic of 62.5+ yrs old
- Experience working with guests who reside where the work is taking place
- Experience working with a company that offers onsite amenities such as food, events or fitness

# DIVE DEEPER!

## Position Requirement

- An effective communicator with a high level of personal energy and leadership skills who can strike a balance between service demand and financial sustainability.

## Skills Needed

- Communicates effectively
- Listens sensitively
- Adapts communication to audience and fosters effective communications with others

## SKILL-BASED HIRING

Places candidate skills – rather than their education, experience, or background – first.

Not screened out if they don't have degrees/ took an unconventional career path.

We hire someone for who they are and what they can do.

## COMPETENCY-BASED HIRING

- Behavioral characteristics
- Personality attributes
- Individual aptitudes

Position-specific competencies

Organizational competencies

# CULTURE and FIT





# WHAT DO I NEED and WHEN DO I NEED IT?



## EXACT FIT

Less training required

May directly fill need

Less potential for 100% culture fit

## CHECK ALL THE BOXES

More potential candidates

Increased odds of 100% culture fit

May require additional training



# COMPETENCY-BASED TRAINING

Preparing each level of management to meet the  
needs of RiverWoods

**NEEDS CHANGE  
DIVE DEEPER**



# MANAGEMENT COMPETENCIES

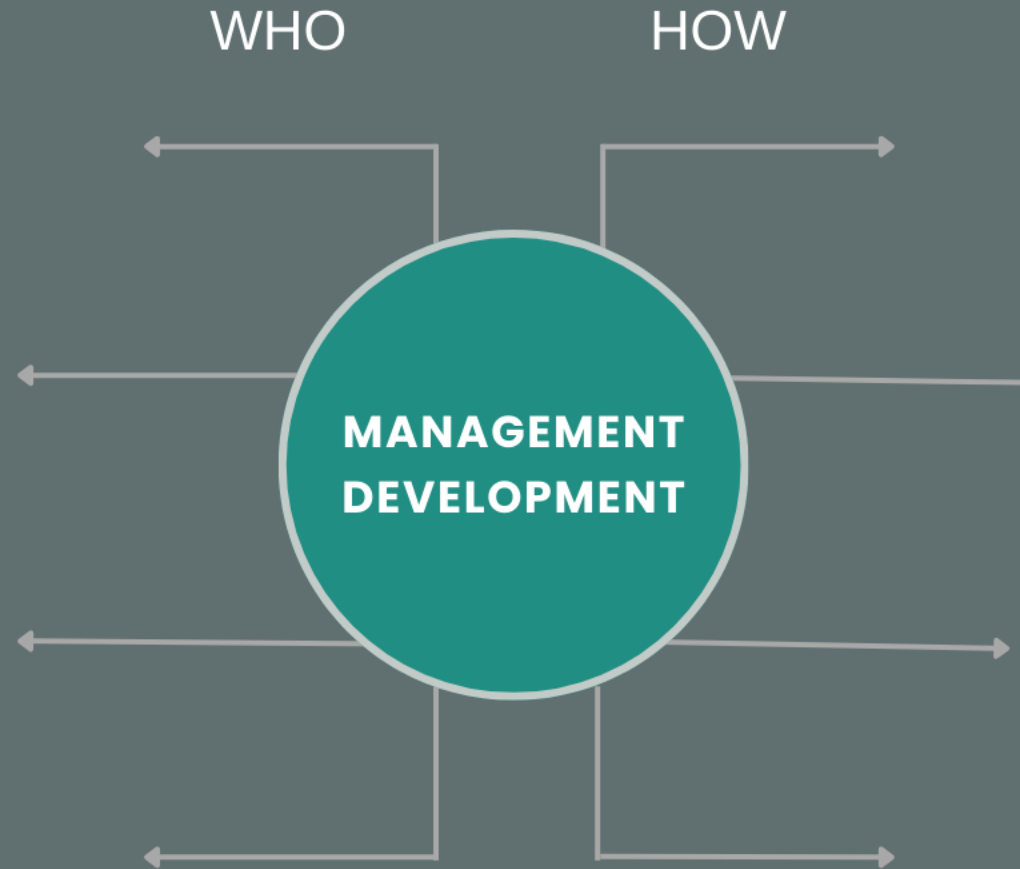
## 2022-2023

Communication  
Developing Employees  
Managing Performance  
Productivity

## 2024

Accountability  
Collaboration  
Execution  
Integration  
Supervision

# TRAINING OUR BENCH



# LEADERSHIP DEVELOPMENT PIPELINE

1

**Potential Supervisor**  
Potential Leaders Program  
In-house training

2

**New Supervisor**  
Monday Morning Leadership  
Supervisor Essentials Series  
Leading Age programs

3

**Manager**  
In-house training  
Leading Age programs  
Training in specialty area

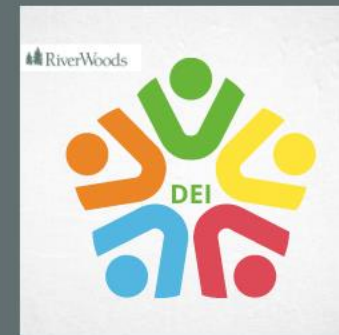
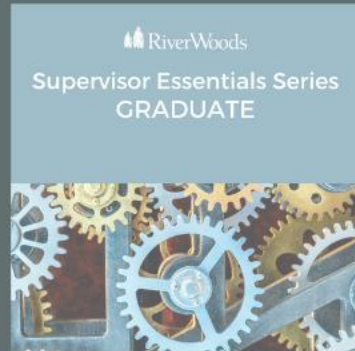
4

**Director**  
In-house training  
Leading Age programs  
Industry conferences  
Training in specialty area  
Project leadership

5

**Leader**  
HIPO identification  
Project leadership  
RiverWoods Advanced  
Leadership Training  
Program

# BADGING



# SUCCESS INDICATORS

Cultivating training talent

Inclusion

Leadership support

Reward system

Tracking and accountability





# SUCCESSION PLANNING

Developing the future leadership of RiverWoods

# THE ROLE VS. THE PERSON

## SUCCESSION PLANNING

Establishing a plan for the “Position”

## DEVELOPMENT PLANNING

Establishing a plan for the  
“High Potential Employee”

They work TOGETHER!

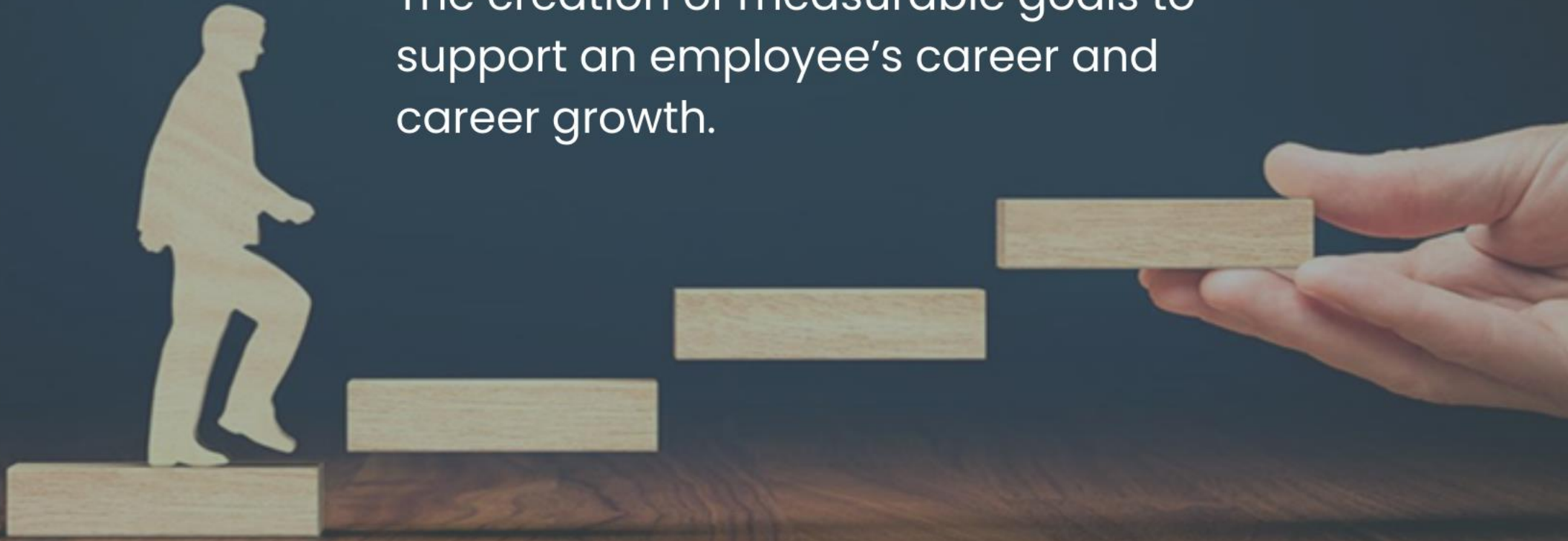
# SUCCESSION PLANNING

The process of identifying the critical positions within your organization and developing action plans for individuals to assume those positions.



# DEVELOPMENT PLANNING

The creation of measurable goals to support an employee's career and career growth.



# WHY SUCCESSION PLANNING?

1

Change is inevitable

2

Reduce risk

3

Retains talented leaders

4

Forecasts T&D needs

# WHY SUCCESSION PLANNING?

“Get our ducks in a row”

## EMERGENCY PLAN

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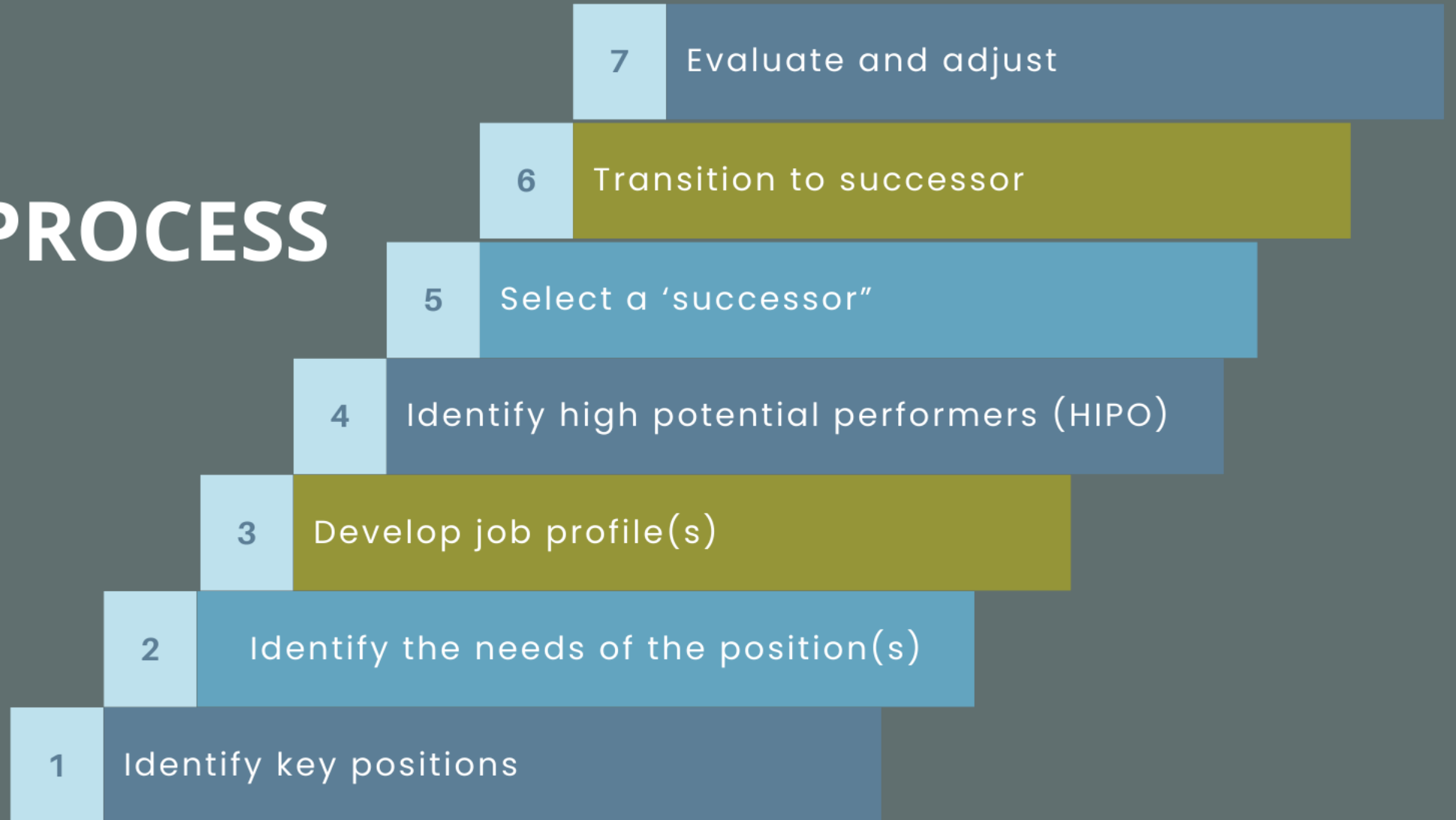
Unforeseen events/ Powerball scenario  
Be prepared with an interim plan

## LONG-TERM PLAN

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Prepare for long-term sustainability  
Develop career paths for high performers  
Provide training for potential leaders

# 7 STEP PROCESS





# HOW TO IDENTIFY HIGH-POTENTIAL EMPLOYEES



Talented in their job role



Empathetic and emotionally intelligent



Keen to pursue leadership opportunities



Calm under pressure



On board with company culture



Collaborative workers who perform well in groups



Able to use their initiative and work autonomously.

# DIVE DEEPER



# COMPETENCIES

Rank importance for each position

- Adaptability
- Attention to Detail
- Communication
- Composure (Dealing with Pressure)
- Conceptual Thinking
- Creative thinking
- Critical/Analytical Thinking
- Customer Focus
- Decisiveness
- Honesty/Integrity
- Influence
- Initiative
- Interpersonal Astuteness
- Judgment
- Openness
- People Skills
- Persistence
- Presence
- Results Orientation
- Self-Confidence
- Strategic Thinking
- Team Player

# Readiness Tool



## EXECUTIVE LEADERSHIP

Position:

Top Required Competencies (at least 5) in Ranked Order	(1-10) Potential	(L/M/H) Readiness
Replacement Candidate #1: <b>NAME</b>		
1		
2		
3		
4		
5		
6		
7		
8		

Top Required Competencies (at least 5) in Ranked Order	(1-10) Potential	(L/M/H) Readiness
Replacement Candidate #2: <b>NAME</b>		
1		
2		
3		
4		
5		
6		
7		
8		

Notes:

## INTERIM POTENTIAL REPLACEMENTS

## WATCH LIST

List of identified HIPOs who may be developed long -term

# THE FUTURE COMPLETED PRODUCT

For each key position:



Emergency  
Plan



Long Term  
Option(s)



New identified  
HIPOs for  
development

# NEXT STEPS (for us)

## RiverWoods Advanced Leadership Training Program

- ★ Provide necessary leadership training to our potential future leaders and executives
- ★ Curriculum to focus on strategic thinking, communication skills and business acumen required to successfully lead people and processes

# RESOURCES (for you!)

## TALENT ACQUISITION

RiverWoods Position Profile Template

RiverWoods Recruitment Profile

## TRAINING & DEVELOPMENT

RiverWoods Training Catalog 2024

Sample Training Needs Assessment

## SUCCESSION PLANNING

Readiness Tool

7 Step Process

List of Competencies

