



Human Resources Professional Interest Section Meeting

May 12, 2022

- Welcome
- Upcoming Events
- CMS Vaccine Mandate Update
- Next Practices: Solving the 2022 Talent Challenge


Professional Interest Section Meetings / Professional Development:

- May 19 - Child & Family Services (10 AM-Noon)
- July 21 - Community Supports (10 AM-Noon) / Employment Supports (12:30-2:30 PM)
- August 11 - Financial Management (10 AM-Noon) / Human Resources (12:30-2:30 PM)

Upcoming Member Forum and Board of Directors Meetings:

- May 20 - Board of Directors Meeting / *No Member Forum
- June 24 - Member Forum / Board of Directors Meeting

Registration for each meeting is available 3 weeks in advance. Recordings and materials will be available on the [INARF Member Portal](#) within 2-3 business days following each meeting.

Decorative wavy lines at the bottom of the slide, consisting of a grey wave above an orange wave.

Alicia M. Boyd, CPA
Professional Corporation

BKD
CPAs & Advisors

CPAs / ADVISORS
 **blue**

 **Bradley** Associates
Healthcare Advisors and CPAs

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Strategy Driven. Future Focused.

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CMS Vaccine Mandate Update

Brian Carnes, INARF

Background

- CMS Interim Final Rule (IFR)
 - ICF/IDD only
 - 30-60-90 day ramp up over in April
 - Exemptions for religious and medical reasons
 - State surveys have begun
- IDOH Surveys
 - CMS guidance document issued: <https://www.cms.gov/files/document/attachment-f.pdf>
 - Surveyors are asking for proof of vaccine for all employees
 - Surveyors are asking for proof of vaccine for visiting case managers, behavioral consultants, etc.
 - Surveyors are asking for proof of vaccine for offsite day program services

INARF Involvement

- INARF reached out to IDOH
 - IDOH stated that masks are minimum requirement, but other disease prevention methods can be used
 - IDOH stated that any contracted service provided inside or outside of the ICF fall under the survey process
 - IDOH threatened to close an ICF because a third party would not disclose their employees' information
- April ICF call with CMS
 - INARF sought clarification on CMS guidance document regarding masks and offsite vaccine requirements
 - CMS verbally confirmed that masks are not necessarily a requirement
 - CMS verbally confirmed that services provided outside of the ICF do not fall under the survey

INARF Involvement

- INARF reached out to DDRS to assist in discussions with IDOH
- DDRS was able to stop the closure, but IDOH continued to cite a condition level citation if they cannot obtain vaccine information for day services staff
- INARF reached out to CMS through email
 - CMS confirmed in writing that masks were one of many possible disease transmission tactics, but that masks were not a requirement as long as other approved methods were used
 - CMS confirmed in writing that services provided 100% outside of the ICF do not fall under the survey process
 - CMS made us aware that they would reach out to IDOH to educate them on these clarifications

INARF Involvement

- DDORS issued a statement after working with IDOH
 - This rule requires that all staff who provide any care, treatment or other services for the ICF\ID or SGL setting and/or its clients must be fully vaccinated. Examples of staff that must comply with the vaccination requirement include but are not limited to:
 - Facility employees;
 - Licensed practitioners;
 - Students, trainees and volunteers; and
 - Individuals who provide, care, treatment or other services for the facility and/or its clients, under contract or by other arrangement **within the ICF\ID or SGL.**
 - This requirement does not apply to:
 - personal visitors to the ICF\ID or SGL setting such as family members or friends;
 - providers practicing fully remote telehealth for an ICF\ID or SGL setting and therefore do not have direct contact with staff or clients; or
 - **Home and Community-Based Services* unless otherwise required to meet the Medicare conditions of participation**
 - **Family and visitors, including case managers, who visit an individual residing in the ICF\ID or SGL are not required to comply with the vaccination requirement. However, ICF\ID or SGL settings may require visitors to wear personal protective equipment in order to enter the facility.**
 - ***If a HCBS provider also provides services within the ICF\ID or SGL setting, the HCBS provider is subject to the CMS vaccine mandate.**



Next Practices:

Solving the 2022 Talent Challenge

Karl Ahlrichs, SHRM-SCP, SPHR, CSP, Gregory & Appel

Solving the Great Resignation

Karl Ahlrichs, SHRM-SCP, CSP
karl@expertspeaks.com
317-250-9081



The background of the slide is a photograph of two dark, irregularly shaped rocks resting on a light-colored, coarse-grained gravel surface. The rock in the lower-left foreground is heavily covered in a thick, vibrant green moss. The rock in the upper-right background is also covered in moss, but it appears darker and less saturated. The overall scene is brightly lit, with soft shadows cast by the rocks.

Today we will...

Review the
tactics needed
to protect a
high
performing
workforce in
2022

Over 2 in 5

U.S. workers (41%) are actively searching for a new job right now, or plan to over the next few months.

Almost half of U.S. executives

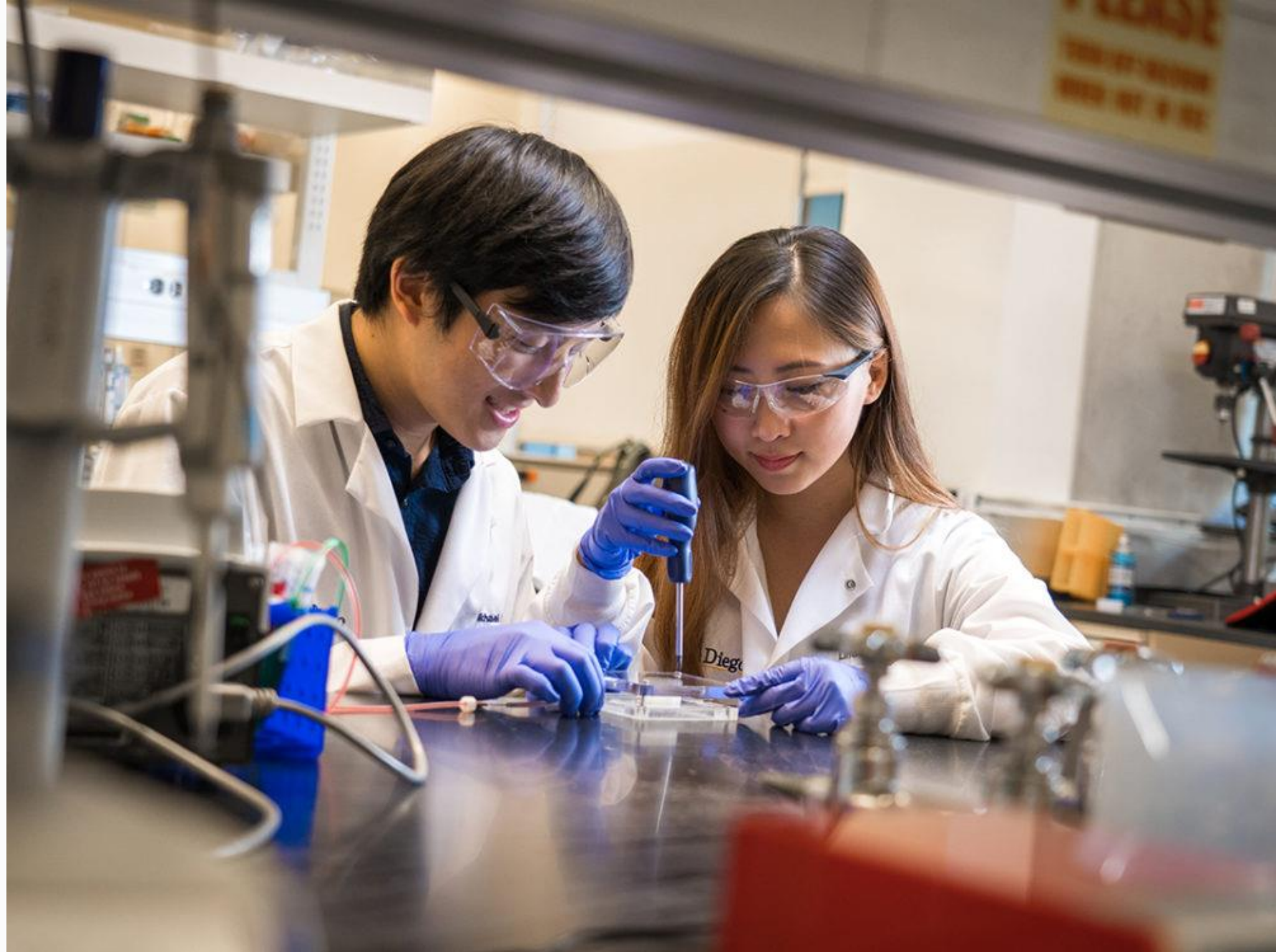
(49%) indicate that in the past 6 months, their organization has seen higher or much higher turnover than usual.

Over 2 in 5 HR professionals

(43%) said their organization has seen higher or much higher turnover in the past 6 months.

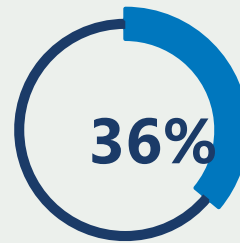
Of **U.S. workers** who are actively searching for a new job, **a third (33%)** began actively searching within the last month.

For **U.S. workers** who are actively searching for a new job right now, **more than a third (36%)** said they would ideally leave their current job as soon as possible and **over 2 in 5 (41%)** would leave in the next few months.

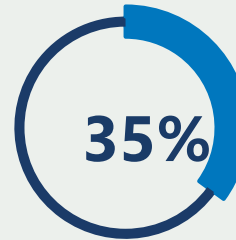


Who is actively searching for a new job right now?

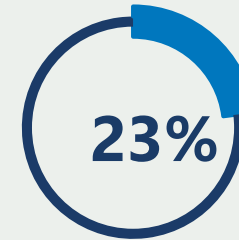
Younger Millennials & Gen Z and Older Millennials are more likely to say they are actively searching for a new job right now than Gen X and Baby Boomers & Traditionalists.



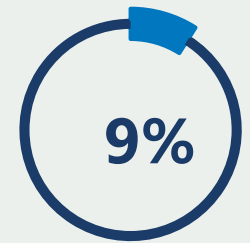
Younger
Millennials &
Gen Z



Older
Millennials

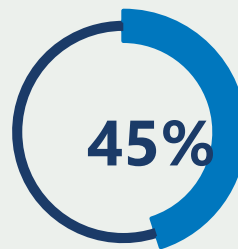


Gen X

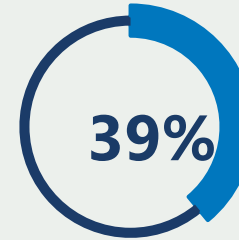


Baby Boomers
& Traditionalists

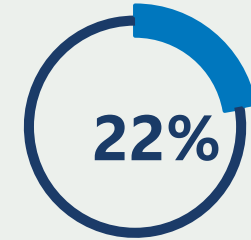
Black or African American workers and Hispanic or Latin American workers are more likely to say they're actively searching for new jobs than White or Caucasian workers.



Black or African
American
workers



Hispanic or
Latin American
workers



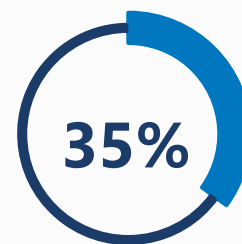
White or
Caucasian
workers



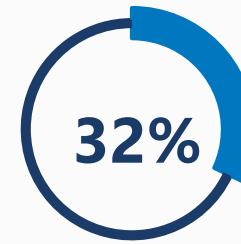
Male workers are more likely to say they're actively searching for new jobs than female workers.



U.S. workers in Professional, Scientific, and Technical Services are most likely to say they're actively searching for a new job as compared to workers in other industries.



Administrative &
Support/Other
Services



Professional, Scientific, and
Technical Services

Which business functions are experiencing the most turnover?

When asking HR professionals....

30%

said Operations roles were experiencing a higher than average number of resignations

25%

said Customer Service roles were experiencing a higher than average number of resignations

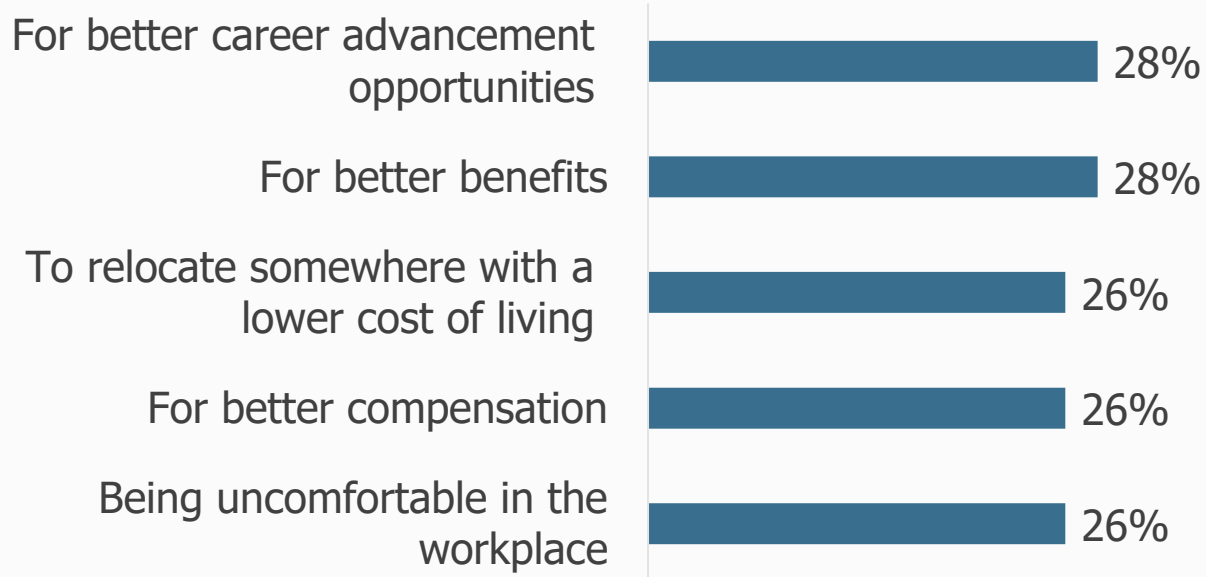
21%

said Logistics roles (e.g., supply chain, transportation, warehousing, etc.) were experiencing a higher than average number of resignations.

45% of those from the Wholesale/Retail/Transportation & Warehousing industry and **44%** from the Manufacturing industry said they have seen higher than average turnover in Operations roles.

The divide between U.S. executives and workers...

The most common reasons U.S. executives believe their employees have left include...



The most common reasons U.S. workers are searching for jobs include...





COVID Standing Desk

‘We Interviewed a Coder. Someone Else Showed Up for the Job’

3 Apr 2022 6:00am, by [David Cassel](#)



Tales from the
front in the
war for talent.

The rules have

Social distancing does not mean social disengagement

Distributed workforce

Teams gathering via Zoom

Everyone under stress

Clients with unusual demands

Diversity and Inclusion remain a focus

**suddenly
changed**



We're all in "Learning Mode"



A crisis transforms organizations from a stable **“performance mode”** into a more flexible **“learning mode.”**

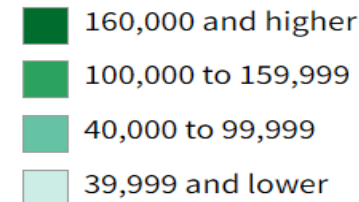
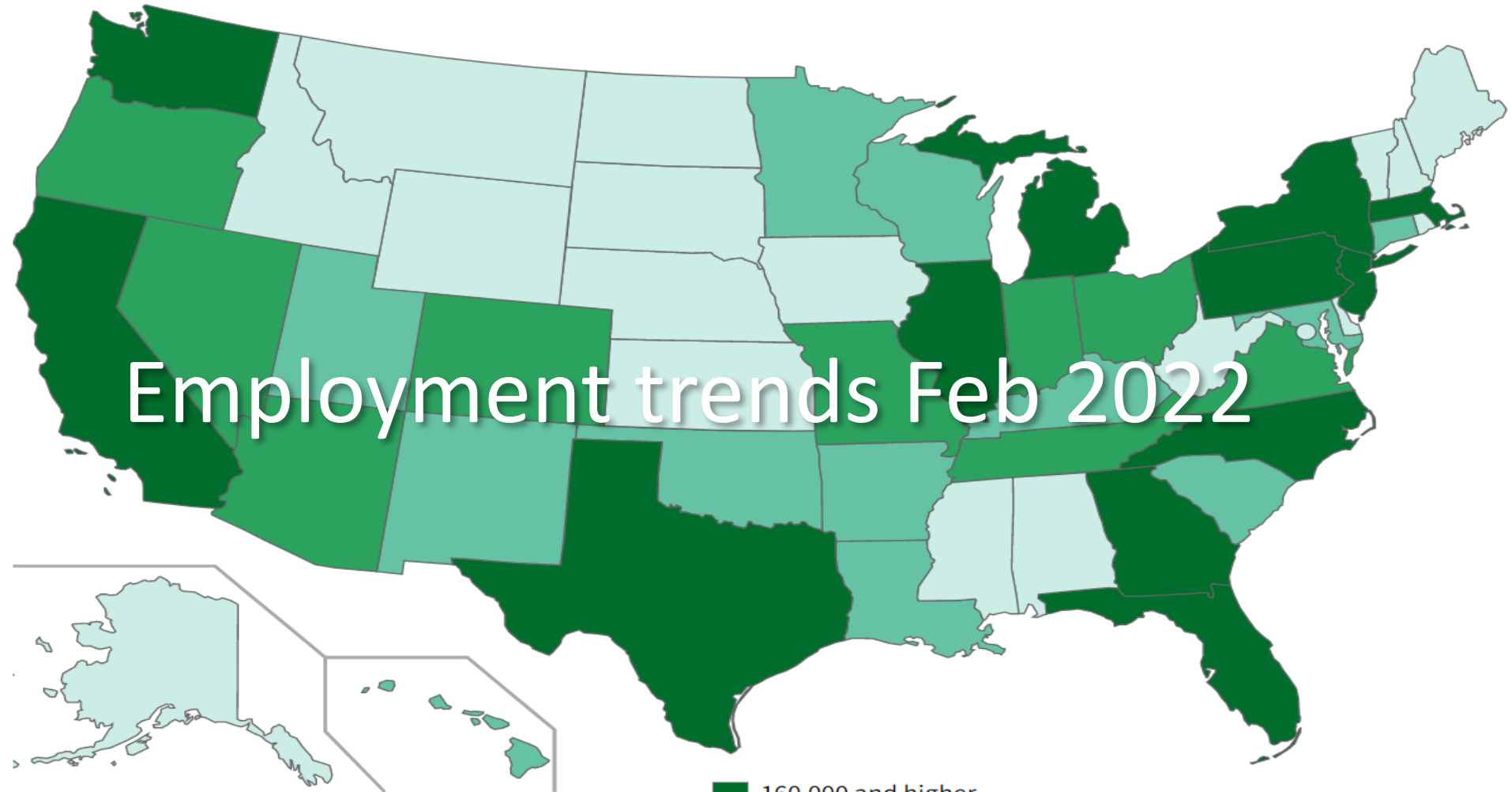
Crisis is the driving force behind any significant change.

- David K. Hurst *Crisis & Renewal: Meeting the Challenge of Organizational Change*. 1995

Nonfarm employment by state, February 2022

Select a map to display: 12-month net change ▾

Net change in employment, February 2021 to February 2022



Employment, Hours, and Earnings from the Current Employment Statistics survey (National)

Series Id: CES6000000001

Seasonally Adjusted

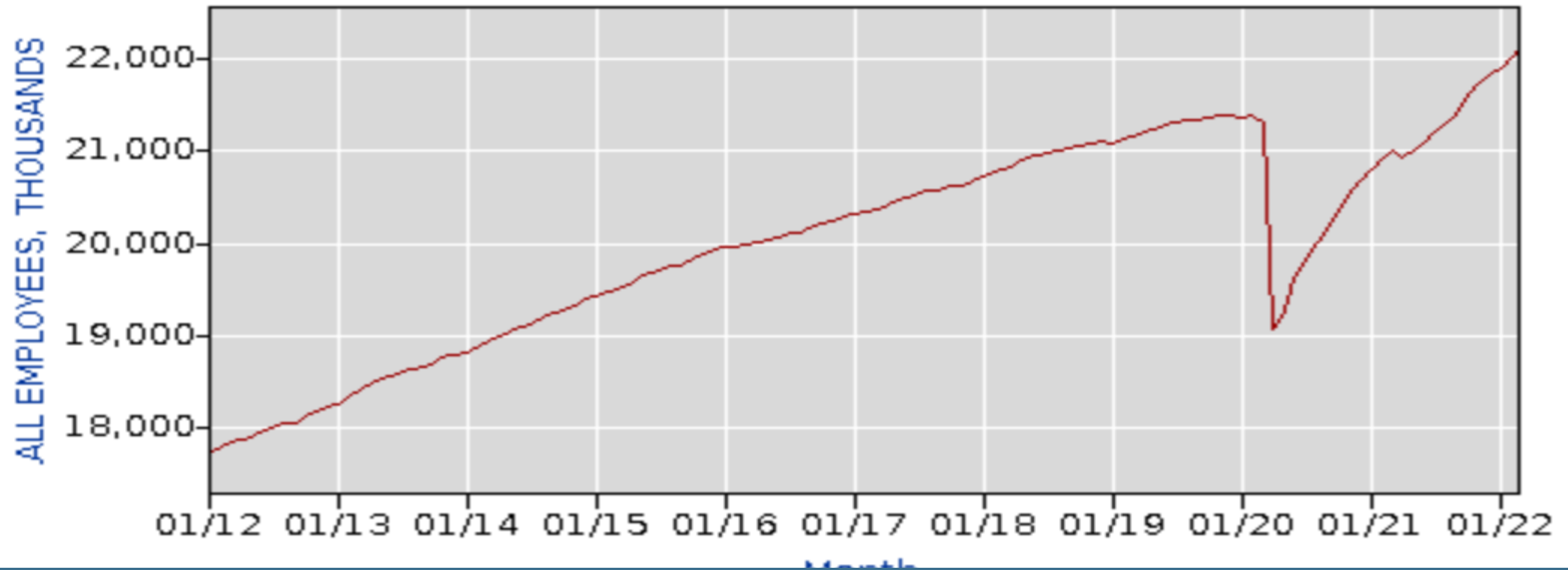
Series Title: All employees, thousands, professional and business services, seasonally adjusted

Super Sector: Professional and business services

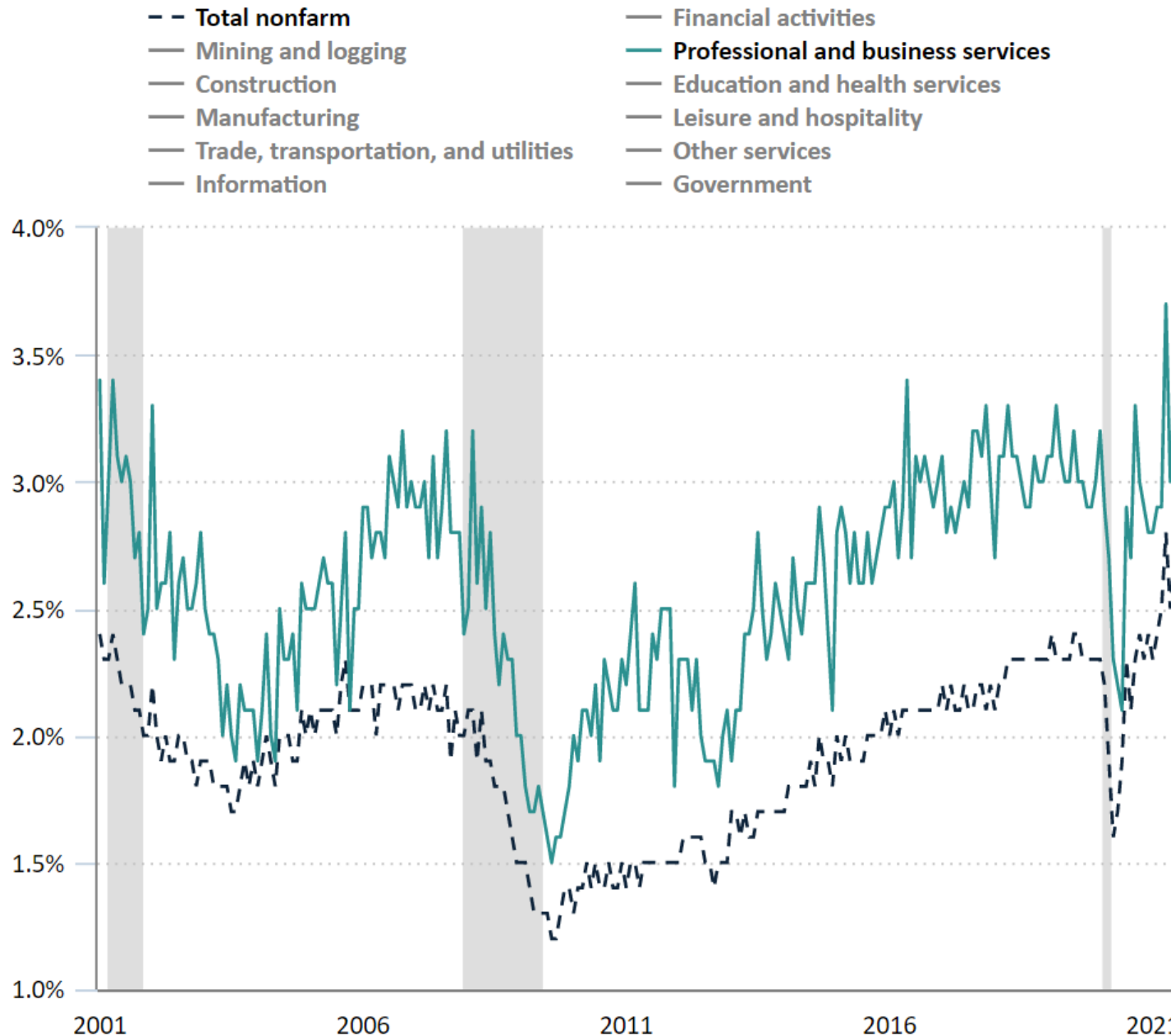
Industry: Professional and business services

NAICS Code: -

Data Type: ALL EMPLOYEES, THOUSANDS



Quits rate by industry, January 2001–August 2021



Data to support the “Great Resignation” headlines

Professional and Business Services “Quits” are higher than national average.

Total Nonfarm “Quits” rate of 2.9 percent in August 2021 is an all-time high

Bureau of Labor Statistics, U.S. Department of Labor, *The Economics Daily*, at <https://www.bls.gov/opub/ted/2021/quits-rate-of-2-9-percent-in-august-2021-an-all-time-high.htm>

Your Challenge

Build a sustainable,
high performing
culture
delivering integrity and diversity
despite significant personal disruptions,
shifting
demographics,
and a quickly changing environment.
Aaaaaand GO!



Live data from the front lines



- **Video based interview process** is similar, just no handshake check.
- **Simulations** that are task related becoming more useful – just make sure all applicants take it.
- **Values check** – Difficult with polished “interview pros” – Reference checking has become crucial.
- **Onboarding** must be fast and personal , include the human factor, and be thoughtfully scripted
- **Don't ignore high performers** because they don't need much help

Produce
-20%

**Poor
Employees**

Bottom 16%

Produce
60%

**Average
Employees**

68%

Produce
60%

**Superior
Employees**

Top 16%

Top Performers

- Learn quickly and do not get caught up in the wrong details
- Take personal accountability and responsibility for their own actions
- Have a sense of humor that defuses stress and conflict in the workplace
- Fit with the team – shared values



Poor Job Fit

- Tough to manage remotely
- Distracts the organization
- Produces low performers
- Reduces sustainability



Resignations as a Challenge for High Performance

Leaders continue to face the most challenging crisis of their lifetimes...

- The lack of precedents, patterns, or best practices threw many leaders into uncharted waters
- Decisions must be made fast, with little experience or standards to fall back on
- These decisions have some unintended consequences



Resignation Impact

We continue to be tested...

- Mentally, emotionally, socially, and physically
- It is a leadership assessment on a global scale
- We are gaining insight into how leaders respond in a crisis and in comparison, to each other





Resignation Impact

**Now more than ever we
need....**

- To be forward thinking about Diversity, Equity, Inclusion and Belonging
- Have successors in place ready for the future
- Businesses must have leaders that can thrive in an uncertain world

Resignation Impact

Crisis Management

Resilience

Proactive Agility

...we need DEI&B



Impact of Resignations on High Potential Programs

Learning Agility

“Knowing what to do, when you don’t know what to do.”





Today we will...

Redesign your
process to
include the **next
steps needed to
reduce the
resignation of
high performers**

Fair and Consistent

- Establishing a fair and consistent experience regardless of an employee's location is challenging but not impossible.
- Take tactical steps to ensure every employee is supported equally and empowered to succeed.



Get hiring correct!

New staff wanted - **high performing, high potentials**

- Get the job fit right up front — high risk of failure
- Recruiting is overwhelmed with volume or getting few applicants and speed of response is crucial.

The candidates are driven

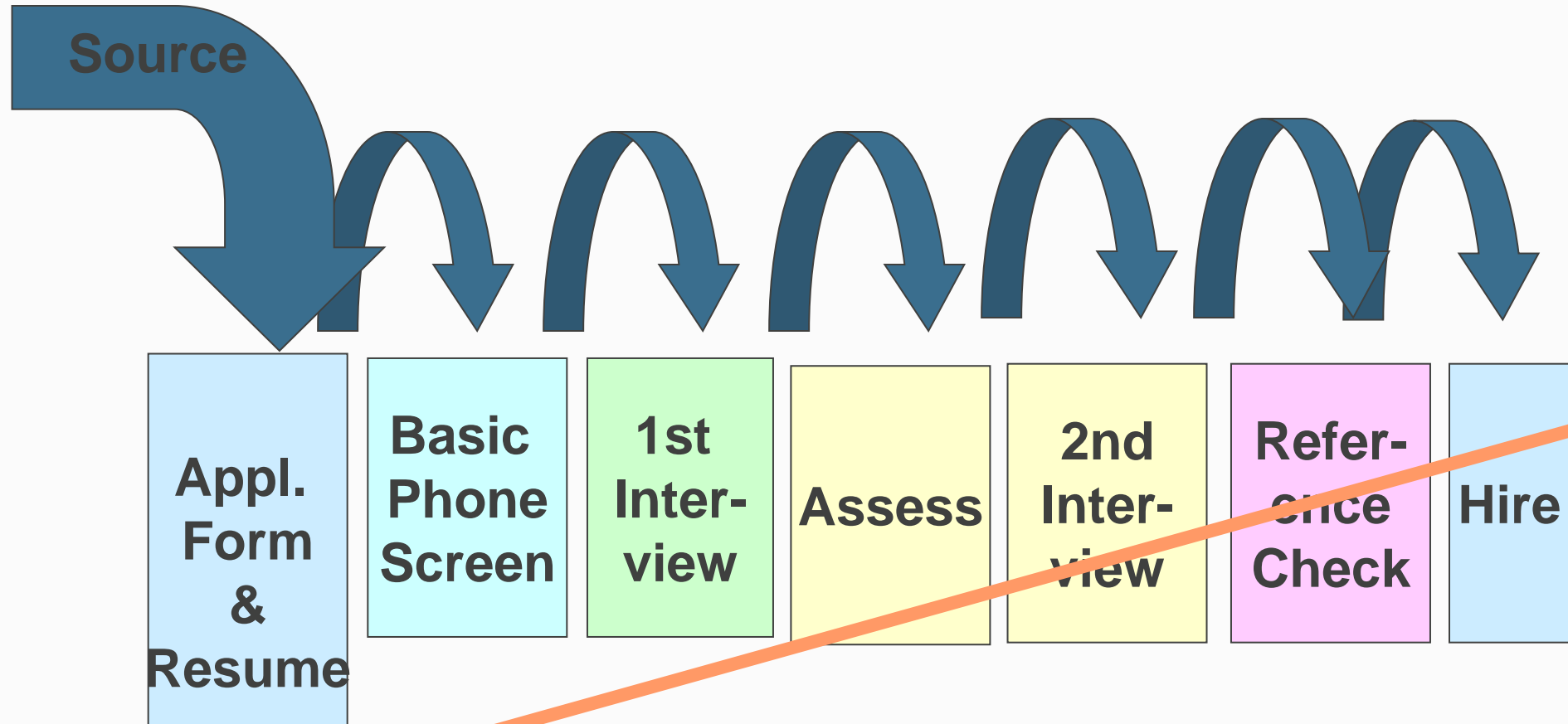
- Shifting ethical standards
- Information overload, crisis management mentality
- Anxious from uncertainty



So, How do you hire?



Historical Process



Process Results

Real knowledge of candidate is limited

Answers to important questions come late in the process - if at all

Difficult to manage the process –
Heavy data entry and little values data captured

The long-term answer may not be the easiest in the short term.



Poor Job Fit

- Tough to manage remotely
- Distracts the organization
- Produces low performers
- Reduces sustainability

Improve the process



Standing

Improve the process



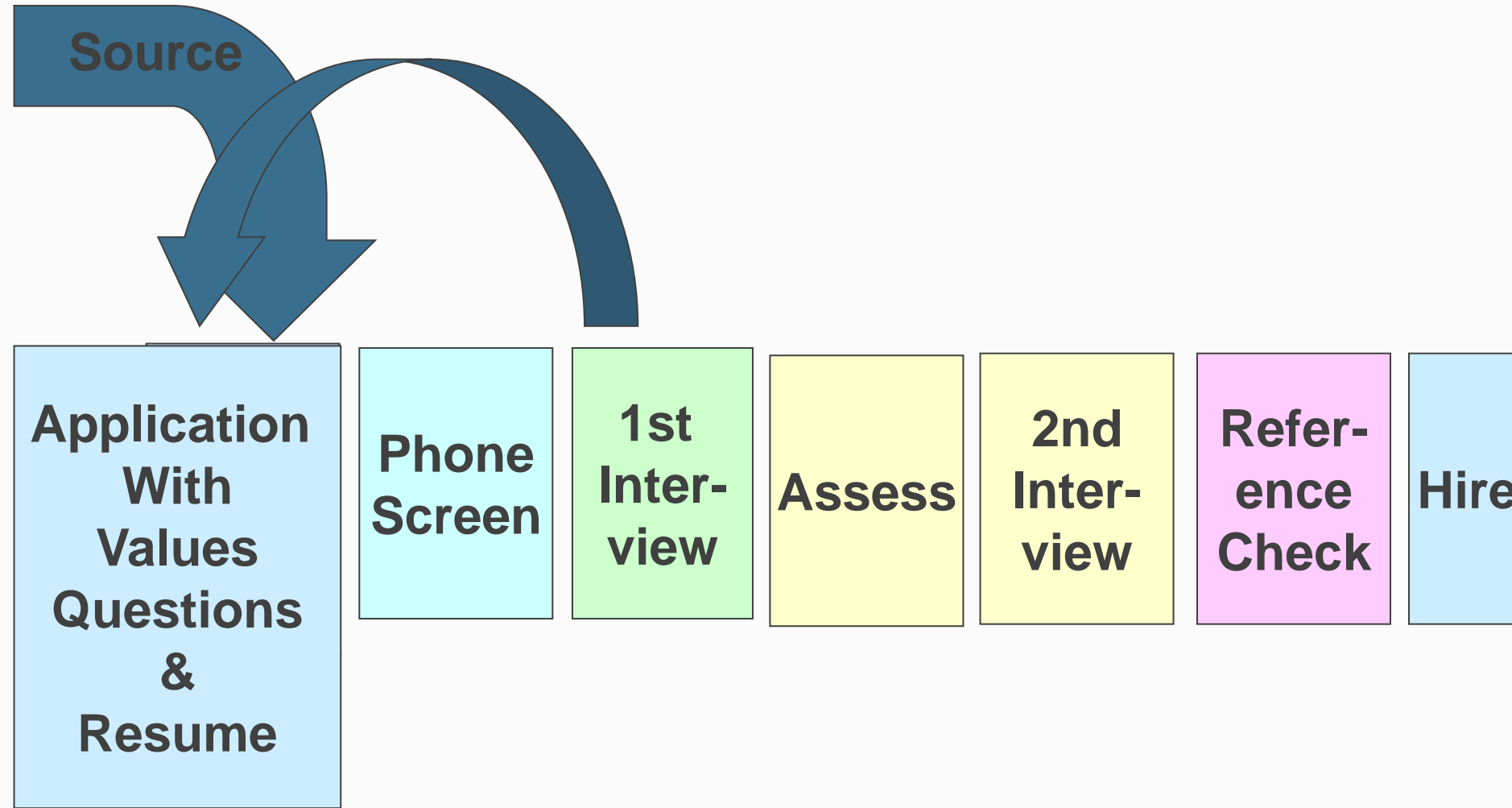
Walking

Improve the process

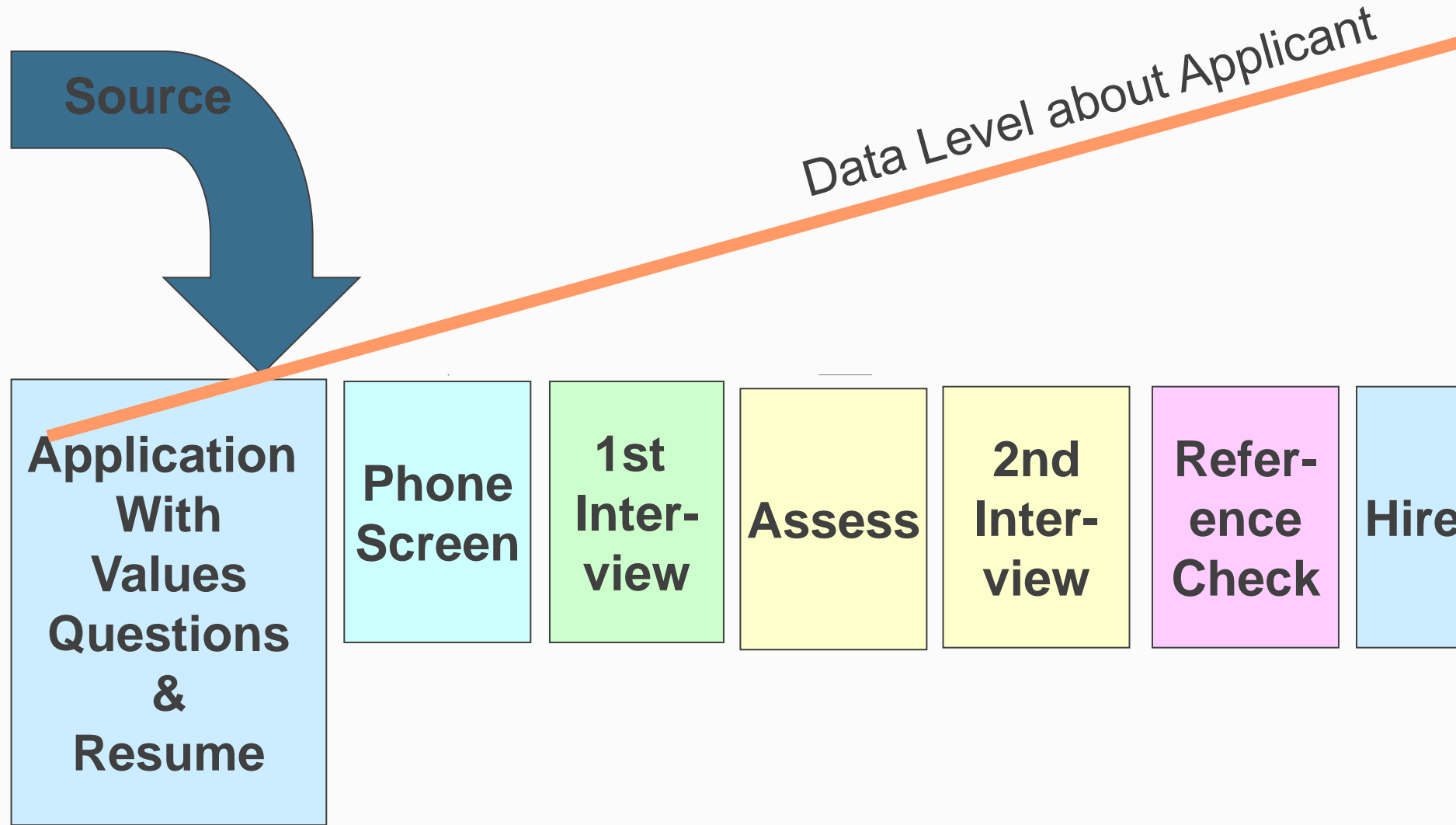


Hamster Wheel

Screen for Job Fit early



Screen for Job Fit early



I want to know personal work style from a distance



Working with Them

- ✓ Wants more reassurance
- ✓ Hates plans/love plans
- ✓ Just wants the facts
- ✓ Wants more independence

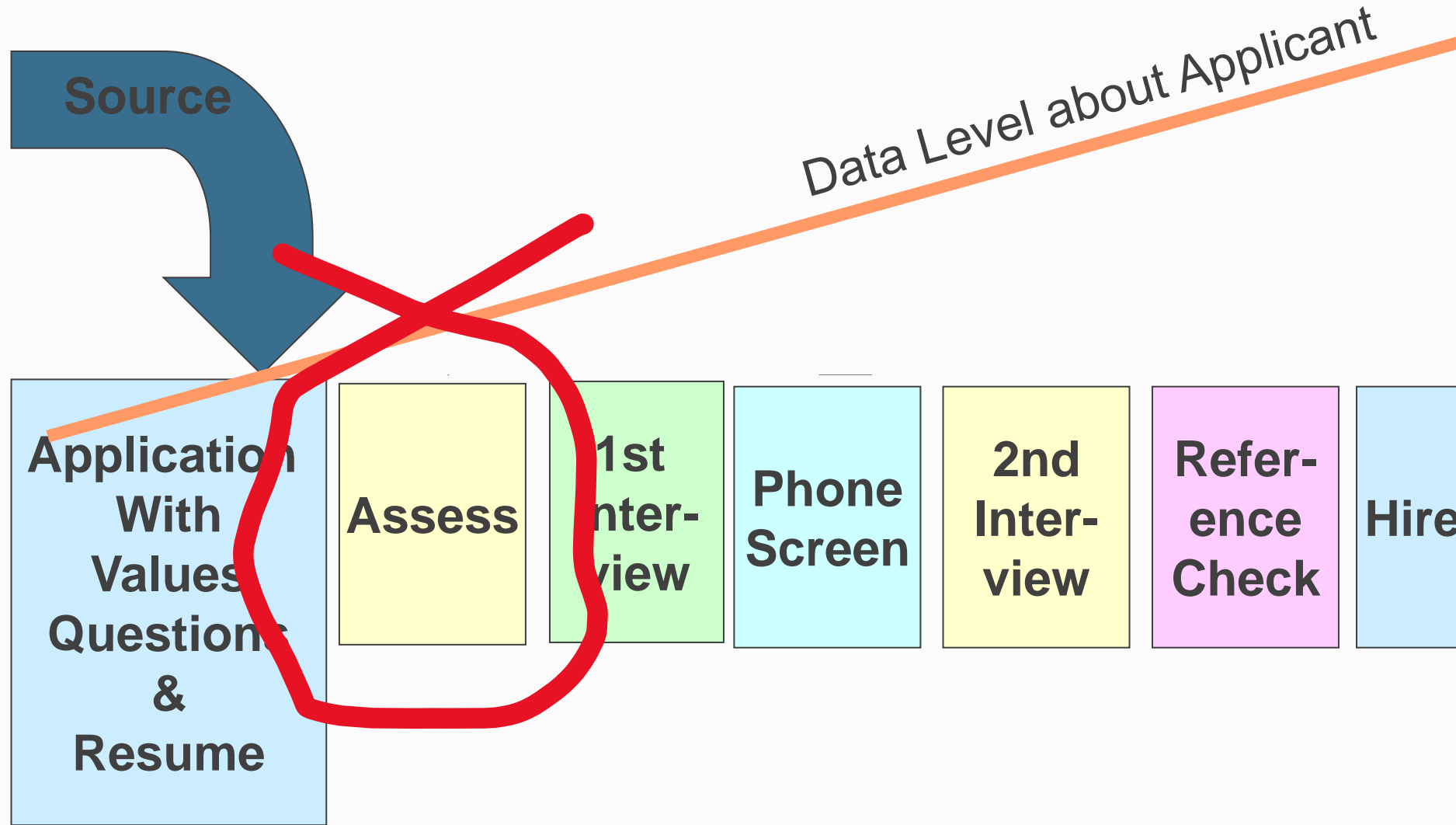
I want to have a guide to managing and motivating them once hired



Working with Them

- ✓ The way you communicate
- ✓ The way you manage
- ✓ The way you train
- ✓ The way you reward and compensate

Screen for Job Fit early



Sorter Page



ACME Widget Co.

[Home](#)[Logout](#)

Widget Bender

(6 Total Candidates)

6 TalentSorter

0 hired

0 rejected

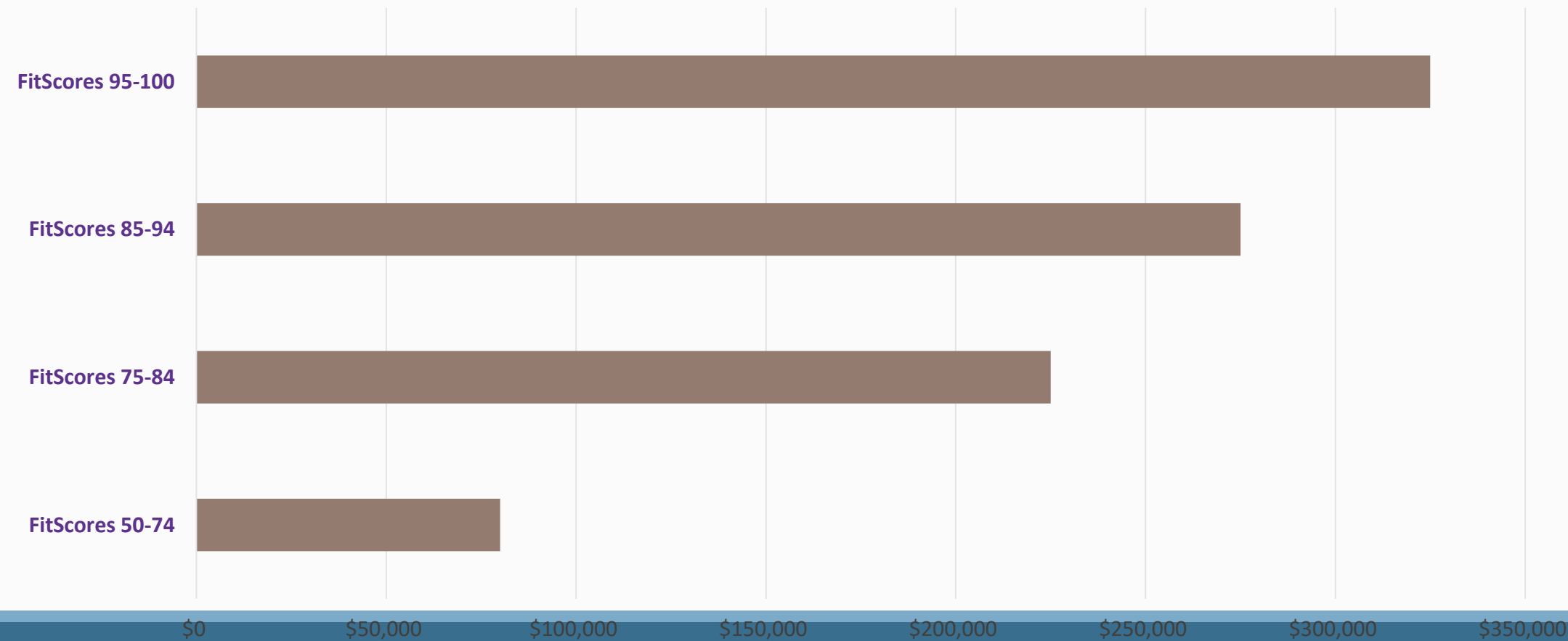
App Date	Candidate	FitScore	Reasoning	Resume	Reports			Options		
01/12/2015	Ruffolini, Joseph	95	87	View	Individual	Job Fit	Interview	Hired	Rejected	Tools -
01/12/2015	Martens, Ann	92	95	View	Individual	Job Fit	Interview	Hired	Rejected	Tools -
01/12/2015	McCracken, Louis	87	100	View	Individual	Job Fit	Interview	Hired	Rejected	Tools -
01/12/2015	Tailor, Lawrence	80	95	View	Individual	Job Fit	Interview	Hired	Rejected	Tools -
01/12/2015	Sparr, Jason	72	85	View	Individual	Job Fit	Interview	Hired	Rejected	Tools -
01/12/2015	Bauer, Derek	58	100	View	Individual	Job Fit	Interview	Hired	Rejected	Tools -



Human
Predictive Analytics

Average Production Levels in Relation to FitScore

Results based on an initial client study performed in a Sales team.



Measuring the Person remotely

How is this person likely to **interact with others?**

- **Agreeableness**
- Gregariousness
- Cooperativeness
- Tact
- Influence
- Compassion

How is this person likely to **embrace change?**

- **Openness**
- Creativity
- Adventurousness
- Teamwork

PLUS... Critical Thinking and Reasoning – The types of cognitive tasks individuals should be able to successfully complete at various levels of ability

How is this person likely to **behave as a person?**

- **Extraversion**
- Intensity
- Control
- Decisiveness
- Autonomy
- Ambition



How is this person likely to **approach work?**

- **Conscientiousness**
- Acumen
- Assurance
- Resolve
- Reliability

How is this person likely to **weather adversity?**

- **Stability**
- Compliance
- Optimism
- Happiness

My Case Study

Marketing Manager position

Call for Applicants	71	3 wks
Took assessment	63	
Talentsorter gave a top	12	
Phone screen eliminated 3	9	1 wk
Screening interview	8	1 wk
Final int. - Culture vs. skills	2	1 wk
Culture wins!	1	6 wks

Be Aware of Mental Health

- Stress levels are up and coming from all corners of the world. **Continuous political tension, racial injustice, and overall lack of human connection are taking a toll on mental health.**
- Organizations must consider their practices surrounding mental health across all levels, **providing routine management training** on how to recognize and address declining mental health signs among staff and promote trust.



Personality types



Conscientious becomes

compulsive

Confident becomes

pushy

Risk taker becomes

rebellious

Sensitive becomes

overwhelmed

Devoted becomes

dependent

Private becomes

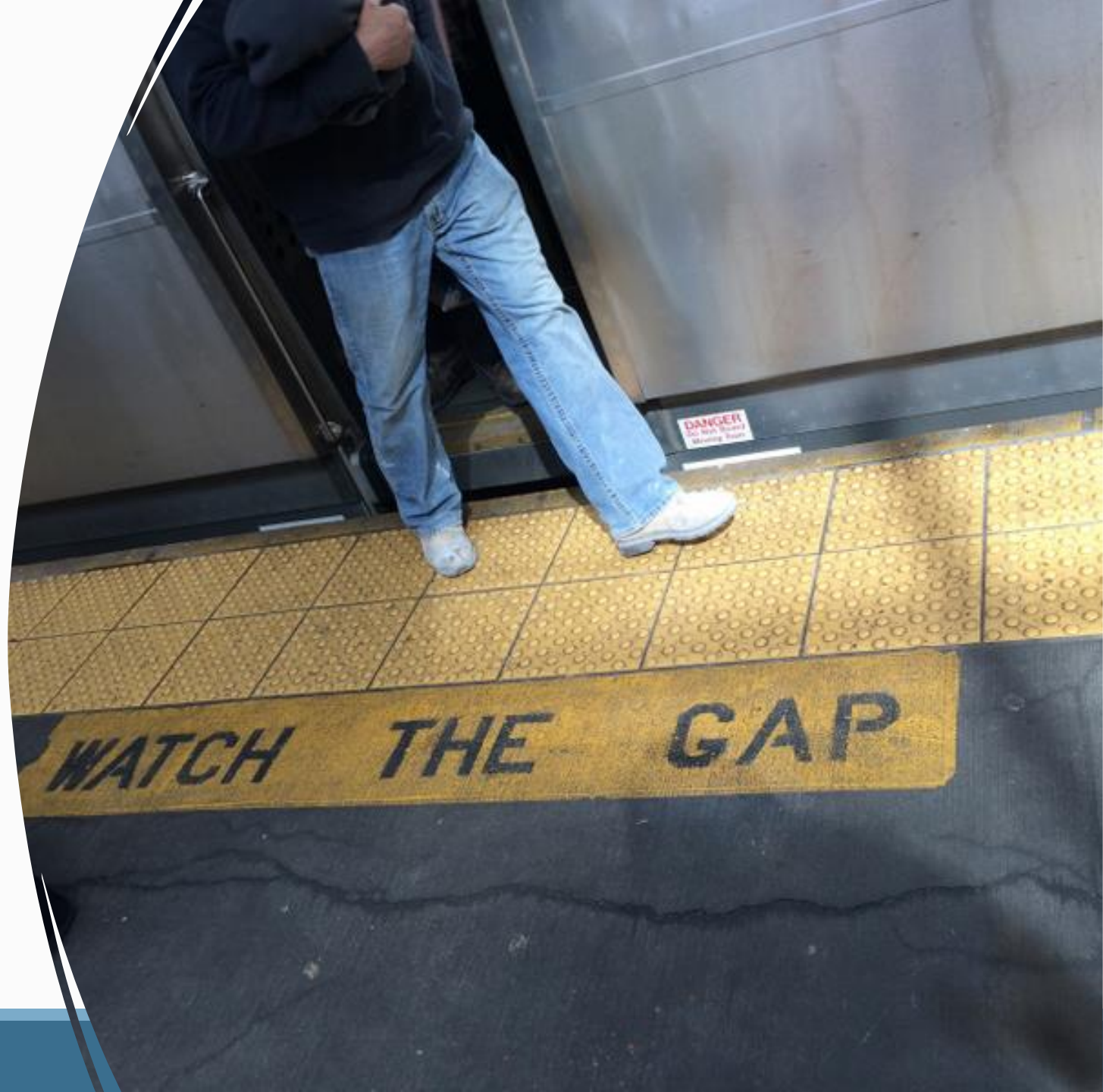
isolated

Eccentric becomes

bizarre

Mental Health Actions

Promote
transparent
communication
Reduce
meeting
overload



Mental Health Actions

The Key Skill?

Active Listening



Create digital water cooler moments

Some employees may miss the spontaneity and camaraderie of working together in a physical office. Chatting by the water cooler or grabbing a coffee with a coworker may not always be feasible, however, bonding and collaboration are still happening with technology.

Encourage employees to embrace the tech tools at their disposal to foster a sense of community and belonging. The immediacy and relative informality of social media can be leveraged to build personal relationships throughout the company and stay in constant communication, no matter an employee's location.

Provide clear guidance and regular communication

Hybrid work models don't mean employees have complete autonomy from their employer. It's also unrealistic to expect employees to operate effectively right away in a hybrid environment. Companies need to set clear guidelines on the use of office assets, and educate employees on how to integrate and succeed in their new environment.

Conduct regularly recurring all-hands meetings to offer concrete ways to maximize employees' time within and away from the office. People generally do the right thing when provided structure and proper context, so continual communication from IT, HR and facilities leaders is essential.

How should we manage the new work world?

1. The **right working environment** is crucial.

2. Set up **flexible** office space.

3. Consider how you **train your employees**.

4. While much of the focus is on the front-line employees, we should **expand our focus to include supervisors and managers**.

How should we manage the new work world?

5. **Motivation and recognition** become more important when you can't look your employees in the eye and congratulate them for something they did.

6. **Create a consistent cadence of team meetings.** Try to mimic the in-person meetings virtually or include face to face and remote.

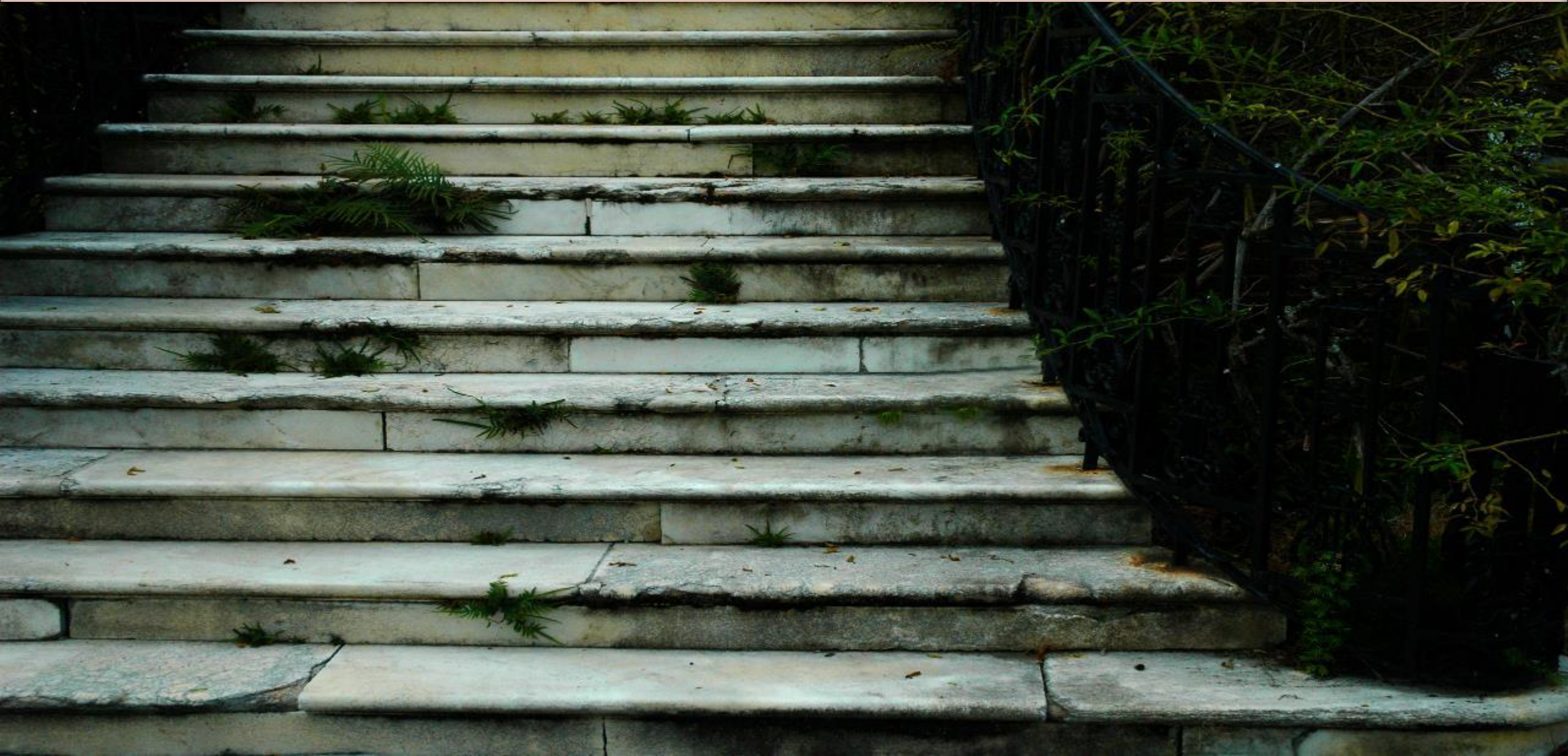
7. **Employees may or may not miss the social engagement** from working together in one location, but they all still need to feel as if they are part of a team

How should we manage the new work world?

- 8. **Cross-train employees.** Let the “subject matter experts” mentor those who need help.
- 9. **It’s good leadership** that makes any work environment successful.
- 10. **All of this ties into employee fulfillment.** Work hard to keep employees motivated, involved, connected and engaged.



Steps to Developing a Diverse High Potential Program





Steps to Developing a Diverse High Potential Program

Step One: Assessment

Identify:

- Talent Gaps
- Key Positions
- Key People
- Values
- Successors & Emergency Successors



Steps to Developing a Diverse High Potential Program

Step Two: Design Components

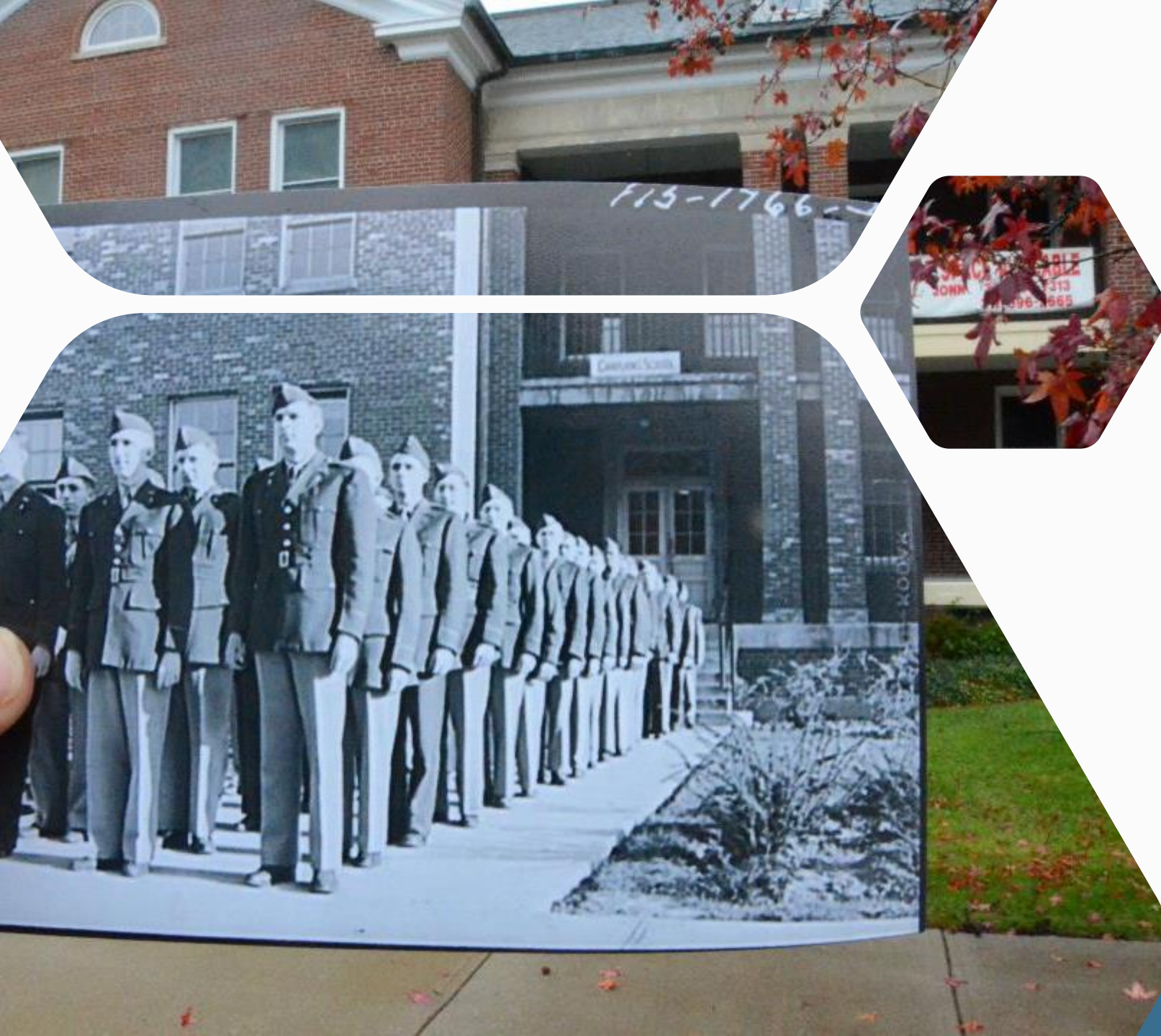
- Determine the competencies needed in your organization for success in future roles
- Determine the key metrics to measure success & link to strategic business outcomes
- Design components: development plans, stretch assignments, mentoring, experiential learning

Steps to Developing a Diverse High Potential Program

Step Three:

Gain Commitment

- Involve key leaders along the way to gain buy-in
- Sponsors/Mentors
- Communicate the value





Steps to Developing a Diverse High Potential Program

Step Four: Execute & Measure

- Execute Program
- Measure Results — measure what is meaningful
- Development is a process not an event

Overcome the Obstacles to Diversity



So.... How Do I Overcome the Obstacles?

- Determine your strategy for development
- Gain buy-in from stakeholders
- Avoid over-embedding the initiative in a single champion
- Avoid event-based thinking - it is a process

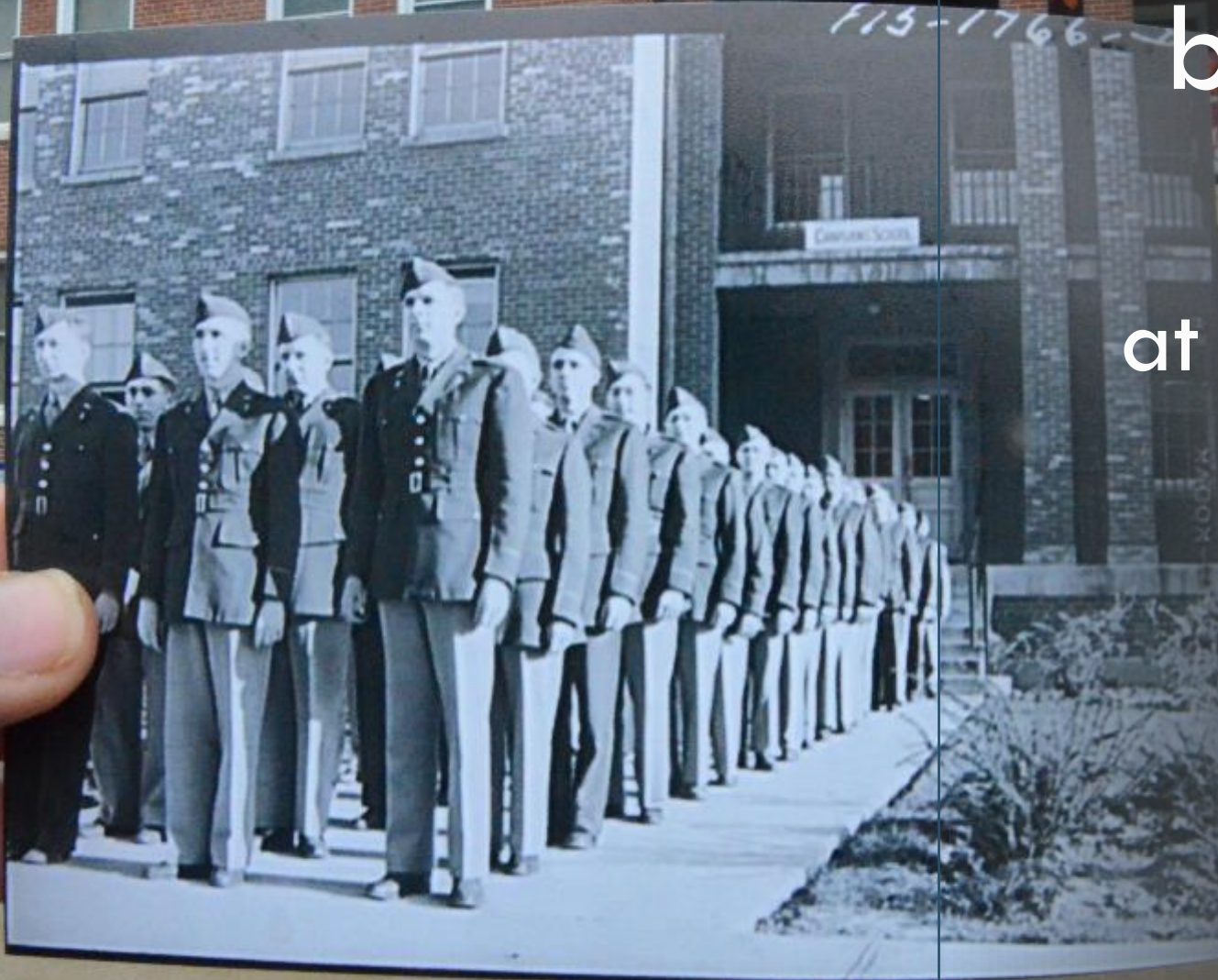


Summary

- Global workforce = increased remote work
- Incoming and current workforce have increased desire for remote work.
- Burden is on employers to prepare, manage and support remote work well.
- Planning and communication go a long way in ensuring remote work can be well managed and supported.
- Patience will make/break the remote work environment.
- The tools to support this are endless; you're only limited by your own creativity.

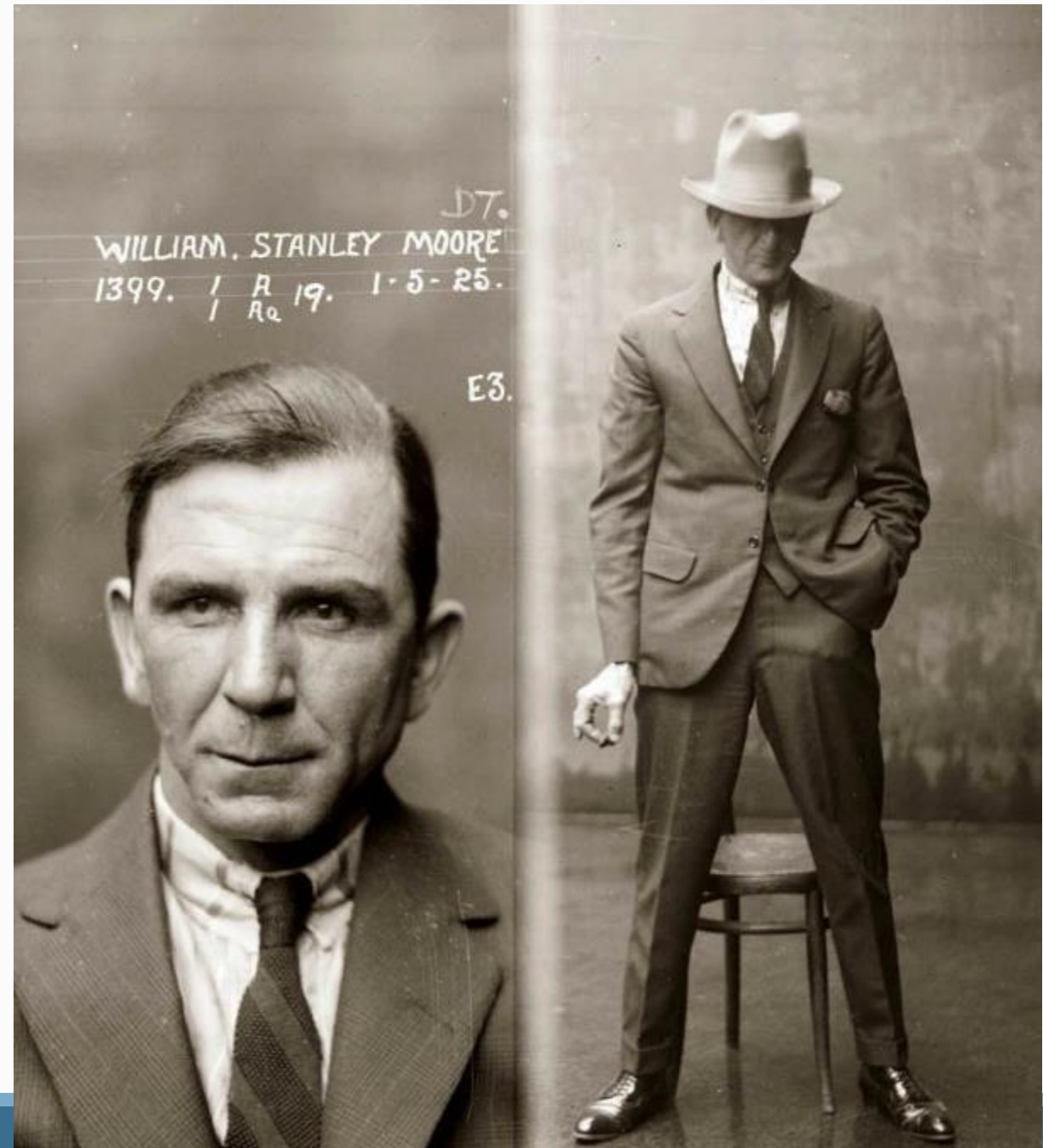
Q: If you are 10%
better than your
competition
at finding and keeping
high performers...

Is this a
competitive
advantage?



Why bother?

- You want to have the right people,
- in the right place,
 - at the right time,
- with the right skills



What to do first?

- **Hire to a higher standard**
- Align future strategy with talent management strategy
- Recalibrate performance management
- Train first line managers in listening skills
- Test fast, fail fast, adjust fast



Focus Your Efforts

	Can Control	Can't Control
Take Action	Mastery - Success	Wheel Spinning - Frustration
No Action	Victim - Helplessness	Letting Go - Relief

Begin Your Journey to Wisdom



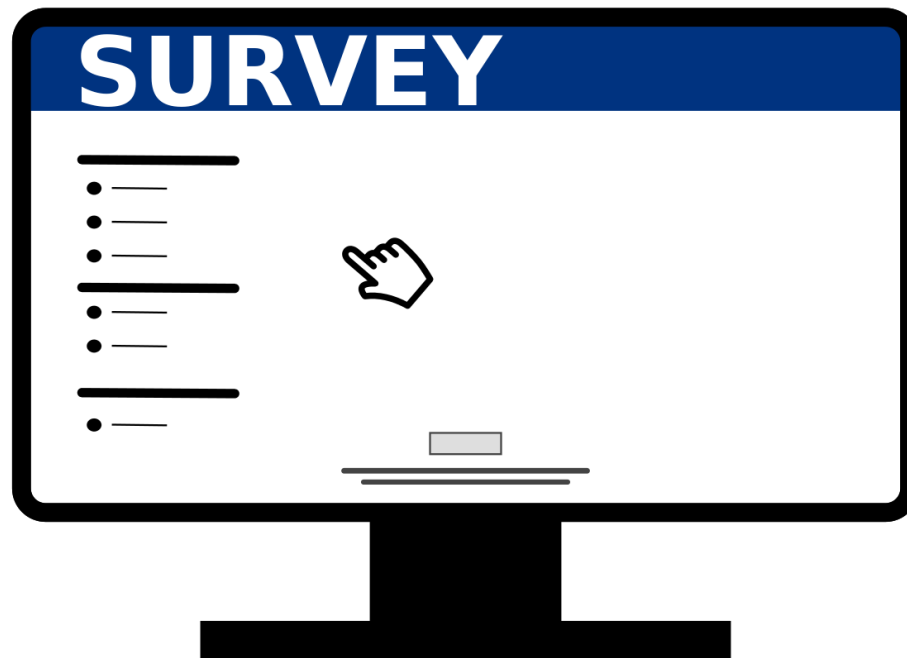
Thank you.

Want to continue the
conversation?



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karl@expertspeaks.com

Your participation in the survey is requested.



Alicia M. Boyd, CPA
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Healthcare Advisors and CPAs

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Your contributions to the INARF PAC are a critical part of INARF's legislative advocacy efforts. They are used to support elected officials who serve as champions of the provider community. Please consider supporting the INARF PAC today.

For more information and to contribute, visit:

www.INARF.org/INARF-PAC





Thank you!

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