

# Catapult Your Career:

## A Guide to Getting Ahead for ANYONE Who Hires or Manages People

Whether you want to climb the ladder, maximize your earning potential or recession-proof your career, long-term success in hiring and employee management boils down to doing a few simple things, really well.

### In this guide, you will learn:

- How to show you can think strategically.
- How to use metrics (and which metrics to track).
- How to build a career road map.
- Tips for staying on top of your game.



# Think Strategically

Advancing your career is all about delivering value. However, it can be difficult for organizational leaders to see the value in HR or people-management initiatives because they are so intangible and success is often difficult to measure.

To prove your value and your contributions, you'll need to show you think strategically about the way your company hires and manages people. After all, without the right people in place, the company cannot hope to achieve its objectives.



# Show You Are a Strategic Thinker

You can show you are a strategic thinker by:

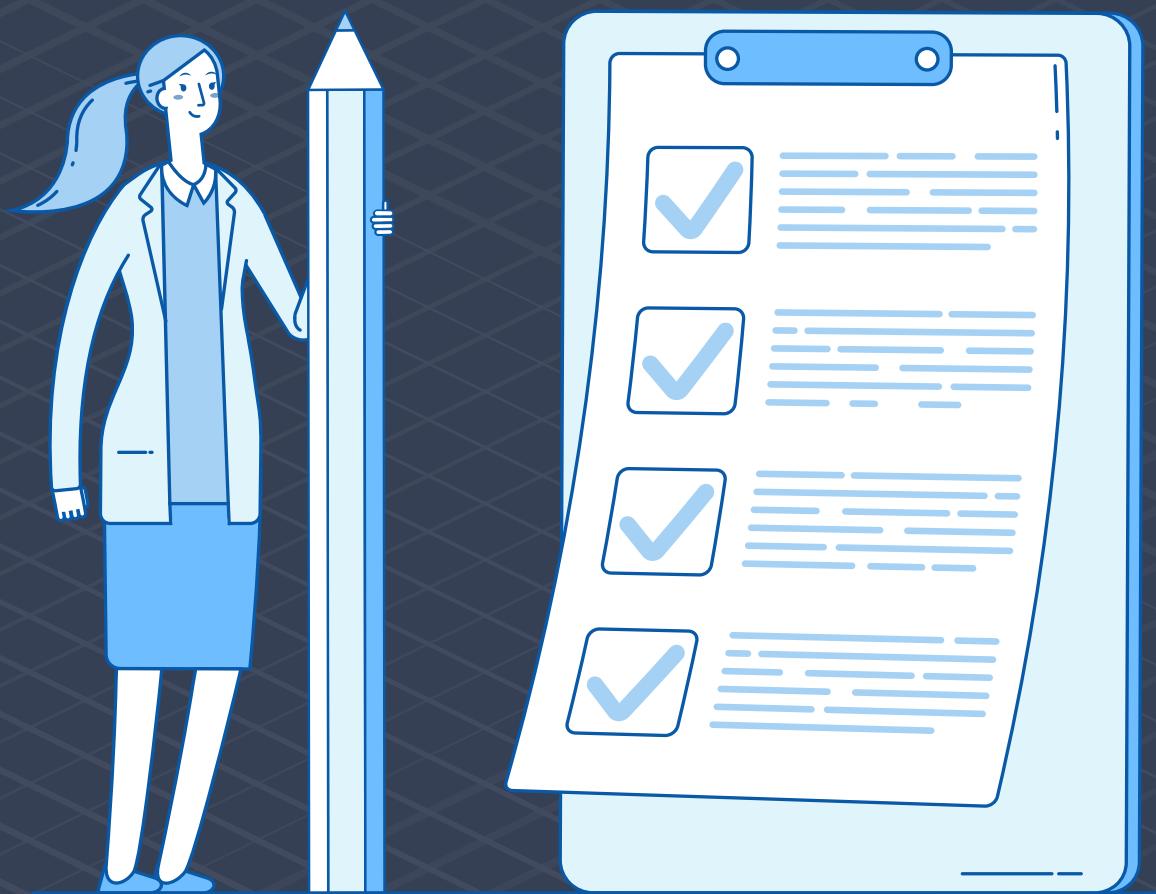
- Developing a thorough understanding of your company's objectives: HR and people-management goals should be aligned with company objectives. To ensure that alignment, you must have a firm grasp of exactly what those organizational objectives are.
- Evaluate your current capabilities: Through tactics like skills inventories, get a clear understanding of whether your employees have the skills and tools to achieve organizational goals.
- Estimate your company's future human capital requirements: As the company moves forward, will you need to hire more people? What skills should they have? Can you upskill current workers to fill gaps? Balance your current capabilities against future requirements.
- Implement a strategy for improving hiring, training and retention: After the analysis of current capabilities and forecasting of your company's HR requirements, create a strategy for expanding your workforce and developing current workers to equip your company for future growth.
- Measure success and recalibrate when necessary: Determine the metrics you'll need to track to measure success, and develop a plan for correcting course or recalibrating if the landscape changes.



# Prove Your Value: Get Comfortable With Metrics

Your strategic plan can only succeed if you're measuring success along the way. This will require you to get familiar with and comfortable with metrics. If you want to be seen as a leader and given a seat at the table, you have to know your numbers inside and out.

When it comes to HR and human capital management, it is important to choose the metrics that will offer insight into your hiring and retention pain points, and find the right ways to track them so you can benchmark and improve performance over time.



# Which Metrics Should You Be Tracking?

You can track any metrics you like based on your strategy and organizational priorities but typically, the most relevant metrics include:

## Revenue Per Employee

Do your employees contribute at least as much to the business as it costs to keep them working?

Revenue Per Employee helps you quantify productivity.  
To calculate revenue per employee:

- Choose a time frame (one month, one quarter, one year, etc.).
- Calculate total revenue for that time frame.
- Divide total revenue by the number of employees you have.



## Overtime Percentage

Is overtime costing you more than it would to hire someone new or hire temporary help? Find a solid answer by calculating overtime percentage:

- Determine how much overtime you paid in a given pay period.
- Divide by the total payroll paid in that pay period.



## Absenteeism

High absenteeism is often a symptom of serious employee disengagement or managerial issues. As you calculate absenteeism, watch for patterns like high turnover rates among specific teams:

- Divide the number of missed workdays by the total number of workdays scheduled. For example, if an employee has 20 work shifts scheduled and misses four of them, their absentee rate is 20%.

## Employee Turnover

High employee turnover is almost always a sign of serious cultural issues. 20% is fairly typical, but research turnover in your industry to set a benchmark.

To calculate employee turnover rate:

- Choose a time frame.
- Find the total number of employee terminations/departures in that time frame.
- Divide by your average number of employees during that time.

## Length of Employment

Employee loyalty and retention leads to greater business stability and reduces hiring costs. By uncovering your longest-retained employees, you can learn what makes them stay. To measure length of service:

- Subtract today's date from the employee's hire date to determine how many days the employee has worked for the company.
- Divide this number by 365.



## Time to Productivity

How long does it take a new employee to get up to speed? Find out by calculating time to productivity to identify potential weaknesses in onboarding:

- Pinpoint the date the employee reached full productivity.
- Find the new hire's start date.
- Count the days between these two dates.

## Time to Hire

How long does it take you to find a new team member? To find the length of time between posting a job and hiring? To find out:

- Find the employee's start date.
- Find the date of their first interview.
- Count the days between.

## Cost Per Hire

How much does it cost to bring a new person on board? Include costs of:

- Creating job postings and paying for job boards.
- HR and management's time to recruit, screen and interview.
- Position vacancy costs, including lost productivity.
- Cost of replacing bad hires.
- Then, divide by the number of new hires made.



## New Hire Fail Rate

Not all new hires stay. To determine your new hire fail rate:

- Choose a time frame, such as the first 90 days.
- Calculate how many new hires quit or were fired.
- Divide by the total number of new hires in that time frame.

# Chart Your Course: Build a Career Map



As a manager, leader or HR pro, you spend a lot of time on the career development of others.

Meanwhile, who is managing your development path?

Without a roadmap, how will you know where you are going and whether you've reached your definition of success? No one will hand you opportunities, so it's up to you to chart your own course and set your own path.

# Career Road Map: Define Success

The first step in creating your map is to define your definition of success.

Here are some questions to consider as you define your personal career success:

- Do you get to utilize your best talents in your career? Successful people do what they are best at every day.
- Are you motivated to do what you do every day?
- Does your work align with your values?
- Are you earning your full value in terms of salary?



Think about these things over time, don't try to work it all out in one day. Speeding through your definition of success can mean an incomplete definition, or a definition that is misaligned with your life goals.

# Career Road Map: Defining Success at Different Stages of Your Career

In the early stages of your career, it is typical to define success by factors such as:

- Skills achieved.
- Relationships with co-workers, colleagues and managers.
- Your learning curve.

As you move up, your definition will start to shift, and might typically focus on factors such as:

- Income.
- Your movement up the ladder.
- Your status within the organization (how others view you).
- Your status within the greater professional community.

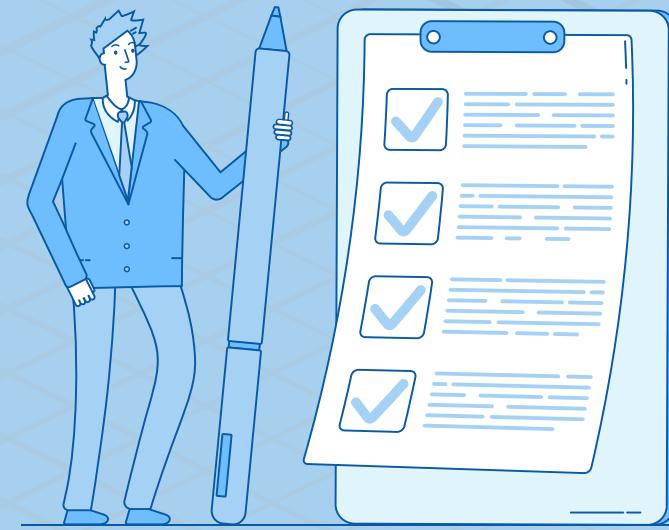


Think not only about where you are today, but where you want to go and how your priorities have shifted or will shift in the future.

# Career Road Map: Setting Goals

Once you have defined success, it's time to start clearly mapping your course. Identify a career path that makes sense for you:

- Research what paths others have taken from where you are.
- Identify the jobs and roles that align with your definition of success.
- Uncover the skills and qualifications for each role.



Next, chart your path. Once you've identified a list of positions you want to pursue and their requirements, it's time to set goals:

1. Set a timeline for each stop on your road map.
2. Set a short-term timeline for the next stop on your map and craft a specific, measurable, and realistic goal within that time frame: "Two years from today I will be an HR manager with an annual salary of \$70,000."
3. With this goal in mind, start breaking down the steps you need to get there. Every time you achieve a goal, frame the next one in these clear terms and repeat the process.

# Career Road Map: Close the Gaps

Now that you are ready to start working towards your first goal, or “stop” on your map, you’ll need to identify the gaps between the skills and experience you have today and the skills and experience you’ll need to achieve your goal.

Make a list of the gaps you identify and consider ways to address them. Can you take on different projects in your current position, make a lateral move, take a class or earn a certification? Put these on your options list, as well.



# Career Road Map: Achieving Career Success

No matter where you are in your career, you can use these guiding principles to help you achieve the goals that you have defined for yourself:



- You must actively manage your career. Don't expect other people to do it for you.
- Continually strive to add value to your current employer.
- Be an active participant in the performance review process.
- Network, network, network.
- Build your skill set.
- Stay on top of industry trends.

In order to have a successful career, you must define what success looks like to you. Without a road map, you won't be in control and you could miss out on amazing career opportunities.

# Stay on Top of Your Game: Get Certified

There are many certifications to choose from if you work in HR or management. These certifications, available through the HR Certification Institute (HCRI) and the Society for Human Resource Management (SHRM), can help you boost your career and improve your marketability.

## aPHR (HCRI)

This is a great certification for people who want to pursue a career in HR management but lack leadership experience. It will prove your knowledge of critical HR concepts.

## PHR (HCRI)

This certificate demonstrates mastery of the technical and operational aspects of HR management.

## SPHR (HCRI)

This is the most senior human resources certification demonstrating mastery of the strategic and policy-making aspects of HR management in the U.S.

## SHRM-CP (SHRM)

Professionals who implement HR policies and strategies, who serve as a point of contact for staff and stakeholders, deliver HR services, and perform operational HR functions should pursue the Certified Professional credential.

## SHRM-SCP (SHRM)

The Senior Certified Professional test is for professionals who develop HR strategies, lead the HR function, foster influence in the community, analyze performance metrics, and align HR strategies to organizational goals.

# **Stay on Top of Your Game: Create a Reading List**

The workplace is always evolving and people management best practices are always changing. You won't always get company-supported training, so take it upon yourself to keep learning and growing by reading books like these:

## **The Five Dysfunctions of a Team: A Leadership Fable**

By Patrick Lencioni

Even if your team isn't dysfunctional today, it pays to understand the causes of dysfunction and solutions for overcoming common issues.

## **The Future of Work: Robots, AI, and Automation**

By Darrell M. West

This book addresses the future of work and technology, education and public policy. Change is rapid, and organizations must look a few steps ahead to navigate the rise of automation.



## **Good to Great: Why Some Companies Make the Leap and Others Don't**

By Jim Collins

This is an oldie but a goodie. Topics include how to manage talent, how to create a unifying purpose and why humility and unwavering commitment are important to a company's success.

## **Gigged: The End of the Job and the Future of Work**

By Sarah Kessler

This book is important for anyone interested in the future of work. It analyzes the shift from traditional employment models to part-time work and contingent employment arrangements.

## **The Healthy Workplace: How to Improve the Well-Being of Your Employees – and Boost Your Company's Bottom Line**

By Leigh Stringer

In this book, Stringer examines the strategies, policies and innovative techniques leading employers use to create a healthier, more energized work environment – and build a better bottom line.

# Stay on Top of Your Game: Listen Up

Podcasts are a great way to stay up to date on HR, management and hiring best practices and trends. You can listen to podcasts on your commute, while you work out, while you cook dinner, walk the dog, etc., making it easy to find time to stay plugged in. Here are some great podcasts for people managers:

**Nine To Thrive HR** Human Capital Institute covers topics including, but not limited to talent acquisition, engagement, retention, people analytics and development.

**Lunch Conversation with DriveThruHR** DriveThruHR features a guest speaker on each 30-minute episode and covers topics including technology, recruiting, culture, strategy, and talent management.

**HR Happy Hour** “HR Happy Hour” covers human resources, management, leadership, and workforce technology.

**HR Latte** HR help desk solution, Dovetail Software, produces “HR Latte” and covers topics in talent management.

**HBR IdeaCast** This weekly podcast features leaders in business and management, providing much fodder for HR strategy and best practices.

**The CYA Report Podcast from Fistful of Talent** This podcast focuses on talent acquisition and considers itself “a free-flowing, sometimes mature discussion of HR and talent issues.”

**Hire Up Podcast** John P. Beck, Jr. covers topics including retention, development, and recruiting. The podcast features both interviews and news.

**Hiring On All Cylinders** Recruiting platform Entelo hosts “Hiring On All Cylinders,” which features trending topics in recruitment.



# Turn Weaknesses Into Strengths

Every one of us has strengths. But we all have weaknesses – whether we want to admit it or not. The key to accelerating your career is not to dwell on your weaknesses but rather, be honest about the areas that need improvement and work on them.

You can flip the script by:

1. Pinpointing your weaknesses.
2. Figuring out how to turn them into strengths.

## Example A

**Are you an HR generalist, but not great at everything?**

Pick one area you are passionate about and focus on building your expertise. Look for ways to demonstrate your knowledge by creating a tool or resource for others to use and reposition yourself as an expert others can lean on in this area.



## Example B

**Lack leadership skills?  
Form a leadership development group and spearhead it.**

Recruit peers in the organization to join with the objective of building everyone's leadership skills. Invite speakers from the company or outside the organization to talk over lunch. Read and discuss books, articles or podcasts. Ask everyone to bring challenges and work through them together. By leading the group you will, in fact, be building leadership skills.

## Example C

**Find others with your weakness.**

If you want to learn more about something, chances are, there are others on your team or in your organization who want to learn, too. Put together a small group training that meets once a week over lunch to build your skills and help others improve, as well.



# Develop a Strategic Partnership

The best leaders know when to enlist the help of an expert. People are what make or break the success of your organization and getting the right people in the right seats starts with hiring.

A strategic recruiting partnership is a great way to increase your value as an HR professional or manager. You're already stretched thin and all too often, hiring gets tossed aside for more "pressing" matters.

Working with a professional staffing and recruiting company offloads much of the time-consuming work of hiring well.

## **The right partner will:**

- Work to understand your strategic goals.
- Develop a keen understanding of your corporate culture.
- Help craft strategic job descriptions to attract the right caliber of candidate.
- Provide market data to help develop competitive compensation packages.
- Provide access to a pipeline of passive talent in your industry.
- Fully vet and verify every candidate before you interview them.
- Ensure recommended candidates are not only skilled, but aligned with organizational culture.
- Shorten your time to hire – even for challenging roles.
- Help control recruiting and hiring costs.
- Develop hiring strategies to help meet long-term growth goals.
- Boost productivity, engagement and profitability by helping you make stronger hiring choices.



**If you are ready to increase your value and catapult your career,  
partner with a recruiting expert today.**