

FAME Hiring/Training Committee Meeting Minutes

Tuesday, January 19, 2010 8:00 AM to 10:00 AM

Hosted at: Finger Lakes Workforce Investment Board, Geneva, NY

Group Chair: Ron Golumbeck

Facilitator:/Notetaker: Becky Hilton

Timekeeper: Steve Isaacs

Present: R. Golumbeck (ITT Goulds); D. Reener (Ultimate Recycling); R. Micali (MCC); B. Hilton (Optimax); J. Daniels (FL Works); S. Isaacs (Coach and Equipment); E. Rucinski (Kelly Services); K. Springmeier (FLWIB); C.A. Joki; J. VanKouwenberg (Optimax); T. Murphy (Alfred State).

Keynote Speaker: Ron Golumbeck, ITT Goulds

The purpose of this meeting: Training on “Hiring for Emotional Intelligence”, Review Annual Objectives

The meeting was called to order by Ron Golumbeck at 8:00a.m., followed by introductions.

Keynote Speaker—Ron Golumbeck, “Hiring for Emotional Intelligence”

Background: ITT Goulds has a presence in 135 countries. The local Seneca Falls branch is Industrial Process ITT Goulds. In 2003, they were not doing well. New management tried to turn things around and they expanded into new markets. By 2008, the Seneca Falls branch of ITT Goulds was awarded with the ITT Operational Excellence award.

What distinguished the local branch?

- Talent, training, and skills, but –
- They paid attention to emotional intelligence when hiring and promoting

What is Emotional Intelligence?

- The term describes the ability, capacity, skill or a self-perceived ability, to identify, assess and manage the emotions of one’s self, of others, and of groups
- The awareness of and ability to manage one’s emotions in a healthy and productive manner

Potential employers screen for experience and education to know what an interviewee did on the job. What they receive by doing this is flowery resumes. What they don’t receive by this is seeing them in action and knowing how they handle themselves and with others.

What are examples of emotions?

- Passion, empathy, frustration, joy, love, sad, happy, pleasure, pain, jealousy, pride...
- How do these play into what makes people tick?

What are examples of intelligence?

- Creative, vocabulary, critical thinking, rational thinking, problem solving, analyzing...

Which is more compelling to move people to action?

- Probably emotions. But we pay more attention to intelligence in an interview.
- Why? Because emotions are hard to measure. They’re subjective.

How will a person perform on the job? Below are some metrics:

- Self awareness
- Awareness of others
- Managing emotions – Are they prone to a temper? You may ask these questions:
 - What is your temperament?
 - How do you react to frustrating situations?
- Self Actualization – What do they go to work for? Work itself, or something else?

There was a study on high performing organizations vs. low performing organizations. They measured three emotional intelligence factors:

- Self Awareness
- Intuitiveness
- Integrity

On a 10 point scale, the high performing companies scored a 6-8 and low performing companies scored a 2-4.

What is the difference between a calamity and a tragedy?

- A calamity is an unavoidable disaster
- A tragedy is an avoidable disaster
- Allowing your behavior to spoil your job/career potential would be a tragedy

Self Defeating Behaviors (SDB) - competitive behaviors that derail you from succeeding in life

- These occur by not preparing or taking things too personal (i.e., procrastination, excessive people pleasing, not delegating, fear of learning new things)
- Stress as a reaction to some setback is not bad
- Distress, when stress becomes overwhelming and you seek immediate relief, is bad
- You don't have to live in distress
- We're going to call these Self Limiting Behaviors (SLB)

It takes 21 days for a behavior to become a habit and 6 months for it to become internalized as part of your personality. It is very difficult to change and it takes concerted effort.

Factors that Influence: Decision making, Judgement, Leadership

- Awareness of emotion
 - Use emotions to help make decisions
 - Understand emotions because they have rules
 - Control reaction so that it leads to a positive result
 - Manage emotions to understand their influence and power

Interviewing Questions:

- “Tell me about your temperament.” Or “Give me an example of how you dealt with frustration at work”
 - It's important not to give up early, come back to it
 - *Temperament is especially important when it comes to managing people. For most people, the company is the boss.
- “Do you consider yourself an optimist, pessimist, or realist?”
 - Play devil's advocate and challenge their thought process
- “If you have personal goals, describe them and how you go about achieving them.”
 - Try to determine if they're organized and prioritized. What is important to them?
- “Have you ever had an employee or supervisor blow up at you? How did you handle it?”

- “How do you handle imposed changes to your plans as determined by your boss or customer?
 - Encourage examples
- “If you’ve had a performance appraisal, what are 1-2 areas of strength and 1-2 areas for improvement that you’ve found?”
- “Do emotions ever impact your decision making?”
 - Yes! Ask for an example of an emotion and its impact
- “Is there something in your work that you don’t like to do?”
 - You are looking for potential SLBs here

By asking these questions, you are looking to understand the people. Who is high maintenance, who is easily frustrated, who is unaware of their impact on others...and who is good for the company? You are looking to see who learned lessons and balanced their approach to similar situations moving forward.

Self application:

- What could I have done in a situation to have a positive outcome?
- How can I respond positively in that situation in the future?

You can impact emotional intelligence if you’re aware of it and you work on it – especially those Self Limiting Behaviors.

Question and Answer:

- Q: Is this process for interviewing used on both management and production employees?
- A: There’s more of a focus on management positions. With production employees, look for compatibility.
 - Divide interviews – some interview for technical skills/knowledge, others interview for emotional intelligence
- Q: Do you waste time on a candidate that will obviously not get hired?
- A: No. Give them good feedback and let them go home.
- Q: Is Emotional Intelligence innate or teachable?
- A: Emotional Intelligence can be learned.
- Q: Would you hire a person lacking in Emotional Intelligence, like you may if they lack technical skills but can be taught?
- A: If they’re not lacking in both, then yes.

A bibliography of the best materials on Emotional Intelligence will be made available on the FAME website, www.nyfame.org.

Review Action Items:

Hiring and Training Committee Focus:

- Improve collaboration with workforce educators and help companies recruit and hire skilled workers
- Direct curriculum development and worker training, focusing on the adaptability and retaining of our existing workforce.

Hiring and Training Objectives:

- 1. Determine new certificate programs
- 2. Improve course offerings and curriculum

- Primary Target: Regional education providers
- Secondary Target: FAME AM members; HR professionals
- 3. Engage students in AM careers
 - Primary Target: Students
 - Secondary Target: FAME AM members, prospective AM members, regional educators, community partners
- 4. Engage AM companies with Community Colleges & WERC incumbent worker programs
 - Primary Target: AM FAME members and prospective members
 - Secondary Target: Community colleges, incumbent workers
- 5. Address transportation issues among employer/employee locations
 - Primary Target: AM FAME members & prospective AM members
 - Secondary Target: Community colleges, incumbent workers.

*See attached handouts for details objectives and a list of FAME accomplishments

New Action Items:

Transportation survey will be pursued with the RGRTA

- 2010 - promote for person at RGRTA to be assigned to this project
- 2010-2011 - be ready to start routes in preparation for economic upturn
- **Action item:** Conference call with Jodie Daniels, Eileen Rucinski, Ron Golumbeck and Don Reeners the first week of February?
 - Get Bob Jordan (RGRTA) and Mike Jankowski (Wayne County Clerk) on the line

2010 Summer Jobs Career Fair at FLCC – January 28th, 11am-3pm

- Eileen Rucinski, Jim VanKouwenberg and Pat Gopen (internship coordinator) to represent FAME

Sharing resumes – scan and send resumes to companies who have indicated interest

Other Business and Discussion:

FAME is receiving support from 4 counties Economic Development Committees, totaling \$35K. More opportunity for funding exists in grants via staffing and grant writing activities.

MCC is offering \$100K grant. Optimax used this to provide training in the past and plans on using it to send chosen employees through a Kepner-Tregoe training for project management. Other companies are strongly encouraged to take advantage of this opportunity.

How is the market?

- With ITT's incentive for early retirement, 40 potential jobs will be opened in 6 months.
 - The local ITT's factory is filled to capacity in 2010
- Optimax is interviewing and hiring again, bookings are awesome
- There is still a slow upward trend in the market, things should balance out toward the 4th quarter of 2010
- Lockheed Martin, Syracuse, is laying off engineers

Check out the FAME website: www.nyfame.org

NEXT MEETING

A repeat of “Hiring for Emotional Intelligence” will be available via a webinar on Friday, February 5, from 8-10am.

The next meeting of the FAME Hiring/Training Committee will be in March. Location TBD.

Respectfully submitted,

Becky Hilton

The purpose of the Hiring Committee is to coordinate a group to lead initiatives that will increase FAME employer's talent pool and facilitate the selection of qualified employees.