



Recruiting, Hiring, and Retention Tactics for 2019

PRESENTED BY

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Recruiting, Hiring, and Retention: It Takes the Entire Team

In today's ever-changing landscape whose responsibility is it when it comes to recruiting, hiring and retaining the best employees?

The answer – Everyone!

Each employee, from the ownership down to the bottom of the organization, shares in the responsibility.

- So, what does that mean?
- What does that look like at the various levels?
- How can each level of employee help to make your company an employer of choice?



“Time spent on hiring is time well spent”
- Robert Half

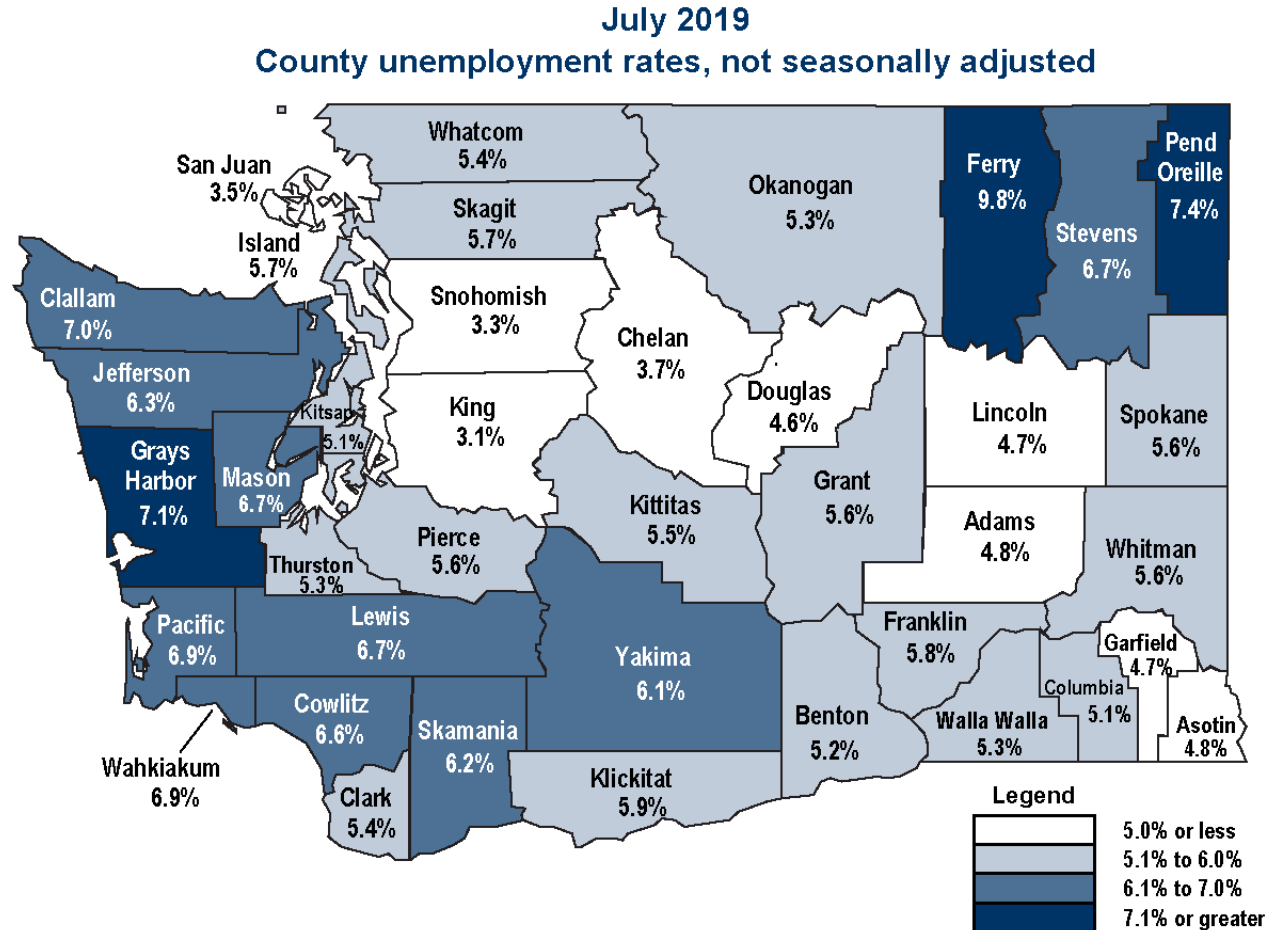
Let's just accept...

It takes **time, effort, and commitment** to attract key talent!

It takes **even more** to retain key talent.



Food for Thought



Recruiting for 2019 and beyond

How is Everyone Part of Recruitment?



Recruitment Necessities: **Making** the right hires

- Agree on a **candidate profile** first
- **Talk** to your existing team
 - Referrals are the #1 source in hiring volume
 - Referrals are also the #1 source for new hire quality
 - 6% of all hires at top performing firms are referrals
- **Train** your interviewers
- Don't think you can change your hires





What is a Fair Hiring Process?

- Do not make any promises or guarantees with regard to the job or future employment.
- Have more than one person interview each candidate asking similar interview questions.
- Avoid unlawful questions.
- Ask each candidate the same or like interview questions based on the qualifications for the job.
- Take notes to help remember each applicant on a piece of paper separate from the job application or resume and never indicate an applicant's race, age, national origin, gender, disability or other such identifier, either outright or by code. Focus solely on whether the candidate meets the bona fide qualifications of the job.
- Assess candidate responses objectively.

HR Tip: Use a detailed rating scale to determine the most qualified candidate for the position



Know What You Are Looking For

- What is your Company Culture?
- Why would someone want to work at your company?
- What characteristics are a MUST to be the right culture fit?

Food for Thought:

- It is a **candidate driven market**, candidates want to find out as much as they can about a prospective employer's culture, benefits and wages.
- Company culture is one of the five most important factors job seekers consider before accepting a new job. Some common themes include:
 - Having a supportive, team-oriented atmosphere
 - A family-like environment
 - And genuinely standing behind the company values



Questions which CANNOT be Asked

- To prevent discrimination, the following questions CANNOT be asked.
 - How old are you?
 - Are you married?
 - Do you have children?
 - Is English your first language?*
 - Are you a U.S. Citizen?
 - What country are you from?
 - Where do you go to church?
 - What clubs or social organizations do you belong to?
 - Do you have any disabilities?

- What are your hobbies and day off activities?
- Do you own a car?
- Have you ever opened an L&I Claim?

New “can’t ask” questions:

- Have you ever been arrested (or any questions about having a criminal record)?
 - Can’t ask this question or conduct a background check until after an offer of employment is made.
- How much are you currently making?

Here's What Candidates Are Looking For:

1. Balanced work life
2. Commute distance
3. Money
4. Performance bonuses/recognition
5. Benefits
6. Vacation/Time off
7. Innovative technology
8. Career advancement
9. Great company



Recruiting Tactics to Consider

- Post employee videos to your website on what it's like to work there
- Encourage Glassdoor Reviews:
 - Be sure to respond positively and gratefully. Put reviews on your career page.
- Test your candidate's experience, apply and test on a regular basis.
 - Should only take 5 minutes to apply. Remember “Red light” approach to applying.
 - Make sure you have a mobile app.
- The hottest area in HR is HR analytics. Understand metrics and analytics. Use analytics to better improve your recruiting, hiring, and retention.
- The interview process should take no longer than a week. Get back to candidates within 24 hours.

Recruiting Tactics to Consider (cont.)

- Maximize employee referrals. Think about a referral program that pays out \$1000, \$5000, \$10,000.
 - For hourly position referrals make the \$ meaningful.
- Extend referral rewards to friends and family. Pay most \$ to the referring employees up front. Make it meaningful! In the long run it helps promote recruitment and employee engagement.
- Build a talent network for your company.
 - For candidates who are not chosen, but you are still interested in create a candidate pool network for them to keep engaged.
 - Alumni network can create boomerang employees. They can also be a source for referrals and pay them for the referral. Stay connected, be happy for them.
- Do more first interviews online or via Skype.
- Job ads: just capture top 5 tasks/functions then state if you want to learn more....

Hiring for 2019 and beyond

Hiring/On-Boarding Tactics To Consider

Have a genuine on-boarding program for new hires:

- Application Packets
- Tour of the facilities/introduced to key people and employees
- On-Boarding programs usually have:
 - Coffee and donuts for the new hires
 - New hire binders that include:
 - Mission, Vision, Values
 - Organization Chart
 - Employee handbook
 - Safety Program
 - Job description
 - Specific training on company culture; general education on what the company does
 - Specific training for their department and job
- Lunch out with the new manager and/ or team



Hiring/On-Boarding Tactics To Consider

- Start retention early:
 - Assign buddies and have buddy reach out before the candidate starts.
 - Give your “A list” candidates access to internal communications.
 - Send a gift to the spouse (you want to get the spouse’s buy-in).
 - Ask new hire to complete a “personal preference” survey and prepare gift packages for their first day.
 - Make sure laptop set up for their first day.
 - Give the new hire a gift card for lunch, but require the new hire to take 2 -3 colleagues with them.
 - Have 30 days, 60 days, 90 days, 6 month, and 1 year check-ins with the recruiter or HR as well as reviews with the manager.

Retention for 2019 and beyond

Retaining Is Everyone's Responsibility



From the
Manager who
guides



To the **Co-
workers** who
work with the
employee



To the **Clients
& Partners**

Engage to Retain - Consider these Statistics



What Can We Do?

- **Collaborate as a Team** – It’s everyone’s responsibility to foster employee engagement, thus retention.
- **3 Building Blocks** of Employee Engagement.
 - Ask
 - Listen
 - Trust





Retention Tactics

- Your work culture is HUGE!!!
 - Look into Best Workplace Awards and programs.

- Have Employee Engagement Programs
 - Do culture surveys, employee satisfaction surveys, 360 degree reviews once a year as part of your strategic plan.
 - Understand your generations and what their needs and wants are.
 - Employee focus groups are great for millennials to express their feedback and suggestions for company engagement and improvement.
 - Gen Z (1996-2010) is coming. Recession is what they know and grew up with. 43% want to talk face to face.

- Do employee benefits surveys on ALL benefits offered on an annual basis.

- Address commute issues
 - More and more candidates are wanting to work from home at least one day a week.
 - Is flexible hours a possibility?

- Conduct “Stay” interviews

“I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not strategies”.

- Lawrence Bossidy, Former COO of GE and author





Thank you!

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