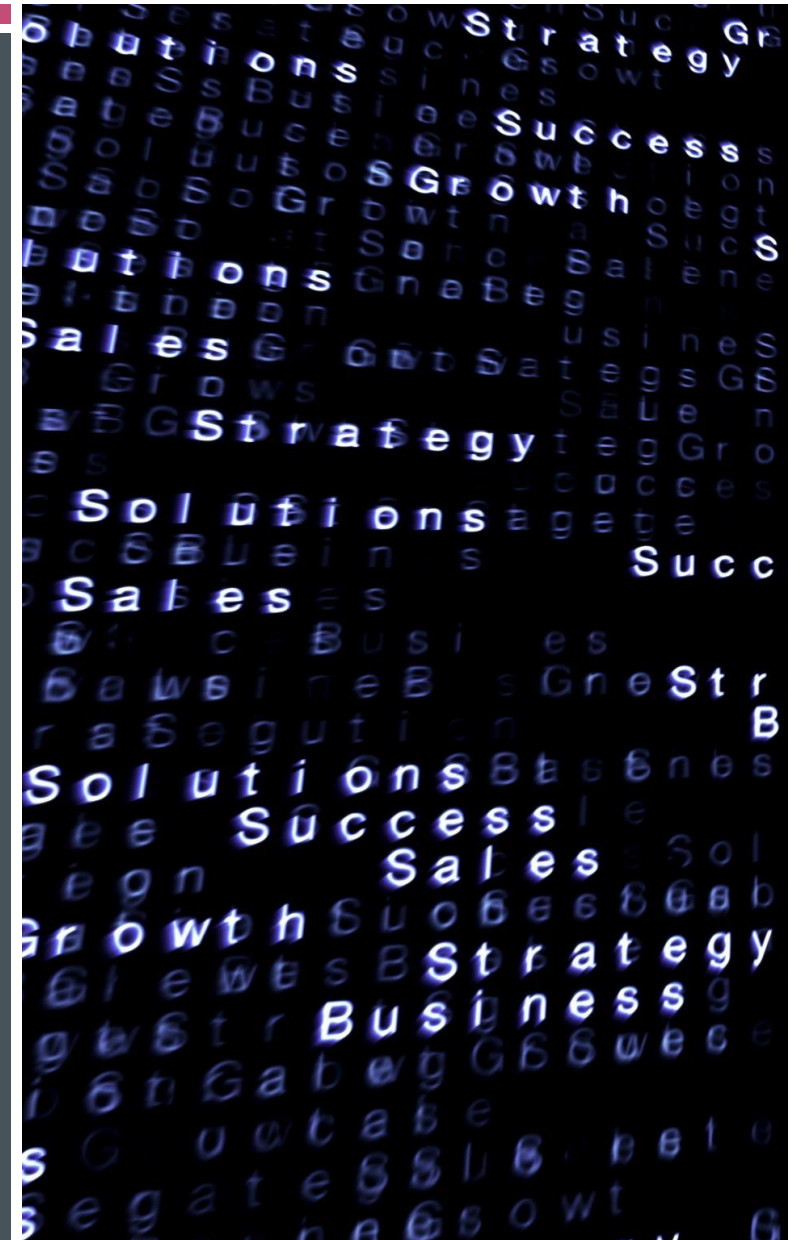


RECRUITING AND RETENTION IN A DIFFICULT MARKET

OELA CONFERENCE

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SOME KEY STEPS TO AN EFFECTIVE RECRUITING STRATEGY

- Building and maintaining a strong employment brand
- Attracting the “right” candidates
- Engaging qualified candidates, including “passive” candidates
- Hiring efficiently and effectively
- Ensure a positive candidate experience
- Recruit fairly



WHAT IS YOUR EMPLOYMENT BRAND?

Employment Brands are heavily influenced by three (3) factors:

- How you “treat” your employees
- What current and former employees say about you
- How the “public” perceives you and your industry



ATTRACTING THE RIGHT CANDIDATES

- Look at your most successful current employees to profile future employees
- Be realistic about expectations and qualifications
- Be prepared to pursue “passive” candidates not just active candidates
- Incentivize current and former employees as a source of new employees
- Be prepared to create a talent “pipeline”



HIRE EFFICIENTLY

- Do the work up front to identify the key skills and attributes you are looking for in successful candidates
- Use data, but not exclusively.
- Be sure individuals involved in the hiring process are trained and follow a consistent process
- Move quickly on qualified candidates
- Be creative in constructing employment offers



ENSURE A GOOD CANDIDATE EXPERIENCE

- Candidates including unsuccessful candidates share their hiring experience with everyone they know!
- Extended interview processes, poorly trained interviewers, poor follow up all contribute to kill your brand!
- Follow up with everyone you interview. They may be a candidate at a future point or no someone who is your perfect candidate.
- Don't try to buy people cheap! Know what the market is and if you can afford to pay at or above market.



HIRE FAIRLY AND APPROPRIATELY

- If everyone in your organization looks and thinks the same, you may have a diversity and inclusion problem
- If you find that all the applicants you are reviewing make more than your current staff then be prepared to address it. There are no secrets
- COVID has created special constraints for working parents. Be prepared to reevaluate schedules, etc.



CREATING LINE OF SIGHT

- What is my job?
- How am I doing?
- Does anyone notice or care?
- What is our “Why”?
- How are we doing?
- How can I help?



HERBERT'S FOUR ENTITLEMENTS OF EMPLOYMENT

- All employees, customers, etc. will be treated with respect.
- Everyone will be provided with clear expectations about what “successful” performance looks like.
- We provide timely, meaningful feedback.
- We have an equitable and clear reward system.





OTHER KEY TIPS

- People join organizations and leave managers. Make sure your managers are properly trained and practicing those skills consistently and appropriately.
- Unless you are hiring entry level employees, compensation is “table stakes”. Employees may leave for more money, but that is generally not why they start looking...
- Compensation comes in different forms, don’t be afraid to experiment with how you deliver it and make sure employees understand it.
- Most compensation systems fail in communications. People don’t understand or trust how decisions are made about their pay.