



Jumpstart: Recruiting, Onboarding, and Retention

Presented by Richard Hadden, CSP

The PowerPoint presentation for this workshop can be downloaded in pdf format at <https://contentedcows.com/natsap23>

NATSAP

Richard Hadden
SPEAKER, AUTHOR, CONSULTANT

Let's stop talking about the post-pandemic workplace, and instead, think about Workplace Next

Starting with the basics

- Compensation can be an OK recruiter. Rarely a great retainer.
- The more attention you pay to the *intangibles* of the job, the less pressure there will be on the *tangibles*.

Five Trends in "Workplace Next"

1. Workers are in the driver's seat...for now.
2. You will have to hire from a generation that totally perplexes you.
3. Flexibility is here to stay.
4. More emphasis on integration of professional and personal lives
5. Job tenures continue to be shorter.

Workplace Demographics in a Nutshell (as of August, 2023):

- There are about 8.8 million job openings in the US right now.
- There are about 6.4 million unemployed people in the US right now.
- There are fewer than 1.6 million people in the US currently collecting unemployment benefits, so it's folly to think that if all the people collecting unemployment would get off their backsides and get a job, the labor shortage would be over. It would hardly be a drop in the bucket.
- If every one of the 8.8 million unemployed went back to work, and could be placed in one of those job openings, we'd have about 2.4 million jobs left unfilled... which would help. However...
- There's a HUGE mismatch between the skills and qualifications required by the open jobs and the ones possessed by those who are unemployed. Therein lies the problem.
- Job creation remains very strong in the US, month after month.
- The August 2023 Unemployment Rate was 3.8%. That's very low, close to the lowest it's been in the last 50 years (3.4%).
- There are simply too many jobs chasing too few workers.
- The working age population will continue to be lower than demand until about 2030-2035.

The fastest route to creating an attractive workplace is: Leadership – the earned consent of followers.

✓**To-do:** make leadership a primary qualification for every person in a management role.

RECRUITING

Recruiting = Marketing

- The best recruiting tool is your reputation as an employer.
- Your industry has a reputation problem. This affects the guilty as well as the innocent.

Question: What's so great about working for your company?

✓**To-do:** Tout your membership in NATSAP to help combat the negative attention caused by those who don't operate ethically.

✓**To-do:** Survey your workforce. Correctly. See contentedcows.com/natsap23 for a white paper on employee surveys. **15% discount on survey projects for NATSAP members – any project started by June 30, 2024.**

REPUTATION RECRUITS. REALITY RETAINS.

✓**SOURCING – TO-DO's**

- The stuff everybody already knows... online recruiting sites, advertising, signs in your window, word of mouth, your customers, your friends, your friends' kids, your kids' friends, etc.
- Boomerang hires – people who used to work for you and may be interested in returning if what you offer is better than where they went.
- Runners-up – they were good candidates for an earlier position but didn't make the cut. Maybe they would now.
- Those who turned you down for an earlier position. Give them another try. Things are different now. If they still say no thank you, ask them for a referral to someone they know.
- Recent retirees.
- Members of the autism community, including those with Asperger's.
- Alumni of your school or program.
- Members of other groups you might not have considered – veterans, disabled workers, workers with a criminal record.
- Food service workers – they often make great direct care team members.
- Know the difference between requirements and preferences. You may be looking for a candidate who doesn't exist. Make your requirements more realistic and be willing to invest in training and development to create that candidate. You may not have the luxury of insisting on a ready-made candidate. Examine your degree requirements. Are they valid?

RECRUITING GENERATION Z

- Born between 1997 – 2012
- Age 26 and under now
- The most recent college grads
- There are nearly 70 million in this age group – about 38 million over 18
- Their most popular majors are:
 1. Science
 2. Healthcare
 3. Psychology and Social Services
- Millennials studied psychology at half the rate of Gen Z.
- Half of Gen Z starts their job search in their junior or senior year of college; 25% as freshmen or sophomores; only 10% wait until after graduation.
- Gen Z's Top 3 Priorities when jobhunting:
 1. Salary
 2. Work/Life Balance
 3. Job duties
- Gen Z's Top 3 Benefits:
 1. Health Insurance (with generous employer contribution)
 2. Paid Time Off/Vacation
 3. Retirement Savings Plan options
- They are also looking for Maternity/Paternity benefits, student loan repayment, and tuition reimbursement.
- Their number one recruiting source is employee referrals.
- They respond well to on-campus career fairs. They prefer face-to-face meetings 2:1 over millennials.
- They don't see anything wrong with leaving a job for something better, even if they've only been in the job for a short while.
- They like email for formal communication, but text for informal communication, or that which requires a faster response. Don't be surprised (or annoyed) if candidates want to text you.
- They want an answer quickly after they're interviewed. (Don't we all?)

✓The following To-do's apply to everyone, regardless of generation

If recruiting is marketing, your job is to capture the hearts and minds of your future stars before they ever even apply for a job with you.

- Use your website to market your organization as a great place to work! Most companies' websites are AWFUL at this. Improve yours, and you'll stand out.
- Your website should:
 1. Have a prominent CAREERS tab
 2. Sell your culture
 3. Give people a look inside
- Make use of videos to showcase what it's like to work there. Also put those videos on YouTube for greater searchability.

- Know how you look on Glassdoor and Indeed. And if (but only if) you have a rating of 4 stars or more, post those reviews on your site.
- Make your job postings FUN! Nobody's looking for a boring job, but most postings are deadly!
- Shift the focus on your job postings FROM: Requirements TO: How I'll make an impact.
- 53% of job applicants complete the entire process on their mobile phone. 72% for white collar workers. 88% for those under 30.
- Make use of social media. Have it managed by a pro, on your staff, or outsourced. That's where many of your prospects are hanging out.
- Put a link to your careers site in your email signature.
- Pay employees for employee referrals. Make it worth it.
- Get referrals from new hires during their first week, when they're really excited!

✓ONBOARDING TO-DO's

- The Anatomy of Great Onboarding:
 - Welcome them before they start.
 - Welcome them on their first day.
 - Get mutually well-acquainted.
 - Educate, educate, educate.
 - Do regular, frequent check-ins.
 - Celebrate!
- Have the head of your school or program send the new hire a personalized letter, before their first day, for every position. Go retro on this. It'll be more impressive than just another email.
- Have someone make a welcome phone call a day or two before their first day – someone in their department, perhaps someone they did not meet during the interview process.
- Really “wrap them in bubble wrap”. Take great care of them. Show a real interest in them. Get to know them, their likes and dislikes, and what makes them unique.
- Create a team of Onboarding Buddies, who will buddy up individually with the new hire, to help them with all “new employee” kinds of things for the first few days or weeks. Have that person meet them on their first day, at the front door, to welcome them and take them to their workplace or manager. Have them take the new employee to lunch each day for a week. On the company. Have random impromptu check-ins.
- Hold a Welcome Celebration, with co-workers, students, and others from other departments, as appropriate for the position.
- Develop a strong Mentoring program for new hires.
- Check in with the new employee, asking specific questions, at the end of:
 - Day One – ask these questions:
 - Was today, or the job, what you expected?
 - Did anything surprise you?
 - Is there someone who was particularly helpful to you? I'd like to thank them.
 - What questions do you have?
 - What can I do to help you before your second day?

✓RETENTION TO-DO's

- Remember that good people want to work with equally good, committed, and talented co-workers. Keep the standards high. I know, that's hard. All of this is hard. Especially now. Do it anyway.
- You may need to “detox” your workforce, by releasing employees who are creating a toxic environment and making it difficult for you to recruit and retain the good ones. Lose a few to gain a lot.
- Create a community, not just a workplace. It's easy to leave a job. Not so easy to leave a community.
- Make sure everyone understands – truly understands – how their work impacts others – your students and their families, their coworkers, the community, the world, etc.
- Guard against burnout.
- Pay more attention to Work-Life Balance. In fact, stop calling it Work-Life Balance, and accept that it's just life, with work fully integrated.
- Provide as much flexibility as you can. Especially around their work schedule.
- Offer job sharing and part time options that include benefits. Don't treat those who choose these paths like second class citizens.
- Get creative and flexible with your benefits. One size fits one. Some employees won't need everything you offer, because their spouse has them covered, or they just don't value it. Curate a package of benefits they DO value and compensate them for things they don't use. Yes, this will mean HR has to do things differently. And certain states legislate this more tightly than others.
- You've got to do something about day care. Help with the cost and finding providers. This is one of the biggest barriers some parents (mainly mothers) face in maintaining stable, full-time employment.
- Pay employees weekly. (Not weakly.)
- Review your vacation and parental leave policy. This can be an opportunity to distinguish yourself from your competitors for talent.
- Conduct “Stay Interviews”, to find out why people stay with your organization. It will also give you clues as to why they might leave.
- Say thank you a lot!
- Send handwritten thank you notes. Deliver in person, or by mail to their home.

Richard Hadden, CSP is a speaker, author, and consultant with a focus on the connection between people practices and profit performance. He is co-author of the Contented Cows leadership book series, including his latest book, Contented Cows STILL Give Better Milk. Based in Jacksonville, Florida, and can be reached at richard@contentedcows.com or 904-720-0870. Follow him on Twitter @contentedcows.



Richard Hadden
SPEAKER, AUTHOR, CONSULTANT