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LARGE COMPANY ROUNDTABLE

SPRING '18

Attraction & Retention

Effective Talent Strategies for Operations Executives



PRESENTED BY

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President & CEO,
Management Association

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The HR Source for employers®


“People are the only true source of competitive advantage.”
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Engagement

The state by which individuals are emotionally and intellectually committed to the organization or group, as measured by three primary behaviors:

- **Say:** The employees speaks positively to co-workers, employees and customers.
- **Stay:** The employee stays despite other opportunities.
- **Strive:** The employee exerts extra effort and contributes to the business' success.

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Engagement Stats

27% of employees are actively engaged

60% of employees are ambivalent

13% of employees are disengaged

Building a Magnetic Culture: How to Attract and Retain Top Talent to Create an Engaged, Productive Workforce by Kevin Sheridan.

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The Actively Engaged Employee

10 times
more likely to feel good work is recognized

4 times
more likely to be satisfied with their job

4 times
less likely to consider quitting their job

Actively engaged employees help
lower the cost of turnover
which can be 60-200% of annual salary.

Why is Engagement so LOW?



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Culture

Describe your organization's culture in

one word

Would employees agree?

Would others (customers, public, etc.) agree?

If not, why?

All employees need…

- Acceptance (fit and belonging)
- Esteem (status and identity)
- Security (trust and reciprocity)
- Growth (emotional reward)
- Sustenance (economic interdependence)

Source: *Creating Commitment*
by Michael N. O'Malley, Principal, William M. Mercer



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Rewards and Recognition

- Thousands of effective approaches.
- Knowing employees will make it easier.
- Match it to the performance.
- Be creative.
- Remember people like to be part of a winning team.
- Don’t wait for formal opportunities.



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The Power of Managers

- People join an organization and usually leave their manager.
- Millions get promoted due to technical skills, but have limited people skills.
- For most people, their manager = the organization.
- Managers require training, mentoring and coaching.
- Poor or even mediocre managers seriously impact organizational culture.



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Every Manager Should Know

- ✓ Who their employees are as people
- ✓ How their employees absorb new information and respond to change
- ✓ What disconnects their employees from the organization
- ✓ How to leverage their employees' abilities and work around their limitations

Source: *Destination Profit: Creating People-Profit Opportunities in Your Organization,* by Scott Cawood and Rita V. Bailey

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"You can take my factories, burn my buildings, but give me my people and I will build the business right back again."



Henry Ford

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Global recruiting leaders believe social and professional networks, employer brand, and passive candidate recruiting are the most essential and long-lasting trends in recruiting.

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Employment Branding



Employment branding is managing your organization's reputation online and in social media.

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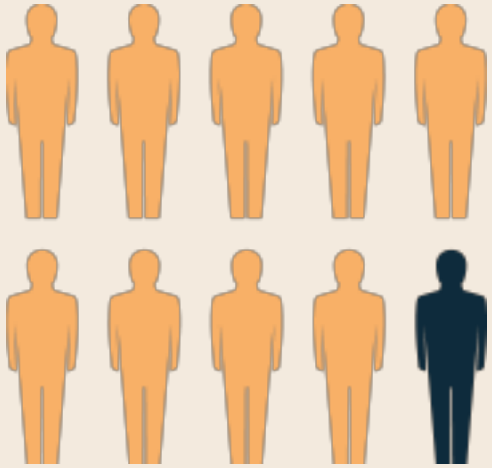
Your Website



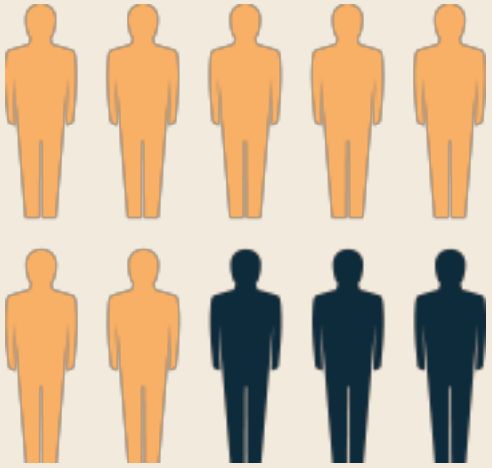
- Does your website tell candidates why they should come work for you?
- What makes your organization a great place to work?
- Are there testimonials from your current employees?
- Do you have a Careers page? Videos?
- Benefits information?

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Branding



Nine out of ten
candidates are likely to apply to a job when it's from an employer brand that's actively maintained.



Seven out of ten
recruiters believe that highlighting company culture is an effective way to compete against other employers.

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Recruit the Right People



- Do you have an effective recruitment strategy and process?
- Do you know what a good fit looks like?
- Do you understand your competitive landscape?

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Challenges

Hooking a candidate

What makes your position stand out?
Is your job description/pitch appealing?

Passive recruiting

Acknowledge the time/resource investment, check in with candidates

Creative strategies

Offer tours, bring in schools, review your referral program

Demonstrate the ROI

Measure your results



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Social Media Recruiting



79% of job seekers use social media in their job search.

86% of younger job seekers use social media in their job search.

73% of 18-34 year olds found their last job through a social network.

– According to Glassdoor

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“Knowing your audience and how to market a role to them can help you win the war for talent”.

- **69%** would not take a job with a company that had a bad reputation, even if they were unemployed.
- **94%** are likely to apply to a job if the employer actively manages their employer brand.
- **76%** want details on what makes the company an attractive place to work.

– According to Glassdoor

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Do you know what your employees are saying?



- Grapevine
- Online
- Temperature Checks
- Performance Reviews
- Employee Surveys (Engagement, Pulse)
- Stay Interviews
- Exit Interviews

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What questions are important?



1. What perks matter most?
2. What keeps you satisfied at work?
3. What motivates you to perform well?
4. Why did you choose to work here?
5. Why do you choose to stay?
6. When outside our organization, how do you describe where you work?

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An employer brand needs to **accurately reflect** who you are as an organization and be incorporated into every aspect of the employee and job seeker experience.

In this candidate-driven market, **candidates expect more.** They won't accept weak employment brands, painfully slow application processes, death by interview or poor candidate experience.





- Be honest about where you are now.
- Develop an action plan to improve your employment branding and culture.
- Involve your leaders, managers, employees and other key stakeholders.
- Track progress.
- Remember –it's a journey not a destination and there is no OSFA.

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Thank You!

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