

ATTRACTING & RETAINING TALENTED EMPLOYEES

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Dannible & McKee, LLP
Nonprofit Conference

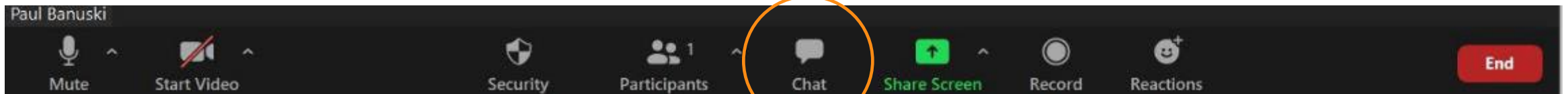
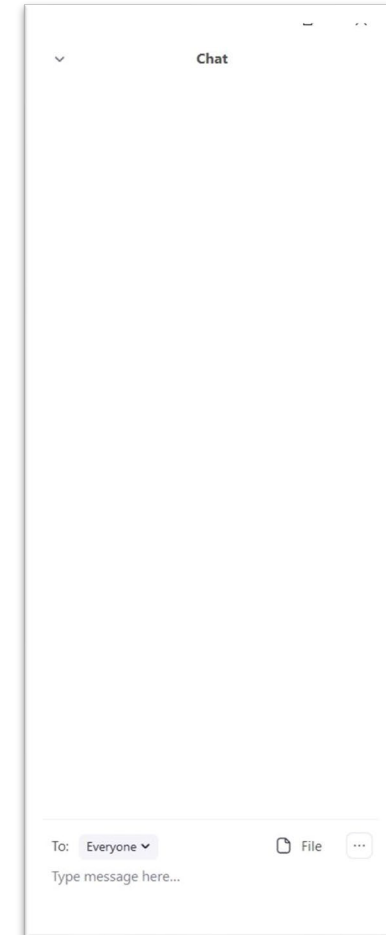


BEFORE WE BEGIN...

Participants will be **MUTED** during the presentation to reduce background noise, but we welcome your questions! Please use the **CHAT** feature to send questions to the group or to the presenter.

You can also submit questions to us via email:

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WHAT IS IMPACTING THE CURRENT LOCAL JOB MARKET IN UPSTATE NEW YORK?



Amazon to hire 1,500 in Clay, up from 1,000 as e-commerce business soars

Updated: Sep. 16, 2021, 5:10 p.m. | Published: Sep. 16, 2021, 4:58 p.m.



An Amazon worker demonstrates the robotic delivery system with some of the more than 100,000 mobile storage pods that will be used in the company's new fulfillment center under construction in Clay. (N. Scott Trimble | strimble@syracuse.com)

What is the impact on local Central New York employers as a large corporation moves to the area?

THE IMPACT OF THE GIG ECONOMY



- The gig economy is based on flexible, temporary, or freelance jobs, often involving **connecting with clients or customers through an online platform**.
- The gig economy can benefit workers, businesses, and consumers by making work more adaptable to the needs of the moment and demand for flexible lifestyles, including supplemental employment.
- These positions may be local like Lyft, Uber, or Instacart, but **also include working remotely from home for an organization that is located outside of the area**.
- At the same time, the gig economy can have downsides due to the erosion of traditional economic relationships between workers, businesses, and clients.

THE IMPACT OF COVID-19 ON THE LOCAL JOB MARKET

Many candidates are considering **safety from COVID** as a major determining factor in jobs they will pursue.

This **reduces the available workforce** as some individuals who are at a greater health risk are not willing to work outside of the home, are avoiding higher risk industries such as healthcare, and taking advantage of available programs such as extended unemployment benefits, delaying their return to the job market.





**WHY IS HIRING THE RIGHT CANDIDATE THE FIRST
TIME SO IMPORTANT FOR YOUR ORGANIZATION?**



WHY IS RECRUITING SO IMPORTANT?

Did you know that the average cost per hire is **over \$4,000***?

Employers and HR professionals spend thousands of dollars and tens of thousands of hours every year trying to recruit, hire, and onboard new employees.

Before a person even starts a new job the organization has made a significant investment in time and resources. Finding the right person matters.

★ "Average Cost-per-Hire for Companies Is \$4,129, SHRM Survey Finds" <https://www.shrm.org/about-shrm/press-room/press-releases/pages/human-capital-benchmarking-report.aspx>

WHY IS RECRUITING SO IMPORTANT?



Too often **we hire reflexively instead of strategically**-we have an immediate need and seek to address it quickly.

Hiring strategically means matching the need and the individual in a way that will contribute to **long-term success**.

A strategic recruitment plan includes processes and procedures in place to **help identify and attract the right candidates** for both the position and the organization.

CONSEQUENCES OF HIRING THE WRONG PERSON

Lower Productivity

Higher Costs

Performance Problems

Higher Turnover

Poor Morale



THINKING STRATEGICALLY

WHO IS RESPONSIBLE FOR RECRUITING/LEADING THE SEARCH EFFORT?

- Who is responsible for developing a job post/sourcing candidates?
- Who will be assigned to respond to candidates timely?
- Who is responsible for categorizing candidates into A, B, and, C prospects?
- Are you recruiting in the moment or all year round?



WHAT HAVE YOU DONE IN THE PAST?



- How much turnover have you had in the past five years? Which departments and why?
- How long does a typical new hire stay employed?
- Have you tracked your cost to hire expenses?

WHERE ARE YOU LIKELY TO SEE **TURNOVER** OR **GROWTH** IN THE FUTURE?

- Can you project one year forward?
Five years forward?
- Are there employees nearing retirement?
- Are there departments that are growing?
- Where would you like to grow and concentrate activity?



BEFORE YOU BEGIN AN INDIVIDUAL SEARCH... DETERMINE YOUR NEEDS



- Does the job need to be filled?
- Can the job be absorbed?
- Has the job changed?
- Can we use this as an opportunity to promote from within?

BEFORE YOU BEGIN AN INDIVIDUAL SEARCH... DETERMINE WHAT A SUCCESSFUL CANDIDATE LOOKS LIKE



- What made the last person in this job successful?
- What were the challenges that person had? How can they be avoided and/or minimized?

BEFORE YOU BEGIN... DETERMINE YOUR CAPABILITIES



- Are we in line with current pay scales and benefit offerings?
- With pay, benefits and work environment, can we compete locally for talent? Regionally? Nationally?
- What can you do to set yourself apart from the competition?

DEVELOP/UPDATE THE JOB DESCRIPTION

- Current and accurate job descriptions help to establish clear expectations for job duties and performance expectations.
- Help determine whether an employee should be classified as exempt or non-exempt.
- Assist in complying with the Americans with Disabilities Act.
- Clarify professional licensing requirements and certifications.



HOW DEEP IS YOUR BENCH?

- Are there previous applicants you may want to revisit/check in with?
- What does your own personal or professional network look like?
- What about the network of your team and coworkers?



POSTING/ADVERTISE YOUR JOB

- Do you post blind? Include the organization name?
- Are you looking locally, regionally, nationally?
- Are there industry job boards?
- College or trade schools that offer programs whose graduates meet your needs?



RECRUITMENT GOES BOTH WAYS...

HOW DO YOU LOOK TO A CANDIDATE?



- What information is out there on your organization?
- Do you have a website?
- Do you have a social media presence?
- Are there Facebook/Google reviews of your business?
- Do members of your team have LinkedIn profiles?

Search for your business!

How do you compare to who else is out there?

Enter a mock application to see how easy/hard the process is!

HOW DO YOU DETERMINE PERSONALITY/CULTURAL FIT?

Personality/Cultural fit
is **just** as important as Professional fit

- Past behavior is the best indication of future performance
- Open-ended questions are great way to understand how a person will respond to certain situations
- Create a search committee comprised of a variety of players (HR, hiring manager, peer, other department manager)
- Hire conscientiously!

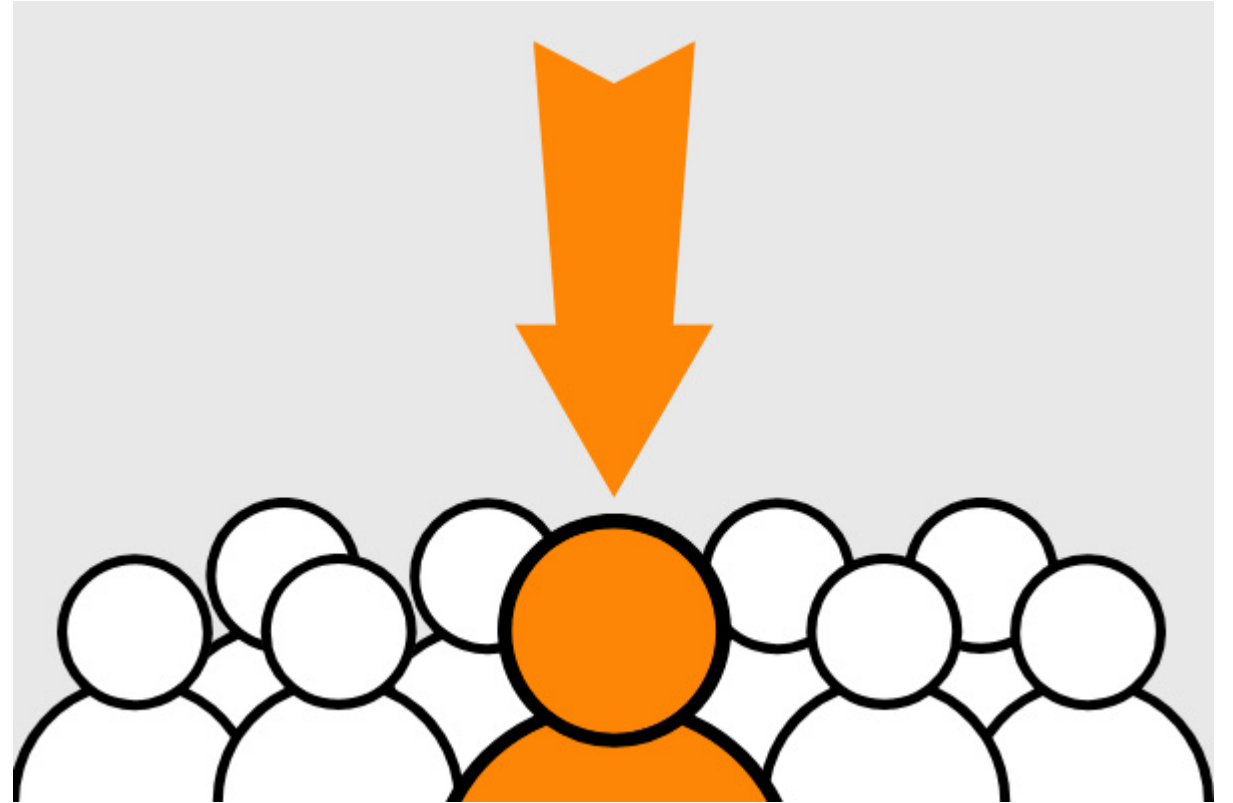


HOW MANY PEOPLE SHOULD I TALK TO?

For a mid-level position
you'll want to begin with 15-
20 “qualified” candidates...

Phone screen 8-10...

Interview 3-5.



INTERVIEWING CANDIDATES



Interviewing Strategies

- Establish a structure you can use for all the applicants, including interview participants and questions
- Start with a phone or Zoom interview
- Give a workplace tour – everyone wants to see where they are going to work
- Remember that you and your organization are also being evaluated!

WHAT TO DO WITH THE CANDIDATES NOT SELECTED?

You may have a future need for applicants not selected, so treat them well!

- Form letter to those not interviewed
- Personal letter to those you phone screened
- Phone call to those who were verbally interviewed or invited
- Ask those from the categories above to evaluate your selection process



STRATEGIES TO CONSIDER

- Is it possible to create a more attractive flexible schedule to candidates, four 10 hour days? Earlier or later starting times?
- Many employers have been forced to increase starting pay rates and adjust current employee rates accordingly.
- Sign-on bonus?
- Invest more in benefits than pay in order to offer free healthcare benefits as a way to entice workers.
- Offer pay incentives to return to the office.
- Pay employees for travel time and/or reimburse for mileage.

QUESTIONS?