

How to Catch 'em, How to Keep 'em



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Recruiters and Retention



- Should recruiters be involved in retention?
- Should recruiters focus on bringing in talent?
- Which side is your organization on?
- Which side are you on in this issue?

Recruiters/Retention

- Play a vital role
- Set the tone
 - bring in right people
 - if applicant accepts position
- Link when applicant transitions to employee

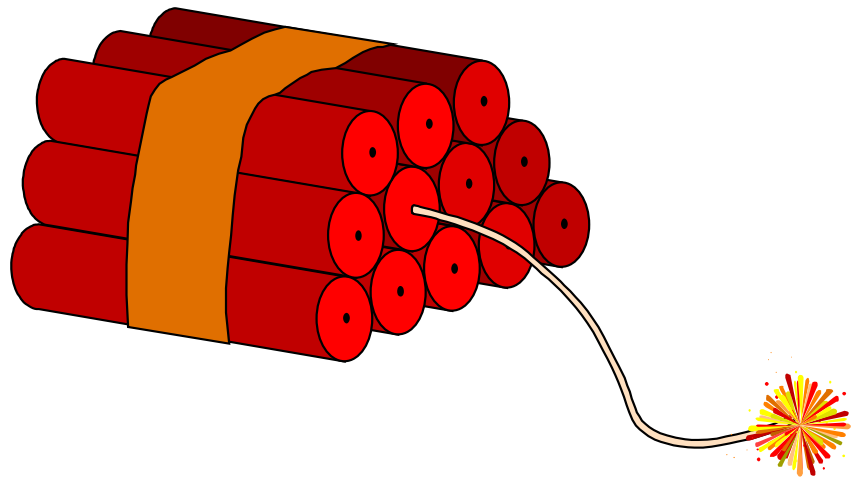


Marketplace is Tight



- Can you relate?
- “Traditional recruiting strategies can’t keep up with demand.”

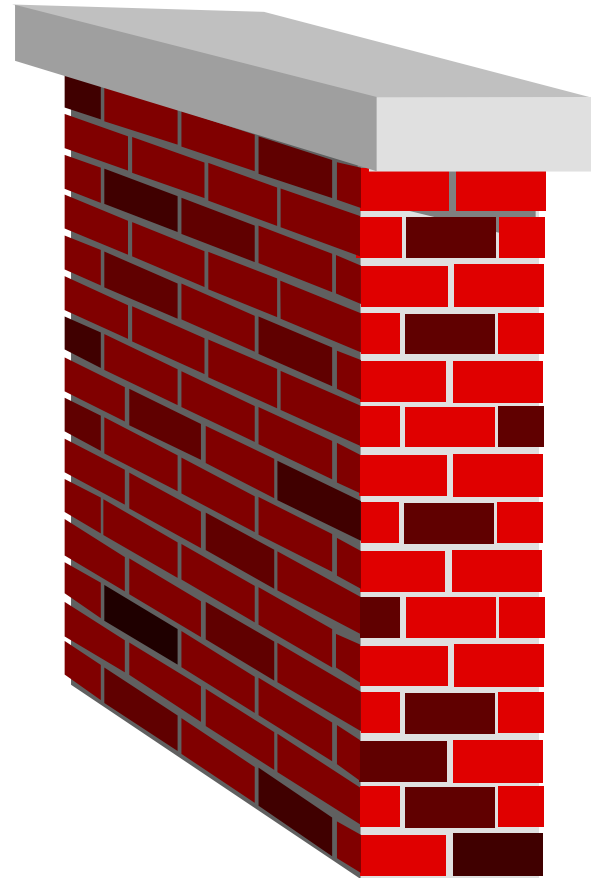
Competition is Fierce



- Low unemployment
- Fewer people in Generation X entering workforce than Baby Boomers leaving
- 2/3 of Americans in workforce

June Unemployment

- 4.1% unemployment
- 8.8 % for African-Americans
- 12.7% for teenagers
- 3.5% adult women
- “We’ve hit the wall-- college kids out there and we can’t fill jobs”



Competition is Fierce

- “There is only a shortage if you are at the end of the line..”



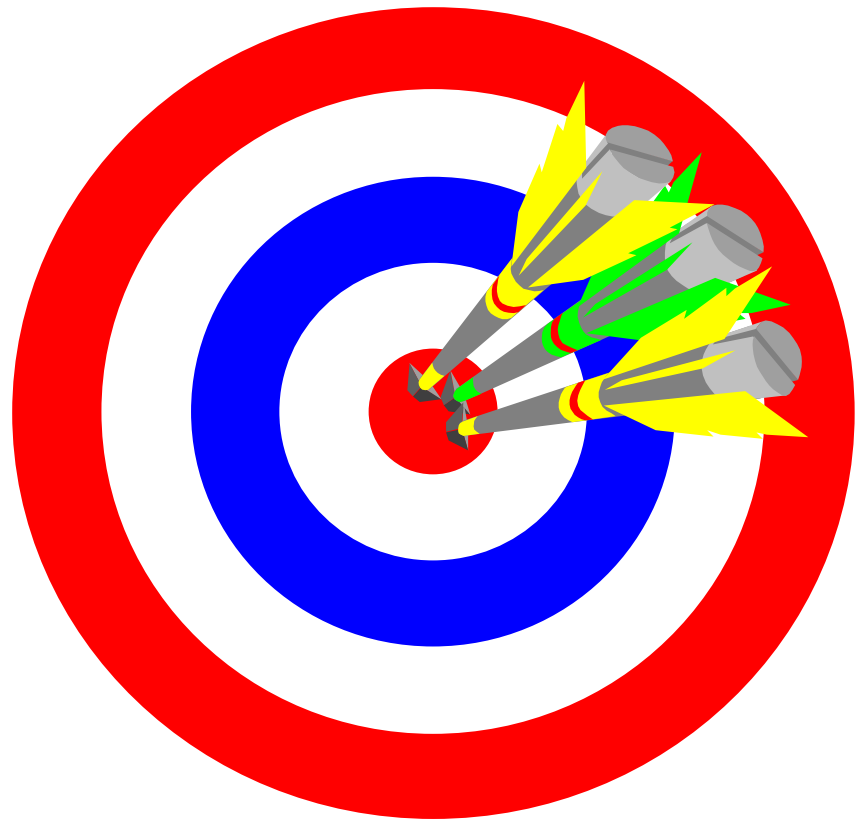
How to Be At the Front of the Line

- Reputation of the organization
- Recruitment process
- Written materials
- Recruiter's role
- Recruiter as a link to employee



How to be at the Front of the Line

- Fair compensation program
- Excellent benefits
- Strong internal communications
- Visible leadership
- Fun place to work



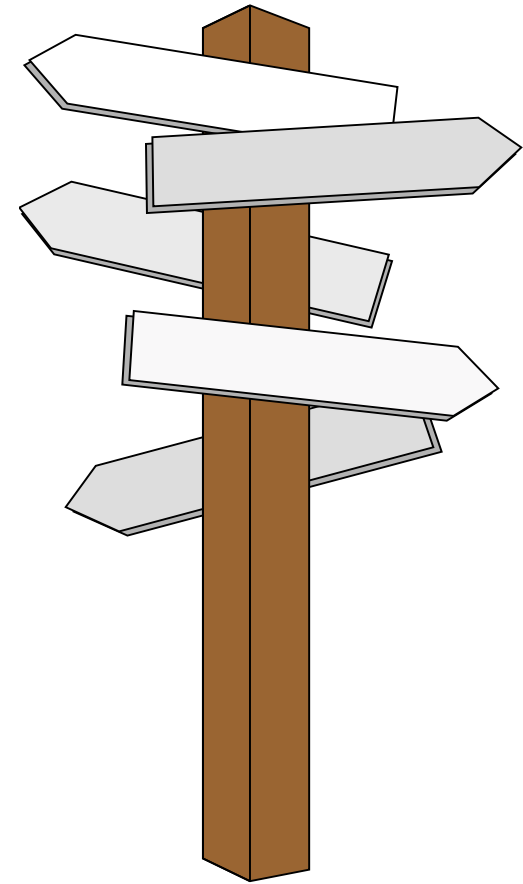
Recruitment Process



- Do you have one?
- Who knows about it?
- Is it a partnership?
- Have you tried it?
- Is it applicant friendly?
- Is your process so rigid it screens out creative people?

Recruitment Process

- Is it effective?
- Does it result in better hires?
- Do you beat the competition?
- Does it meet the organization's needs but not the applicant's?



Develop a Recruitment Brand...



- A Recruitment Brand includes...
 - Agency culture
 - Management style
 - Quality of current employees
 - Career opportunities
 - Stable employment image
 - Impact of the organization on people's lives

Develop a Recruitment Brand...



- A Recruitment Brand includes...
 - Image as a leader in the industry
 - Benefits and work/life balance options
 - Learning and growth opportunities
 - Awards and honors received
 - Quality of products or services
 - Challenging but fun place to work
 - Sense of strong family values – balance of work and life

“We are what we repeatedly do. Excellence, then, is not an act, but a habit.”

Aristotle



Why Use Behavioral Interviewing Techniques?



- Past behavior indicates future behavior
- Identifies critical performance factors
- Discovers what we want to know about a person relative to the position
- Utilizes all the data in selection decision-making

Behavioral Interviewing...



- Profiles are developed from information collected in interviews with superstars
- Profiles are customized for specific positions
- Custom profiles ensure the right fit for your organization

Avoid the pitfalls....



- Practice behavioral interviewing techniques to get a true picture of the candidate's skills and accomplishments.

Invest the time in effective interviewing upfront to avoid costly hiring mistakes!

But Maybe Its Not Your Organization...



It could be the market –

- Competition is fierce and the unemployment rate is low
- Exercise influence over who stays and who leaves
- It's all about getting the superstars to "stay just a little bit longer..."

Superstars want...

- Interesting exciting work
- Marketable experiences
- Immediate vs. future rewards
- Strong, visible leadership
- Work-life balance
- Flexibility
- Fun at work



It's a Highly Competitive World...



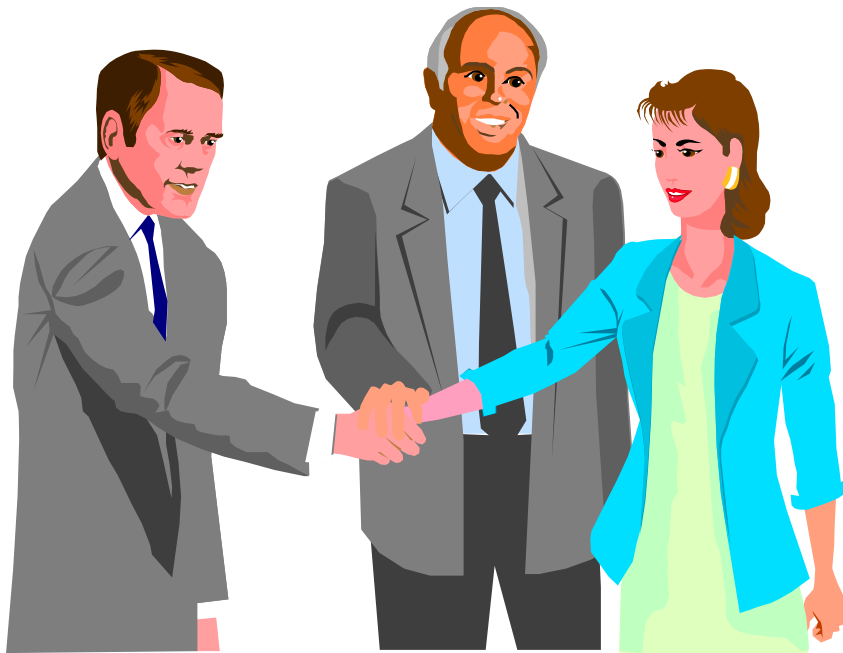
- Everyone is after your talent!
- “Poaching” is now acceptable!
- The internet is making it too easy!
- “Looking” is encouraged!
- Loyalty isn't valued!
- “Golden handcuffs” don't work

Why Do People Leave?



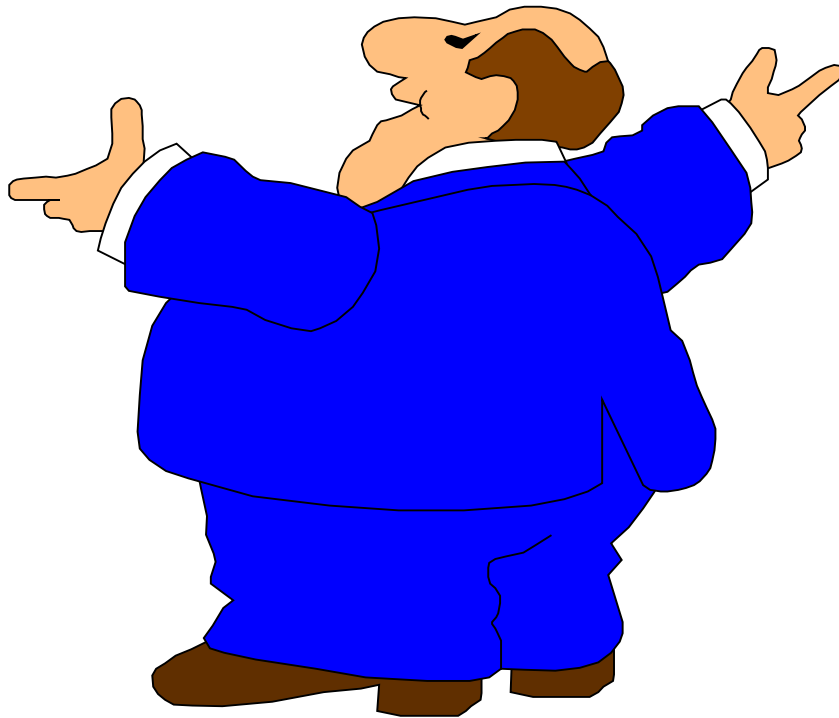
- It doesn't feel good around here.
- They wouldn't miss me if I were gone.
- I don't get what I need to get my job done.
- There's no opportunity for advancement.

Recruitment as Marketing



- Consider all applicants are potential customers
- Consider all customers are potential applicants

Tell Your Story



- Make public relations a focus in recruitment
- Build on successes
- What do you do for the community?
- What are your new products, ideas, ...
- Drive people to organization

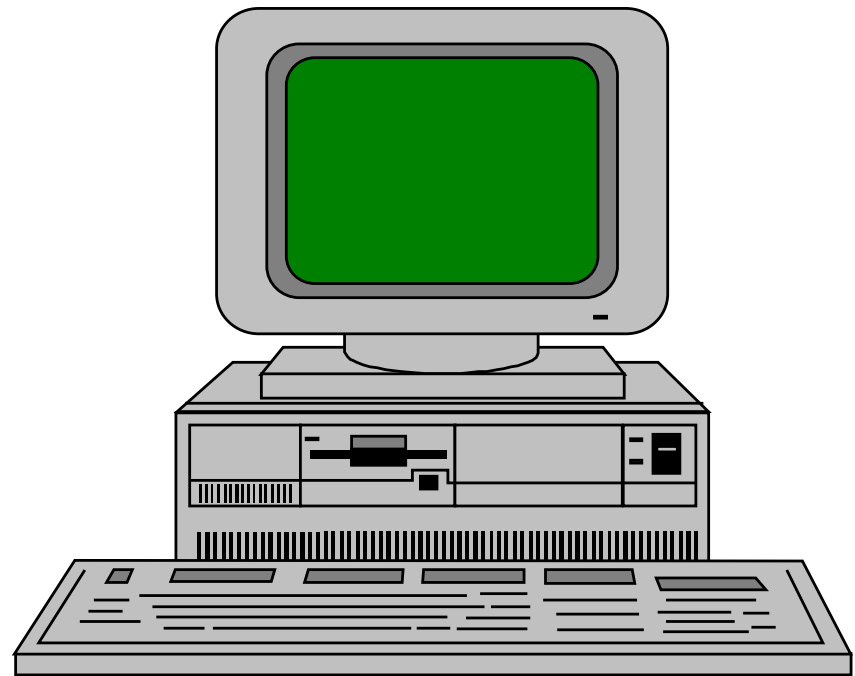
Written Materials

- Ads contain more than job responsibilities and specifications
- Web site includes organizational culture and mission
- Consistent message
- Should tell your story
- Should be exciting



Use the Web

- Know what your competition has on the Web
- Look at the WOW sites
- Get talked about on the Web
- Use chat rooms



Use the Web



- Tell applicants what they will be doing
- Show them their co-workers
- WOW them
- Have your most creative people on your web design team

High Tech Applicants Resent...



- Interviews
- Application forms
- Resumes
- Slow process
- "I don't know" responses to questions

High Tech Applicants

- Judge the organization by the recruiter
- Judge the organization by the recruitment process



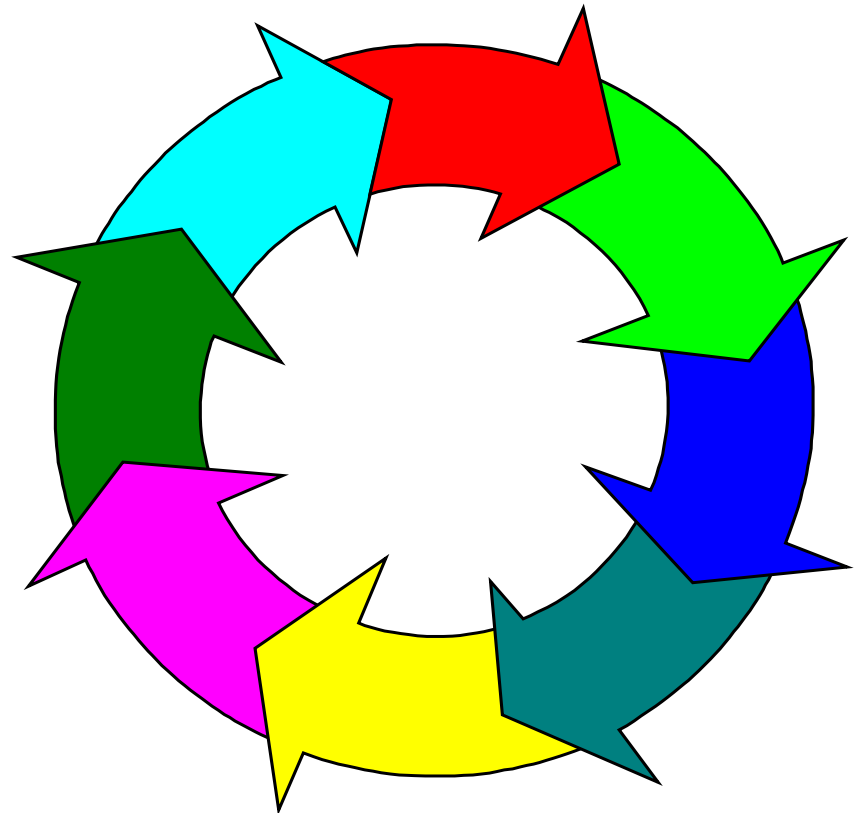
High Tech Turnover Reasons



- No time for training
- Less loyalty
- Managers not trained
- Managers not rewarded for managerial skills

Retention

- Recruiter is the link
- Recruiter is person new employee knows best
- Recruiter can spot problems before manager
- Recruiter can use knowledge



Why Do They Stay?



- Is it free breakfast every morning?
- Is it pets at work?
- Is it concierge services?
- Is it groceries on-line?
- Is it decorating allowances?
- Is it a house cleaning service?

Or Is It...



- A strong organizational vision?
- Skills development?
- Management development?
- Managers who value employees?
- Fair pay and benefits?
- Rewards and recognition?

Why Do People Work?



“People don’t work for companies as much as they work for other people.”

Top Ten Ways To Retain Employees



- Personally thank for a job well done
- Listen
- Provide feedback
- Open communications
- Fun place to work
- Celebrate successes

Top Ten Ways to Retain Employees



- Involve employees in decisions
- Recognize and reward based on performance
- Provide a sense of ownership
- Provide skill building opportunities

The Bottom Line...



- Every day competitors are recruiting your best employees.
- How will you replace them if they leave?
- Don't leave the future to chance...
 - Create a strategic approach to employee retention
- Make sure to take care of the basics first!

Glue Your Superstars to your Organization...

- “WOW” benefits are magnets that attract new employees
- Strong organizational culture and back to basics management is the glue that makes them stick!



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