# The Challenge to Attract and Retain Talent in Today's Workplace

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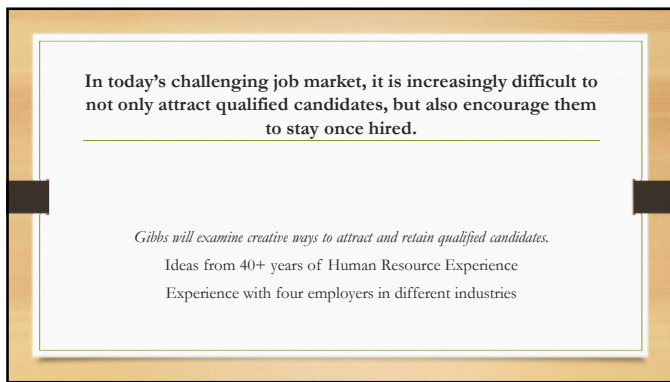
In today's challenging job market, it is increasingly difficult to not only attract qualified candidates, but also encourage them to stay once hired.

Gibbs will examine creative ways to attract and retain qualified candidates.

Ideas from 40+ years of Human Resource Experience

Experience with four employers in different industries
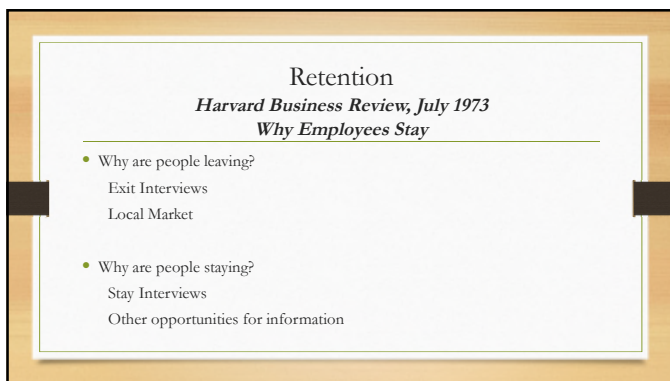
Retention
Harvard Business Review, July 1973
Why Employees Stay

- Why are people leaving?
  Exit Interviews
  Local Market

- Why are people staying?
  Stay Interviews
  Other opportunities for information

Why do people stay at a job

- Inertia – remain until some force causes them to leave
  - Job Satisfaction
  - Company Environment (compatibility with own work ethic and values of company)
  - Perceived opportunities with other employers
  - Nonwork factors – financial responsibilities, family ties, friendships, etc

Why people stay may impact their performance.
Companies should reinforce the "right" reasons to stay

The Great Resignation

- World Economic Forum – January 25, 2023
  - 2.6% of the workforce, 4 million Americans, quit their jobs in October 2022
  - Employees who quit their jobs in 2021 cited low pay, no advancement opportunities or feeling disrespected as the reasons for doing so
  - New terminology – "quit rate" – measure of "generally voluntary separations initiated by the employee as a percent of total employment" – willingness to leave jobs

- 2022 McKinsey's 2022 Great Attrition, Great Attraction Survey
  - Lack of Career development and advancement – 41%
  - Inadequate total compensation – 36%
  - Uncaring and uninspiring leaders – 34%
  - Lack of meaningful work – 31%
  - Unsustainable work expectations – 29%
  - Unreliable and unsupportive people at work – 26%
  - Lack of workplace flexibility – 26%
  - Lack of support for health and well-being – 26%
  - Non-inclusive and unwelcoming community – 14%
  - Geographic ties and travel demands – 13%
  - Unsafe work environment – 13%
  - Inadequate Resource Accessibility – 11%

Experience at GCS

- 10,000 + employees
- Focus is on teachers
- Other positions that are critical

Bus Drivers	Accountants
Custodians	Engineers
Food Service Workers	IT Professionals
Managers/Supervisors	Skilled Trades

Experience at GCS

- Systems and Processes
- Data
  - Hiring Practices
  - Reasons for Turnover
  - Statistics on years of service, etc
  - Legal Issues – EEOC charges, etc
  - Understanding contribution to the organization

Experience at GCS

- Interview Skills
- Management/Leadership Training
- Plan to Improve

Approval for Initiative	Develop Content
Shared/Borrowed Content	Mixed Audiences
Help from Supporters	Local availability
Situational Leadership	Partnership with Greenville Tech

Experience at GCS

- Salary Surveys – local, regional, national
- Plan to move pay incrementally to desired levels
- Tied turnover and open positions into recommendations
- Market total compensation – salary plus benefits
- Nine-month jobs paired with other positions

Public versus Private Sector Employment

- Reasons to work for the Public Sector

  - Job Security/Stability
  - Benefits
    - Retirement
  - Positive Difference – Contribution to the Community – Meaningful Work
  - Less Demanding Atmosphere/Work-life Balance
  - Career Advancement
    - Develop Skills
    - Training/Development

What do Employees/Candidates want in a job

- Appreciation from their direct supervisor and company leadership
- Sense of Belonging – feeling "connected"
- Positive Company Culture
- Job Security
- Flexibility/Work-Life Balance
- Internal Opportunities
- Engagement
- Skills Based Hiring

What to Ask your Employees

- When you come to work each day what things do you look forward to?
- What are you learning here?
- Why do you stay here?
- What was the last time you thought about leaving our team? What prompted it?
- What can I do to make your experience at work better for you?

Leading Contributors to Job Satisfaction

- Respectful treatment of all employee at all levels
- Compensation/Pay
- Trust between employees and senior management
- Job Security
- Opportunities to use their skills and abilities at work

SHRM – Toolkit – Managing for Employee Retention

Managing Retention

- Why valuable employees stay:
  - Web of connections and relationships – on and off job
    - Mentors, team-based projects, employee referrals, knowledge of company, financial stability
  - Recognition of achievements (generational differences)
    - Creates positive workplace culture
    - 68% of companies state recognition programs effect retention
    - Frequent feedback – informal as well as formal
  - Opportunities across the organization
  - Pay and Benefits
  - Flexibility

What has changed?

- Email
- Social Media
- Google – information available instantly
- COVID
- Movement/transition of people
- Change in jobs – new skills, etc
- New jobs created annually that were not jobs before

Recruiting

- Current Employees – are you asking for referrals? Assistance?
- Professional Organizations – often free advertising or reduced cost
- Job Fairs – Visibility – Must show "full employment package"
- Indeed
- Community Partners
- Veterans
- Older Workers
- Social Media – highlighting your employees and work they do

Questions/Comments