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2022 Employer's Edge

Workforce Development Resources for Polk County Businesses

November 16, 2022

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Recruiting and Hiring

Recruiting and Hiring

This session focuses on recruiting and hiring.

Today we have three panelists who will share the strategies and techniques they utilized to maximize effectiveness in these two areas.



Recruiting and Hiring

The key to any successful recruiting and hiring plan is to have a strategy which includes the following areas:

Which allows employers to find the best candidates that fit their organization and culture.

IDENTIFY

ATTRACT

RECRUIT

HIRE

Recruiting and Hiring

Our panelists will share strategies from their organization on:

How to use internal hiring to build a more cohesive workforce and environment.

How to incorporate technology and social media platforms into the hiring process.

How to effectively integrate diversity and inclusion practices.

How to connect with your local resources and providers to reach the untapped labor/talent pool.


Recruiting and Hiring

Why is there a labor shortage?


- People have died.
- People have retired and are financially secure.
(Not returning to the labor force.)
- Not enough humans (*babies*) have been born to replace the declining labor force.
- For every employed person in the United States, there are two open jobs, according to the 2022 Retention Report done by Work Institute. So, people are changing employers and careers.

Recruiting and Hiring


What can employers do?



Understand your market, industry, and needs.




Be willing to incorporate the strategies you learn today into your recruiting and hiring process.



Take care of the employees you currently have by understanding what will keep them with your organization.

Remember!

Attract, Identify, Recruit, and Hire is a continuous process for those you are seeking and those currently employed within the organization.



References

Slide 1-2

[10 Recruiting Strategies for Hiring Great Employees - \(*indeed.com*\)](#)

Slide 3-4

[Social Media Recruiting Tips and Strategies - \[*Updated for 2022*\] \(*indeed.com*\)](#)

Slide 5-6

[Understanding America's Labor Shortage - *U.S. Chamber of Commerce*](#)

[Climbing the Geenhouse Hiring Maturity Curve / Identifying and Attracting Talent - *Greenhouse*](#)

Slide 7

[2022 Retention Report: How Employers Caused the Great Resignation - *Work Institute*](#)

Panelists



**Josh
Barrow**

*HRBP/Sr. Recruiter
Arkema-ArrMaz*



**Susan
Hames**

*Business
Development Manager
Rita Staffing*



**Alexis
Echeverria**

*Co-Owner
WorkerBee's Staffing*



**Mike
Carew**

*Co-Owner
WorkerBee's Staffing*

JOSH BARROW

RECRUITING THE DIGITAL AGE



CURRENT CLIMATE - ITS TOUGH!!!!



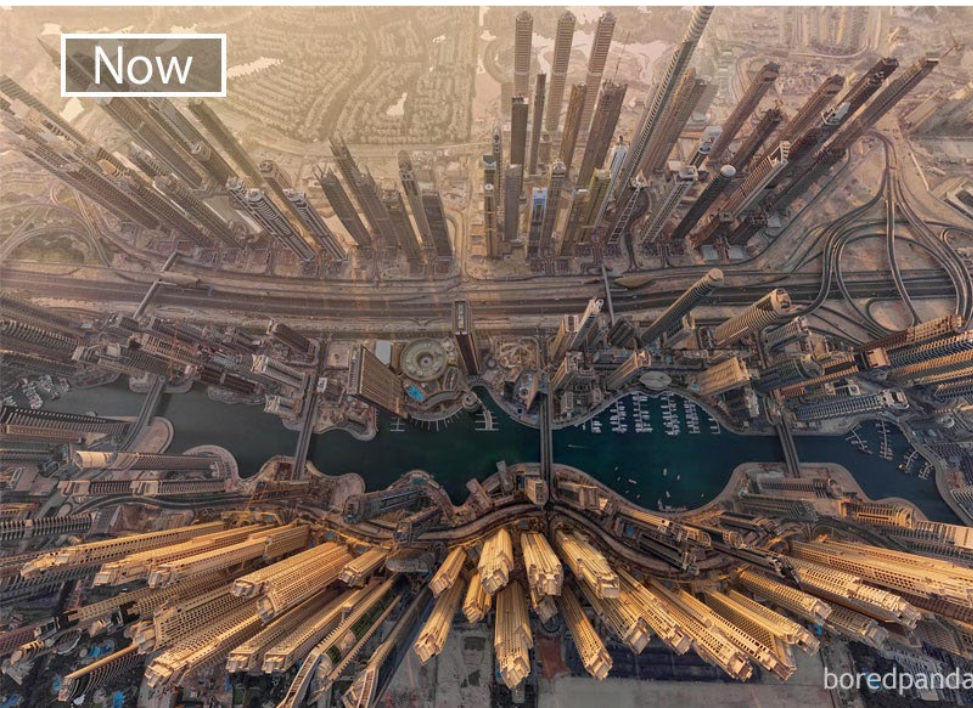
SETTING THE STAGE

2000



THIS IS A PROCESS,
NOT A
TRANSACTION

Now



INCREASE YOUR CHANCES OF SUCCESS

- Understood job
- Accurate Job Description
- Creative and well-placed job postings
- Properly managed Process
- Pre-negotiated terms with your customers/stakeholders
- Well thought out on-boarding

HAVING A DISCOVERY MEETING

- Goal is to understand the job, as if you were taking the role yourself
- Use this time to gain buy in from your customer/hiring manager
- Get a sense of the character/style of your hiring manager (formal, informal, direct, etc – we match personalities and skills)
- Ask where how they view this job in the market, why is it open, turnover reasons, etc.(is our customer being reasonable with their expectations)
- Take note of things that don't make sense or seem off
 - (sometimes better suited to discuss later)

JOB DESCRIPTIONS

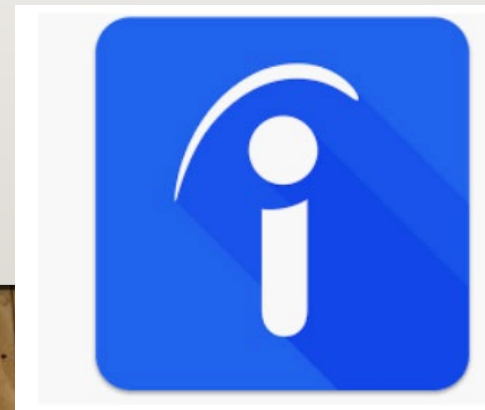
- DON'T ASSUME or RELY on prior written JDs.
 - “Can you walk me through this job so I can better understand and explain it to the candidates” – something has to be in it for your customer
 - Business changes fast these days, likely needs to be revised
 - QUESTION your hiring managers, understand why, how. You should be an expert on this job.

WHAT MAKES A GOOD JOB DESCRIPTION

- Written understanding of the structure of how the job fits in the organization. Ex: “Reporting to the CFO, and part of a 4 person management team, the Controller...”
- High level responsibilities and daily/cyclical tasks. Ex: “responsible for timely month and year end close, as well as ownership of budget cycle”
- Tasks should be bullet points (short and sweet normal standard work) – ex: “month end journal entries”
“biweekly AP check runs”
- Requirements to be successful
 - Education and Experience
 - Tools of the job (Ex: SAP, Oracle EBS, Etc)



JOB POSTINGS/ADVERTISEMENTS



POSTINGS

Remember your desired outcome, we want the candidate to click!

- This is not the time to sell, if you are never viewed you can't apply. Focus on the content so the job is viewed by the candidate

Ensure SEO

WHERE do you post? (job boards social media, market places)

- Content will have to be diverse
- PPC option exist (expensive, where is the best use)

Put yourself in the candidates shoes, where would they search?

- Niche skills, industries, what socials,

Location – national search, how to modify?

Specialty Associations

Diversity Job Boards

- Example, Women in Engineering, Hispanic Engineering Association, LinkedIn users groups



OUTBOUND MESSAGING

- Can't rely on the billboard approach
- Social Media based searches
- Association owner lists
- Public licensing lists
- Paid subscriptions
- Goal: Open a conversation!
 - Now isn't the time to sell, 80/20% rule applies!

MANAGING THE PROCESS

- Identification of who is involved in the interview process
- How are we interviewing? Virtual, groups, Mix of in person and virtual?
 - Are you able to self schedule, is administrative support involved
 - Placeholder invites – hold influencers calendars in advance
 - Ensure alignment to the candidate or the pace in the process

THE INTERVIEWS

- Predetermine who is interviewing.
- Does the number of interviews seem appropriate to the candidate market?
- How soon are we getting follow-up to measure the outcomes?
- Are we waiting on a pool to make a decision?
 - How long does this skillset stay viable before they get a new job? IE- is RN already off the market before we can look and assess the pool? Or is the CFO search a bit slower so response times can be slower (how much?)

SETTING THE TERMS

- Already determined we know 3Ps (person, price, pace)
- “If I can, will you” (candidate offer)
- Know your budget, obstacles should be brought up earlier on
- Ensure the process is appropriate to candidate experience.
- Goal is to have an accepted offer by the right candidate is an agreed amount of time, at an agreed price. Hold each other accountable to this

- Work even harder
- Build initial weeks experience
- Build IT access
- Add trainings/meetings to the new hires calendar
- Purchasing Card, Phone, PC, Business Cards
- Constant follow up based on actions
 - IE day after drug test, how did that go – small talk is fine, find it ok?
 - Few days before start – small talk, get to know this new hire as a person

MADE THE
OFFER, NOW
WHAT?

POST START

- Ensure their success by communicating frequently during the first week
- Make sure they don't have any glaring roadblocks that can be solved
- Ensure team is receiving the new hire well
- Benefits deadlines, new hire processes that expire.
 - Good time to make sure they are aware and have selected their benefits.



2022 Existing Industry Visits



TALENT RECRUITMENT & RETENTION – WAGES & BENEFITS

- **Wages**

- 13/14 companies have raised wages since January 2021
- 12/14 companies have already raised all starting wages to above \$15
- 14/14 companies have or will be conducting salary surveys to try to prevent exits for small changes in salary
- More than ever before HR directors feel people are leaving for small pay increases without thinking about the whole package

- **Benefits**

- Family benefits feel more important to many seeking employment
- Healthcare on day one is a focus or goal of many companies although costs continue to rise



“While they get healthcare and a 401(k) on day one, \$15/hour is just not enough to cover the costs of their family healthcare if the need it.”
– Jonathan Barcelo, Director of Account Services

TALENT RECRUITMENT & RETENTION IS THE #1 CHALLENGE



2022 EXISTING INDUSTRY VISITS - LEARNINGS

- **Talent Recruitment & Retention**
- **Company Growth**
- **School System & Access**
- **Childcare (infant – Pre-K)**
- **Affordability of housing and diversity of inventory**
- **Managing Community Growth & Infrastructure**
- **Positive City Progress**



TALENT RECRUITMENT & RETENTION – FLEXIBILITY

- COVID necessities have led to a change in expectations amongst the workforce who now value work-life balance and location flexibility more than ever before
- Balancing remote and hybrid work schedules amongst diverse roles within the company
- Who gets to be remote? Is it a *right* or an *incentive*?
- How to maintain loyalty and company culture with less face time



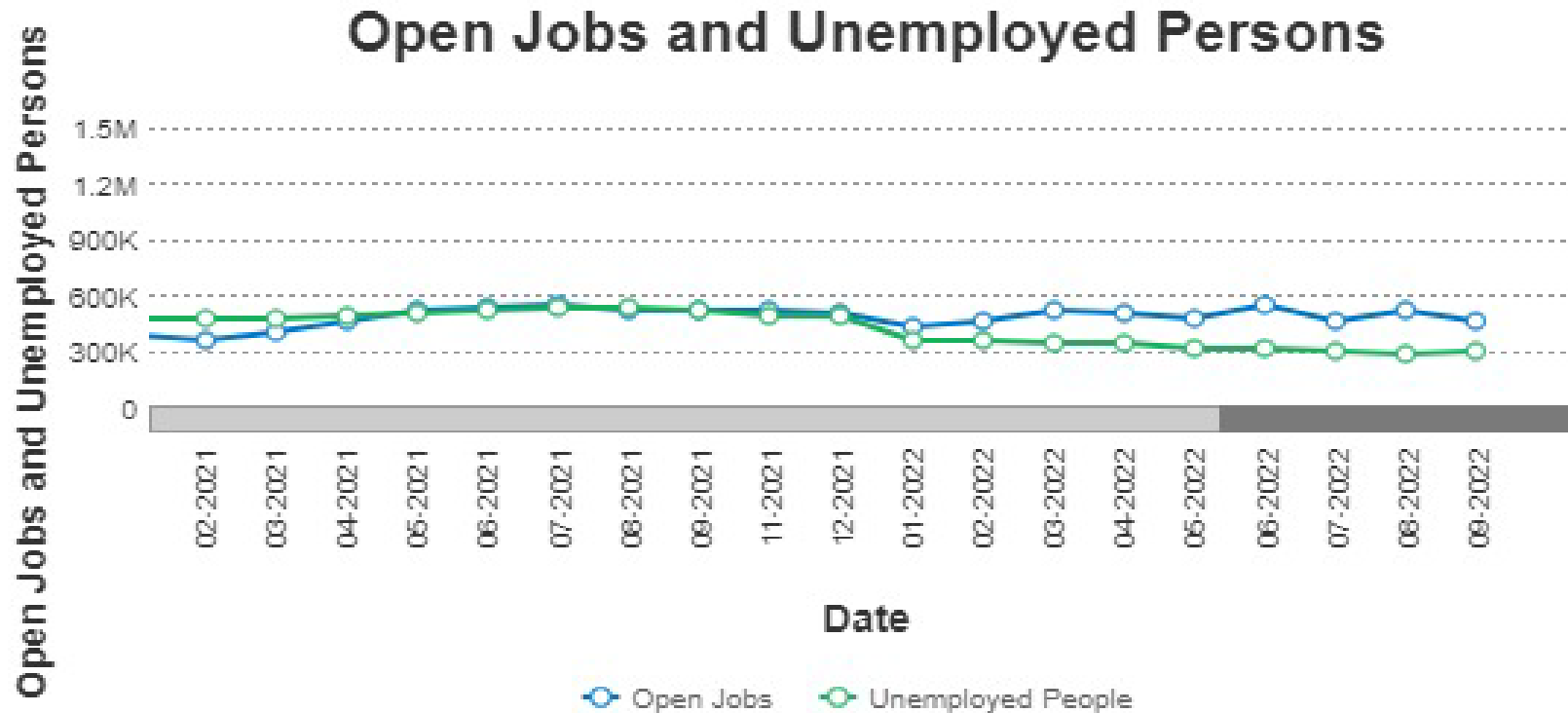
TALENT RECRUITMENT & RETENTION – FINDING TALENT

- **For the first time for most, execs are considering or are already hiring remote workers to fill their needs for long-vacant positions**
- **Indeed is the #1 hiring platform used followed by LinkedIn**
- **Most companies prefer employee referrals, and several incentivize existing employees to recruit**
- **All are interested in building better pipelines through Polk County Public Schools or post-secondary institutions**
- **Experiencing more prevalence of interview or first-day no-shows industrial/logistics industry**
- **Many are welcoming to boomerang employees**



***“While we want our team members to stay, we’re OK with being your best first job and your best third job.”
– Karen Turner, Lockheed Martin***

The Florida Scorecard

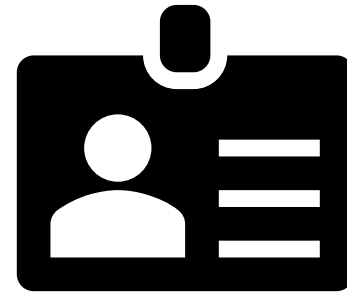


Job Change



Jobs year over year
change

463,300



Net New Jobs needed by
2030

1.62 Million

Open Jobs



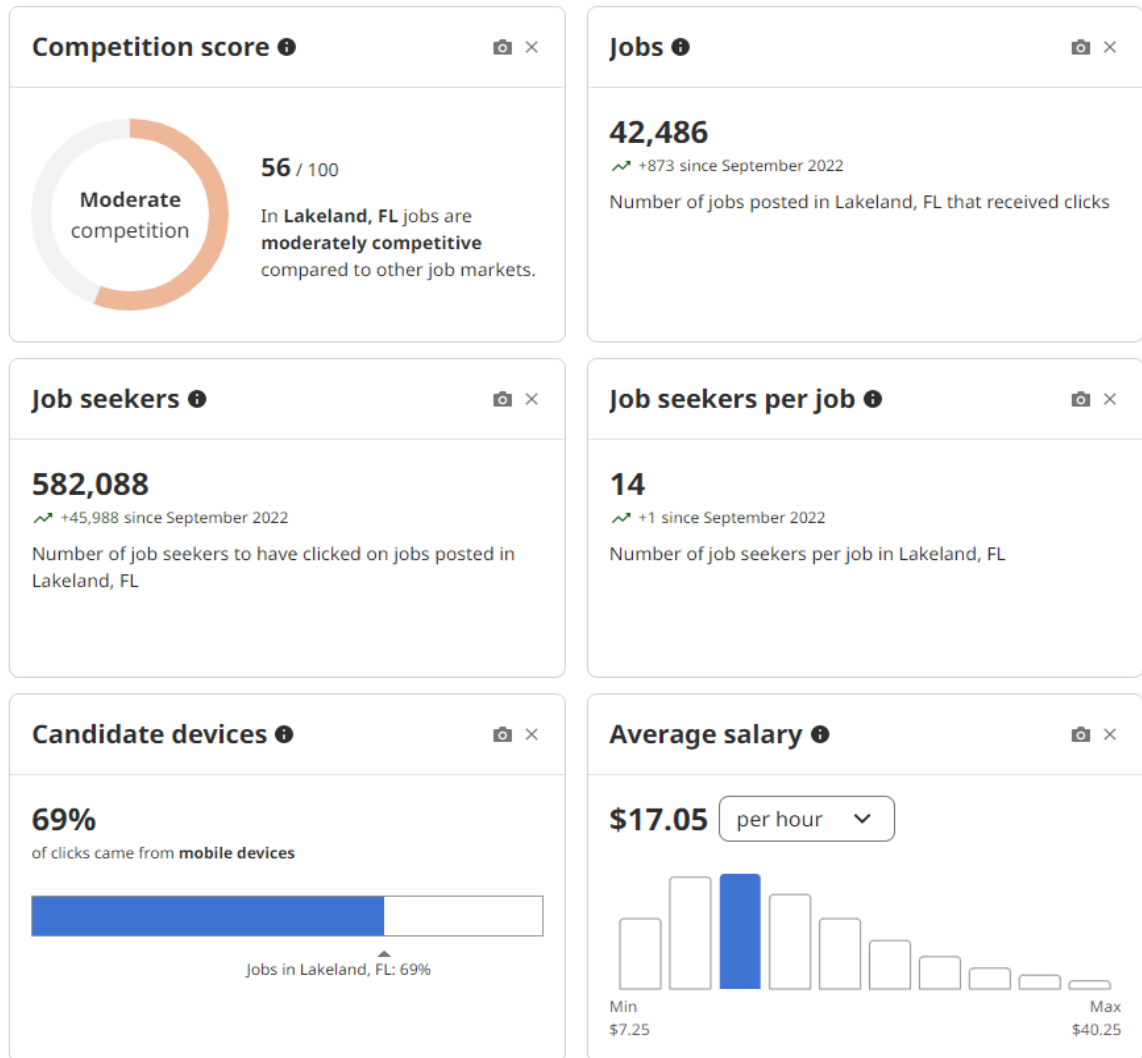
266,000
Unemployed Persons

Unemployment Rate



2.5 %
(Declining)

Indeed Analytics



What employees expect with inflation

- ▶ 89% expect an annual pay increase at least commensurate with rising gas prices and rent.
- ▶ 46% expect at least 5% raise.
- ▶ 16% expect at least 10% raise a year.
- ▶ 2/3 would prefer a 10% pay raise to an additional paid vacation week.

Employee's view of salary often wrong

- ▶ **42% of those paid above average think they are paid below average.**
- ▶ **2/3 of those paid average believe they are paid below average.**
- ▶ **Those who believe they are underpaid are 50% more likely to look for new jobs.**
- ▶ **ANSWER: Self-audit and explain pay system including dollar value of employee benefit.**



Want to recruit new employees?

Don't tick them off from the start!

What irritates job applicants?

Transparency wanted: *What irritates applicants?*

- ▶ 66% omissions of salary info
- ▶ 35% lack of clarity over location or remote work options
- ▶ 33% not clarifying work hours/schedule
- ▶ 31% not clear about specific job tasks
- ▶ 28% not clarifying which qualifications are actually required rather than preferred
- ▶ 24% dislike cute job titles that can't be located easily with common keywords (guru, czar)

Flexjobs survey of 2200 jobseekers reported in *HR Specialist* June 2022

Compete with rising pay expectations

- ▶ **Guarantee regular schedules**
- ▶ **Offer educational benefits – reach out to local institutions**
- ▶ **Plan for promotional opportunities**
- ▶ **Offer child-care benefits – reach out to local provider for onsite or nearby care**

Advantages of using a Recruiting Firm

7 advantages of using a recruitment agency

Advantage #1: Faster hiring.

Advantage #2: High-quality candidates.

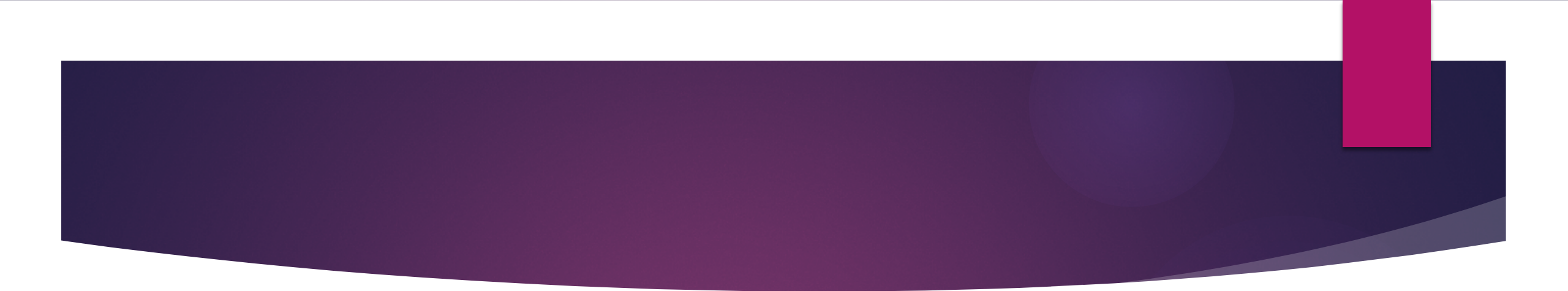
Advantage #3: Specialist recruitment knowledge.

Advantage #4: Focus on serving the client.

Advantage #5: Knowledge of the market.

Advantage #6: Extended reach.

Advantage #7: This is what we do!

- 
- ▶ So what do we do.....
 - ▶ Diversify your talent pipeline - untapped labor pools
 - ▶ Diversify where and how you post jobs
 - ▶ Analyze Hiring barriers: offer time? drug screens? flexible work schedules?
 - ▶ Pursue candidates like a sales prospect
 - ▶ External search firms
 - ▶ Internal candidates ie: Publix
 - ▶ Keep pursuing once hired
 - ▶ Fight Turnover



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RECRUITMENT & RETENTION



What has
worked
for us?



ARE WE THERE YET

?



1

Assess

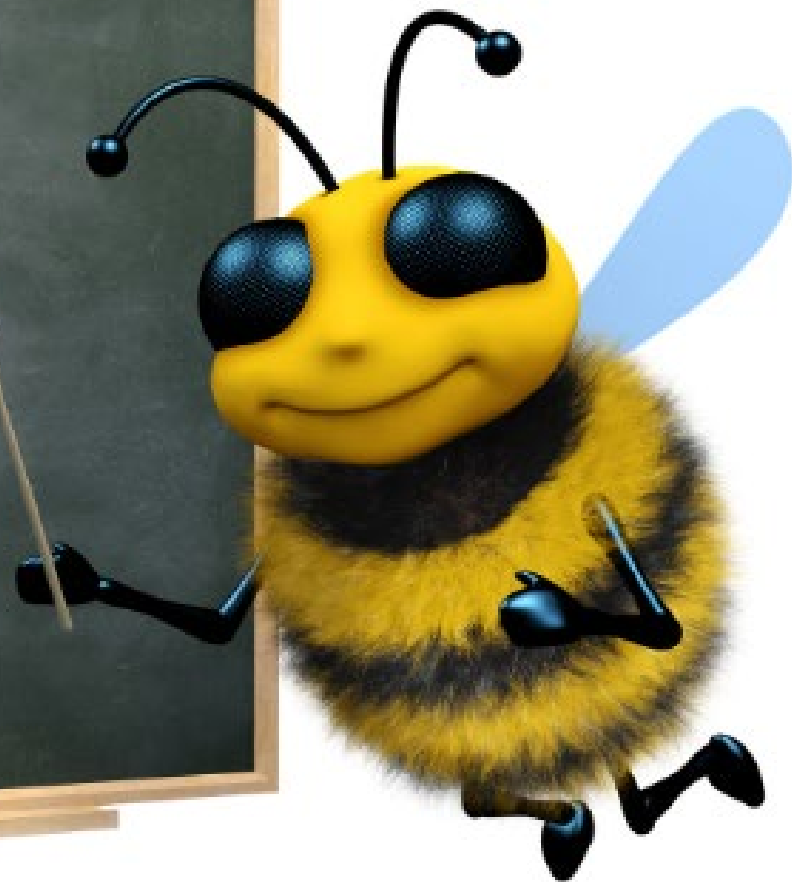
2

Act

3

Assess Again

OUR
H.I.V.E





HUMBLE

- Remember what its like on the other side of the desk
- The perfect interviewer doesn't exist
- Not everyone interviews well
- Loyalty is built on first impressions



6

INFORM

- Job Descriptions
- Transparency
- Process Updates
- Onboarding
- Evaluations





VEROCITY

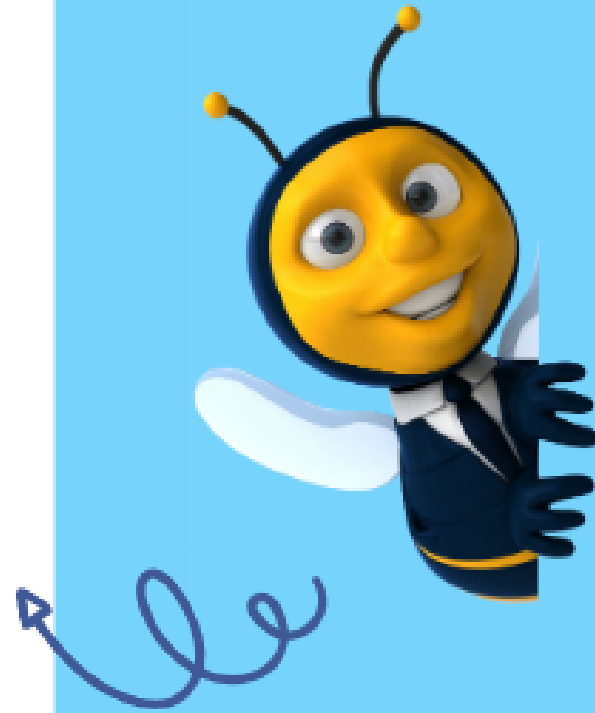
- Sense of Urgency
- Job Postings
- Onboarding/Introductions
- Supplies
- Training





ENGAGE

- Always
- Follow up
- Are you too busy?
- Approachable



TO DO LIST

- **VETTING PROCESS**
- **JADED**
- **SHORTCUTS**
- **REFERRALS**



H.I.V.E

H - Humble

I - Inform

V - Verocity

E - Engage

Loyalty Is
Built On
First
Impressions!

Relationships
Are
Important!

THANK
YOU

