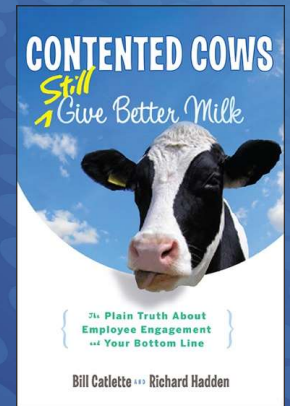


How to be the Employer of Choice In the New World of Work



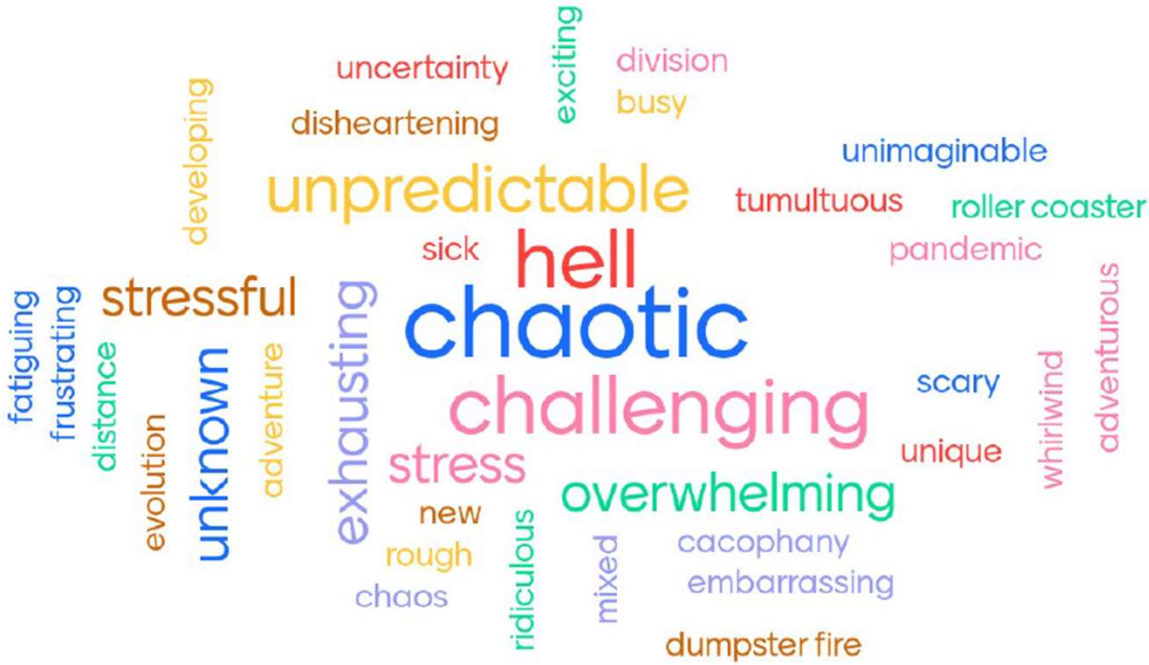
Richard Hadden
SPEAKER, AUTHOR, CONSULTANT



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What ONE word would you use to describe the past 2½ years?



CAN WE ALL
AGREE THAT IN
2015 NOT A
SINGLE PERSON
GOT THE ANSWER
CORRECT TO 'WHERE
DO YOU SEE YOURSELF
5 YEARS FROM NOW'

Brass Hanger Cleaners

**GONNA ASK MY MOM
IF THAT OFFER TO SLAP
ME INTO NEXT YEAR IS
STILL ON THE TABLE**

~~POST-PANDEMIC~~

Workplace

Next

More Resources

contentedcows.com/lancaster



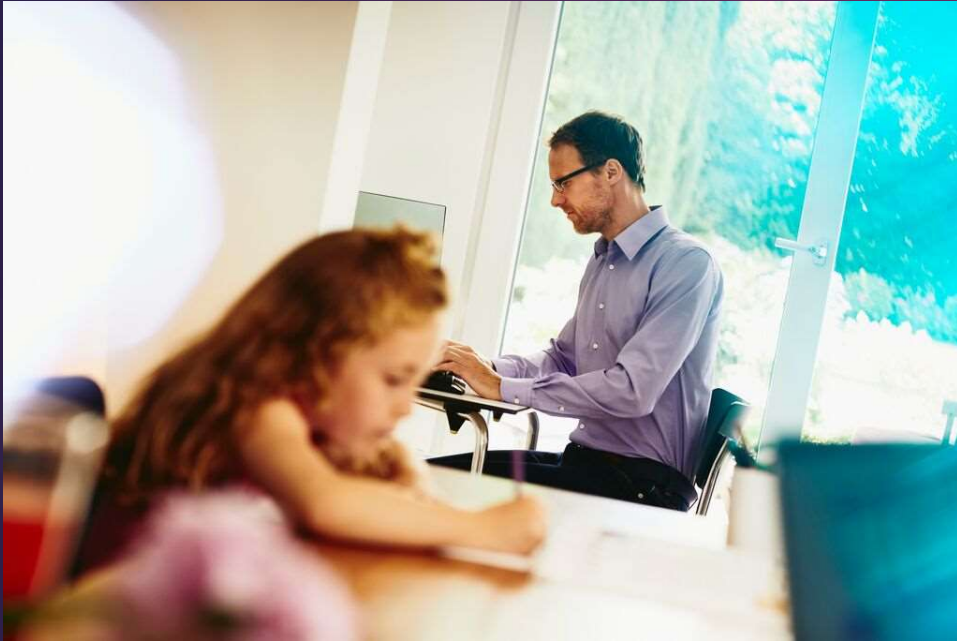
WORKPLACE NEXT

1

Workers are in the
driver's seat...
for now

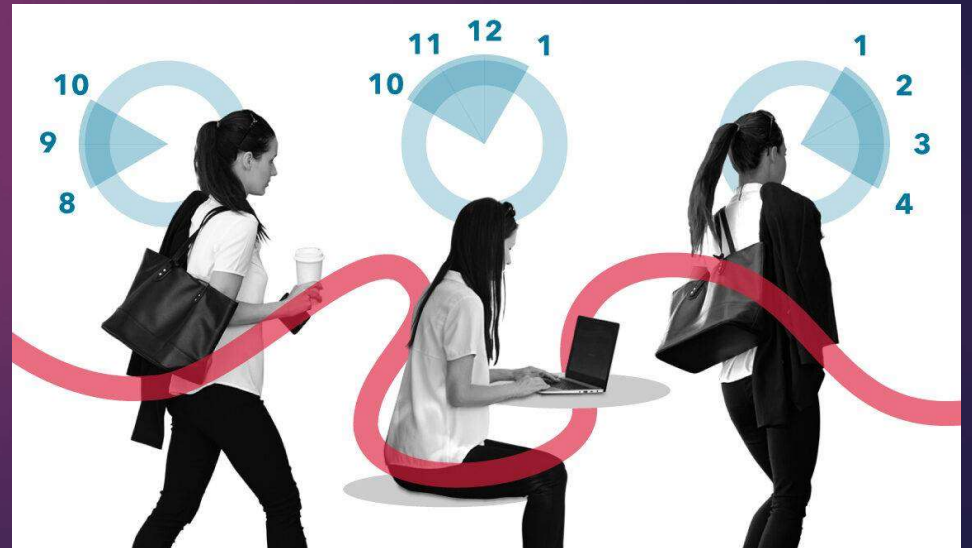


WORKPLACE NEXT



Flexibility is
here to stay

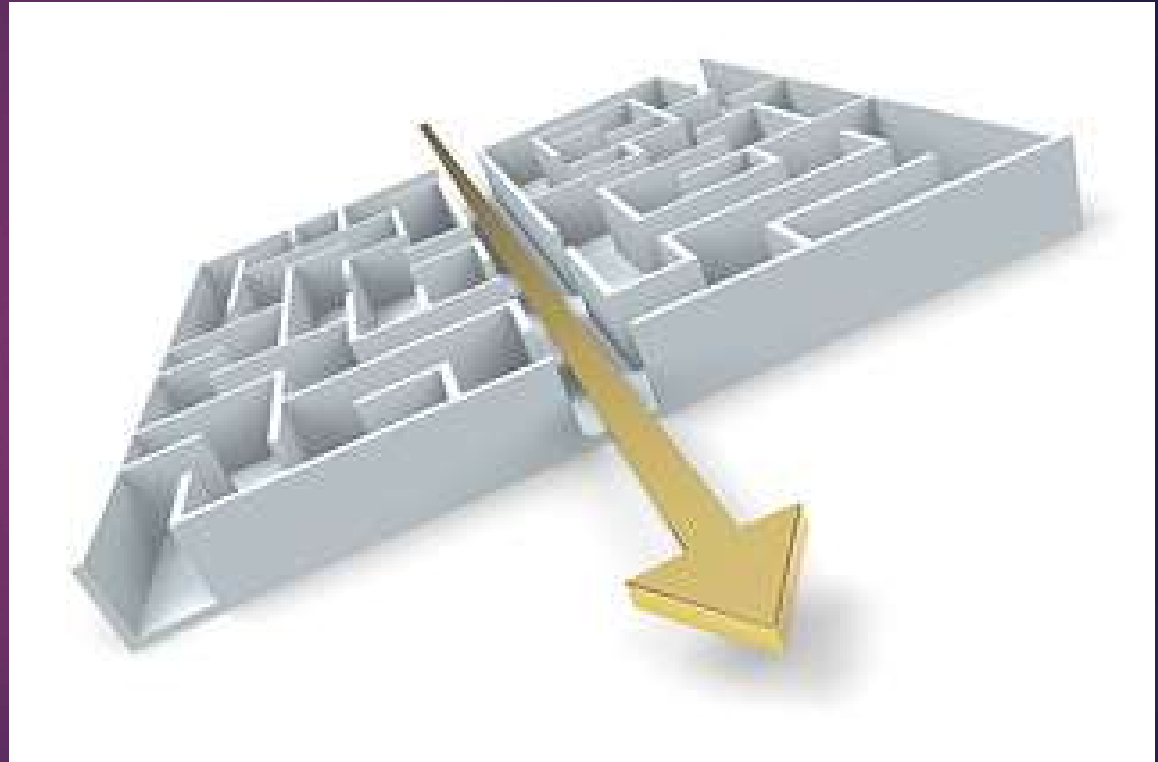
2



WORKPLACE NEXT

3

Shorter,
simpler hiring
process



WORKPLACE NEXT

Integration

Work
Life



Personal
Life

4

WORKPLACE NEXT



5

Focus on
Career
Development

WORKPLACE NEXT

Shorter
Tenure

6



WORKPLACE NEXT

7

More people who are
NOT like you



YOU HAVE TWO OPTIONS

COMPLAIN

**ADAPT TO BURN
THE AVAILABLE
FUEL**

WORKPLACE NEXT

**Does
NOT
Mean**

- Lowering standards
- Anything goes
- Giving up control of your business

LABOR SUPPLY < LABOR DEMAND

Unfilled jobs 10,053,000

Sept 30, 2022

The problem

Unemployed workers 6,014,000



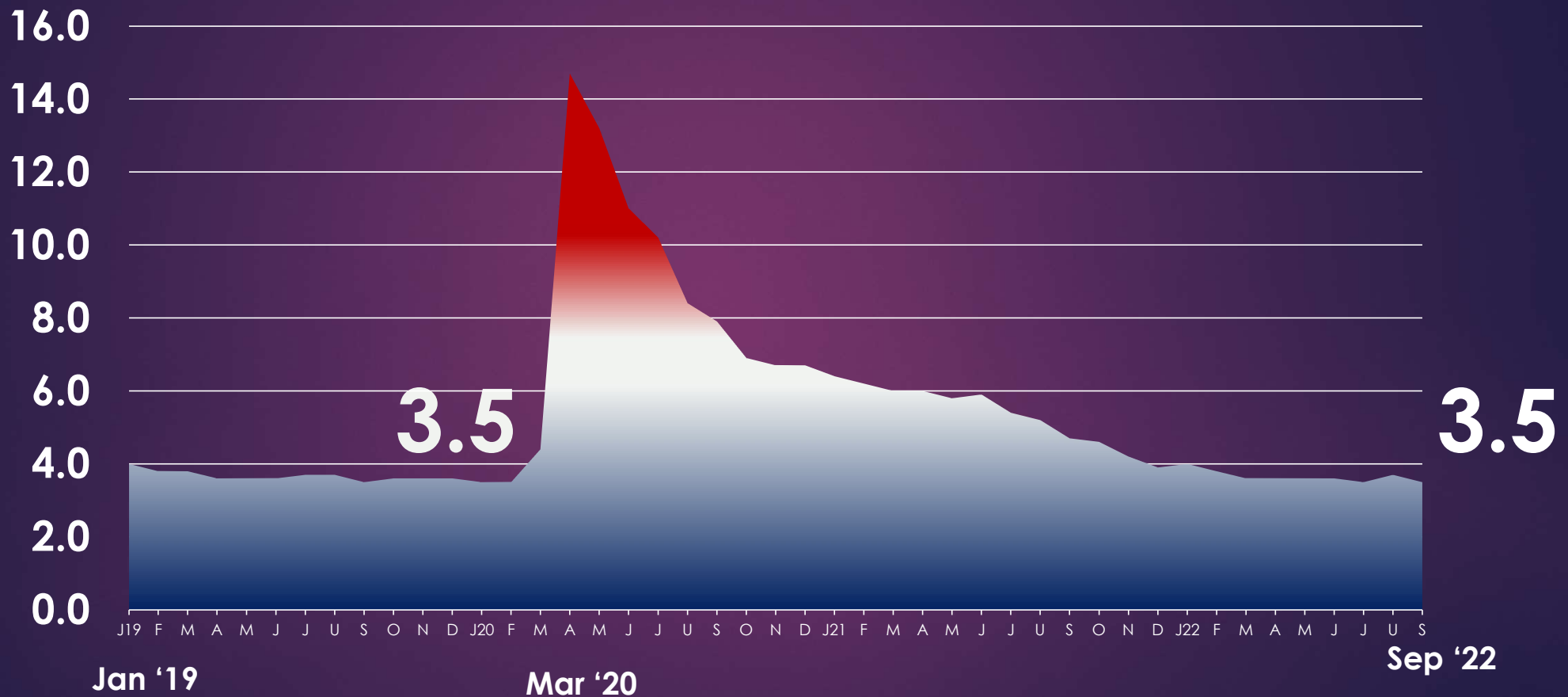
THE COMPETITION IS FIERCE



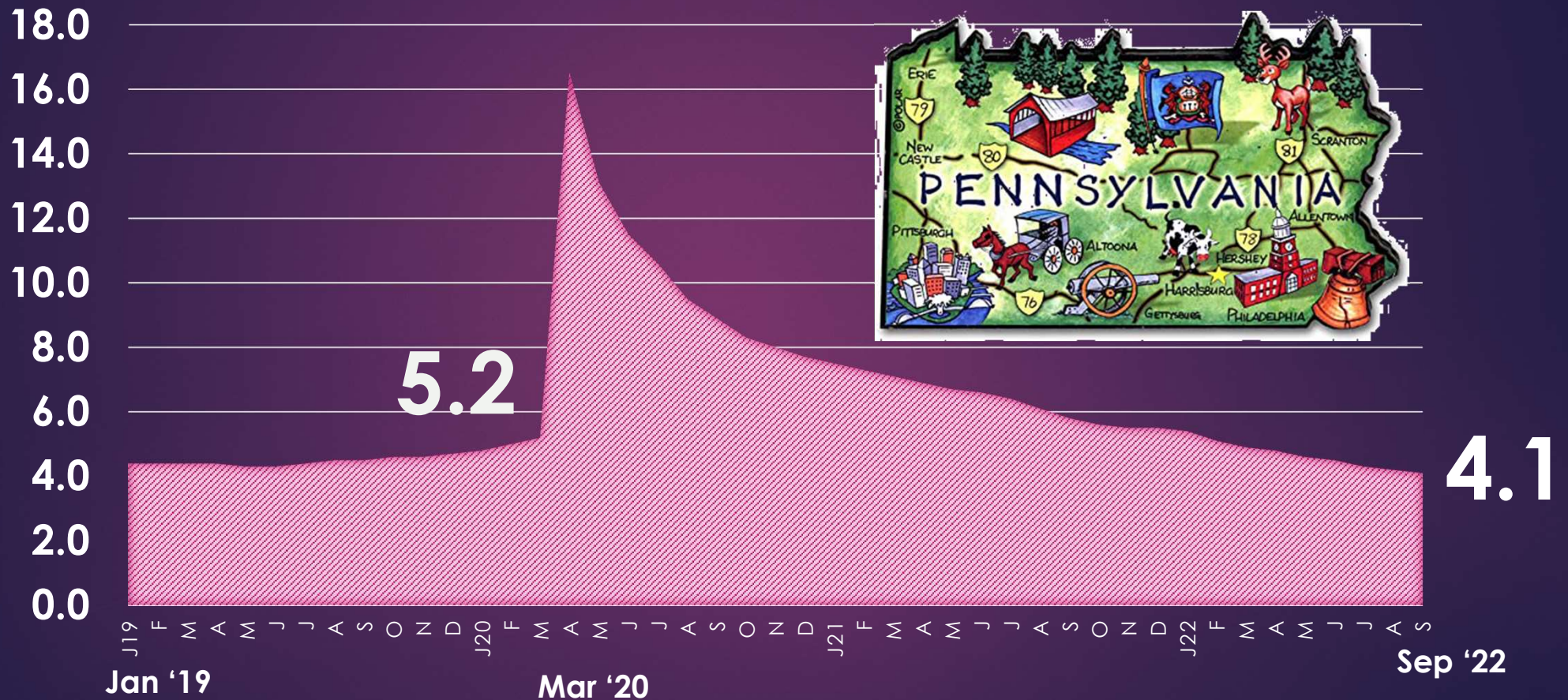
**Average Job
seeker:
16 applications
per job search**

Source: Hireology, May 2022

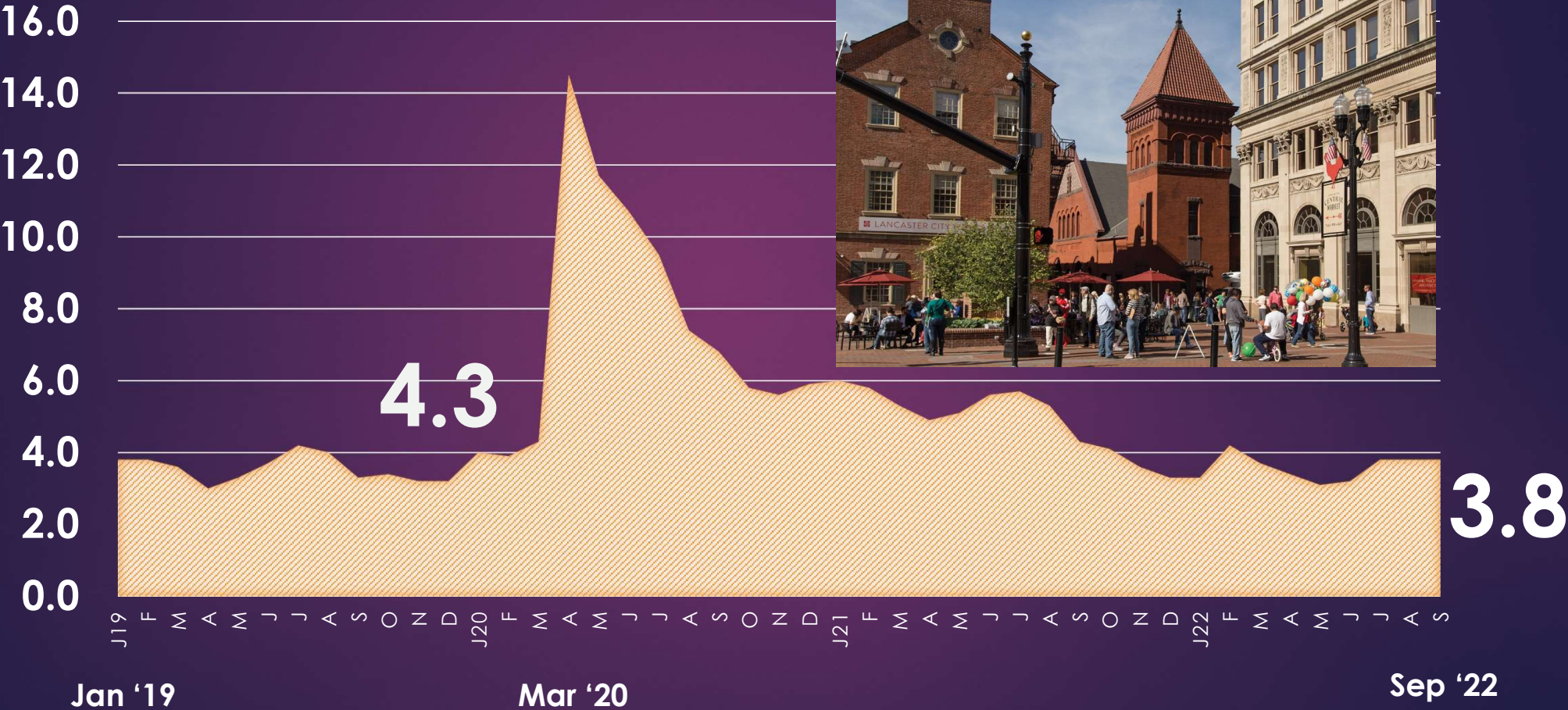
UNEMPLOYMENT – USA



UNEMPLOYMENT – PENNSYLVANIA



UNEMPLOYMENT – LANCASTER CO





**Where did
everyone go?**



contentedcows.com/lancaster

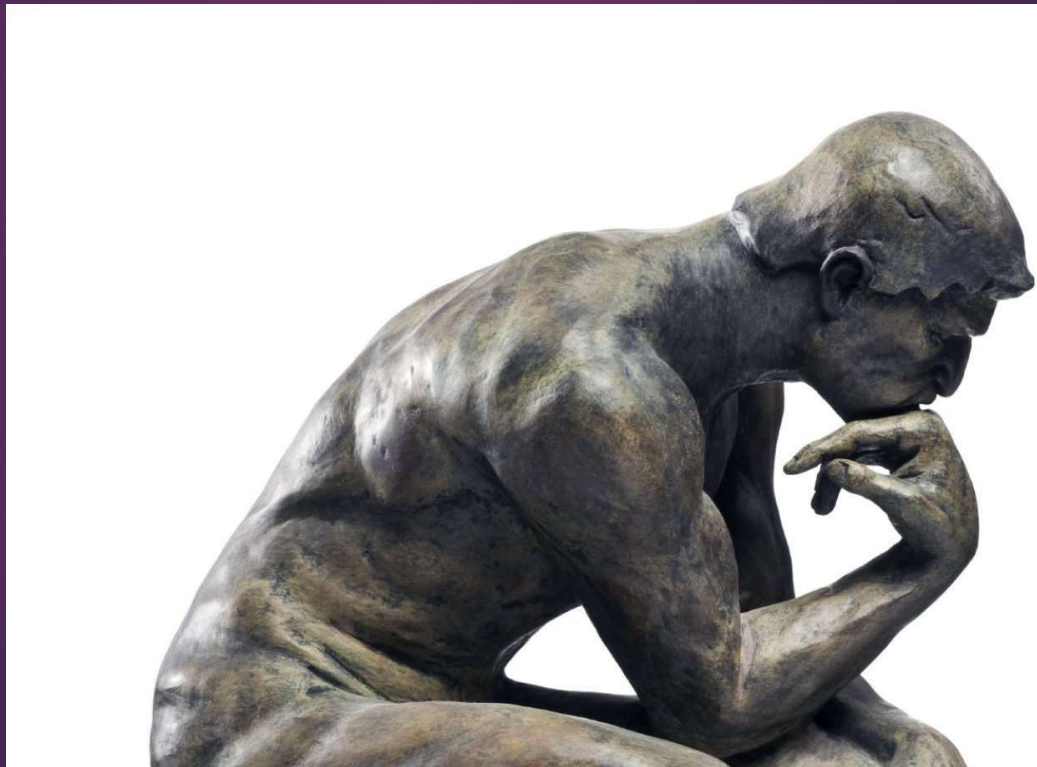
WHERE DID EVERYONE GO?

The Great Resignation



WHERE DID EVERYONE GO?

The Great Reassessment



WHERE DID EVERYONE GO?

2012



2022



Retirement Rate Tripled

WHERE DID EVERYONE GO?

Child Care Crisis

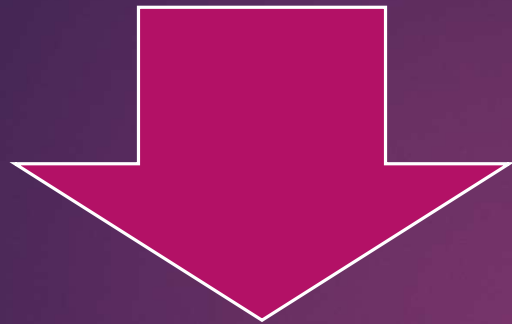


THREE OPTIONS

- 1. Hope it's temporary and will resolve itself without treatment**

THREE OPTIONS

1. Hope it's temporary and will resolve itself without treatment
2. Engage in a salary arms race



Tangible\$

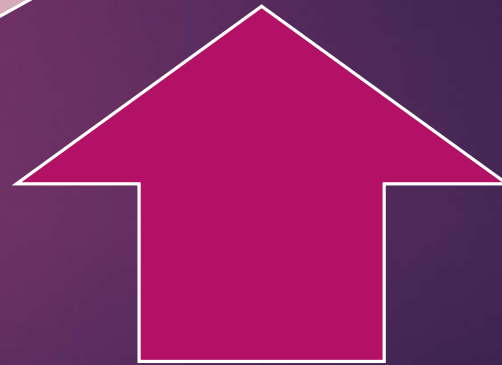
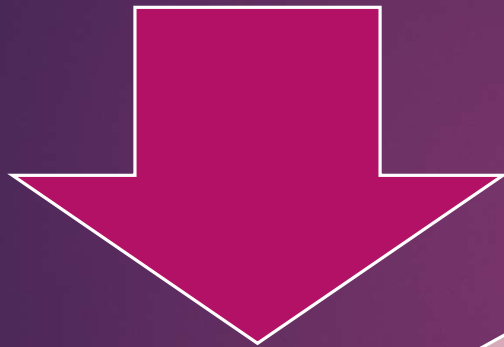


Intangibles

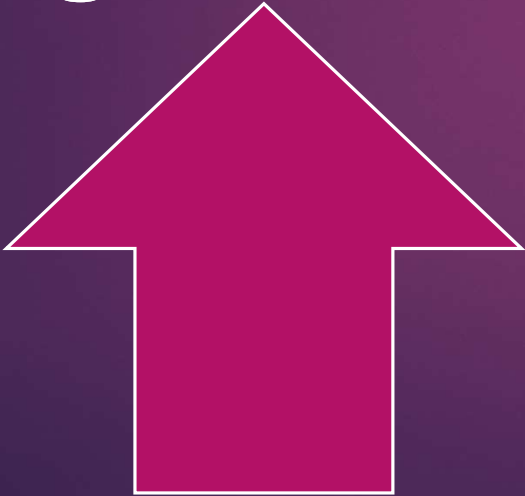


Intangibles

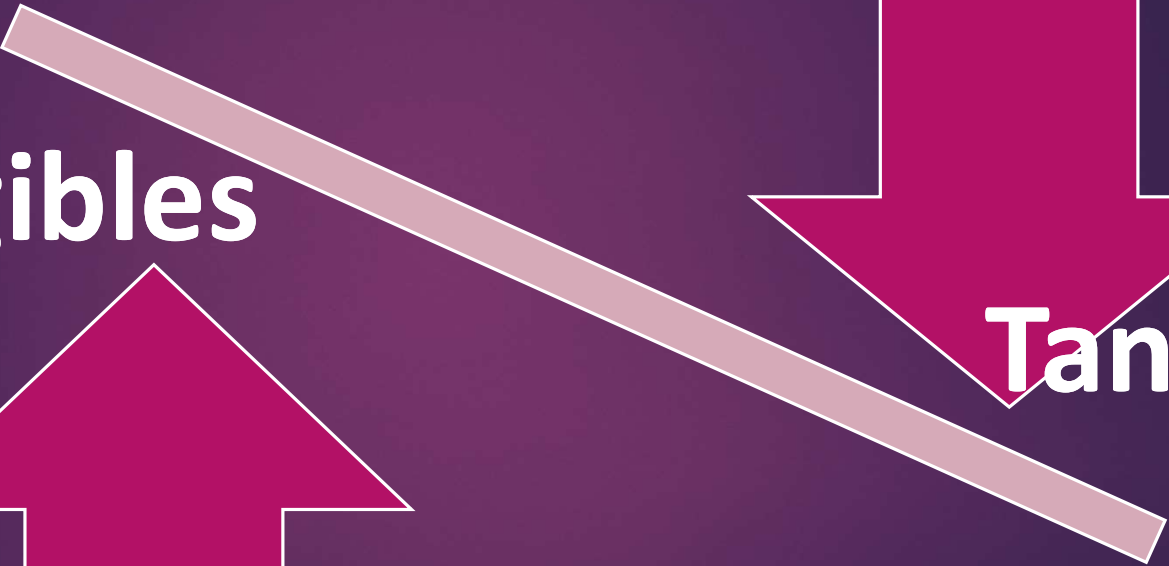
Tangible\$



Intangibles



Tangible\$



THREE OPTIONS

1. Hope it's temporary and will resolve itself without treatment
2. Engage in salary arms race
3. **Build best culture**



Would you like to
try the salmon, sir?

THE FASTEST ROUTE

**Give your workers
better bosses**

ASSIGNMENT

Make leadership a
primary qualification for
every person in a
management role.

THIS SESSION

1. RECRUITING

2. ONBOARDING

3. RETENTION

RECRUITING



WE WANT YOU!

Personnel Dept.



Applicants

Enter Thru
Loading Dock



MARRIOTT

BRILLIANCE...



MARRIOTT

STARTS HERE

BEST RECRUITING TOOL

**YOUR REPUTATION AS
AN EMPLOYER**



NEBRASKA

... the
good life



Home of Arbor Day

REPUTATION

Recruits

REALITY

Retains

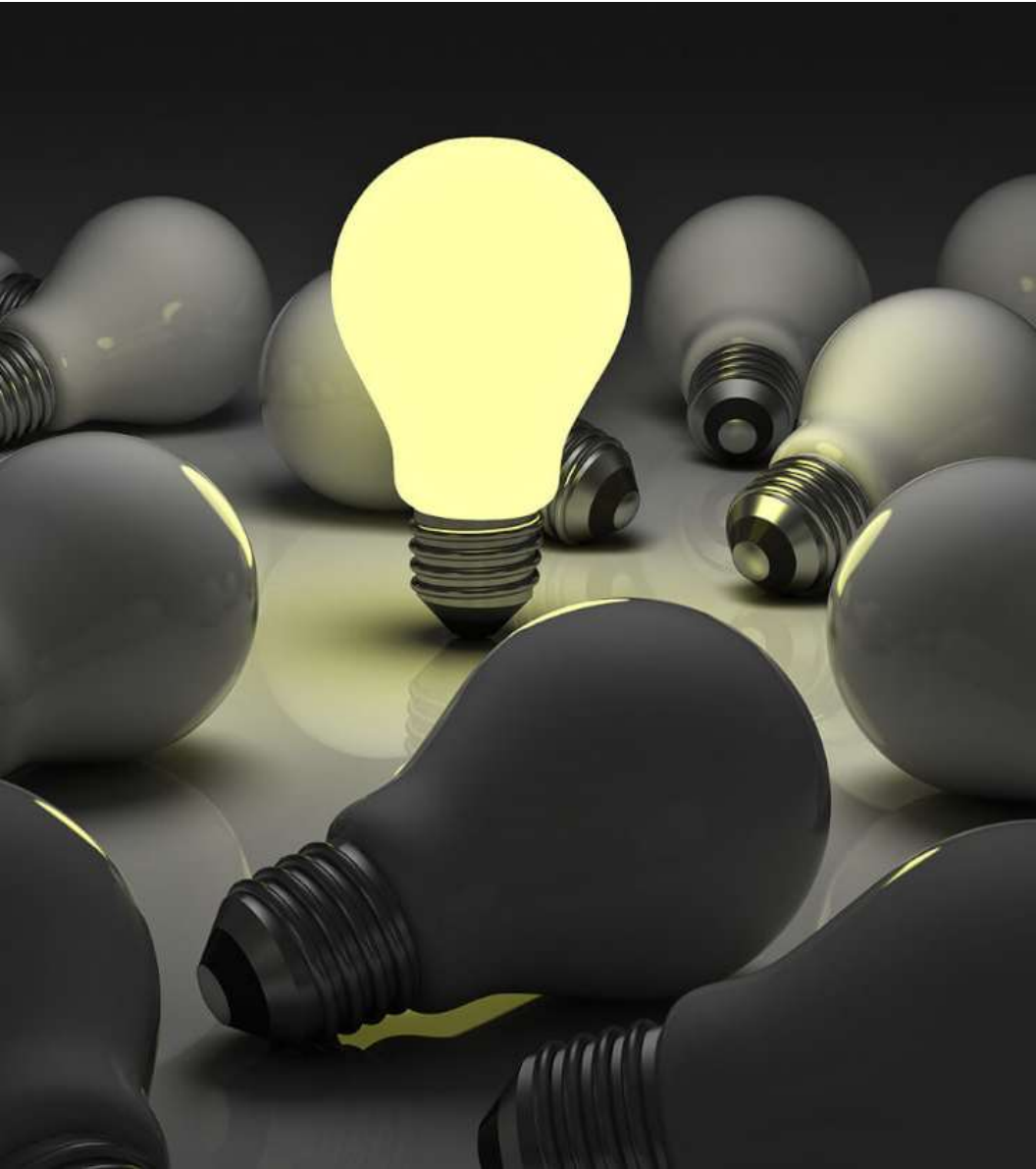
RECRUITING

RECRUITING = MARKETING

RECRUITING

Treat
applicants
like
customers





MARKET YOUR DIFFERENTIATORS

- ▶ Website
- ▶ Social Media
- ▶ Job Ads and Postings
- ▶ Your Community

**What's so great
about working at
your company?**

ASSIGNMENT

Conduct Employee Surveys



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ADDITIONAL SOURCES

- Boomerangs



- Runners-up from before



- Those who turned you down

- If still no, ask for referral



ADDITIONAL SOURCES

- Recent retirees
- Non-traditional sources
 - Those with autism, Asperger's
 - Disabled
 - Veterans
 - People with a criminal record



RECRUITING

Know the difference between
requirements and
preferences

RECRUITING

DEVELOP AN EMPLOYER BRAND



RECRUITING

YOU WANT TO BE A DESTINATION EMPLOYER

**#1
COMMUNITY
BANK
EMPLOYER
IN THE
NATION!**

[Learn More](#) »

**BEST
COMMUNITY
BANKS
TO WORK FOR
2021**

ICBA

Accessibility icon

First State Bank – Northern Texas

RECRUITING

Rethink Work “PLACE”





REMOTE WORK OPTION

**Now becomes a
competitive
distinction in the
war for talent.**

#1 Job Feature Today

FLEXIBILITY



NOT ONLY REMOTE WORK



Schedule autonomy

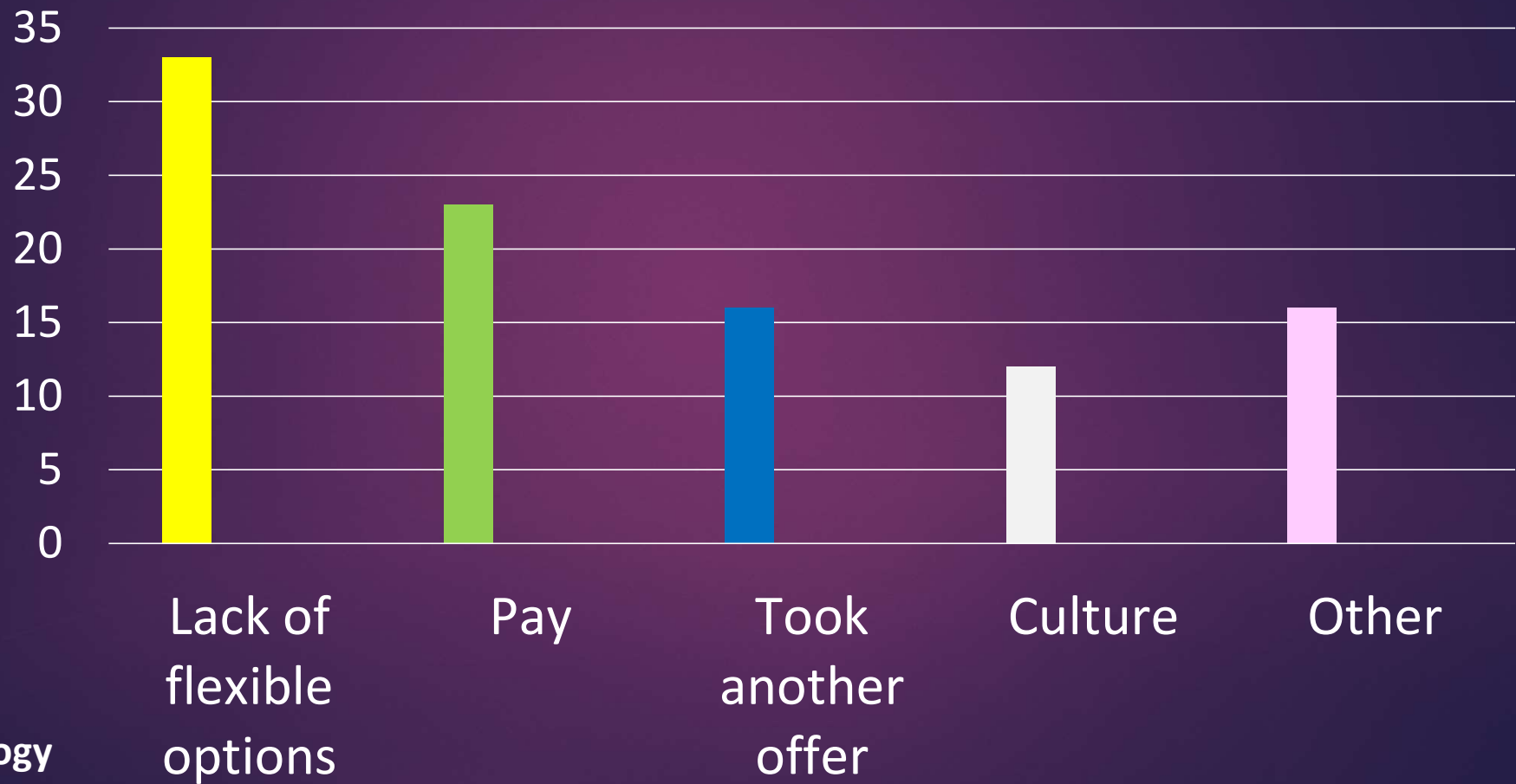


Fluid hours



More PTO

WHY'D YOU TURN DOWN THE OFFER?



Hireology

ARE YOU LOOKING FOR

Attendance?

Or Output?

Endurance?

Or Results?

DIST. BY CREATORS SYNDICATE
SPEED BUMP.COM
© 2007 COVERLY
4-5



THERE'S NO HYPHEN
IN "MICROMANAGER."

**THE MOST UNDERUTILIZED ASSET YOU
ALREADY OWN**

**YOUR
WEBSITE**

Career Opportunities

We are always accepting applications from potential career oriented team members.

Available Positions

At this time we have the following specific positions available:

> **Personal Banker**

We invite you to stop by our **nearest office** to fill out an application and present your resume. You may also email your resume to careers@tdbank.com

YOUR WEBSITE SHOULD

1. Have a prominent careers tab

oncampusdining.com

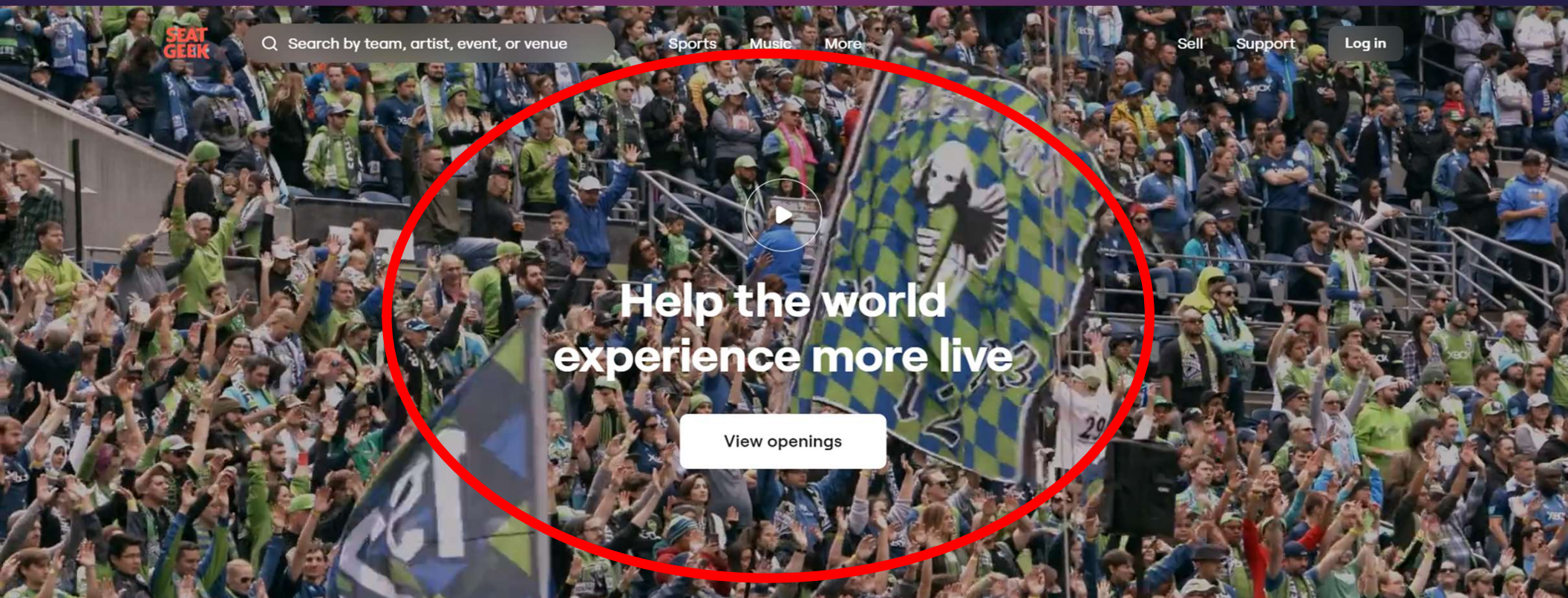
Business ▾ Careers Contact

dedicated to excellence

YOUR WEBSITE SHOULD

2. Communicate your employer brand

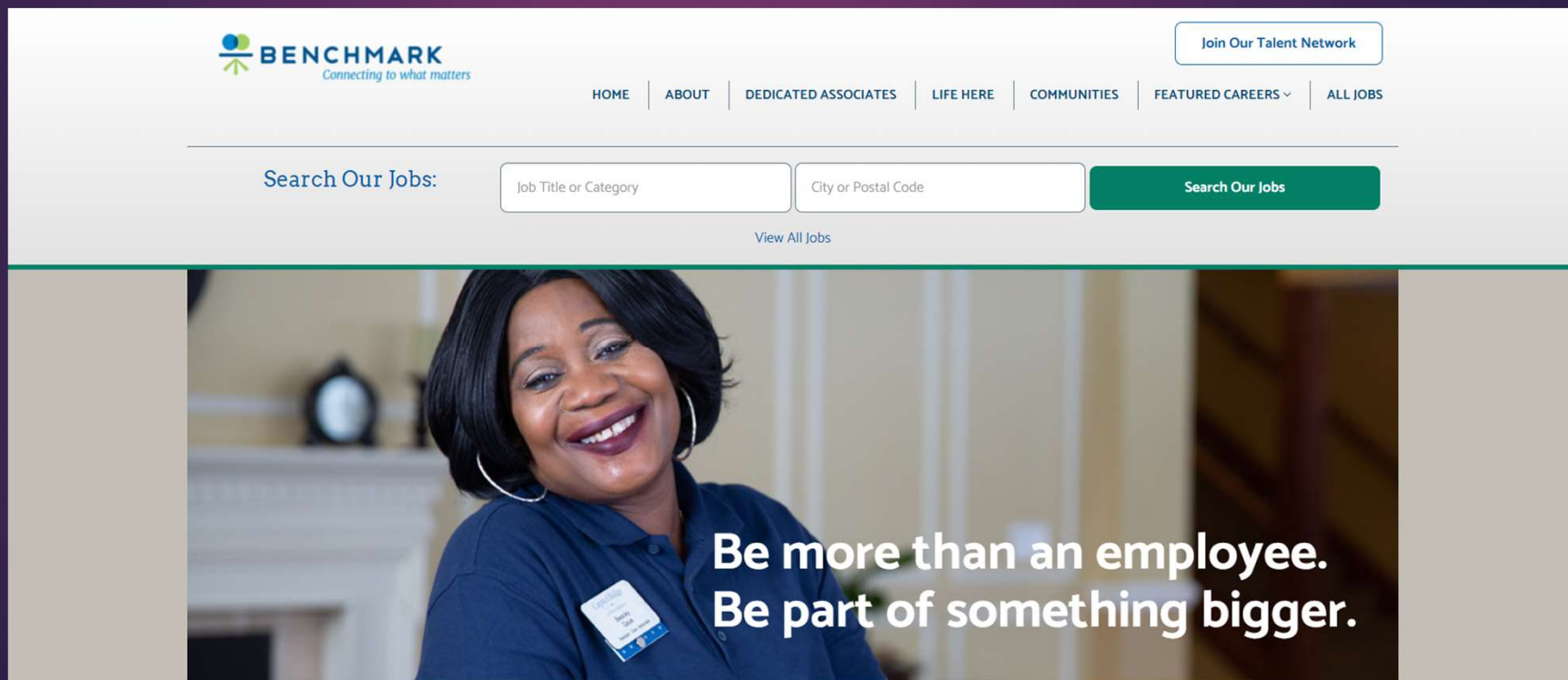
seatgeek.com/jobs



YOUR WEBSITE SHOULD

3. Sell your CULTURE

benchmarkseniorliving.com



The screenshot displays the top section of the Benchmark Senior Living website. On the left is the Benchmark logo with the tagline "Connecting to what matters". To the right is a "Join Our Talent Network" button. A navigation menu includes links for HOME, ABOUT, DEDICATED ASSOCIATES, LIFE HERE, COMMUNITIES, FEATURED CAREERS (with a dropdown arrow), and ALL JOBS. Below the navigation is a search bar with the text "Search Our Jobs:" and two input fields: "Job Title or Category" and "City or Postal Code". A green "Search Our Jobs" button is positioned to the right of the input fields, and a "View All Jobs" link is centered below them. The bottom half of the screenshot features a large image of a smiling woman in a blue polo shirt with a name tag. Overlaid on the bottom right of this image is the text: "Be more than an employee. Be part of something bigger."

YOUR WEBSITE SHOULD

4. Give a look inside

piedmont.org

The screenshot shows the Piedmont website homepage. At the top left is the Piedmont logo. To the right of the logo are navigation links: Career Areas, Physician & AP Opportunities, Our Culture, Rewards, and Locations. A red button labeled "Search Jobs" with a right-pointing arrow is on the far right. The main content area features a large black and white photograph of five healthcare workers in full personal protective equipment (PPE), including gowns, masks, and face shields, standing in a hospital hallway. The text "Be The Difference." is overlaid on the left side of the photo. In the top right corner of the photo area, there is a green badge that reads "Forbes 2020 BEST-IN-STATE EMPLOYER GEORGIA POWERED BY STATISTA". At the bottom of the page is an orange search bar with the text "SEARCH PIEDMONT" on the left. The search bar contains two input fields: "Keywords" and "Location". To the right of the search bar is a red button that says "CURRENT EMPLOYEES SEARCH & APPLY". On the far right of the orange bar is a circular icon with a speech bubble.

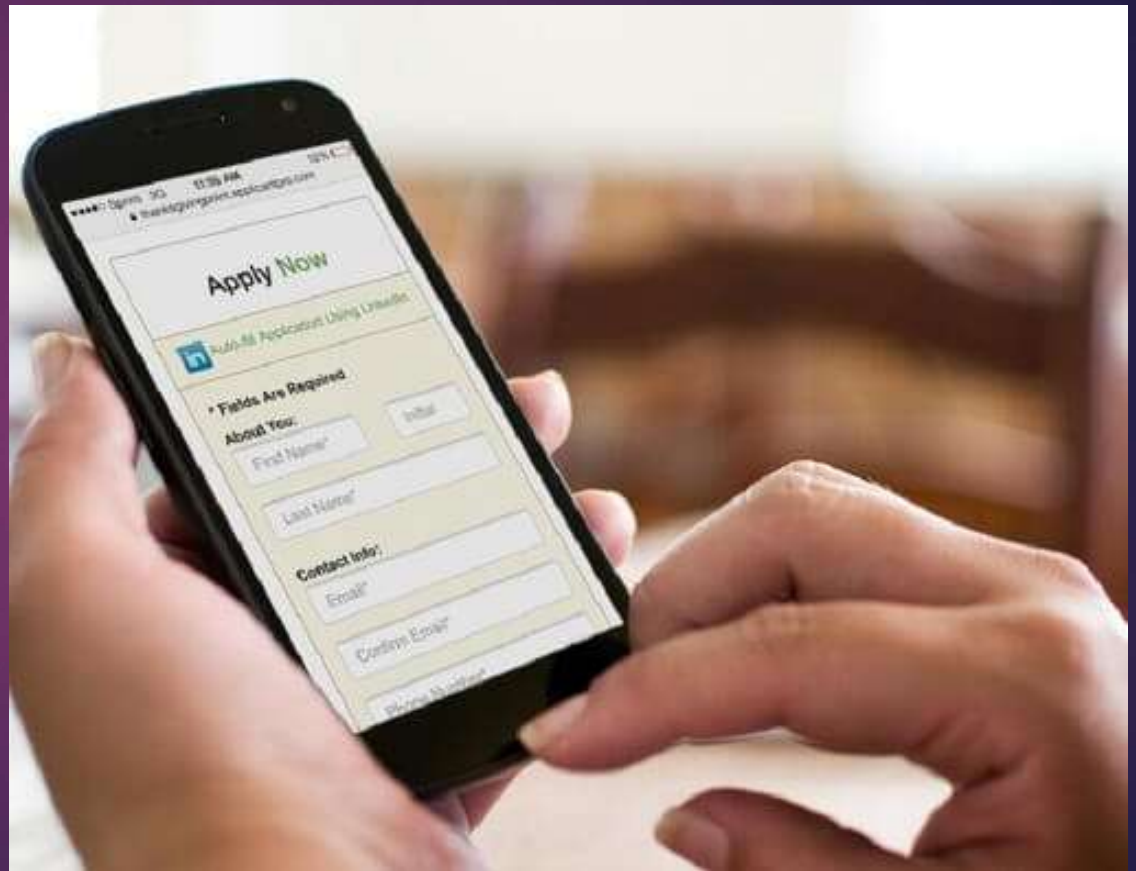
RECRUITING

PUT VIDEOS ON YOUTUBE



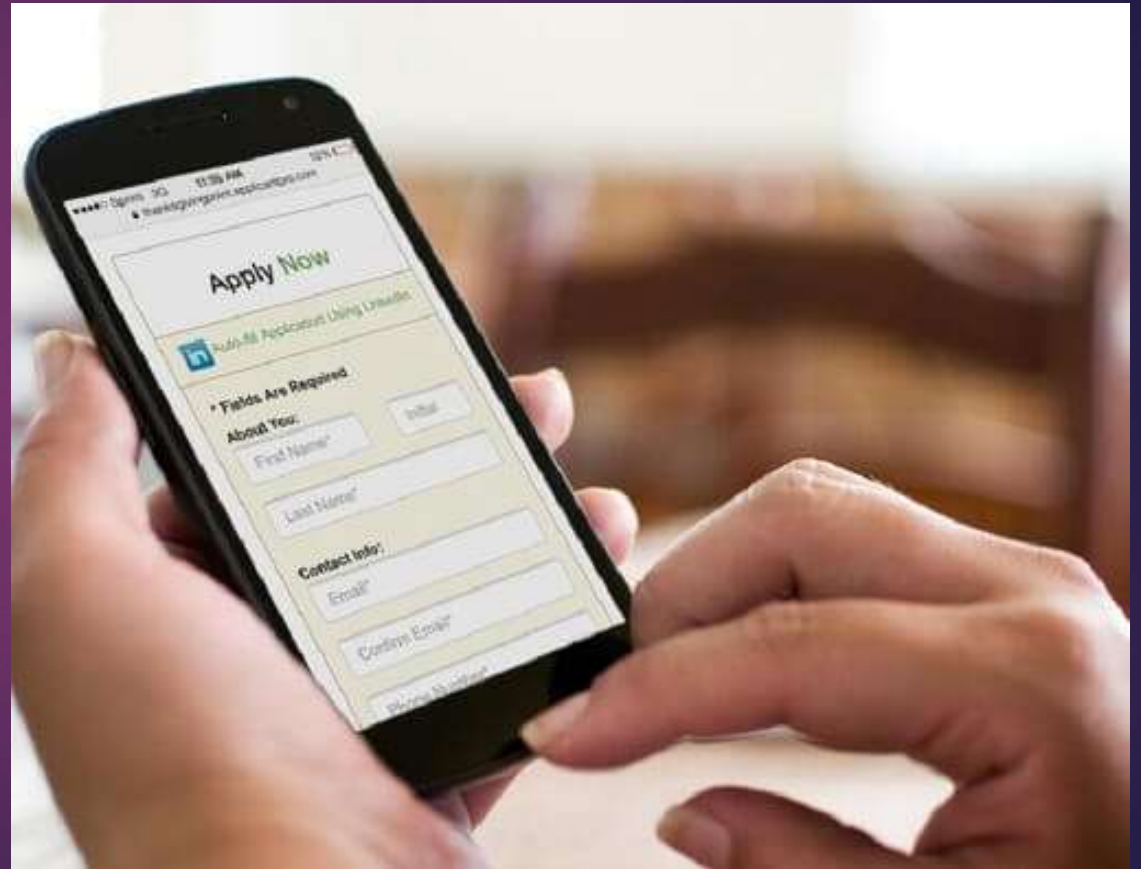
RECRUITING

53% of job applicants do the whole thing on their phone



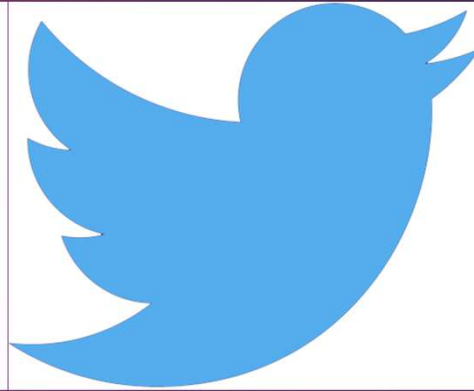
RECRUITING

72%
**Of white collar
workers**



RECRUITING

SOCIAL MEDIA



YOUR WEBSITE

POST YOUR
GLASSDOOR,
INDEED REVIEWS IF
THEY'RE 4 STAR OR
MORE

The Glassdoor logo consists of a white square icon with a diagonal line, followed by the word "glassdoor" in a lowercase, sans-serif font, with a registered trademark symbol (®) to the right. The entire logo is set against a solid green rectangular background.The Indeed logo features a blue circular icon with a white dot and a curved line, followed by the word "indeed" in a lowercase, sans-serif font. The logo is set against a white rectangular background.


Overview

39
Reviews

16
Jobs

40
Salaries

5
Interviews

12
Benefits

57
Photos

Jan 10, 2017

helping(1)



"The best job I have ever had."



Current Employee - Account Executive in New York, NY

Recommends

Positive Outlook

Approves of CEO

Jul 19, 2017



"Unless it is a choice between working here and starving to death, keep looking."



Current Employee - Anonymous Employee in Milford, NH

Doesn't Recommend

Negative Outlook

No opinion of CEO

RECRUITING

Your email signature

Thanks again. I look forward to seeing you next week!

Pat Goodson

VP, Commercial Lending
NorthStar Community Bank



1000 Main St.
Libertyville, WI 50239
408-555-5555

pat.goodson@nstarbank.com

We're always looking for great people to join our team. [Explore the possibilities here!](#)

RECRUITING

Signs – location and vehicles



RECRUITING

PAY FOR EMPLOYEE REFERRALS



RECRUITING

GET REFERRALS
FROM NEW
HIRES IN THEIR
FIRST WEEK -
WHEN THEY'RE
EXCITED



RECRUITING

NEVER STOP RECRUITING



ONBOARDING



ONBOARDING

WELCOME

EDUCATE

CELEBRATE

CHECK IN

ONBOARDING



ContentedCowPartners
We Develop Leaders

Wanna Spend Less Time Recruiting?

Try Re-Recruiting



A simple 90-day program to prove to every new employee that coming to work for you is the best decision of their career.

made with
Beacon

RE-RECRUITING



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ONBOARDING

Meredith MacDonald

Chief Executive Officer

November 2, 2021

Dear Martin,

On behalf of everyone here at ElectroMar, I want to personally welcome you to our family, and congratulate you on being selected to begin your career with us here on our Design and Engineering team.

As you know, we interviewed more than a dozen highly qualified candidates for this position, and while all were impressive, you stood out from the rest. And here's why:

We believe that it is our culture that has made our company successful, and everyone on the interview panel agreed that you brought not only the right experience and qualifications, but that you would be the best fit for who we are here at ElectroMar.

We're excited to have you join us, and we look forward to a long and mutually fulfilling relationship with you.

If I can ever be of help to you in any way, I invite you to let me know.

Welcome aboard. See you next week!

Warmly,



Meredith MacDonald
CEO

Welcome letter from the CEO or Owner

ONBOARDING



**Welcome phone
call from someone
they haven't met**

ONBOARDING

Onboarding Buddy



ONBOARDING



Hold a
welcome
celebration
for them on
their first day

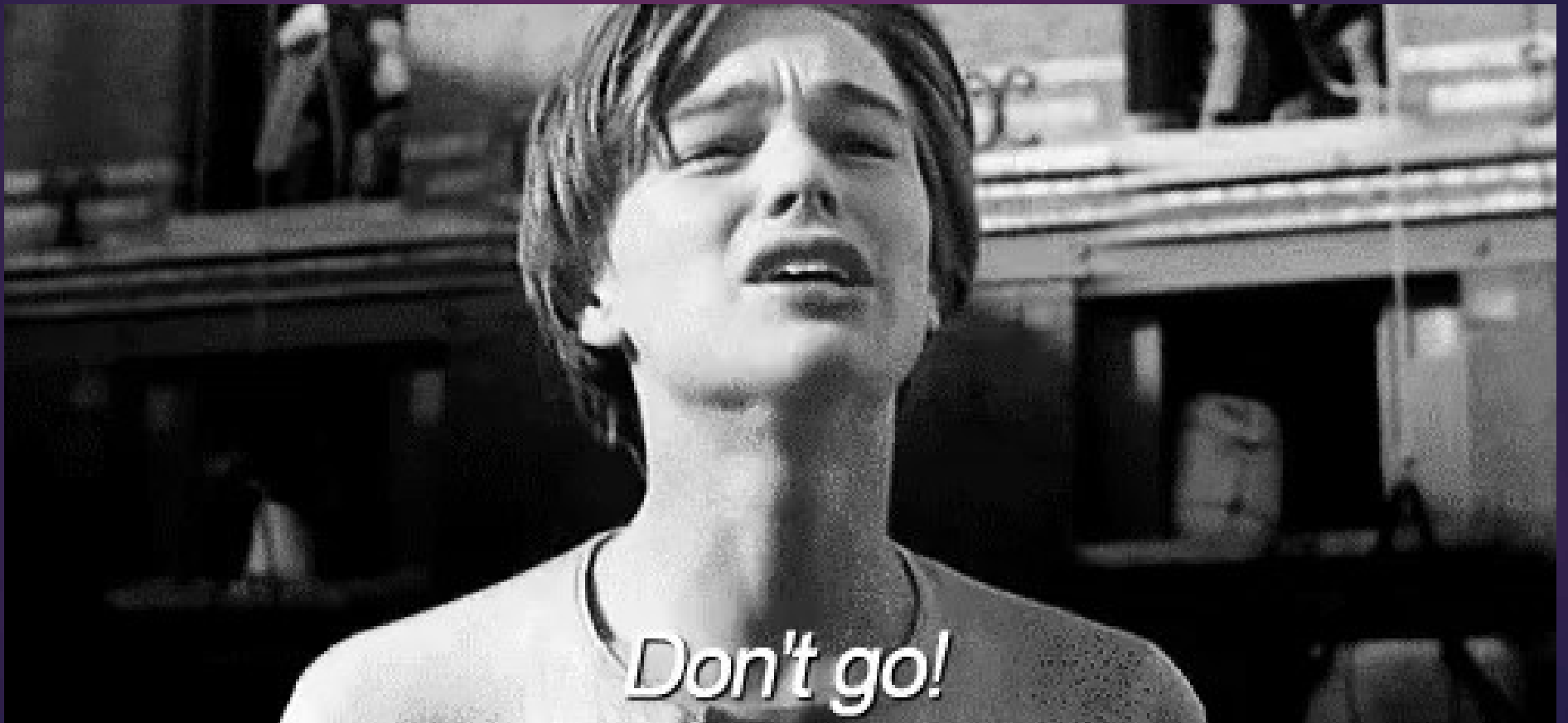
ONBOARDING

Manager Check-in

- 1st day
- 1st week
- 2nd week
- 1st month
- 6th month
- 1st year



RETENTION



RETENTION

Connect
everyone to
the impact of
their work



RETENTION

New Approach to “Work-Life Balance”



RETENTION

Just “Life”



With work fully integrated

RETENTION



**More
attention to
employee
development**

RECRUITING AND RETENTION

For **Recruiting**

Optimize
compensation,
flexibility

For **Retaining**

Optimize
flexibility,
development

Sources: SHRM, Hireology, Gallup, Harvard Business Review

RETENTION

Customize Benefits



RETENTION

CHILD CARE OPTIONS



RETENTION

Weekly Pay



RETENTION

Review your vacation and parental
leave policy





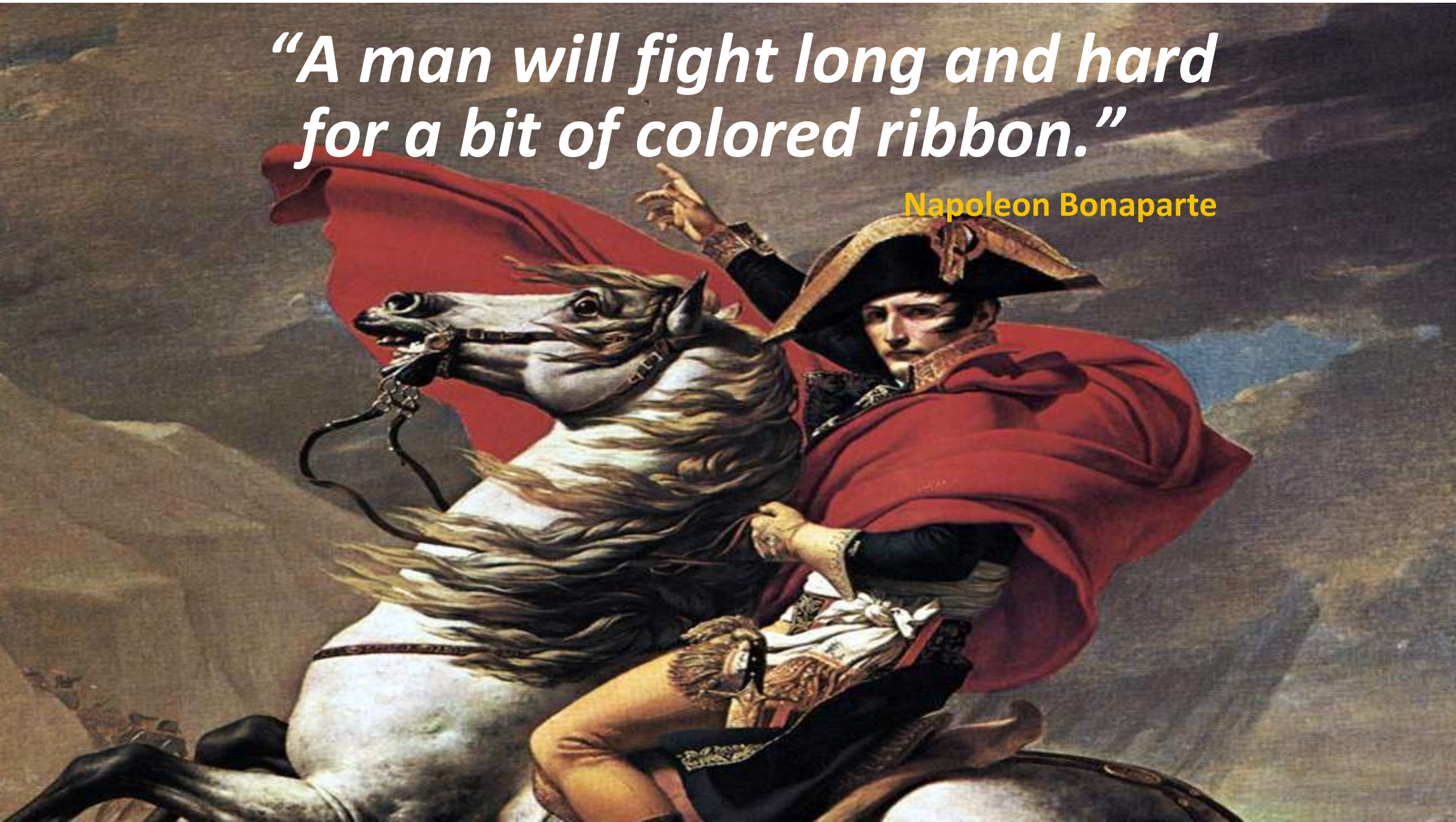
LABOR SHORTAGE?

**APPRECIATION
SHORTAGE!**

**Say thank you a
lot!**

*“A man will fight long and hard
for a bit of colored ribbon.”*

Napoleon Bonaparte



SAYING THANKS

Handwritten
thank you
note, mailed
to their
home



SAYING THANKS

Include families



SAYING THANK YOU

Have dinner delivered to an employee's home



SAYING THANKS

Hold a Manager's Car Wash





IF YOU CARE, YOU...

**Feed the
troops first**

Richard Hadden

SPEAKER, AUTHOR, CONSULTANT

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ContentedCow Partners
Connecting People and Profit