

# Recruiting, Onboarding, and Retention In the New World of Work

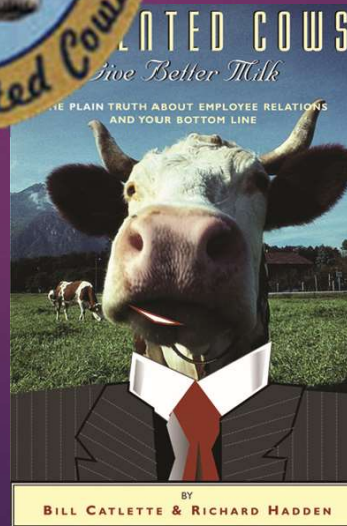


**richard hadden** csp  
certified speaking professional

 @contentedcows

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# CONTENTED COWS??



# PREMISE

Creating a focused, engaged,  
and capably led workforce is  
one of the best things you  
can do for your

**BOTTOM LINE.**

# CONTENTED COWS

- **More productive and profitable**
- **Increased Employee Engagement**
- **Lower turnover**
- **Recruit more talented employees**
- **Create more wealth**

# More Resources

[contentedcows.com/ceos](http://contentedcows.com/ceos)



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-COVID~~



**Workplace**

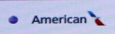
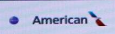
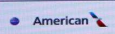
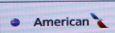
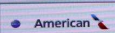
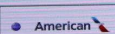
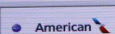
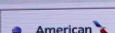
**Next**



**Where did  
everyone go?**

NO DINE-IN  
DUE TO LACK OF  
EMPLOYEES

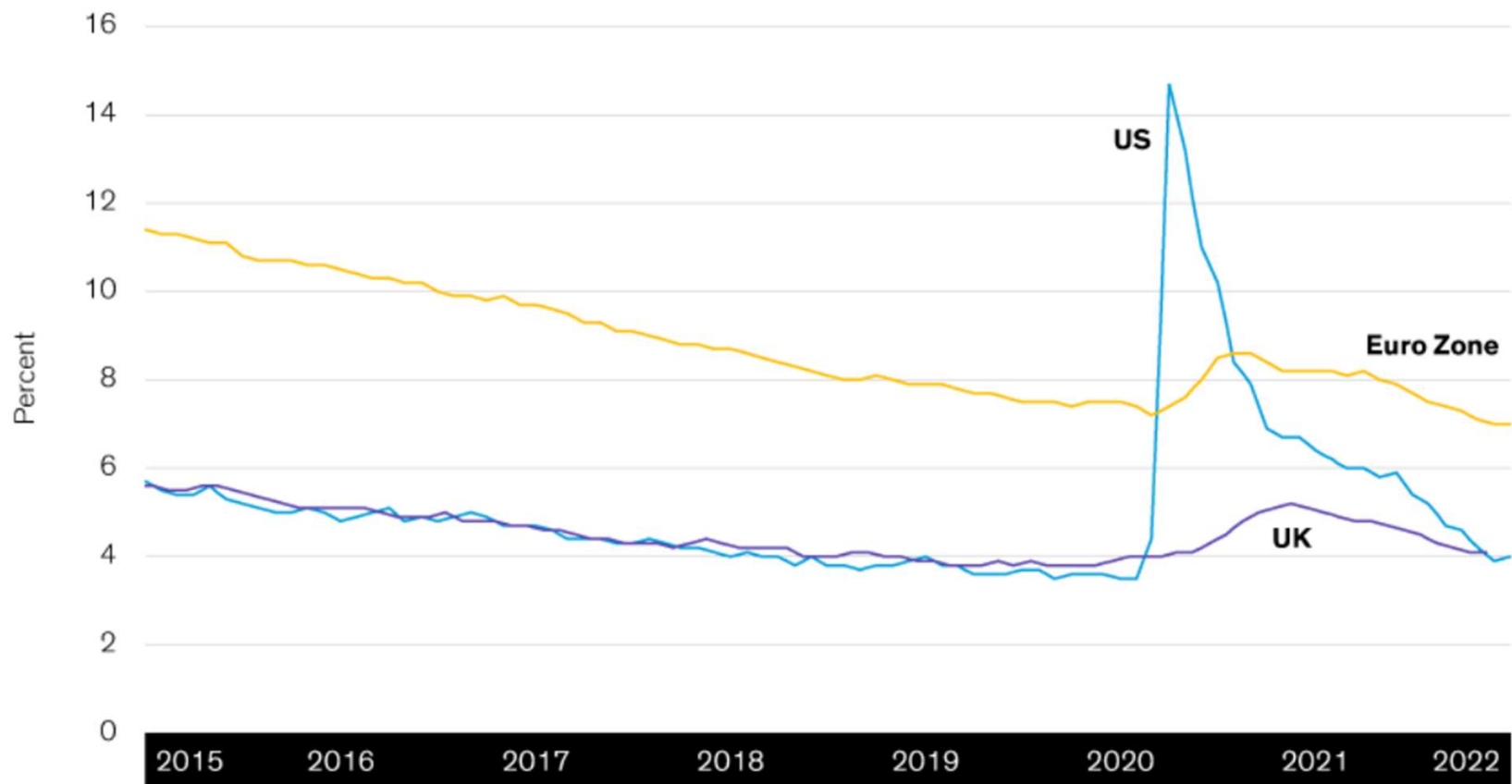
THE ENTIRE  
COUNTRY  
IS SHORT  
STAFFED  
BE KIND TO  
THOSE WHO  
SHOWED  
UP  
♡

Destination	Airline	Time	Remarks	Flight	Gate
Salt Lake		5:15 PM	Cancelled	2566	
Salt Lake		6:53 PM	Cancelled	2375	C28
San Angelo		2:40 PM	Cancelled	4263	
San Angelo		4:44 PM	Cancelled	3681	
San Antonio		2:30 PM	Cancelled	249	A24
San Antonio		4:28 PM	Cancelled	311	D18
San Antonio		5:30 PM	Cancelled	2372	
San Diego		4:11 PM	Cancelled	1624	D23

# WHERE DID EVERYONE GO?

## Unemployment Decline Masks Underlying Distinctions

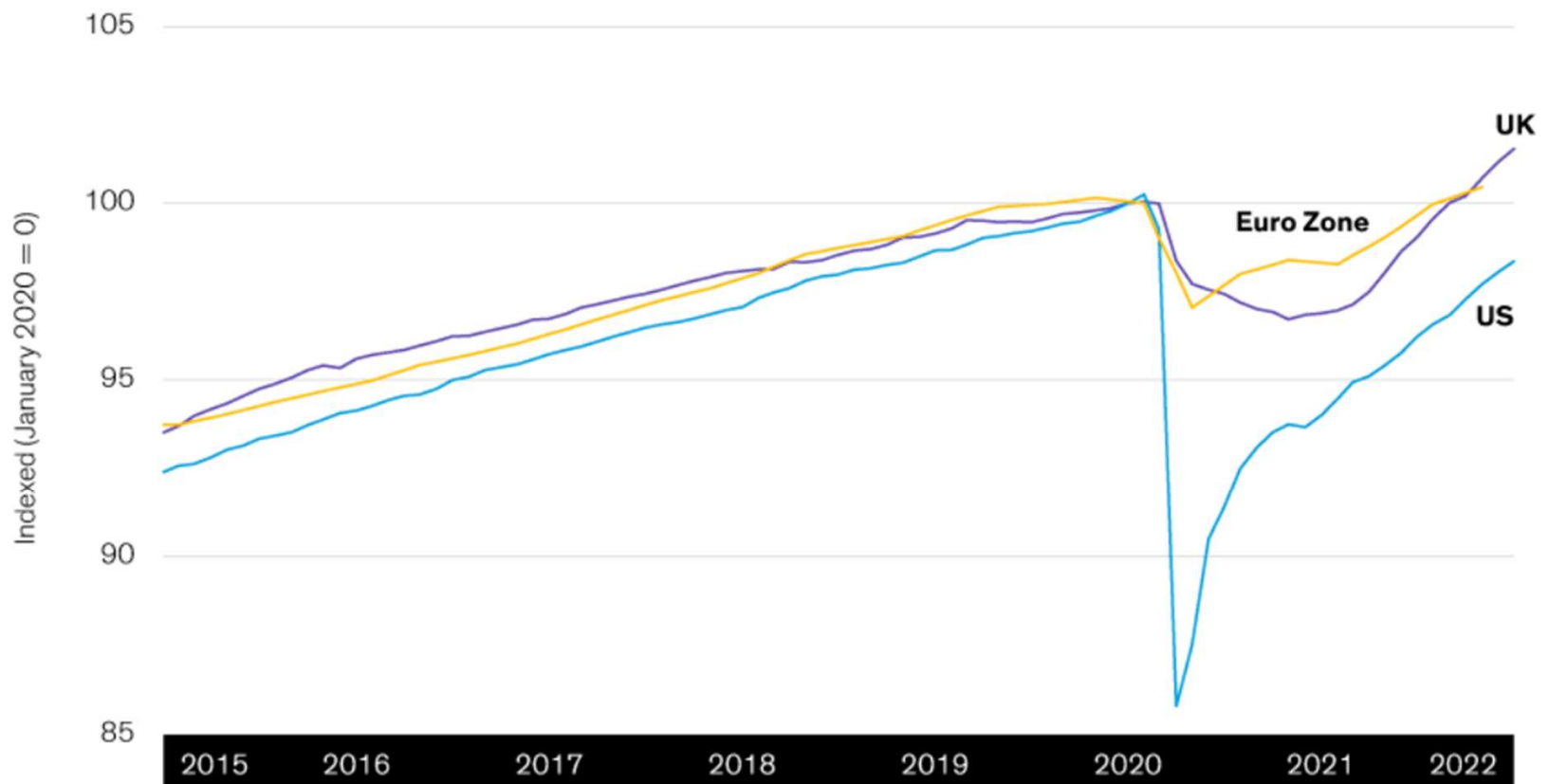
Monthly Unemployment Rate



# WHERE DID EVERYONE GO?

## US Labor Force Remains Well Below Pre-Pandemic Levels

Total Payroll Employment



# WHERE DID EVERYONE GO?

2011



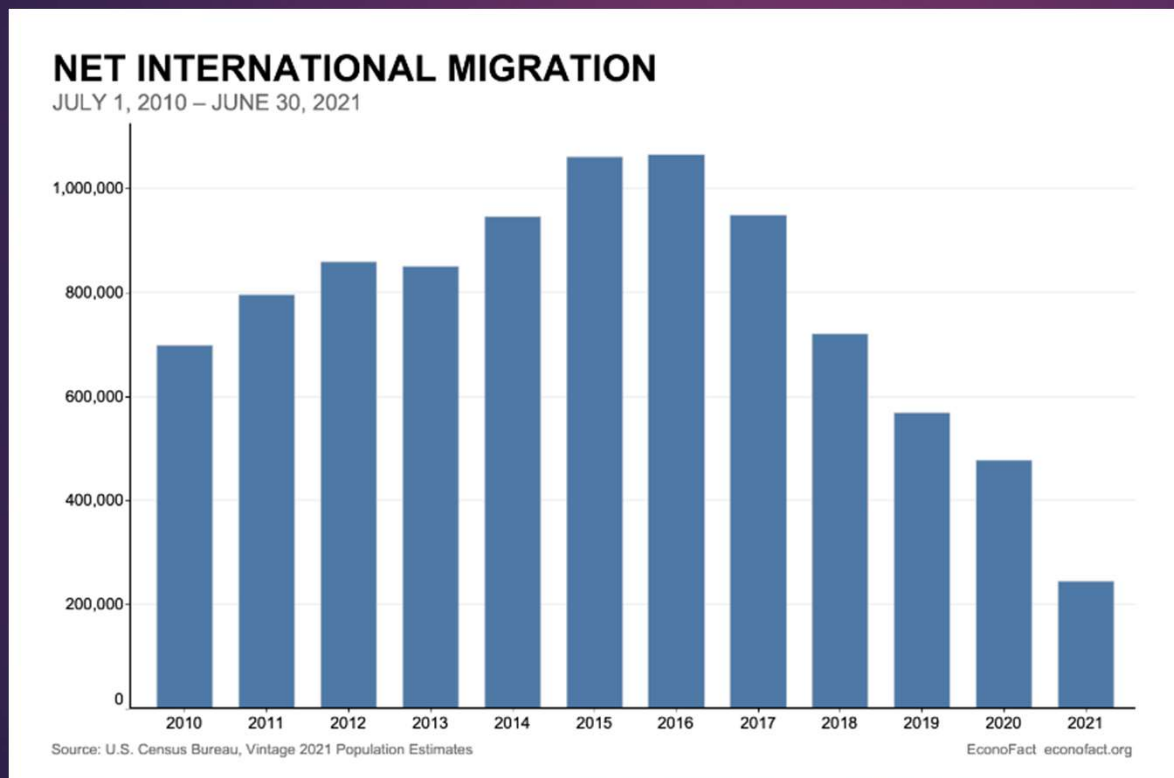
2021



Retirement is more doable

# WHERE DID EVERYONE GO?

## Big drop in immigration

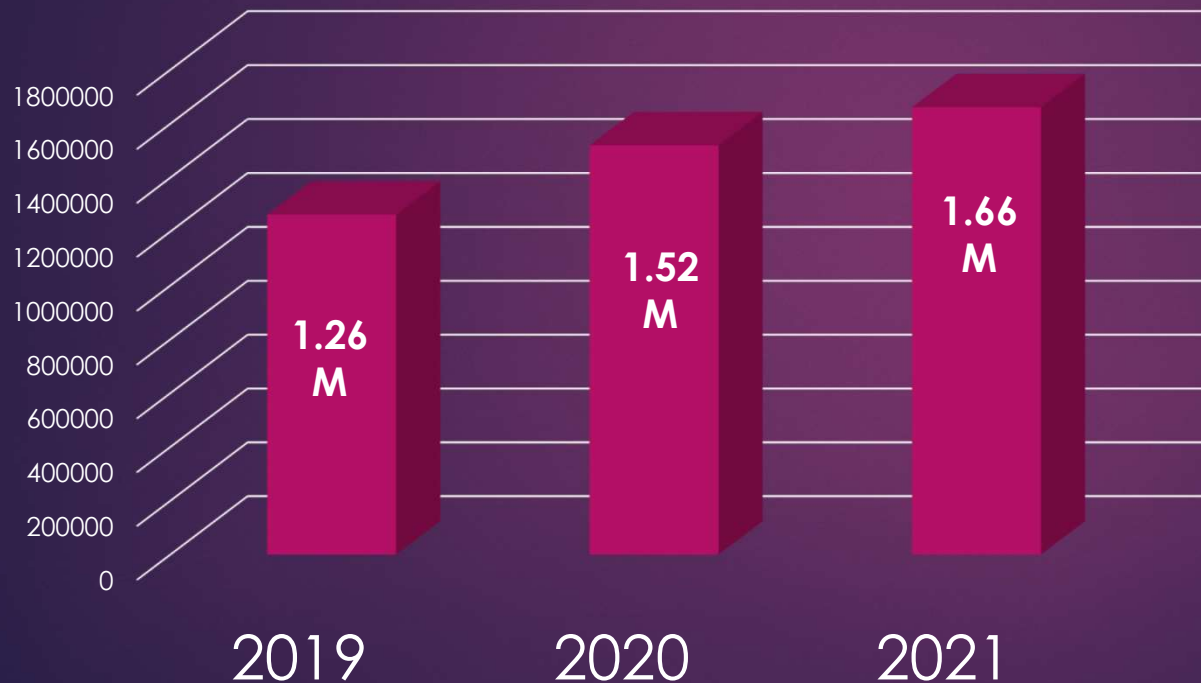


350,000 fewer  
available in 2021  
than in 2019

# WHERE DID EVERYONE GO?

## Many of them died

Deaths, ages 15 - 74



**654,955**

Total excess  
deaths 2020-  
2021



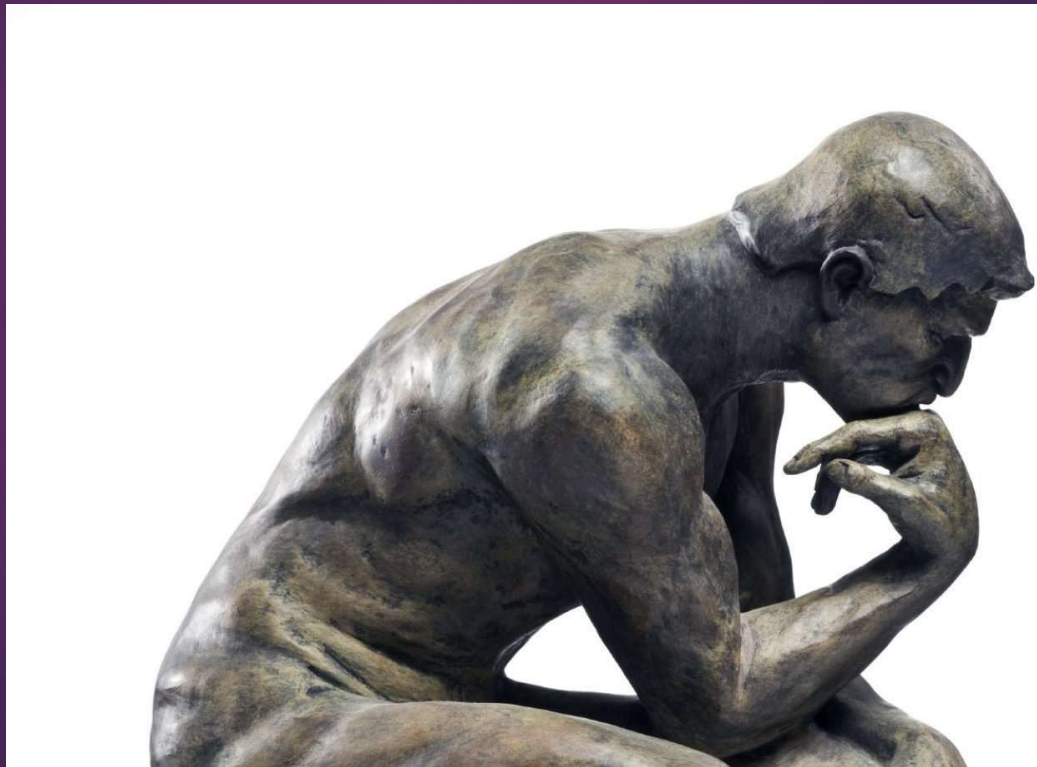
**WHERE DID EVERYONE GO?**

# Child Care Crisis



**WHERE DID EVERYONE GO?**

# The Great Reassessment



# WHERE DID EVERYONE GO?

Profits Up



Labor Supply Down

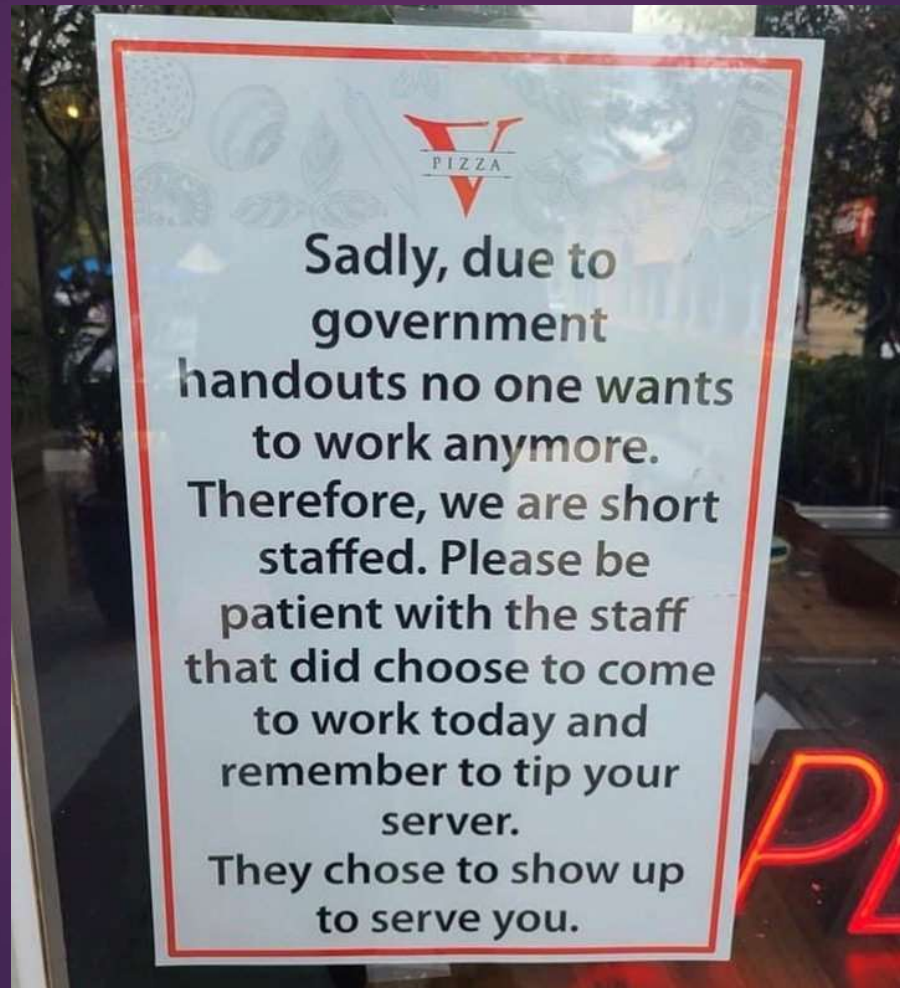


# WHERE DID EVERYONE GO?

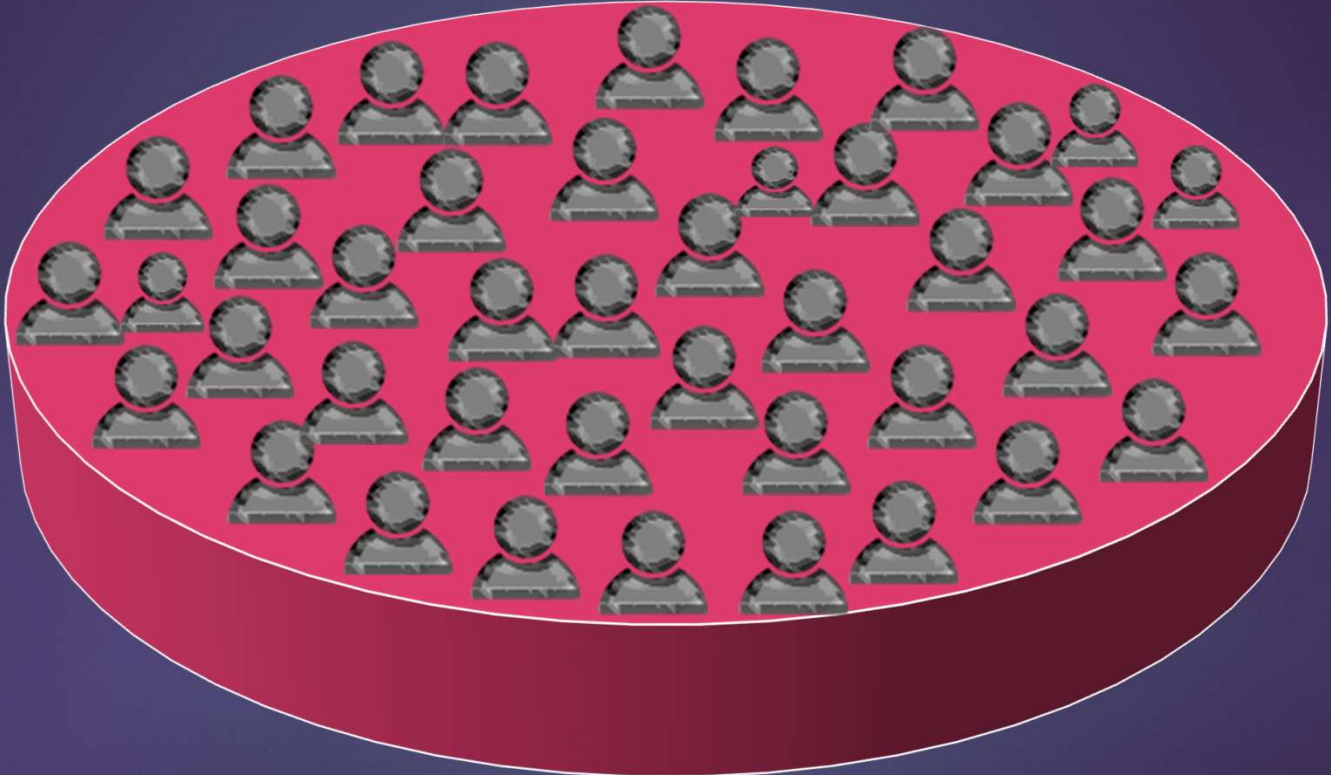
Higher Quit Rate Demonstrates Labor's Strong Position



# HERE'S WHAT DOESN'T EXPLAIN IT

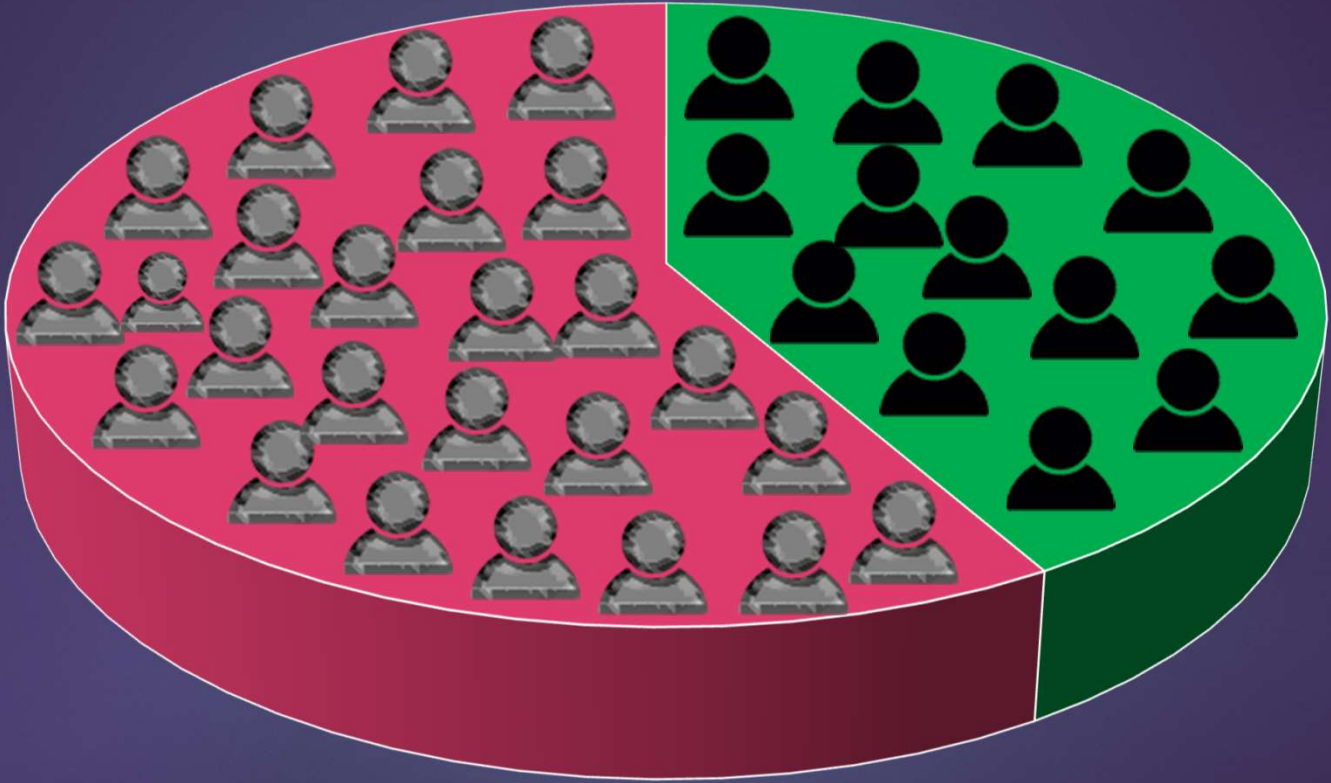


# Unfilled Jobs in the U.S., June 2022



**11.5 Million**

# Unemployment Recipients, June 2022



< 5 Million

## **THREE OPTIONS**

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



A photograph of a steep, grassy hillside. A dirt path winds up the slope. Two hikers are visible on the path, one in a red shirt and another in a dark shirt. The hillside is covered in green grass and small rocks. The sky is blue with some clouds. The text "Forget About the Hill" is overlaid in white.

# Forget About the Hill

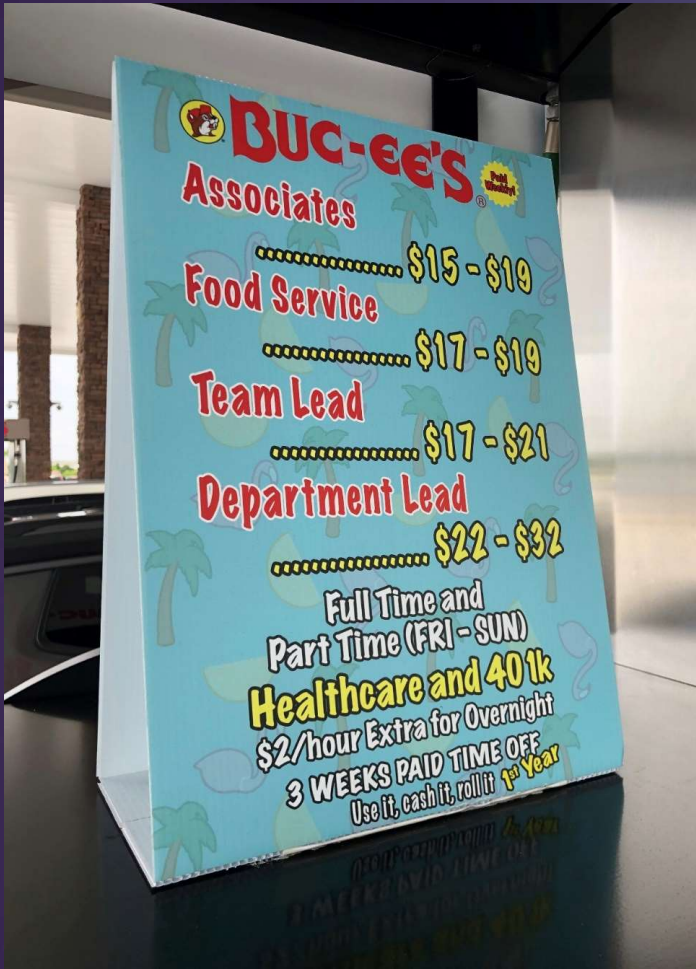


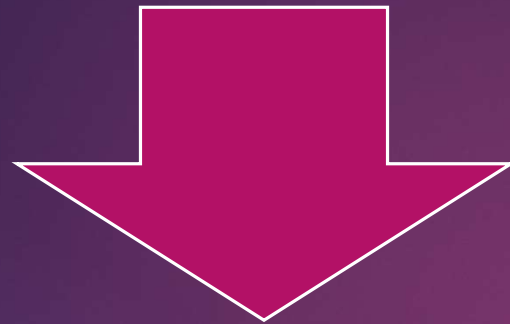
# THREE OPTIONS

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

**KNOW WHAT  
YOU'RE COMPETING  
AGAINST**







**Tangible\$**

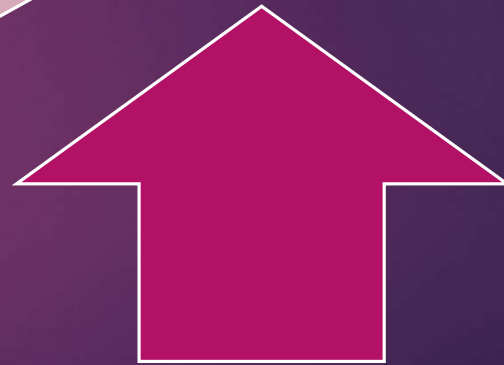
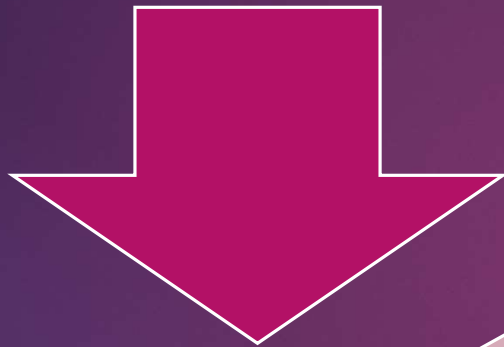


**Intangibles**



**Intangibles**

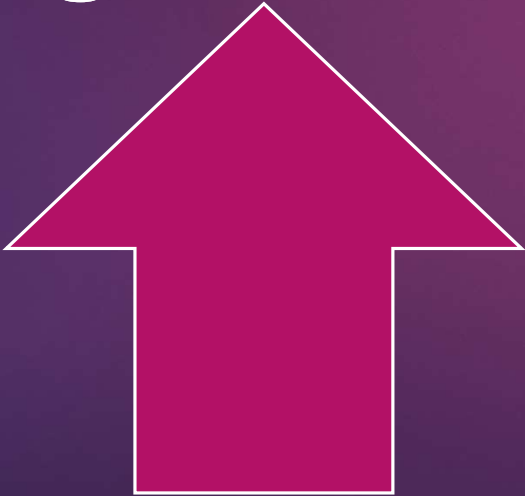
**Tangible\$**



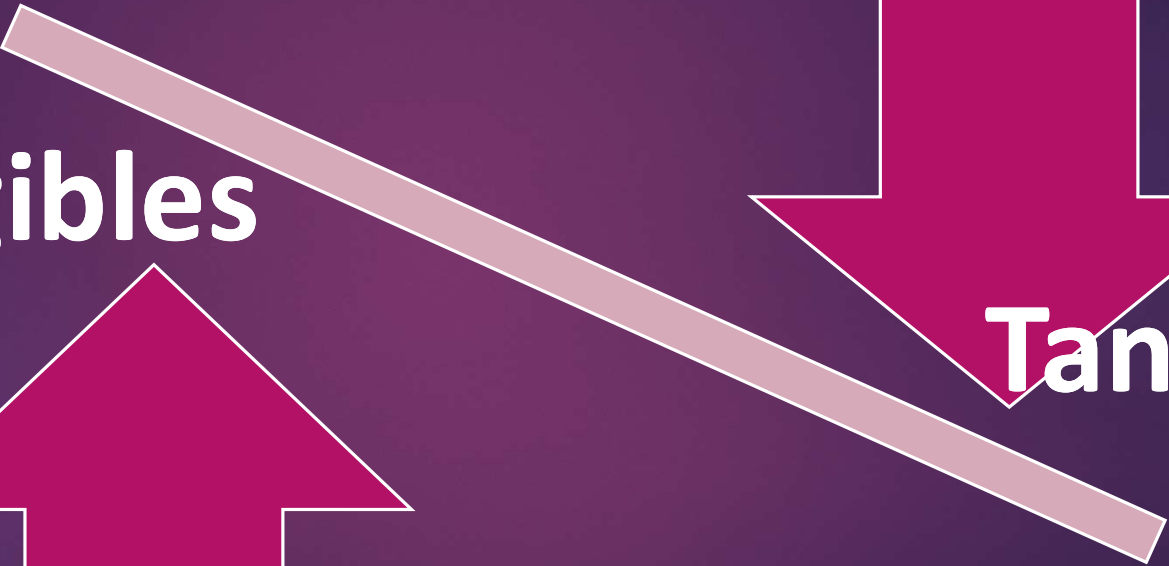




**Intangibles**



**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**

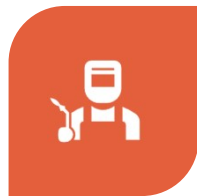
# Leadership

**The earned consent of followers**

# LEADERSHIP



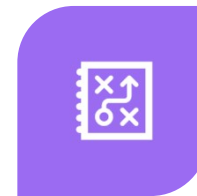
**SCREEN FOR IT**



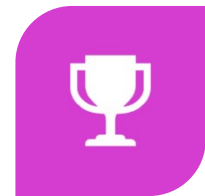
**HIRE FOR IT**



**TRAIN FOR IT**



**COACH IT**



**REWARD IT**

# ASSIGNMENT

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

# MANAGER who's not a good LEADER

OPTION A



OPTION B



# THIS SESSION

**1. RECRUITING**

**2. ONBOARDING**

**3. RETENTION**



# RECRUITING



**WE WANT YOU!**

**BEST RECRUITING TOOL**

**YOUR REPUTATION AS  
AN EMPLOYER**

# REPUTATION

- What is your employer reputation?
- How do you know?
- Where does it come from?
- Are you intentional about this? Or just hopeful?



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

# ASSIGNMENT

## Conduct Employee Surveys



[contentedcows.com/ceos](https://contentedcows.com/ceos)



NEBRASKA

... the  
good life



Home of Arbor Day



**REPUTATION**

**Recruits**

**REALITY**

**Retains**

# RECRUITING

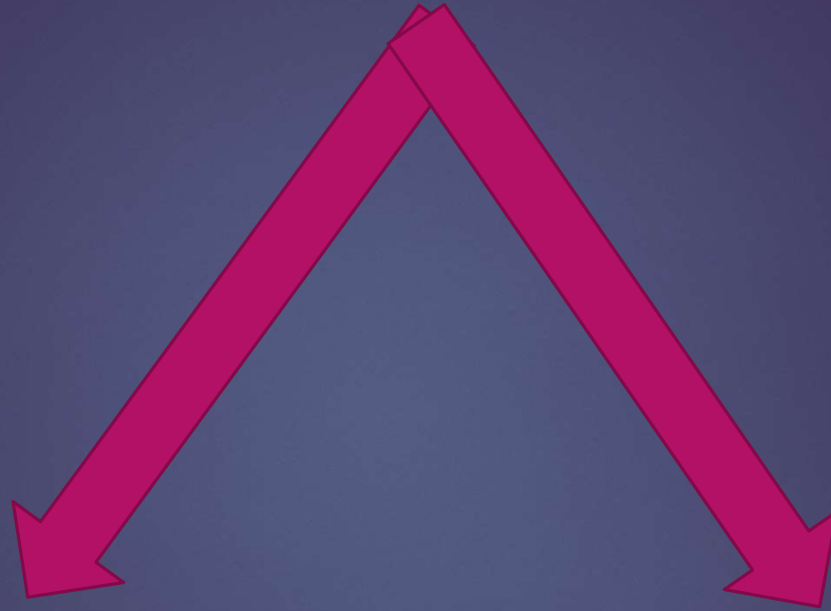
**RECRUITING = MARKETING**



# RECRUITING

**SOURCES**

**ATTRACTION**



# RECRUITING



**PLEASE REVEAL YOUR SOURCES**

# 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.

# ASSIGNMENT

**Hire for FIT first, then  
skills and experience.**

# SKILLS AND EXPERIENCE

---

**FIT**

**FIT**

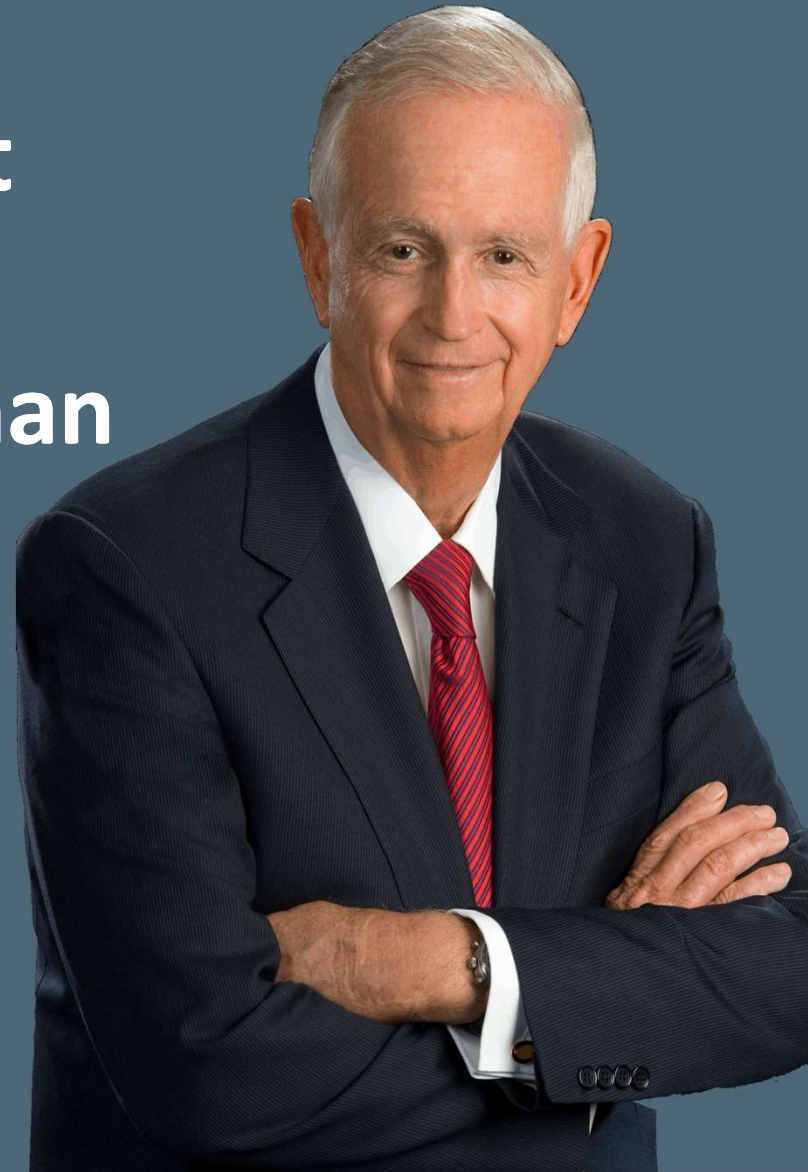
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**SKILLS AND  
EXPERIENCE**



**“It’s more important  
to hire people with  
the right qualities than  
with specific  
experience.”**

**Bill Marriott**



**Southwest** 

**SICK OF YOUR JOB?**



**Listen | Smile | Care | Say “Thank You”**

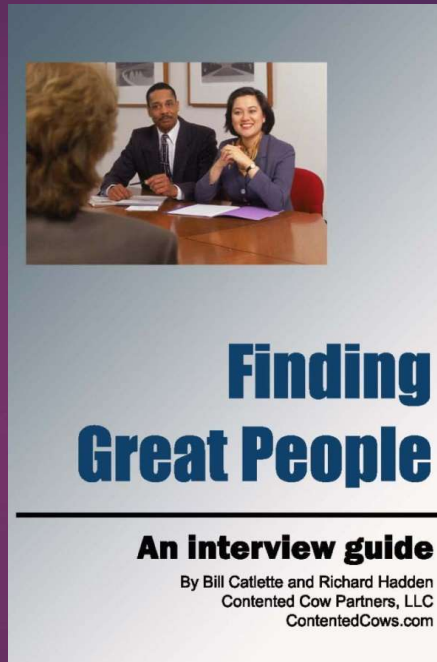
# ASSIGNMENT

Identify the non-technical  
fit requirements at your  
company.

# FREE RESOURCE



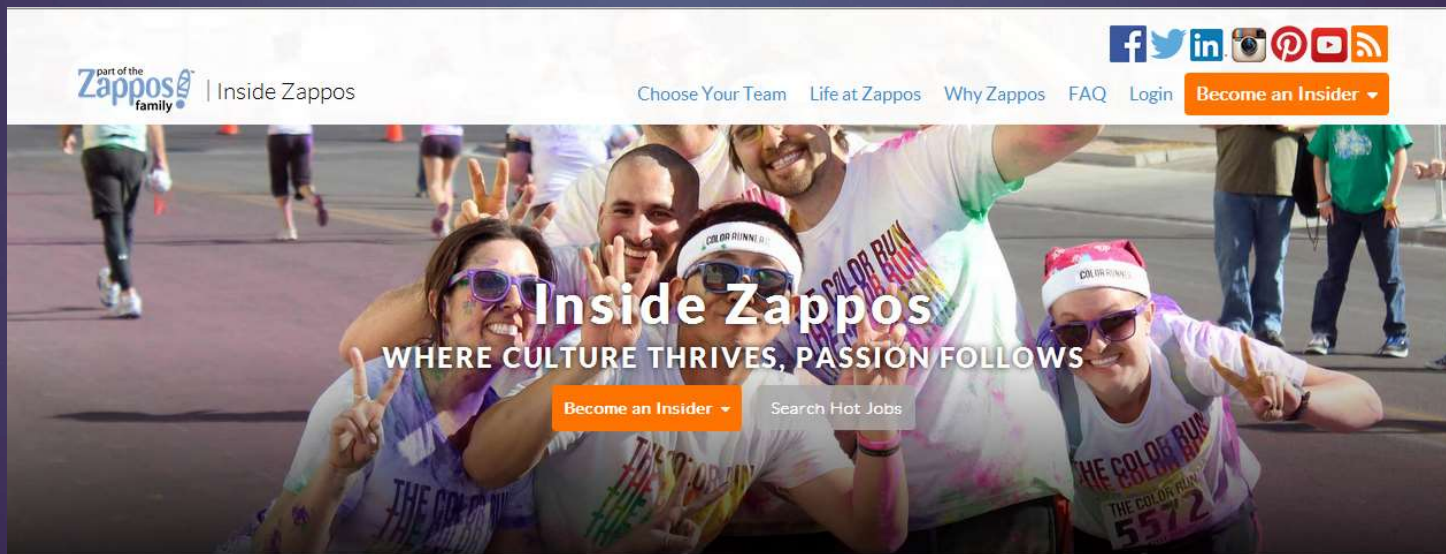
[contentedcows.com/ceos](https://contentedcows.com/ceos)



- Rapport building
- Initiative
- Flexibility
- Tolerance for repetitive tasks
- Decisiveness
- Attention to detail

# RECRUITING

# YOU MUST HAVE AN EMPLOYER BRAND



The image shows a screenshot of the Zappos website. At the top left, the Zappos logo is displayed with the tagline "part of the Zappos family". To its right is the text "Inside Zappos". In the top right corner, there are social media icons for Facebook, Twitter, LinkedIn, Instagram, Pinterest, YouTube, and RSS. Below these icons is a navigation bar with links for "Choose Your Team", "Life at Zappos", "Why Zappos", "FAQ", "Login", and a prominent orange button labeled "Become an Insider". The main hero section features a photograph of a group of people at a "The Color Run" event, smiling and making peace signs. Overlaid on this image is the text "Inside Zappos" in a large, white, sans-serif font, followed by the tagline "WHERE CULTURE THRIVES, PASSION FOLLOWS" in a smaller, white, sans-serif font. At the bottom of the hero section, there are two buttons: an orange button labeled "Become an Insider" and a white button labeled "Search Hot Jobs".

# RECRUITING

## YOU WANT TO BE A DESTINATION EMPLOYER

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

[Learn More](#) »

ICBA  
**BEST**  
COMMUNITY  
BANKS  
TO WORK FOR  
**2021**

● ○ ○ ○ ○

First State Bank – Northern Texas

# TALENT COMPETITION THEN





# TALENT COMPETITION NOW



# REMOTE WORK OPTION

Now becomes a  
competitive  
distinction in the  
war for talent.

A red starburst graphic with a jagged, multi-pointed border, containing the word "NEW" in white, bold, uppercase letters.

**NEW**

# #1 Job Feature Today

**FLEXIBILITY**



# The Spirit of the Hive



**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@csbemail.com](mailto:careers@csbemail.com).

# YOUR WEBSITE SHOULD


## Communicate your employer brand



The screenshot shows a website header for Expivia. The top left corner features the Expivia logo and navigation links for 'Expivia Interaction Marketing Group' and 'Talent'. A large red circle with the word 'TALENT' in white is centered over a background image of a diverse group of employees waving. A blue banner below the image contains the text: 'At Expivia, we hire based on our Culture. If you have a great attitude and are willing to give 100% effort, we want to hear from you.'

At Expivia, we hire based on our Culture.  
If you have a great attitude and are willing to give 100% effort,  
we want to hear from you.

WE ARE ALWAYS LOOKING FOR  
INDIVIDUALS WITH A POSITIVE ATTITUDE  
TO JOIN OUR FAMILY.  
PLEASE CHECK BACK REGULARLY FOR  
UPDATED JOB POSTINGS!



# YOUR WEBSITE SHOULD

## Give a look inside



JOIN US!

Search

VIEW ALL JOBS

[Are You a Racker?](#) | [Locations](#) | [Culture](#) | [Benefits](#) | [Stories](#) | [Jobs](#)

A CLOUD ENTHUSIAST  
WITH A HEART FOR SERVICE



**BK BOX**  
PRINCIPAL ENGINEER

Rackers are a magical combination of extremely smart, helpful, and passionate people. We rely on cloud technologists with a

MISSION-INSPIRED,  
VALUES-GROUNDED, CULTURE-  
FOCUSED



**COURTNEY SKARDA**  
VICE PRESIDENT RACKER EXPERIENCE

Rackers grounded in our company's core values are valued for their unique talents and

COMMITTED TO  
LEARNING, GROWING & INNOVATING



**AARON SULLIVAN**  
DISTINGUISHED ENGINEER & LEAD  
ARCHITECT

Learning, growing, innovating – sometimes all at once – are out of what makes a Racker







[Our Services](#) ▾ [Projects](#) ▾ [Philanthropy](#) ▾ [Careers](#) [About Us](#) ▾ [Contact Us](#)



# Be The Difference.



SEARCH PIEDMONT

CURRENT EMPLOYEES  
SEARCH & APPLY



# YOUR WEBSITE

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

The logo for Glassdoor, featuring a white square icon with a diagonal line and the word "glassdoor" in lowercase white letters, followed by a registered trademark symbol, all on a green background.The logo for Indeed, featuring a blue stylized "i" icon and the word "indeed" in lowercase blue letters, all on a white 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

**YOUR WEBSITE**

**FUN JOB  
POSTINGS**

# YOUR WEBSITE

## Certified Nursing Assistant - CNA

- Full Time
- 3 pm to 11 pm shift
- Requires working every third weekend
- Provides personal care for patient under the supervision of RN
- Maintains good interpersonal relations with patient, family, visitors
- Delivers meal trays and snacks; assists patients as needed

## • Collects specimens as directed by RN

- Maintains clean work areas
- Assists with Activities of Daily Living including proper positioning of patient
- Offers and assists with activities for skilled patients
- CNA Certificate required
- Benefit package available
- Wage based on experience

# CHIEF MEME OFFICER

We at Bud Light have created the perfect hard seltzer. It's five-times filtered, 100 calories, and comes in four delicious flavors. But we know a hard seltzer is only as good as its memes and, unfortunately, our memes are trash. We need someone who can change that for us; someone who can pull us out of the pits of cringe, someone who knows how to use the lasso thingy in Photoshop, someone like you. Please help us. Please.

Sincerely,

@budlight

p.s. please

.p.s all applicants will be entered to win three months' supply of Bud Light Seltzer :-)





**STUDENTS WANTED.  
NO EXPERIENCE NEEDED.**

**YOUR WEBSITE**

**I'M INTERESTED**

 **CALL ME NOW**

**BUTTON**

# RECRUITING

PUT VIDEOS ON YOUTUBE



# RECRUITING

## PAY FOR EMPLOYEE REFERRALS



# RECRUITING

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



# RECRUITING

## TALK TO 8<sup>TH</sup> GRADERS



**RECRUITING**

**NEVER STOP RECRUITING**



# ONBOARDING





# ONBOARDING

**WELCOME**

**EDUCATE**

**CELEBRATE**

**CHECK IN**

# ONBOARDING

**What would YOU want to know on Day One?**

# 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



[contentedcows.com/ceos](https://contentedcows.com/ceos)

# 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

# ONBOARDING



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

# ONBOARDING



**Onboarding  
Buddy**

# ONBOARDING



Special  
Parking  
Place

# ONBOARDING



**No first day  
paperwork!**



# ONBOARDING



Hold a  
welcome  
celebration  
for them on  
their first day

# ONBOARDING



**Mentoring**

# ONBOARDING

## Check-in

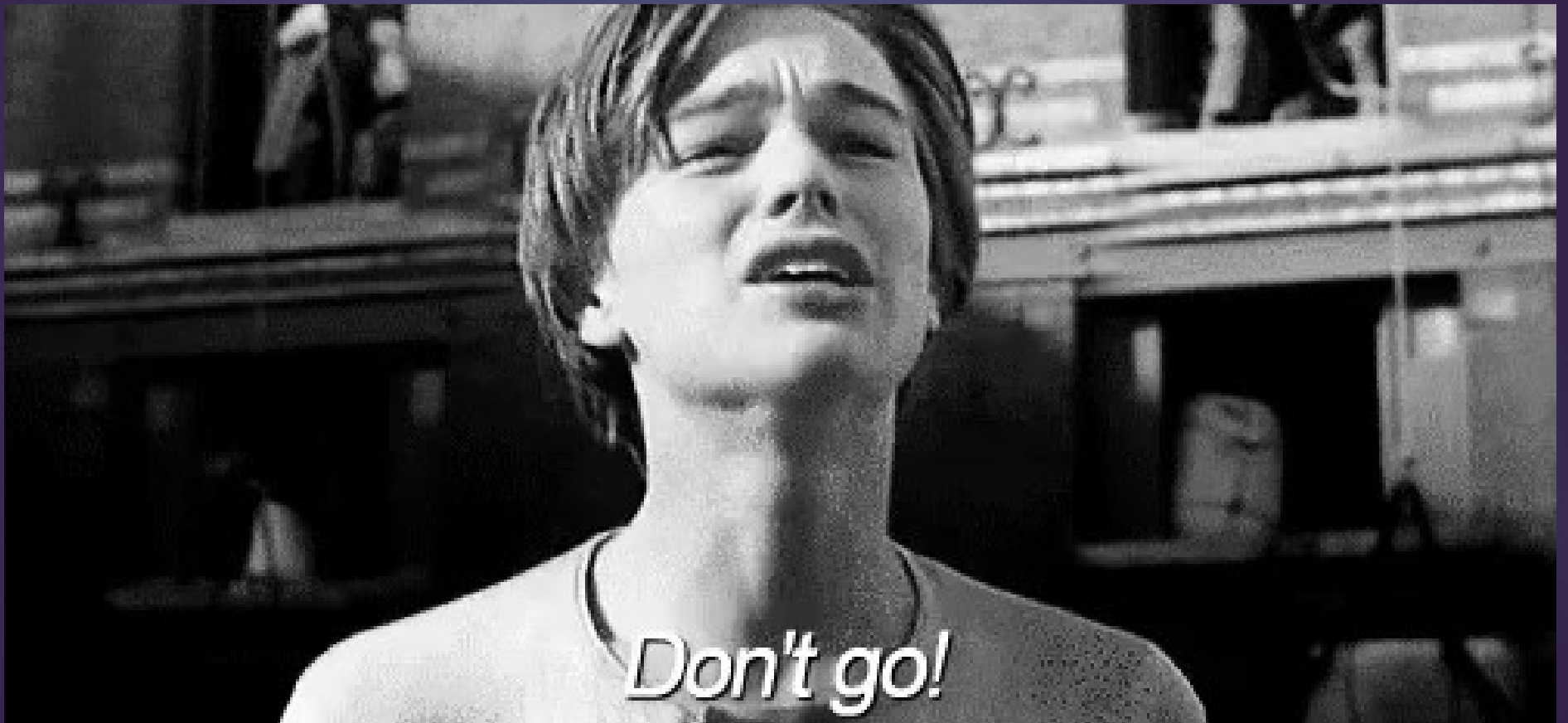
- 1<sup>st</sup> day
- 1<sup>st</sup> week
- 2<sup>nd</sup> week
- 1<sup>st</sup> month
- 6<sup>th</sup> month
- 1<sup>st</sup> year



# ONBOARDING

Your ideas

# RETENTION



***There is a dire  
talent shortage***

**... unless  
you're a great  
place to  
work.**

*- Tom Peters*



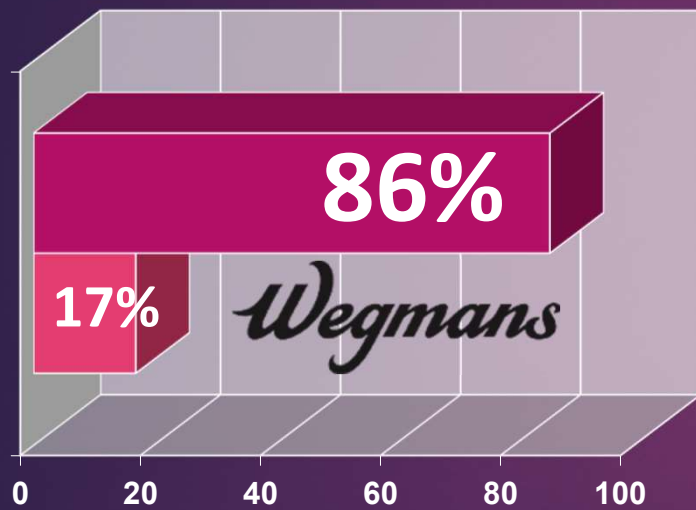
# RETENTION

## Release toxic workers

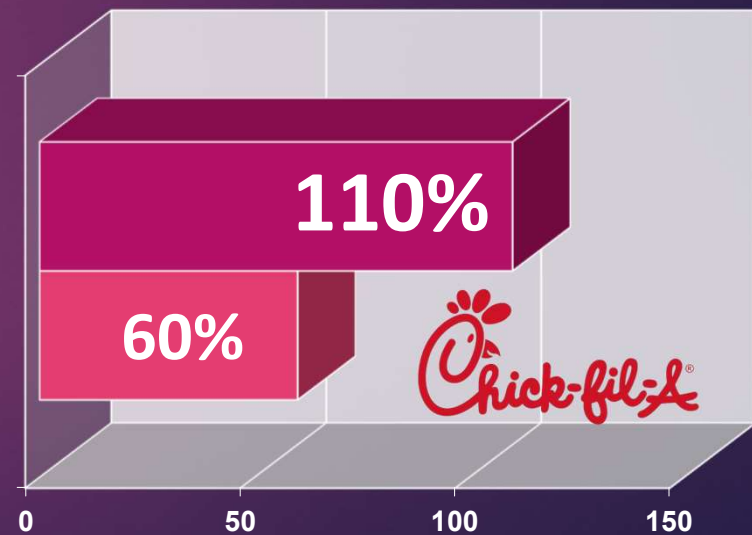


# TURNOVER

## Supermarkets



## Fast Food









**Personal Capability**

**- Minimum Requirements**

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**DISCRETIONARY  
EFFORT**

**Engagement is**

**a conscious**

**DECISION**

**Work is contractual**

**Engagement is**

**PERSONAL**

# EXTRA MILER - PHILIP



*Wegmans*



# EXTRA MILER - PHILIP



*Wegmans*







**Longing for the good old days when all of your employees were born between 1946 and 1964**



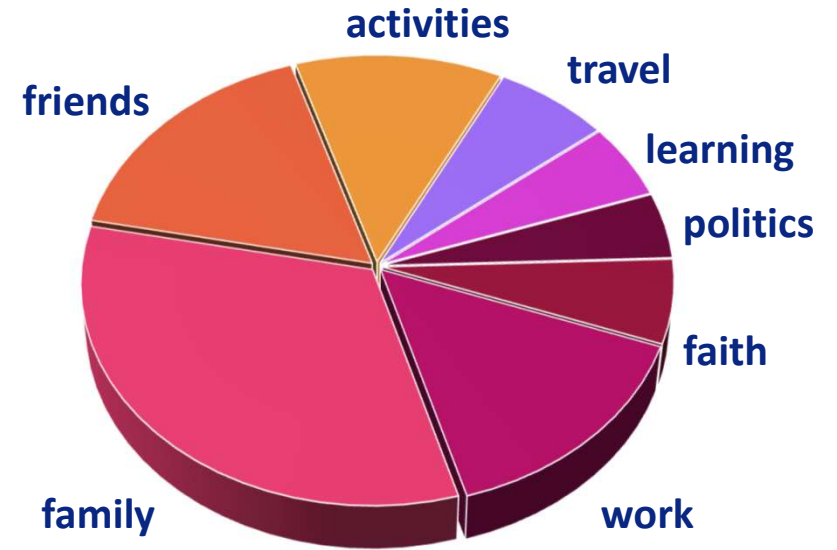


Adapting your organization to burn the available fuel.



# YOUNGER WORKERS

**My job is not  
my life**



# ASSIGNMENT

Define your mission in clear and compelling terms.

**"Our mission is to maximize shareholder value and satisfy our customers' needs, while providing our employees a rewarding and productive work environment and conducting our affairs responsibly in the community.**

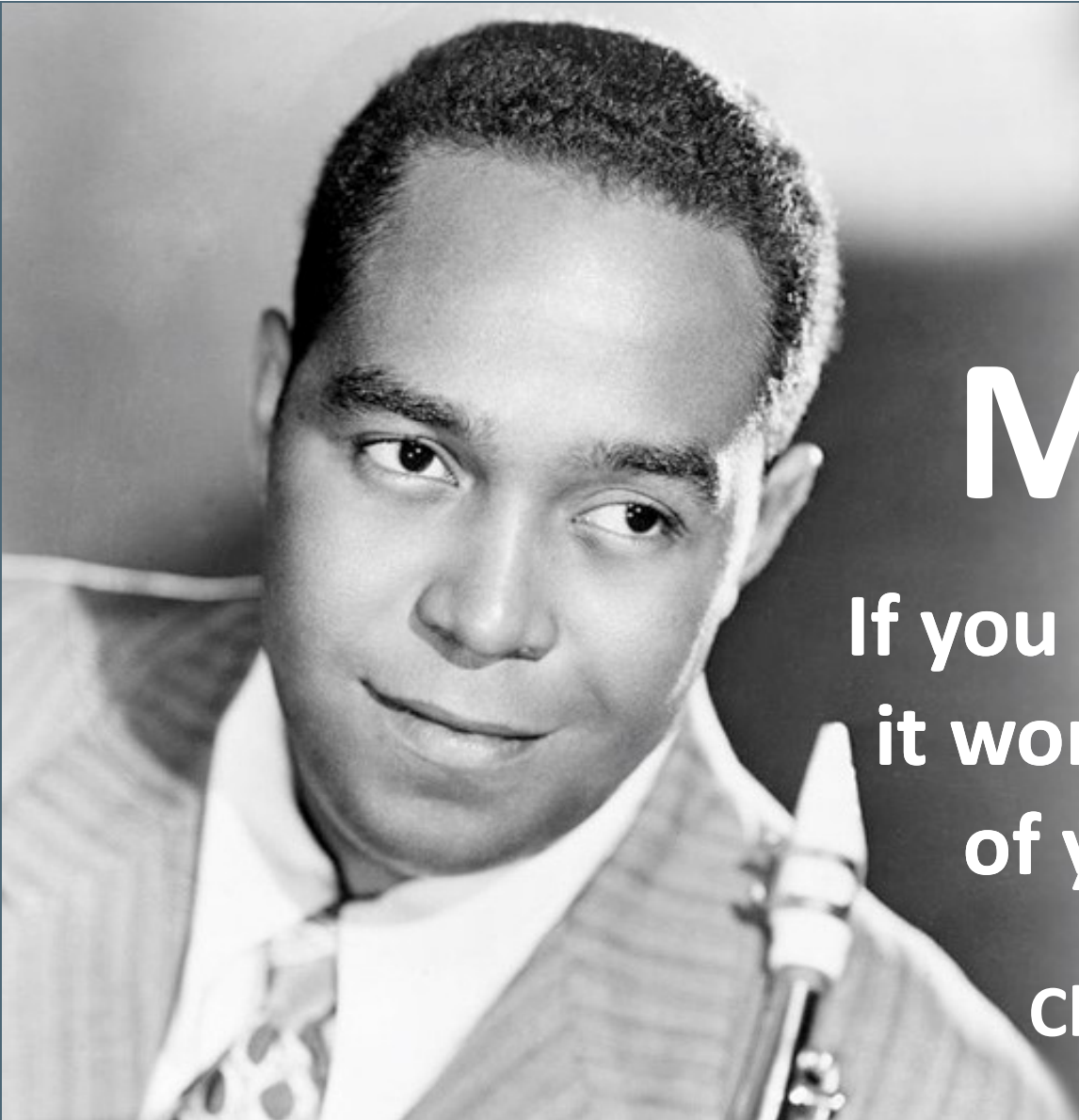
**We will accomplish this mission by creating a corporate vision of successful growth, by carefully managing our assets and by integrating our businesses through effective planning and allocation of resources."**



**WE**

**SELL**

**CHICKEN**



# Music

If you don't live it...  
it won't come out  
of your horn.

Charlie Parker



# ASSIGNMENT

Ask 5-6 employees:  
“What are our top 3  
business priorities?”

- Check for consistency

# RETENTION

Connect  
everyone to  
the impact of  
their work



# RETENTION

## More Work-Life Balance



# RETENTION



**More  
attention to  
employee  
development**

# RETENTION

## Customize Benefits



# RETENTION

## CHILD CARE OPTIONS



# RETENTION

- **Retention bonuses**
- **Tuition reimbursement**
- **Stay interviews**
- **Weekly pay**
- **Modernize PTO policy**

# RETENTION

**Create a community,  
not just a workplace**



plantronics





# BUILDING COMMUNITY

- **Celebrate!**
  - Work anniversaries
  - Special events
  - Team wins





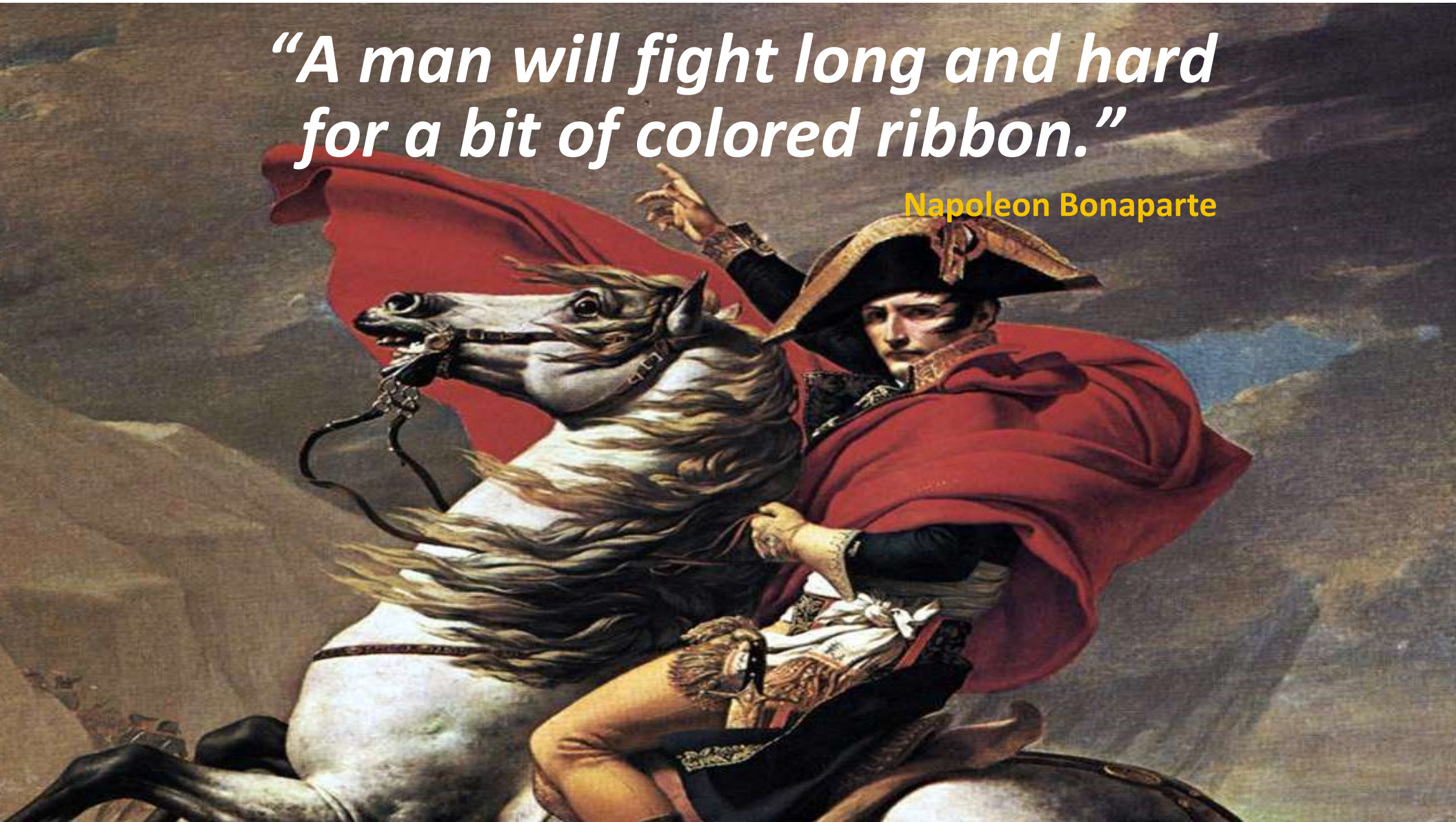
**LABOR SHORTAGE?**

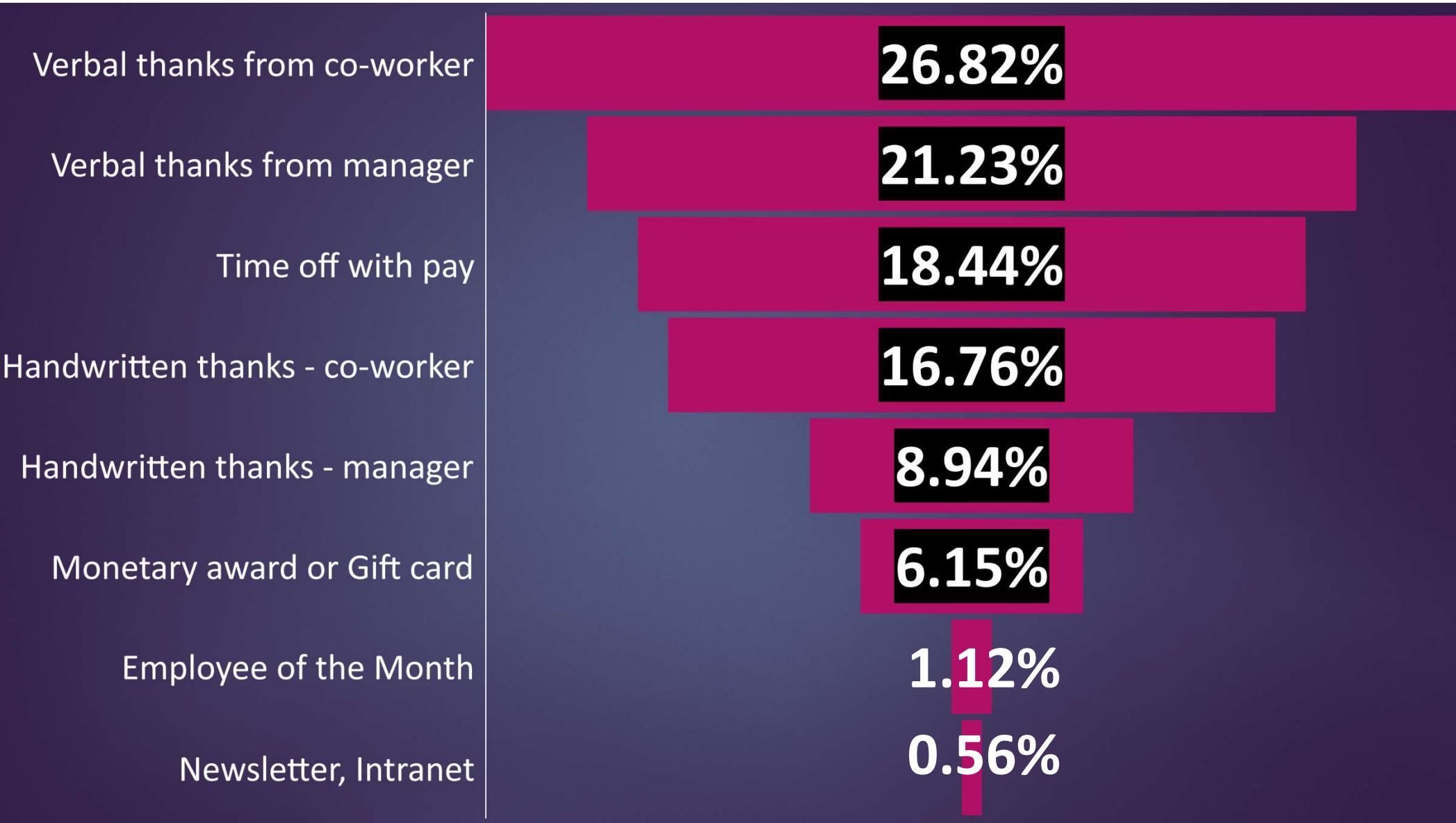
**APPRECIATION  
SHORTAGE!**

**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 THANKS

## Hold a Manager's Car Wash



# SAYING THANK YOU

Have dinner delivered to an employee's home.





**IF YOU CARE, YOU...**

**Feed the  
troops first**