

Recruiting and Retention In the New World of Work



Richard Hadden
SPEAKER, AUTHOR, CONSULTANT



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
- Serve their customers better
- Create more wealth

More Resources

contentedcows.com/tba-community

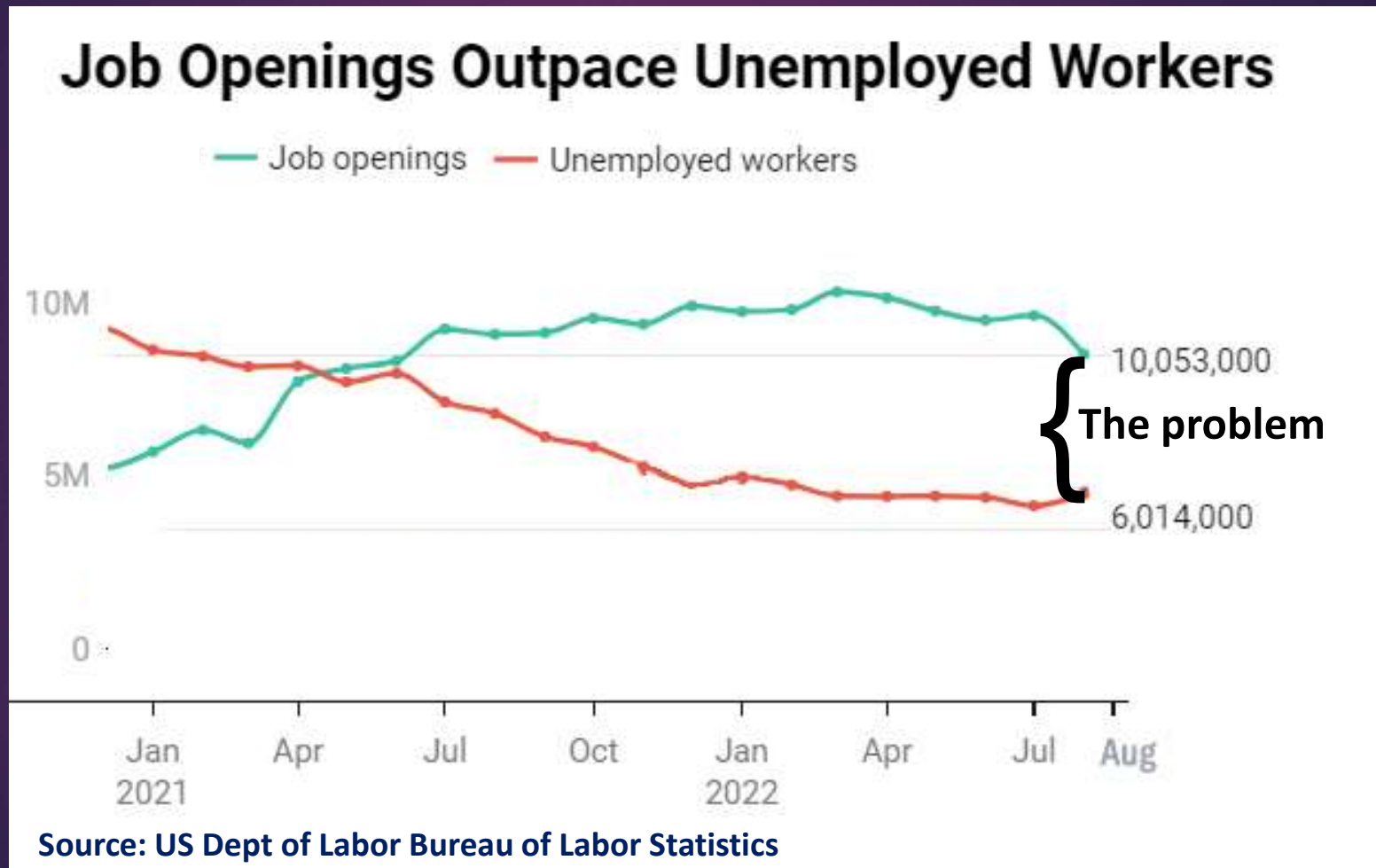


~~POST-COVID~~

Workplace

Next

LABOR SUPPLY < LABOR DEMAND



Tennessee's Unemployment Rate Holds Steady in September

The State's Jobless Number Continues to Stand Near the All-Time Low Rate

Thursday, October 20, 2022 | 01:30pm

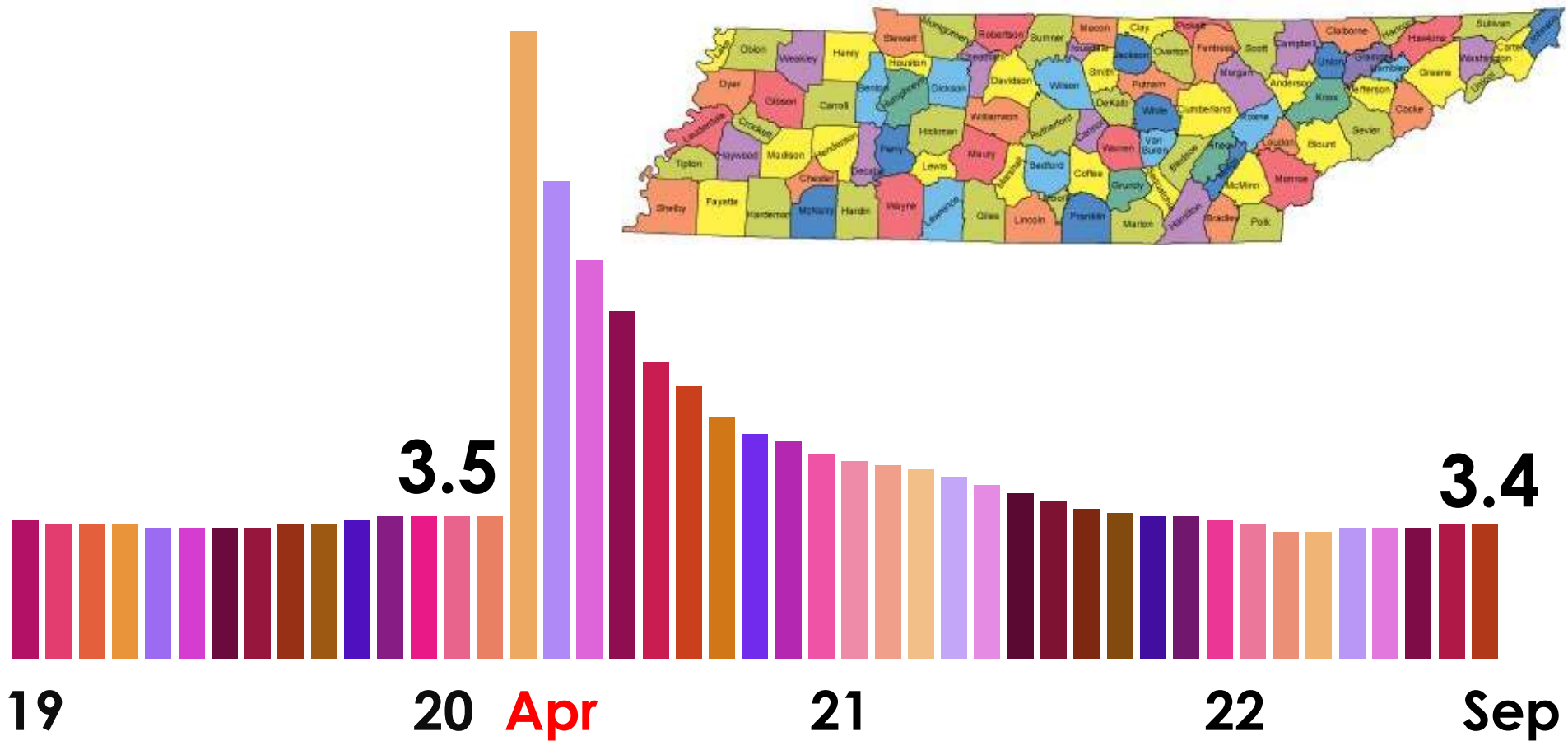
TN

Department of
Labor & Workforce
Development

NASHVILLE – Unemployment in Tennessee remained unchanged between August and September, according to data released Thursday by the Department of Labor and Workforce Development (TDLWD). The state's seasonally adjusted unemployment rate for September came in at 3.4% and is just 0.2 of a percentage point away from Tennessee's all-time low rate of 3.2%.



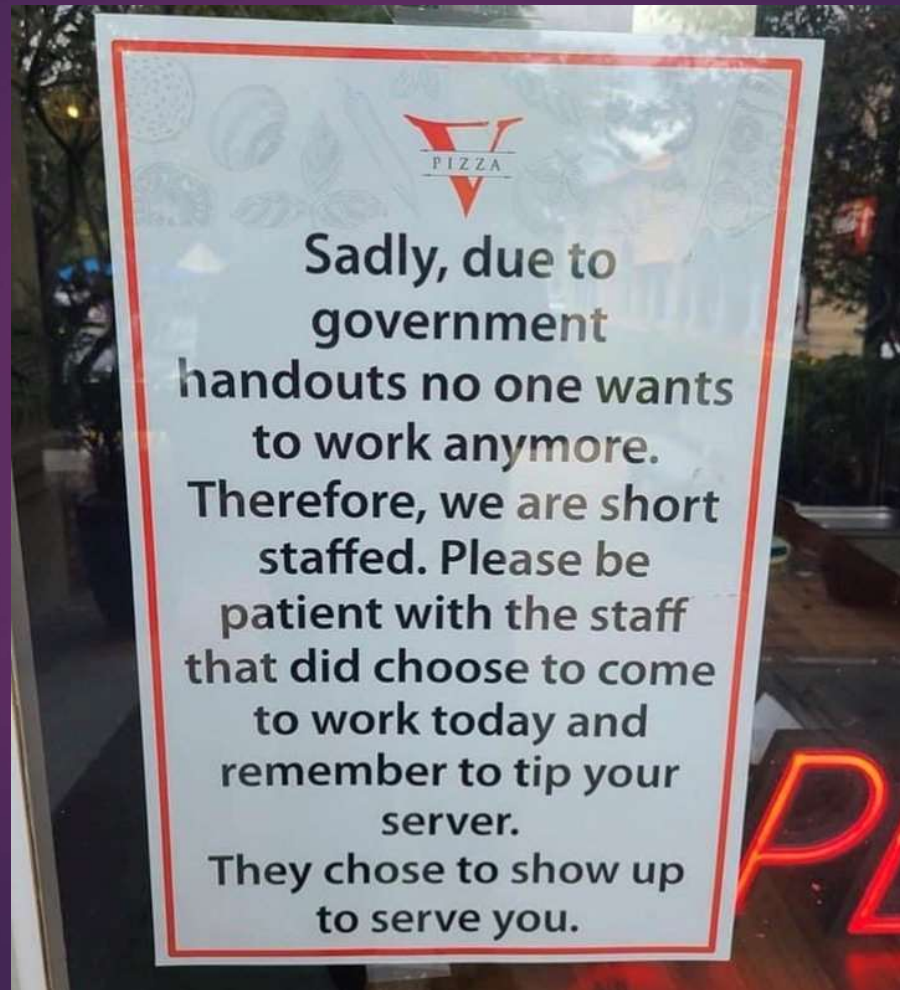
TENNESSEE UNEMPLOYMENT RATE



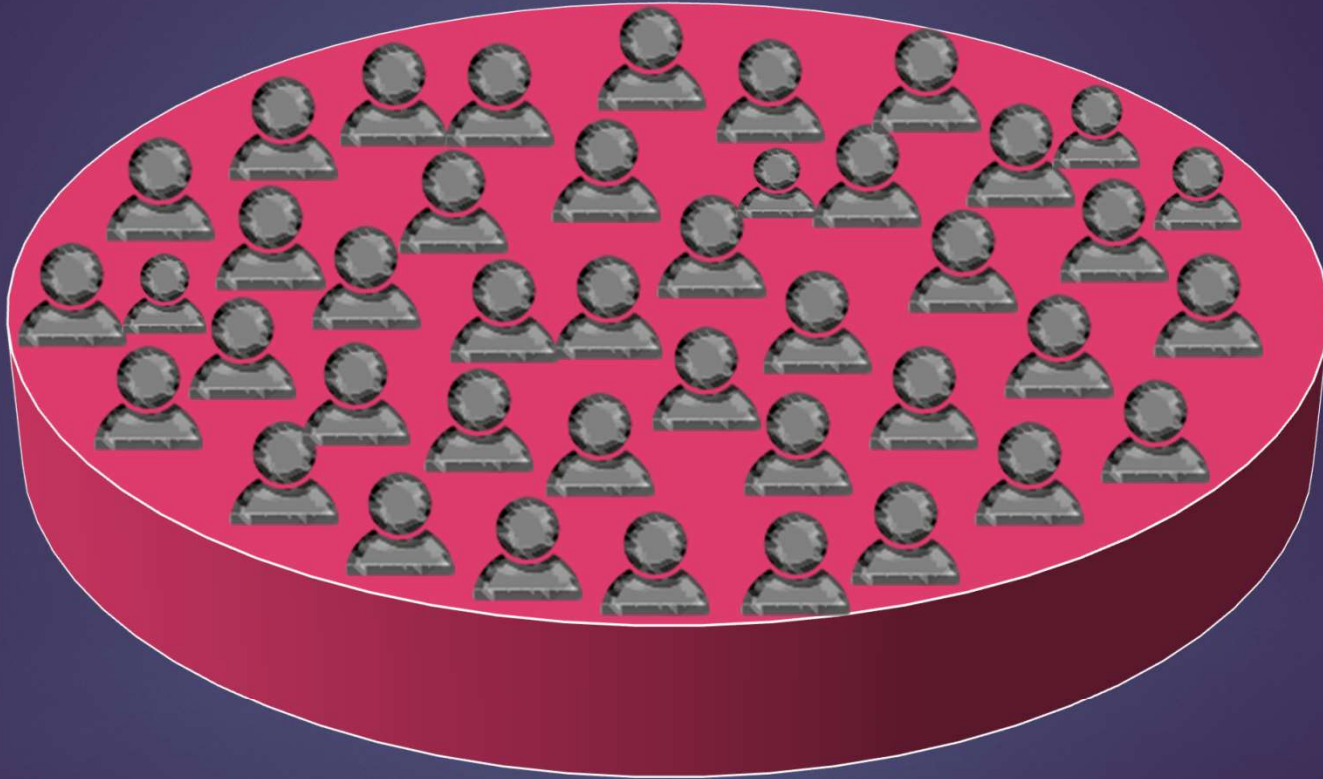


**Where did
everyone go?**

HERE'S WHAT DOESN'T EXPLAIN IT WELL



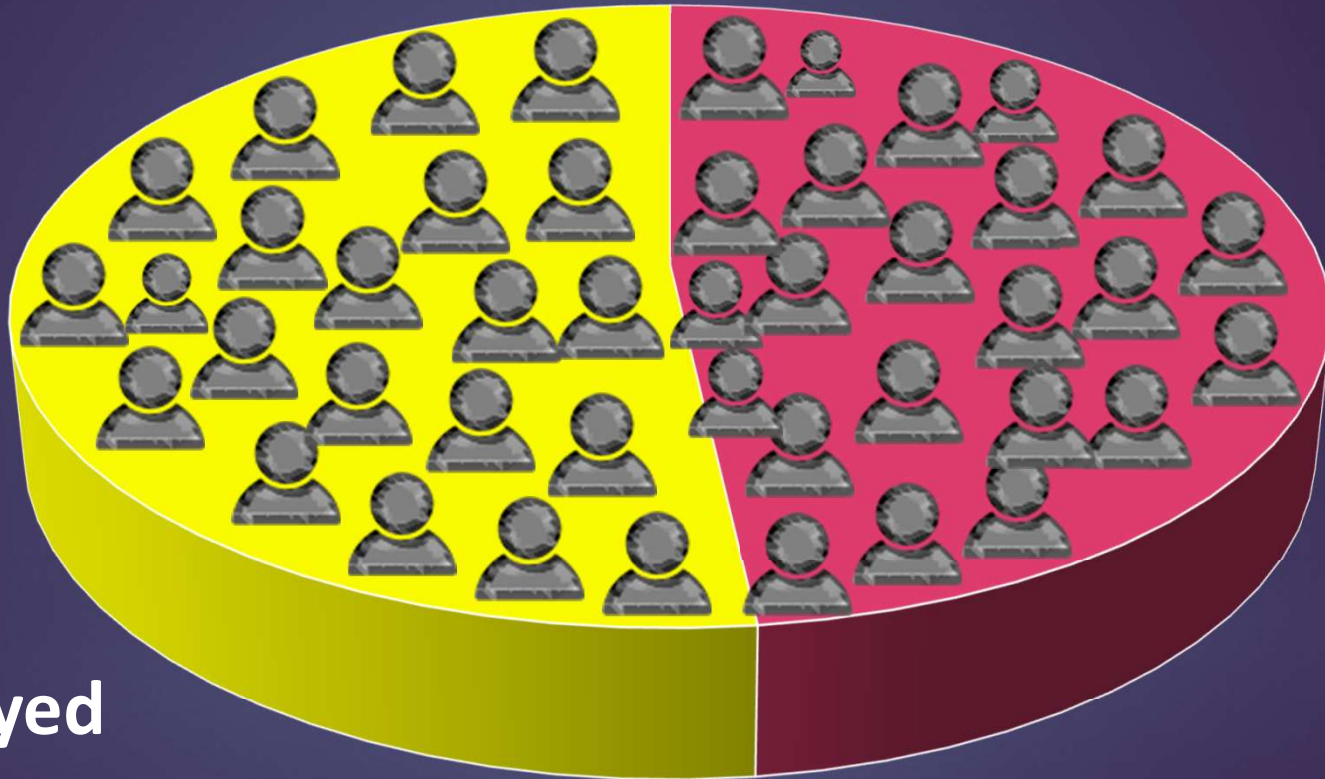
Unfilled Jobs in the U.S., Sep 30, 2022



10.1 Million

Source: Bureau of Labor Statistics

Unemployed Workers, Sep 30, 2022



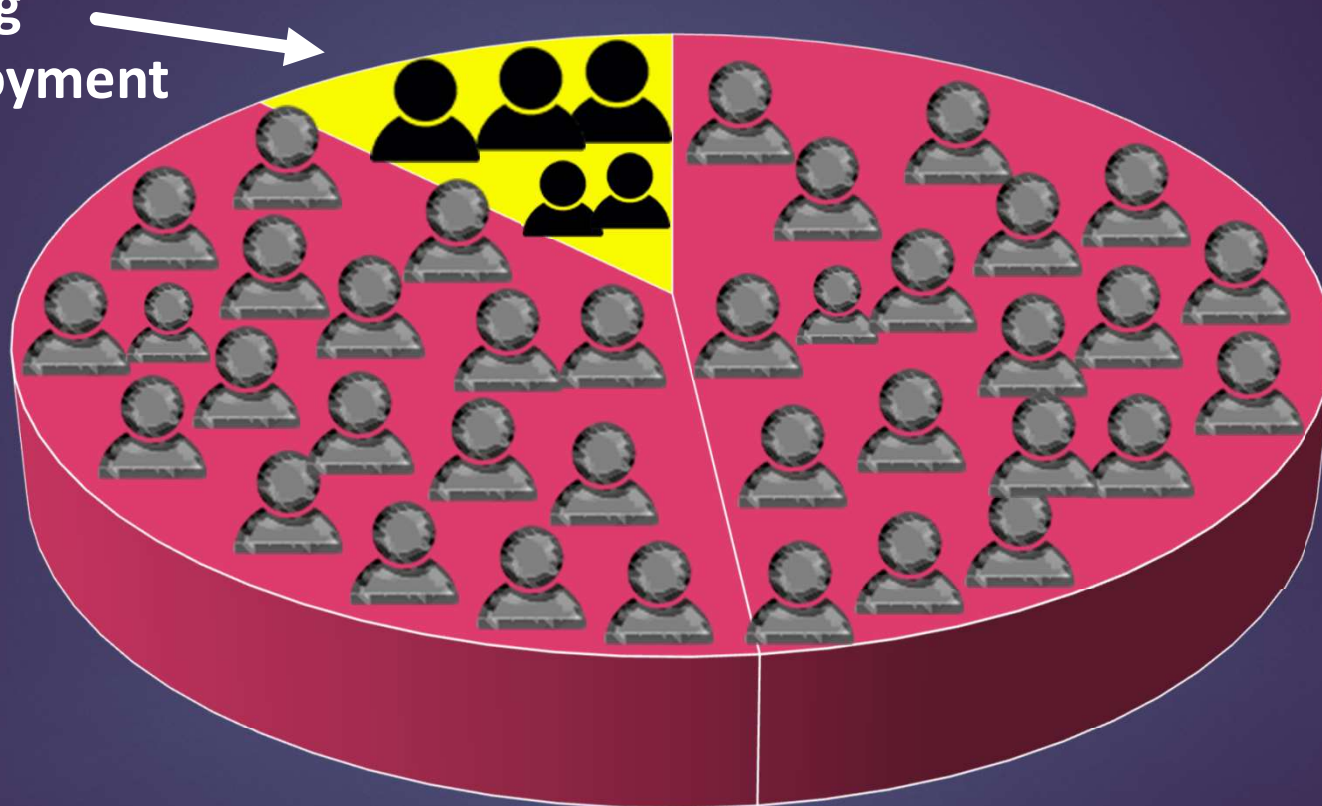
Unemployed

5.8 Million

Source: Bureau of Labor Statistics

Unemployment Recipients, Sep 24, 2022

Collecting
Unemployment

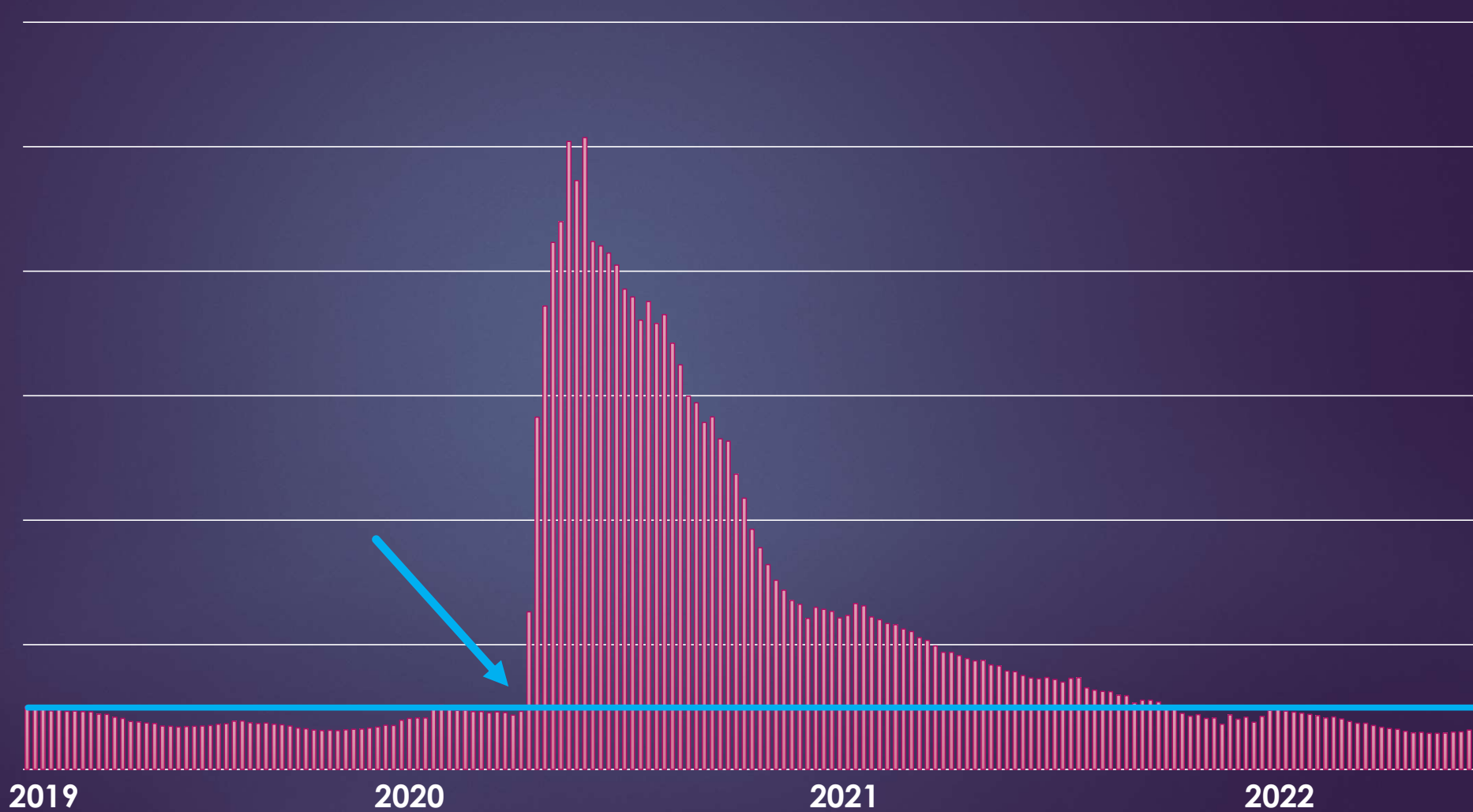


1.4 Million

Source: Bureau of Labor Statistics

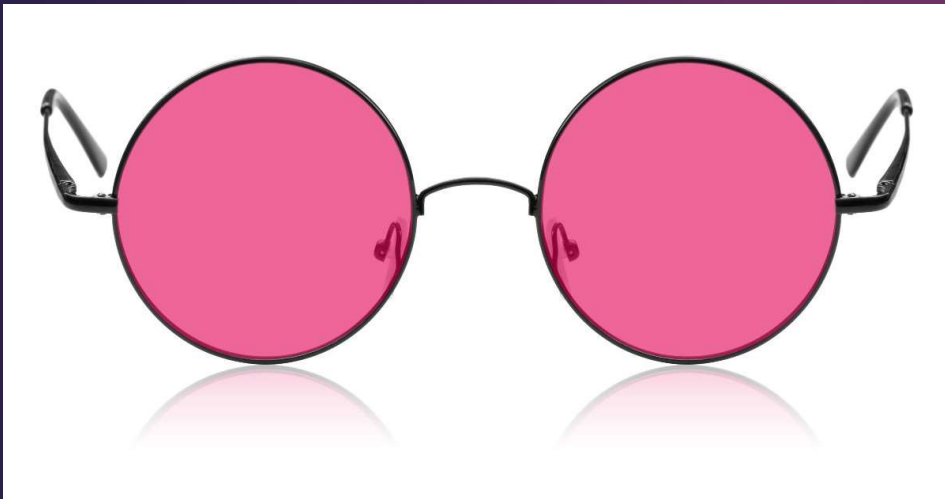
Unemployment Recipients, 2019 - 2022

30,000,000
25,000,000
20,000,000
15,000,000
10,000,000
5,000,000
0



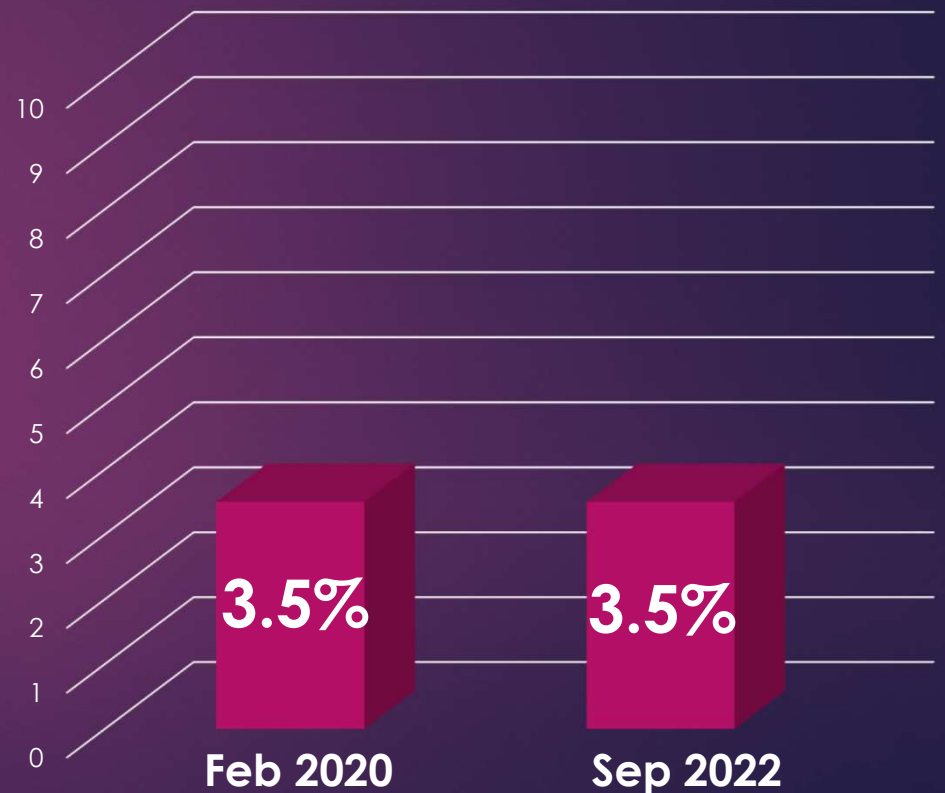
WHERE DID EVERYONE GO?

Rosy Retrospection Bias



Source: US Dept of Labor Bureau of Labor Statistics

US Unemployment Rate



WHERE DID EVERYONE GO?



Stateline

Help Wanted: Too Many Jobs and Not Enough Workers in Most States

October 14, 2019

Read time: 6 min

Share Read Mode



AUTHORS



Tim Henderson
Staff Writer
Stateline



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EXPLORE MORE FROM STATELINE

explore by place

WHERE DID EVERYONE GO?

2012



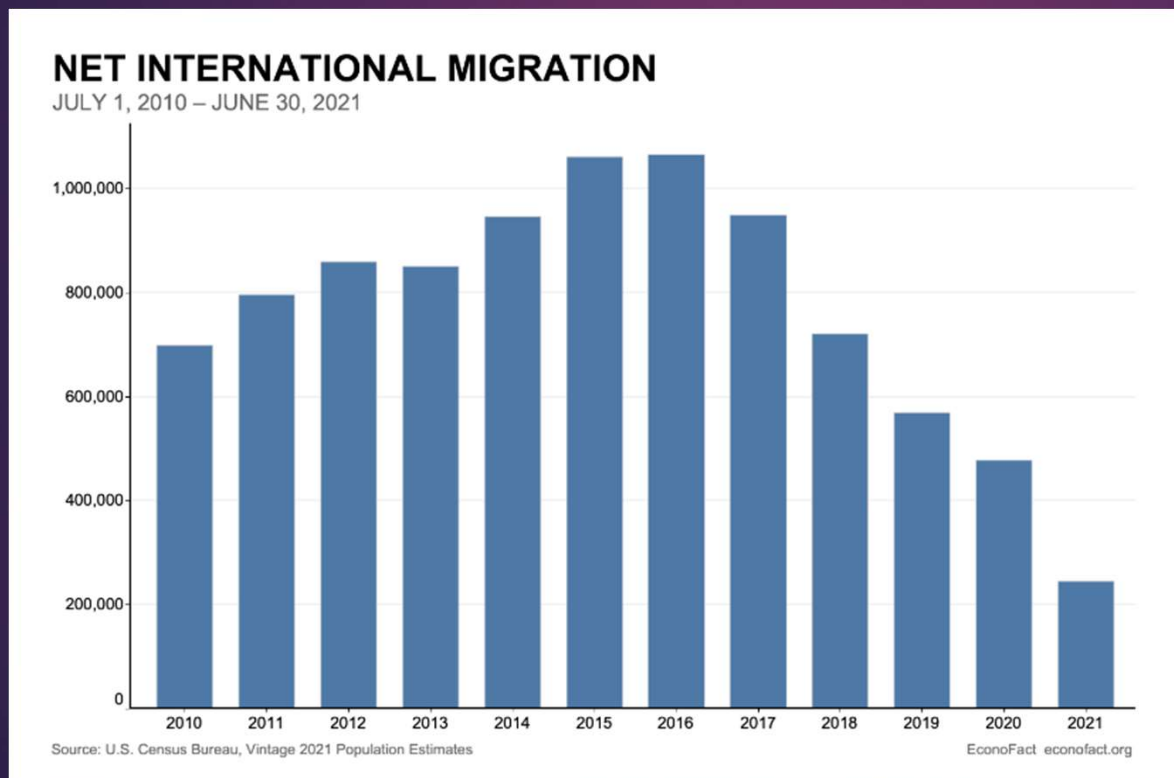
2022



Retirement is more doable

WHERE DID EVERYONE GO?

Big drop in immigration



350,000 fewer
immigrants in the
US in 2021 than in
2019

Source: US Census Bureau

WHERE DID EVERYONE GO?

Lots of them have been out sick



October 2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

www.a-printable-calendar.com

500,000 Acute
COVID Cases
(working age)

Lowest of the
pandemic

Sources: US Centers for Disease Control and Prevention & Bureau of Labor Statistics

WHERE DID EVERYONE GO?

Lots of them have Long COVID



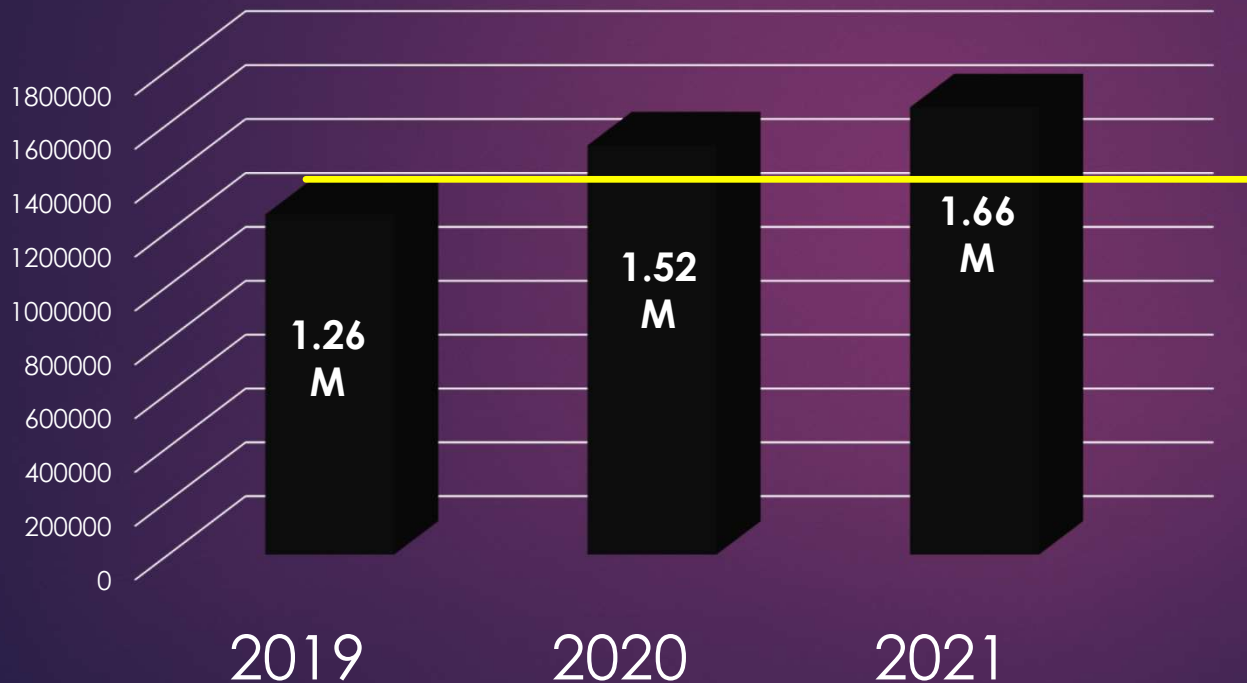
3.3 M still
aren't
working

Sources: US Census Bureau
National Center for Health Statistics
Brookings Institute

WHERE DID EVERYONE GO?

Many of them died

Deaths, ages 15 - 74



654,955

Total excess
deaths 2020-
2021

Sources: CDC & Bureau of Labor Statistics

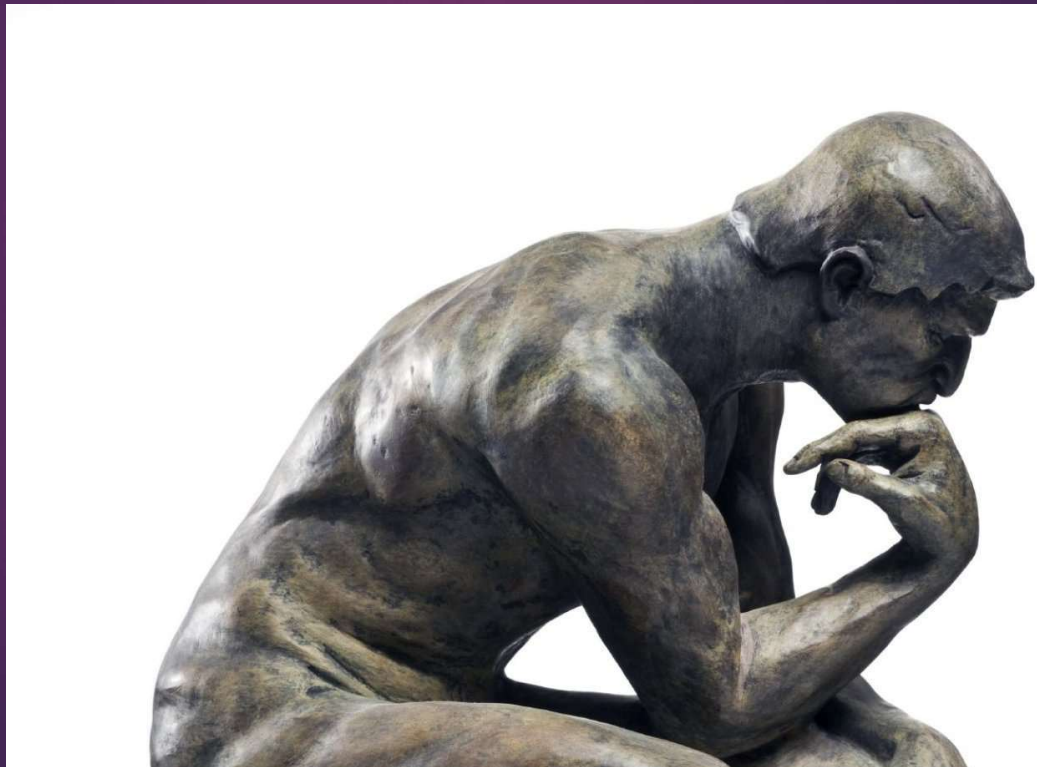
WHERE DID EVERYONE GO?

Child Care Crisis



WHERE DID EVERYONE GO?

The Great Reassessment



WHERE DID EVERYONE GO?

Source: Bureau of Labor Statistics

Higher Quit Rate Demonstrates Labor's Strong Position

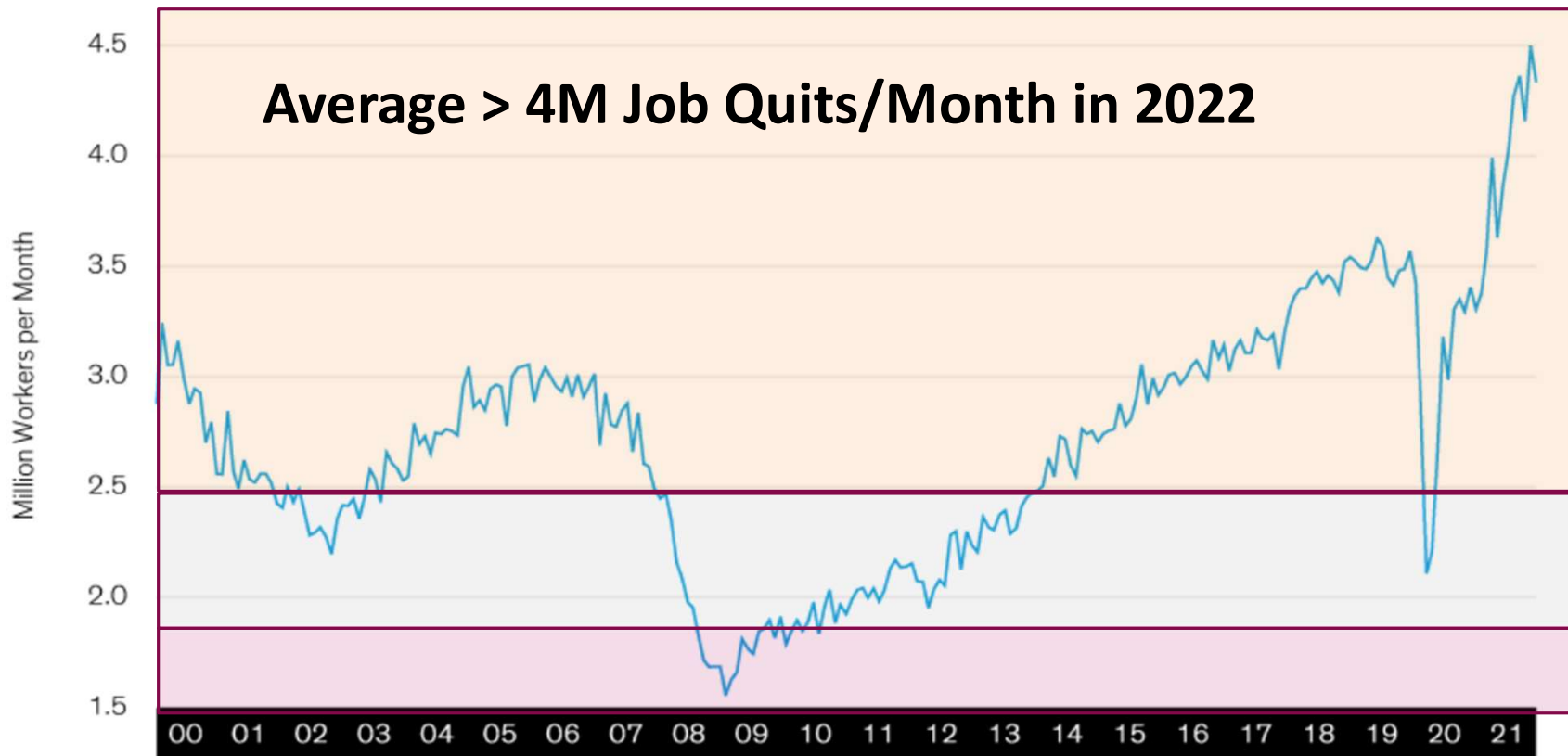
Average > 4M Job Quits/Month in 2022

Who has the upper hand?

Workers

Gray Area

Employers



WHERE DID EVERYONE GO?

Average > 4M in Transition Every Month



Source: Bureau of Labor Statistics

WHERE DID EVERYONE GO?

- Rethinking Work
- Retirement
- Gigging
- Start new business
- Fewer immigrants
- More illness
- Long COVID
- More death
- In transition
- Can't get childcare

THREE OPTIONS

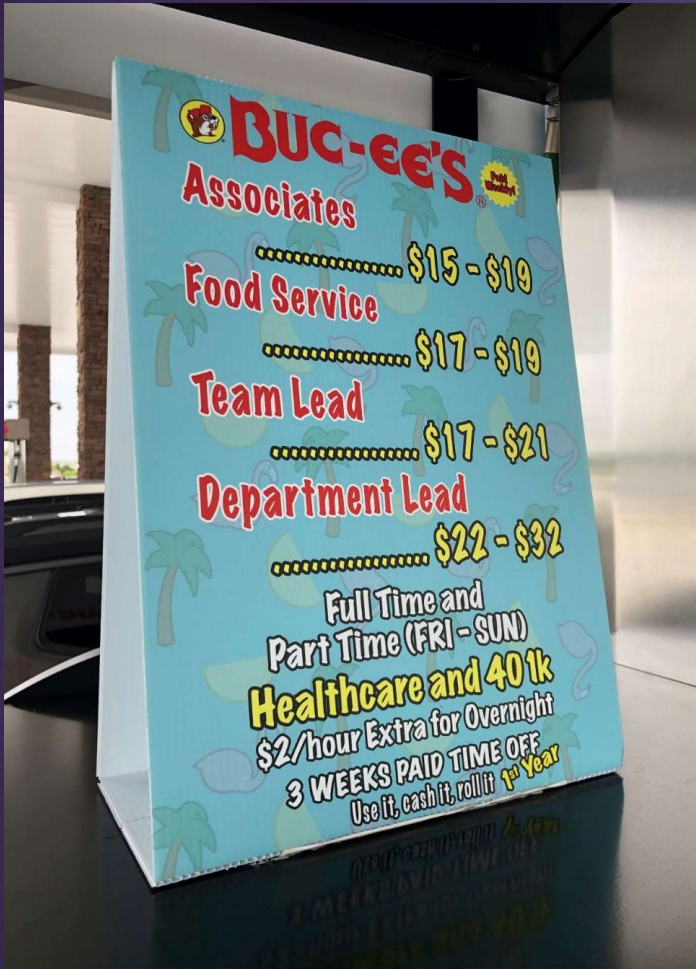
1. Hope it's temporary and will resolve itself without treatment

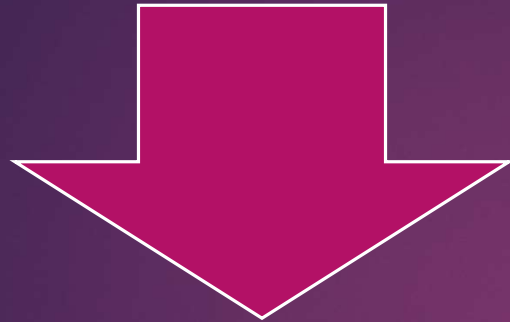
THREE OPTIONS

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

**KNOW WHAT
YOU'RE COMPETING
AGAINST**







Tangible\$

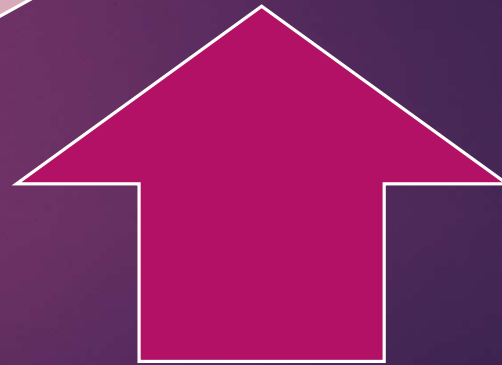
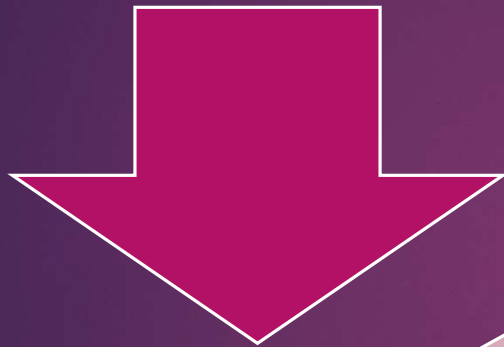


Intangibles

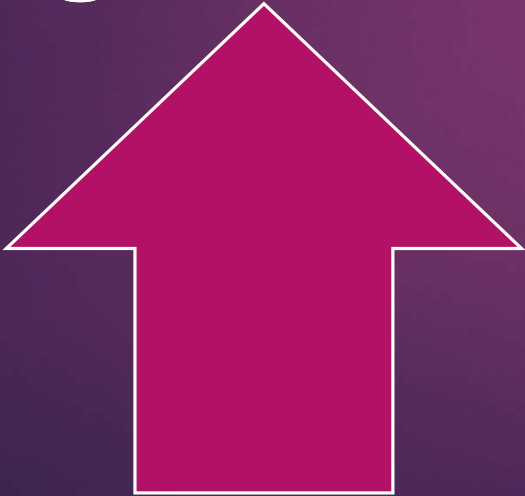


Intangibles

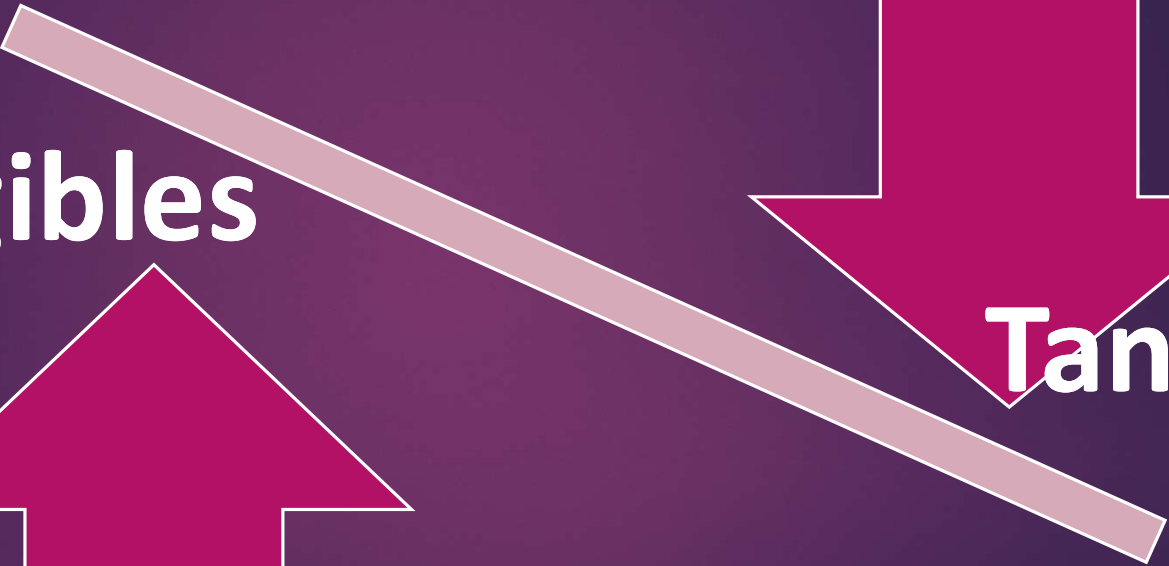
Tangible\$



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

THE FASTEST ROUTE

Leadership

The earned consent of followers

LEADERSHIP



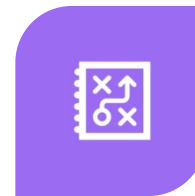
SCREEN FOR IT



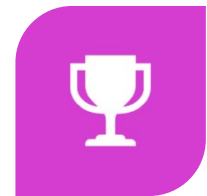
HIRE FOR IT



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!

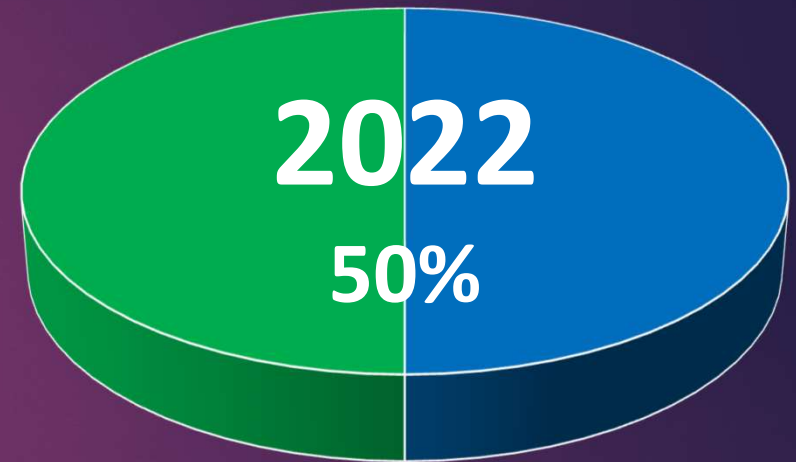
BEST RECRUITING TOOL

**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?

THE COMPETITION IS FIERCE



16 or more applications per job search

Source: Hireology, May 2022

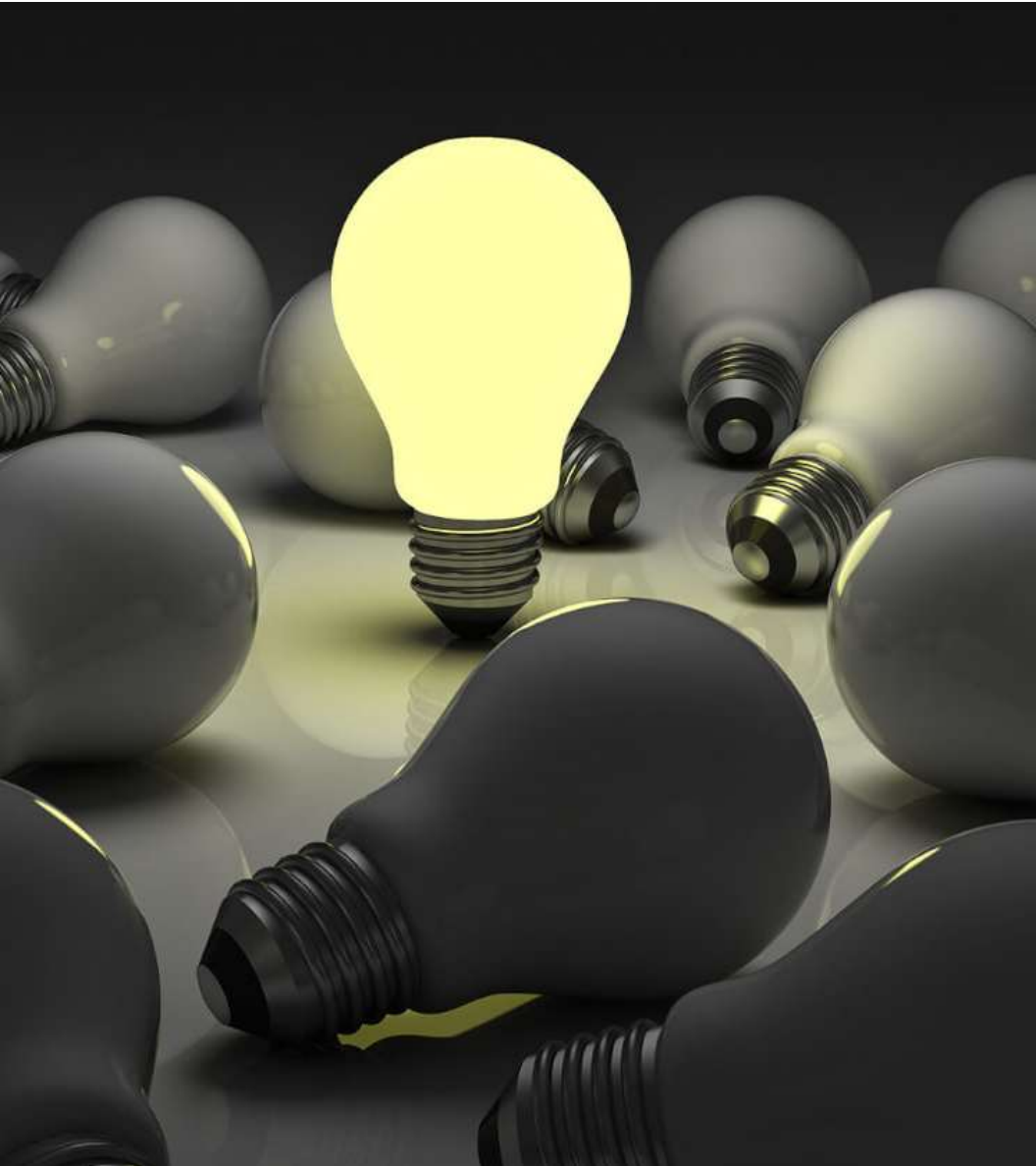
RECRUITING

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 bank?**

ASSIGNMENT

Conduct Employee Surveys



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REPUTATION

Recruits

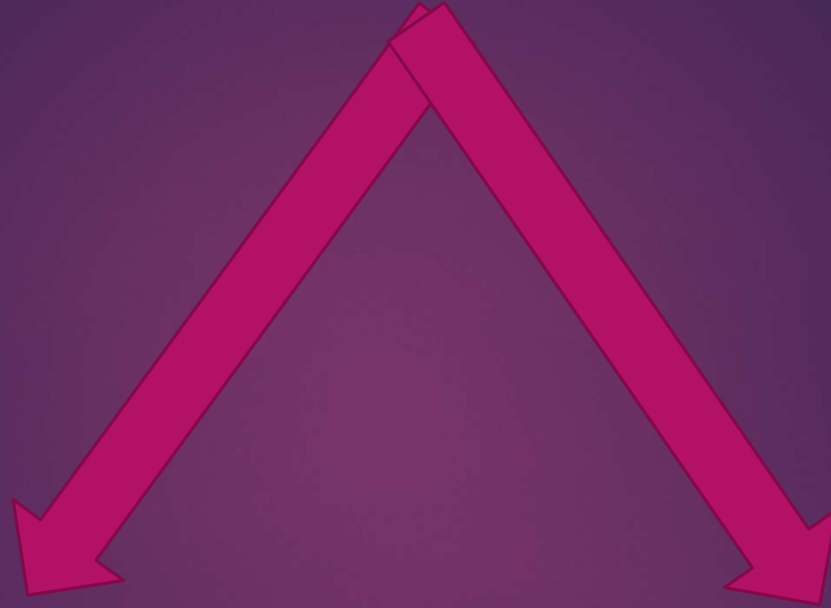
REALITY

Retains

RECRUITING

SOURCES

ATTRACTION



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

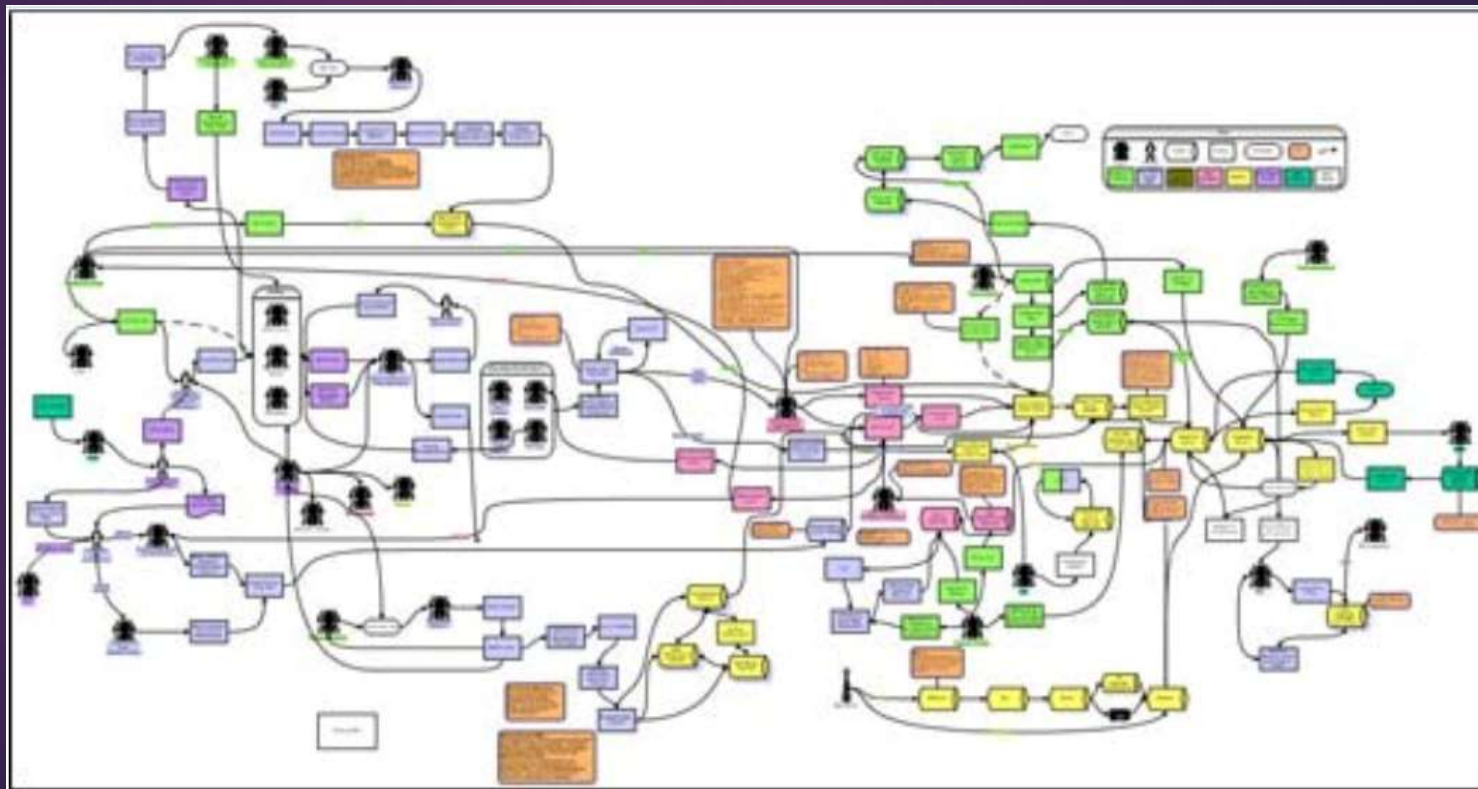


RECRUITING

Know the difference between
requirements and
preferences.

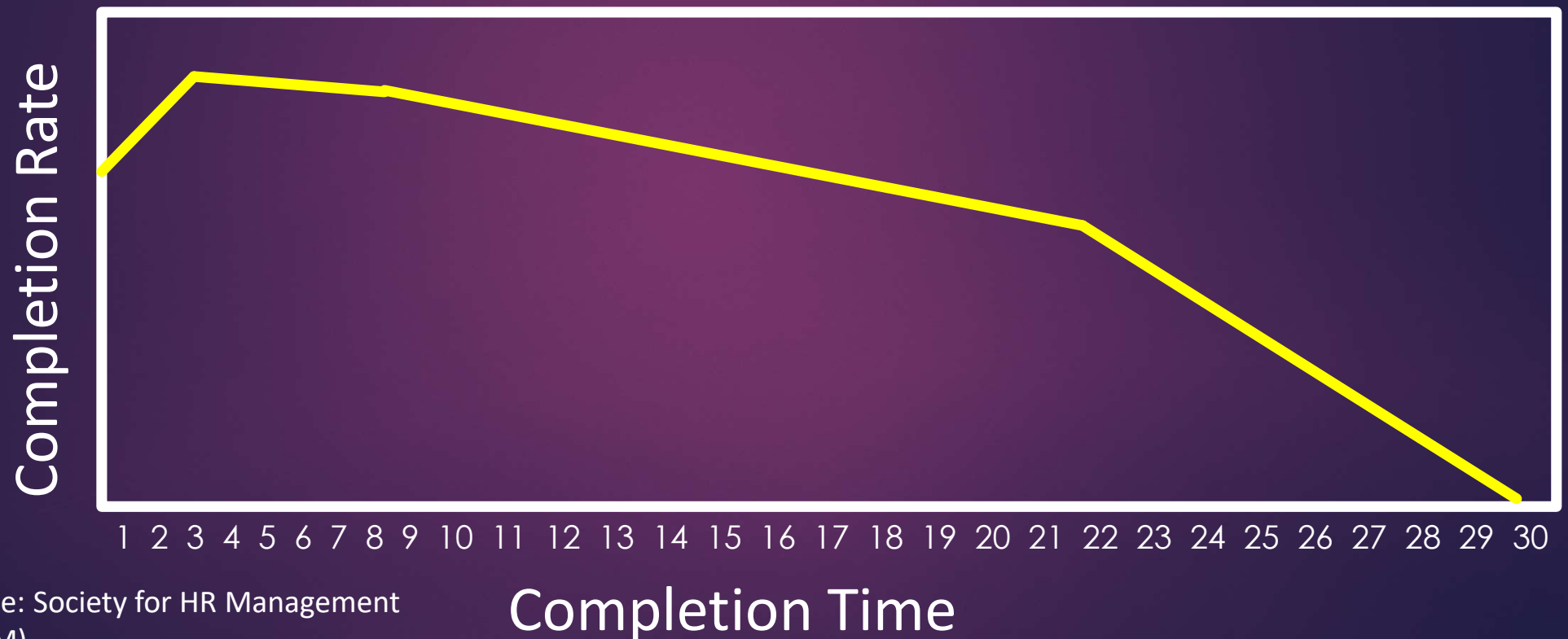
RECRUITING

Simplify your application process



HOW LONG TO DO THE APP?

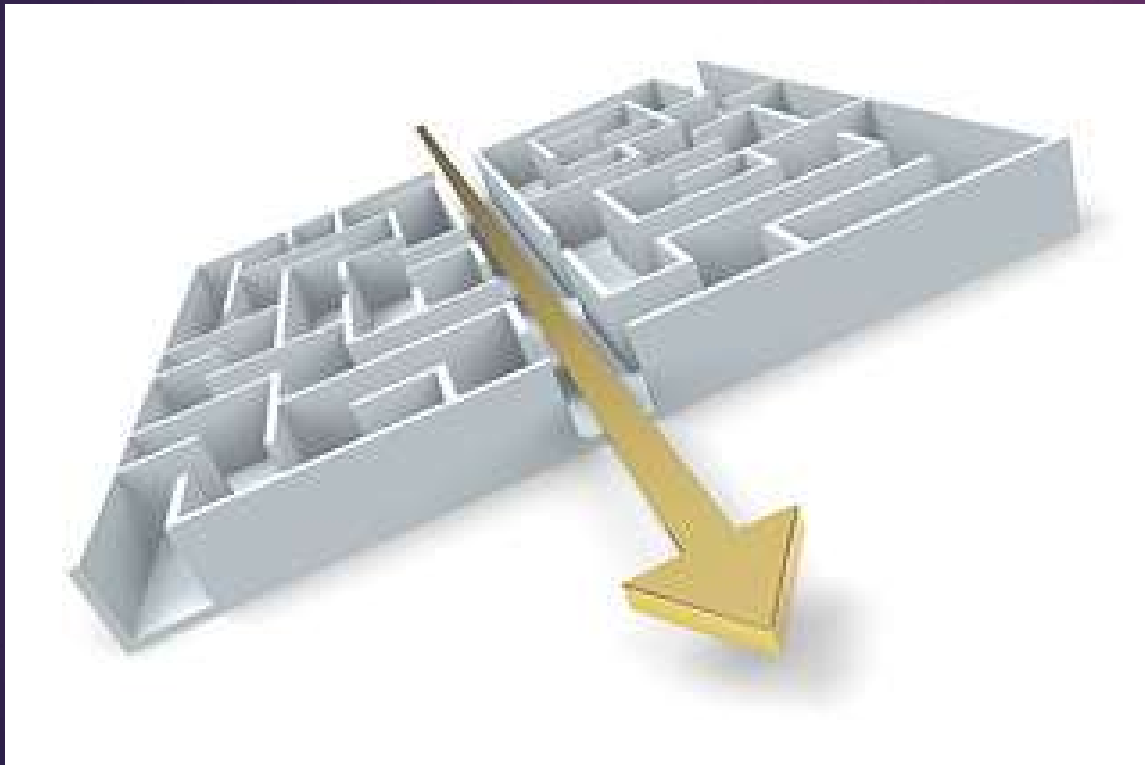
15-20 Minutes Max



Source: Society for HR Management (SHRM)

RECRUITING

Streamline the hiring process

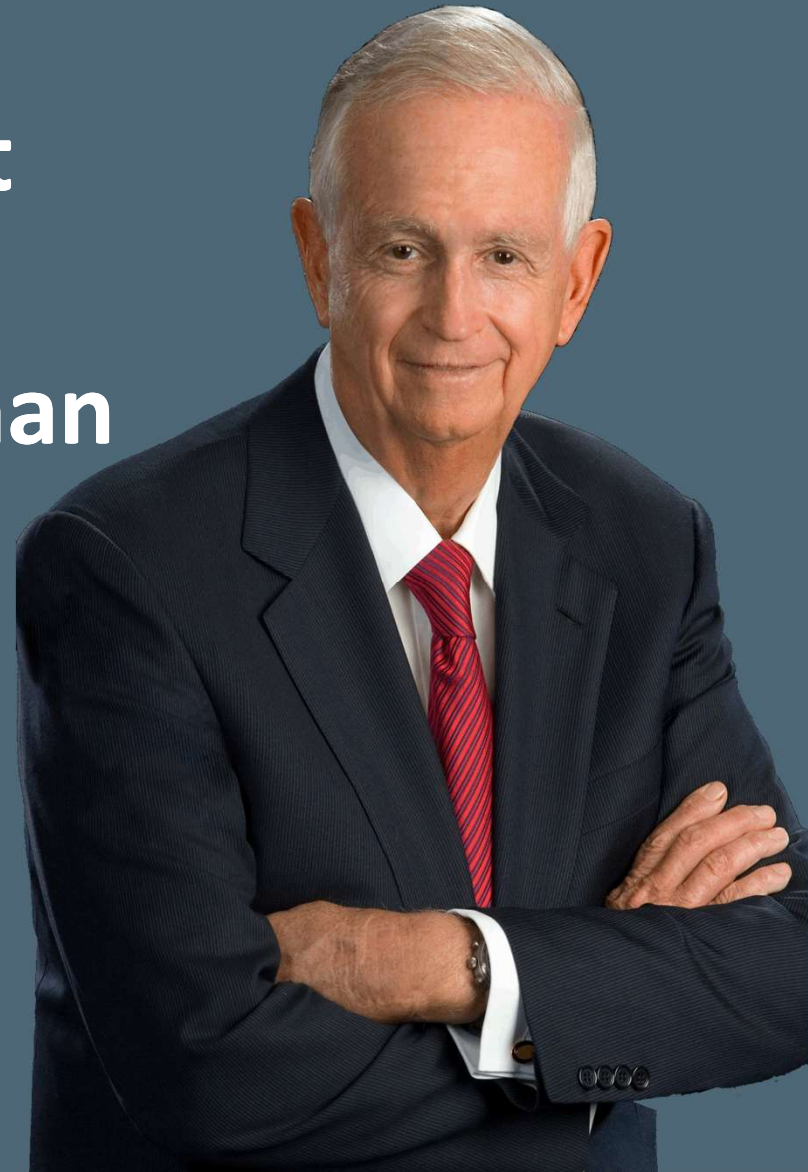


ASSIGNMENT

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

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

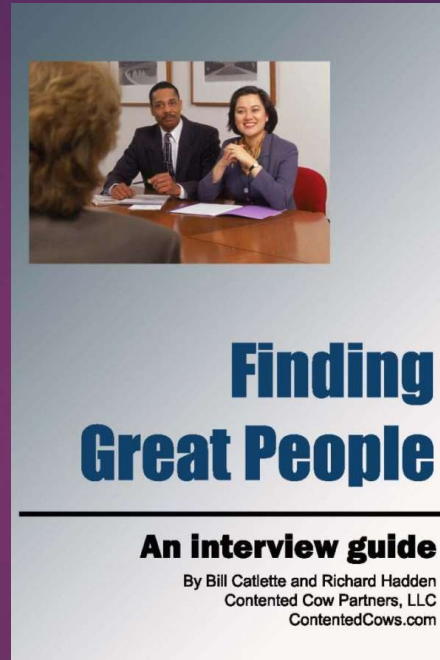
Bill Marriott



ASSIGNMENT

Identify the non-technical
fit requirements at your
bank.

FREE RESOURCE



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

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RECRUITING

Reward Managers for Hiring Well



RECRUITING

YOU MUST HAVE AN EMPLOYER BRAND



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Inside Zappos
WHERE CULTURE THRIVES, PASSION FOLLOWS

[Become an Insider](#) [Search Hot Jobs](#)

The image shows a group of people participating in a 'Color Run' event. They are wearing white t-shirts with 'THE COLOR RUN' printed on them and are making peace signs. The background shows other runners and spectators on a paved road.

RECRUITING

YOU WANT TO BE A DESTINATION EMPLOYER

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

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

[Learn More](#) »

● ○ ○ ○ ○

First State Bank – Northern Texas

TALENT COMPETITION THEN



TALENT COMPETITION NOW



REMOTE WORK OPTION

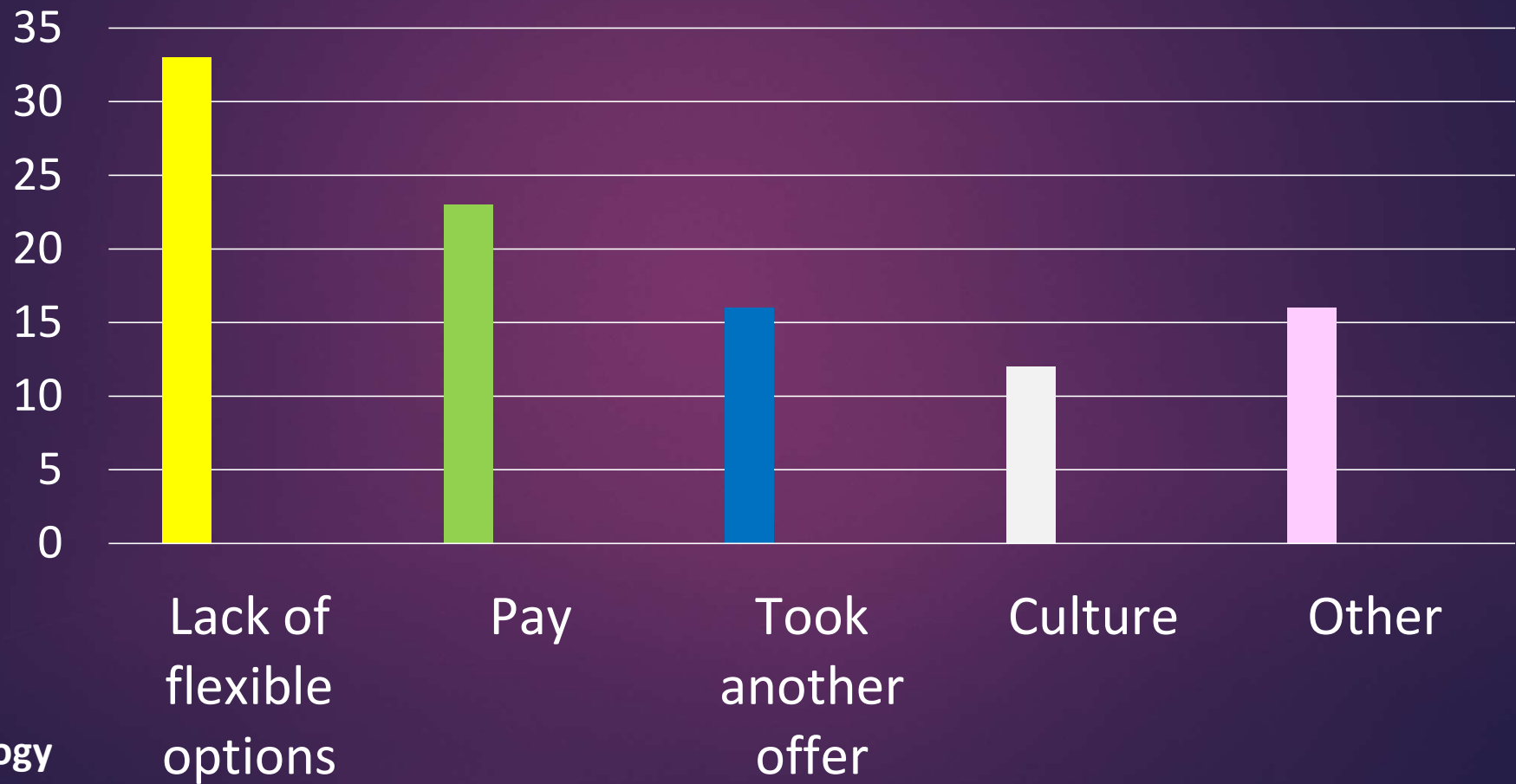
**Now becomes a
competitive
distinction in the
war for talent.**

#1 Job Feature Today

FLEXIBILITY



WHY'D YOU TURN DOWN THE OFFER?

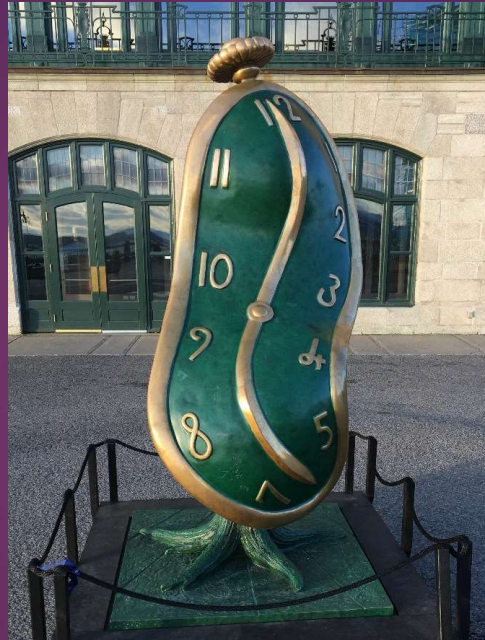


Hireology

NOT ONLY REMOTE WORK



Schedule autonomy



Fluid hours



More PTO

ARE YOU LOOKING FOR

Attendance?
Or Output?

Endurance?
Or Results?

**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:

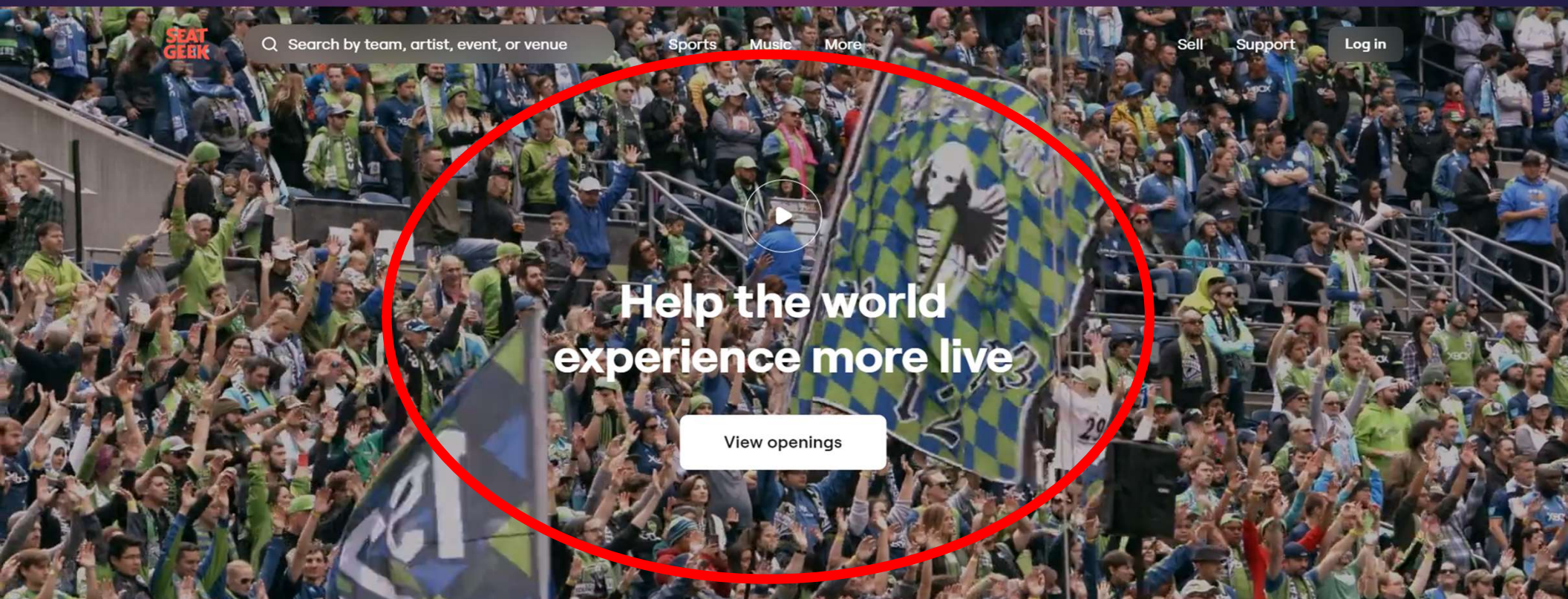
> **Personal Banker**

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@usbank.com

YOUR WEBSITE SHOULD

Communicate your employer brand

seatgeek.com/jobs



SEAT
GEEK

Search by team, artist, event, or venue

Sports Music More

Sell

Support

Log in



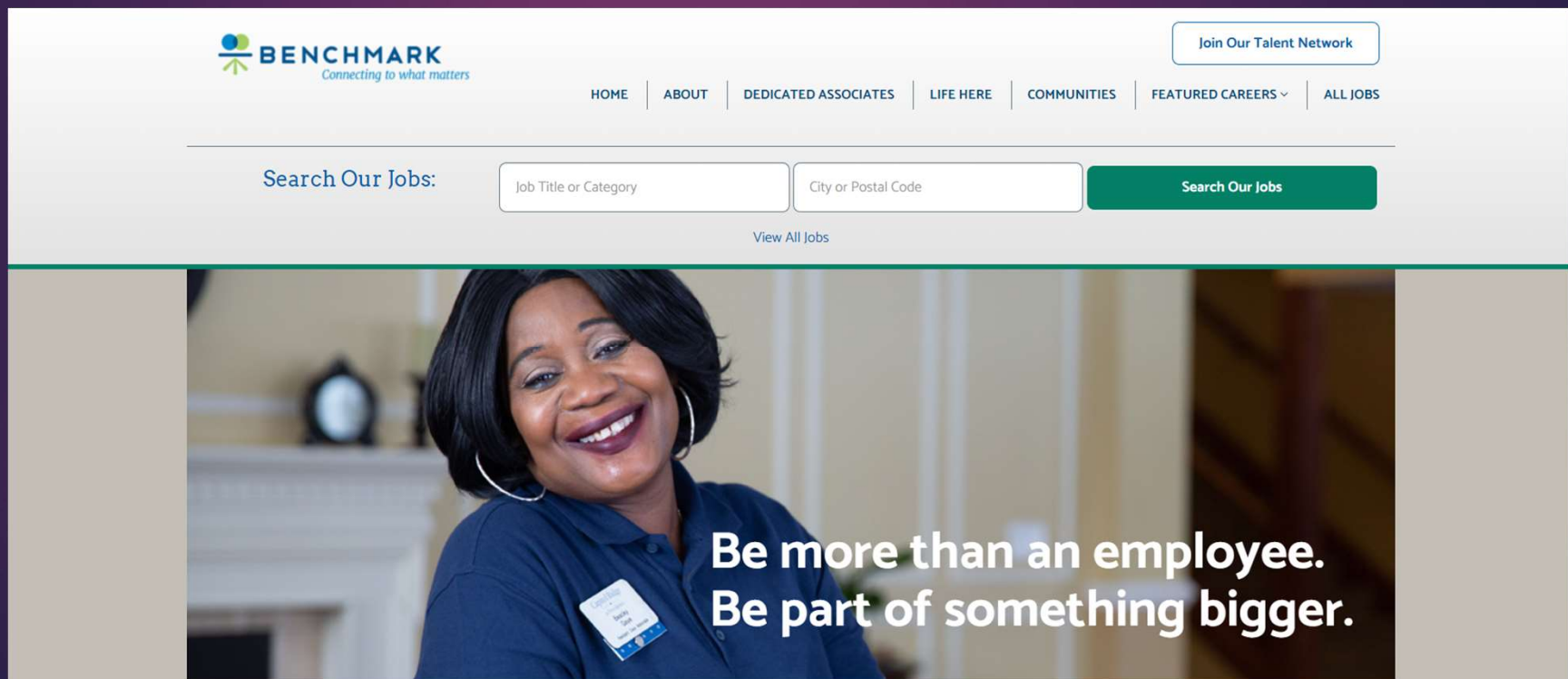
Help the world
experience more live

View openings

YOUR WEBSITE SHOULD

Sell your CULTURE

benchmarkseniorliving.com



The screenshot displays the Benchmark Senior Living website. At the top 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. Below the search bar is a "View All Jobs" link. The main content area features a photograph of a smiling woman in a blue polo shirt with a name tag. Overlaid on the bottom right of the photo is the text: "Be more than an employee. Be part of something bigger."

Careers

It's bigger than banking.



ON PURPOSE



ON ADVANCEMENT



ON SUPPORT

YOUR WEBSITE SHOULD

Give a look inside

rackspace.jobs



JOIN US!

🔍 job title, keywords, location

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're on cloud together 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 part of what makes a Racker

piedmont.org



Career Areas

Physician & AP Opportunities

Our Culture

Rewards

Locations

Search Jobs ▶

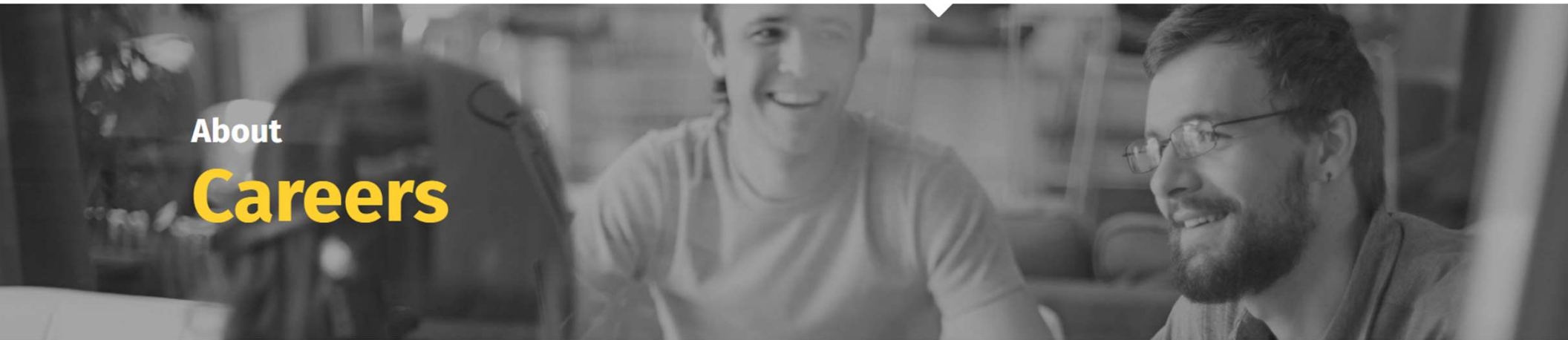
Be The Difference.



SEARCH PIEDMONT

CURRENT EMPLOYEES
SEARCH & APPLY





About
Careers

 The GCB Team Experience  Copy link



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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

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 :-)

YOUR WEBSITE

I'M INTERESTED

 **CALL ME NOW**

BUTTON

RECRUITING

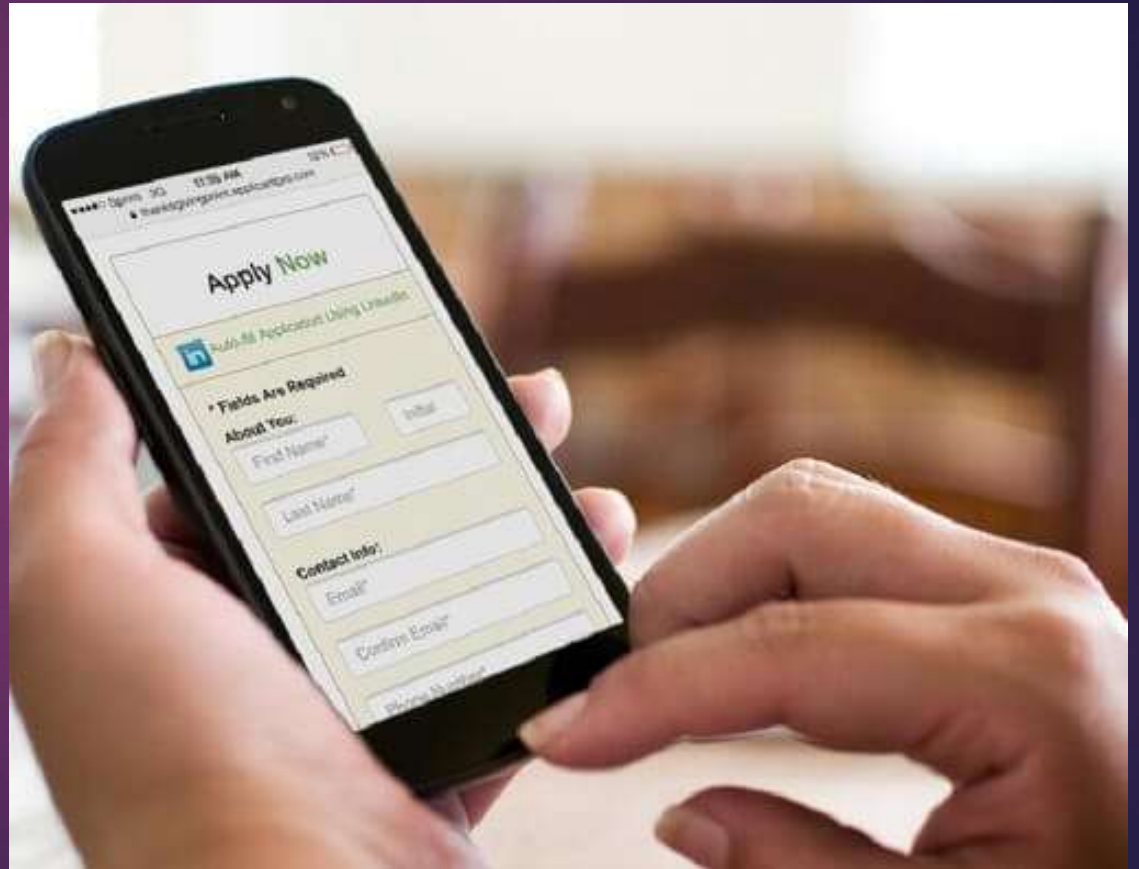
PUT VIDEOS ON YOUTUBE

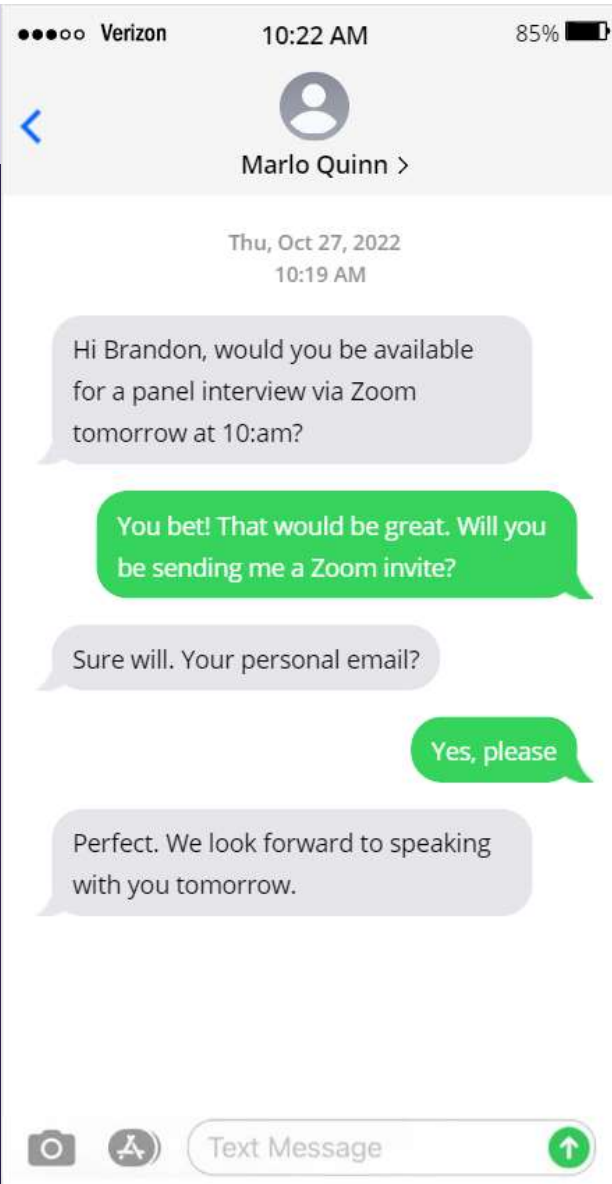


RECRUITING

72%

White collar applicants do the whole thing on their phone





RECRUITING

Communicate
with applicants
via text

Text = 90 seconds
Email = 90 minutes
Voice msg = never

RECRUITING

SOCIAL MEDIA



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

A sign in
the
bank

WE'RE
HIRING

We want you to join our team!



To learn more and download an
application, scan the QR code above.

bluemercury®
makeup • skincare • spa

RECRUITING

PAY FOR EMPLOYEE REFERRALS



RECRUITING

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



REFERRALS

MAKE IT EASY -
NO JUMPING
THROUGH
HOOPS



GRADUATED
PAYOUTS



RECRUITING

TALK TO 8TH GRADERS



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



contentedcows.com/tba-community

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 bank president

ONBOARDING



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

ONBOARDING



**Onboarding
Buddy**

ONBOARDING

Appoint an Onboarding Team

- **Specific tasks**
 - **Lunch buddy every day first week**
 - **Random “impromptu check-ins”**
 - **Gamify it!**

ONBOARDING



Special
Parking
Place

ONBOARDING



**No first day
paperwork!**

ONBOARDING



Hold a
welcome
celebration
for them on
their first day

ONBOARDING

For Relocators

- “Welcome Wagon” Committee



ONBOARDING

For Relocators

- Get spouse/partner engaged in community



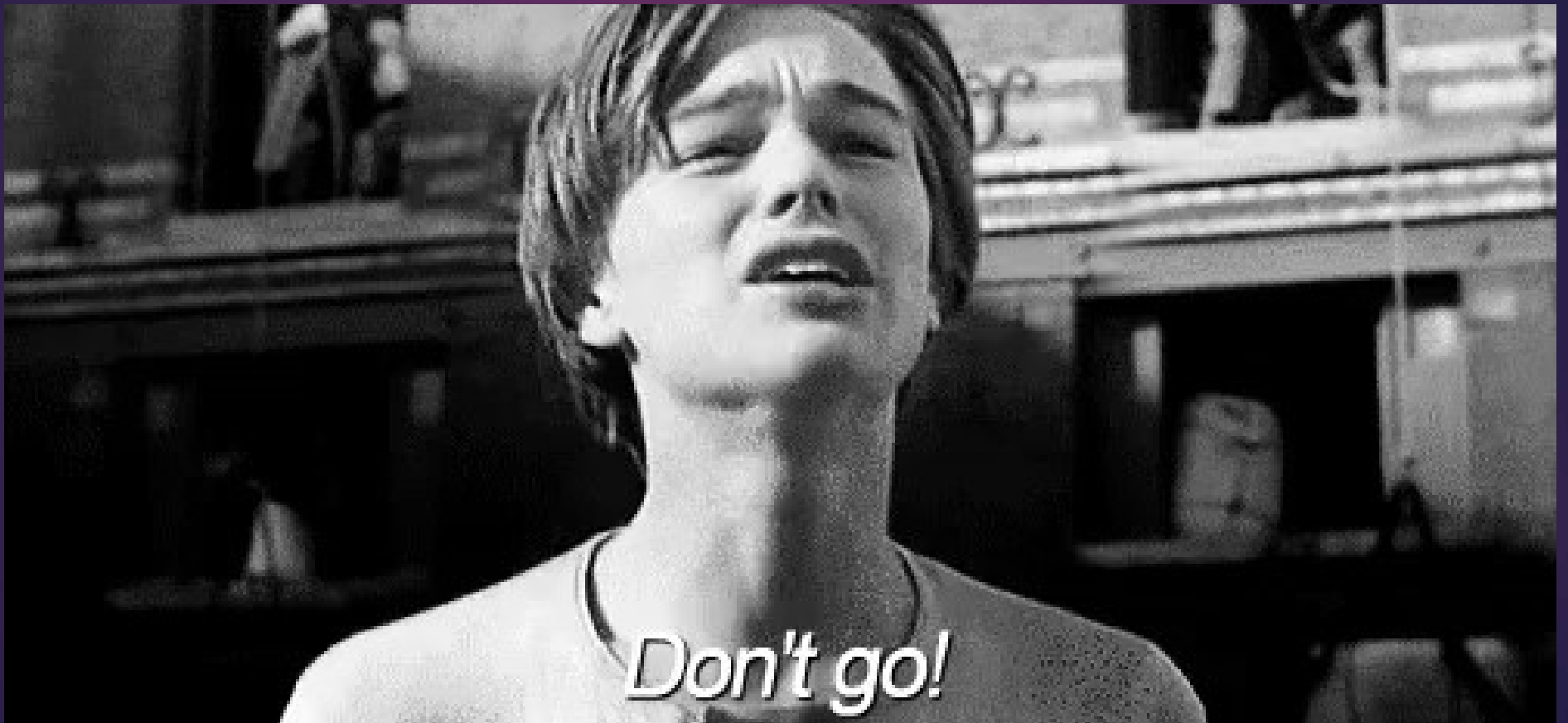
ONBOARDING

Manager Check-in

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



RETENTION



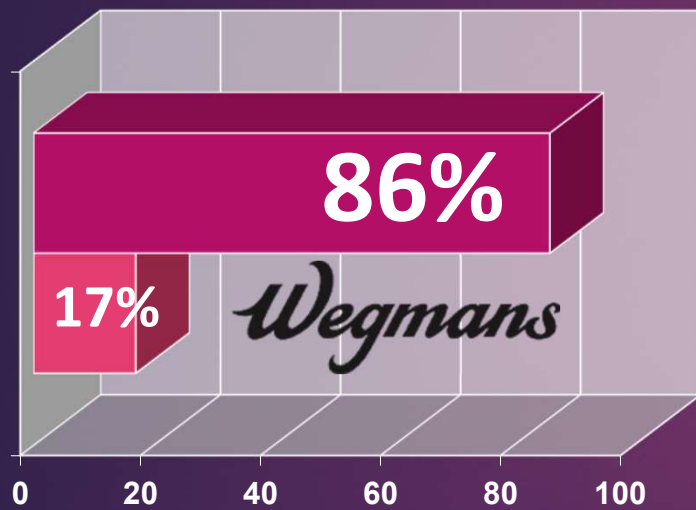
RETENTION

Release toxic workers

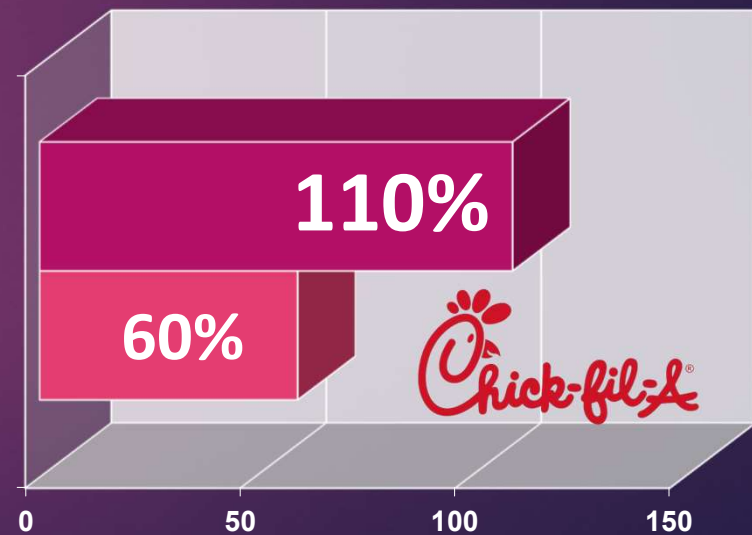


TURNOVER

Supermarkets



Fast Food



Employee Engagement

Quiet Quitting Is About Bad Bosses, Not Bad Employees

by Jack Zenger and Joseph Folkman

August 31, 2022



Personal Capability

- Minimum Requirements

**DISCRETIONARY
EFFORT**

Engagement is

a conscious

DECISION

Work is contractual

Engagement is

PERSONAL

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.**



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.

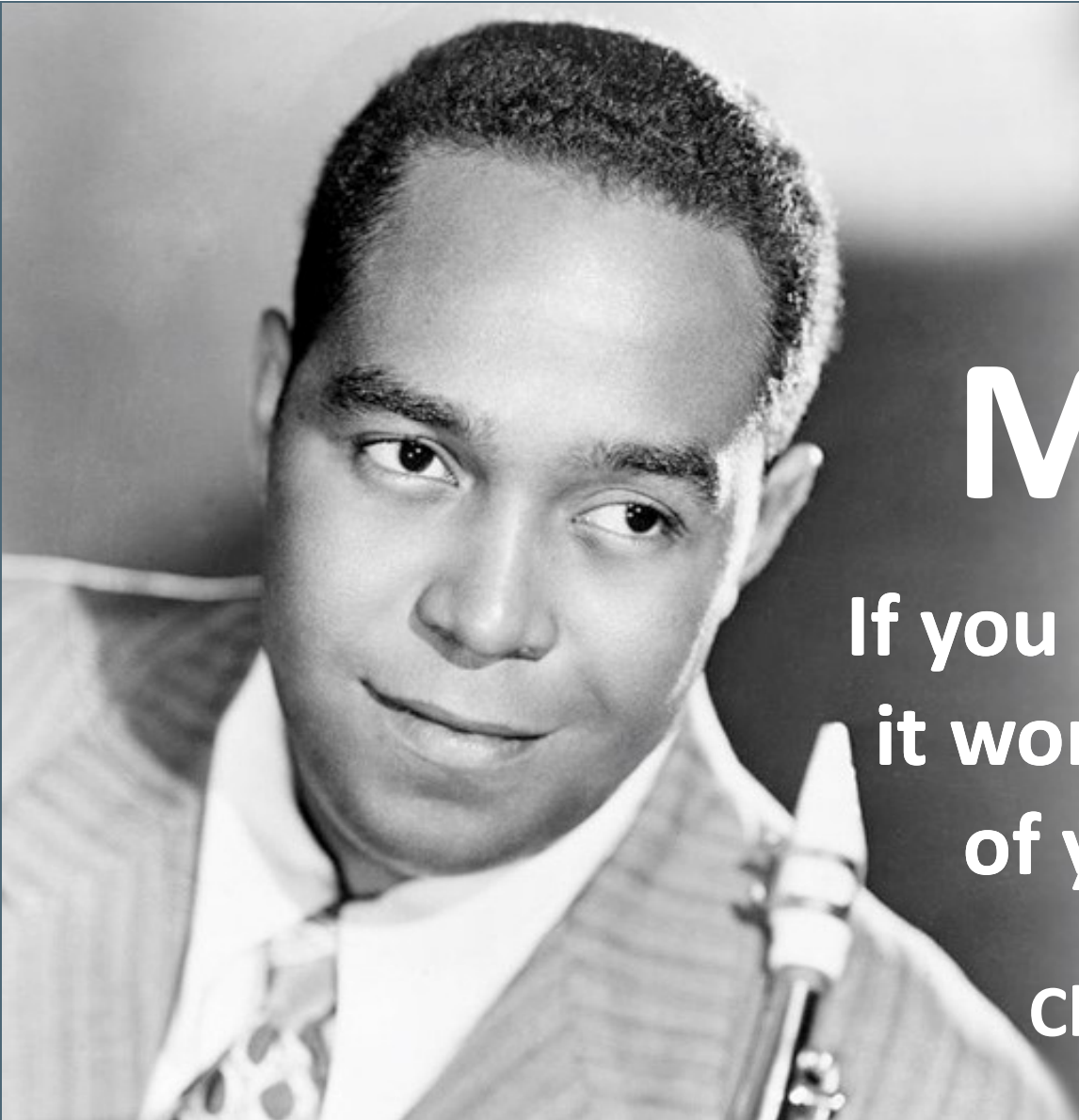
We will accomplish this mission by creating a corporate vision of successful growth, by carefully managing our assets and by integrating our businesses through effective planning and allocation of resources."



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
priorities?”

- Check for consistency

RETENTION

Connect
everyone to
the impact of
their work



RETENTION

New Approach to “Work-Life Balance”



RETENTION

Just “Life”



With work fully integrated

RETENTION

Back to Flexibility

The bank's My life's

NEEDS

RETENTION



**More
attention to
employee
development**

RECRUITING AND RETENTION

For **Recruiting**

Optimize
compensation

For **Retaining**

Optimize
flexibility,
development

Sources: SHRM, Hireology, Gallup, Harvard Business Review

RETENTION

Customize Benefits



RETENTION

CHILD CARE OPTIONS



RETENTION

- **Retention bonuses**
- **Tuition reimbursement**
- **Student loan assistance**
- **Weekly pay**
- **Job sharing**

RETENTION

Conduct periodic “stay” interviews



RETENTION

Review your vacation and parental
leave policy



RETENTION

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

BUILDING COMMUNITY

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





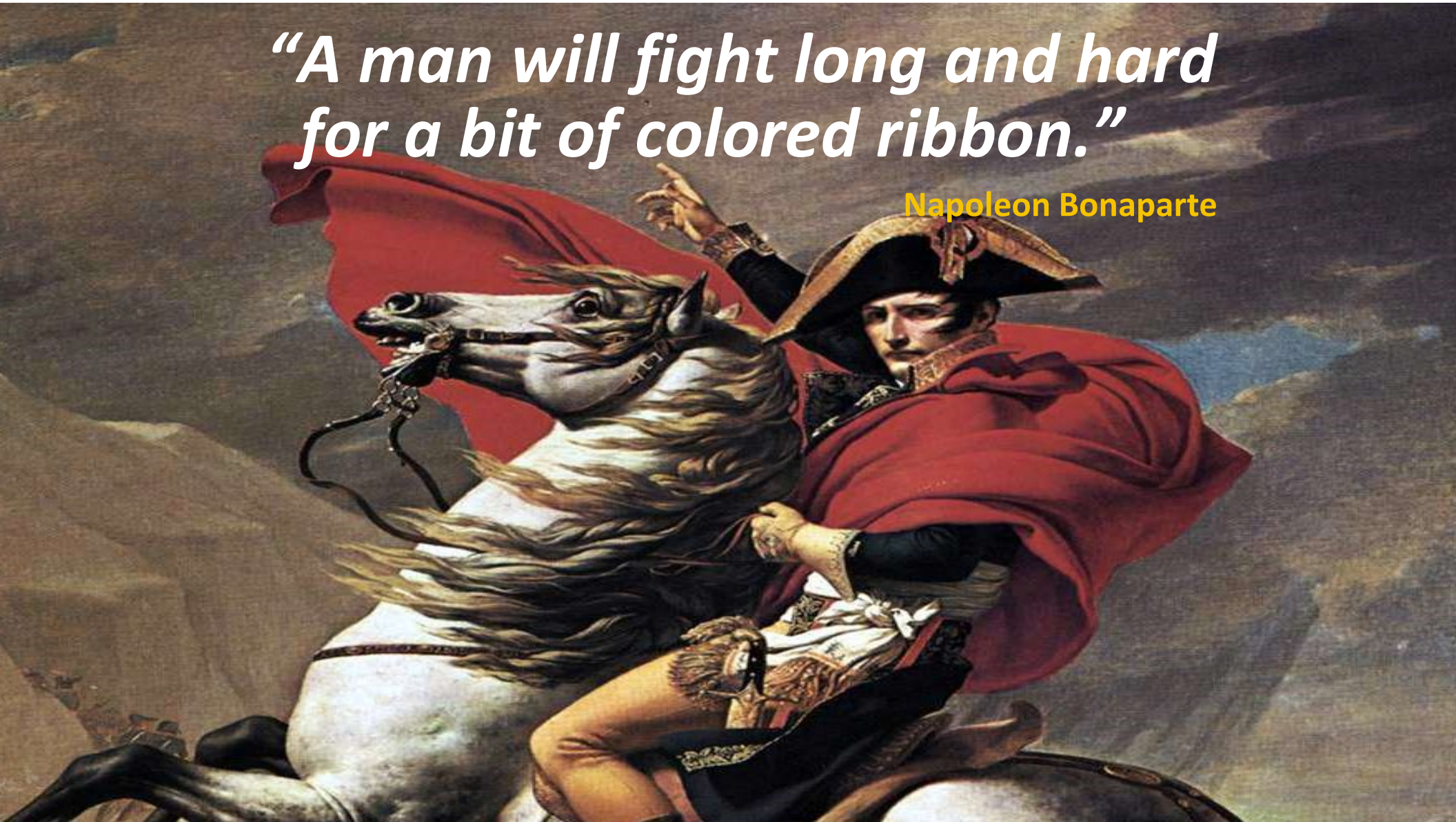
LABOR SHORTAGE?

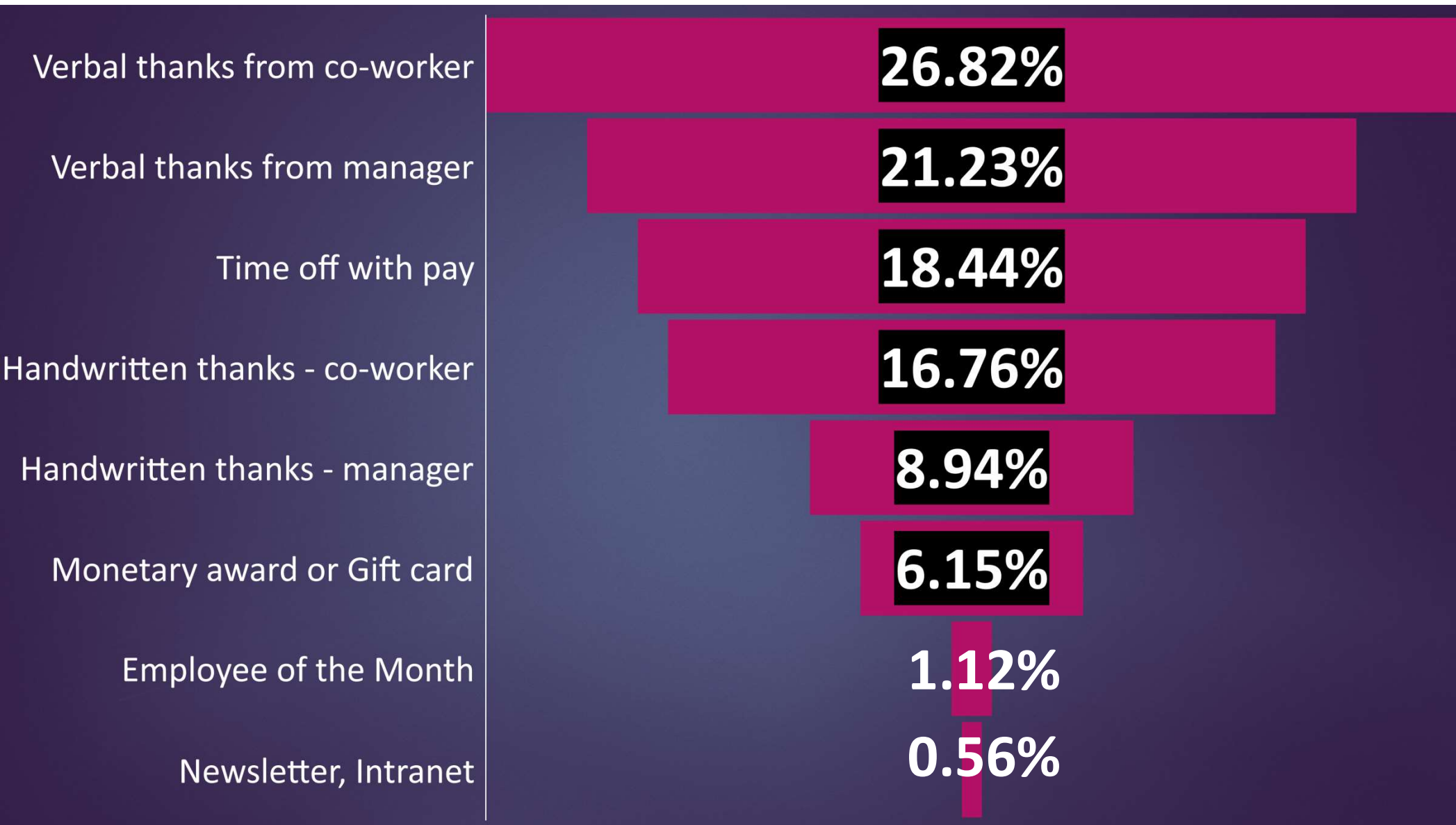
**APPRECIATION
SHORTAGE!**

**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**



Richard Hadden

SPEAKER, AUTHOR, CONSULTANT

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