

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



Richard Hadden
SPEAKER, AUTHOR, CONSULTANT

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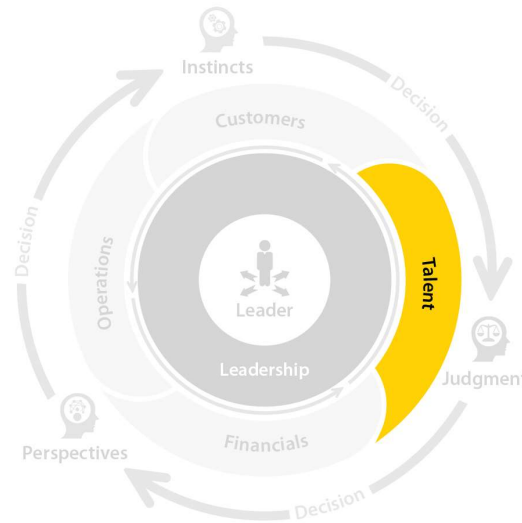
Key Decisions

Vistage Decision Model



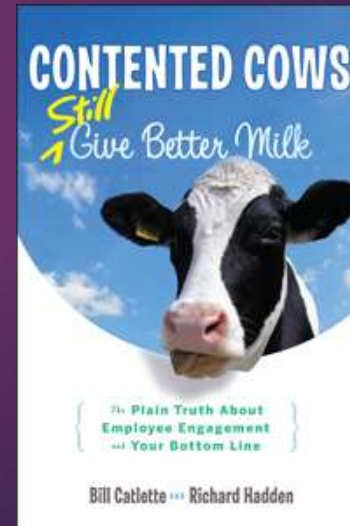
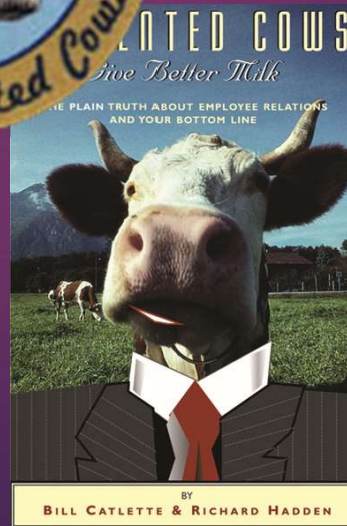
Key decisions in Recruiting, Retention, and Onboarding

1. Where/How do we FIND them?
2. How do we KEEP them?
3. How do we keep them ENGAGED?



VISTAGE

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

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~~POST-COVID~~

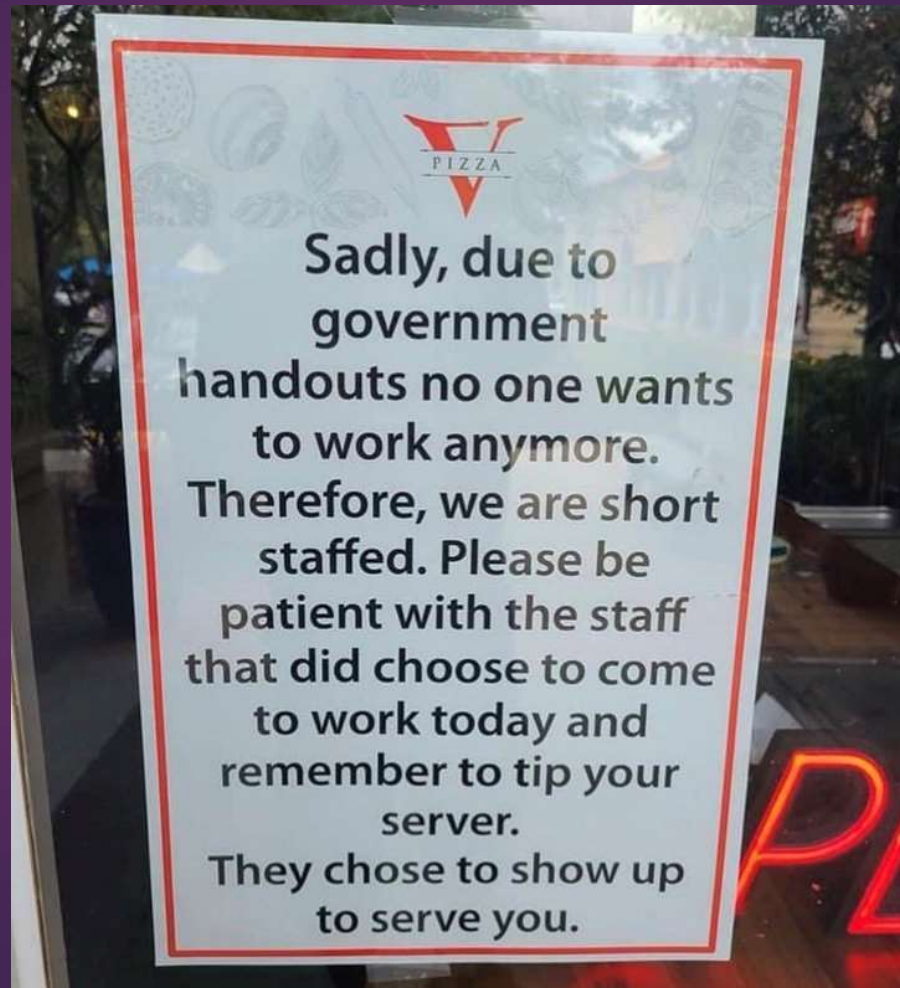
Workplace

Next

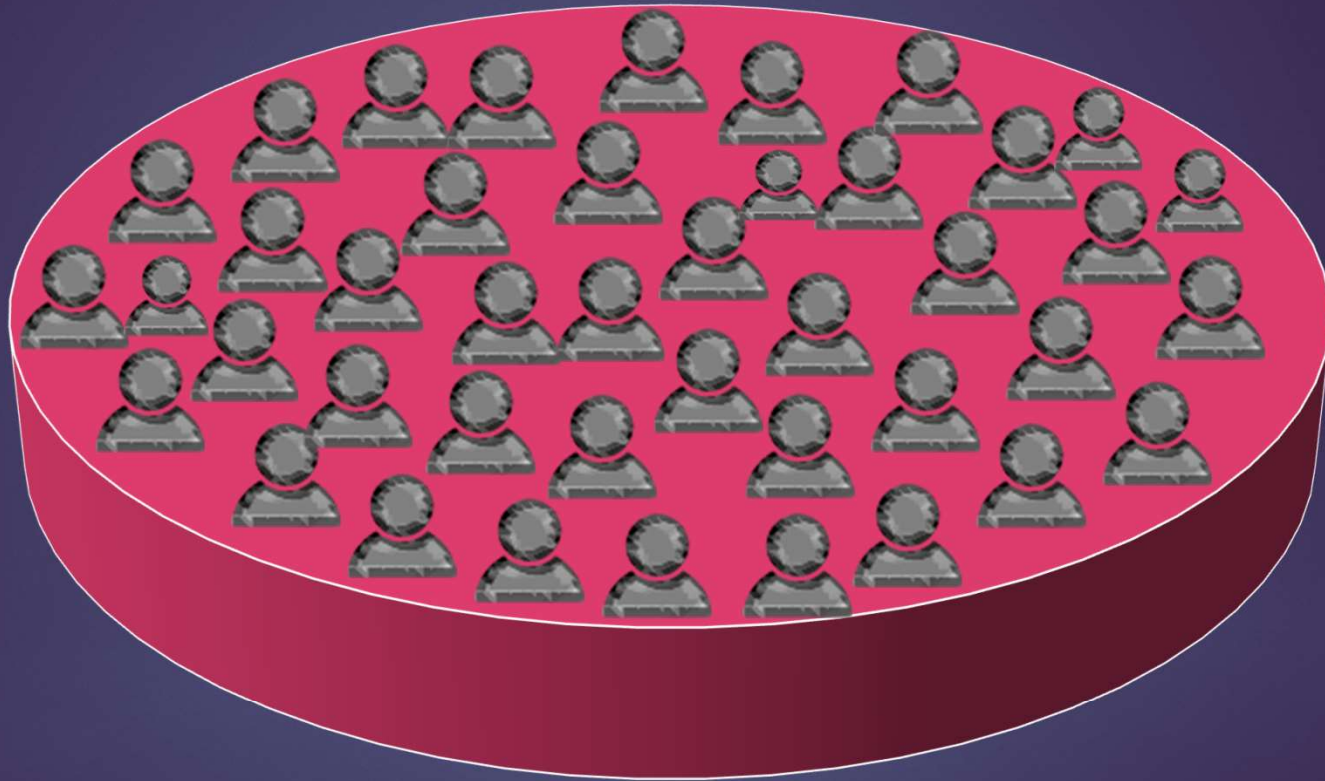


**Where did
everyone go?**

HERE'S WHAT DOESN'T EXPLAIN IT WELL



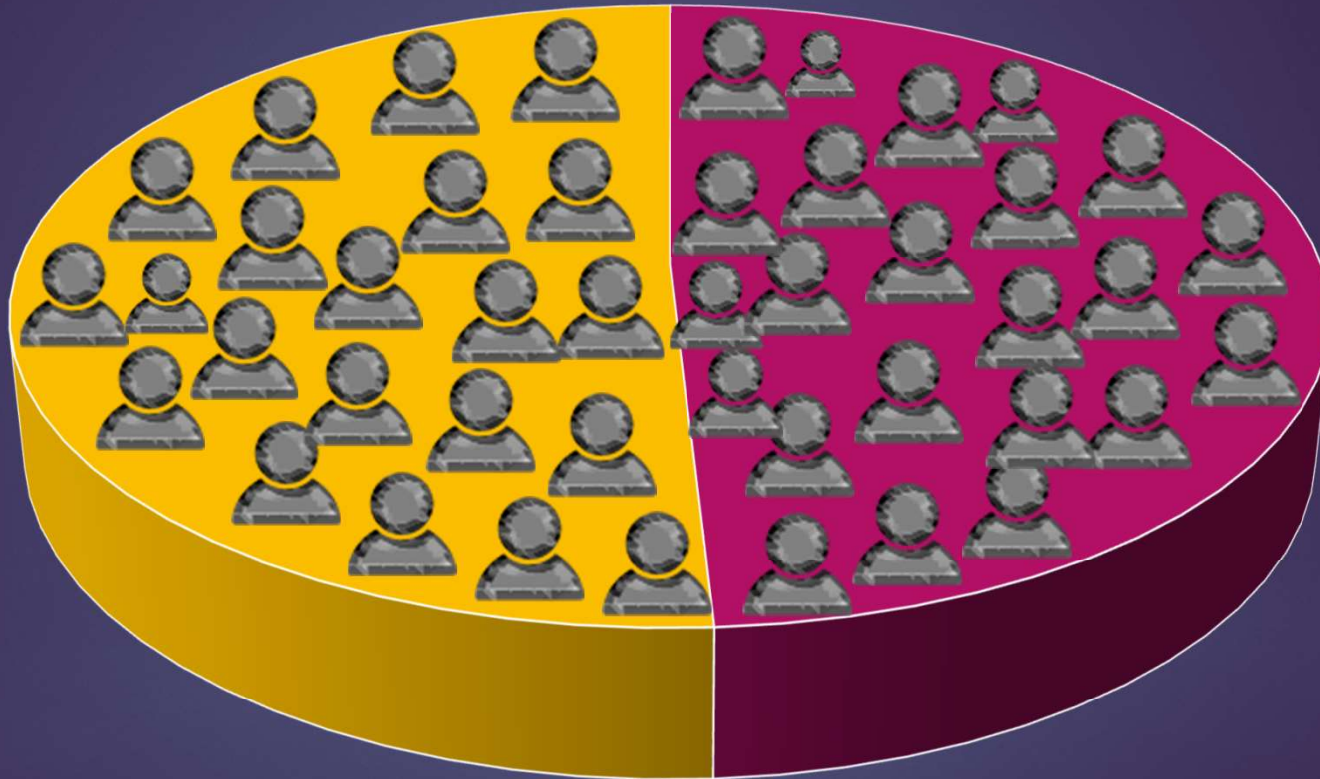
Unfilled Jobs in the U.S., Aug 20, 2022



11.2 Million

Source: Bureau of Labor Statistics

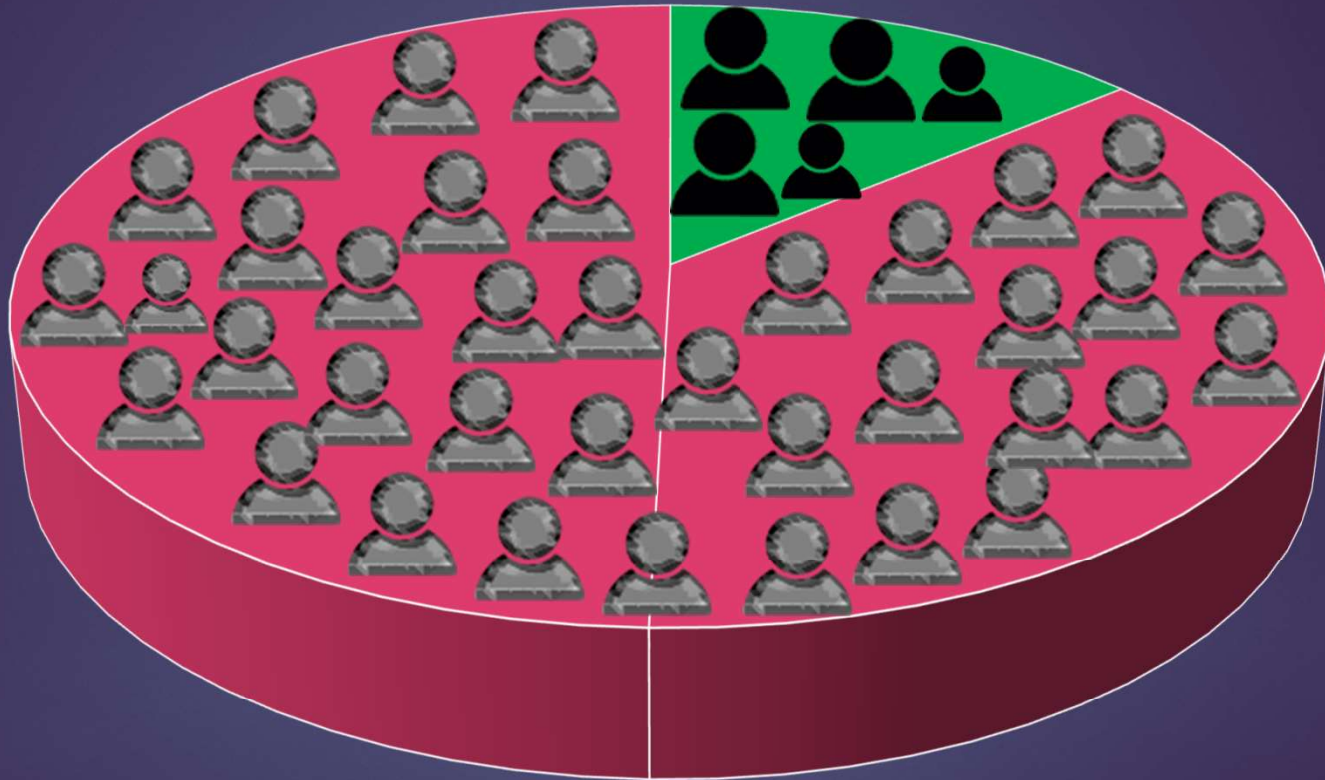
Unemployed Workers, Aug 20, 2022



5.7 Million

Source: Bureau of Labor Statistics

Unemployment Recipients, Aug 20, 2022

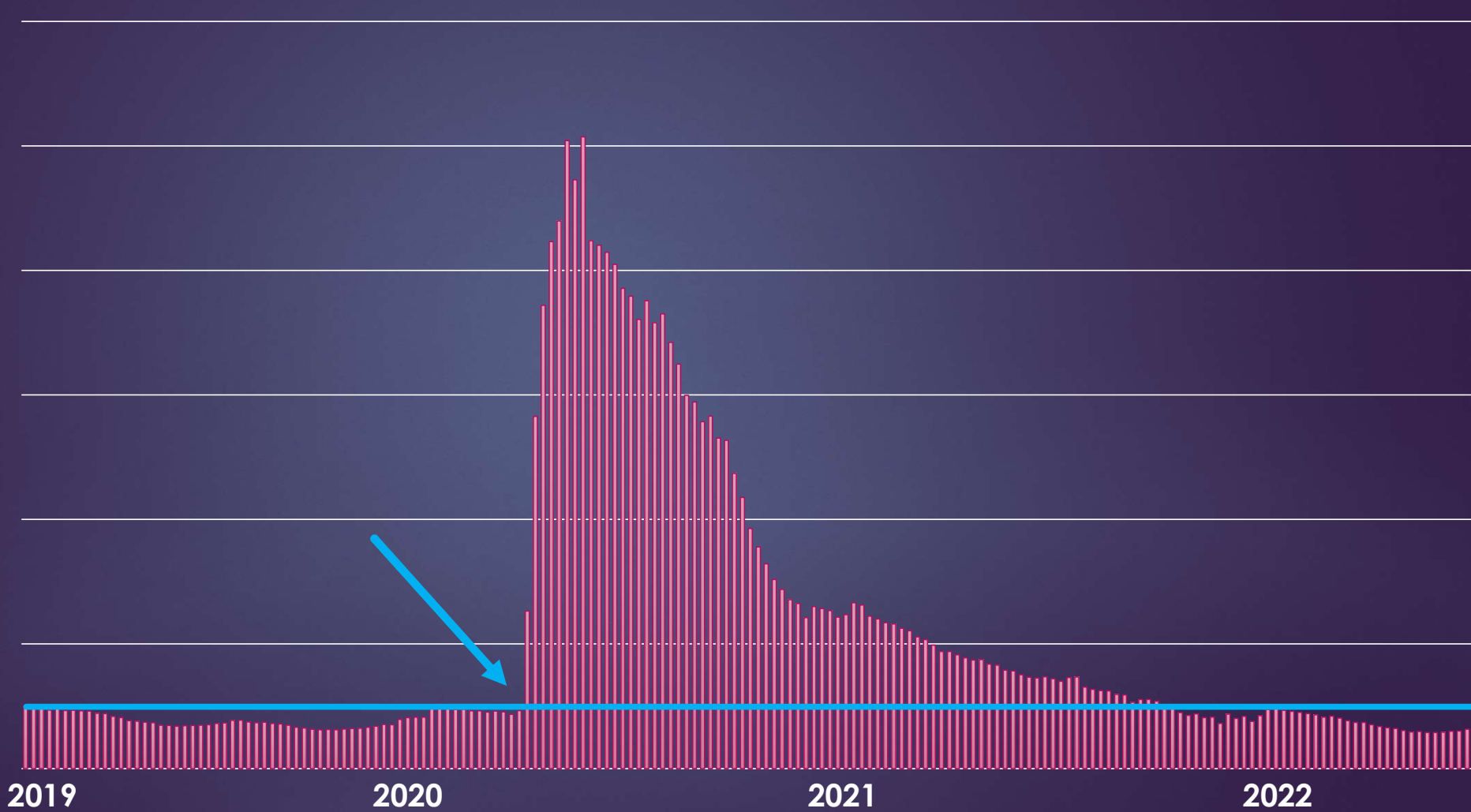


1.6 Million

Source: Bureau of Labor Statistics

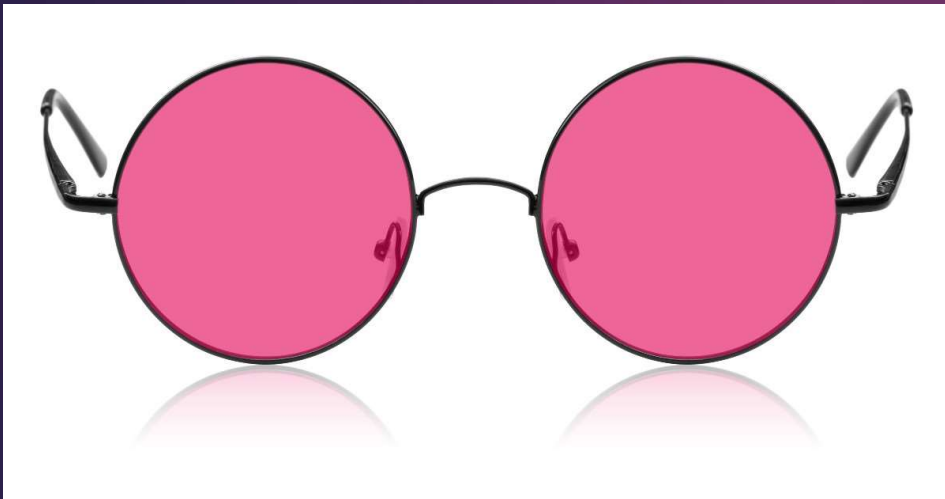
Unemployment Recipients, 2019 - 2022

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



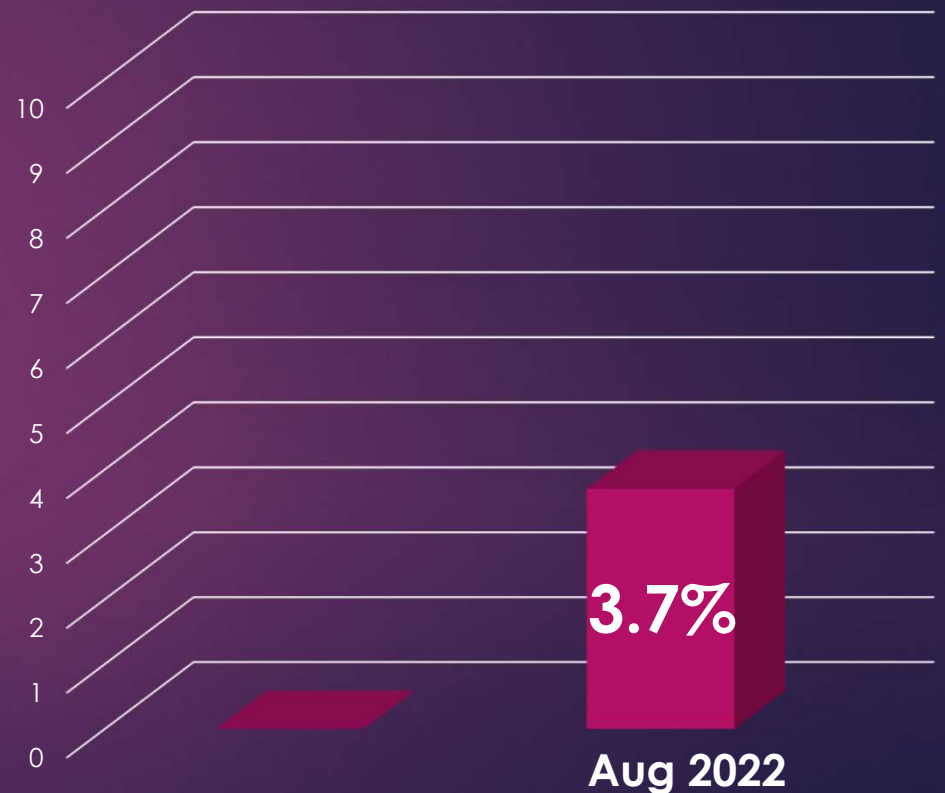
WHERE DID EVERYONE GO?

Rosy Retrospection Bias



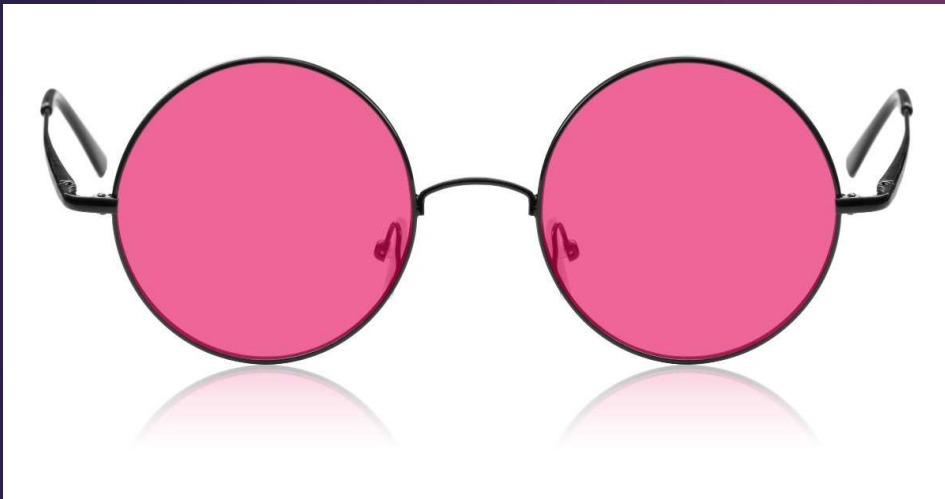
Source: US Dept of Labor Bureau of Labor Statistics

US Unemployment Rate



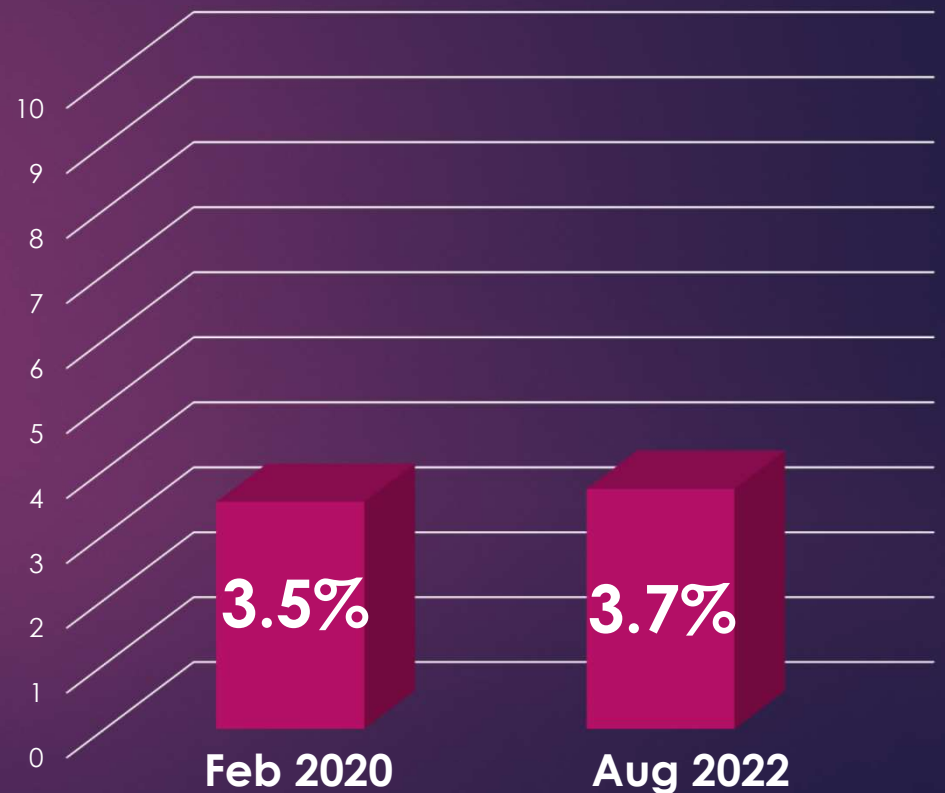
WHERE DID EVERYONE GO?

Rosy Retrospection Bias



Source: US Dept of Labor Bureau of Labor Statistics

US Unemployment Rate



WHERE DID EVERYONE GO?



TOPICS

PROJECTS

FEATURES

ABOUT

GET INVOLVED

SEARCH

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



RELATED

Topics [Economy, Labor](#)
Places [United States](#)

EXPLORE MORE FROM STATELINE

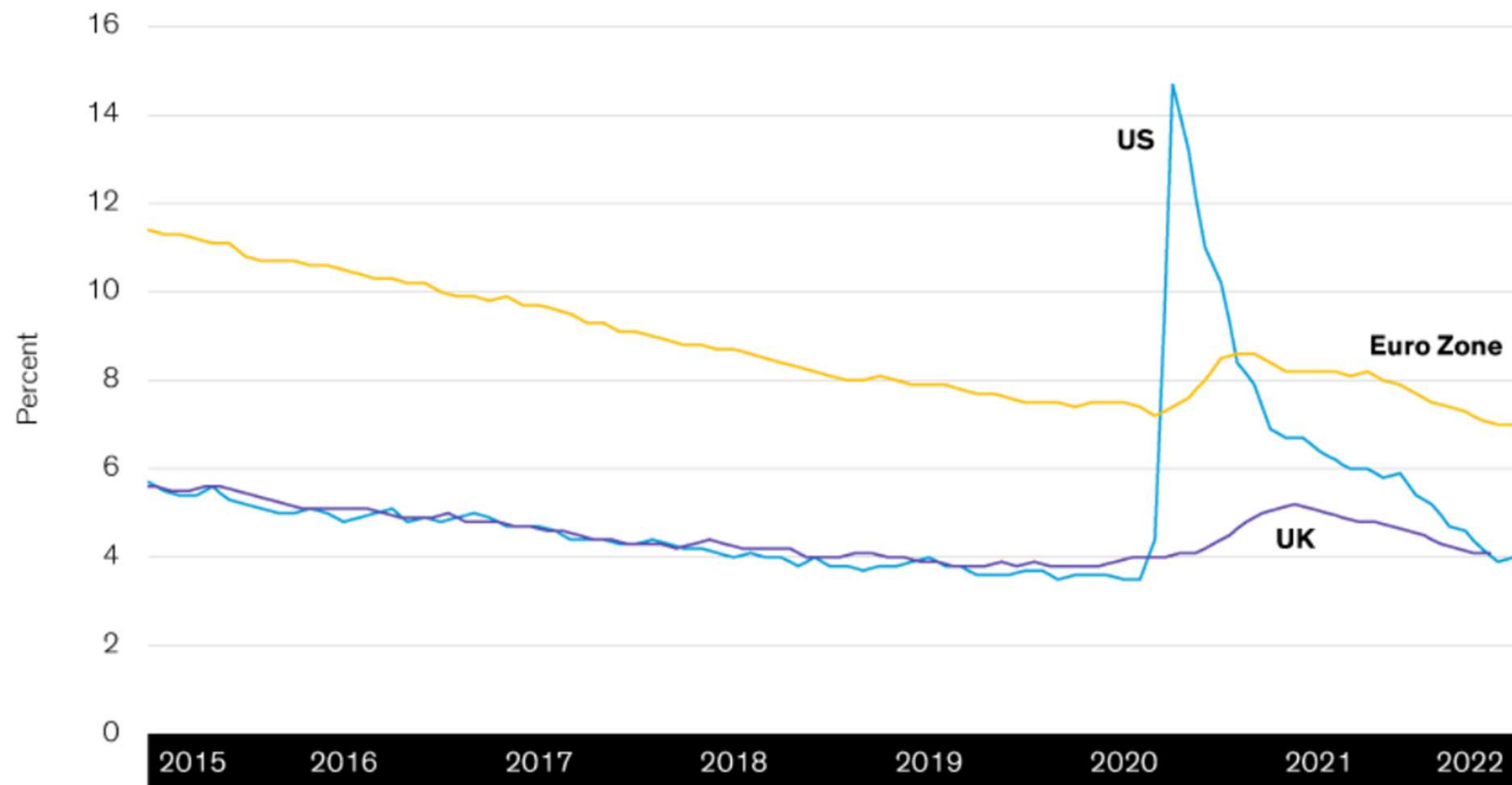
explore by place

WHERE DID EVERYONE GO?

Laid off –
not
furloughed

Unemployment Decline Masks Underlying Distinctions

Monthly Unemployment Rate



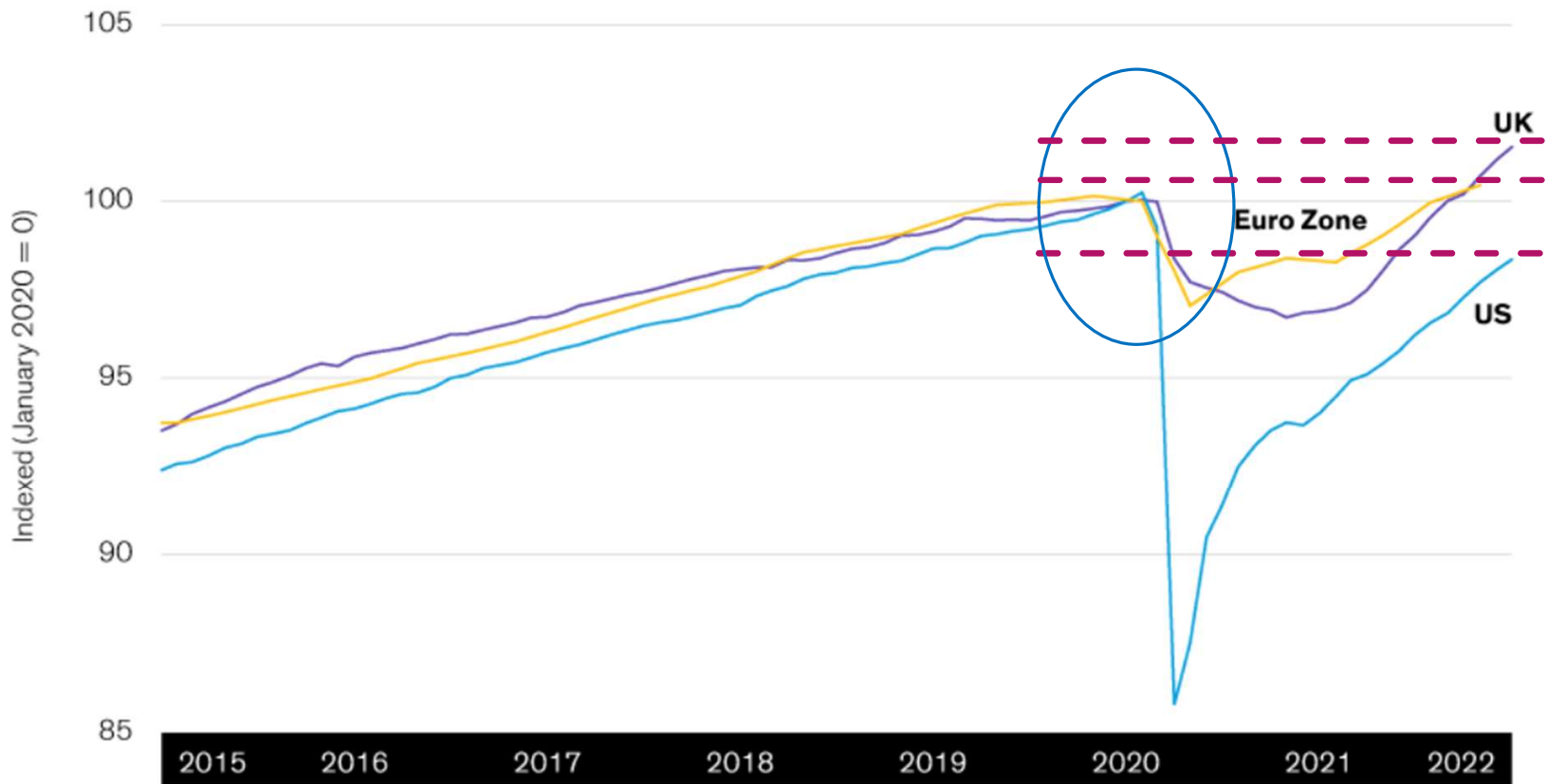
Source: Alliance
Bernstein
2022

WHERE DID EVERYONE GO?

Laid off –
not
furloughed

US Labor Force Remains Well Below Pre-Pandemic Levels

Total Payroll Employment



Source: Alliance
Bernstein
2022

WHERE DID EVERYONE GO?

2011



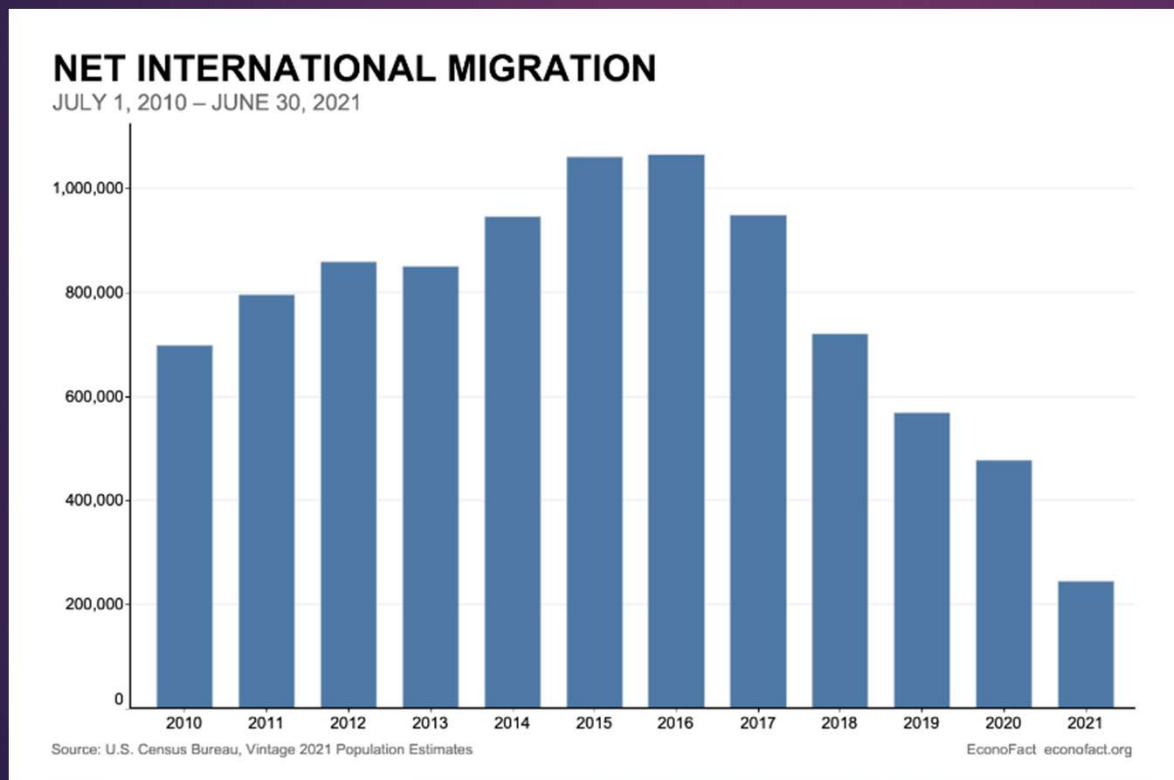
2021



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 are out sick



September 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	

www.a-printable-calendar.com

**1.8 M COVID Cases
(working age)**

**1 Million
out sick**

Source: US Centers for Disease Control and Prevention

WHERE DID EVERYONE GO?

Lots of them have Long COVID



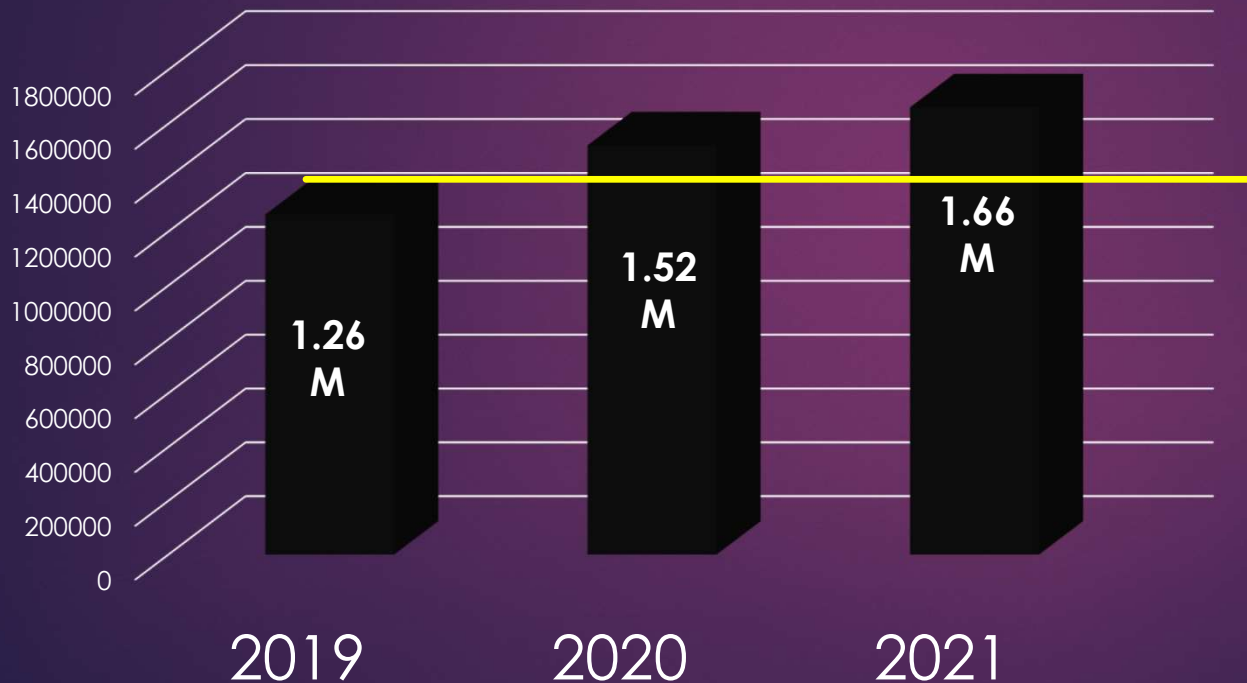
3.3 M still
aren't
working

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

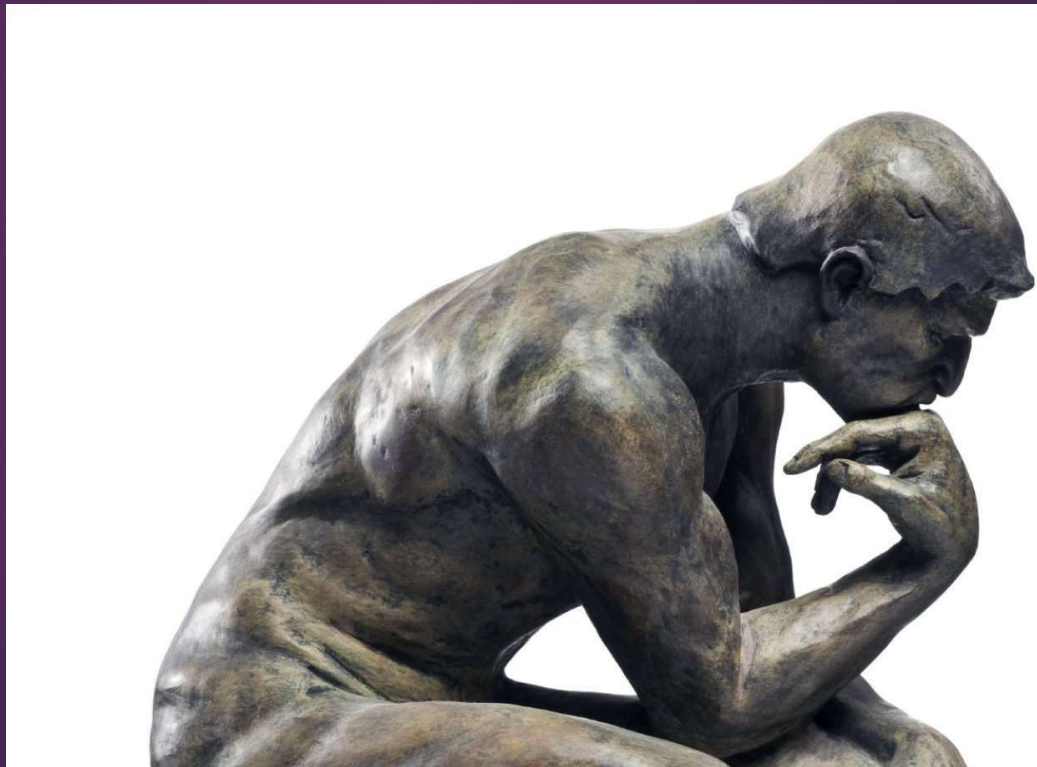
WHERE DID EVERYONE GO?

Child Care Crisis



WHERE DID EVERYONE GO?

The Great Reassessment



WHERE DID EVERYONE GO?

4.5 M in Transition



Source: Bureau of Labor Statistics

WHERE DID EVERYONE GO?

Source: Bureau of Labor Statistics

Higher Quit Rate Demonstrates Labor's Strong Position



WHERE DID EVERYONE GO?

1. Rosy retro
2. Let go
3. Retired
4. Immigrants
5. COVID now
6. Long COVID
7. Died
8. Child care
9. Fed up
10. Transition

The labor market isn't
just running hot, it's
like a burning inferno.

Megan Greene
Global Chief Economist



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**



BUC-EE'S
Associates

..... \$15 - \$19
Food Service

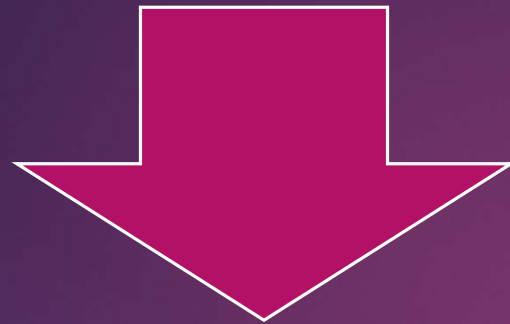
..... \$17 - \$19
Team Lead

..... \$17 - \$21
Department Lead

..... \$22 - \$32

Full Time and
Part Time (FRI - SUN)
Healthcare and 401k
\$2/hour Extra for Overnight
3 WEEKS PAID TIME OFF
Use it, cash it, roll it ^{1st} Year





Tangible\$



Intangibles



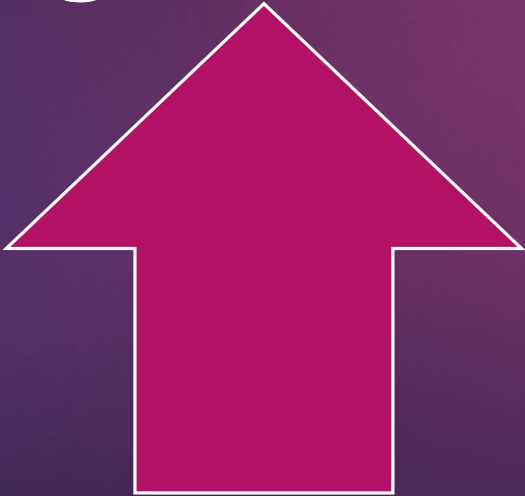
Intangibles

Tangible\$

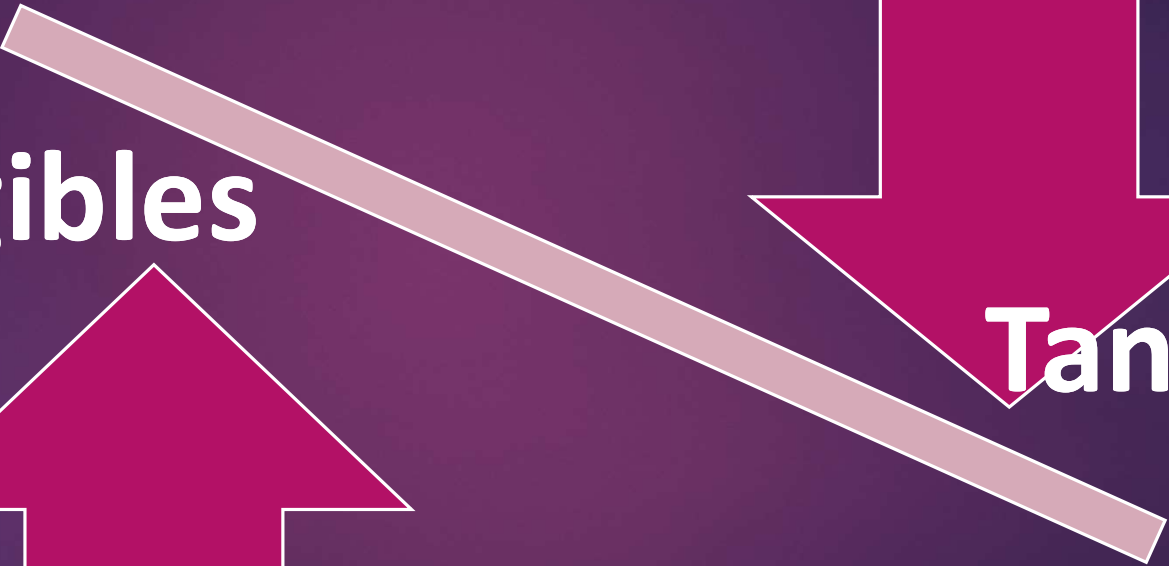




Intangibles



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



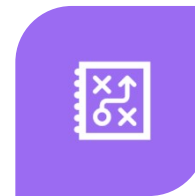
SCREEN FOR IT



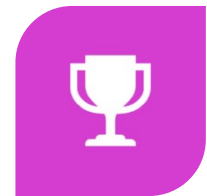
HIRE FOR IT



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?

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

ASSIGNMENT

Conduct Employee Surveys



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REPUTATION

Recruits

REALITY

Retains

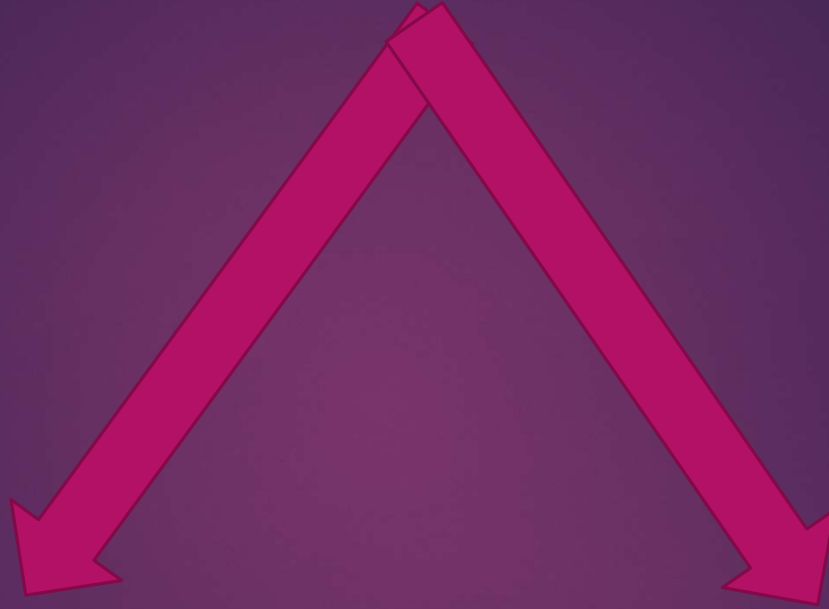
RECRUITING

RECRUITING = MARKETING

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.

ASSIGNMENT

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

SKILLS AND EXPERIENCE

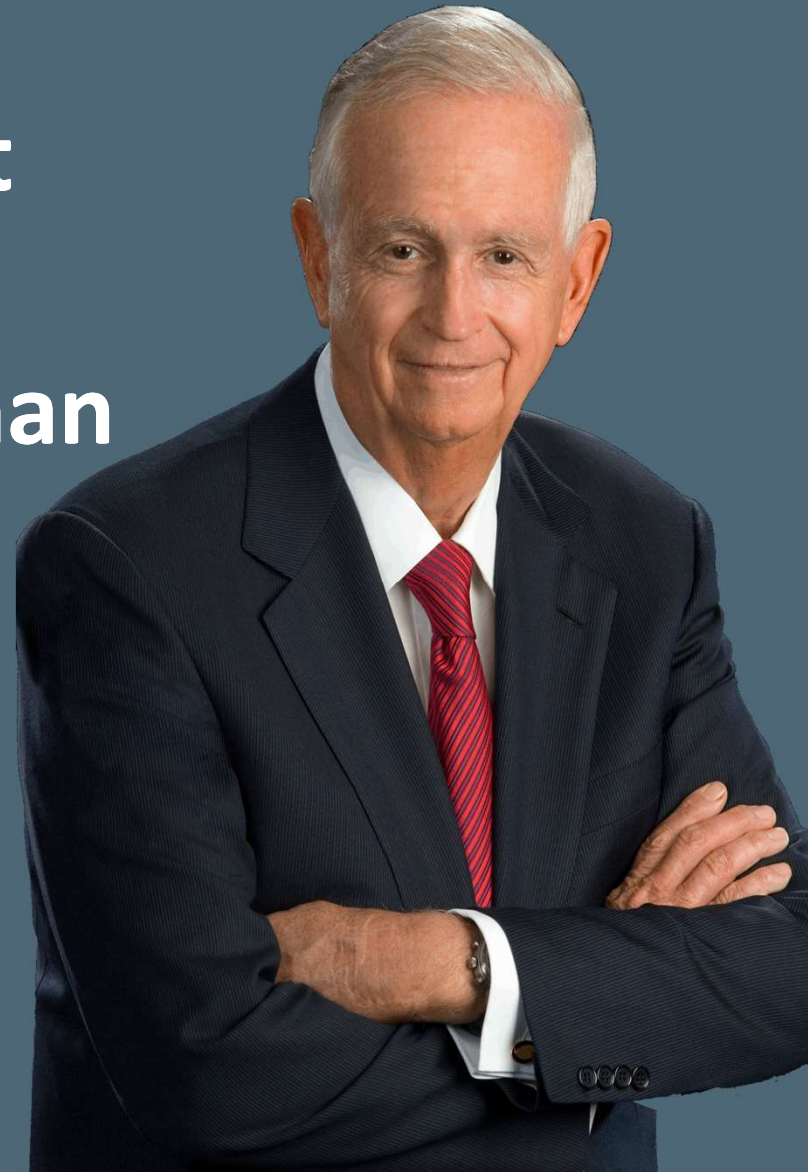
FIT

FIT

**SKILLS AND
EXPERIENCE**

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

Bill Marriott



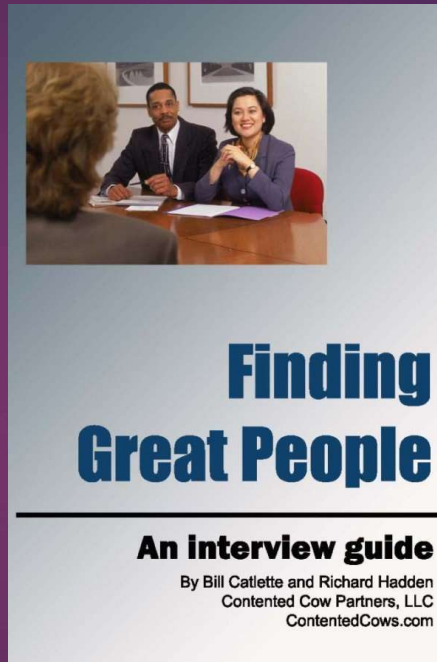
ASSIGNMENT

Identify the non-technical fit requirements at your company.

FREE RESOURCE



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

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 'The Color Run' marathon. They are wearing white t-shirts with 'THE COLOR RUN' and 'COLOR RUNNER' printed on them. Some are making peace signs. The background shows other runners and spectators on a paved road.

RECRUITING

YOU WANT TO BE A DESTINATION EMPLOYER



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!



TALENT COMPETITION THEN



TALENT COMPETITION NOW



REMOTE WORK OPTION

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

#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

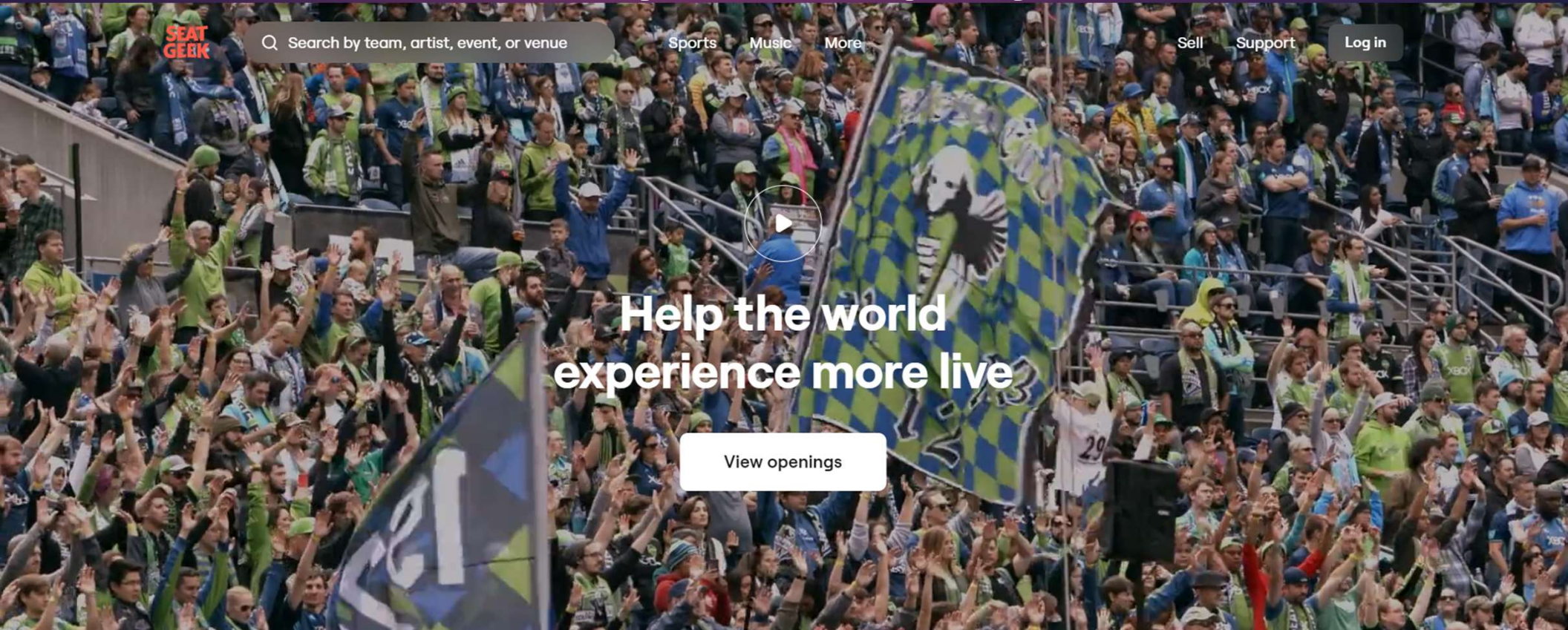
At this time we have the following specific positions available:

> [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.

YOUR WEBSITE SHOULD

Communicate your employer brand



SEAT
GEEK

Q 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

Give a look inside



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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

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Be The Difference.



SEARCH PIEDMONT

CURRENT EMPLOYEES
SEARCH & APPLY



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 upper right.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.


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

PAY FOR EMPLOYEE REFERRALS



RECRUITING

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



RECRUITING

TALK TO 8TH 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



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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

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

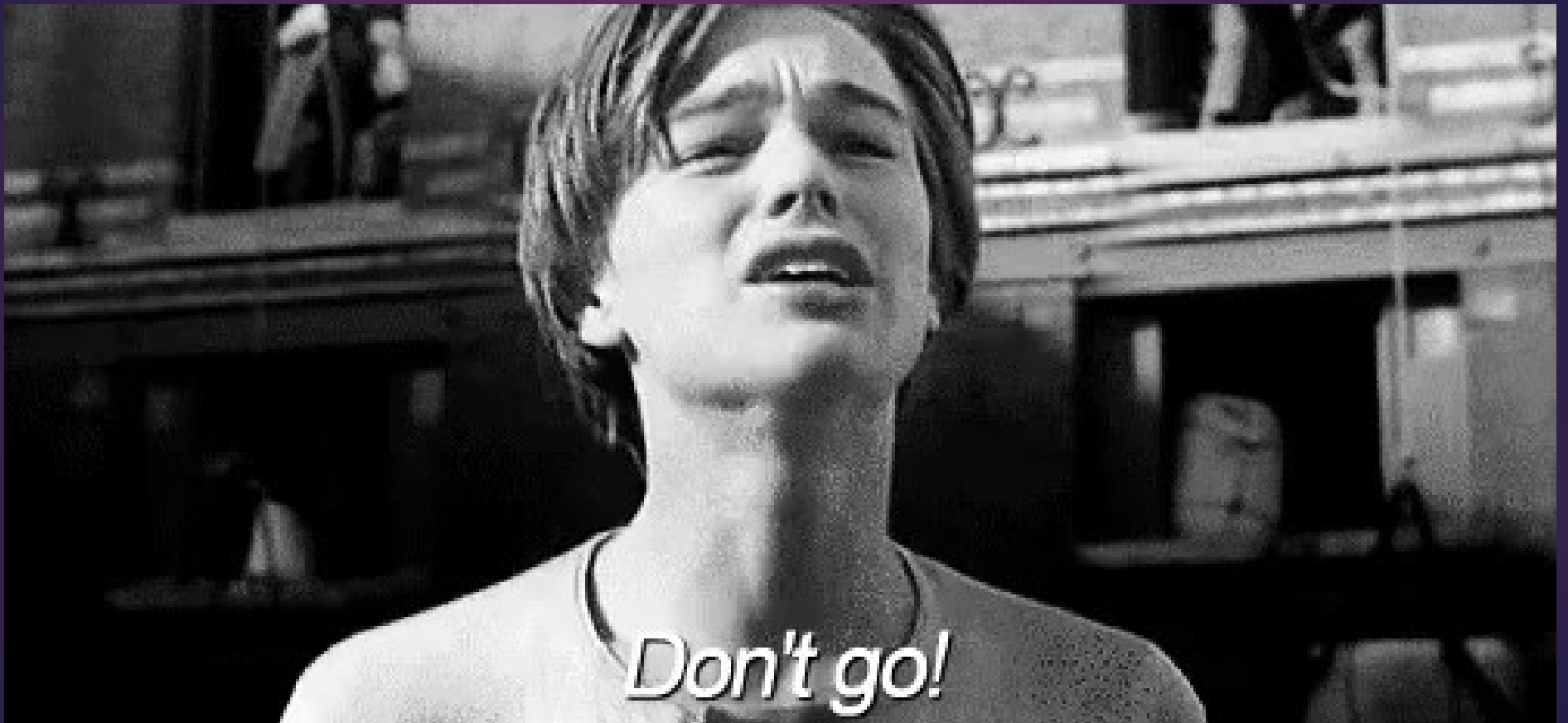
ONBOARDING

Check-in

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



RETENTION



RETENTION

Release toxic workers



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

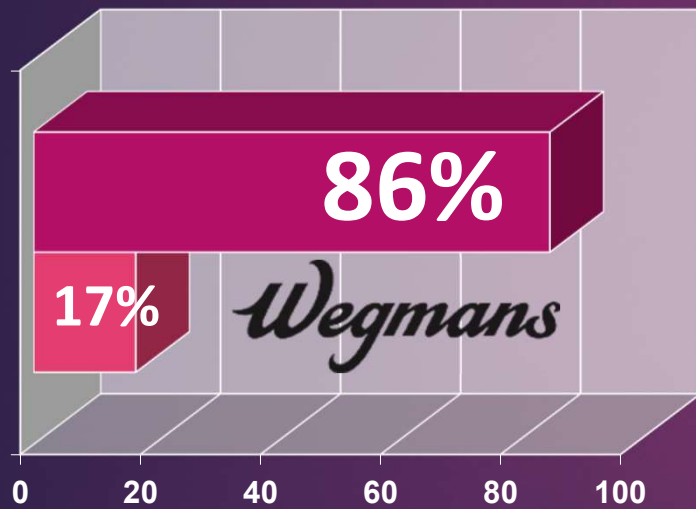
**... unless
you're a great
place to
work.**

- Tom Peters



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



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



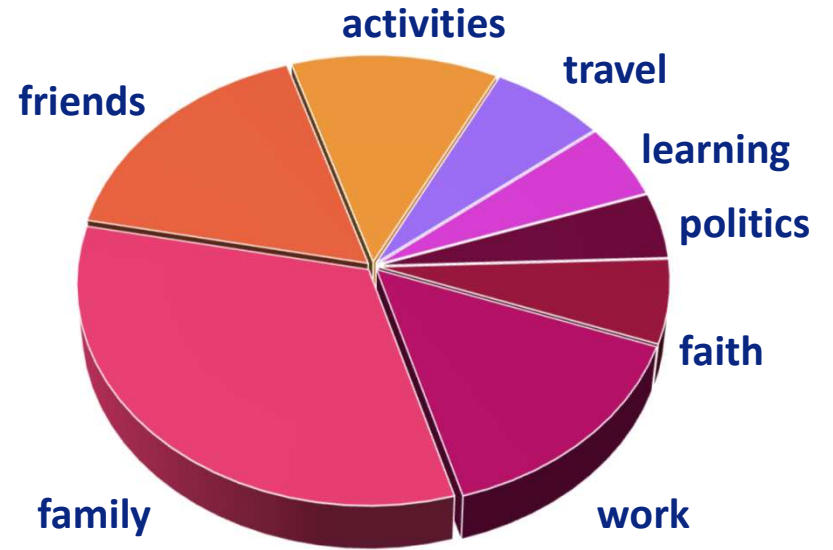


**Adapting your
organization to burn
the available fuel.**



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.

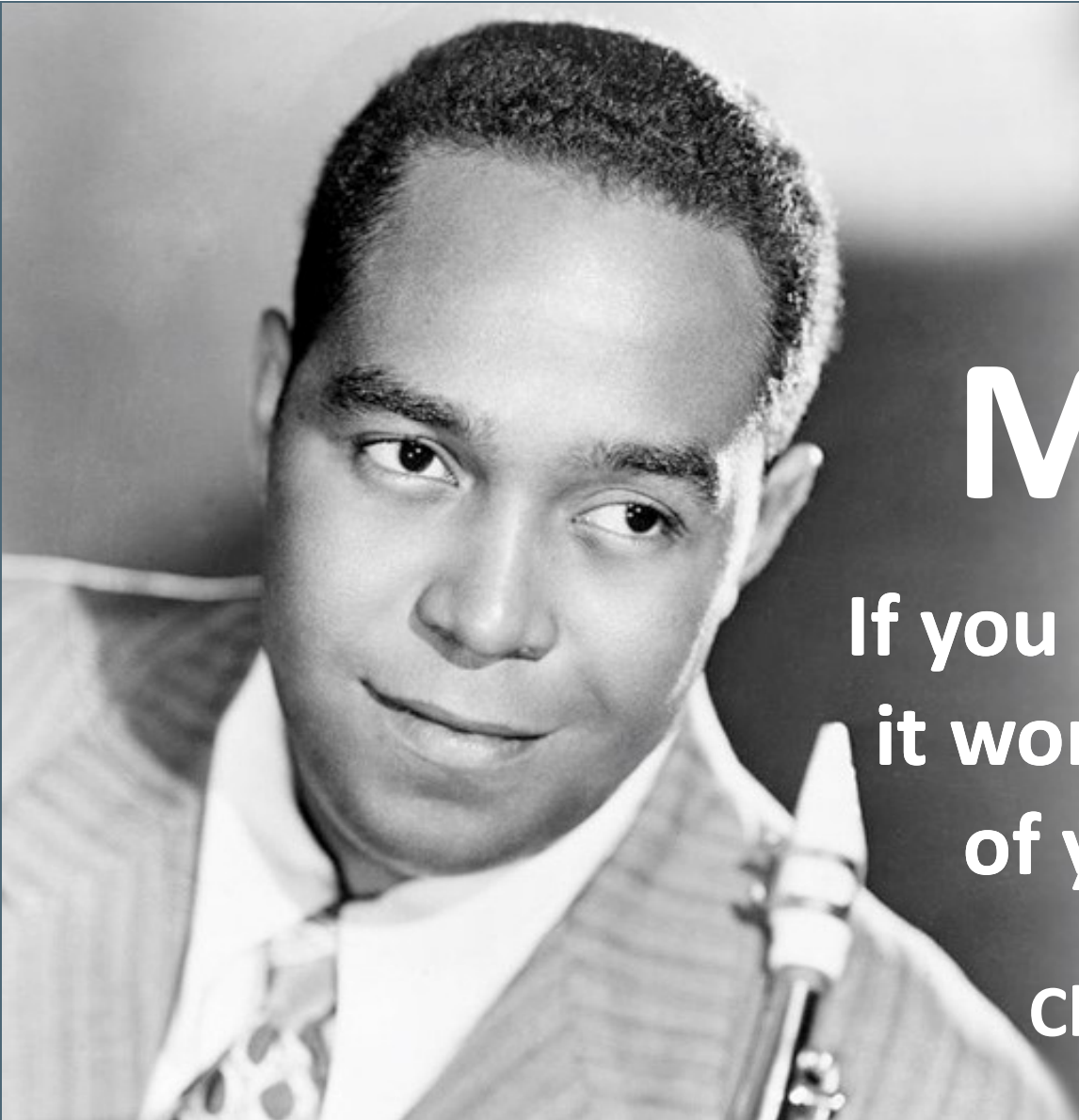
We will accomplish this mission by creating a corporate vision of successful growth, by carefully managing our assets and by integrating our businesses through effective planning and allocation of resources."



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**



BUILDING COMMUNITY

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





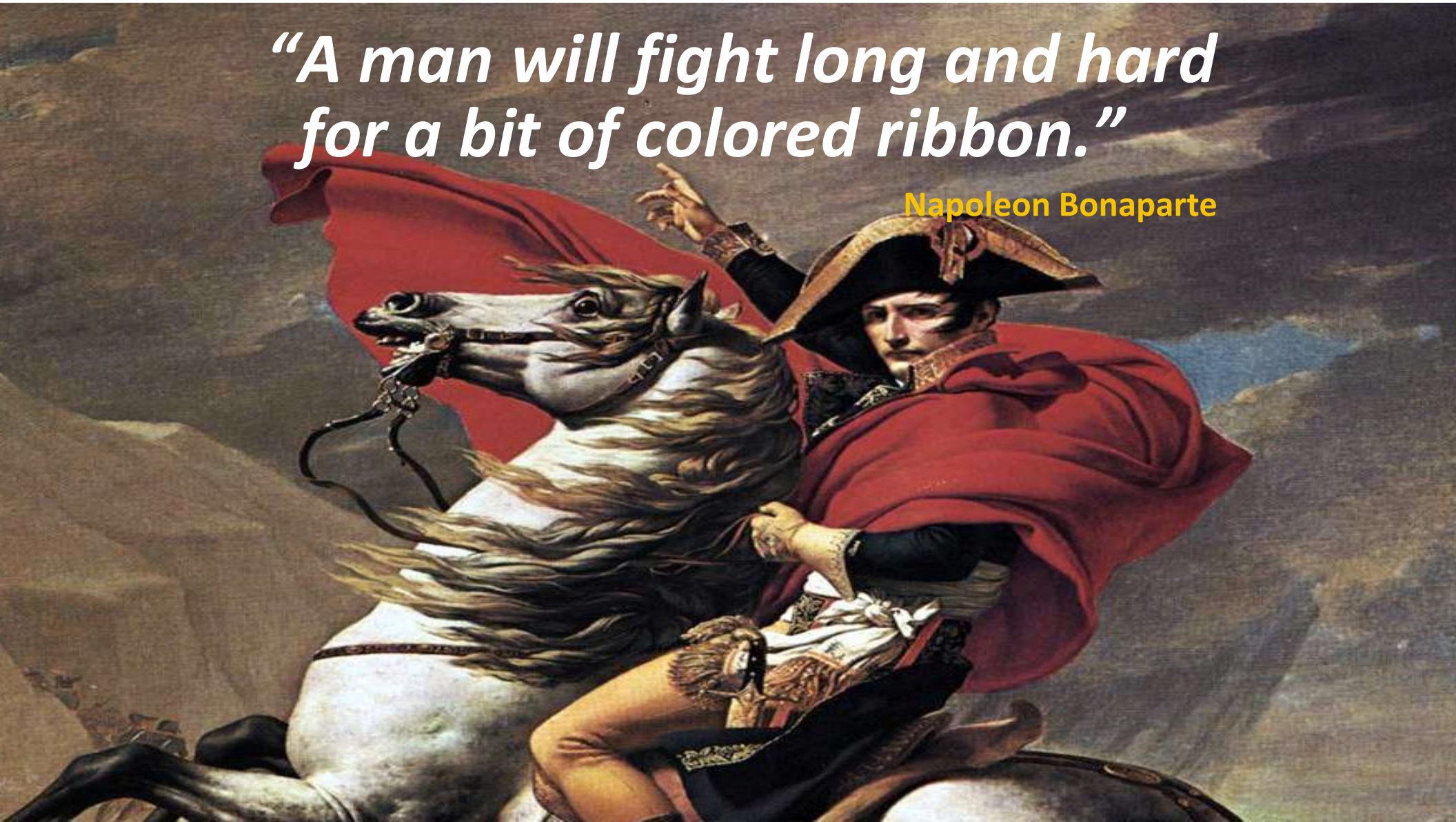
LABOR SHORTAGE?

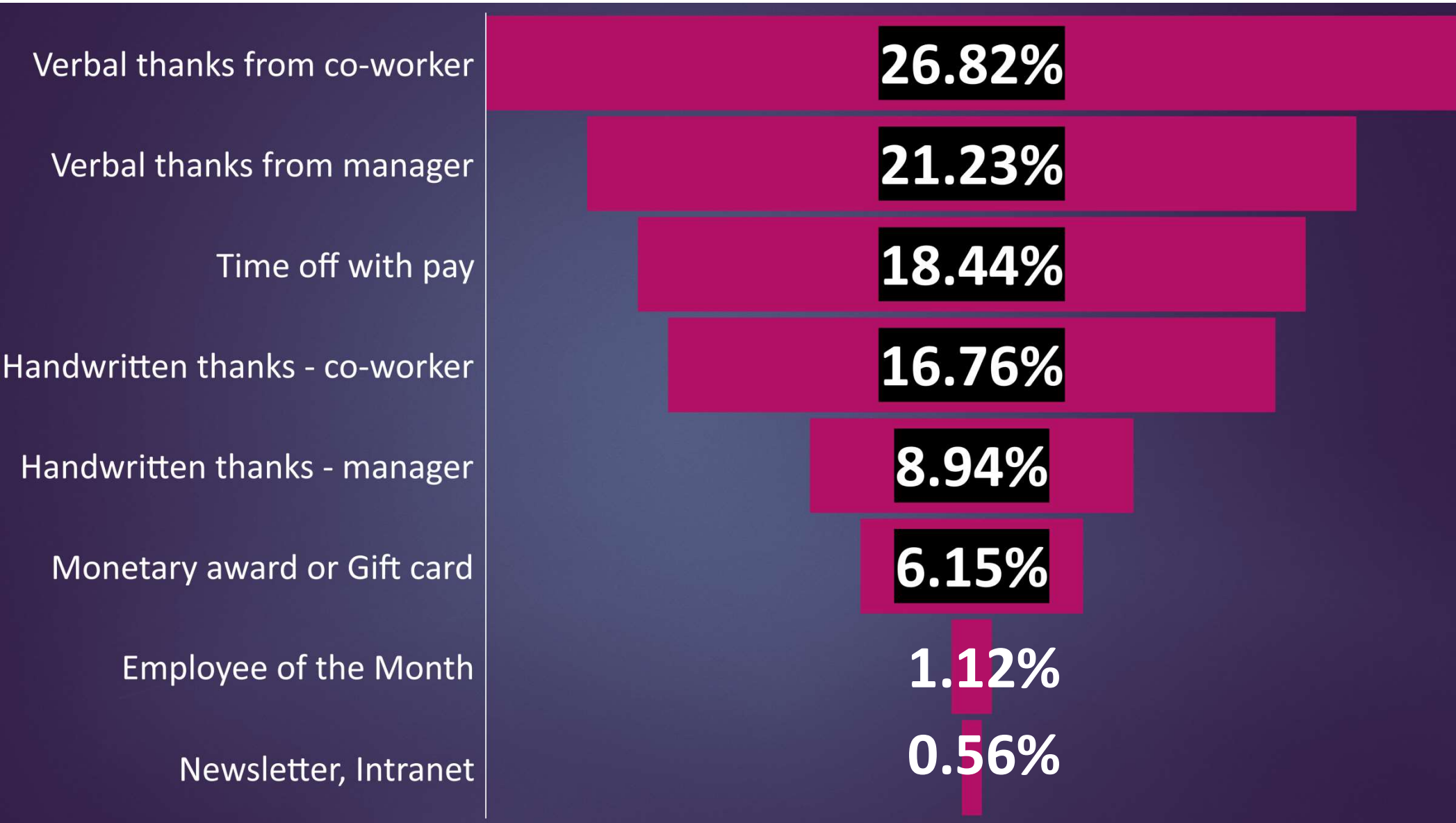
**APPRECIATION
SHORTAGE!**

**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**