

Recruitment & Retention Roundtable

MSBO Annual Conference

Tuesday April 23rd, 2024, 2:30 – 3:30 p.m.

Amway Grand Room 130e

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Agenda

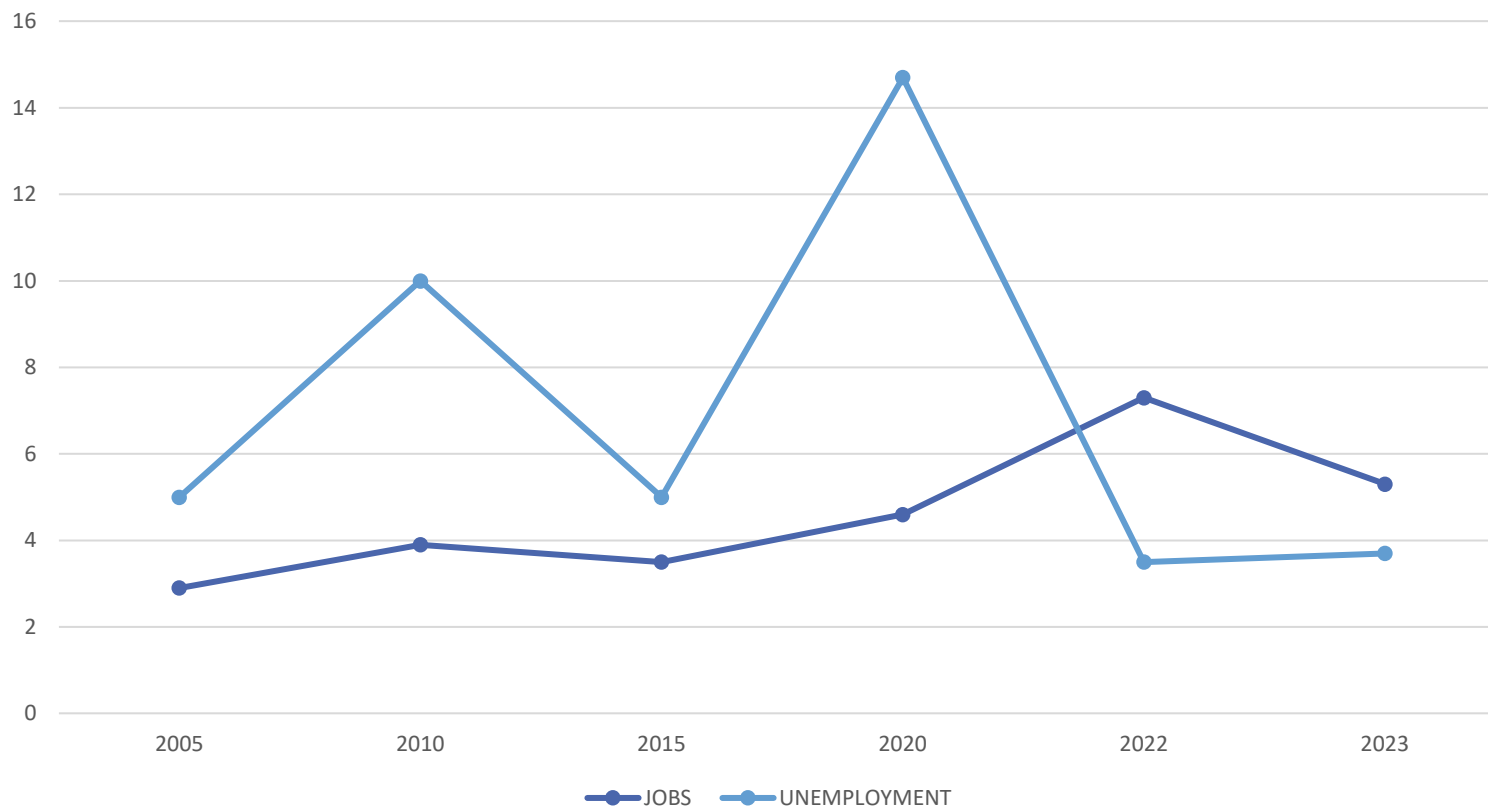
- Labor Market Overview
- Current Trends
- Strategic Recruitment Discussion
- Retention Tips



Labor Market Overview

Current Environment

Jobs & Unemployment





Current Environment

Some Perspective

- February 2020 – MI unemployment – 3.5%
- April 2020 – MI unemployment – 23.6%
- July 2009 – MI unemployment – 15.9% Great Recession
- May 1933 – MI unemployment – 24.9% Great Depression
- February – 2024 MI unemployment – 3.9% (US – 3.8% in March)

Current Trends

- Shifting demographics
 - Mobile society = higher turnover
 - Remote/hybrid models
- Talent shortages
 - Lack of qualified candidates
 - Competition with other organizations
- Reduced employee loyalty
 - “Job hopping” no longer a stigma
- Artificial Intelligence (AI) Impact



Current Trends - continued

- Talent shortage mitigation
 - Fit job to candidates not candidates to job
 - Hire for attitude, train for skills
- Wage inflation – WorlDatWork data
 - Average salary increases for educational institutions in Michigan – 5.2% (2023 actual), 5.2% (2024 projected), salary range adjustments 2.6% (2024 projected)



Types of Job Seekers

- Active Job Seekers: people who need a job and are actively looking for information about job openings.
- Passive Job Seekers: currently employed and are not actively seeking another job, but could be tempted by the right opportunity.
 - Many high-qualified candidates are usually in this group, although it may be difficult to find them and interest them in your job opportunity.
 - 80% of successful candidates at HSLLC are passive job seekers.

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Strategic Recruitment

Strategic Recruitment Process

- Step 1: Plan
- Step 2: Source
- Step 3: Attract
- Step 4: Engage



A woman with curly hair, wearing a tan blazer over a white shirt, is smiling and looking towards a man on the left. The man is wearing glasses and a grey sweater. They are in an office setting, with a laptop and papers visible on the table.

Step 1: The Plan

- Determine Accountability for the Strategy
 - Development of the strategy should not fall on the shoulders of a single individual. Human resources professionals, external human resources vendors, hiring managers, subject matter experts and perhaps affinity group members should participate in generating and executing the strategy.
 - They should all feel like they collectively own the strategy and the talent hired as a result.
- Define Roles and Responsibilities
 - Assign responsibilities by each step's "action" items. This ensures that everyone involved, especially managers and HR professionals, know who is accountable for delivery.

ACTION #1.1: DEFINE THE STRATEGIC GOALS

Total Number of Hires	
Targeted Occupational Series	
Targeted Field Offices or Regions	

	HIRING MILESTONES			
	DATE	DATE	DATE	DATE
Targeted Number of Hires				
Actual Number of Hires				
Targeted Cumulative Number of Hires				
Actual Cumulative Number of Hires				

Step 1: The Plan

- Factors to Consider
 - How many vacancies are there?
 - What are the available employment type options to fill the vacancies: full-time employees, part-time, temporary or contract?
 - What is the average percentage of vacancies filled by internal merit promotions and the competitive hiring (or designated examining) process?
 - What is the annual turnover rate? What are the year-over-year trends?
 - Based on historical trends and business needs on the horizon, will the workforce shrink, grow or remain steady?
 - Is there specialized knowledge, or skills or abilities, missing among the team or department?
 - Is there a particular career level to target, such as early career, to establish a stronger talent pipeline for internal growth?
 - Does the focus need to be on best qualified or minimally qualified?



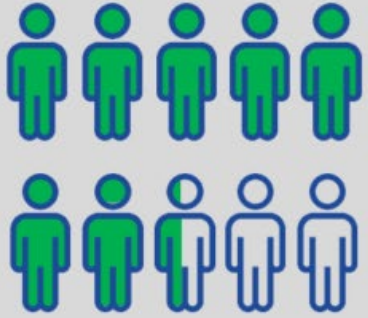
Step 1: The Plan

- Action #1.2: Develop & Finalize the Recruitment Budget
 - A comprehensive recruitment budget will also include the cost of:
 - “Traditional Advertising.”
 - Sourcing (e.g., job boards, recruitment firms, etc.).
 - Recruiting events (e.g., career fairs, informational sessions, open houses, etc.).
 - Employer branding activity, including overhead costs from in-house communication team (e.g., social media campaigns and posts, media marketing, etc.).



Step 2: Source

- Sourcing refers to the cultivation of relationships with individuals and groups of talent—who not only meet but exceed the minimum qualifications of a job posting.
- Action #2.1: Select the Right Sourcing Technique(s)
 - Search databases (LinkedIn Recruiter)
 - Job boards
 - Recruitment firms
 - Recruiting events (in-person & virtual)
 - Previous applicants/resume mining
 - Ask: How did current employee find out about openings?
 - Networking with other / nearby school systems
 - Community newsletter
 - Employee referral program
 - Associations (MSBO)
 - College relationships
 - Veterans' Administration
 - Local-to-you job boards & networking organizations (Chamber of Commerce, industry specific organizations)
 - Social media



73% of millennials found their last position directly through a social media platform

1 in 2 office workers can contribute social media to the success of finding their last job



 Job Description Library

Social Media

Most popular social media platforms for job search



LinkedIn is the **number 1** social media job search platform with **90%** of job seekers using it

 Job Description Library

Social Media



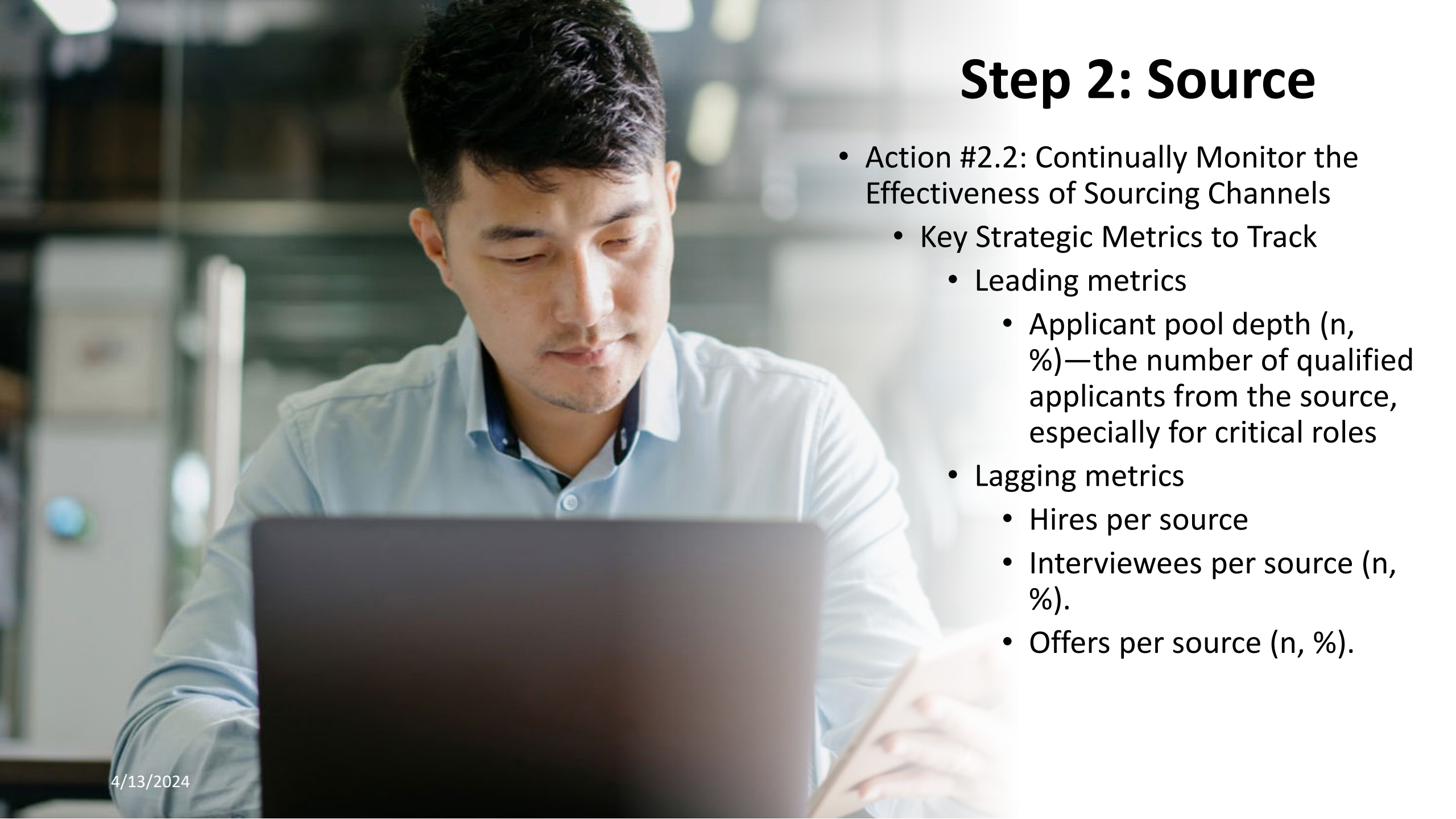
41%

of candidates want to see employee testimonials when researching companies in their job search.

68%

of millennials visit a company's social media properties specifically to evaluate an employer's brand.

Social
Media



Step 2: Source

- Action #2.2: Continually Monitor the Effectiveness of Sourcing Channels
 - Key Strategic Metrics to Track
 - Leading metrics
 - Applicant pool depth (n, %)—the number of qualified applicants from the source, especially for critical roles
 - Lagging metrics
 - Hires per source
 - Interviewees per source (n, %).
 - Offers per source (n, %).



Step 3: Attract

- Attraction encompasses all efforts to elevate awareness of the organization's work, culture, and job opportunities through social media and other digital platforms. The resulting employer brand will build credibility and keep the organization top of mind. The end game is to convert viewers of the content into applicants.



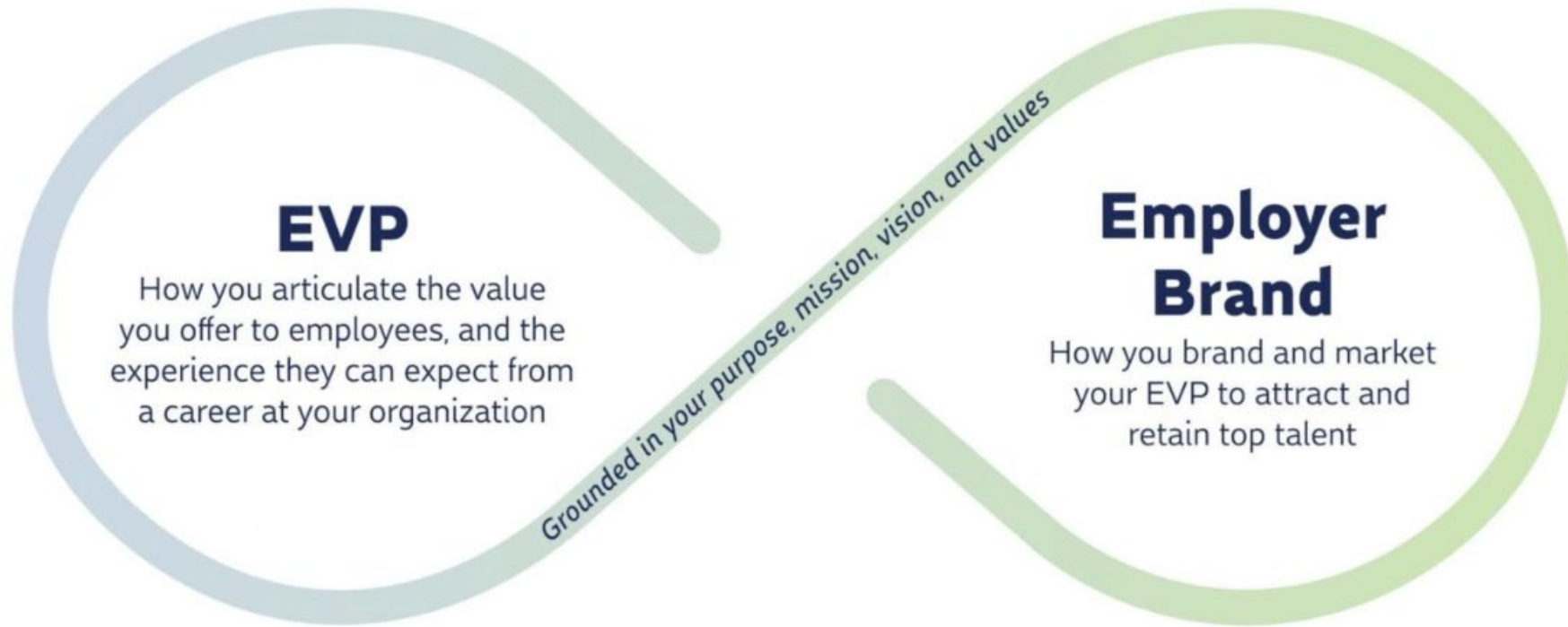
Step 3: Attract

- Action #3.1: Promote the Employer Brand
 - “Jobvite polled over 1,600 talent acquisition professionals and found that the labor market continues to gain strength, that a shortage of skills is still recruiters' biggest challenge and that employer branding is forecast to take the biggest slice from the recruiting budget.” (SHRM)



What is your employee value proposition (EVP)?

- The balance of rewards and benefits that are received by employees at work.
- Employer branding.
- What do your employees say?
 - Employee engagement / satisfaction survey.
 - Exit interviews.



What is an Employee Value Proposition and how is it connected to Employer Brand?

Employee Value Proposition



Compensation and Benefits

- Competitive Salary
- Paid Time Off
- Paid Holidays
- Paid Sick Leave
- Paid Parental Leave
- Medical Insurance
- Dental Insurance
- Prescription Insurance
- Vision Insurance
- Life Insurance
- Retirement

Accounts

- Full Retirement Benefits



Career Growth

- Raises
- Career Advancement Opportunities
- Leadership Growth Opportunities
- Paid Journeyman and Apprenticeship Programs
- Professional Development
- Tuition

Reimbursement

- Internship and Mentorship Opportunities



Corporate Culture

- Collaboration and Team Spirit
- Social Responsibility
- Trust
- Work Life Balance
- Longevity Service Awards
- 40 Plus Year Employees
- Hometown People, Hometown Power
- Utility of the Future

Community Partner

EVP Example



Wellness

- Corporate Challenges
- Free, State of the Art Fitness Centers
- On-site and Off-site Fitness Classes
- Financial and Retirement Advising
- Book Club
- Golf League
- Group 5K and Race Participation

Employee Assistance Program

- Environmentally Minded



Diversity, Equity & Inclusion

- Corporate Diversity, Equity and Inclusion Program
- Fostering an Environment of Belonging
- Corporate Diversity Initiatives
- Recognition of Diversity as a Business Driver
- Diversity Training
- Sponsor

Community Diversity Events

- Ethnic Food Festival

Step 4: Engage

- Engagement is the approach of shifting from an administratively oriented process to one that centers around the candidate experience. The interactions are more personal, and candidates do not feel like they are pouring energy into a black hole.
 - Remember that the candidate is assessing the district as much as you are assessing them through the hiring process.





Step 4: Engage

- Action #4.1: Continuously Monitor the Candidate Experience
 - Communicate, communicate, communicate
 - Make your entire hiring process transparent
 - Treat candidates like human beings, not a number
 - Collect, analyze, and visualize data

A photograph of a young man with dark hair and a light beard, wearing a blue sweater. He is covering his face with his right hand, with his fingers spread across his forehead and eyes. His expression is one of distress or frustration. The background is a solid yellow color.

Step 4: Engage

- Action #4.2: Understand Applicant Pain Points
 - Continued desire for remote or hybrid work options
 - No salary range on job posting
 - Application redundancies
 - Being ghosted



Promoting Diversity

- When establishing sourcing channels, districts should consider the overall diversity of your talent sources, combined. Developing relationships with and conducting targeted outreach to universities or organizations with high populations of underrepresented groups can help the district recruit qualified applicants with diverse backgrounds and experiences.



Promoting Diversity

- These can include but are not limited to:
 - HBCUs
 - Hispanic-Serving Universities
 - Tribal Colleges
 - Professional organizations that promote racial and ethnic diversity in their field:
 - Association of Black Psychologists
 - National Association of Black Social Workers
 - National Association of Asian American Professionals
 - National Association Puerto Rican Hispanic Social Workers
 - American Psychological Association Women's Programs Office
 - National Association of Black Accountants
 - Association of Latina Professionals for America
 - Disability Network



Retention Strategies

Effective Strategies

Employee Retention

- Invest in Employees' Careers
 - 94% of employees say they would stay with their company longer if it invested in their career development (LinkedIn).
 - Lack of opportunities for career development and advancement was the top reason employees left jobs between April 2021 and April 2022 (McKinsey & Co).
- Focus on Managers
 - 82% of Americans would potentially quit their job because of a poor manager (2022 Goodhire Survey).



Effective Strategies

- Recognize Employees' Contributions
 - Everyone likes to feel valued, and that's especially true in the workplace.
 - When employees feel recognized for their work, they are 56% less likely to look for new opportunities (2022 Gallup/Workhuman survey).
 - Even so, only 19% of employees feel that their organization has a strong culture of recognition.
- Reassess Compensation
 - No matter how valued an employee may feel, they are likely to look outside their current company if they feel inadequately compensated for their work.

Effective Strategies

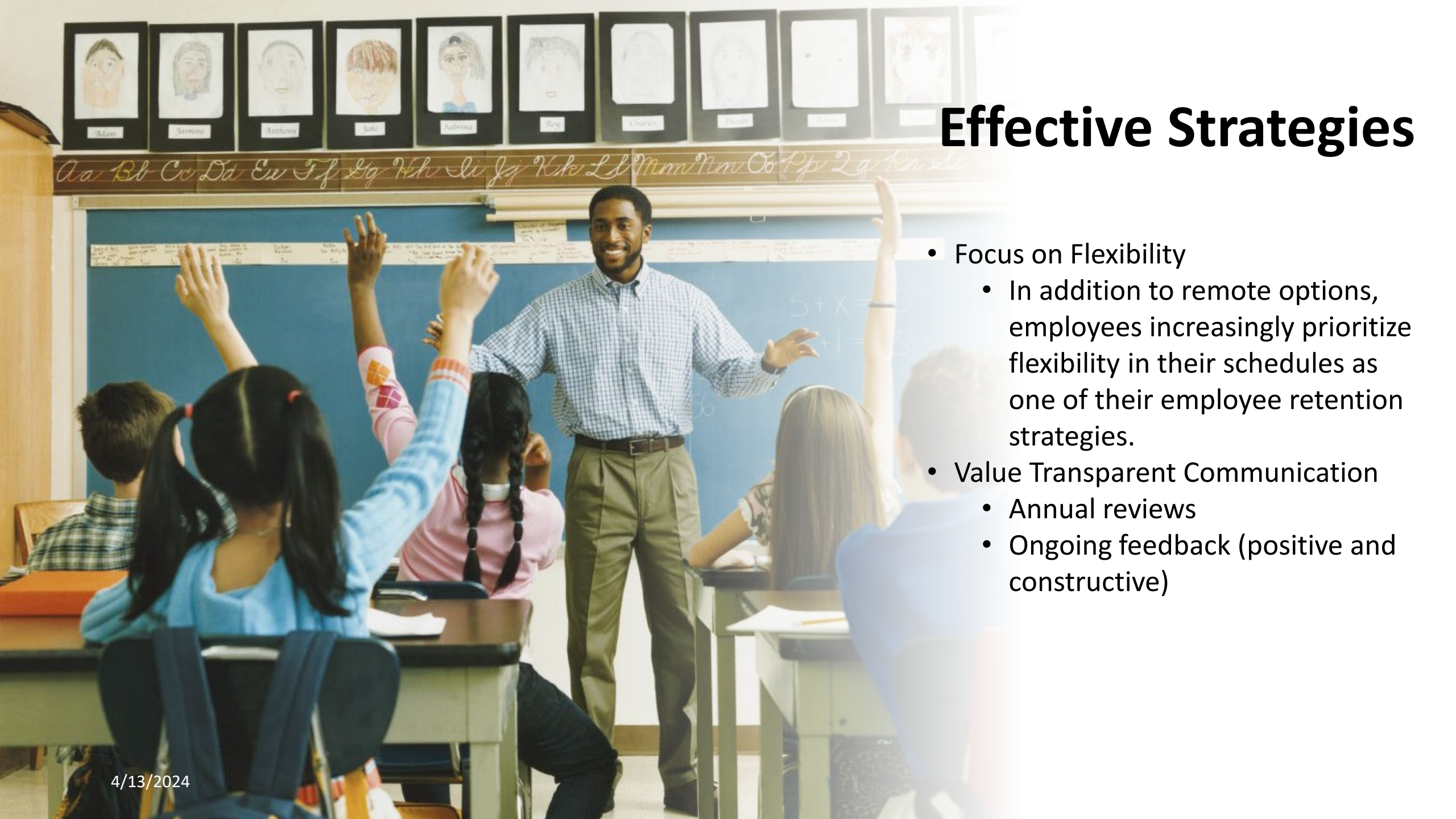
- Prioritize Work-Life Balance
 - Managers should regularly check in with employees to ensure they don't have more on their plates than they can handle and to encourage open lines of communication about workloads.
- Improve Organizational Culture
 - Company culture is one of the key drivers of workplace satisfaction.
 - Having and carrying out clearly articulated values.
 - Having strong commitments to diversity, equity, and inclusion.
 - Executing supportive leadership.
 - Valuing and seeking out employees' voices.



Effective Strategies

- Valuing and Seeking Out Employee Voices
 - Town hall meetings
 - Employee engagement surveys
 - Exit survey
- Prioritize Hybrid and Remote Options
 - 64% of Americans would consider looking for a new job if required to return to the office full-time.





Effective Strategies

- Focus on Flexibility
 - In addition to remote options, employees increasingly prioritize flexibility in their schedules as one of their employee retention strategies.
- Value Transparent Communication
 - Annual reviews
 - Ongoing feedback (positive and constructive)

Thank you for your participation!

THANK YOU!



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