



# Staff Recruitment and Retention

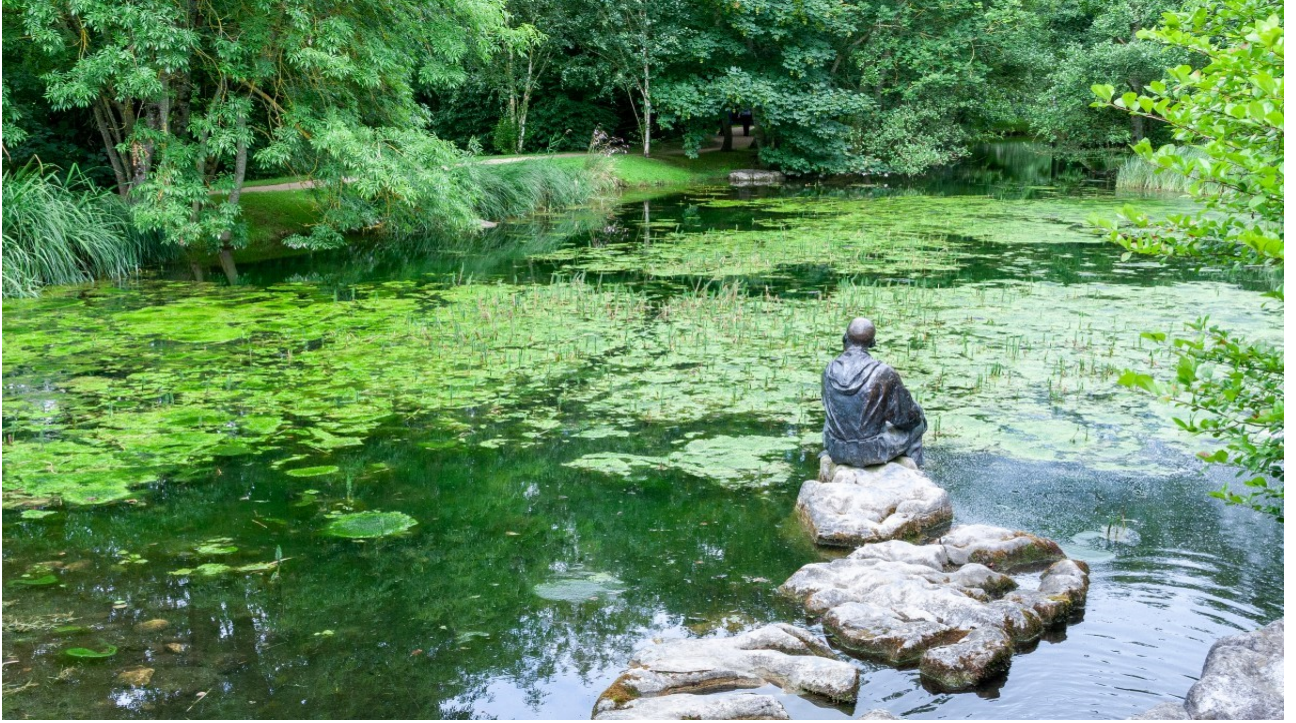
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At the end of this session, participants will be able to:

- Understand the importance of positioning their organization in regards to effective recruitment
- Demonstrate best practices in Recruitment including 'first impression' Recruitment.
- Describe best practices of Retention, including Stay interviews, one on one check ins, recognition efforts that actually work, and dealing with employee drama.
- What's working for you?





Turn to a neighbor. Share...



- A specific ***success story*** in regards to recruitment
- A specific ***challenging story*** in regards to recruitment



First impressions Audit





- Reach out to **boomerang hires** – people who left you for what they hoped would be something better. It wasn't. Get them back.
- **Runners up** – they came in second in an earlier round of hiring. Now they may not be looking so "second place". Make them an offer.
- Look at your **recent retirees**. Maybe this whole retirement thing wasn't what they'd hoped. They've still got some years left to give, and they're perfect in so many ways. They know the job, the people, the culture.
- Consider the **autism community**, including those with Asperger's. Lots of good talent there, but many employers overlook this source. You have resources in your area that can help connect you.
- **Instant messaging** and **texting** programs to communicate with candidates



- Ask **for referrals during the new employee's first week**– while they're excited! This is gold. (don't forget **referral bonus**' either)
- **Stop offloading** one of the most important parts of the recruiting process to Artificial Intelligence. Read the resumes. Your computer is leaking great candidates like a sieve.
- **Work on your website**. Look at your "careers" section through the eyes of a prospective employee. Is there anything there that would make you look twice? Or would it make you go to the next site? I'm talking employer brand, video testimonials from happy employees, and **why they should consider you**.
- Load up your **YouTube channel** with great videos that highlight what makes yours an outstanding place to work. Make them **findable** through online searches, so people don't have to stumble onto your site, but rather see your videos when they search for great jobs in their field.



Turn to a neighbor. Share...



- A specific **success story** in regards to retention
- A specific **challenging story** in regards to retention





- You may need to **“detox”** your workforce, by dealing with employees who are creating a toxic environment and making it difficult for you to recruit and retain the good ones.
- **Recognition** is not limited to an “Employee of the Month” program.
- **Childcare.** If possible, provide it onsite. Or subsidize the cost elsewhere.
- Providing **food and healthy snacks** for staff
- **Flexible hours**, reduced work week
- **Transportation.** Provide resources. Identify bus stops near you.
- If possible, provide **tuition reimbursement.**



- Conduct **“Stay Interviews”**, to find out why people stay with your organization. It will also give you clues as to why they might leave. Exit Interviews are fine. They provide valuable information sometimes. But Stay Interviews are even better. Think checkup vs. autopsy.
- Do Employee **Surveys.**
- Ensuring **off-shifts** are including in engagement act
- Providing **training** for employees who are responsible for training new hires
- **Battle favoritism.** It’s one of the biggest complaints we hear.

SOURCE: Contented Cow Partners



Retention: Never ending focus  
on small, daily actions



Q: Are you worthy as a leader?



•A: It's not for you to answer.

• ~Capt. Ron Johnson



Team Check in (virtual or otherwise):



How do I know my leadership style is still working with my teams?





## Team Check in:



What behaviors are you seeing that indicate your influence is good or not so good?

- Are they volunteering for assignments?
- Am I always making the decisions?
- Am I pivoting to the communication needs of the team members?
- How do I rate myself on patience?
- Are my teams dealing with conflict?
- Established safety?



## Six Key Questions for Influencers



- What's a challenge and what less of a challenge?
- If you were in charge what would you be doing differently?
- How are you feeling about your work load?
- What do you need from me that is missing?
- What's one thing I don't want to hear? (but I need to anyway)



Stay focused on goals, not activity.



- It is important to manage expectations and ***stay focused on goals*** when embracing a remote workforce.
- Don't worry as much about what is being done. Instead, concentrate on what is ***being accomplished***.



Culture



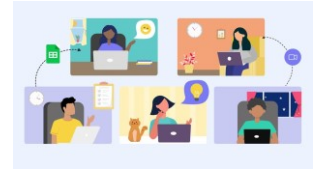
The behavioral and attitudinal norms you expect from one another.



## Establishing structured daily check ins and accountabilities



- Daily call ins: One on Ones, with the team.
- Regular and Predictable.
- Ask “What’s your plan for today? “
- “I’m going to touch base with you this afternoon. What do you want me to ask you about your work?”
- A forum in which employees know that they can consult you. They will be heard.
- Setting clear expectaions on what they are to do and how. Behavioral examples.
- Inspect what you Expect.



## Behavioral Ground Rules



- Personal Commitment to Safety
- Communicate Honestly and Respectfully – Assume Positive Intent
- Clearly Defined and Timely Decision-Making
- Support Decisions with One Voice
- Express Sincere Gratitude for Great Effort and Celebrate Success
- One Company Thinking: Own the Whole before Owning your Piece





1. What's your role in this?
2. What do you know for sure?
3. What are you willing to do to help?



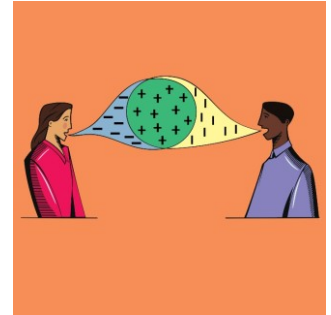
What you put up with is what you end up with

## Empathy



Empathy is the ability to understand and share the feelings of another. Empathetic leaders:

- **Listen.**
- **Don't** interrupt.
- Are fully **present**.
- **Don't** judge.
- Are aware of their **body language**.
- **Include** everyone.
- Take a **genuine** interest in employees' lives and careers.



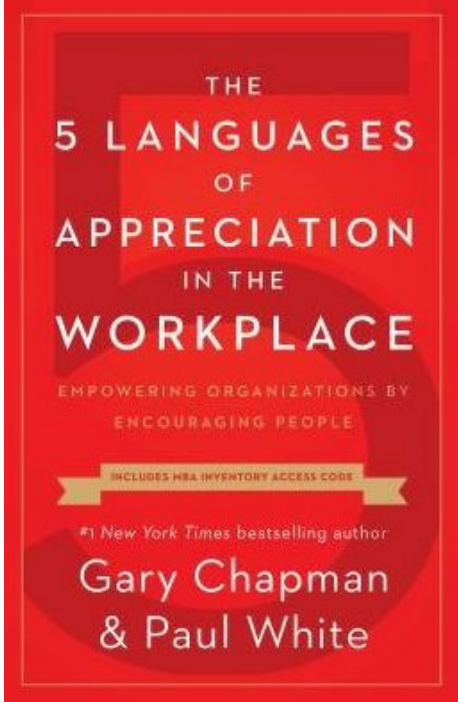
## Space for Grace and Empathy



“Help me understand the stress you’re feeling.”

“Help me understand what your challenges feel like.”





**Five Languages**

-  Words of Affirmation
-  Quality Time
-  Acts of Service
-  Tangible Gifts
-  Physical Touch

## What I hear from other organizations...



- **Build foundation of trust** with employees, make trust building a priority up front.
- Be **direct and address** any questions or concerns, **don't make assumptions**.
- **Acknowledge special dates** (birthdays, anniversaries, accomplishments, etc.) via electronic greeting cards, virtual gift cards, etc.
- **Regular check ins**
  - utilize video conferencing when possible
  - Quick personal check ins via chat system at the beginning of each week to kick their week off on a positive note.
  - Plan for in-person time if possible
- Provide **grace and flexibility** when "life" happens, while still ensuring that the work is getting done. (and talk up your EAP)
- Learn their **preferred style of appreciation** and use it to show appreciation

## Questions? Comments?



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So there.