



Recruiting and Retaining Talent

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A bit about me, Donna Shannon

- Originally in HR and recruiting
- Teaching job searching since 2004
- Top rated resume service on Yelp and Google+
- My clients are your future (and current) employees





The labor market is tough...

- Embroiled in a seller's market – and they know it
- Candidates more inclined to follow their passions
- Selective about employers
- Bad culture drives them out the door
- BUT passing them over for promotions or opportunities costs institutional knowledge



Hiring: Then and now

2008 - 2010



2019





THE GHOSTING EPIDEMIC



What is it?

- Engaged candidates who suddenly disappear:
 - No-shows for interviews
 - Stops answering calls/emails for offers
 - Never shows up for the first day





Why?

- Doesn't feel valued
- Turned off by recruitment process
- Jaded
- Avoiding conflict
- We trained them for this...





Would you ghost?





ATTRACTION VS. PROMOTION



Building a relationship

“People will forget the things you do, and people will forget the things you say. But people will never forget how you made them feel.”

– Maya Angelou



A different mindset

- Promotion:
 - Bombarding with ads
 - Traditional job boards
 - Exclusivity in application process
- Attraction:
 - Reputation marketing (reviews, Glassdoor)
 - Word-of-mouth
 - Social media interaction and contacts
 - Inclusive ads, applications, and job descriptions

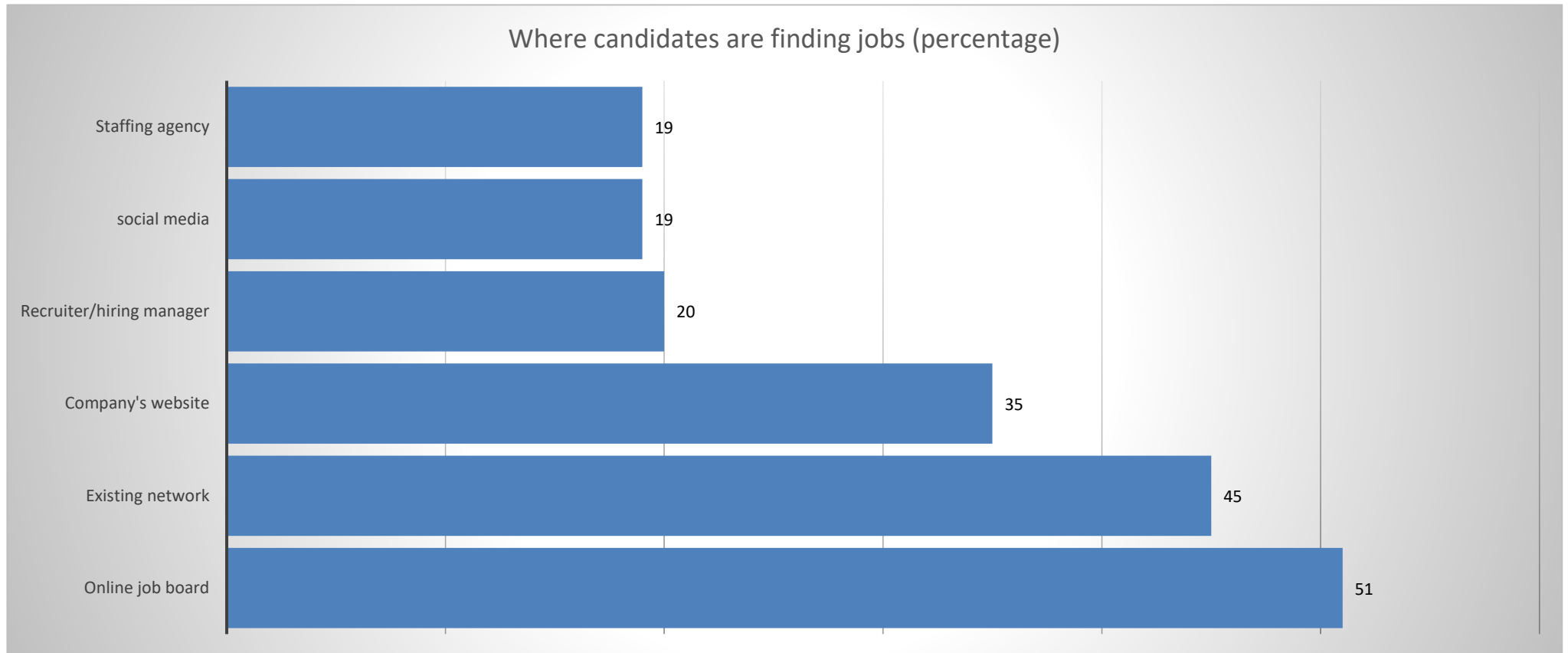


Just because you're advertising...





Where are they looking

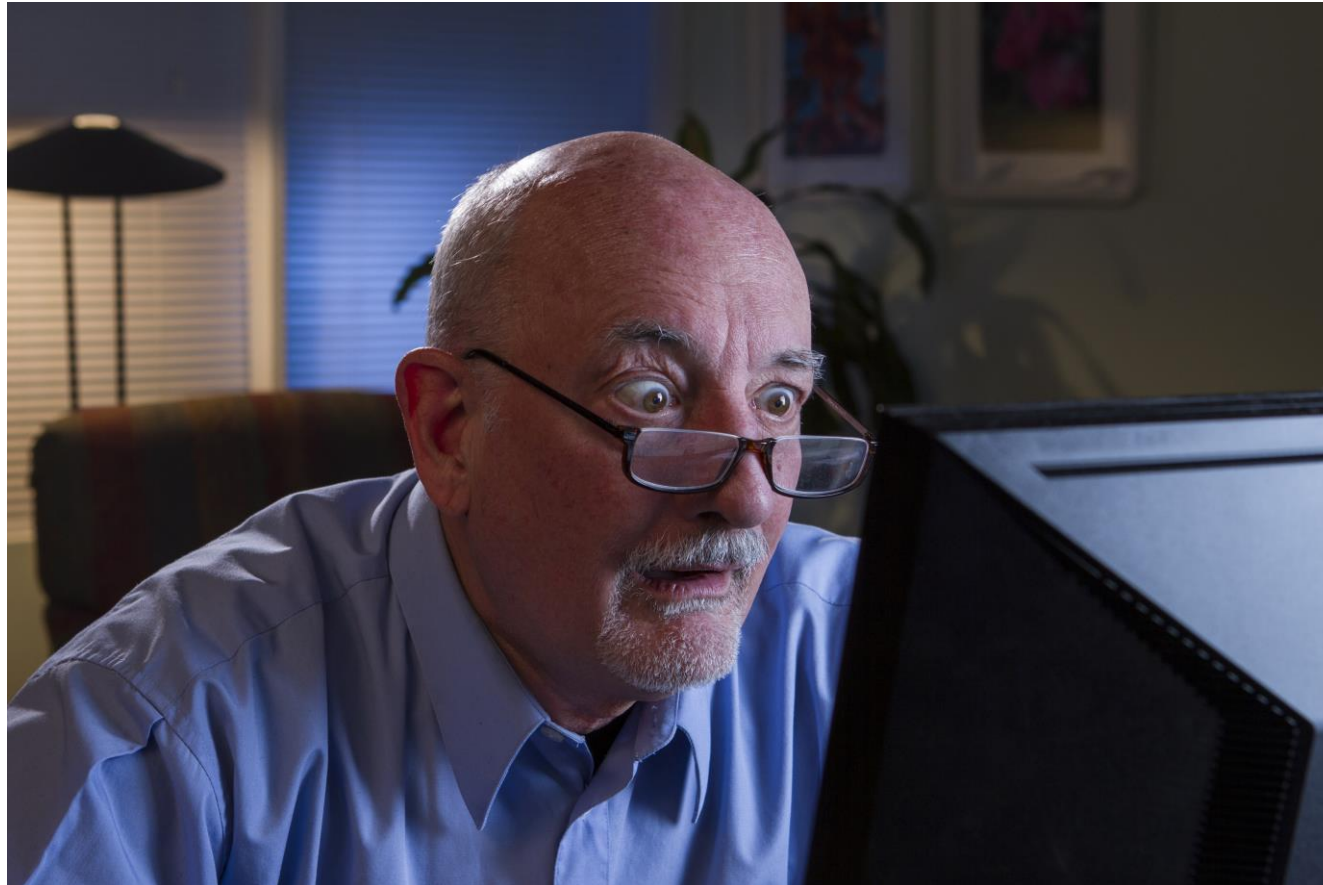


- Source: “Glassdoor Study Reveals What Job Seekers Are Looking For;” Glassdoor.com, June 2018
<https://www.glassdoor.com/employers/blog/salary-benefits-survey/>



Reputation marketing

- Job seekers rely **HEAVILY** on Glassdoor and similar sites...





What does your imagery say?





Job descriptions

- Are they accurate?
- Are they engaging?
- Does it REALLY tell people what they will GET out of the job?





Top facts job seekers want to know

- Salary range
- Highlight of benefits
- Where located
- Commute time/flexible hours/work-from-home options
- Employee reviews



Developer II

SmartEtailng  4 reviews

Boulder, CO 80301

- 4+ Years of web development (ie Java, PHP, ColdFusion), HTML, CSS, JavaScript
- 2+ Years of using, writing and optimizing SQL statements, Stored Procedures, Functions (T-SQL, NoSQL) PostgreSQL, Data Layers
- Experience with Node.js, Vue.js or React.js a plus
- Experience with API, RESTful Web Services a plus
- Experience working in a SaaS environment a huge plus
- Thorough understanding of the SDLC
- Experience working in JIRA
- Strong written and verbal communication skills
- Bachelor's degree or boot camp experience
- Self motivated, quick and intuitive learner
- Ability to thrive in a fast paced and dynamic environment
- Work at computer for extended periods of time, some weekend work possible if there is a hard deadline.

Developer II

SmartEtailng  4 reviews

Boulder, CO 80301

How you work

- Adaptability - must be committed to solving business problems and facilitating communication in a dynamic business environment.
- Goal Oriented - be able to see the big picture and the necessary tasks to achieve a milestone. Drive to get things done.
- Innovative - always be looking for new approaches to solving the business problem and improvements to the business processes in which the problem exists.
- Leadership - be a leader in continuous improvement, communication and facilitation.
- Empathy - be able to work with multiple types of customers and personalities and manage positive outcomes in dynamic business environment.
- Business Orientation - must be technically adept and business oriented, always thinking about how to achieve the business goals.
- Anticipation and a drive to get things done - Must be able to think two steps ahead at all times while at the same time hitting the milestones that keep projects moving.

Software Developer Resume Section

Key Skills

Business Process Analysis	Financial Management	Strategic Planning
Software Development Lifecycle	Project Management and Design	Process Improvement
Staff Training and Development	Analytical Problem Solving	Budget Analysis
Technical Documentation	Quality Assurance	Process Automation
Strong Organizational Skills	Written and Verbal Communication	Attention to Detail

Technical Profile

<i>Languages:</i>	SQL, C#.NET, JavaScript, HTML, XML, J2EE, Java and Visual Basic 6.0
<i>Quality Assurance:</i>	Functional testing, regression testing, user acceptance testing, test case development, test execution and defect tracking
<i>Software Development:</i>	Web application development, database scripting/querying, object-oriented programming, Client/Server and design patterns
<i>Application Software:</i>	Microsoft Test Manager, Team Foundation Server 2012, Visual Studio 2008/2012, MS Office 2003/2012 and Visio
<i>Databases:</i>	Oracle 11G Enterprise Edition, MS SQL Server 2008 R2/2012, Postgres 9.x and MySQL



Start thinking about retention NOW

- What attracts top employees are the same things that will keep them...





What employees want

1. Recognition
2. Flexibility
3. Culture
4. Path for growth and continued education
5. Giving back

Source: Duram, K. Inc Magazine. "Here's What Employees Want, that Employers Don't Understand."

March 1, 2019

<https://www.inc.com/kevin-daum/heres-what-employees-want-that-employers-dont-understand.html>



IMPROVING THE APPLICATION PROCESS



Would you ghost?





The “click” concept

- With every click in the process, you lose a portion of your audience
- Every click is a commitment
- Build in status bars or page counts to encourage completion





Flip the script

- Instead of long application followed by screening:
 - Introduce quick apply
 - Screen for top skills or traits, not how many are met
 - Email invitation to top candidates to complete a more stringent application





Don't assume!

- Don't discount candidates based on assumptions:
 - Career changers
 - Older workers (40+)
 - Lateral moves
 - Breaking into the industry





LinkedIn applications/integration

- CAN implement directly on your website
- Easy for applicants
- Establish your own pipeline management





Sourcing passive candidates

- Reach out to potential high performers
- Find them through LinkedIn Groups
- Conduct targeted searches





Remember to communicate

- Automate acknowledgements
 - Everyone wants to know where they stand
 - Include timeline for recruitment





Rejection communication is vital

- They need to know!
- Consider timing for different tiers:
 - Automated within 24 hours: not qualified
 - After 1-2 weeks: passed initial screening
 - After 3 weeks: did not pass phone screening
 - After 4+ weeks: “we hired someone else.”



How to say “No”

- Today’s rejection could be tomorrow’s best fit
- Avoid platitudes and generic statements
 - Saying found a “better fit” is OK
 - Don’t lead them on with “keeping your materials on file” if you never look at them!



INTERVIEWING ETIQUETTE



Would you ghost?





Entice with extra information

- Candidates love to see more information:
 - Standard benefits packages
 - Expected salary ranges
 - List of who they will meet





Fair warning!

- Heads-up for:
 - Panel interviews
 - Testing
 - Any additional information they need





ENGAGING INTERVIEWING



Would you ghost?

- What are some of the dumbest interview questions?
- What about the hardest?





What's your view of interviewing?





Skills-based interviewing

- Don't ask if they know something
 - Ask them to describe an action
 - “How would you set up a pivot table in Excel?”
- Ask for specific examples / behavioral interviewing
 - Tie back to a real-world experience
 - “Tell me about a time you had to calm down an irate customer.”



Culture questions

- Develop questions related to work styles to determine a culture match:
 - “What is your biggest pet peeve in the office?”
 - “What is something you wished you could have changed in your last job?”
 - “What type of collaborative projects have you worked on?”





Beware!

- Avoid group think and encourage diversity of thought...





Wrap-ups

- Be clear on next steps
- DO follow up – send thanks to top candidates
- Stick to your own communication schedule





THE JOB OFFER



Would you ghost?





RETENTION



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Giving Back

- 64% of Millennials take into consideration a company's corporate social responsibility when deciding on where to work:
 - Corporate giving programs
 - Volunteer projects
 - Solid mission statement





Flexibility

- Employees want to work on their own terms, not the clock
- Work from home opportunities
- AND interesting work to do





Recognition

- NOT about meaningless awards
- It IS about meaningful work
- 6 in 10 surveyed want more meaningful work instead of a raise
 - Source: ServiceNow, Inc., survey of 2,001 office workers at companies with 500-plus employees, Nov. 2018.
<https://www.entrepreneur.com/article/327571>



The most demoralizing phrase ever...

- “You are too good at what you do for us to promote you...”





The most demoralizing phrase ever...

- “... Can you please train the new manager?”





Culture

- NOT about bean bag chairs and ping pong
- NOT about your mission statement
- It IS all about how you actually treat employees





“The culture changed...”

- One of the most common reasons why they call me





QUESTIONS?



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