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Recruitment Challenges



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Recruitment Challenges

Lack of qualified candidates

- Be proactive
- Invest in employer brand
- Create partnerships with local diverse organizations
- Consider candidates without direct industry experience
- Look internally
- Target early career talent
- Track source of hire on successful hires
- Use resume databases
- Create training programs
- Utilize social media
- Get creative!



Write effective job postings

- Review current job descriptions
- Review job titles
- Determine must-have vs. nice to have
- Ask employees to help
- Review for potential non-inclusive language
- Again, get creative!

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Recruitment Challenges



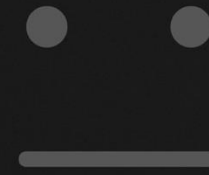
Lack of time to devote to recruiting

- Review current process
- Promote employee referral program
- Utilize applicant tracking system features
- Share best practices
- Build a talent pool
- Move fast, but not too fast

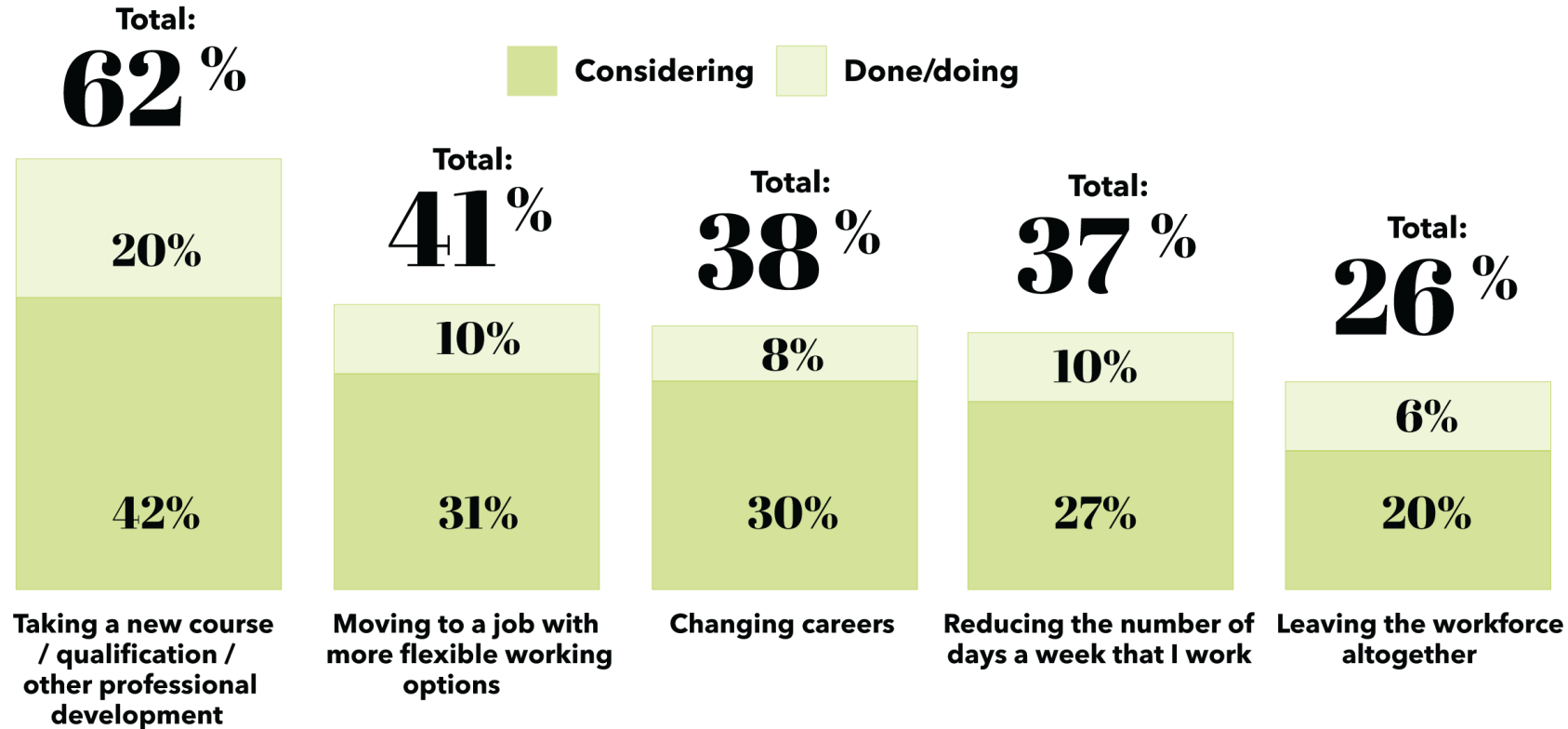
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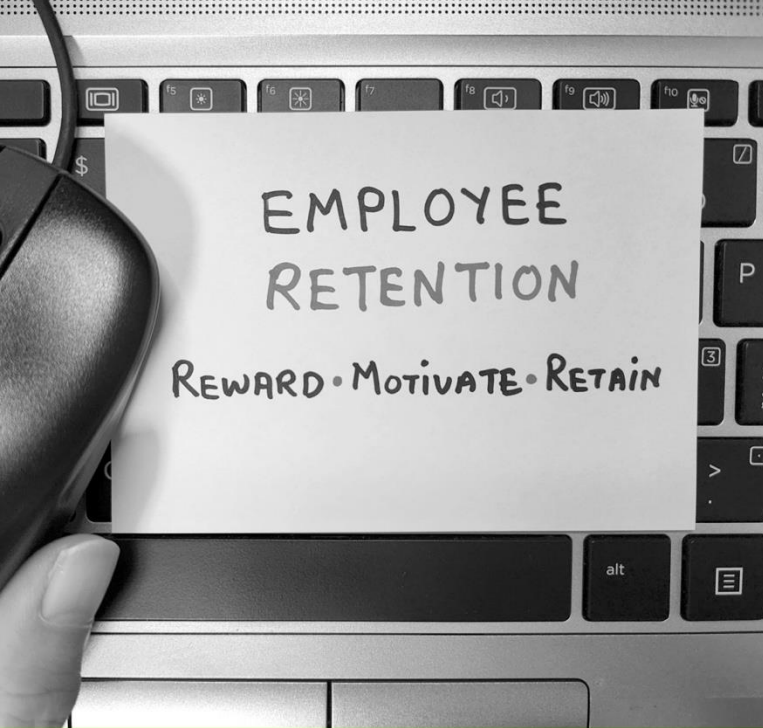
Retention



% Who say they have done, are doing or are considering the following



Younger generations most likely to be reassessing	Generation Z	74%	51%	47%	55%	37%
	Millennials	68%	47%	43%	41%	28%
	Generation X	54%	35%	33%	30%	22%
	Baby Boomers	37%	23%	24%	26%	26%



How to create an employee retention strategy

- Focus on the hiring process
- Offer a competitive salary/benefit package
- Additional incentives
- Management/Leader training
- Open communication
- Clear work objectives
- Recognition

(The estimated cost to replace an employee is between \$20,000 and \$30,000)

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Retention

What is important?

A word cloud of workplace factors. The words are arranged in a circular pattern, with 'Trust' and 'Hybrid Work' being the largest. Other prominent words include 'Culture', 'Growth Potential', 'Satisfaction', 'PTO', 'Compensation', '401K', 'Workload', 'Support', 'Flex Hours', 'Inclusion', 'Benefits', 'Recognition', 'Innovation', 'Perks', 'Respect', 'Annual Evaluations', 'Mental Wellbeing', 'Training', 'Gratitude', and 'Company Appreciation Day'. The words are in various shades of gray and blue, with some in bold and some in regular weight.

Gratitude PTO Compensation 401K
Workload Support Flex Hours
Training Satisfaction Trust
Mental Wellbeing Growth Potential Inclusion
Culture Impact Continued Education/
Annual Evaluations Respect Hybrid Work
Perks Recognition Innovation

% who believe these factors will be important to their working life after the pandemic

Pay, work / life balance, trust and job security remain the top fundamental needs of workers



Flexibility, a clear sense of purpose, recognition and the chance to learn and develop are also important



Important aspects of working life by Generation

Trust & agency
 Culture & engagement
 Wellbeing
 Career & security

	Generation Z	Millennials	Generation X	Baby Boomers
1 st	Praise & recognition for good work*	Good salary / pay scheme		Being able to maintain a good work / life balance
2 nd	Good salary / pay scheme	Being able to maintain a good work / life balance		Feeling trusted to get the job done
3 rd	Strong enjoyable company culture*	Feeling trusted to get the job done		Good salary / pay scheme
4 th	Good learning & development opportunities*	Feeling confident that my job is secure		
5 th	Feeling trusted to get the job done	Retaining / having flexibility over my working hours / schedule		

Q20. How important will the following be to your working life after the pandemic?

Top Trends

Flexible Work Environment

80% of companies expect some of their workers will be remote¹

Humanization of the Workforce

2/3 of job seekers said that a diverse workforce is an important factor for evaluating offers²

Employee Well-being

15% to 20% of total payroll in voluntary turnover cost is due to burnout³

The Great Resignation

62% of employees plan to stay in their jobs in 2022.⁴

5 focus areas that drive business transformation

