

Beyond Compensation & Benefits: Leveraging Culture in Recruitment and Retention

presented by:

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Introductions +
what brings you
here today?

- **Speaker Introductions**
- **What brought you here today?:**
 - Are you seeing more people quit than in the past?
 - Are you having more trouble hiring than in the past?
 - Are you **YOURSELF** at risk of burnout, after all the challenges of the past 18 months?

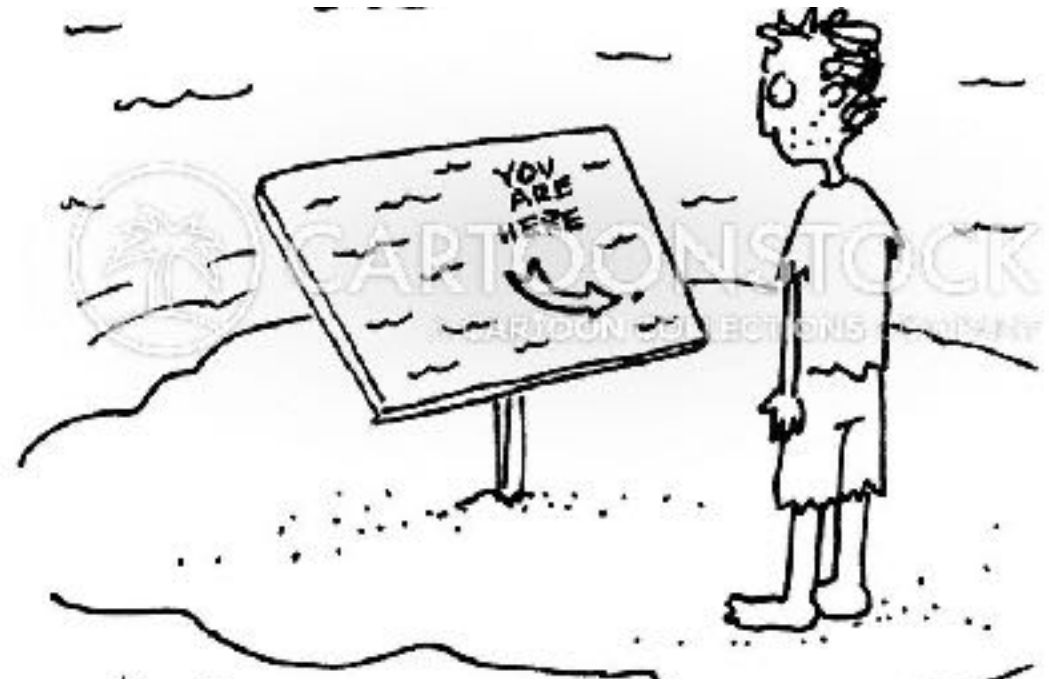


Today's Agenda

- The current state of hiring & retention
- Overview of the top reasons employees leave
- Creative strategies for attracting and retaining great employees



So, how did
we get here?!?





Pandemic Pandemonium

The pandemic has created a perfect storm of workplace challenges:

- BLS reported a staggering 57.3% turnover rate in 2020!
- Major life changes: health issues, loss of loved ones, daycare and childcare issues, a state of uncertainty, mental health issues, etc.
- Careers stalling out: layoffs, wage freezes, missed promotions, lack of advancement, carrying a higher workload for the same pay
- Lack of communication and proximity leads to alienation

We're living through an unprecedented time...but with change comes opportunity!

Why do employees leave?



“I love my work but don’t have a great relationship with my boss.”



“I adapted to working from home, and now I don’t want to come on-site anymore.”



“I have huge issues finding childcare and dealing with unexpected school closures.”



“The pandemic has really changed my priorities. Life is short and my family matters more to me than ever. I want to live and work in a place where my quality of life outside of work is the best it can be.”

Some of the reasons employees leave are beyond your control...but many can be addressed through a strong workplace culture.

- Preference for work-from-home
- Preference for on-site work or connection to others
- Childcare issues
- Lifestyle priorities have shifted
- Shift to or from FT/PT work
- Relationship with manager or team
- More pay, better benefits

Challenge #1: Employee wants to work from home

CREATIVE WAYS TO ADDRESS THIS

- Listen to concerns/challenges
- Evaluate job/role;
- Internal Mobility - if it's not possible then are there other areas of organization they can assist with remotely?
- Establish trust; outline a plan and make sure it's agreed upon
- Communicate frequently and check in often, revise plan as needed

EXAMPLES

- Offer hybrid schedules
- Minimize culture impacts
- Up benefits for in-office workers
- Create/revise HR Policies as needed



Challenge #2: Employee has childcare concerns

POSSIBLE SOLUTIONS

- Job shares
- Flexible work hours, compressed work weeks, reduced hours
- Create connections between employees with similar issues (childcare co-ops, etc.)
- Offer FMLA, other forms of paid or unpaid leave
- Modify your meeting policies: offer “child friendly” meetings where possible
- Offer online educational or extracurricular classes for kids
- Listen, ask questions, be sympathetic, learn the names of your employees’ and coworkers’ children!



EXAMPLES

- Employee schedules focus hours, offline hours
- Employees with young children have a weekly parents-and-toddlers Zoom lunch
- Employee works enough hours to maintain benefits (30/wk)

Challenge #3: Workplace relationships aren't great (with boss, coworkers)

POSSIBLE SOLUTIONS

- Revisit Company Vision & Values often and confirm alignment
- Evaluate relationships between coworkers
- Introduce “play” (meeting segues, team building, etc.)
- Evaluate performance review process and professional development goals
- Ensure there's transparency (issues, priorities, etc.)
- Communication plan; what do you need to market internally?

EXAMPLES



EOS, Entrepreneurial Operating System

- ✓ Values
- ✓ Vision
- ✓ Accountability
- ✓ Scorecards

Challenge #4: Employee feels isolated and disconnected in a WFH environment

CREATIVE WAYS TO ADDRESS THIS

- Prioritize team-building activities
- Involve direct supervisors in brainstorming solutions and evaluating root cause
- Manager weekly 1:1 check ins via zoom
- Lunch or coffee (virtual or in person) once a month with a co-worker (even cross-departments)
- Beef up internal communications: blogs, intranet site, emails, etc. to ensure alignment and realignment
- Recognize achievements, express appreciation, share individual wins with the team
- Conduct stay interviews to find out what motivates the employee, then feed these motivations



EXAMPLES

- Engagement surveys
- Contests, games, quizzes
- Use touchpoints as an opportunity to create a deeper personal connection
- Virtual happy hours, lunch & learns, icebreakers and breakout sessions in meetings

How do we attract new hires in the “Great Resignation” era?



Strategies to attract & hire talent:

DEVELOP YOUR BRAND

- Benefits & Perks
- Highlight your values and your mission
- Outline what it's like to work at your organization (testimonials)
- Don't be afraid to showcase your company's unique culture and sense of humor

OUTLINE THE ROLE

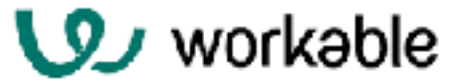
- Job Description Pitch (think of this like a brochure)
- Outline how this role impacts and aids in vision
- Outline career path
- Look for SKILLSs not experience
- Hire for 'add' not for 'fit'

INTERVIEWING STRATEGIES

- Have a plan and involve key stakeholders
- Remember that you're selling your company!
- Communicate frequently with strong candidates, release unqualified candidates quickly
- Maintain a talent pipeline

Hiring Tools:

APPLICANT TRACKING
SYSTEM (ATS)



RECRUITING



INTERVIEWING



It all starts with Culture!

- **Organizational Culture** – “the shared values, behaviors and stories that guide people within an organization.”
- **Retention fits right in with culture** – it is a strategic action to keep people engaged, motivated, and focused so they remain productive. Create the best onboarding, mentoring and advancement opportunities you can.
- **Storytelling** – every organization has a story. What’s yours?
- The more embedded people are within organizations (and community) the more likely they are to stay.



Wrap Up

1. What are your key takeaways?
2. Other strategies, ideas? What's working for you?



A vibrant aurora borealis (Northern Lights) display in shades of green and blue against a dark, starry night sky. The lights are concentrated on the left side of the image, with a teal-colored circular graphic overlay on the right side.

Thank You!

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