



Business Learning
Institute

Powered by AICPA & CIMA

Attracting and Retaining Great People In Today's Ever-Changing Workplace

ALEX THEIS



Learning Objectives

1

Identify ways to attract talent and improve the hiring process

2

Discover strategies and ideas to increase employee retention and satisfaction

3

Learn how flexible and remote schedules can improve hiring and retention



Business Learning
Institute

Powered by AICPA & CIMA

Hiring

Learning Objectives

1

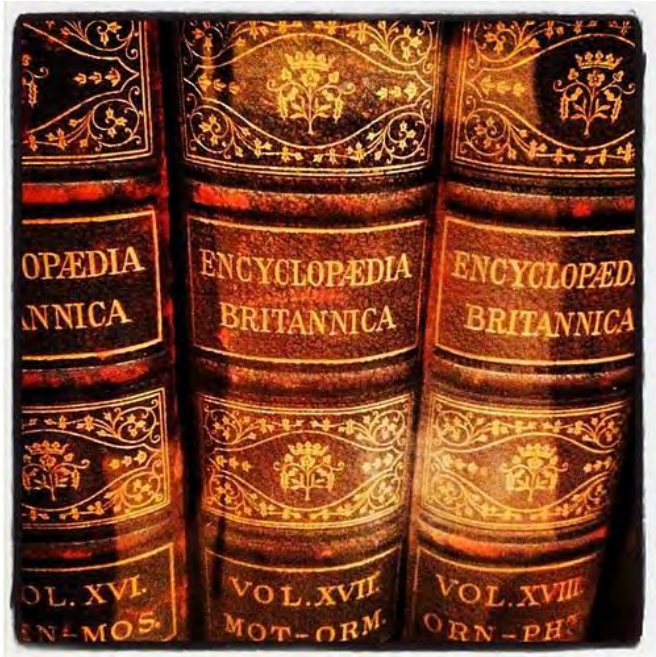
Get creative with job postings

2

How to streamline and improve the hiring process

3

Why onboarding is critical to retention



WIKIPEDIA
The Free Encyclopedia

Attracting candidates

Mindset

Clarity

Research

Job description vs. job posting

Wall Street Journal

*“List of duties and requirements
turn off to majority of qualified
candidates.”*

*“Describing what you can do for
them and the impact they’ll make
was much more attractive.”*

A white rectangular speed limit sign with a black border and rounded corners. The sign features the text "SPEED LIMIT" in a bold, black, sans-serif font, stacked above a large, bold, black, sans-serif number "9". There are small black dots above the "S" and below the "9".

**SPEED
LIMIT
9**

Salesperson Wanted

Fast growing nutritional company is looking for motivated, professional salespeople to help our company grow. Job duties include making sales calls, maintaining our customer database, and hitting daily and monthly sales quotas. The ideal candidate should have a sales background with good communication skills, a strong work ethic, and be a self-starter. We **offer a competitive compensation package....**

Who wants to make \$100k a year? (no joke!)

If you're tired of working weekends or nights or unrealistic sales quotas, we're looking for you! In this role you'll be contacting current customers (that's right – no cold calling!) to help them order the best nutritional supplements on the planet. If you're hungry to finally get paid what you're worth, join our team making a real difference in people's health. Our average team member earns over six figures a year, working a flexible schedule, with base pay and a killer commission structure that's actually attainable!

Let's start with our verbs...

RESPONSIBILITIES:

- **Manages** the Corporate Budget Division, including **the full range of supervisory responsibilities.**
- **Ensures** the **effective** preparation and presentation of the Commission's operating budget documents.
- **Conducts** budget and fiscal impact studies and other special management studies.
- **Reviews** monthly budget account statements for expenditure trends.

Revised...

RESPONSIBILITIES:

- **Directs** the Corporate Budget Division, including **leading and empowering** their own team.
- **Crafts** the preparation and presentation of the Commission's operating budget documents, **affecting over \$500 million.**
- **Leads** special management studies on budget and fiscal impact.
- **Discovers** expenditure trends on monthly budget account statements in order to **create ongoing fiscal strategies.**
- **Solves** budgeting conundrums to reach internal hero status.

Better verbs:

Strategizes

Creates

Crafts

Directs

Steers

Lifts

Leads

Empowers

Solves

Job Specific Information

This role has a focus on grants accounting and reporting. Accounting experience with federal and state grants is preferred for this position. A maximum of two telework days per week is available for this position.

(Staff Accountant)

Hybrid/Flexible Work

Do you want flexibility? Enjoy working from home two days a week while you help direct our grants accounting and reporting programs. If you have experience in federal or state grants, **we'd love for you to steer one of the most impactful areas of our division.**

(Staff Accountant)

The Planetary Planning Commission, Department of Human Resources and Management, has an exceptional career opportunity for a Corporate Budget Director. This executive-level position reports directly to the Executive Director, and is responsible for creation of the budget and associated financial reports for an agency with almost \$640 million in General Fund budget for FY 2023

Best practices: job postings

Mindset: quality over quantity

Marketing: empathy!!!

Differentiate: stand out!

Don't try to be too cute or clever

Do be HR compliant 😊

Attracting *better* candidates

Know market
trends, pay rates,
& reviews

Research
competition

Incentivize
referrals

Interviewing Best Practices

- ✓ Get the team on the same page
- ✓ Be warm – have a conversation
- ✓ No strengths/weaknesses – ask situational questions
- ✓ Let them ask questions and be real

Ask revealing interview questions


- If you were CEO for a day...
- Describe the traits of a good manager/boss...
- What's your ideal work environment?
- Tell me about your last vacation...
- What was the best job you ever had and why?

Making the decision

Consider a
layered approach

Testing or
assessments
when indecisive

Fit wins the day

A top-down view of a person sitting at a desk, working on a laptop. The desk is cluttered with various items including a smartphone, a cup, and several papers. The person is wearing a light-colored shirt and is focused on their work. The background is a plain wall.

Marigold Research 2022 Consumer Study:

75% of consumers say have a favorite brand because it has built a relationship with them.

Onboarding

- ✓ Myth: onboarding is HR's job
- ✓ Be prepared and ready – avoid the pitfalls the befall so many
- ✓ Make it an experience – involve the team



Onboarding: How do you create wows?



Questions?



Business Learning
Institute

Powered by AICPA & CIMA

Employee Retention

Learning Objectives

1

Identify why people leave jobs and what we can do about it

2

Management's role in employee retention

3

How to use education and culture shifts to improve retention

The costs of turnover

- ✓ Time - our most precious finite resource
- ✓ Real dollars: 100-150% of salary
Executive level – over 200%*
- ✓ Reduced morale, engagement,
and productivity

*Workhuman.com



Employee exodus: Why do good people leave?

Case study:
Call center attrition reduced
55% to < 20%



How to improve retention

Management

Studies

- ✓ Udemy: 60% of staff said management needs more training
- ✓ DDI Frontline Leader Project: 57% have quit due to manager
- ✓ Gallup: 52% of exiting staff said it was preventable by manager

Management problem areas

- The Peter Principle / lack of skill growth
- Fear – insecurity – defensive
- Lack of appreciation
- Micromanaging / lack of trust
- Treating staff as dispensible

What are the traits
of a great manager?





Culture: What does it mean?

Culture is *created* by management




Reward performance and results;
Weed out low performers



Listen to staff and implement feedback;
Can people ask “why?”



Be proactive about reducing burnout;
Set the example with time off



Case study: Sales team retention 95%+

How to improve retention

Professional
Growth

Professional Development's Impact



Deloitte.

LinkedIn

Case studies





Areas of Development Focus?



**CHECK
ENGINE**

Burnout manifests as...

Illness and sick days

Lack of engagement or overwhelmed

Resentment or contempt

Causes of burnout

Lack of
autonomy,
respect, listening

Unreasonable
expectations

Work/life balance
Always “on”

How to fix burnout

- ✓ End the culture of never-ending work
- ✓ Offer development on the clock
- ✓ Allow people to ask “why?” and implement their feedback
- ✓ Offer sabbaticals without fear

Another way to improve retention

Appreciation

THE
5 LANGUAGES
OF
APPRECIATION
IN THE
WORKPLACE

EMPOWERING ORGANIZATIONS BY
ENCOURAGING PEOPLE

INCLUDES MBA INVENTORY ACCESS CODE

#1 *New York Times* best-selling author

Gary Chapman
& Paul White

A person's hands are shown writing in a notebook with a pen. The scene is dimly lit, with a strong purple hue overlaid on the entire image. The word "Questions?" is written in white, sans-serif font across the center of the notebook page.

Questions?



Business Learning
Institute

Powered by AICPA & CIMA

Flexible Scheduling

Learning Objectives

1

The benefits of offering remote work

2

When remote work doesn't work

3

How to manage and get the most out of remote work and other schedules

Research



80% of office workers would be optimized working remote



79% reported better work/life balance (Gable)



70% of remote workers were more productive

Benefits of offering remote work

- ✓ Larger pool of candidates
- ✓ Increased job satisfaction, morale, and retention
- ✓ Improved mental health (Microsoft)
- ✓ The easiest commute ever!

Why remote doesn't work...



Wrong people or one bad apple mentality



Poor management or communication



Lack of trust/autonomy or micromanaging

Monitoring Remote Workers

FORTUNE



Monitored workers tend to be less loyal and extend less effort because of the mistrust

Monitored employees more likely to work more slowly



Monitoring shifts focus to hours worked instead of actual productivity

Remote work logistics

Implementation

Management

Remote work: best practices

- Set up environments for success
- Treat work as work – remove distractions
- Communicate – goals, metrics, schedules
- Breaks and lunches are important
- Allow periods of unavailability & autonomy
- Be mindful of communication needs

Other schedules



Hybrid



Condensed work weeks



Questions?

Takeaways

Application

1

Get creative and find ways to attract and hire great people – small steps!

2

Commit to innovating and growing your leadership, culture, and retention

3

Experiment with schedules to improve hiring, retention, and productivity



Business Learning
Institute

Powered by AICPA & CIMA

Thank you!