Bring the “A” Players to your Organization – and KEEP THEM!

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So Let’s Start with Recruiting The Best. Then We’ll talk about Keeping Them!
The way we make decisions has changed
Career decisions are no different
The Recruiting World Has Changed

• I remember placing ads in the Sunday paper as my primary recruiting strategy

• Online sourcing and mobile application abilities have changed the game – Be tech ready!

• Automate, Automate, Automate – make it easy for the candidate to apply and ensure the process from start to finish is polished, professional, EASY and fun!
**Effective Recruiting**

- Recruiting is a Sales function – represent your organization professionally and **SHOW ENTHUSIASM**! – Engaging the candidate and forming a personal connection is key as you move candidates through the process. Your convincing, negotiation and selling skills are therefore crucial.

- 61 percent of top performing companies are willing to pay above the 50th percentile for competitive jobs. Know your market data and your boundaries during the negotiation phase of the process.

- A recruiter works in the “people business” and deals with a variety of different people on a daily basis. This person has to be a good connector, who loves to meet new people and knows how to use every opportunity to network and to turn it into business results.

- It is all about the candidate experience.....
The Candidate Experience

• Align your recruiting and hiring practices with the modern candidate journey

• Preparing your candidates and setting expectations for the interview process can go a long way. Make sure the candidate knows who they are going to be interviewing with, how long it would take, background details, etc.)

• Recruiting and hiring managers should agree on an agenda that can be shared with candidates prior to interviews (especially on-site interviews)

• Employ recruitment marketing strategies or social recruiting strategies that aim to keep the candidates who won’t be getting an offer or who may not be qualified at this time engaged for future opportunities

• The simple step of providing feedback, or perhaps some type of follow-up after an interview is seen as a positive in the eyes of candidates
The Candidate Experience

• The hiring process, and extending an offer, should be a positive mark on your candidate experience. Having everything prepared for this moment, along with the right compensation package is important. Communication is key during this timeframe as well. Don’t let this process fall into the hiring “black hole”

• The Talent Board revealed that more than half of candidates received an offer less than one week after their last interview

• Turning candidates down is a natural part of the recruiting and hiring process. However, many companies don’t do it very well, and that harms candidate experience

• Companies that stay in contact with hires prior to their start date tend to score higher in candidate experience scores. Small gestures, such as an email or quick message can go a long way

• Finally, the health of your onboarding process (new hire orientation, training, etc.) ties directly to the health of your candidate experience.
According to LinkedIn’s Global Recruiting Trends 2016, 59% of companies are investing more in their employer brand compared to last year.

Five years ago the field of employer branding was just emerging on the scene as a focused effort for recruiting teams.

Today it’s a core component of a comprehensive talent strategy.
WELCOME TO MMPA

We are glad that you are joining us and look forward to working together in the days ahead!
Our Core Values

QUALITY
We commit to produce the highest quality milk and milk products for our customers to feed the people of the world.

INTEGRITY
We operate honestly and ethically in all manners of production and business – always holding ourselves to the highest standard.

PROGRESSIVE
We provide solutions and lead the dairy industry to continued advancement, sustainability and production.

COMMUNITY
We value all people in our diverse workforce and cooperative. We commit to provide leadership, education and proactive involvement to strengthen our communities and ensure America is a great place to live, work and raise a family into the future.

LEADERSHIP
We engage actively in state and national issues impacting the dairy industry, our cooperative and our communities.

OUR MISSION » To market MMPA members’ milk to the greatest advantage possible.
Protecting The Herd
Embrace Social Media

• Smart companies realize employees will use platforms like Facebook, LinkedIn, Twitter, Glassdoor, and Indeed to detail their experience in the workplace

• These are wonderful and cheap tools for companies to exploit when advertising themselves

• In short, don’t be afraid to use new media to reach broad audiences
Quick Look at LinkedIn
People are increasingly influenced by their peers, reviews, and research as they make employment decisions.
Why Social Media Like LinkedIn?

• Advancement of your employment brand on LinkedIn will increase candidate pipeline

• Reduce Time and Cost To Hire the BEST professionals (passive and active); those hires will then become your biggest Employment Brand Ambassadors

• Applicants that interact with your brand on LinkedIn are twice as likely to apply for a job

• Qualified open candidates + recruiter excellence = pipeline

FIND WHAT YOU ARE LOOKING FOR! SEARCH IT OUT!
Recruiter
Find, engage, and nurture your ideal candidates faster and more cost-effectively than ever
Get the most with our flagship product

Unleash the power of LinkedIn
- Get unlimited access to names and full profiles for the widest talent pool possible
- Utilize the most advanced search interface on LinkedIn
- Contact candidates directly with 50 InMails per month per Recruiter seat, with guaranteed response
- Up to 50 search alerts let you spot new talent automatically

Job Slots
Let your jobs find the best candidates for you
Engage both active and passive talent

Automatically target the most relevant candidates
- Like a parking spot, jobs can be pulled in/out of a spot as needed
- Share personalized jobs with members
- Use LinkedIn’s matching algorithms and profile data to ensure the best audience
- Display jobs on the Home page, an employee profile, or your Career page
PASSIVE SOURCING

• Reaching out directly through passive sourcing is a very successful approach. TRY EVERY ANGLE!

• LinkedIn Is Your FRIEND! Network, network, network. Join every group you can relative to your industry and connect with everyone you can. Open Networking expands your network and reach with every connection you make

• Send a casual message, sometimes the opportunity knocks when people aren’t looking, and your opportunity is too compelling not to explore

“I hope this finds you well! My name is Bill, I work in HR with MMPA. We are currently seeking a Production Supervisor at our largest plant facility in Michigan. Your background is interesting and seems to be in alignment. We offer outstanding benefits, opportunities like this don’t come knocking often. Hope to hear from you!”
Sourcing Passive Candidates Utilizing Boolean

• Boolean search is a type of search allowing users to combine keywords with modifiers to further produce more relevant results
  ➢ For example, a Boolean search could be “Database Administrator" AND “SQL Server". This would limit the search results to only those profiles containing the two keywords

• A more advanced string will throw a wider net into the candidate pool.
  ➢ For example: Database Administrator (“database administration” OR “database administrator” OR “DB Admin” OR DBA) AND (SQL OR “SQL Server”)

• Boolean search is a type of search allowing users to combine keywords with modifiers to further produce more relevant results
Behavioral interviewing is a technique to learn about past behavior in particular situations. This a predictor about how a candidate may act in a hypothetical future situation.

- Tell me about a stressful situation you faced and how you handled it.
- We all have deadlines we miss. Tell me about one you knew you were not going to make and how you got the project done.
- Give me an example of a time you were not happy about the decision the group or company made and how you voiced your opinion.
Making the Right Hire

• Invite a core team to participate in the process and involve them to provide their input into the hiring decision.

• Team Based Hiring Approach Minimizes Turnover

Your Team knows who fits the culture!
Job Fairs

• Gain access to a large number of candidates in a one-stop environment

• Increase Brand Awareness

• Meet and network with other corporations

• Utilize your Alumni
Ask For Referrals!

- Networking is Key – Don’t underestimate the power of referrals, especially employee referrals

- An Employee Referral Program is a mechanism by which companies can locate potential new hires through recommendations from employees they already trust.

- Research has shown that successful employee referral programs can speed the time-to-hire by 55% over career sites.
Marketing Positions

• If posting ads online, write a compelling ad – MAKE IT INTERESTING! Convey why your organization is an AWESOME place to build a career. Your job ad needs to speak directly to them.

• Combine your approach – tackle it at all angles, post and seek out passive candidates as well. People who are looking for a career change will seek you out, and you may find great people by knocking on the door of those who aren’t necessarily looking.

• The best employees are typically already employed.

JOIN OUR TEAM!  
You will be glad you did.
And that’s a PROMISE!  

Opportunity is knocking – are you going to answer?
Why are Internships Important?

• Build a potential pipeline of future talent for your organization

• It’s a win win! Employers can utilize the short term support while interns are able gain exposure to your business

• New ideas are bought in by interns: One of the best parts about an internship program is that the interns come in with a fresh outlook and bright ideas. They are truly an asset. Plus, they are typically very tech savvy!

• Great way to support students: Internships give invaluable help and support to young students. They are, after all, the future of the business world!

• An internship allows students to actually gauge whether this is something they really want to do for the rest of their lives. It also gives them exposure to decide if your company is somewhere they can see themselves working if given an offer upon graduation
How do you measure effective recruiting

- **Average time to fill**: This measures the time between the announcement of an open position and the time to fill the position.

- **Average acceptance rate**: This recruitment metric tracks just how many of the offers you extend to candidates are accepted. Offer acceptance rates rarely hit 100% but by tracking them over time you can see just how effective your talent acquisition strategies are.

- **Cost per hire**: This is a great way to measure the economic value of your recruitment resources. Breaking down cost per hire will help you find and eliminate unnecessary costs, or reallocate resources in more efficient ways.

- **Retention Rates**: Your retention rate tracks the total employees who stay with your firm over a given time frame, out of the total number of employees you had when that period began.
Factors Influencing Retention

• Assuming the economic engine continues to grow under the new administration, hiring will continue to grow in the New Year

• This growth will put even more pressure on organizations to retain the talent they’ve worked so hard to secure over the past years

• Part of this shift is generational. According to the U.S. Bureau of Labor Statistics, 18-35 year-olds had an average tenure of 1.6 years per job in January 2016

• By 2020 millennials and gen-Z will make up 50% of the workforce

• We’re not far off from having a majority generation in our workforce that expects to work with you for less than two years
Retaining New Employees Starts with Onboarding

• After that incredible and expensive effort, you have your new hire standing before you, equal parts excited and nervous about being there on the first day of work. Make them feel at home!

• What many companies don’t realize is that they’re not done recruiting yet. Yes, your new hire is there, ready to begin work, but your job is far from done.

• You must be engaging, and forming authentic relationships with your new team members well into their first few months. In fact, studies have shown that most new employees aren’t fully committed to a new job for the first six months.
Welcome Aboard!!

• If employees feel a genuinely warm welcome, they are far less likely to leave an organization. Have a plan to ease them into their working environment and be glad they made the RIGHT decision.

• Announce new employees to the workforce, send out a picture with a bio, encouraging a warm welcome to the new hire and let the team know who is coming on board.

• Send a gift with a semblance to your product to the employee’s home in advance if you can. Best in class companies are 35% more likely to begin the onboarding process before day one.

• Provide a welcome kit with helpful hints to the employee to help them get off to the right start. Make sure they have a clean work space with basic supplies, and maybe a small gift waiting for them when they arrive.
Successful Onboarding

• New hires want you to tell them exactly what their responsibilities are. They need to know how to get information and where

• People need to know exactly what their current role entails, which responsibilities they need to take over and the steps to take to get it all done

• Your employees also will want to know how their performance will be measured. We all want to do well at our jobs and that can be hard to do when we don’t know how we will be evaluated
Successful Onboarding

• Plan and provide the new employee with an agenda in advance of their starting date. Know who the new hire will spend their first days with, and let them know in advance what to expect.

• Provide a new hire orientation that includes a company overview and information as it applies to your organization and how the new employee will fit into the direction of the organization in their new position.

• Welcome lunches within the employee’s new department will allow them to get to know their closest coworkers in a relaxed setting.

• New hires want more effective training - If you think they can figure it out on their own, they may make it—but it’ll be a struggle.

• New hires will be frustrated if they’re left to sink or swim. Don’t Let Them Sink!
Mentoring Programs

• Increased Performance

• Skill Development

• Create a better workplace environment

• Retention

• Rewarding
Enjoy your workplace

- You don’t have to be Google to HAVE FUN!
- Contests and Rewards
- Holiday gifts Achievement awards
- Flex Time
- Health focused activities
- Discount programs
- Social based fun – build relationships!
- Banking services
- Pets/Children at work Days
- On-site/ Web access
- Discounted personal services such as dry cleaning, car detailing, prepared meals for home, etc.
- On-site child care Dependent care assistance Adoption assistance Charitable donation matches Employer-provided services Leaves
- Fun Cow-Mittees if you are MMPA!
Millennials in the Workforce
By now, most of us have learned that there are at least four generations in the workplace:

- **Traditionalists/Silents** (Born between 1925 and 1946)
- **Baby Boomers** (Born between 1946 and 1964)
- **Generation Xers** (Born between 1965 and 1980)
- **Generation Ys or Millennials** (Born after 1980)
Generations in the Workplace

86 million millennials will be in the workplace by 2020—representing 40% of the total working population

Jamie Gutfreund, Chief Strategy Officer for the Intelligence Group
Studies of Millennials have found that:

• 64% of them say it’s a priority for them to make the world a better place
• 72% would like to be their own boss
• If they have a boss, 79% of them would want that boss to serve more as a coach or mentor
• 88% prefer a collaborative work-culture rather than a competitive one
• 74% want flexible work schedules
• Average amount of time millennials spend on their smart phones each week is 19 hours
• 86 percent of millennials are willing to relocate for work
• Develop in-between steps and titles. Career pathing.

• Non-monetary rewards (leadership training, leading meetings, on-boarding new employees)

• Flexible work schedule – flex hours, work from home, PTO, company laptops and wifi to work outside, Friday half-days, non-holiday days off (ex: option to take off the day after the Super Bowl or day after Thanksgiving)

• Casual dress code
10 Tips for Success

1. Look Internally First
2. Be known as a GREAT employer
3. Involve your employees in the hiring process
4. Pay better than the competition
5. Use your benefits to your advantage
6. Hire the smartest person you can find
7. Use your website
8. Do background checks
9. Leverage Technology
10. Internships