



Attracting and retaining talent is a critical component to a company's success. With the U.S unemployment rate at the lowest it has been in nearly two decades, candidates are no longer desperate for work. Top candidates have the option to choose between job offers, negotiate salary and benefits, and require career development (SHRM, 2019).

To attract employees, employers must showcase their competitive advantages, including; culture, development programs, and key differentiators.

Next, employers need to understand the types of candidates who will be successful within their organization. What are the core competencies you must have for your business? Generally speaking, we all want people who are honest, hardworking, kind, and have some level of detail orientation. It's not realistic to think every person you hire is going to have every talent desired, but it's worth the effort to get as close as possible. It's important to take a moment to step back as an organization and truly define the characteristics your high performers possess; this will make a big impact in retaining the right people.

### **1. Identify your Minimum Needs**

- Talents vs. Job Wants: these are both important, do you know what you want?
- Wants vs. Needs: focus on the candidates who have everything you need, before everything you want.
- Everyone on the Same Page: if you have multiple people interviewing, there is nothing worse than a candidate hearing three different versions of what you want—get on the same page!

### **1. Proactively Recruit**

- Where are you Looking: are you looking or waiting on job applicants?
- Instead of sitting back in frustration at the number and quality of applicants, try finding passive seekers who may want a change.

### **2. Establish a Hiring Process**

- Your hiring process should be thorough and efficient. You don't want to drag out a hiring process with a top candidate for months; however, if your process takes a little bit longer than others, that can be good too. The best candidates will appreciate a detailed recruiting process which shows you care and want quality over quantity.

### **3. Recruiter vs. Doing it Yourself**

- Recruiting great talent is hard. If you've exhausted your efforts or simply do not have time to find candidates, find a recruiter that can help provide top talent.
- The best recruiting firms are going to back up contracts with an employment guarantee. If a firm starts with a 30-day guarantee, run away as fast as you can. If they change to a 90-day guarantee, run further. The best firms are transparent and up front with their fees and guarantees.
- If a recruiter tells you they have several people in the pipeline who would fit your position, I would be nervous about using their firm. How long have those employees in their pipeline been waiting to leave their current employer? If a recruiter sends you five resumes to review, run. How well does this recruiting firm know the candidates they've been speaking with? How many times have they met with the candidate in person?

Employees who don't believe they can achieve their career goals with a current employer are 12 times more likely to consider leaving (LinkedIn, 2019). Employee retention starts in the recruiting process and should be carried out through the entire employee life cycle with effective onboarding processes, training and development opportunities, and career pathing.

Ask yourself these questions: are we engaging our new employees with our...

- Culture?
- Staff?
- Values?
- Core Functions?

If you don't know the answers to these questions, you have huge opportunities in front of you.

Retaining employees is an ongoing opportunity to provide exponential growth. This is generally done in two ways:

### **1. Vertical Growth**

- Title Change
- Salary Increase
- Succession Plans

### **2. Horizontal Growth**

- Leadership and Management Programs
- Instructional Design Programs
- Tuition Reimbursement
- Added Responsibilities

According to Gallup, 89% of millennials say career development is more important than pay as a retention tool. With only 41% of Baby Boomers left in the workforce in 2019, it is important to understand the generations you are working with, their needs, and how to retain them within your organization.

There is a dollar amount to horizontal growth, but most employees sincerely appreciate the opportunities they are given to grow as people and business professionals. Investing in your employees through horizontal means is often a better retention tool to show employees you care about their personal and professional development.



Another way to show your employees you care is by investing in a performance review process that allows them to have an open dialogue with their manager. The traditional review process simply doesn't work as employees are craving feedback, transparency, and calls to action.

Take a minute to surf the web and do a bit of research on performance reviews. You will have a hard time finding positive feedback about traditional performance reviews. At Zelle, we feel leaving the traditional process behind can create a huge impact; we've seen the difference firsthand in organizational communication and engagement.

Attracting and retaining talent is difficult. This article outlines only the start of ways you can attract and retain your most valuable assets. Here at Zelle, we work on this exact topic every day. Give yourself time to reflect on what you are currently doing, identify any holes or gaps, and create ways to implement strategies to fill the holes and gaps—it will make a difference.

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Let Zelle help you! We understand the complexities of each industry and we know what it takes to hire the best talent, improve employee engagement, and provide solutions. Reach out to us today at [connect@zellehr.com](mailto:connect@zellehr.com), fill out the form on our website (<https://www.zellehr.com/contact-us>), or call us at 402-323-1664!



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Chad Thies is a human resources leader known for rapidly helping companies achieve their goals. Chad has over 20 years of human resources industry experience. Thies has served as a Consultant of Human Resources for an international corporation where he managed the internal selection process for the company. He also created an executive recruitment division and oversaw the company's wellness, youth, and community relations initiatives. Thies has also served as an HR Executive for a multibillion-dollar organization. During that time, Thies oversaw payroll, benefits, wellness, training and development, compensation, and recruiting efforts.

As the President of Zelle Human Resource Solutions, Thies provides human resources consulting for companies who want to make their human resource initiatives more dynamic and make a bigger impact on the overall direction of the company

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