

# Welcome!

# The webinar will begin shortly...

# 3:00

## minutes

*until the webinar starts*

## While you wait, here are some fast facts about HR outsourcing:

Companies that outsource HR to a professional employer organization (PEO) are **50% less likely** to go out of business.



# The webinar will begin shortly...

# 2:00

## minutes

*until the webinar starts*

## While you wait, here are some fast facts about HR outsourcing:

Companies that use a professional employer organization (PEO) are 28% more satisfied with their available selection of employee benefits.



# The webinar will begin shortly...

# 1:00

## minute

*until the webinar starts*

## While you wait, here are some fast facts about HR outsourcing:

G&A Partners has an average Net Promoter Score (NPS) that is **35x higher** than that of the HR outsourcing industry.





# Recruiting & Retention in a Pandemic

Eleesha Martin, RPO Manager



# Before we begin...

We are recording this webinar. The on-demand recording will be available on our website by the end of the week.

This webinar has been pre-certified by the Human Resources Certification Institute (HRCI) and The Society for Human Resource Management (SHRM) for one hour of HR general recertification credit.

If at any time during the presentation you have a question that you'd like us to answer, please send it to us using the "Questions" tab in the GoToWebinar menu bar.

# About G&A Partners

G&A Partners delivers world-class HR solutions that help build thriving businesses and make a difference in the lives of the clients and employees we serve.

G&A Partners has a local presence in the following markets:





# Recruiting & Retention in a Pandemic

Eleesha Martin, RPO Manager

# Webinar will cover...

- What's happening in the current job market
- Turnover Tsunami
- The Great Resignation
- Top 10 reasons employees are leaving their job
- Cost of turnover/Why retention is important
- How to attract and retain top talent
  - What are their key drivers/incentives to get employees to stay
- Why come back to the office?
  - Perks & benefits
- RPO service offering

# Poll Question

**Do you consider the current job market to be a candidate's market or an employer's market?**

- Candidate's Market
- Employer's Market



# What's Happening in the Market?

## **It's a Candidate/Employee's Job Market!!!**

- A candidate driven market refers to a job market where candidates—not employers—have the upper hand.
- The pandemic caused an economic shutdown that triggered devastating lay-offs around the globe; millions lost their jobs but today employers still can't fill their open positions.
- There's now more jobs open than there are qualified candidates, so employers are competing for top talent.
- Candidates are calling the shots and determining what job they want, what pay they want, and what type of flexibility they want.
- Some candidates are “ghosting” hiring managers and not showing up for scheduled interviews or their first day on the job.

# What to Do When a Candidate "Ghosts" You

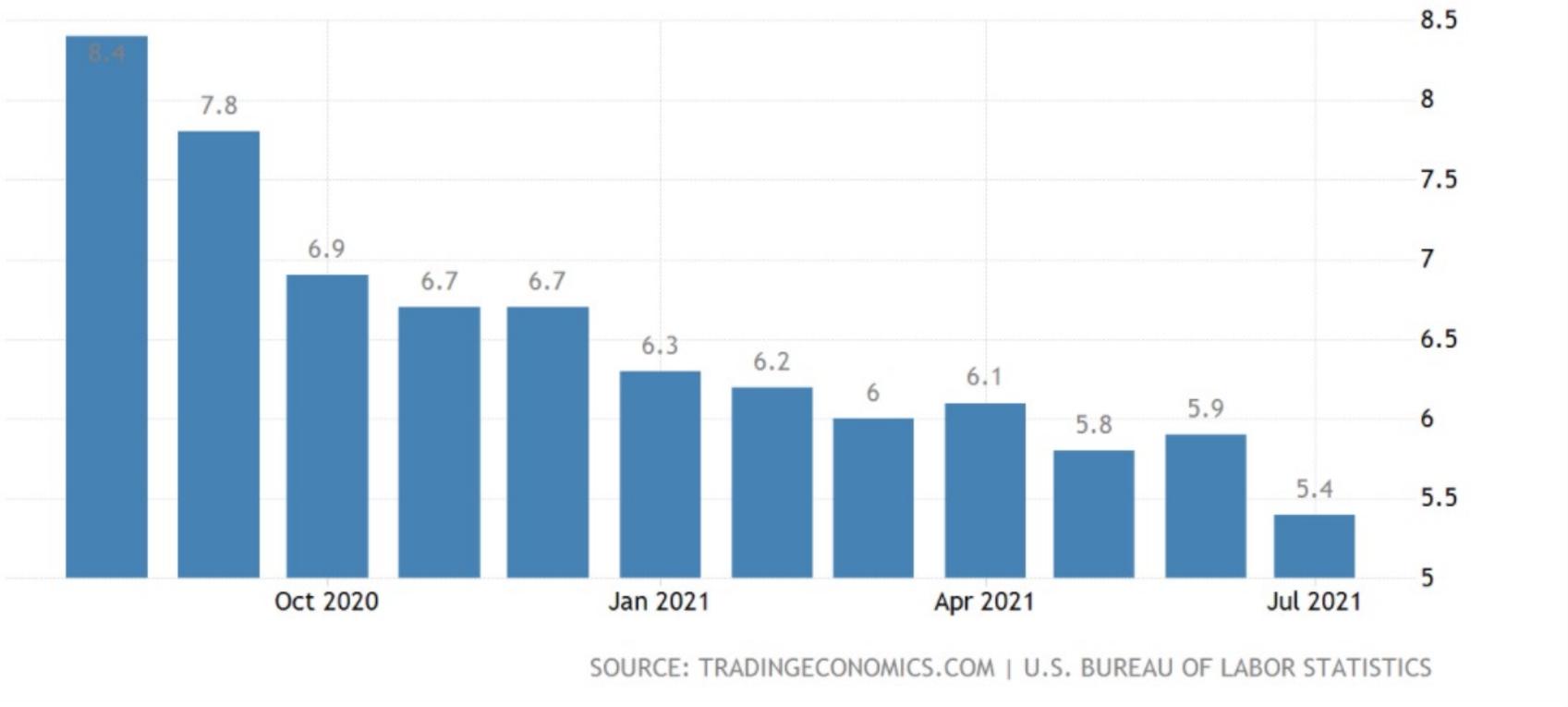
**Ghosting** – a term commonly used in the dating world to describe when a person abruptly cuts off all communication without explanation. This term is now being used to describe a viable candidate that you spoke to about a job but who now won't respond to calls or emails.

Ghosting is also the term used to describe candidates who suddenly stop replying to calls or emails and who don't show up for interviews. It also refers to those new hires who accept a job offer and then fail to show up to their first day of work.

If you experience ghosting, consider the following:

1. Assess your interview/hiring process
  - Just like candidates are ghosting don't join in and start ghosting them. Keep scheduled interviews.
2. Follow up with candidates using 3 touchpoints: call, email, and text.
3. Document on candidate's profile or add them to a do not hire list.
4. Move on and look for other viable candidates.

# United States Unemployment Rate



# Poll Question

**Are you familiar with the terms "The Great Resignation" or "Turnover Tsunami"?**

- Yes
- No



# What is the Great Resignation?

The term “great resignation” was coined by Anthony Koltz.

Klotz’s prediction is that many more people who had hung onto their jobs during the pandemic because of uncertainty are now readying themselves to quit.

- Throughout the pandemic, workers have become accustomed to the flexibility of remote work and are realizing that rather than being pushed back to an office or held to certain hours, the opportunity to work for themselves as freelancers is ideal.
- According to the Department of Labor, a record 4 million people quit their jobs in April 2021, starting what is called the “Great Resignation” period.

Source: [Forbes](#)

# What is the Turnover “Tsunami”?

- As the pandemic recedes across the U.S., experts are predicting that voluntary employee exits will spike, causing a “turnover tsunami” as employees quit and move on to new opportunities in droves.
- Because employers are experiencing high turnover and quit rates, experts are predicting a “fresh wave” of voluntary departures and resignations.
- Throughout the pandemic, workers have become accustomed to the flexibility of remote work and enjoy making their own work schedules by doing freelance or consulting work.
- This is a conglomerate of circumstances all happening at the same time: the perfect recipe for a tidal wave of turnovers that may find employers rightfully worried. The Achievers’ Employee Engagement and Retention Report suggests that a stunning 52% of workers plan on looking for new jobs in 2021.

# Impact on Employers

- Right before the pandemic, about 3.5 million people were leaving their jobs monthly, then it dropped to 1.9 million in April 2020.
- The projected number for December 2021 is 3.3 million, so we're already seeing a substantial return of voluntary turnover. It's only going to increase.
- 2021 will see less labor force participation and unemployment and more job openings, which "will lead to the same supply and demand issues we had before the pandemic, putting an emphasis on recruiting and fueling voluntary turnover."

Source: U.S. workforce. Danny Nelms, president of The Work Institute

# Poll Question

**Has your company experienced higher, lower, or normal attrition since the pandemic?**

- Higher
- Lower
- Normal





# Top 10 Reasons for Turnover

# Top 10 Reasons for Turnover

1. Disengagement & burnout
2. Company culture has diminished
3. Better compensation and benefits desired
4. Desire a promotion or growth opportunities\*
5. Seeking a pay raise\*
6. Work/life balance and flexibility
7. Freelance or Retirement
8. Feeling personally at risk of exposure to the virus\*
9. Dealing with health and family issues related to COVID-19\*
10. Kids learning at home\*

\* Some reasons are grouped together in this presentation

# Disengagement & Burnout



- Working from home has resulted in many feeling disconnected from peers, company culture, and values.
- Employees don't feel like their employers are really concerned about their well-being.
- Empathy at work has become an employee expectation, not a "nice to have."
- Pandemic stress and uncertainty, working longer hours, and working from home have contributed to workers feeling undervalued and burned out.
- A recent Insider survey found that 61% of Americans felt they were at least somewhat burnt out, and more than two-thirds of respondents to an Indeed poll in March said they felt more burnt out since COVID-19 upended their working life.

# Company Culture



- Some companies didn't maintain or redefine their culture during the pandemic.
- Employees don't feel valued or appreciated.
- COVID-19 has changed the "day-to-day operations, interactions, and influences" at most organizations, which means it is likely altering a company's culture.
- Lack of communication and collaboration are areas where companies needed to stand strong during the pandemic.

# Better Compensation/Benefits



- Because of the demand for top talent, companies are offering more competitive pay, benefits, and perks to come work for them.
- Job offers being made to candidates are too hard to refuse.
- More companies are offering fully remote jobs so candidates can work from wherever they want.

# Desire for Promotion or Seeking a Pay Raise



- Employees don't feel their hard work is paying off.
- Bonuses and pay raises have been put on hold.
- A hiring freeze is in place and/or promotions aren't an option right now.

# Work/Life Balance & Flexibility



- Sentiments of a lot of workers is, “I don't intend to ever work in an office again.”
- Employees that have had a taste of working fully remote want things to stay that way.
- Workers want to spend as much time with family and friends as they do with their work.
- The COVID-19 pandemic has already changed how millions of Americans do their jobs. Now, it may change how many days a week Americans do their jobs.

Source: <http://abc11.com/>

# Freelance or Retirement



- Across all generations, many people have taken on a different way of working by doing freelance or consulting work.
- Consulting and freelance work has allowed them to work when and how they want.
- Others have totally changed their careers.
- The pandemic caused many baby boomers to retire.
- Other baby boomers have been encouraged to retire by their doctors, family members, or for other personal reasons.

# COVID-Related Fears & Family Matters



- Sick or caring for a family member that was impacted by COVID.
- Afraid of being infected by the virus, so would rather find a fully remote job.
- Don't want to get the vaccine due to uncertainty of side effects.

# Kids and Online Learning



- Some parents don't want their children to return to a traditional school setting.
- Parents want to be able to stay home and work while the kids are doing school online.
- The job may be too demanding and make it hard to focus on student learning and work at the same time; family first.

# Poll Question

**Has your organization already started planning for the potential turnover tsunami?**

- Yes
- No



# The Cost of Turnover

- The cost of hiring – recruiting (advertising, interviewing, screening).
- The cost of onboarding (pre-employment checks) and training.
- Lost productivity – another employee must pick up the workload left behind, impacting their workload.
- Lost engagement – other employees who witness high turnover tend to disengage themselves and lose productivity.
- Cultural impact – whenever someone leaves, others wonder what happened/went wrong/start looking for problems.
- The cost of replacing an individual employee can range from one-half to two times the employee's annual salary.

# How to Attract New Talent

- Structure job descriptions into more of a sales pitch to entice potential candidates. Separate must-haves from nice-to-haves.
- Align responsibilities with their career aspirations.
- Get creative in advertising; don't just use traditional job boards—meet them where they are—on social media/networking outlets. (LinkedIn, Facebook, Instagram, TikTok)
- Make the application process easy and speed up the interview process!!!
- Be honest and transparent about the company and role.
- Include videos on your website that show your company culture as being positive and exciting.
- Make competitive job offers that include a degree of flexibility.

Source: [HR Daily Advisor](#)

# How to Retain Employees

- Find out what each employee wants/needs (WIFM).
- Survey current employees to identify what's working and what's not. Why might they consider leaving?
- Conduct exit interviews to find out the reason for turnover.
- Create a positive culture; improve employee engagement and a sense of belonging.
- Show employees appreciation; reward and recognize employees.
- Listen to your employees and address their concerns – put yourself in their shoes.

# Offer Additional Perks

**Identify opportunities to offer additional perks where possible. These could include:**

- Sign-on or stay bonuses
- Quarterly or annual performance bonuses
- Cost of living increases
- Stock options
- Internet or cell phone allowance
- Childcare assistance
- Commuter Assistance (Toll or transportation allowance)
- Flexible, fully remote, or hybrid work schedule / Generous PTO offering
- Career advancement opportunities/Employee Development/continued education assistance
- Employee Recognition
- Employee Assistance Program
- Employee Referral Program
- Wellness Program / Gym Membership
- Personalized employee perks / Employee Concierge Services
- Employee Discounts & Rewards

# Poll Question

**Is your company offering a fully remote, hybrid, office only, or flexible work schedule?**

- Fully remote
- Hybrid
- Office only
- Flexible



# Why Come Back to the Office?

## Give employees a reason to come to the office.

- Give employees a “choice” on how often they work from the office.
- Put safety measures in place to reduce exposure to cold, flu, or viruses.
- Incorporate flex hours on days employees are in the office.
- Offer onsite concierge services.
- Allow more visibility to leadership and career-advancement opportunities.
- Provide networking opportunities like monthly lunch lotteries.
- Encourage relationship building through impromptu collaboration and camaraderie.
- Provide drinks and snacks on a regular basis.
- Allow a casual dress code when applicable.

# G&A Partners: RPO Solutions & Services

- Recruitment Strategies
- Project Management
- Technology Customization & Implementation
- Job Analysis, Design, & Descriptions
- Requisition Management
- Candidate Sourcing
- Screenings
- Skills Assessments
- Interview & Selection Assistance
- Compensation Analysis Surveys

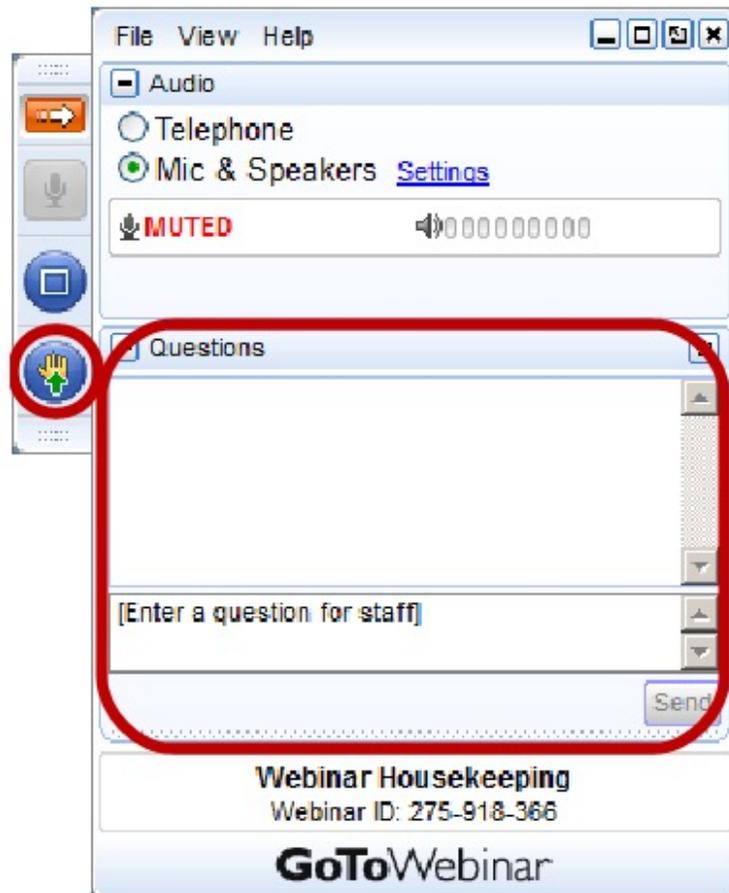


<https://www.gnapartners.com/rpo-services>

# Summary of Webinar

- **Employers should embrace the idea that business strategy and workforce planning will look different post-pandemic.**
- **Start identifying the talent, skills, and roles that will be necessary to succeed post-pandemic.**
- **Stay on top of market trends, comparing your company's compensation packages to that of your competitors.**
- **With resignations at their peak, employers should find ways to be more creative, flexible, and accommodating to the needs of employees and potential new hires.**
- **To retain and attract new talent, employers will have to adapt to changing needs and demands.**
- **Look for ways to adjust work systems to allow for flexibility and hybrid work schedules.**
- **Develop a solid and competitive recruiting process and put it in place.**

# Questions



You can type questions for our presenter in the chat pane of your Go-to-Webinar menu bar.

If we don't get to your questions during the Q&A session of this presentation, you can email them to [info@gnapartners.com](mailto:info@gnapartners.com).

For additional resources, including  
our on-demand webinars, visit:  
[gnapartners.com/resources](https://gnapartners.com/resources)

# Upcoming Webinar

**Webinar**

**Avoid a turnover tsunami  
by offering benefits in  
high demand with  
existing and potential  
employees**

Thursday, September 23, 2021  
11 a.m. CT

[Register Now](#)

 **G&A Partners**  
Time to grow.



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<https://www.gnapartners.com/resources/webinars/september-webinar>

