



## Human Resources Assessment of the Attract to Retain Phase of Human Resources

This document looks at the four elements of Attract to initial Retain portions in summary fashion and provides recommendations based on observations. The numbers of the observations do not correspond to the number of the Recommendations.

### Observations

Attract	Recruit	Hire	Re-Recruit
The tools and resources used to bring attention to your company's workplace culture and opportunities.	The methods, tools, processes, and people involved in interviewing qualified applicants that match your desired workplace culture and growth needs.	The methods, tools, processes, and people involved in welcoming, acclimating and connecting new hires, that in stills "who you are" in terms of your workplace culture and growth needs.	The approach taken to retain those individuals who demonstrate "who you are" in terms of your workplace culture and growth needs.
1. Web Presence. 2. Job Marketing. 3. Internal and External Sourcing.	4. Job Ads. 5. Interview Process. 6. Recruiting interview.	7. "The Company Way." 8. Work Conditions. 9. Connection	10. Leading Turnover Metrics. 11. Re-recruiting efforts. 12. Management Reinforcement and Investment

### Recommendations

Attract	Recruit	Hire	Re-Recruit
1. <b>Leverage Company Website.</b> Leverage the website more. Consider a virtual tour option if one is not presently available.  2. <b>More Video Content.</b> Leverage or link the videos more in ads. If people leave, the ads must be _____ when a new person starts and finds out the person in the video is gone.  3. <b>Guerilla Marketing.</b> What types of guerilla recruiting are in place? a. Community connections; b. Sponsorships; c. Billboards where people who work for you "play."  4. <b>Promote wining and culture.</b> Today, people are attracted to winners, people like them, fun things.  5. <b>Ad revisions.</b> Leverage the format provided to describe the culture, then work, then connection more deliberately. a. Be more visual about the image of working in the cold, don't hide from it; b. Consider creating a brand for those working there that shows pride in being able to "cut it" in the freezer; c. Revise job descriptions to leverage the methodology of: i. Do _____; ii. For _____; and iii. To _____ End.	6. <b>On-site Interviewing Methods.</b> a. More focus on conversations with applicants that creates connections; b. Move the interview to the plant quickly; c. Prepare internal employees for their role in all interviews: i. _____; ii. Greetings; iii. _____, etc. d. Give them tasks in the interview, see how they respond.  7. <b>On-site Interviewing Process.</b> Consider using three phases in the interviews: a. What to expect and what is expected; b. Walk around interaction and introductions; c. Debrief of observations and assessment of fit.  8. <b>Interviewing Content.</b> a. Set the tone in terms of the work: i. Pros and cons; ii. Promotion opportunities; iii. Efforts to engage and connect. b. Talk in terms of the: i. Long service of many employees - name some of them that they will be working with; ii. Reliance on teamwork and building capability when shorthanded; c. Use language during interviews that sounds like: i. _____ have you...; ii. _____ have you...; iii. _____ have you...	9. <b>Onboarding – Training Content.</b> Consider doing onboarding in two phases. Each of the two phases should have specific behavioral or learning targets that, when reached, tie to compensation changes or directly impact the next _____ this invaluable initial learning time: a. <u>Work dimension.</u> Skills, metrics, definition of success each day; b. <u>Interpersonal dimension.</u> Teamwork, communication expectations, living "The Company Way."  10. <b>The Company Way.</b> Create themes during the onboarding that spread process out over _____ to _____ weeks. Leverage recurring weekly or bi-weekly sessions with specific responsibilities for Human Resources, _____ connections and interaction. (See image on the following page). a. <u>Human Resources Responsibility.</u> Assess learning and create connections to the company and retention; b. <u>Mentor Responsibility.</u> Demonstrate the value and point out the value's use during the period; c. <u>Employee Responsibility.</u> Come prepared to discuss specific observations they made about the use, or lack of use, of those values in the workplace.  11. <b>Mentor/Trainer Training.</b> Mentors and trainers alike need specific training on several areas including: a. Adult learning methods; b. Creating personal connections; c. Feedback and Reflection.  12. <b>Video Media Use.</b> People appearing in videos should look at the camera from time to time. Not looking at the camera, makes the viewer feel less "talked with" verses "talked at."	13. <b>Senior Leader Visibility.</b> a. <u>Video.</u> Leverage more video content with _____, or another recognized person, as being that is sent to new hires and creates more connection. b. <u>Presence.</u> Host quarterly sessions using a cross _____ from the sessions can be communicated via 'all organization' communication methods.  14. <b>Rethink Performance Feedback.</b> Change the initial and annual _____ questions for the leader to re-recruit people and create more connection. a. "Tell me _____ at work over the last ...?" b. "When you get home after a 'good day', _____ good day?"  15. <b>Attendance Incentive.</b> Incentive paid Monthly with a one-month lag time. While the percentage used to calculate the bonus is understood, the specific number is _____.  16. <b>Leadership Training.</b> The focus would be on engagement, creating connections and job satisfaction.

