

CLA Search – Improve Your Talent Management

The war for talent - Attraction and Retention

Success depends on working with the right people



WEALTH ADVISORY | OUTSOURCING | AUDIT, TAX, AND CONSULTING

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Presented by: AJ Monterrosa

Create Opportunities

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About CLA

- A professional services firm with three distinct business lines
 - Wealth Advisory
 - Outsourcing
 - Audit, Tax, and Consulting
- More than 5,400 employees
- Offices coast to coast
- We serve nearly 7,000 privately held manufacturers and distributors



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Speaker Introductions

Alan “AJ” Monterrosa

Professional Search Advisor, Lexington, MA

Practice Leader, Manufacturing and Distribution

AJ Monterrosa is a solution-oriented Professional Search Advisor helping Manufacturing & Distribution/Supply Chain organizations build and execute effective workforce strategies. AJ’s ability to provide clients with a strategic solution that is executed to completion is what makes him different. His approach and commitment to fully understand his client’s business and talent objectives are foundational to quickly align his team with the talent market to ensure the right process, people, and timelines are met.

AJ served as a Sergeant in the United States Marine Corps, successfully completing tours in Iraq and Afghanistan while leading a team of Marines. With over 8 years of recruiting and consulting experience, he is currently leading the Professional Search efforts for Manufacturing & Distribution/Supply Chain, creating opportunities between our clients and accounting, finance, HR and operational professionals on a national scale.



Speaker Introductions

Leslie Boyd, CPA

Tax Principal, Indianapolis, IN

Leslie is a principal in CLA's Manufacturing industry group and leader of the Manufacturing industry for the Indianapolis office. Leslie has more than ten years of experience in public accounting, specializing in tax services for multi-state and multinational C corporations, S corporations, and partnerships.



Learning Objectives

At the end of this session, you will be able to:

- Recognize employment trends affecting Manufacturing and Distribution Companies
- Identify how to improve the candidate experience
- Identify how to improve your company's talent brand
- Identify strategies for retaining employees





Create Opportunities

CLA exists to
create opportunities —
for our clients, our people,
and our communities.

Employment Trends

2 million manufacturing jobs will be vacant by 2025

Millennials > Boomers

10,000

baby boomers reach retirement age per day

48%

of new hires will be gone in 18 months

1-in-4 leaders are millennials

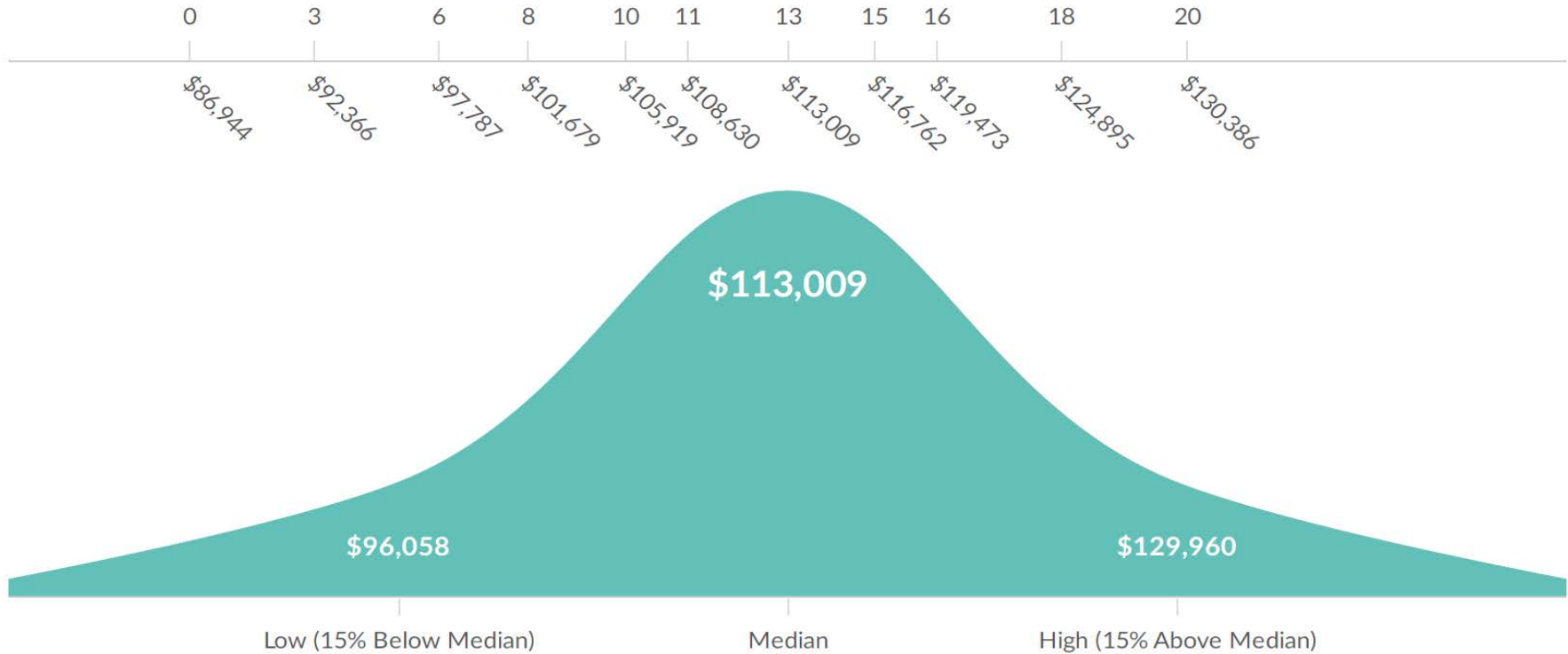
1-in-3 people are looking to change jobs in 6 months

It's a NEW WORLD-Catch up!

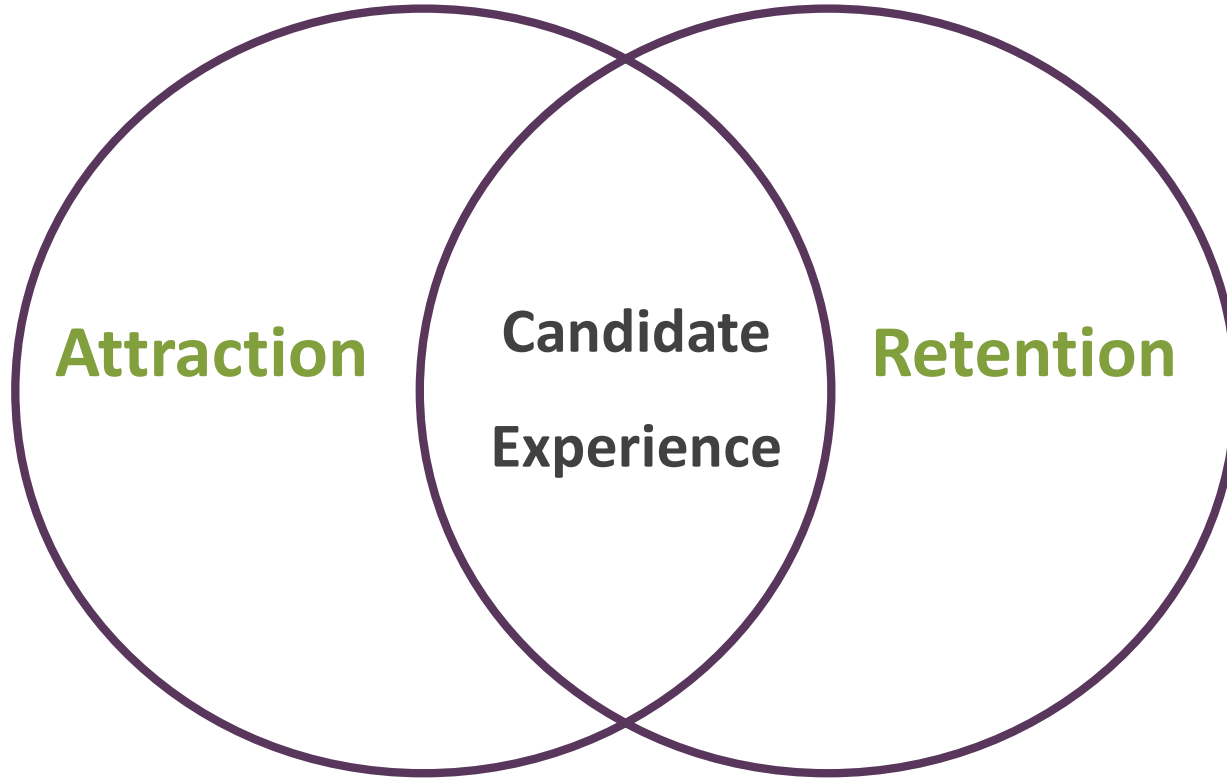


Manufacturing Controller in Dallas, TX

Compensation by Years of Experience*



The Candidate Experience



Talent Board Candidate Experience Report Notes

- Talent Board, a non-profit organization that focuses on the elevation and promotion of a quality candidate experience surveyed over 130,000 job candidates that were both active and passive
- They Broke their findings into 3 sections
 - Attraction
 - ❖ Candidates overwhelmingly cited wanting access to quality/reliable research channels that they can access ON THEIR OWN TIME. Gain access to info about the business.
 - Culture, employer reviews (Glassdoor, indeed, etc...), LinkedIn career pages, talent communities, employee testimonials, WHY people want to work there, Diversity information, FAQs
 - Recruiting
 - ❖ Candidates overwhelmingly want:
 - Application/Interview process that is SIMPLE, SEAMLESS, FAIR/OPEN
 - High Touch/Good Communication, up front about process, next steps, expectations for resolution
 - Short time between interviews & Offers (53% expect less than 1 week)

Talent Board Candidate Experience Report Notes

- Hire
 - ❖ Candidates want simple, onboarding process
 - Digital new hire docs, I-9s etc.
 - Online access to benefits
 - Onboarding partners – someone to help them navigate the new organization and quickly establish a connection with

Attraction starts w/ Employer Brand & Talent Brand

Employer Branding

- Our people are our greatest asset
- We offer career development and progression
- We have amazing benefits and perks

Talent Branding

- Online reviews from employees
- Inter-company chat
- Employee referrals and word-of-mouth



What is your current Talent Brand?



What is your reputation as an employer?

Is your brand seen as a magnet or deterrent to great talent?

Define your Talent Brand

- What are your selling points that pull talent in?
- What are negative perceived points that may push talent away?
- How can you accentuate the positive and minimize the negative?

Retention Trends

\$11 Billion

Is lost annually due to employee turnover

15-29%

Employees are fully engaged

48%

of new hires will be gone in 18 months

Companies with engaged employees outperform those without by up to **202%**

Planning Ahead... Retaining Great Talent



Retention starts with the Onboarding Process

Onboarding Best Practices

- Stage One
 - Pre-Onboarding
- Stage Two
 - New Employee's First Day
- Stage Three
 - New Employee's First Week



The Dream Company (HBR 2013)

- Allows me to be myself
- Transparent about financial health/direction of organization
- Discovers my strengths and provides meaningful work
- Makes me proud
- Allows for flexibility



Strategies for Retaining Employees

1. Change perspective from disposable to sustainable
2. Invest and don't regress
3. Encourage instead of discourage



Re-Cap | Attracting & Retaining Great Talent via Candidate Experience

- Assess & define your talent brand
- Implement a well thought out on-boarding process
- Be intentional with employee retention



Questions?





Questions?

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