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# Attracting Quality Staff....

IN A DIFFICULT EMPLOYMENT MARKET

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## Financial disclosure

- ▶ I Valerie Manso am President of Manso Management Resources, Inc. A consulting company specializing in business and people development in the ophthalmic industry. I currently have ongoing contracts with BUtech Lenses as VP Sales and Education; and PECAA, as Director of Staff Education



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## Objectives

- ▶ By the conclusion of the session the participants will have:
  1. A better understanding of the challenges to be overcome in a difficult employment market
  2. Been exposed to a wide variety of tools to present a more attractive view of working with small business
  3. Explore financial and lifestyle perks to attract and keep high quality employees



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## Agenda

- ▶ Today's job market (Optical)
  - ▶ Essentially full employment
  - ▶ Candidate driven market
- ▶ Be creative with your search
- ▶ Emphasize your company benefits
- ▶ Perks you can afford
- ▶ Create pathways for employee growth
- ▶ Show me the money!



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## Background

- ▶ Finding and keeping quality staff is always a mammoth task for the small business owner and today that task is more difficult in our full employment economy.
- ▶ Combined with Baby Boomers leaving the workforce and Millennials having a greater focus on their work/life balance what is a small business owner to do?



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## Today's Job Market

**Candidate driven market**

- ▶ Inc. Magazine says "the most difficult step these days is finding employees— any employees at all. We're in the midst of one of the most difficult hiring markets of all time."
- ▶ During the financial crisis of 2007–2009, the job market plummeted as approximately 8.7 million jobs were lost ,and the unemployment rate hit 10%. But since 2010, employment in the private sector has increased by 14.5 million jobs. That's an average of 194,000 jobs per month.

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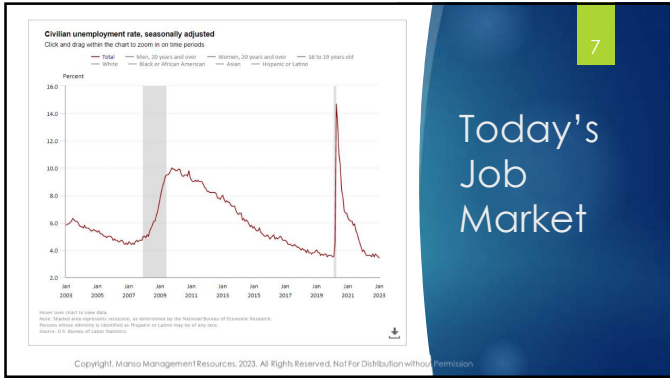
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# Today's Job Market

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**Today's Job Market**

- ▶ Time to rethink how you source candidates; the experience these candidates have and the offer you eventually make
- ▶ A survey from Indeed found that 45% of employed adults look at new opportunities within three months of starting a new job, and 58% of workers look at other opportunities at least once a month.
- ▶ Job seekers not only have more opportunities today, they also have more ways to find those opportunities

**2 Year Employee Retention**

- 55% of Employees Sourced from Referrals Leave
- 80% of Employees Sourced from Job Boards Leave

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**Adapting to Today's Job Market**

- ▶ Reduce the time from first contact to decision. □ Quality candidates are in high demand. Don't leave him/her hanging
- ▶ Develop a process to keep the 'best' candidates updated
- ▶ Use assessment tools to better qualify your selections
  - ▶ Resumes mislead
  - ▶ Reference letters sugar coat
  - ▶ Bias exists
  - ▶ You can test for the capabilities you're looking for
- ▶ Formal assessment can provide a basis for professional development

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**Your Search** 13

- ▶ Begin with truly understanding the needs of your business. What type of person will be the best fit? What type of person will stay and grow with you?
- ▶ The answers to these questions will help you develop a candidate persona or role profile
- ▶ Start by talking with your valued employees before you begin your search



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**Your Search – Develop Candidate Personas** 14

- ▶ Questions to ask your team to get a broad picture:
  - ▶ Interest: What do you like about your job the most?
  - ▶ Motivation: Why did you apply to this company?
  - ▶ Culture: What do you like the most about our company culture?
  - ▶ Watering hole: Where do you spend most of your online time?
  - ▶ Skills: What skills do you believe help you succeed here?
  - ▶ Goals: What are your major personal and professional goals in life?
- ▶ Ultimately you'll ask candidates the same set of questions to see how they 'stack up.'

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**Your Search – Employee referral** 15

- ▶ Employee referral program - Benefits include:
  - ▶ More high-quality applicants
  - ▶ Decrease in time-to-hire rates
  - ▶ Decrease in employee turnover rate
  - ▶ Decrease in cost-of-hire
- ▶ Offer a bonus, or some form of compensation for the referral if the individual is hired
  - ▶ Offer a further bonus if the new employee stays beyond 6 months

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**Your Search – Court Millennials**

- ▶ The candidate persona of the millennial generation is different than any other generation – they grew up immersed in technology and have different expectations from employers.
- ▶ So what do you need to know about them?

**Projected Population by Generation (in millions)**

Year	Millennials (millions)	Baby Boomers (millions)
2015	75	75
2028	78	65
2036	80	50
2050	80	15

Source: Pew Research Center tabulations of U.S. Census Bureau data

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**What Millennials Care About in the Workplace**

- 16.8% Good Work/Life Balance
- 13.4% Opportunities to Progress and Be Leaders
- 11% Flexibility (remote working, flexible hours)
- 9.3% Sense of Meaning from Work
- 8.3% Professional Development Training Programs
- 6.8% Societal Impact of Job

**Your Search - Millennials**

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**Your Search - Millennials**

- ▶ Are you relevant on Social Media?
- ▶ Is your website optimized for use on mobile phones?
- ▶ Can your job application be completed on line (desk and mobile)
- ▶ A staggering 66% of millennials plan to leave their current job before 2022. Why is this the case? Many reasons, including a lack of leadership development opportunities, no flexibility in work hours, poor work life balance, and no sense of meaning from their work.

They touch their smartphones an average of **45X's** per day

**5.4 hours** are spent on social media **each day**

**search engines** are the preferred medium for information gathering

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## Your Search - Millennials

- ▶ Are you caring for your business brand?
- ▶ Job sites
- ▶ LinkedIn
- ▶ Facebook
- ▶ Website
- ▶ Support a cause/charity

What type of employer branding content do today's candidates want to see?

41.8%	36.6%	34.9%	30.8%	23.7%
Values	Product/Service Information	Employee Testimonials	Answers to "Why People Want to Work Here?"	Answers to "Why do People Stay Here?"

Source: The Talent Board's 2015 Candidate Experience Research

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## Your Search - Millennials

- ▶ It's second nature for millennials to research on the internet prior to making decisions.
- ▶ 3 out of every 4 job seekers actually begin their job search on Google.
- ▶ 5 out of every 6 millennials connect with companies on social media.
- ▶ Those most successful at hiring millennials are investing in improving search engine rankings, creating engaging social accounts, and generating exceptional employer branding content.

**Tips for Social Recruiting:**

- Don't just tweet job postings, share interesting content that applies to your candidate persona
- Leverage social networks that your ideal candidates regularly use

**Tips for Employer Branding Content:**

- Use your employees to create genuine company content
- Invest in creating dynamic content like videos, infographics, and blogs

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## Your Search - Passive Candidates

- ▶ Passive candidates are people who are not necessarily looking for a new job, but they are highly qualified individuals in the workforce.
- ▶ Social media is a great tool to get in front of these people and encourage them to make a move or at least start considering a new workplace.

**"Candidates don't apply immediately after hearing about a job. Instead, 59% look up the company's website. Sixty six percent want to know about your company's culture and values, 54% about perks and benefits, and 50% about mission and vision." - Global Talent Trends**

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**Your Search – College Students**

- ▶ College campus boards for open positions. Especially at the beginning of the school year
- ▶ Connect with counselors
- ▶ Co-op training programs
- ▶ May become long term employees over the course of their studies
- ▶ Internships



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**Perks you can afford**

- ▶ Gallup's State of the American Workplace breaks down all employee benefits into four categories: basics, important to some, differentiating, and added value. The basic category includes the must-haves that most employees would change jobs to obtain. "They do not set organizations apart but are essential in attracting and retaining employees," writes Gallup.
- ▶ And one of the biggest items on this list? Health insurance.
- ▶ Luckily, health insurance is increasingly easier for small businesses to offer as more cost-effective options, services, and platforms become available.



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**Perks you can afford**

**Health Care**

- ▶ **Small business Health Options Program (SHOP)** - part of the Affordable Care Act. Each state runs its own SHOP marketplace—either on its own or with help from the federal government—that you can use to search through, learn about, and select the best healthcare options for your small business.
- ▶ **Private Health Exchanges**
- ▶ A private health exchange, also called a purchasing alliance, is sort of like a privatized version of a SHOP marketplace.
- ▶ You pick a private health exchange to work with, paying only a set amount per employee depending on what percentage of their medical costs you want to cover. Meanwhile, your employees will get to pick and choose their specific plans based on those offered by the purchasing alliance.

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Perks you can afford 31

**Training opportunities**

- Professional development, education, and training opportunities are particularly important to small businesses because you often have to 'grow your own' opticians, technicians and billers
- However, they're highly important to top talent: according to recent Gallup research, 87 per cent of millennials say development and career growth opportunities are very important to them in a job
- Encourage long term staff to obtain appropriate certifications (ABO and AOA). Reimbursement on successful completion



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Perks you can afford 26

**Wellness program**

- Wellness initiatives are also win-win because they decrease your team's need for health insurance, while also reducing absenteeism and improving productivity. In fact, wellness programs can save companies over \$250 a year per employee, according to Sun Life and Ivey Business School's ongoing survey into ROI in Canadian corporate wellness programs.
- A wellness program doesn't necessarily have to mean fitness subsidies or expensive classes. Consider leading a weekly yoga class in the lunch room, or running a daily walking club. Other low cost options include meditation sessions, mental health workshops, and healthy lunch potlucks.
- Scheduled afternoon power naps – Yes naps!



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Perks you can afford 27

- Free food**  
No, you don't need an in-house chef. But a well-stocked snack pantry and quality coffee maker can go a lot farther than you think. Just be sure to consider all diets, allergies, and other restrictions before you buy a month's supply of peanut butter. And try to veer on the healthier side – you don't want your whole team having a daily 3 p.m. sugar crash.
- Consider monthly or bi-monthly lunch and learn sessions sponsored by your vendor partners
- Vendor participation in your monthly team meetings



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Perks you can afford 28

- ▶ Perks you can afford
- ▶ Other ideas to create a relaxed, fun environment
  - ▶ Bring you pet to work days
  - ▶ Company picnic
  - ▶ Day at local amusement park for family and friends once a year
  - ▶ Volunteer as a team
  - ▶ Reward with movie tickets
  - ▶ Reward with Starbucks or some other gift cards

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Perks you can afford 29

- ▶ Other ideas to wow
  - ▶ 4 day work week
  - ▶ Public transit passes
  - ▶ Child care service – negotiate discount with local provider
  - ▶ Discounts at local spas and wellness centers
  - ▶ Employee of the month – professional photo shoot and name on plaque
  - ▶ Employee of the year – 2 airline tickets – earned by paying your bills with a credit card that earns miles/hotel stays, etc.

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Create pathways for growth 30

- ▶ Hire in at entry level; end of 90 day probation provide small salary increase 3-5%; elevation based on performance not simply years of service
  - ▶ Create escalating levels
    - ▶ Optical sales consultant
    - ▶ Senior optical sales consultant
    - ▶ Assistant optical manager
    - ▶ Optical manager
  - ▶ Clinical technician
    - ▶ Senior clinical technician
    - ▶ Assistant clinic manager
    - ▶ Clinic manager
- ▶ Cross train for individual growth and business benefit

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## Show me the money

- ▶ Research what others are paying. DO NOT TRY TO UNDERCUT!
- ▶ In some instances, it is better to pay \$1.00 above the average (Urban settings with very competitive job markets)
- ▶ Remember to include all of your perks in your written job offer.
  - ▶ Technique – calculate the annual value of your perks and mention when you have the offer discussion
  - ▶ Re-emphasize the benefits of working with your small business



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## Show me the money

- ▶ Develop and implement employee incentive programs
- ▶ Investigate profit sharing for long term key employees
- ▶ Consider a signing bonus for a potential 'superstar!'



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## Questions



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Thank you for  
Attending  
Attracting Quality  
Staff....

IN A DIFFICULT EMPLOYMENT MARKET

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