

TRENDICATORS BEST PRACTICE REPORT

HOW CAN HR OVERCOME THE CURRENT TALENT CRISIS?

**18 Ideas for Attracting, Onboarding,
Motivating & Retaining Employees**

 **TRENDICATORS**
HR Research & Insights by Engage2Excel® Group

INTRODUCTION

Despite concerns about slowing economic activity, hiring remains strong as we enter the third quarter of 2022. A tight job market, increased job flexibility and greater awareness among candidates about their options for making meaningful career decisions have resulted in what some have characterized as “The Great Talent Migration.” Two-thirds of employees anticipate working for a new employer within six months, and 89% are interested in learning about a new job opportunity. As a result, HR leaders need to align strategies with realities in the post-pandemic talent marketplace.

On July 21, we conducted a roundtable with subject matter experts from Engage2Excel and members of the Trendicators Advisory Board to discuss today’s challenges and how HR leaders can overcome current challenges to attract, onboard, motivate and retain talent.

SUBJECT MATTER EXPERTS



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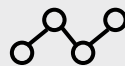


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Trendicators is the research division of the E2E group of companies, leading providers of engaging career and consumer experiences. Trendicators provides original HR research, along with reports on insights and best practices from industry leaders and experts.



TRENDICATORS Advisory Board

Special thanks to following members of the Trendicators Advisory Board who provided editorial review and guidance to help shape the contents of this report.



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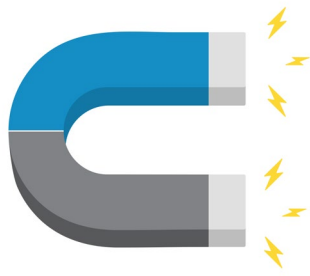


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ATTRACT



Significant changes in how people view work have affected what employers need to do to attract top talent effectively. Today's job candidates are more aware of their options when making career decisions. They want to feel valued, have a sense of belonging, see the potential for career growth and have the flexibility to balance their work and personal lives. Consider these ideas to improve your talent acquisition initiatives' efficacy.

1 DEMONSTRATE RECOGNITION DURING THE HIRING PROCESS



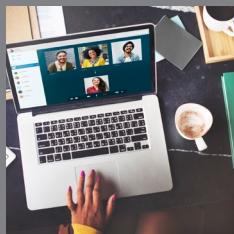
Train recruiters and hiring managers to offer positive recognition to candidates during the hiring process. Lack of recognition and respect during the hiring process is the No. 1 reason candidates reject job offers.

2 OFFER A FLEXIBLE WORK ENVIRONMENT WHEREVER POSSIBLE

Nearly half of all job seekers (47%) prefer 100% remote work, and 26% prefer a hybrid model. Understanding employees' preferred work environment preferences is critical in attracting and retaining top talent.



3 ARRANGE FOR JOB CANDIDATES TO INTERACT WITH OTHER EMPLOYEES



The percentage of job candidates who said interacting with other employees before receiving an offer is important has risen from 45% in 2019 to 71% in 2022. Schedule social interactions to boost your acceptance rate.

4 PROMOTE RECOGNITION PROGRAMS ON YOUR CAREER SITE

Nearly three-quarters of candidates say seeing recognition and rewards programs on an employer's website is "Very Important" or "Important." Prominently feature your recognition programs on your Career page.



5 DEMONSTRATE THAT YOUR COMPANY IS A GREAT PLACE TO WORK



More than half of job seekers abandon their pursuit of a job after reading negative reviews about a company. Invite employees to record cell phone videos discussing why they like working at your company.

6 AMP UP EMPLOYEE REFERRALS AND OFFER A SIGNING BONUS

In today's challenging hiring environment, incentives make a difference. In addition to promoting employee referrals, offer a signing bonus with the stipulation that it will be paid after a probationary period.



ONBOARD



In today's job market, preboarding and onboarding are more critical than ever in setting up employees for success. Effectively designed programs welcome new employees before they start, acclimate them to their roles, educate them about what the company has to offer and engage them by making them feel like valued members of the team. Carefully planning each employee's onboarding experience has become a crucial first step in the career experience journey and is vital for optimizing retention.

1 SEND A WELCOME GIFT RIGHT AFTER OFFER ACCEPTANCE



More than two-thirds of candidates say that receiving a gift from an employer during the application process would influence their acceptance decisions. Make each new hire feel welcome with a branded welcome gift after offer acceptance.

2 ENGAGE WITH NEW HIRES BEFORE DAY ONE

Create preboarding experiences that motivate new hires. Do a check-in call to answer questions and let them know what to expect. Send a photo of a team meeting with the inscription "Looking forward to seeing you soon."



3 SET EXPECTATIONS WITH A WELL-ORGANIZED ONBOARDING PLAN



74% of job seekers say that the first day of their onboarding experience will affect their decision to stay more than a month. A well-organized onboarding experience is essential in motivating and retaining new hires.

4 PLAN AHEAD FOR DAY ONE: EQUIPMENT, EMAIL SETUP AND ACCESS

Nothing creates a more frustrating first-day experience than having to wait for devices and access. Work with internal teams to ensure that devices, email access and other essential tools are ready on Day One.



5 DAY ONE: SCHEDULE AND FOLLOW UP ON MEETINGS WITH TEAMMATES



Share onboarding plans and ask teammates to schedule meetings as part of the orientation and onboarding process. Ask to be included as optional on invitations to be sure they go out and do follow-ups to find out how the meetings went.

6 BUDDY SYSTEM: PAIR NEW HIRES WITH EXPERIENCED EMPLOYEES

New hires need help learning the ropes and navigating a new work environment. When choosing whom to pair up, ensure that current employees whom you choose have the time and motivation to help facilitate positive experiences for new hires.



MOTIVATE AND RETAIN



Now more than ever, recognizing and appreciating employees' contributions are critical in improving performance and maximizing retention. However, effective recognition today has become multi-dimensional, i.e., it needs to take place at all levels of the organization, including positive and constructive two-way feedback, and be integrated into all employees' daily experiences. Facilitating connections and meaningful interactions with new hires helps imprint behaviors that foster a culture of appreciation.

1 HELP NEW HIRES USE YOUR RECOGNITION PLATFORM



Make recognition real. Show new hires how to use your recognition programs and invite them to thank someone who made them feel welcome and included by sending an e-card or recognition message.

2 MAKE TIME FOR SOCIAL CONNECTIONS ON DAY ONE

Help team members get acquainted. Connect new staff members with their peers by introducing one another in fun ways at their first in-person or online meeting to start a social network.



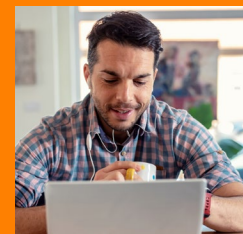
3 ADVISE MANAGERS TO CONDUCT REGULAR ONE-ON-ONE CHECK-INS



Initial experiences shape lasting perceptions. Encourage managers to schedule regular check-in meetings with staff to learn about people's successes, as well as their stressors, workloads and personal concerns.

4 GATHER FIRSTHAND INSIGHTS ON POSITIVE PERFORMANCE

To be effective, recognition must be tied to specific behaviors. Leaders consistently need to identify effective behaviors among staff from their direct reports, then personally recognize these employees.



5 DON'T ASSUME MANAGERS ARE SKILLED IN REMOTE RECOGNITION



While the opportunity to work remotely can be a benefit, it also can foster feelings of isolation. Teach leaders how to bridge the remote recognition skills gap and help make people realize that their actions are visible and valued.

6 FAILURE TO ADDRESS UNDER-PERFORMANCE CARRIES CONSEQUENCES

Reinforcing performance expectations is critical. Leaders and managers must examine whether they are tolerating underperformance and not providing appropriate feedback, or risk losing strong, high-performing employees.



The Engage2Excel group of companies creates engaging career and consumer experiences. Its Career Experience Suite (CXS) provides recruitment, onboarding, employee recognition, manager development and employee survey solutions tailored to each organization and designed to help clients find and keep their talent. With over 3,000 client partners, Engage2Excel has a proud heritage of developing innovative solutions that improve competitive advantage and boost bottom-line results.

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