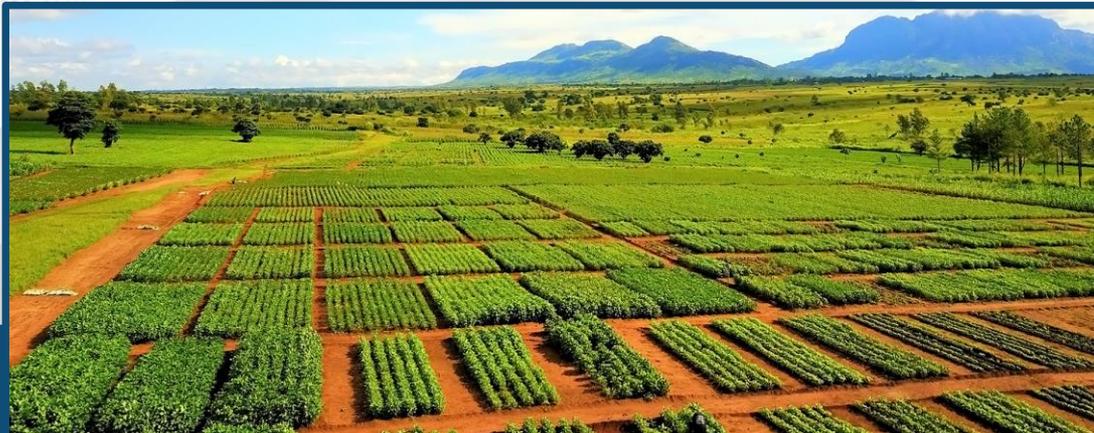


Recruitment, Onboarding & Retention in the New World



Jonathan A. Siegel

Jackson Lewis P.C. | Orange County

jonathan.siegel@jacksonlewis.com | 949-885-1362

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Pandemic - New Hurdles For Ag Employers

- ◆ If Pandemic compliance was not enough, some hurdles for employers.
 - **Inflation Increasing** – cost of everything seems to be going up!
 - **Shortage of Resources and Equipment**
 - **Wage Inflation** – employers must increase wages
 - CA Minimum wage increases
 - Market forces – competitors are raising rates
 - **Productivity/Efficiency** - Can't find 1st team, settle for 2nd team
 - Dip into the less talented work pool could mean less productivity.
 - **Safety** – now more than ever employees are concerned about
 - **Retention - Job-hop** increasing which means talent retention is becoming increasingly important.
 - **More time spent on Recruiting/Hiring so retention becomes critical !!!**

Some Themes Among Ag Employers in New World

What are Ag employers doing?

- 80% of Ag employers are looking to flexible staffing – virtual/hybrid (if possible) and type of schedules
- More than 60% are considering bonuses, compensation increases and promotions
- More than 50% increasing training & development
- More than 45% are increasing recognition programs

See AGRIBUSINESS HR REVIEW 2021 at www.AgCareers.com or email agcareers@agcareers.com

Recruiting in Today's New World – Where Are The Workers - What Can You Do About It?

What are some of
the common
problems?

Low number of
applicant

Lack of skills

Lack of
experience

Employers are
competing for
the same talent!



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Recruiting in Today's New World – Where Are The Workers - What Can You Do About It?

- ◆ **Mobile Sourcing** – need mobile-friendly site
 - **Optimize websites** for mobile viewing. Employers are losing a lot of opportunities by forgetting to create a mobile-friendly experience for jobseekers.
 - **QCR codes** – easier to post
 - 45% of job seekers search for jobs daily on their mobile device
- ◆ **Social Recruiting** - Be where they are – messaging apps and social media
 - **Glassdoor states: 79% of jobseekers are likely to use social media for recruiting**
 - For younger job seekers who are in the first 10 years of their career, that number goes up to 86%.
- ◆ **Videos Attract Candidates** and Are Easy to Share
 - Great way to explain a job opportunity in 60 seconds through a video with text, graphics, color, sound, and music.

Source: Recruiting Top Talent with Low Unemployment Rates Using Social, Mobile, and Video By Lindsay Stanton, Chief Client Officer, Digi-Me Jun 19, 2018.

Referral Programs – Where To Put Your Money In?

- ◆ **Focus on Referrals** – invest in top in class referral programs – critical
 - Employees who get referred are **four times** more likely to get hired than those who don't.
 - 82% of employers placed referrals above other options for yielding a better return on investment (ROI).
 - 45% of people employed through referrals stay with the company for more than four years.
 - Employers save \$7,500 per a referred employee in productivity and sourcing costs.

Ideas? Referral Bonus, Referral Competitions, Creative awards

See: “25+ Employee Referral Statistics You Should Know”, GoRemotely.net by Ana Djurovic September 9, 2021

What Can You Do About It?

- ◆ **Define your Culture** – Brand who you are to your employees and public
 - Employees now more than ever look at how they fit into the company culture before taking a job.
 - Small to midsize companies can focus:
 - Employees seeking close-knit, familial feel of small companies
 - access to leaders,
 - seeing more of the business,
 - the ability to learn, and the ability to see the impact that their job
- ◆ **Global Recruitment** – expand your recruiting network – technology can help
 - H-2A Visa programs and other avenues
- ◆ **Technology, technology, technology** –
 - Marist Poll found **82% of employed U.S. residents say technology makes their jobs at work better**
 - Mobile timekeeping for the field
 - Better equipment

<https://theundercoverrecruiter.com/global-stats-recruiting-trends/>, Undercoverrecruiter, “5 Global Stats Shaping Recruiting Trends”

What Can You Do About It?

- ◆ **Diversity** - hiring more diverse candidates ranks as a top priority.
 - Diversity also has a great impact on a company's performance, as **gender-diverse companies perform better** than the industry median.
 - **Ethnically-diverse companies perform significantly better.**



Flexible Work Schedule/Telecommuting

- ◆ A [study of more than 19,000 employees](#) at nine companies by the Sloan Center on Aging & Work at Boston College showed that **stress and burnout were lower among workers who had workplace flexibility.**
- ◆ What schedules can you offer?
 - Alternative workweeks, part-time work
 - Hybrid schedules – virtual and office
 - Virtual/remote
- ◆ Employees want a better work-life balance
- ◆ Employers must balance the offering of flexible work schedules with business reality and industry.

Retraining Current Workers

- ◆ Technology replacing workers, changes in Company – can you **retrain instead of laying off**
 - Teaching new skills may be better than trying to hire an entire new team
 - Teach new technology may help in part when dealing with low unemployment
 - Many employers are developing retraining programs



What Do You Do in the Community? It Matters.

- ◆ Not long ago, college students wanted to know what they'd get as employees. These days,
 - "80 percent of the questions I get now are not about the kinds of pay and benefits we have, but how we contribute to society."
- ◆ Review what your organization does and how does it publicize it

Source: <https://www.nbcnews.com/business/business-news/more-open-jobs-available-workers-who-will-fill-positions-n882286>, NBC article, "With more open jobs than available workers, who will fill the positions?"

Community Partnership are Critical !!!

Trade groups or industry partnerships, immigration non-profits and other groups, work with local school, including trade schools, for skill development for key jobs.

Who do you work with?



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New Sources of Candidates – Where are you looking?

- ◆ **Disabled Employees** – number of positions which can accommodate restrictions could have increased. Opportunity to explore positions which can now be performed remotely and hybrid positions
- ◆ **Individuals with Criminal Convictions** – Second Chance Coalition and SHRM
 - See <https://secondchancebusinesscoalition.org/>
 - 78 million Americans have a criminal background or a ¼ of the US
 - Only 5% of companies recruit employees with convictions
- ◆ **Mature Workers** – another avenue to consider. By 2020, older workers age 55+ will account for 25% of the U.S. labor force, up from just 13% in 2000. This shift reflects two trends:
 - The overall workforce population is aging
 - More and more older people are working longer

Retention – What Are Some Tools?



Retention – Helps When You Have a Bigger Budget

- Compensation is increasing!!!!
 - Wages
 - Bonuses
 - Promotion
 - Reimbursement for expenses

What can your organization do?

RETENTION - DEVELOPING NON-MONETARY PROGRAMS



Do You Have Some Specifics ?

Ask Them !! They Like to Tell You Things

- “Stay” Interviews - what makes you stay at the Company?
- “Coffee Talks” with C-Suite/Executives/Human Resources – quarterly or on some schedule basis
- Ask the employee for feedback on specific problems at the Company
- 360 degree reviews
- Surveys

What about asking an employee to mentor another employee

Do You Have Some Specifics ?

Train Your Management Team:

- Develop 1st in class management development program – Leadership **and** skills
 - inhouse trainers
- Teach Field managers skills so they can rise up
- Any system the Company developments must be properly implemented and managed. Important to train managers.
 - Why would your manager know how to do it well if you have never trained her/him on how to recognize employees in the workplace.

Do You Have Some Specifics ?

What Can you Do For Them? Perks and Other Ideas:

- Commute - Offer the employee to come in late or leave early
- Designated parking spaces
- Employee of the week/month
- Truly celebrate Anniversary milestones
- Improve break rooms including chairs, paint, televisions, better and/or different coffee/tea (popular one). Allow employee to suggest new types of tea or coffee. Rename the breakroom for a day.
- Field equipment – better bathrooms, tents, shade structure

Do You Have Some Specifics ?

What Can you Do For Them – Perks and Other Ideas:

- Employee gets to switch office with an executive for a day
- Create special office with great perks and luxuries – allow employee to use it as recognition.
- Allow employee time off for volunteer work
- “Get Away Day” – let the employee take a day off to do whatever they want
- Casual dress – jeans or flip flops (better in warm weather climates)
- Consider allowing employees to bring their pet to work for a day

Do You Have Some Specifics ?

What Can You Do For Them – Perks and Other Ideas:

- Handwritten notes from C-Suite thanking employee
- Better yet – C-Suite gets out of their office and visits employee in the field and personally thanks them
- Memo to personnel file documenting good works
- Send to popular industry conference or event as reward
- Employee select next employee appreciation event
- Buy lunch for team as honoring employee
- New office equipment – review field equipment, for the office - like an upgraded chair
- Offer Stand-up desk, treadmill desk, bicycle desk whatever desk

Electronic Recognition Software

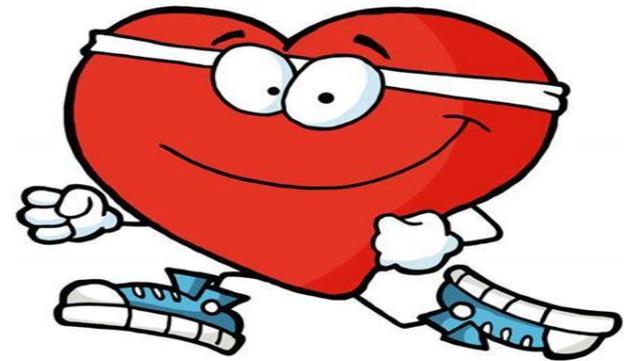
There is a fast growing industry of employee recognition software which provides single functionality like employee kudos message popping up on an employee's screen or send text messages, to more comprehensive systems which integrate the electronic recognition with other recognition programs and HRIS systems. These software systems can do such things as:

1. Automatic employee anniversary and birthday recognition;
2. On-the-spot social employee recognition – pop ups saying “good job on this” from _____;
3. Manager recognition & notifications;
4. Nomination voting by employees;
5. Catalog of electronic cards or kudos message . . .

And more, more, more functionality but **must reimburse for business expenses if using employee's phone**

Other Creative Ways to Recognize Employees

Health and Wellness Programs



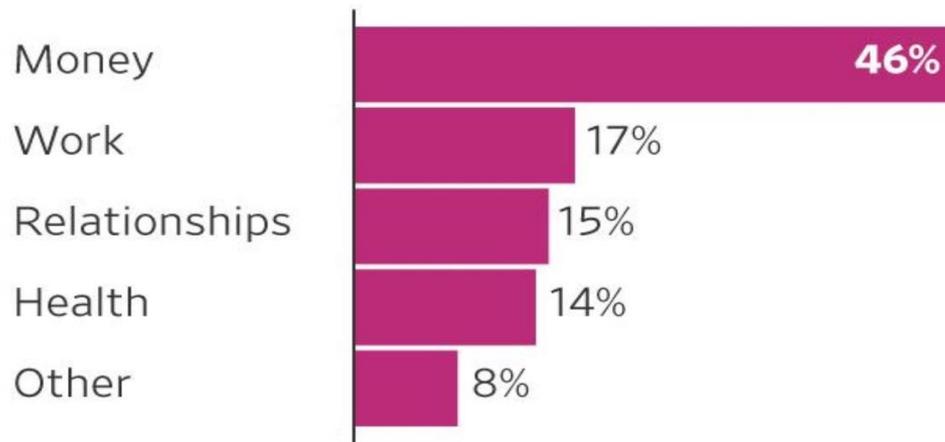
Financial Wellness Programs

Financial Wellness Programs

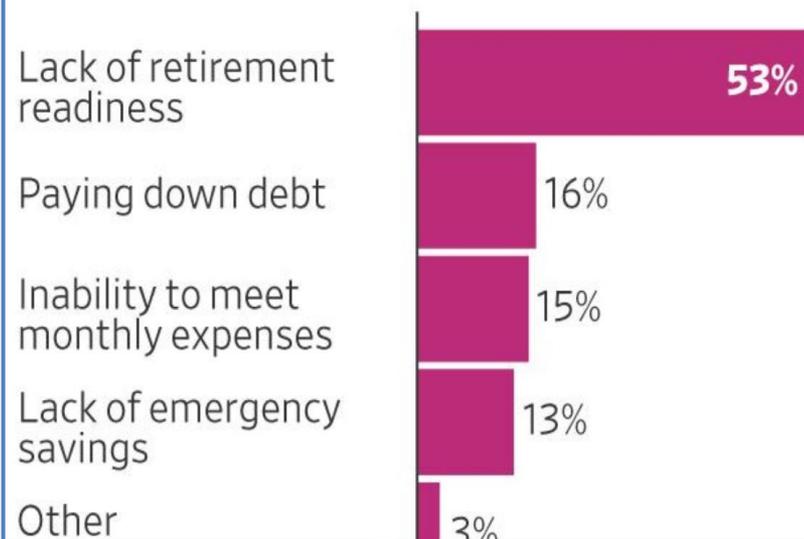
Sources of Stress

With workers carrying life's stresses into the workplace, particularly financial worries, more employers are setting up programs designed to reduce employees' financial problems.

Employees say their biggest sources of stress relate to:



Employers are concerned about the impact employees' financial problems are having on their productivity and willingness to retire. Here's what employers say they are most concerned about:



Financial Wellness Programs

More and more employers are developing programs to address financial stress.

- Incentivizing employees to create an emergency fund or match programs;
- More than just 401(k) workshops – financial planning for the whole family
- Help teach in-person banking
- Review mobile banking

See February 19, 2018 Wall Street Journal Article

Retention – Increase Awareness with Managing Multi-Generational Employees

- ◆ Most companies focus on diversity in regards to gender and ethnicity
- ◆ Why Focus on Generational Issues?
 - More than 60% of employees experience generational conflict
 - Higher productivity
- ◆ Recognize differences in the generations and manage accordingly
- ◆ Understand how each generation prefers to communicate and implement different methods of communication
 - Hard Copies
 - Online
 - E-mail
 - Podcasts

Tips For Managing Multi-Generational Employees

- ◆ Create multi-generational teams
- ◆ Assign mentors- matching younger employees with more experienced employees
 - Also reverse-mentoring programs matching senior execs with generation y-ers regarding digital trends and technologies
- ◆ Offer options
 - Consider telecommunicating alternatives
- ◆ Allow collaborative decision making and discussions

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