

APMA 'Think Tank' Results: How to Attract and Retain Talent

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What are the most effective actions you've taken in attracting and retaining talent?

Approximately 15 APMA participants brought the following to the table:

- Develop a clear job description
- Survey/Interview new employees within one week of onboarding for feedback
- Proactively ask if employees have what they need to do their job well
- Encourage learning and coursework
- Take action on employee recommendations, don't allow good feedback to go unaddressed
- Personality testing: great tool for managing to employee strengths
- Community connection development: set up tours, open house, other community outreach
- Reach out to employees who left on good terms
- Acknowledge birthdays, take opportunities such as these for 'personal touch' as appropriate
- Start an internship program
- Enlist mentors inside the company
- Start an employee referral program (ex. \$\$\$ for referrals that stay 6mo +)
- Strengthen and systematize the exit interview process to understand issues that may be pushing other employees to leave
- Do a morning huddle, regular face to face with employees
- Develop a safety program, focus on safety
- Evaluate specifically for fit in company culture during interview (highly qualified candidates may be passed up on)
- Encourage transparency and open communication
- Engage workers at field level, do not bypass them and only talk to crew leaders, supervisors, etc.
- Combine some above actions: daily huddle + safety debrief + stretch