

Recruiting, Retention and Succession Strategies to Help Your Business Live Long & Prosper

AGNC

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COLORADO
Department of
Labor and Employment

It's been quite a
chaotic year...

Or maybe two, could be three...



Factors influencing the labor force ... it's complicated

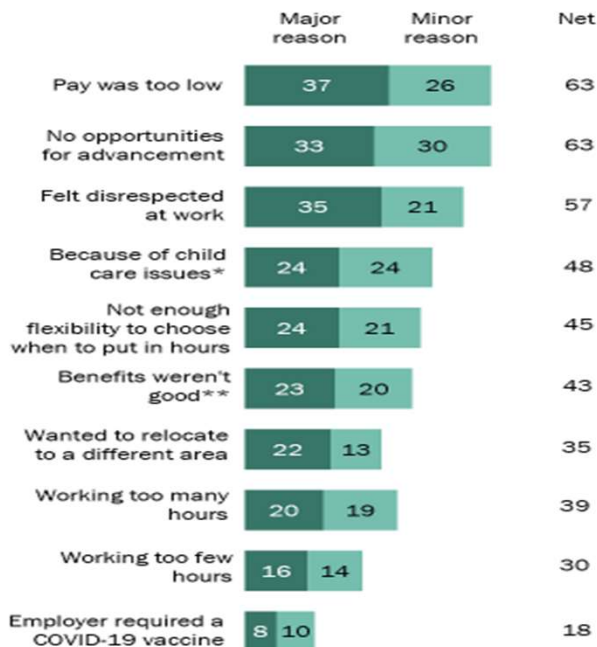
- 2.4 Million "excess" retirements due to Covid 19, US Retirement Rate increasing pre-covid.
- Slowing US birth dates (on average 2% per year since 2014. 4% decline in 2020)
- Male prime-age labor force participation declines
- 1.8 million women dropped out of labor force during pandemic
- Increase in part-time work
- Decline in visa workers 88% drop in J-1 Visa workers year over year.
- Limited impact of unemployment benefits Unemployment benefits not driving cause of labor market challenges
- Ongoing public health crisis

Factors influencing the labor force ... it's complicated



Top reasons why U.S. workers left a job in 2021: Low pay, no advancement opportunities

Among those who quit a job at any point in 2021, % saying each was a ____ why they did so



*Among those with children younger than 18 living in the household.

**Question provided health insurance and paid time off as examples.

Note: Figures may not add to subtotals due to rounding.

Source: Survey of U.S. adults conducted Feb. 7-13, 2022.

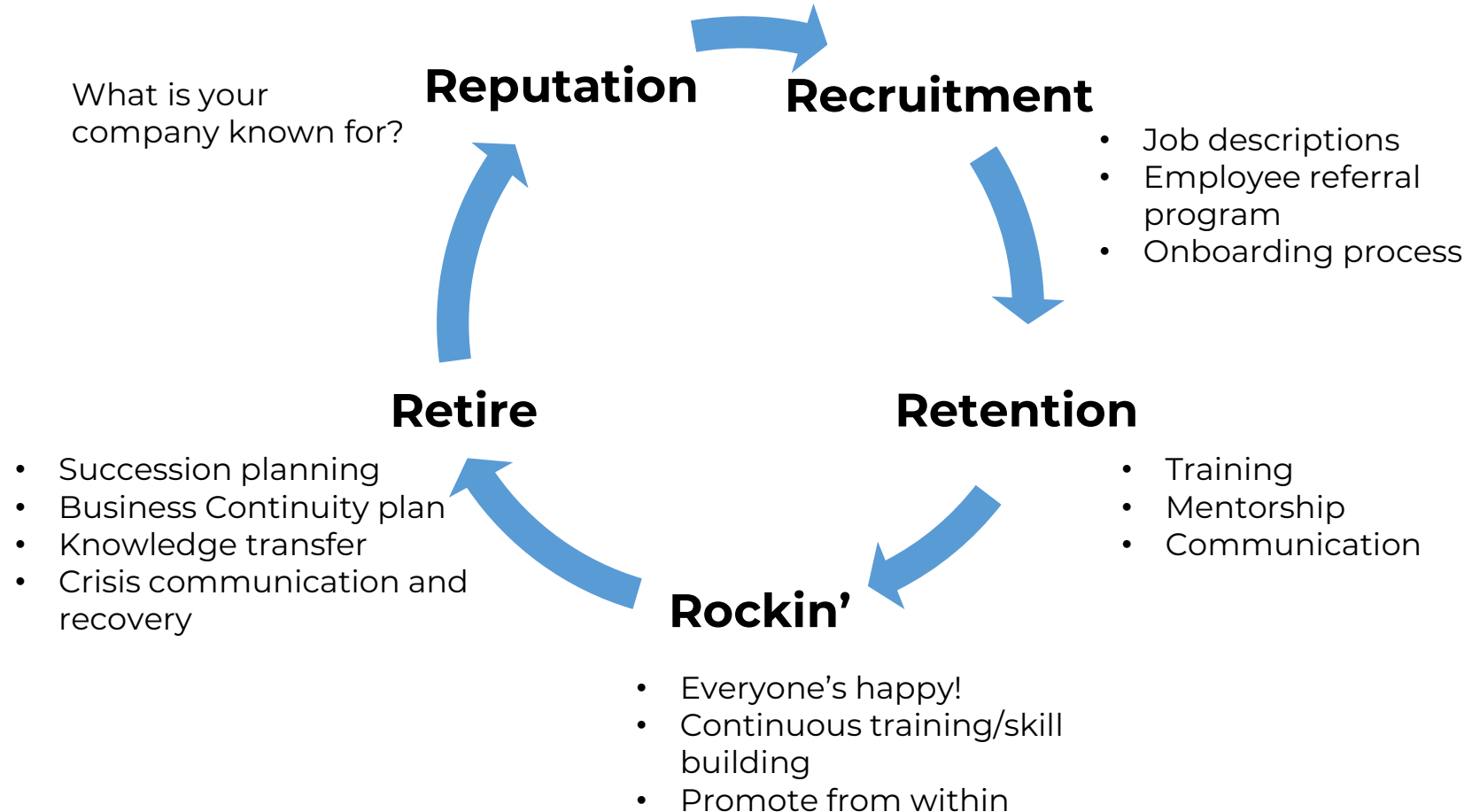
PEW RESEARCH CENTER

Your greatest threat may be your best opportunity: Today's dynamic labor market

- The Great Resignation: [4.5 million workers](#) quit in November. 21 million have quit their jobs between July-November of 2021.
 - Retention is critical
 - Opportunity to attract workers who are open to changes

Source: [Pew Research](#), [BLS JLT](#)

Employee cycle



Developing Talent – Starts with first impressions

Reputation

- Reputation in the community
 - Are you a company where people want to work?
 - What is your company known for?
 - Flexibility? Fair? Honest?
 - Proud employees?
 - Take a look at your employee practices:
 - retention, motivation, accountability, reward, recognition, flexibility in work-life balance, training, promotion from within, involvement
 - You want proud employees who brag about working for you; people will believe your employees before any recruiting website or job posting.
 - Employee referrals - the most cost-effective recruiting tool.
 - What does your organization look like on social media?



Developing Talent – Starts with first impressions

Recruitment

- Job descriptions
 - Include pay
 - Accurate description of skills needed
 - Accurate description of job
 - Spelling/typos
 - Mention of company values and benefits
 - Skills-based hiring - Does the job really require a college degree?
 - What skills are critical to have, and what skills can be learned on the job?
 - Follow-up quickly and consistently



Packing Line Staff

Spring Born Inc
Silt, CO, USA

💰 \$22 Hourly

✚ 401K, Dental, Medical, Vision

📅 Full-Time

Spring Born Inc operates an automated lettuce greenhouse in Silt Colorado. The packing line processes up to 10,000 packages each day. Lettuce moves via conveyor belts from the greenhouse into the packing area. The lettuce is cut, mixed, sorted for foreign materials, weighed, placed into a package, sealed, and labeled automatically before it is manually placed into a cardboard box for shipment. I am searching for staff to operate and maintain all of the packing line equipment on the weekend shift. Successful candidates will demonstrate a can do attitude with a willingness to learn.

Send me your resume and let me know why you are the best candidate to join our team. Show me that you are a problem solver and let's get started.

Onboarding

- Compliance
- Clarification
- Confidence
- Connection
- Culture



- Bathrooms
- Parking
- Resources for first day/week:
 - i.e. computer, number to the help desk, team lunch
- Mentor – not just for first day, but ongoing for first year (retention strategy).
- Constant communication
- Structured training

Rockin'

- Employees are working well together
- Productivity is stable or up
- Staffing is stable
- Room for growth
- New idea exchange/safe to communicate
- Communication channels are clear
- Leadership opportunities/promotional opportunities are identified and realized



Next phase – Retirement and Reckoning

- Knowledge Transfer
- Succession Planning



Retirements

- Silver Tsunami - 10,000 baby boomers are turning 65 every day, until 2030
- Colorado is aging
- Retirements accelerated through COVID.
- Businesses are turning over
 - Sold
 - Closed
 - Employee ownership
 - Passed to a relative
- Are your leaders or owners leaving?
- Is your business prepared?
- Do you have a succession plan?
- Do you have a process to capture all that experience that is ready to walk out the door?





Talent Management

Addresses competency gaps, particularly in mission critical positions and occupations, by implementing and maintaining programs to attract, acquire, develop, and retain quality talent.

Succession Planning

Proactive and systematic process where organizations identify those positions considered to be at the core of the organization and then create a strategic plan to fill those positions with qualified and capable employees.

Knowledge transfer is critical

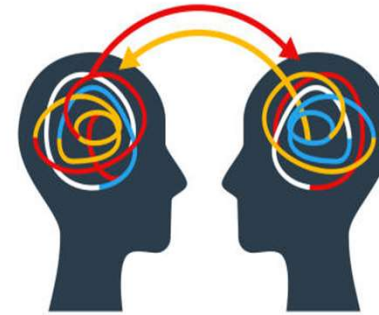
- “Deep Smarts”
- 42% of valuable company knowledge is unique to the individual employee.
- Without knowledge transfer a new employee may have to start over from scratch.
- Panopto estimates a new hire will spend 200 hours trying to either chase down this lost info or recreating lost processes and data.
- Customer relationships could be in jeopardy.
- Essential tasks/compliance issues overlooked.
- Lost innovation and productivity.
- Handovers tend to be transactional, focused on handing over tasks rather than the knowledge and relationships.
- “Call Sarah – she’s retired, but she’s around,” is not an effective knowledge transfer strategy.

Source: [The Panopto Workplace Knowledge and Productivity Report](#)

Knowledge transfer - ideas

- Consider an intranet site or data management system to capture knowledge and history, and/or videos, manuals, etc.
- If applicable, develop an ownership transition (employee ownership, sale, closure) BEFORE it happens.
- Schedule time for new employee to learn from exiting employee.
- Allow retirees to “ease into retirement” - move to part-time, flexible schedule while still sharing experience.

Succession planning: “Who’s next in line?”



- Have a strategic plan.
- Identify key competencies and potential leaders.
- Develop a leadership pipeline:
 - Skill-building and leadership development opportunities
 - Professional development programs
- Consider cross training opportunities.
- Develop a mentorship program – match older employees with younger employees.
- Utilize older employees as trainers for in-house training.

Thank you!

Job seeker services

- Skills assessments
- Career coaching
- Training
- Resume preparation
- Interview preparation
- Connect to available jobs
- Hiring events and job fairs
- Supportive services

Employer services

- HR support
- Labor law
- Talent attraction & retention
- Job postings
- Candidate evaluation
- Labor market data
- Wage analysis
- Hiring events and job fairs
- On the job training support

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