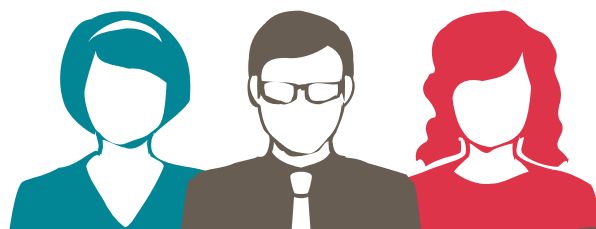


# Kenosha Area Talent Attraction & Retention Toolkit



Let's Talk Talent! 2016 Conference

# Kenosha Area Talent Attraction & Retention Toolkit



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# Culture & Employer Brand: Start Here

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As the talent shortage gets worse, job seekers are being more discerning, simply because they can be.

In many cases, they look no further than your employer brand. In other words, at your reputation. What they think they know about you, based on hearsay, your website, Google searches, Glassdoor, anything they read in the media, your LinkedIn company page and other social media, etc.

Here are a couple of other ways of understanding your employment brand: In a sense, it is the public face of your company culture. It is also the sum total of what the outside world understands about your Employment Value Propositions (EVPs) – all the reasons someone would want to work for you. Note that it is not necessarily a complete & accurate reflection of either, as we'll discuss briefly.

While the idea seems a bit abstract to some businesses, employment branding has tangible and significant practical ramifications. There's a large retailer with a reputation (deserved or not) of not being a very good place to work. Can you imagine how many millions of extra dollars it has cost them over the years to attract and recruit talent, especially good talent?

And it is the top talent who are most likely to be turned off by anything less than a great employment brand. More specifically:

## Discerning job seekers

who take employment decisions seriously. They research potential employers carefully, looking for a company they can remain happy at for the long term.

## Exceptional seekers

who have alternative employment options, and they know it.

## Passive talent

those who are currently employed. (i.e., 85% or more of the talent pool)

## Millennials

now the majority of our workforce. Born researchers, motivated to work for employers who value the things they do.

In contrast, think about the job seekers who aren't especially affected by a negative employment brand: the ones who can't be bothered to do their research, are just looking for a paycheck, or don't care because they don't plan to stick around long anyway.



# Culture & Employer Brand: Start Here, cont.

Many of the other documents in this toolkit outline the channels you can use to communicate and leverage employment brand. But you need to start with a healthy culture and an attractive employment brand. What makes for a good employment brand (and, in fact, any brand in general)?

Here are four characteristics:

## Authenticity

Trying to cultivate a brand that doesn't align well with your culture undermines its effectiveness and can backfire.

## Consistency

If a job seeker talks to one of your employees, researches you on Google, looks at your website and checks out your employer branding video, do they get a consistent picture?

## Relevance

Your brand can be authentic and consistent without being relevant or attractive to job seekers.

## Differentiation

What makes you different than other companies that offer similar benefits and use vague platitudes like “we’re family friendly” or “we work hard and play hard”?

If your culture is strong and you simply need to better communicate it, a process of cataloging and communicating it (see [thegoodjobs.com](http://thegoodjobs.com) for an example) is where to start. If your culture needs work, the following books can help:

- > *Work Rules*, by Laszlo Bock
- > *Joy, Inc.*, by Richard Sheridan
- > *The Advantage*, by Patrick Lencioni
- > *Delivering Happiness*, by Tony Hsieh



People are loyal to brands, whether it's an Apple or a Samsung, because they like what they stand for. **They are buying what you, as an organization, stand for, what you do and why you do it—and very importantly, how you say it.**

# Improve Your Company Culture

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No matter what you may call it - "employment branding", "company culture" or "employee engagement", company leaders, employees and job seekers are interested in understanding and improving how it feels to work at a company. Why? Because as our lives and work have become more intertwined and demand for talent becomes more competitive, company culture just may become your most competitive advantage in both hiring and retaining the talent you need to achieve your goals.

Culture is a valuable and powerful force in the success of the organization...it is how employees feel working at the company. It is how your employees would describe the experience they are having while working at your company.

Here are some things to help you ensure that your company culture gets both the attention it deserves and the results you expect.

Have you ever been asked, "Who is responsible for company culture?" The most common answers are:

> Everyone      > CEO      > HR      > No one

This is a critical question. In your organization perhaps you have a definitive answer, perhaps not. However, the most impactful question, the ONE thing that can make or break the authenticity and effectiveness of the work place culture you're trying to create is accountability ... "Who is accountable for your company culture?"

If there is responsibility and no accountability, the person (or team) will not feel a need to get your culture goals defined or reached. If this responsibility is part of a person's responsibility, they may be distracted by the needs of their "real job". If their responsibility is not measured most likely the work will not get done.

Your consumer or company branding is owned by the Marketing Department...they are responsible, accountable and have the authority to build, enhance and change your consumer/customer brand...right? They have goals, a budget, and must report on their progress and success. They are measured on their achievements and are expected to find a new way if their efforts aren't working.

the good jobs   How It Works   Culture   Solutions & Pricing   About Us   Culture Quiz   Sign In

## Culture Quiz

What Culture Badges are right for your company?

The Good Jobs™ helps employers leverage your company's culture and turn it into a competitive recruiting advantage. See which of The Good Jobs™ **Culture Badges** illustrate your company's culture and employment brand. Give our **Culture Quiz** below a try! It's free, will only take 2-3 minutes, and we'll tell you your results immediately.

If you are a **Job Seeker** looking for your Good Job... **Click Here** and take The Good Jobs™ **Me Questionnaire**.

Step 1: Select Up to 7   Step 2: View Your Results   Step 3: Solutions & Pricing

When people come to work here, it is important that they feel comfortable to connect with co-workers and have some fun. Our workplace doesn't stop at providing the tools they need to perform their jobs; it includes other cool stuff so people enjoy themselves while at work too.

**Take The Good Jobs Culture Quiz at:**  
[www.thegoodjobs.com/survey](http://www.thegoodjobs.com/survey)

# How to Improve Your Company Culture, cont.

They have regular performance reviews and appropriate rewards and recognition. Shouldn't the same be applied to your company culture?

Dr. Mark Allen, an MBA professor with Pepperdine University reviews a variety of culture driven organizations and relates this example. You can't see wind but you can see its effects. It's the same with your company culture. You can't see culture but you can see effects in the behaviors and language of your employees. You have a company culture whether you define it or not, you have a reputation as an employer, whether you like it or not. You can access and listen to his whole webinar here: [mbaonline.pepperdine.edu/resources/videos-webinars/culture-driven-companies-webinar/](http://mbaonline.pepperdine.edu/resources/videos-webinars/culture-driven-companies-webinar/).

You must plan for your culture, you must hire for it, and you must maintain and nurture it. I'm excited every day to work with many companies who are doing just that and proud of who they are as employers. Here is a short and meaningful quote from a Good Jobs Company, The Starr Group, that illustrates my point.

**"Our Company Culture is by design not by default."**

The Starr Group reinforces their company culture throughout their employment process and new hire orientation, throughout the workday, as well as through all avenues of communication. In addition, choice employer and business awards have consistently recognized them. You can take a peek at their company culture on their website: [www.starrgroup.com/about-us/our-culture](http://www.starrgroup.com/about-us/our-culture).

So is "talent" a primary concern for you and your organization? Are you struggling with recruiting or retaining the talented people who will help you reach your goals? If so, your Company Culture needs to be at the top of your Strategic Plan's priority list. It's a new year; you can make an impact in 2016.

Define the following:

- > Where are we now? How would we define your company culture now?
- > How would we want to be recognized as an employer?
- > What does success look like?
- > Who will we assign to help us achieve these goals?
- > How will we measure progress and results?

When you identify who is responsible to lead and own this priority, give them the authority to take it forward and hold them accountable for the strategy and actions to make this goal a reality. You will see progress and it will make a difference!

**Take The Good Jobs Talent Attraction Quiz at:**  
[www.thegoodjobs.com/survey/talent\\_attraction](http://www.thegoodjobs.com/survey/talent_attraction)



# Your Website as Recruitment Tool

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According to an ongoing survey of job seekers by The Good Jobs, 99% of job seekers research potential employers online. The #1 place they look for information is that employer's website.

So, what are they finding? In many cases, one of the following:

## No Careers section

Think of the message that sends to job seekers. (There's some irony here. Many of today's employers expect that a job seeker will have done their research about the company they are interviewing with, so the employer not being the source for that content is a strange disconnect!)

## A careers page

that essentially says "Email your resume to hr@acme.com."

## A careers button

or drop down menu item that leads directly to an online application. (Why would a job seeker apply when they don't even know what they are applying for?)

## Nothing

but a list of open positions.

## Some variation on

"Here at the Acme Company, we make the best widgets available, therefore we are always looking for talented mechanical engineers with 10+ years of experience." There's nothing wrong with this type of "here's what we are looking for" information, but it should be liberally offset with "here's what we have to offer" information.

These scenarios were a lot more understandable during the recession, when jobs were few and far between and employers held all the cards. But in a candidate-centric market where the first place most candidates head is your website, you need to engage them immediately, and sell both the company and your job opportunities.

So, what are the best practices? What do job seekers want to see instead? How can you appeal to job seekers, specifically the ones who align well with your company culture?



# Your Website as a Recruitment Tool, cont.

If you haven't read the PDF in this toolkit on culture & brand, start there. Most of all, job seekers want to understand your culture. According to a job seeker survey conducted by The Good Jobs, 97% say that "culture is as important or more important than compensation." Job seekers want to understand what it's like to work for you. They want to understand how you invest in employees and the things that matter to them.

Make your Careers section one of the most prominent on your website. At the very least, make sure there is an eye-catching link on your website, in plain view on the default page and every other page. One local manufacturer also has a pop-up window when visitors arrive, inviting them to learn more about career opportunities.

Write all Careers-related content in a "who do you know who would be interested in a career opportunity with us?" style, rather than simply addressing job seekers exclusively.

Job seekers want to know the WIIFM – "what's in it for me?" But they also want to understand your values. If you are firmly committed to corporate responsibility, explain what that looks like in detail. If that information lives elsewhere on your website (under "About Us," for example) repeat it in your Careers section.

You get extra credit for leader profiles, employee testimonials, employer branding videos and descriptions of your culture broken down by department.

Several years ago, Cisco Systems did a survey of college seniors to determine what was important to them. One of the most eye-opening results was that seniors reported that the freedom to use social media at work was more important than starting compensation. If you can figure out a way to allow the use of mobile devices and social media in the workplace (granted, in many environments that can't work), and you promote it actively, you will create huge advantages in hiring millennials.

Job seekers want to know what it takes to get a job with you – what the process looks like and how to succeed. And presumably you want job seekers who take the time to prepare and can follow directions. Why not put your cards on the table? Describe your full process in detail, and explain what you are looking for.

There's nothing wrong with listing your traditional health & welfare benefits in your Careers section, but keep in mind that most workers assume you offer competitive benefits. Furthermore, millennials in particular often seem indifferent to perks like 401(k)



Consider the following... Chances are good that you've spent a considerable amount of money creating a positive first impression at your workplace. Landscaping, a nice lobby, a friendly receptionist. One of the types of visitors you are trying to impress are the top-notch candidates who come to interview. But they may never make it that far if your website fails to sell them of your opportunities. **Make sure you invest time and effort creating a positive first impression online!**





## Your Website as a Recruitment Tool, cont.

s and health and dental insurance. There are a lot of other perks and benefits and amenities you probably offer – why wait until someone is onboarding to share them? Fully leverage your investment in being a good place to work by creating transparency!

If you've invested in creating an exceptional work environment – comfortable offices, a clean and well lit shop floor, a nice lounge – showcase it via photos.

Detail is crucial. Statements like “we work hard and play hard,” or “we’re family friendly” or “exceptional opportunities for learning and development” are too vague (and common) to carry any weight. Provide tangible, detailed information to back up any broad statements you make about your culture.

If you're still using job descriptions as job postings, it's time to stop. Good job postings are advertisements that “sell” your opportunities to top candidates. There's nothing about a job description that does that.

**Job seekers want to understand what it's like to work for you.** They want to understand how you invest in employees and the things that matter to them.



# Job Postings that Work

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There's not much to miss about the old help wanted ads that used to dominate the recruiting space (and sell a lot of newspapers). Then again, those ads tended to be written a lot better than most job postings you see today. Back when employers had to pay by the word, they were far more thoughtful about the words they chose!

The vast majority of job postings you see these days on job boards and company web sites are job descriptions, or thinly re-purposed ones, and that's a problem. Below are a list of ideas for good job postings. As you will see, job descriptions fulfill only one of the following criteria reasonably well.

Here's the really scary thing about using job descriptions or otherwise lame job postings. They are, of course, only one piece in the large puzzle of things that impact your ability to attract great talent. But, since a job posting - on a job board or your applicant tracking system (ATS) - is often the "gateway" to the online application, almost all candidates will end up staring at your bad job posting. No matter how positive their impression has been up until this point, you may abruptly lose them.

So, what makes for a good job posting? Here are some ideas for achieving this lofty goal:

## A Day in the Life

More than anything else, candidates want to know "what will I be doing every day?" I have seen some otherwise amazing job postings that push the creative envelope so far that they fail this critical test. This, by the way, is the one criteria which job descriptions typically meet, if imperfectly. Job descriptions may define the average day more in the form of requirements than activities, but at least that somewhat showcases the "ingredients" that comprise the job.

## It's an Advertisement

This is where job descriptions really fail. While job descriptions serve an important HR function, they were never written or intended to be advertisements. They make no effort to sell the job. They are completely lacking in WIIFM -- "what's in it for me?" As a result, postings that fail to "sell" the job create what's known as adverse selection. Discerning candidates will take a pass, while desperate candidates (the ones who apply for any and every opportunity) will apply regardless of how bad your job postings are.

## How Will I Make A Difference?

This really matters to most candidates, especially the good ones. As important as it is to define daily activities and the WIIFM, exceptional talent really wants to know what meaningful responsibilities they will have, and what contributions they will make to the company's success, the community, the lives of others, etc.



# Job Postings that Work, cont.

## Will I Be Happier?

Think about the type of person you are trying to attract and what motivated them to go into the profession they chose. Now, consider this question: why are they looking to make a change? (Assuming they are employed.) What frustrates them about their current/last job? Understand that and tailor your job posting accordingly. Of course, you better be able to deliver on your promises!

## Your Culture and Employer Brand

The WIIFM we talked about earlier applies just as much to your company as it does to the job, maybe more. So, what are your Employer Value Propositions? What are the highlights of your culture? What are the ways you invest in employees and your work environment to be a great place to work? Your job postings and (on job boards which feature separate profiles) related company profile need to ensure transparency, so candidates know why they'd want to work for you! Career Opportunities and Corporate Responsibility are two very popular examples.

## The Unexpected

As any job seeker surfing job postings online will tell you, they all tend to look alike, (especially the ones that are job descriptions). So, there's something to be said for being different just for the sake of being different. You need to find the type of weird/different that works for your culture and brand!

By the way, if all this sounds like more of a task for marketing than human resources, kudos for recognizing that! But in most organizations this partnership is neglected and poorly leveraged (or downright non-existent). Time to take a first important step towards beginning this valuable partnership. Pick up the phone and ask for some help from marketing. After they help you create a few job posting templates, you should be able to easily adapt them to any new requisition.

## FILTERING

HR professionals, I bet I know what you're thinking. Selling the opportunity and getting all creative is all well and good, but job descriptions serve an important filtering function. If you are already getting deluged with applicants, you may be thinking that the last thing you want to do is make your job postings more attractive.

Here's how you can simultaneously raise the bar on filtering and quality control, and keep job descriptions in the mix ... where they belong:

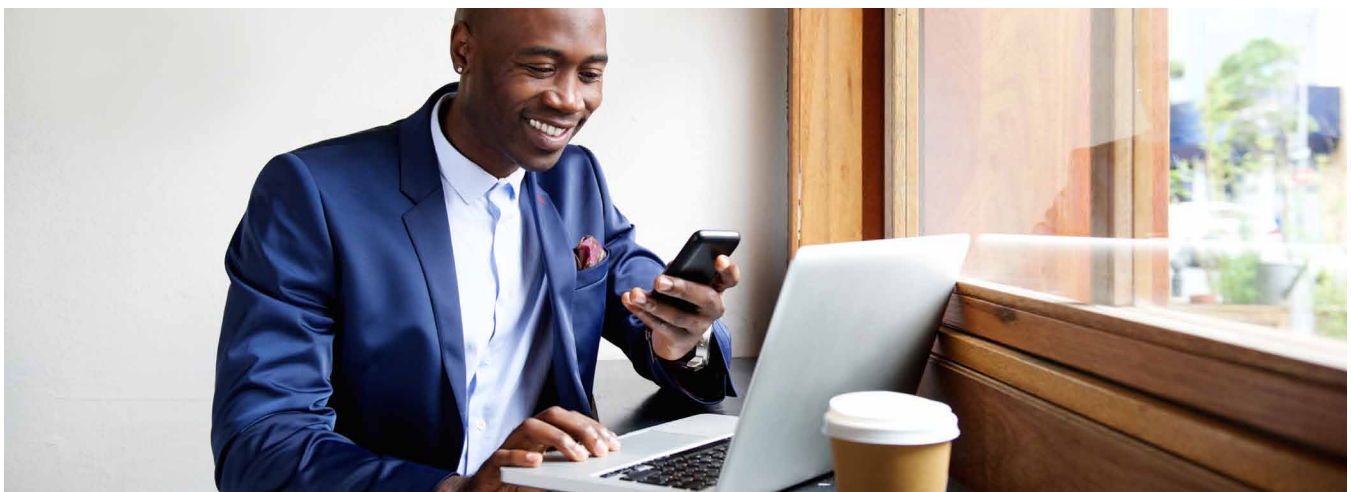


## Job Postings that Work, cont.

01. Most job boards and ATS platforms enable screening questions – probably the single most under utilized (or poorly utilized) feature, in many cases. These questions should do your filtering, not your job postings. It's OK -- even advisable -- to include basic requirements in the job posting. But rely more on screening questions to knock out unqualified candidates.
02. A proper job description includes a level of detail you would never use in a job posting, much less screening questions. For example, "Requires the ability to rapidly and constantly lift large and heavy packages and boxes and to repeatedly load and unload large boxes throughout shift. Must have ability to safely lift minimum of 50 lbs. without assistance and to push and pull up to 150 lbs. with appropriate equipment." You still need to ensure these requirements are met. The best practice here is to work this into the interview process. Require candidates to review the formal job description and sign off, i.e., confirm that they meet all the requirements.

See, you can have your cake and eat it too! Pull no punches when it comes to writing those love letters. But learn how to turn screening questions into a far more powerful filter than the job posting could ever be. You'll attract more candidates, and filter out the unqualified ones.

If you're still using job descriptions as job postings, it's time to stop. **Good job postings are advertisements that "sell" your opportunities to top candidates.**



# Using Video and Photos to Communicate Your Brand

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If a picture is worth a thousand words, then photos and videos can obviously be a powerful part of attracting top talent. And, as the following tips will suggest, chances are you don't have to spend lavishly to put your best foot forward:

## Take Advantage of YouTube

Unless the highest standards of professionalism are a hallmark of your culture, it's not necessarily essential that you spend tens of thousands of dollars on professional video production. In this YouTube world, viewers are more impressed by authenticity, creativity and entertainment than they are by production value.

## Keep consistent with your company culture

Many corporate branding videos start and end with comments from the CEO/Owner/President, and are otherwise largely narrated by senior leaders. If that's consistent with your culture - top down, senior management highly involved in everything - that's appropriate. But if it's not true, don't create the misperception that it is.

## Show-Don't tell

Carrying that last idea a step farther, some employers are doing away with narration altogether. Instead, the video simply shares aspects of the culture, work environment or interaction between workers (for example) and viewers are left to draw their own conclusions.

## Show photos of the workplace itself

I recently stumbled across a manufacturer whose Career site boasted about a new "award-winning, state of the art" facility ... and didn't share any photos of it. Big mistake! Job seekers want to know what sort of work environment they would be working in.

## Authenticity is crucial

There's a recent trend towards tongue-in-cheek employment branding videos where employees dance and sing to popular songs. If that's your culture, great! But not everybody wants to work in that type of culture. Make sure your video appeals to the type of talent you want to hire.

## Consider videos associated with job postings

For example, a thirty second video of the hiring manager describing what he or she is looking for helps candidates understand not just the job, but the person they would be working for. Again, you can get a lot more creative than that. Candidates want to know what all of your leaders are like. If you have a casual and somewhat wacky culture, for example, feature of video of each of your leaders telling their favorite stupid joke.

# Turning LinkedIn into an Asset

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LinkedIn has established itself as a major player in the employment arena. Granted, it's far more dominant in some fields than others, and for certain types of jobs. It's not huge in manufacturing, and it's not widely used by blue-collar workers. But obviously manufacturers employ white collar professionals as well. So it's helpful to be reasonably on top of LinkedIn. Keep in mind that LinkedIn tends to attract savvy, innovative, technology-oriented people who like to learn and embrace new technologies – if that's consistent with the type of talent you like to hire, read on.

This document isn't a "how to" primer on posting jobs and sourcing talent on LinkedIn. Rather, it provides some useful tips that will ensure LinkedIn is more of an asset than a liability ... whether or not you are posting jobs or sourcing candidates.

Job seekers frequently research employers on LinkedIn. In contrast, customers and potential customers rarely research you on LinkedIn. So why are over 90% of LinkedIn company profiles clearly written to appeal to customers and don't even acknowledge employment?

Similarly, job seekers are researching hiring managers and company leaders on LinkedIn. If they discover that few of them are on LinkedIn, imagine the conclusions they draw. And it's not much better if they find largely blank profiles, or profiles that look like were written by the marketing department and reviewed by legal.

Make sure your leaders and hiring managers understand that the size of their LinkedIn networks matters. If they restrict their connections to people they know well, in other words they deliberately keep their networks small, for all intents and purposes they aren't on LinkedIn. They're effectively invisible.

Another common gaffe that make a bad impression is glaring typos on profiles. For example, it's not infrequent to see people on LinkedIn who have misspelled either: 1) their name, 2) their title, or 3) their company name. In fact, there is a Milwaukee-based manufacturer who has their company name badly misspelled on their company profile.

Perhaps worst of all, a surprising number of people don't just have a bad LinkedIn profile, they have 2, 3, even 4! How they got that many is a long story, but the reason people don't realize they have multiple LinkedIn profiles is simple: nobody ever looks themselves up on LinkedIn.

So what can you do if your employees have bad LinkedIn profiles? In many cases, they don't even know what constitutes a good LinkedIn profile, and you can't require them to fix whatever may be wrong. But who would say no to a "free LinkedIn tuneup"? Hire a social media savvy marketing intern for a summer and offer all of your leaders (or perhaps every employee) a free review.

Active LinkedIn users love the "who's viewed your profile" feature. If you are courting a candidate you really want to land, and you believe he or she is active on LinkedIn, here's a tip to really tilt the odds in your favor. At or just before the time when he or she will be considering a job offer, have the hiring manager (and if possible, the CEO or some other comparable executive) view the candidates profile on LinkedIn.



# Assess the Hiring Process

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## Ask the right questions to attract qualified candidates

Whether you're making a sale, coaching an employee, or handling a customer complaint - getting the right information is critical. Stephen Covey reminds us "seek first to understand, then to be understood."

Often though, we're in a "telling mode," just doing things the way they've always been done, or asking the wrong questions. Here is a recent example:

I received an unsolicited credit card activation. I didn't apply for it so I called the company to tell them to cancel the card. I was transferred to the Fraud Department and waited on hold for 37 minutes before talking to an employee who was perplexed and cancelled the card. Afterwards, I completed the "1½ minute survey" to share my disappointment. Just two questions - was the Customer Service Rep that I spoke to courteous, and was the problem resolved. I had to say "yes" to both. However I was disappointed and annoyed, especially since there was no opportunity to share my frustration. Missed opportunity!

Today's talent market is the most competitive in years. Hiring great employees is getting both harder and more critical. It's time to look at your employment process and think about asking the right questions to help improve your process and your results.

The hiring process starts when there is a staffing need... usually a Hiring Manager says "I need a \_\_\_\_\_ to start ASAP." The usual questions are:

1. What's the job description?
2. What does it pay?

Critical questions, to be sure, but not enough if your goal is to attract the most qualified candidates!

Here are a few more important questions that, overlooked, are a missed opportunity.

- > **What is the most attractive part of this job? Why would someone leave their current position to take this position?** Today's talent, especially today's TOP talent, has lots of choices and are more discerning than ever. Recruiters need to be armed with information that will attract candidates to apply for this position. Posting job description full of your criteria and expectations is just not enough.





## Assess the Hiring Process, cont.

- > **What attributes will make someone who fills this position most successful? What are the attributes of people who have been successful previously?** Most job postings include a wide breadth and depth of criteria that are not truly necessary. Think about a prior employee who excelled in the role – did he or she have all the requirements?
- > **Besides posting the job on the website and job boards, what else is being done to find qualified and interested candidates?** A simple “post and pray strategy” has lost its effectiveness. If that is the extent of your recruiting strategy, you’re probably already disappointed in the results! Other ideas to consider: employee referrals, outreach campaigns (email and phone) to previous applicants, and data base searches (Resume databases, LinkedIn searches, Google searches).
- > **What sources are the most effective for finding qualified new employees?** Recruiters can usually provide helpful analytics. Metrics like Source of Applicant and Cost of Source will give you good information on where candidates are coming from, as well as the cost effectiveness of each source. But the critical metric is the source of the new hire. You may be spending money and time on a source that supplies a lot of candidates that do not result in hires – i.e., they are expensive, low quality sources.
- > **Why do candidates abandon the application process?** The online application process may be driving candidates away. If it takes more than 15-20 minutes to submit an application for your job opening, qualified applicants may just give up. It is worth reviewing the online application hurdles and candidate experience to determine if the experience is inviting or not.

We can no longer afford a “that’s how we’ve always done it” approach to recruiting. And there’s no better way to keep our recruiting tactics and processes fresh and effective than asking the right questions!





# Recruiting Talent to the Region

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According to scores of recent demographic research, the Midwest is facing a talent crunch. Baby boomers are retiring at a faster pace than the millennials are entering the workforce. There just aren't enough people coming into the workforce to replace the people retiring.

There are many ways to grow the existing labor pool including retraining and expanding the skill sets and education levels of current workers, retaining graduating seniors from Kenosha Area colleges and universities and luring out-commuters to consider positions closer to home. Additionally, 3.5 million people reside within a 45-minute commute from Kenosha County. That's a lot of people to draw from!

Many initiatives are underway in Kenosha County to make progress in many of these areas, but the fact remains that these existing efforts alone are not likely to get Kenosha County to a point where it will be able to meet the talent needs of our existing and future employers. Most Midwestern communities - including Kenosha County - will need to attract skilled and educated people from outside of their community.

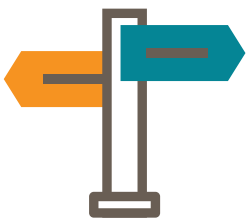
Kenosha County has a distinct advantage in this area, however, due to its own attractive amenities and its proximity to Chicago and Milwaukee. To start with, Kenosha has over 12 miles of public lakefront to bike, walk, sail, swim and enjoy - all of it much more accessible than the big cities. Enjoy a Kenosha Kingfish game - or take a short ride to Miller Park or Wrigley Field. Take in one of Kenosha's four museums (most of which are free) - or take the train to the world world-renowned Museum of Science & Industry among many others. Hop a trolley ride downtown, shop at Premium Outlets, swim, skate or workout at the RecPlex, or enjoy Kenosha's vibrant art scene.

Companies not only need to sell their company, but their community as well. One of a company's first questions when considering relocating to the area - as well as companies that have been here for years - is "Can I attract employees who want to live and work in this area?"

According to economic development marketing experts DCI, one of the most important strategies for attracting talent is to drive potential employees, residents, and other visitors to a one-stop-shop website that showcases what your community has to offer.

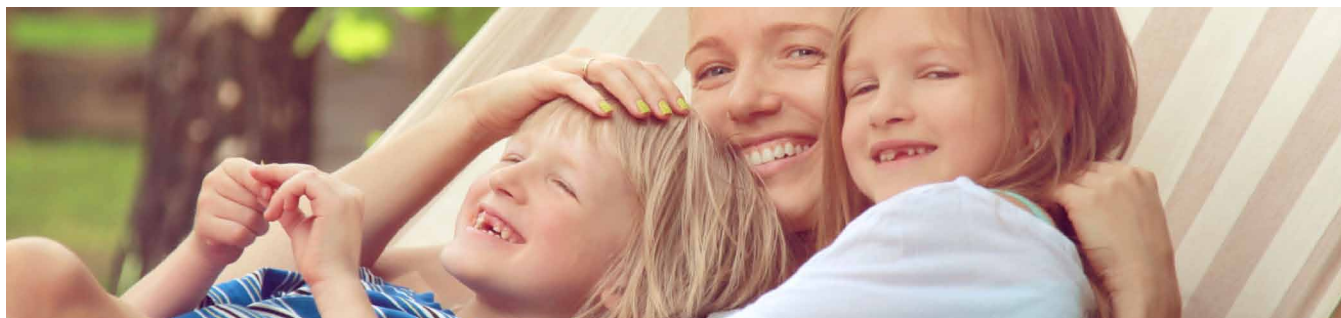
A community-wide effort has been underway to create a website that showcases Kenosha County's recreational and cultural amenities, educational opportunities, lower cost of living, strategic location, great neighborhoods, shopping, dining and its many other positive attributes.

As the battle for talent grows, communities across the nation are creating sites like these to let people know about their community (check out [someplacebetter.org](http://someplacebetter.org) and [livegp.org](http://livegp.org)). We hope local employers will find the site valuable as they seek to attract talent to work and live here.



Even if a company's HR team and recruiters can sell their company well, **they can't be expected to be tour guides and know everything about the community.**

# Recruiting Talent to the Region, cont.



## RECRUITING FAMILIES

Recruiting a great candidate is only half of the story - often times, companies need to recruit the candidate's family as well. The key is understanding the things that matter to them, and how local resources correspond. The following list, far from comprehensive, shows the types of concerns families may have:

Education	How good are local schools, public and private, at all levels? For some families, are options like Montessori and Charter schools available?
Employment	Are suitable jobs also locally available for family members?
Crime	What's the local crime rate? How is it trending? How does it compare to where they are potentially relocating from?
Houses of Worship	Is there a suitable church, synagogue, mosque (etc.) located nearby?
Restaurants & grocery stores	Families with special dietary needs, ethnic preferences or special tastes care what food is locally accessible.
Athletics	A son or daughter who is actively involved in Jiu Jitsu, one with ambitions to be a professional ballerina, a spouse who loves kite surfing or a candidate who is an avid cyclist are a few examples.
Cultural resources	Families may place higher-than average importance on theater, arts, music, etc.

One key to success is being willing to talk with other family members. Your candidate probably isn't in the best position to champion the resources available in Southeast Wisconsin to meet their family's needs. An offer to talk to a spouse (or even children, especially older ones) may be necessary. Sometimes, you may need to put them in touch with someone who has deeper knowledge about a particular type of asset. In Kenosha County, contact the Kenosha Area Business Alliance at [info@kaba.org](mailto:info@kaba.org) as a starting point.



# Attracting & Engaging Millennials

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There are 1.7 billion Millennials worldwide with over 80 million in the U.S. alone. This generation will dominate the workforce by 2020 and change the way the world works. So how do companies connect with this powerful and illusive demographic? These days every company is trying to “engage” Millennials, but the truth is Millennials aren’t asking to “be engaged.” They’re seeking an environment that allows them to engage themselves.

These individuals are extremely passionate and drawn to work that promise self-direction, work-life balance, fulfillment and flexibility. They’re the most highly educated of any other generation and highly dependent on technology. Collaborative, open-minded, goal-oriented, and sociable, they have high expectations of their employers and loyalty to companies willing to make an investment in their future.

You don’t have to spend a lot to appeal to this generation. Here’s what you can do now:

## PROMOTE A COLLABORATIVE ENVIRONMENT.

Teamwork and collaboration take precedence for many millennials. They want opportunities to be mentored, a person to bounce ideas off, and freedom to voice ideas and concerns with their peers. Ensure that the management team, from the top down, is readily accessible and very communicative with everyone at all times. Millennials want to know that their concerns, frustrations, and feedback are being heard. This allows the company to constantly be working together to make the environment a team rather than individual departments and overall a better company. The feedback might not always be necessarily specific to a whole department, but may be individual and want to reach out about their specific careers. So, laying out career paths for employees, and looking at an employee’s total contributions to see if they could have a greater overall impact on the business in a different department.

## BE INVENTIVE WITH YOUR PERKS.

One of the more up front, appealing ways to engage employees is a flexible work environment. Offering varying and unique benefits are highly engaging to Millennials, examples include summer hours, recreational league teams, and frequent summer cookouts. Employers can also considering offering a



# Attracting & Engaging Millennials, cont.

casual dress code when appropriate for the business for employees. Other non-traditional perks could include weekly breakfast club, flexibility in hours/shifts, and a reduced gym memberships or fitness perks.

## VALUE THEIR CONTRIBUTIONS.

Millennials – and really all employees – want to know their hard work contributes to the overall success of the organization. Let them get involved in the decision making process and be transparent about what your company is and is not. Employers should show that they want them to become part of the bigger picture of the company and grow with them. When a potential Millennial comes into the facility to interview, intern or job shadow, show them all factors that play into what makes their company so attractive and unique.

## PROVIDE PROFESSIONAL DEVELOPMENT OPPORTUNITIES.

This generation wants opportunities to grow as professionals and with your company. Professional development and training opportunities gives them the ability to brush up on skills and become more versatile in the organization – and that's also good for your bottom-line and your brand. Simple things like offering webinars, mentorship opportunities, and encouraging involvement in community or industry trade organizations can be low-cost, effective tools for professional development. Plus, when you have people represented from your organization at seminars, conference and training events – they get your brand out, too.

Companies that are successful in attracting and engaging this generation have done so due to small changes and company culture shifts. Hiring and retaining Millennials is a necessity and it doesn't have to be difficult. Take some time to reevaluate your hiring practices and work environment. Some small changes can provide major results.

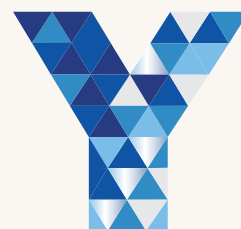
Young Leaders in Kenosha (YLink) is Kenosha County's premier young professional organization specializing in connecting young professionals to each other and to the Kenosha community. YLink supports community efforts to attract and retain YPs to develop their personal and professional network, engage with the local nonprofit community and expand their leadership development. More than 20 local young professionals serve on the YLink leadership team and are responsible for steering the mission of the organization.

With almost one third of Kenosha's population made up of YPs, YLink is impacting the next generation of leaders.

Y-Link hosted more than 23 events in 2015 with 825 people attending one or more event. Highlights include the Future 5 Awards held annually in October and #YPWeek in May.

Consider YLink a resource and perk for your young professionals. Encourage your staff to get involved with YLink! Help them grow professionally, make connections in the Kenosha Area and give back to the community.

KABA is proud to manage this initiative. Learn more at [ylinkenosha.com](http://ylinkenosha.com).



**LINK**  
YOUNG LEADERS IN KENOSHA

# Employee Referral Programs

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Employers who do employee referral programs well typically report that they are the #1 source of both quantity and quality hires. In fact, they attribute additional benefits, including lower cost of hire, faster time to hire, and better retention.

Simply, employee referral programs formalize hiring referrals from existing employees (and sometimes past employees as well). Most create a financial incentive for employees to share referrals. In many cases, financial incentives are considerable, since the alternatives include contingent third party recruiters (who often get paid 25% of the first year's salary) or the high cost of extended vacancies – unfilled positions.

There is one down side often associated with employee referral programs. If you're struggling to diversify your workforce, an employee referral program won't help, since people tend to know people like themselves. The simple solution is to make an employee referral program one part of an otherwise well-rounded, multi-faceted recruiting toolkit – a best practice anyway.

Following are the keys to an optimal employee referral program.

- Make sure all employees have ready access to a list of positions open for referrals, for example on your intranet. Employees will only provide referrals to open positions that are "top of mind" for them.
- Incentives matter, but they don't have to be financial. Looking to steer clear from financial bonuses? Try non-financial rewards, such as a choice parking spot or company box seats at a local sporting event.
- Promote program success. Ensure employees know when a referral turns into a hire. This regularly reminds current employees that the program is active and others are taking advantage of it.
- Candidate experience is king. This is especially true for candidates who come through referral programs! They've heard the best about the company, so make sure to live up to their expectations. If your employees refer people they

Another reason social recruiting is becoming increasingly effective is that the types of talent in highest demand are getting sick of being hounded by recruiters. They often ignore LinkedIn inmail messages from people they don't know. Recruiters and HR professionals are increasingly unwelcome in social media groups.

**Many of these candidates are only accessible via people they know and trust!**



# Employee Referral Programs, cont.

care about, and those people have a negative experience, those employees probably won't provide any more referrals.

- Incentivize all referrals. Since the odds that any given referral will become a hire are slim, employees can get discouraged. Make every referral count! For example, make every referral earn a chance at a quarterly drawing for an iPad.
- Avoid delayed bonuses, e.g., after a referred employee has worked for six months. It's not an employee's job to ensure a good fit and retention, it's the company's. The program should simply encourage referrals!
- There is no reason all open positions need to have the same financial incentive. Positions that are especially difficult to fill should have a higher incentive. Additionally, changing up the program regularly, for example with "monthly specials" ("this month, successful referrals for java developers will get a double bonus!") help keep things interesting and compelling.
- Introduce gamification principles, such as cooperation and competition. Here's an example of each. Motivate competitive employees by creating a visible leaderboard and offering an extra incentive for the top referrer. And create a collective incentive by setting shared goals – "if we get 100 referrals in October, we will celebrate with a catered lunch!"

Your employee referral program will work in direct proportion to how positive your employees feel about working for you. If they are happy, you can't stop them from recommending you. If they aren't happy, no incentive will compel them to recommend you to people they care about.

Once you have optimized your employee referral program, take it to the next level. Tap into the power of "social recruiting." At its simplest, that's where you encourage employees to tap into their social networks as a source of referrals. If you don't allow and encourage this practice, it may not occur to employees, or it may seem too easy – like "cheating." Following is a "good, better, best" approach.

**Good** "Good" is to start by simply updating your employee referral program (for example, in your handbook or on your intranet – wherever it's defined) to allow and encourage referrals.

**Better** "Better" includes training, since your employees may not be sufficiently savvy about social networking to effectively mine their networks. For example, if your employees are on LinkedIn but only have 11 connections, it would be very helpful if they understand why that's a problem and what to do about it.

**Best** The "Best" scenario further builds on this by reminding employees about open positions and making it extremely easy for them to promote these opportunities to their social networks. There are some great platforms out there (like RolePoint) that help automate this, but there's a simple DIY approach as well. Send a weekly email to all employees featuring good status updates – ready to copy and paste to their social networks – promoting your high-priority open positions.





# Creating a Good First Impression with Interviewees

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Recruiting for a local electrical contractor, I recently had an excellent candidate withdraw after she showed up for two back-to-back one-hour interviews, and learned that the employer had tacked on a third interview. The employer didn't think it was a big deal -- it was the end of the day. In contrast, the candidate was indignant that the employer thought so little of her schedule that they just assumed she could stay, and that there was no need to ask.

## Compare that to a friend's recent experience

A few days before a day-long series of interviews, he received an email from the CEO of the small manufacturer with whom he was interviewing. She started with a detailed schedule for his visit – including bathroom breaks, lunch and a tour. For each meeting, she provided insights about the person with whom he'd be meeting. Name and title, plus some tips – what he or she might be looking for, plus thoughts on communication style.

I doubt the CEO wrote that email message. But the fact that it came from her was the icing on the cake. As the candidate told me, "I've never felt like such a VIP."

I had a similar experience several years back when an employer flew me across the country for an interview. The hiring manager picked me up in person at the airport. The employer did some other schmoozy things over the next 24 hours, but it was that personal connection with the hiring manager that really impressed me.

The recruiting realities of the last few years – employers holding all the cards, not hiring much and not having to work too hard when we did – allowed us to largely forget how to treat candidates well. That's a bigger problem than it seems. Thanks to Glassdoor and social media, "the ants have megaphones." A disgruntled job seeker can share his or her experience with thousands of other job seekers.

More to the point, job seekers assume (rightly so) that how you treat job seekers is consistent with how you treat employees. Here are some additional examples of ways to make the right impression on job seekers:





## Creating a Good First Impression with Interviewees, cont.

### Be Prompt & Communicate

By far and away the most important tip is to be prompt and open about communicating your hiring decision to applicants. If you decide not to hire an applicant, especially one who has interviewed, professional courtesy requires that you communicate that – via phone, email or letter. And if the decision becomes protracted (a big mistake in itself – the best candidates often have the shortest shelf lives) make sure you communicate that.

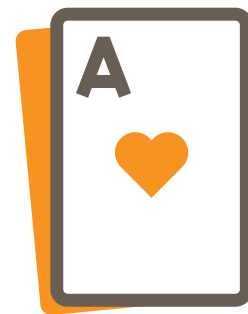
### Flexible Scheduling

Do your best to accommodate job seekers' schedules. If you prefer hiring passive candidates (ones who are working) you make that much less likely if you are unable to interview them outside of normal working hours.

### Say "Thank You"

A modest "thank you" for coming in for an interview is reasonable. Gift cards to gas stations are a perfect example that helps offset the cost a job seeker has incurred by coming in for an interview.

The recruiting realities of the last few years – employers holding all the cards, not hiring much and not having to work too hard when we did – **allowed us to largely forget how to treat candidates well.**





# Onboarding

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A new job is a milestone for employee and employer alike. For the employee, from the new grad to the seasoned senior executive, a major step in a career path has been taken. For the employer, you have worked hard to recruit a candidate who you hope will add value to your team. Expectations abound – and while many factors will ultimately go into fulfilling them, effective onboarding is the first and perhaps most important.

## Onboarding starts during the hiring process.

No one should ever be surprised on the first day of a new job. From the interview to the time of offer, provide the applicant a realistic picture of the role and the company culture. Have they met the key players they will report to and work with? Have they seen their work environment? Have they been informed of policies such as work hours and dress code? Don't skip over items that you think a candidate would not like – it needs to be a fit from both perspectives.

## Roll out the welcome mat.

Day one sets the stage for the rest of the onboarding period. Get all the details done ahead of time! The employee's workspace, email and system access should be ready. Training schedules should be set up and on the trainers' calendars. Schedule lunch with the hiring manager for day one, and with other team members later in the week. If it is your practice to send an org announcement, have it drafted and ready to distribute. List "new faces" on your company intranet and/or newsletter.

## Be consistent.

Regardless of department or location, new employees should receive a consistent message about company history, culture, policies, and benefits. This starts with new hire orientation and follows with training. Offer an "Intro to the Company" training week where new employees learn about the company brand, operations, and business expectations; this is also an opportunity for new employees from different departments to meet and bond.

## Set expectations.

It's never too early to set goals and expectations. Know your company and what the learning curve is; be realistic. The employee should know how and when performance will be measured. Assign a training partner who serves as an avenue for coaching and asking questions. Offer 30-60-90 day check-ins with HR and/or the hiring manager, where the employee not only receives performance feedback, but also has an opportunity to share questions or concerns.

Many factors go into an employee's success, too many to name in a short article. Onboarding may be just the beginning, but it sets the stage for everything else. Careful, consistent planning will ensure it is effective and valuable.

# Additional Resources

For additional resources, contact the Kenosha Area Business Alliance (KABA) at [info@kaba.org](mailto:info@kaba.org) or 262.605.1100.

KABA is the lead business organization that drives economic development throughout Kenosha County and supports and provides services to its investors and the community, helping to ensure growth, a robust economy, and a positive business climate for the Kenosha area.

KABA believes attracting talent and retaining in the area is critical to the vitality of the community and its companies. KABA has taken the lead on several initiatives to bolster the local workforce including hiring a Director of Talent development in 2013; expanding Y-Link - Kenosha's young professional organization; connecting students to business through Schools2Skills; expanding leadership development opportunities and several community marketing initiatives.

