



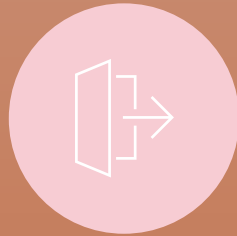
Recruitment and Retention



HOW DO WE KEEP
EMPLOYEES HAPPY
AND ENGAGED?



WHAT ARE
EMPLOYEES
LOOKING FOR?



WHAT IS DRIVING
EMPLOYEES AWAY?



PAY EQUITY
CONCERNS



WHERE DO WE
FIND EMPLOYEES?



How do we keep
employees happy?

What drives employees away?

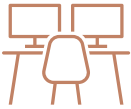
- Data is key
- Cliché but true – employees quit their manager
 - According to HBR, 60% of hybrid employees say manager is most direct connection to company culture
 - Managers are feeling the pressure from employees and Sr. Leadership
- Struggles with return to office
- Better opportunities
 - Purpose
 - New direction
 - Alignment with personal needs/wants

How do we keep employees happy and engaged?



- Check in on them!
- Engagement surveys with action plans
- Is your organization supporting its employees?
- What is your competition doing?
- Are your managers on board?
- Are employees stuck?
- Do people see themselves working there next year?

What are employees looking for?



Hybrid work versus full-time in office



Some still want full remote



Flexible schedules



Part-time opportunities



Growth



Benefits that meet their needs

Make it Personal

1

Engage your
employees

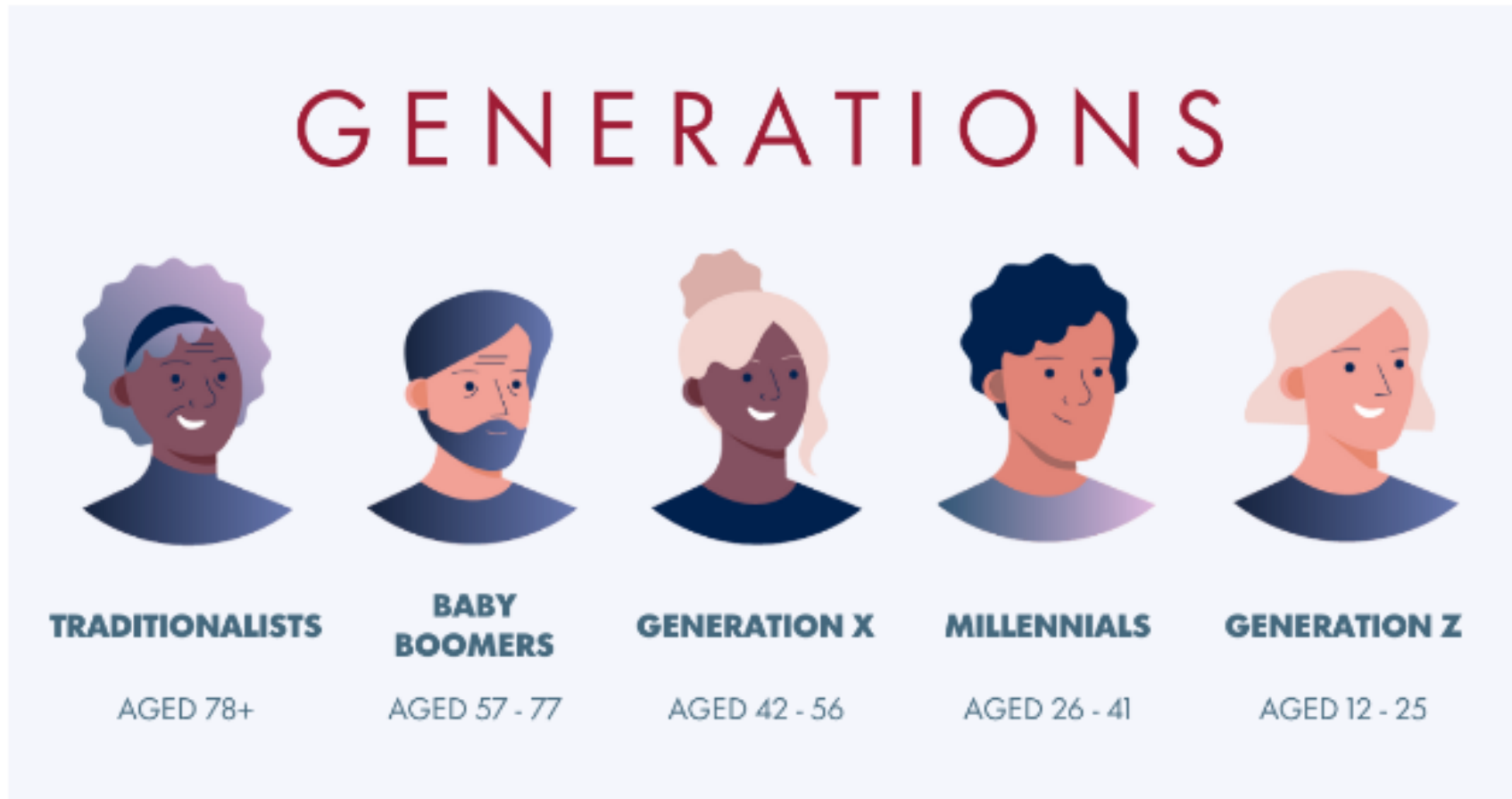
2

Acknowledge
the diversity

3

Meet them
where they are

Benefits Lifecycle



Support Their TOTAL Wellness

- Financial Education & Resources
- Student Loan Support
- Mental Health
- Family Planning
- Fringe Benefits



Pay Equity Concerns



- Tight market compressed pay
- Oregon Pay Equity Law
 - Work of comparable character
 - Existing employee salary concerns
- Signing bonus non-consideration expired last fall
- How to move forward?

Where do we find employees?

- Upskilling internal employees
- Sourcing passive candidates
- Expand and diversify your search
 - Different job boards
 - Disabled employment (2022 recorded highest rates ever)
 - Second chance employment
 - Open hiring policies
- Referral programs
 - \$\$\$
- College programs, intern and externships



Buzz Words



Ignoring Performance Issues



Redefining Professionalism



Trends

Trendy Buzz Words



- **Bare Minimum Monday**

- Not just slacking off
- May help employees be more productive, but depending on person and role

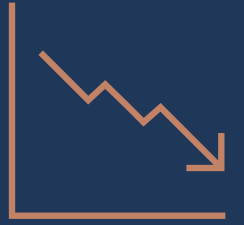
- **Quiet Quitting**

- We used to call this disengagement
- Employees might stay, but orgs lose skills and capabilities

- **Quiet Hiring**

- Acquiring new skills/capabilities without adding employees
- Encourage internal mobility
- Provide opportunities for internal growth and upskilling
- Gig workers for skill-specific or high-priority tasks

Ignoring Performance Issues



- Fear or unwillingness to deal with someone leaving
- Risk to the organization
- Hard on other employees picking up the slack
- Demotivating
- Cost of hiring may not be worth the cost of ignoring issues

Redefining Professionalism



- According to the NSLS, 51% of Gen Z employee surveyed said that their education did to prepare them to enter the workforce
- Soft skills gap, but not just for Gen Z
- New ways of working = new ways of communicating
- Addressing work norms and setting expectations
 - New policies
 - Boundaries
 - Involve employees

Handbook Updates

Engagement Opportunity

Remote Employee Policies

Inclusive Policies

Paid Leave Oregon

Questions?

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Thank you!