

Announcer ([00:20](#)):

On today's episode of Tune in Tuesday, we're joined by director of the SHRM Knowledge Center, Amber Clayton, who will lead a dynamic panel discussion on the coming turnover tsunami and on how to ensure your teams are staffed up with the right people for the future of work. Joining the discussion will be Talent Conference and SHRM21 speaker, Ira Wolfe, president and chief Googlization officer for Success Performance Solutions, and SHRM21 speaker, Dick Finnegan, speaker, best-selling author of The Power of Stay Interviews and CEO of C-Suite Analytics. But first, your Tune in Tuesday host, Christopher Lopez.

Christopher Lopez ([01:08](#)):

Hello, and welcome to SHRM's Tune in Tuesday. If you're joining us for the first time, thank you for tuning in. And as always, if you are returning, welcome back. My name is Christopher Lopez. In today's episode, we are focusing on how to effectively recruit, retain, and engage talent for the future of your organization in a panel discussion led by director of SHRM's Knowledge Center, Amber Clayton. During last month's program, SHRM president and CEO, Johnny C. Taylor Jr., discussed the importance of leadership and personal growth with Jennifer Lee, director of learning and development at JB Training Solutions, and Alden Mills, executive coach, former Navy SEAL, leadership speaker, and CEO at Alden Mills, LLC.

Christopher Lopez ([01:50](#)):

In case you missed that episode, I encourage you to watch the replay at any time on this page. SHRM knows firsthand the importance of the work HR professionals like you are doing around the globe. That's why we want to be your lifelong career partner, and through your membership, you will receive immediate access to the resources and related tools that will support you in your day-to-day role, connecting you to a community of 300,000 members across the globe to stay on the leading edge of the profession creating impact in your workplace and communities.

Christopher Lopez ([02:26](#)):

You can rely on SHRM to access for interactive tools, compliant resources, the latest research like our blue-ribbon commission report on racial equity, professional development, my personal favorite, membership benefits, one-to-one guidance from expert HR knowledge advisors, and so much more. Learn more about each of SHRM's membership offerings and join or renew your membership today. Now, before we get started, let's take a quick tour around the platform. First, if you're looking to add captions to your viewing experience, hover over the player window to find the CC icon.

Christopher Lopez ([03:03](#)):

You can click on the button to turn the caption feature on. Now, to the right here, you'll see our chat window where you can communicate with your fellow attendees and toggle to the other conversation to chat with our SHRM knowledge advisors during today's program, where we are offering you ,our Tune in Tuesday audience, the exclusive opportunity to preview a members-only benefit by asking our team any questions related to today's episodes or questions you may have about navigating the world of work. Just below the window is our polling feature. Let's test it out right now by answering today's question.

Christopher Lopez ([03:40](#)):

What's the biggest mistake employers are making in recruitment? Use your cell phone camera to scan the QR code and submit your answer. Lastly, below the video screen, we have upcoming dates, announcements, and related resources to this episode for you to explore, so be sure to mark your calendars. Now, let's get into today's episode. As workplaces around the globe are beginning to transition out of work from home and other COVID pandemic-related practices, we are on the brink of encountering what many are calling the turnover tsunami. HR and business leaders are looking for ways to prepare their organizations for the future of work, a future that will likely include a need to fill open positions.

Christopher Lopez ([04:30](#)):

Leading a dynamic conversation on how you can effectively recruit, retain, and engage talent is the director of SHRM's Knowledge Center, Amber Clayton. She's joined by two experts speaking at our annual conference and Talent Conferences. I can't wait to hear what they have to say on this crucial topic. Amber, welcome back to the Tune in Tuesday program.

Amber Clayton ([05:00](#)):

Thank you, Chris, and thank you for joining us today on Tune in Tuesday. My name is Amber Clayton and I'm SHRM's Knowledge Center Director. In the Knowledge Center, We respond to tens of thousands of our members' questions each year on employee relations, benefits, compensation, performance management, and more. Our conversation today is around the hot topic of talent acquisition and retention. We will be discussing what has been called the turnover tsunami. This past year has been a challenge for many.

Amber Clayton ([05:27](#)):

Employees have had to shift to remote work, take leave, or leave employment altogether due to various reasons such as lack of childcare, illness, and caring for family members. Employers have had to change operations, schedules, work locations, reduce hours, and lay off employees. Some businesses even had to close entirely. As we move into the post-pandemic period, businesses are beginning to reopen, but employers are now faced with employees who don't want to return. Some want to continue working from because they found it more beneficial to their work-life balance and some employees are not returning to work at all due to various reasons.

Amber Clayton ([06:05](#)):

There've been several surveys conducted over the last year related to this topic. According to a November 2020 survey conducted by Ipsos on behalf of Eagle Hill, about one in four U.S. employees plan to leave their employer as the COVID 19 pandemic subsides. Burnout was cited by a majority of the respondents. In February 2021, the Engagement and Retention Report released by Achievers Workforce Institute found that 52% of 2,000 employees surveyed in the US and Canada plan to look for a new job in 2021. That's an increase from 35% a year earlier. Better compensation, benefits, and work-life balance were the top reasons.

Amber Clayton ([06:46](#)):

There's a saying that employees leave their managers, not their jobs. Well, that's changing because of the pandemic and employers need to be aware of this so they can respond accordingly. Before we jump into the conversation, I want to say that we're often asked in the Knowledge Center for the best practice, and what I tell members is that there isn't a one-size-fits-all. You may hear differences of opinions or practices in our conversation today, but keep in mind that the best practice is what works best for your organization.

Amber Clayton ([07:14](#)):

With that said, I'm pleased to be joined by Ira Wolfe, president and chief Googlization officer for Success Performance Solutions, and Dick Finnegan, speaker, best-selling author of *The Power of Stay Interviews*, and CEO of C-Suite Analytics. Ira will be a speaker at our Talent Conference in August and both will be speakers at SHRM21 in September. Welcome.

Dick Finnegan ([07:37](#)):

Thank you.

Ira Wolfe ([07:37](#)):

It's great to be here.

Dick Finnegan ([07:37](#)):

It's great to be here.

Amber Clayton ([07:40](#)):

Great. You heard me talk about the increase in turnover and reasons for the turnover in my introduction. What are you hearing from employers on this topic?

Dick Finnegan ([07:49](#)):

Well, turnover is up and it's probably just the beginning, because when you think about, we're at an all-time high... Now, all-time high means all time. All-time high of employees quitting, an all-time high of jobs open. Then the real issue from my perspective is, how do you get your top performers to stay because they outperform others by four-to-one in terms of productivity. Ira, I'll invite you to comment. I'm sure you're seeing similar things.

Ira Wolfe ([08:23](#)):

Oh, absolutely. I work primarily on the pre-hire, pre-employment, and development side. I mean, in a word, it's panic. There's not a day that goes by that I don't hear from an existing client or a new client on, where do we find people? And companies that have been fairly stable over time... I work with a couple of... Many organizations, not a couple, but many organizations. They almost apologize that we don't hire because that's the business we're in where we pre-screen people.

Ira Wolfe ([08:58](#)):

They basically almost apologize because, well, we really don't have a lot of turnover, but this is a position, we think next year we might have another one. That's changed a great deal. People took

retirement. Companies that didn't have turnover are experiencing turnover now because a lot of people decided they're done. I mean, the baby boomers, they decided, "Yeah, we're not going to come back." Young people decided, "Now we're going to work from home." So, it's accelerating, and as I said, in a word, it's pretty much panic.

Amber Clayton ([09:33](#)):

Absolutely. Well, given the highest number ever of open positions, which do you think is more important, recruiting or retention?

Dick Finnegan ([09:42](#)):

Well, I'll bet you get different opinions here. Ira, why don't you go first?

Ira Wolfe ([09:48](#)):

Yeah, you might be surprised. It's hard. I mean, let's say you have 80% of your positions filled, 20% of positions open, or whatever that percentage might be, the focus becomes on recruitment. But the reality is, is if you have a churn in the back and people are leaving, then there is no... I mean, I don't have an answer and I think most of my colleagues would agree. There is no answer that a recruitment strategy can keep up with filling the open positions and then also replacing the churn. It's a chicken or the egg.

Ira Wolfe ([10:30](#)):

The reality is, in this environment, companies need to focus on both, but if they have good people in place, I'm going to probably side with Dick on this. I think you need to keep the people, because if you lose that person, it's going to be a challenge like you've never experienced to replace them.

Dick Finnegan ([10:52](#)):

I talked yesterday with an HR executive who has 70 factories across the world. What this person said was, "Somehow we still get people to come, but we're dog chasing our tail if we just keep losing them and losing them and losing them especially early." And I think, Amber, part of this issue is nobody really knows what retention is, nobody really understands what it takes to retain people. It's like, "Pay them enough, give them a bonus, and if they leave, do an exit interview, and then once we have the data from the exit interview, find out why they left out. Oh, they didn't get recognized as employee of the month, employee of the year."

Dick Finnegan ([11:30](#)):

There's never been a science on how to retain until now. Now, our company has built a science for it. There hasn't been a science for it. It's like there's processes and a science for compensation, there's no processes and a science for retention.

Amber Clayton ([11:47](#)):

I agree. So, what's the biggest mistake that employers are making right now with recruiting and retention?

Ira Wolfe ([11:56](#)):

I mean, there's a long list and I guess people can come to my sessions at Talent and Annual and we'll be talking about that. I don't think people... They understand that it's a problem, but they don't understand that life changed. And it's not that just life changed after the pandemic or during the pandemic, it was changing all along and then the pandemic basically brought it to the forefront. There's three things that I always tell people is what the future is going to look like. One is we move from a complicated to a complex world.

Ira Wolfe ([12:32](#)):

And complicated is there's known unknowns. It was difficult to solve a problem, but there was a solution to the problem. When you move to a complex world, it's basically a bunch of complicated problems all mismatched together and there really isn't a single solution, it's evolving. And it's not that we're going, "Let's try this for six months." You have to try multiple strategies and then you have to measure it. Again, I think one of the biggest mistakes is companies just don't measure. I ask people, how many people... They know how many people apply, but I ask them, "How many people saw their applications?"

Ira Wolfe ([13:15](#)):

How many people started an application but didn't finish it? How many people dropped out during the process that might've been good candidates?" And they don't know. So, the metrics are certainly a problem. But underestimating, we move from simple to complex, we move from a linear world to an exponential world. In other words, things are just changing faster, and then that pace of change is accelerating. People think we're going back to this normal. There's a lot of people that regret saying, "Oh, we want to go back to normal," because as we opened up, it's more challenging than ever and that's anticipated at least through the decade of how difficult it's going to be in both acquisition and retention.

Amber Clayton ([14:02](#)):

Dick?

Dick Finnegan ([14:06](#)):

Yeah. Your question was, Amber, I think the biggest mistake, and I was connecting dots between what I just heard Ira say and I said a few minutes ago there's no science for retention. So, let me throw some science at this. First of all, the number one reason why employees stay or leave, or for that matter engage or disengage, is how much they trust their boss. There's going to be aberrations right now because we can't predict much of anything. But if you think of that as a core, then you have to then say, and we always ask companies this, who's accountable for retention?

Dick Finnegan ([14:43](#)):

The answer is usually no one or everyone or HR. But the number one why people stay or leave, is how much they trust the boss. That boss has to be accountable for retaining his or her talent. So, when you start throwing science at retention and you realize there is a way to calculate the real dollar cost and throw an ice bucket of water on the heads of executives to wake up, "This is not rush hour traffic, we have to work around, we got to fix it," and then you establish retention goals, then you're off to a really good start. When you throw in, of course, the concept of stay interviews and forecasting, you have

business-driven methods to cut turnover instead of paying them and doing exit interviews, which do no value at all.

Amber Clayton ([15:33](#)):

Absolutely. Let's talk about retention a little bit more. What are the early warning signs that HR managers should watch out for just to tell if their employees are looking for other employment?

Dick Finnegan ([15:46](#)):

I'll go first and I'll tell you I don't know anymore. I just don't know. I mean, it used to be we would say, "Well, they become distant, their performance lags, they're absent." In this world, they're so many jobs for people to go to and so many... I don't know what percent, you rattled off some really interesting studies and percents in the beginning of people who say they're looking for a job. I'm never sure that data is really reliable, but I can tell you now, a lot of people are rethinking life as well as work.

Ira Wolfe ([16:18](#)):

Yeah, I totally agree. I work with a lot of clients in healthcare. It's not exclusive, but we work there, and I'm always looking for the latest research and sometimes just to make a compelling story. But it was startling. There was a recent study with retirement and long-term care facilities and 94% reported a shortage in staff. But then there was a concurrent study that talked about, with RNs, there's 159% turnover and there is 129% turnover with CNA, Certified Nursing Assistants. So, is it a recruitment problem or is it retention problem?

Ira Wolfe ([17:06](#)):

How do you know when these people are going to leave? They're telling you. I mean, every study says... whether it's 25% or a new Microsoft study said 40% of people are looking for another job, it comes down to sometimes common sense, ask your people. Talk to your people, just ask them a simple question, "Is there anything that would make you leave within the next 12 months?" And have that conversation. Obviously, there's got to be some transparency and trust with the manager that someone would be honest in doing so. But you got to talk to your people. I mean, I don't have any other answer.

Ira Wolfe ([17:50](#)):

And I agree with Dick. I mean, it's not money, it's not benefits, it's flexibility, and it's not uniform. I mean, some people want to go back to work, they want to work onsite. Some people want to stay remote, some people want hybrid. I mean, some people are willing to take less money to work remote. Other people want the money. I mean, we've been talking about it a long time. We've got to individualize and personalize the attention, and companies haven't been very good at that.

Dick Finnegan ([18:29](#)):

Ira, that's a really good transition, I think, to this whole concept of stay interviews, which has become pretty popular around the world. Amber, you mentioned in the introductions that I wrote this book, "The Power of Stay Interviews" in 2012, that introduced the concept. The whole idea was that we have so many ways to communicate from leaders points of view, but we don't have a way to get employees to tell you what's on their minds. I used to say, there's only two kinds of meetings at work. Did you do your work? And here's more work.

Dick Finnegan ([19:02](#)):

Now, it's all tops-down. So, the whole idea was that we have to know where people are, but we don't have a structured way to do it. You mentioned, Ira, what triggered my thought was you said, "Just to ask a question." And there's five questions that are not complicated on the surface, but they get you a lot of information if you learn skills of asking, listening, probing, and taking notes and probing work. So, the five questions are: when you travel to work each day what things do you look forward to? We need to amend that one and say, When you walk down the hall each day, you need to have things you look forward to.

Dick Finnegan ([19:41](#)):

The second one is, what are you learning here and what do you want to learn? If you've been there for five years and you're bored, let's talk about what you want to learn. If you've been here five years and you just want to go home, that's okay. If you've been here two days, tell me what you're learning. The third one is, why do you stay here? And that is so important because in contrast to the fourth question, which is, when's the last time you thought about leaving? What prompted it? Everybody knows that answer. But most people don't know, why do you stay here?

Dick Finnegan ([20:11](#)):

If we can get employees to dig deep, to discover within themselves and announce, "Well, I stay here because of this and that and I like this person, I like this role and that," and you glue together the answer to number one, which is what you look forward to, you can start thinking about, how do I build something into this person's job that really turns them on? The fifth and last question is, what can I do as your leader to make working here better for you? I jokingly say, before the pandemic, we had these stores in malls called the Build-A-Bear Workshop.

Dick Finnegan ([20:46](#)):

I don't if they're still around, but this is the build-a-boss question. This is, tell me what I need to do to be a better... I'll adapt. Tell me what I need to do to be a better leader for you. That's how you build trust, and without trust, it's really hard to keep people.

Amber Clayton ([21:04](#)):

Yeah, absolutely. Trust and communication are key, especially during these times right now. If you are communicating with your employees, you're going to hear what their needs are and what they're looking for in employment and be able to make adjustments if needed. I was just on a media interview recently where we were talking about employers changing policies and practices as a result of the pandemic. Employers need to take a look at that. We're definitely in a competitive world right now for workers, and so, employers need to look at all of their offerings to determine whether or not they're competitive enough for people to stay or people to come on board with the organization.

Ira Wolfe ([21:44](#)):

Yeah. There's another question and there was a book, I think it's by Gary Hamel and Michele Zanini. So, after you read my book and Dick's book, pick up... It talks about humanocracy, getting away from bureaucracy. There was a statement they made in there and I was just, "This is it. This is what needs to change." In most interviews, what happens is, we ask the employee, how will you contribute? How will

you benefit us? How will you help the organization? We need to flip that around in today's world and we need to ask, what can the employer do for the employee?

Ira Wolfe ([22:25](#)):

How can we add value to your life? How can we contribute to you? And not just contribute monetarily with compensation, but what can we do to help you become a better person, to help you realize your goals, your potential. That's hard for companies, because again, they've been just, "Well, we pay them and we give them good health care and we give them a place to work." That's just not enough. It's not only Gen Z and millennials, baby boomers don't want that. And Gen X, we can't forget them.

Amber Clayton ([23:01](#)):

No, don't forget them. Some employers are good at retaining employees, but they're challenged in finding qualified candidates. So, where should they go? What should they do to find those people? We know that there are many ways to source and recruit, but what recommendations do you have?

Ira Wolfe ([23:18](#)):

Yeah, I guess that falls to me a little bit. I mean, we work on that every day and I think the biggest mistake people look at is there is no people farm. There is no one hiding people. There is no one growing people and they go, "Hey, we just need more people to harvest the people out there." We have a distinct shortage. I work with a couple of labor economists, and Gordon is one of them, and he's releasing the report, lots of data. I'll give you the short story: within the next 10 years, there's going to be 128 million jobs that are going to be required, skilled jobs, not low skill.

Ira Wolfe ([23:59](#)):

There's going to be 165 to 170 million jobs available. About 35 to 40 million of those will be lower skilled jobs. But there's going to be 128 million jobs. I just listened to a McKinsey report. Best estimates are 56 million current people. If we don't do anything, there'll be 56 million people available to fill all those jobs. On re-skilling, and a very aggressive plan, the re-skill and up-skill, we're probably going to get another 30 million people upskilled to do the jobs.

Ira Wolfe ([24:35](#)):

Then if we can improve education and target that a little bit, starting down at the elementary schools even, we'll be able to fill about 10 more million jobs. The problem is, is that's 96 million jobs in skilled workers with 128 million skilled jobs. We've got a shortage. Companies are just going to have to become much better. And there's not a single source. There's nobody going to rattle the tree and people are going to fall out. Companies really just need a strategy. Going back to what Dick said, we need to add science to it.

Ira Wolfe ([25:08](#)):

Going back to what I find, I ask, "What's your best source?" "Well, most of our people come from Indeed." Indeed is a source. Does that mean ZipRecruiter is better, the CareerBuilder, a job board, a college, employee referrals? Companies need to identify and track that. They need to improve their process and they need to have better emphasis on candidate experience, I talk about that every day,

and remove the friction. It used to be an application. And this is a big mistake. It's sometimes not the source, where to find people. In every conference... in 2019, I did 29 conferences.

Ira Wolfe ([25:56](#)):

In every conference, I'd ask, "How many people know how many people start their applications but don't finish them?" And maybe in the course of the year, a handful went up. If you're having a tremendous amount of people that said, "I'm going to click to apply. I think I like that company. I'm interested," and then the application is so arduous, it's so difficult to fill out, that 90... 96% of everybody under the age of 30 only owns a smartphone. That's the only tool they own, that's their connection to the internet. You can't complete a PDF application, you can't complete a 100-field application. Nobody's going to go through that.

Ira Wolfe ([26:39](#)):

If you don't have a better application, then it's not the source, it's remove the friction. We're not going to say it's easy to get hired, but you have to have a modern process and a mobile process to be able to do that. I'm not sure there's a magic source out there, but if there is, tell me about it get and I'll keep it a secret, I guess, if it's your magic ball. But you just have to become better once somebody is interested at not losing them.

Dick Finnegan ([27:13](#)):

I'll tell you a good idea and I'll preface it by telling you this. I've mentioned and Ira just mentioned the word science a few times. Here's my really shortened life story. I'm a recovering HR executive and I was once an HR executive for a big corporation. I got asked to cut turnover, I told the CEO, "It's not HR, blah blah. And ultimately, along the course of my career, when I got asked to write my first book, I got really intimidated. After a couple evenings of thinking about it, I realized that a professor could help me. Long story, to make it really short, I found a professor who was interested in employee turnover.

Dick Finnegan ([27:57](#)):

His name is Murphy, my name is Finnegan, I jokingly say it was Saint Patrick's Day. The outcome was that he taught me how to source. At 9:00 PM, he would send me a URL and say, "Use my code, go in here and look at these three studies. Look at this dissertation, look at this, look at that, look at this, look at that." That's the basis upon which everything I do is through that year I went through earning what we called my fake PhD. So, in the course of earning my fake PhD, I learned several things about recruiting that we use with our clients to cut new hire turnover, but I'll tell you one that jumps out.

Dick Finnegan ([28:38](#)):

Employee referrals stay longer, perform better, and have even been proven to take less money. Now, the less money part is not the important part. But having said that, most companies have a referral program and they just throw it out there on a poster, they put it under company intranet, and they don't give it two thoughts. When we begin working with companies and we say, "What's of your employee referral program?" They say, "Well, we don't pay enough," as though money is the big deal. And we've got a whole list of ways to improve employee referrals. I'll tell you my two favorite ways here.

Dick Finnegan ([29:15](#)):

The first one is, whoever is with new hires the most, if you have a new hire trainer, somebody who's doing onboarding, but whoever gets them earliest, give them a goal for how many referrals they should get. Because if you have a five-year employee, they might not know anybody, but if you have a new employee, they just came from somewhere else. Get the new hires, but with a goal that somebody is accountable, that they're going to get five referrals a week or something and track it, make it matter.

Dick Finnegan ([29:48](#)):

The other one, which takes a lot of guts and very few companies have been willing to do this, is whatever you pay, say to all of your employees, "If you get us five who qualify," whatever the qualification needs, they have to stay here 90 days, whatever it is, "But if you hit it right five times, we will double the payout for you for as long as you work here." That will get some energy because employee referrals are mostly an 80/20 game. 80% aren't going to do, 20% do. 20% are network, 20% are interested, get that 20% on your team, double the payouts if they get five or some other number. That'll help.

Ira Wolfe ([30:31](#)):

Oh, sorry, Dick.

Dick Finnegan ([30:32](#)):

No, I'm done.

Ira Wolfe ([30:35](#)):

I guess I was talking about friction and I talk a lot about this in the presentation. There's an acronym one of my friends came up with, Debbie Levitt, and she uses it in customer service, which is what HR is, it's customer service. We talk about FCDD. It's an acronym, I'll let everybody figure out how to say that. We just say it's basically candidate experience is all that stuff. But it's frustration, confusion, distraction, and disappointment. This goes across candidate experience and employee experience. This goes across recruitment and retention.

Ira Wolfe ([31:14](#)):

What are the things that frustrate your candidates and frustrate your employees? What are the things that confuse them? What are the things that disappoint them? What are the things that distract them? Remove those. By doing that, whether it's recruitment or retention, you create a better environment. People talk about good environments. They talk about it on Glassdoor. There's people that get rejected, but they felt respected during the process. There was a conversation going on, they knew every step of the way where they were, how long it was going to take, what was going to happen next, when would they be notified?

Ira Wolfe ([31:56](#)):

If they missed a deadline, the employer let them know that there was a delay. "We apologize about that." They didn't go into this HR black hole. The same thing with employees. It shouldn't take days and weeks to find out, how many PTO days do I have left? Or go into a voicemail box. We need to remove the FCDD, the frustration, confusion, disappointment, and distraction from that process. HR and

recruitment and retention, we need to treat that as a customer service that we do and we just need to become better at it. Frankly, we're not, we haven't been.

Dick Finnegan ([32:35](#)):

Ira, you just laid the groundwork for a pitch here about stay interviews because it is the way to learn what they think. I'll contrast it with engagement surveys. So, you do engagement surveys, you ask 12 questions, you ask 60 questions, whatever it is, you get a whole bunch of data on a scale of one to five on what people like, what people don't. First of all, you don't know what your top performers think, and they outperform others by four-to-one. So, their opinions are in the pile just like the opinion of somebody you'll fire tomorrow.

Dick Finnegan ([33:07](#)):

So, you have all this broad data on what people like and what people don't. So, if you learn, so I'm going to make something up here, the communication is not liked, you say, "Okay, CEO videos, town hall meetings, or recognition. Okay, employee of the month, employee of the year, employee appreciation week, give them a backpack at five years, at 10." But you go on and on down the list, that you keep building this one-size-fits-all programs. And no matter what that program is, making onboarding better, no matter what it is, if it hasn't made individual leaders get closer and build trust with their teams, it's not going to change anything.

Dick Finnegan ([33:45](#)):

There's a great Gallup study, and Gallup... There's so much beside great Gallup study. But Gallup has said since they started tracking employee engagement in the year 2000, nothing has changed. There's gradual improvements. But essentially, a third of our employees give their best, but two thirds don't, so you start there. But then they said, they surveyed employees on, "My manager and I have one of the strongest personal relationships in my life", which is extreme. What they found was, for the engaged employees, 65% scored their manager on a five point scale, five behind, three or higher. For the actively disengaged? 92% scored the boss a one or a two.

Dick Finnegan ([34:30](#)):

I'll throw one more number in here, so lot of numbers. Deloitte says we spend \$1.53 billion a year to improve engagement. We flush \$1.53 billion a year to improve engagement because it doesn't move. Why doesn't it move? Because we keep creating more one-size-fits-all programs. There's a joke line here I say when I speak, which is, when you're at home and somebody says, "How's your day, dear." Nobody says, "My day was okay. I just wish we had pet insurance." Let me tell you, nobody really cares about pet insurance unless their dog gets sick. That's the only day. It is not going to make somebody stay longer, it's not going to make somebody join. It's got to be the boss.

Amber Clayton ([35:14](#)):

It's funny actually, I have pet insurance and I love it. But you're right, I don't think that's the one thing that's going to make me stay with an organization. So, how about the hybrid workplace? Just to dial in on that a little bit more, how have recruitment and retention changed with this massive shift to hybrid work?

Dick Finnegan ([35:33](#)):

Ira, I'm going to guess you're on top of this more than me, but I want to get one important thing in before we go any further, and that is, what it says to your performers and your best performers is they can apply for a job with any company in the world. If you're going to work at home, if you're permitted to work at home, there are a number of companies they can apply for just so broadly increased versus their local town. That is a problem for employers. It's a good thing because you can recruit broadly, but in the short term, you're going to lose more people because of it. But Ira, go ahead. I'll bet you know more than me.

Ira Wolfe ([36:09](#)):

Well, we're all learning. I mean, I think that the important thing that we are all learning. The mistake that people are making is, should we be hybrid or should we be onsite? Or should we be remote or onsite? If you took those as a one in 100, there's 98 degrees of hybrid in between remote and onsite. And it depends. I mean, it's going back to, one is, can your business function remote? Does it require that everybody be there or is it just your preference? Is it management's preference? Or you have space to fill. What are we going to do with all these corporate buildings? We need to bring people in.

Ira Wolfe ([36:54](#)):

But I heard this morning, I mean, I had a doctor's appointment early on, and everybody that came was complaining about the traffic. It's like, it's worse than it was before. People don't want to go back to these long commutes, and if you do require people in, go back to what we said before, talk to them, ask them, "Can you come in two days a week?" But you can't make the decisions for people. If you decide that, "We're going to be hybrid. We're going to require you only Tuesdays and Thursday."

Ira Wolfe ([37:31](#)):

But that may be the two days of the week that that employee, and especially a problem on a retention, on a stay, if it's somebody you want to keep, what if that's the two days that they don't have childcare? So, we're building this thing, the plane took off, we don't know how we're going to land it, we don't know how we were going to even keep it in the air. And this goes for all companies. There's got to be conversation. But there's a very small percentage of organizations, they're saying it's as small as 2%, that will be 100% onsite, and everything else is going to be a variation. It may be Fridays you can work from home, it may be every day you can work from home.

Ira Wolfe ([38:23](#)):

By the way, work from home and remote is different. If you're in the city, younger populations live in the city, they have a 400-square-foot apartment with three people living in it, they want to get out, but that doesn't mean they have to go back to an office. They can go to a co-working space. You can go to co-working spaces almost anywhere and you can be a mile away or 10 miles away or 1,000 miles away. We're all figuring it out, but it goes back to the same question, don't assume anything, which we never should do. It doesn't have to be all or none, find out what works best for you, and the best way to do that is use the stay interviews.

Ira Wolfe ([39:13](#)):

Pick the best people that you can't afford to lose and talk to them and find out what would be the best relationship with them, the best working space, and then help them do that. There's a lot of people struggling at home. They have lousy broadband, they don't have the space, they don't have the equipment. Companies have to support that. A lot of companies did really, really well adjusting last year and others still. We're just waiting until we can come back to the office and that's not a future forward strategy.

Amber Clayton ([39:48](#)):

Not at all. Let's go back to recruitment just for a moment. What about some of the untapped talent pools? What are ways that employers are attracting talent that will help bring about more inclusive workplaces in today's climate especially?

Ira Wolfe ([40:07](#)):

SHRM has done, I mean, a great job. Obviously, I haven't been at a physical annual meeting in about two years. But I know looking at incarcerated, a lot of work's been done, a lot of good people... And individuals are doing the work too. So many success stories. People made a mistake when they were young. If you go back and look at some of the changing drug laws, people were arrested, they had a criminal record for marijuana, and now it's legal to be able to use. Again, there are certain jobs and there are certain convictions, certain records that aren't good.

Ira Wolfe ([40:51](#)):

There's certain people that are probably not incarcerated that just got away with it, they're not a good character. But disabled, again, the pandemic and working remote, going back to our hybrid, a lot of the issues with hiring disabled workers before, especially with physical accommodations, getting them to work, there wasn't a transportation, that's changed. A huge disabled population and that crosses over everything from people that have mental health issues to physical disabilities. And veterans. We do a horrible job of welcoming veterans that have literally given their lives and sometimes it crosses over. Veterans could be disabled and some have been incarcerated.

Ira Wolfe ([41:40](#)):

So, there's a crossover. But I mean, those three groups, I think... Not I think. I mean, companies have done incredible work that took the initiative to uncover good people, talented people, disabled veterans, and incarcerated, three huge pools to be able to draw on.

Amber Clayton ([42:04](#)):

Dick, did you have any suggestions?

Dick Finnegan ([42:09](#)):

I was learning. I was listening to Ira and I was learning and I was thinking to myself that one of the really critical issues for retention that gets back to recruiting is this, that so many companies have a revolving door, that they have this core group of people who've been there for five years or more, but this other group that just keeps revolving and they can't keep people for six months or some short period of time. There's a concept for cutting early turnover called realistic job previews. What it means is that you learn from people who've left.

Dick Finnegan ([42:45](#)):

You literally list the top three reasons they quit and top three reasons they got fired. You make these things so obvious to candidates before they come in the door that they screen themselves out or you screen them out. There's many ways we work with clients to do this. But this is a hard time to get companies to focus on realistic job previews because they've got to fill jobs. The best example I've seen is... So, last week I was in the Atlanta Airport mid-morning. If you've been in the Atlanta Airport, you know it's crazy full of people.

Dick Finnegan ([43:22](#)):

And there were, I mean, really long lines, like 300 foot lines for Starbucks and Chick-fil-A because everybody else was closed. Everybody else was closed. Those metal gates were locked to the bottom. So, if I said to those companies, you got to do realistic job previews because you've got to screen out people, honestly, I don't think they're going to do it. But it's an important retention tool when retention becomes important.

Ira Wolfe ([43:49](#)):

That's so important because the Talent Board has done a tremendous amount of work on candidate experience and unrealistic job previews is one of the top three reasons that candidates drop out. They meet that FCDD, that frustration, disappointment. They read the description and they show up at the interview and the hiring manager is talking about things that have nothing to do with the job. What was promised on paper, on text, not necessarily on paper, but on text, was not what the job was.

Ira Wolfe ([44:28](#)):

So, you just can't throw out that we have tuition reimbursement, that we have job opportunity, and then you find out that, yeah, down the line, if you prove yourself in two or three years you, you may have an opportunity to be entered into a pool to have a chance to basically get a promotion. That doesn't cut it, but honestly, that happens all the time.

Amber Clayton ([44:54](#)):

One of the things that I say to candidates who I interview is that I'm giving them the good, the bad, the ugly. I really want them to be able to make an informed decision about work with us, just as we're making an informed decision about them as a candidate for work. I do try to be very transparent and I know that I risk losing some people, but given the cost of hiring and training someone and having them leave later, that's problematic as well. So I just want to make sure that people know what the job entails and I think many employers should be that transparent. So, do you mind both giving us a very quick preview of your sessions at Annual and Talent? Ira, how about you first?

Ira Wolfe ([45:39](#)):

Sure. My Talent is a little bit different. We're going to be talking about recruiters are standing in deep shifts. We got to be careful when we say that. What are some of the skills? What's changed? I do a lot of work with adaptability and there's actually five abilities such as grit, resilience, and growth mindset, and mental flexibility, and I'm learning new behaviors. We're going to talk a lot about that and that also can be used when people are screening. Who do we find? Who are the people that have the ability to change? Then a little bit more on my traditional conversations.

Ira Wolfe ([46:17](#)):

At Annual, the topic is Recruitment Marketing for the Accidental Recruiter. Recruitment is marketing, but a lot of people came from either HR or up through those ranks. We talk a lot about how to position the company, how to engage, how to reach them as you were asking, how to reach more people, how do we engage them, how to create a better candidate experience.

Amber Clayton ([46:44](#)):

Dick, you're going to be at our Annual Conference

Dick Finnegan ([46:46](#)):

Right. And this goes back to my fake PhD period where I studied so many things. I'm going to address the frustration of HR executives who are held accountable for turnover. The way I'm going to do that is present seven very specific studies that prove that leaders drive retention or engagement and HR doesn't. The purpose is for these HR executives to go back to their companies and not just say, "Hey, it's not me," but say, "Hey, it's probably them," and put in processes for accountability, because as I said earlier, nobody's accountable for retention, or the wrong people, which is HR, are accountable for retention.

Dick Finnegan ([47:36](#)):

So, the whole goal is to make that point clear with data, take these studies back, show them to your executive team, start getting on the right track with accountability for retention in the right places.

Amber Clayton ([47:49](#)):

Those sound like great sessions. We've come to the end of our show. Thank you both for joining us today with this highly beneficial information for employers. Ira, how can our attendees contact you for further information?

Ira Wolfe ([48:02](#)):

One is, I say this succinctly, they'd call me the Googlization guy. You can actually just Google me and I show up in a lot of places. But my website is Success Performance Solutions. You can also reach me, I'm very active on LinkedIn. Happy to connect with everybody. And on Twitter. My Twitter handle is hire, H-I-R-E, authority.

Amber Clayton ([48:27](#)):

Okay, great. Dick, how can they reach you?

Dick Finnegan ([48:30](#)):

The easiest way is probably in LinkedIn. Just go to Dick Finnegan and I'll probably pop up. My email address, which I welcome people to use, but I'll warn you, it's long, is dfinnegan F-I-N-N-E-G-A-N @C, as in Charles, -suiteanalytics.com. So, C- S-U-I-T-E A-N-A-L-Y-T-I-C-S.com.

Amber Clayton ([48:58](#)):

Great. As Chris mentioned in the beginning of our program, there are resources available below the video player on this page. As a reminder, members of my team of knowledge advisors, they're available to answer any questions you have related to this topic and more. Back to you, Chris.

Christopher Lopez ([49:20](#)):

Thank you, Amber, Dick, and Ira for sharing your insights on the program today. In line with today's discussion surrounding the challenges employers are facing in recruitment and retention, we invite you to join us at the upcoming SHRM Talent Conference and Expo 2021 happening August 22nd to the 25th in Las Vegas and virtually, where you'll gain the tools needed to re-imagine your organization's talent strategy, discover creative ways to attract employees, and stay abreast of the latest trends in the industry. For this week only, register with promo code, flash21, and save \$150. So, don't miss out.

Christopher Lopez ([49:59](#)):

Just a few more announcements before we end today's program. In the lead up to Annual, we have an exclusive opportunity for one lucky SHRM21 attendee to win a one-on-one meeting with SHRM president and CEO, Johnny C. Taylor Jr. at the conference this year. To enter the competition, you'll need to create a post on social media using the hashtag #SHRM21, sharing your favorite Annual Conference memory or what you are most looking forward to experiencing at this year's conference. The competition closes Sunday, July 25th, so make sure you post by then. Click the link in the episode resources below for more information.

Christopher Lopez ([50:38](#)):

Next, be sure to check out Dick and Ira's Talent and SHRM21 session descriptions on the conference session planner. We've included the link below. Lastly, I want to remind you that our knowledge advisors are in the chat to answer any questions you may have regarding what you heard today. Feel free to start or continue the conversation as we close today's program. As always, we thank you again for joining us today on Tune in Tuesday and I look forward to seeing you on Tuesday, August 10th for our final installment before SHRM21 Annual Conference.