

The background features a dark blue gradient on the left, transitioning into a vibrant, glowing blue tunnel-like structure on the right. The tunnel is composed of many thin, parallel lines that curve and converge, creating a sense of depth and movement. The light source at the end of the tunnel creates a bright, ethereal glow.

Recruitment and Retention

BUILDING AND MAINTAINING A STRONG BUSINESS

AGENDA

- Introduction
- Employees
- Recruitment
- Interview Process
- Orientation
- Retention
- Terminations & Parting Ways

INTRODUCTION – Who is Alex Cann?

- From:



- Professional Background:
 - Accounting, HR, Operations, Business Consulting & Coaching
- Personal Background:
 - Love sports, outdoors, whiskey enthusiast, socializing with people (from a safe distance these days due to COVID)
- Successes:
 - Operated my own Consulting company for 10+ years
 - Reduced voluntary turn over rates from 20% to below 10% 6 consecutive years
 - Over 300+ hires & 5,000+ interviews in last 15 years

EMPLOYEES – Who are they?

- By definition: workers who gets paid a wage for a set job.
- A more appropriate definition of employees:
 - People who perform key functions of an organization.
 - People who are the life blood of a solid organization.
 - People who are respectful, responsible, hard working and who want to succeed with the company.

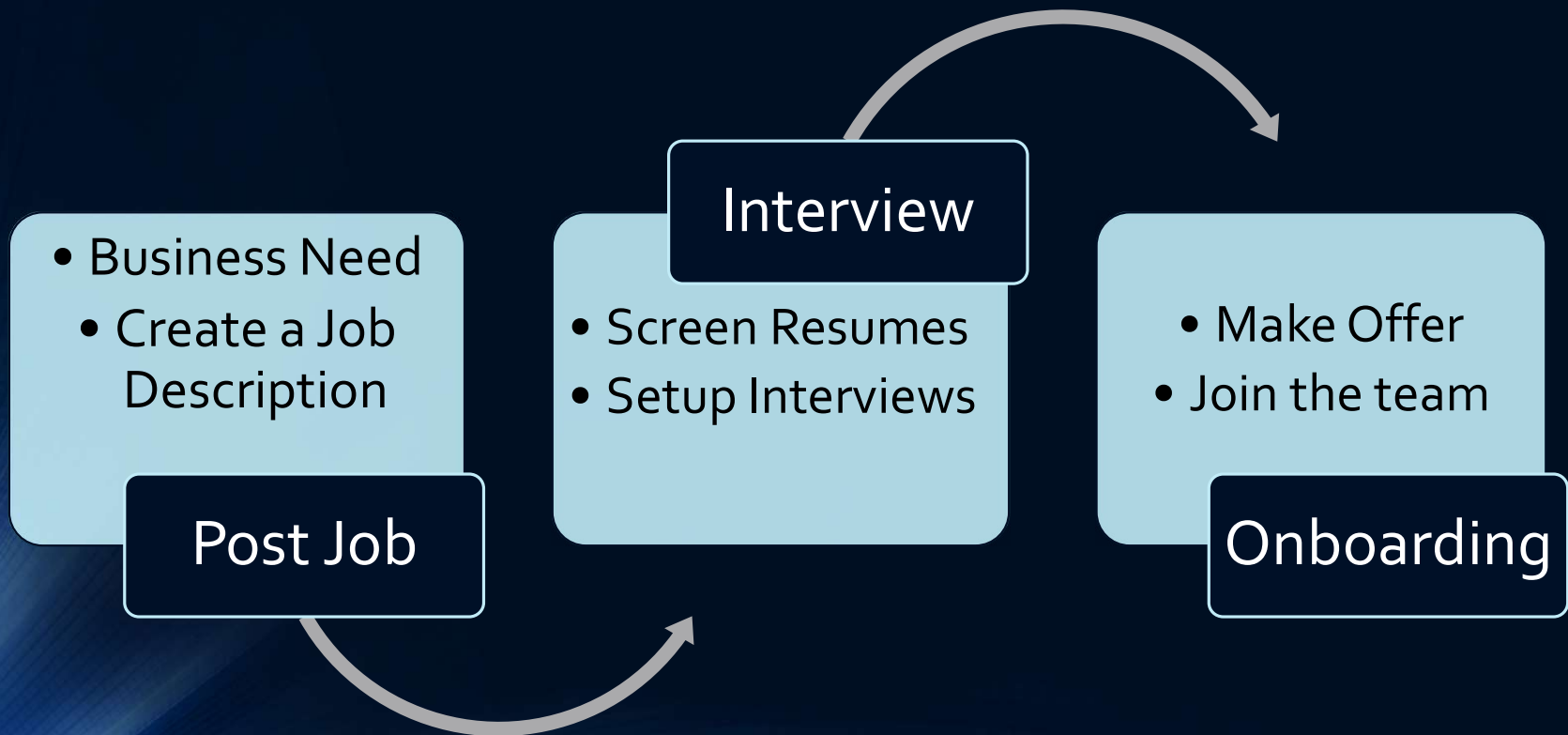
RECRUITMENT – What is it & How to do it well?

RECRUITMENT IS A SALES PROCESS – THE COMPANY'S SALES PITCH TO ATTRACT TOP TALENT

- It is not one sided, you are seeking the right fit and so is the potential hire.
- Stages of recruitment include:
 - Determine the company need
 - Identify the skills and experience to fill the need
 - Attract talented people to fill the role
 - Make an offer to hire the best candidates for the role & company

RECRUITMENT – What is it & How to do it well?

STANDARD PROCESS



RECRUITMENT – What is it & How to do it well?

BEST PRACTICES

- Be clear in your job post:
 - Top requirements for skills & experience
 - Top expectations & responsibilities of the role
 - Top benefits & perks you have to offer
- Post Jobs to relevant job sites
 - a blanket approach can increase costs & not the quality of applicants
- Have an interview playbook
 - Pre-planned questions (mix of situational, competency & behavioural)
 - Define your interview process in stages (screen, assess, test, team)
- Always be honest, upfront & clear about the company & your expectations for the new hire.
- Be willing to pay market price, “you get what you pay for”.

RECRUITMENT – What is it & How to do it well?

JOB SITES:

- LinkedIn – www.linkedin.com (Costs \$\$)
- Indeed – www.ca.indeed.com (Free & Costs \$)
- JobBank – www.jobbank.gc.ca (Free)
- Contact Universities & Colleges – student placements
- Professional Association site – Examples: CPA or CMA
- Your Company Website and Facebook pages

INTERVIEWS – Importance of a good first impression & conversation

INTERVIEWS ARE ABOUT GETTING TO KNOW THE PERSON;
WHILE ALLOWING THEM TO GET TO KNOW THE COMPANY &
THE PEOPLE THEY WILL BE WORKING WITH.

- Remember interviews are a conversation
- Practice makes perfect
- A good interview process is to conduct:
 - Screening conversation (usually over the phone)
 - Assessment meeting (in person or video call)
 - “Test” Skills
 - Team meeting (in person or video call)

INTERVIEWS – Importance of a good first impression & conversation

BEST PRACTICES DO'S & DON'TS

- DO – be prepare with a questions
- DON'T – only read the questions you have prepared
- DO – ask situational, competency & behavioural questions
- DON'T – ask Yes or No questions
- DO – make the conversation friendly & engaging
- DON'T – be overly casual or robotic
- DO – allocate enough time to conduct a thorough interview
- DON'T – rush the candidate or yourself

INTERVIEWS – Importance of a good first impression & conversation

BEST PRACTICES DO'S & DON'TS

- DO – ask questions to get to know the person
- DON'T – ask about race, age, gender, marital, religious, political
- DO – hold post interview reviews
- DON'T – make a decision during the interview
- DO – Look for patterns good & bad
- DON'T – make assumptions, if you are unsure ask more questions
- DO – follow up with candidates you contact
- DON'T – leave candidates hanging or ignore them

ONBOARDING – You're hired! Now what?

YOUR NEW HIRE IS ABOUT TO START, MAKE IT A PLEASANT EXPERIENCE

- Steps for onboarding :
 - Have a new hire checklist
 - Provide any paperwork or information before the start date
 - Plan & schedule the first week
 - Ensure the people assigned to train/mentor are prepared
 - Get the essentials out of the way (Payroll, etc)
 - Don't forget the cheat sheet of basics to know (like tools the company uses, internal acronyms, recurring events)

ONBOARDING – You're hired! Now what?

- Steps for onboarding continued:
 - Make the first day memorable & relaxed
 - Roll out the welcome mat
 - Company swag is always a great way to welcome someone to the team
 - Company/Team Lunch
 - Show them around (the lunch room, social areas & washrooms are equally as important as who works where)
 - Ask for feedback
 - Onboarding continues well beyond the first week

RETENTION – The costs of doing it right & wrong

RETENTION IS A COMPANY WIDE INITIATIVE THAT STARTS FROM THE TOP DOWN AND ROLLS BACK UP.

- Key areas to focus on:
 - What's your Company Culture?
 - Do you have strong leaders in positions to support the culture?
 - A strong company culture is built by your best people not just “managers”.
 - What Motivates your people?
 - What are the perks & rewards to satisfy their needs & wants?
 - How do you measure performance & your people's contributions?
 - What is the compensation for good performance?

RETENTION – The costs of doing it right & wrong

RETENTION IS A COMPANY WIDE INITIATIVE THAT STARTS FROM THE TOP DOWN.

- What is culture?
 - A strong set of values, goals, attitudes and behaviours that characterize the organization.
- Keys to building a strong culture
 - Clearly identify company goals and values
 - Match skills with roles
 - Monitor behaviour
 - Remove toxic employees

RETENTION – The costs of doing it right & wrong

RETENTION IS A COMPANY WIDE INITIATIVE THAT STARTS FROM THE TOP DOWN.

What Motivates your people?

- Statistically speaking, top 5 motivators:
 - Learning and career progression
 - Learning new skills or knowledge in general & being able to advance their career
 - Doing meaningful work
 - This does not have to be saving the planet
 - Improvement to their lives
 - Flexibility in their work schedule & environment
 - Recognition & Rewards
 - Celebrate the wins, does not always require money
 - Job Security

RETENTION – The costs of doing it right & wrong

RETENTION IS A COMPANY WIDE INITIATIVE THAT STARTS FROM THE TOP DOWN.

- Measure Performance & Reward good behaviour
 - People want feedback, they like to know how they are doing
 - Set goals & metrics to measure performance
- Bonus plans should be incentives – Not salary replacements
 - Align bonuses with stretch goals
- Recognition & Rewards do not have to be financial
 - Setup an Employee nomination award – Monthly, Quarterly winners
 - Grant time off or access to special perks
 - Celebrate wins – events & announcements go a long way

TERMINATION & PARTING WAYS

SOMETIMES THINGS JUST DON'T WORK OUT

- For new hires use the first 3 month (probation period) to do a full assessment
 - Sometimes great people are not a great fit
- Address issues immediately
 - Be supportive & provide constructive feedback & solutions
 - Allow the person time to work on fixing issues
- Companies, roles, people change
 - Not everyone adapts to the world changing around them
 - Sometimes the role itself is no longer needed
- Termination process is about respect
 - It's not personal, so don't make it personal
 - It's not about you, keep it factual and respect their feelings

HIRING During COVID

TIPS FOR HIRING DURING COVID

- Use Tools to conduct online interviews – Video Calls: Zoom, MS TEAMS
- Be flexible to the idea of offering work from home
- Broaden your talent search beyond local, WFH means access to a bigger talent pool
- Respect people's safety concerns & flexibility required around scheduling
- Have a COVID work plan – what are the companies safety measures?

THANK YOU

QUESTIONS?

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