

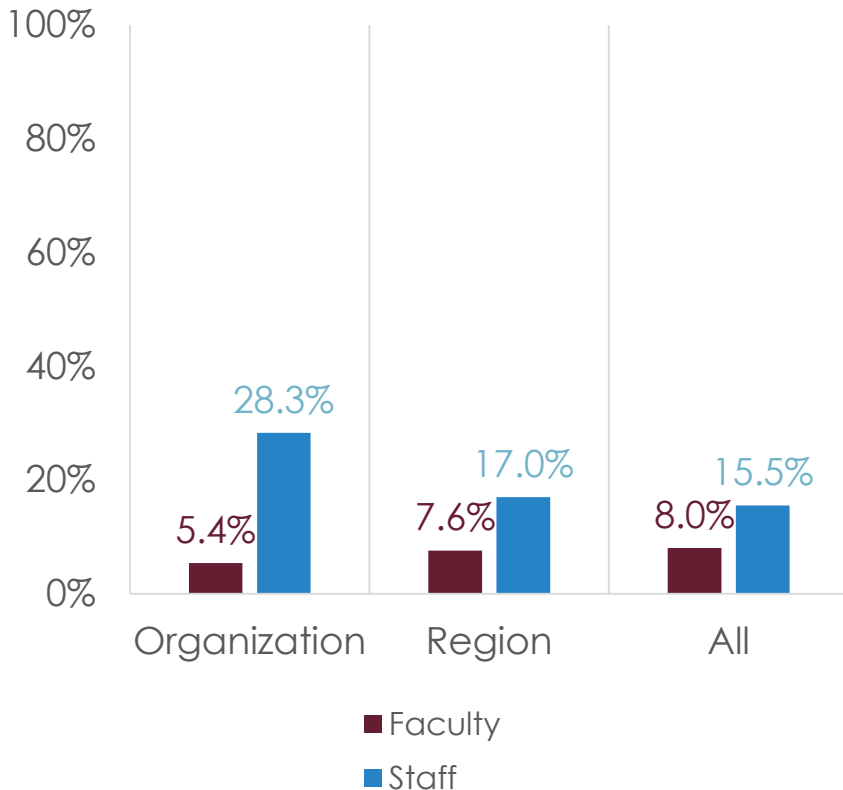
INFLUENCING EMPLOYEE RETENTION THROUGH RECRUITMENT, SELECTION, AND ONBOARDING PRACTICES

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JULY 1, 2021

Background



- ▶ Personal experience & professional interest
- ▶ Organization issue: New Employee Turnover
- ▶ Cost of turnover
 - ▶ Est. cost in general
 - ▶ Est. cost to organization

Purpose

- ▶ Initial Goal
 - ▶ Decrease new staff turn by providing training workshops and resources for hiring managers
- ▶ Adapted Goal
 - ▶ Create online training course for hiring managers

Scope & Approach

- ▶ Scope

- ▶ Research & Data Analysis
- ▶ Develop treatment plans
- ▶ Staff only

- ▶ Approach

- ▶ Start with action research
- ▶ Identified 3 key areas of improvement
- ▶ In person trainings and resource guides

Outcome Data

- ▶ Initial research – Phenomenological study
 - ▶ Email survey
 - ▶ Interviews
- ▶ Only 35% indicated they had formal training
- ▶ Small things missing
- ▶ Only 88% of new hires felt they made the right choice
- ▶ Only 76% expected to be at organization in 2 years

Literature Review

- ▶ Onboarding
 - ▶ 12 month process
- ▶ Recruitment
 - ▶ Active process
 - ▶ Communication matters
 - ▶ Bias training is critical
- ▶ Selection
 - ▶ Think about how you ask questions
 - ▶ Think about WHY you ask questions

Action Plan

- ▶ Initial plan
 - ▶ One area per year for review and revision
 - ▶ In person workshops/trainings for each area
- ▶ Revised plan
 - ▶ Stuck with year by year for research
 - ▶ Final product changed

Risks & Constraints

- ▶ Risks
 - ▶ Learning anxiety
 - ▶ Ability to train all hiring managers
 - ▶ Individual Bias
- ▶ Constraints
 - ▶ Fiscal support
 - ▶ Pandemic

Quality Assurance Plan

Analysis

Conduct action research to identify central issue

Design

Develop treatment plans to address recruitment, selection, and onboarding practices

Development

Build training course in Canvas based on survey data and best practices research

Implementation

Pilot training course with hiring managers for feedback

Roll out training course campus wide

Evaluation

Collect course evaluations on continual basis for course improvements and revisions

Reflection

- ▶ Changes
 - ▶ 4-point survey scale
- ▶ Recruitment as an infinite game
- ▶ Passion for Learning & Development and Human Capital Management

Areas for Future Study

- ▶ Research on correlation between specific practices and employee retention
 - ▶ Does one area have greater impact

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Questions?