



The Great Resignation – How to Recruit, Retain, and Reward Talent

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Agenda

The Great Resignation

Inclusive Hiring Practices

Retain and Reward

Q&A

The Great Resignation

- 50 million workers quit their jobs in 2021 (nearly a ¼ of the total US workforce)
- Leisure and Hospitality has the highest quit rate of 7% (average is 3%)
- What are the cited causes?
 - Workers in the industry had their hours reduced or eliminated.
 - Many also realized the precarious nature of their employment which offered no job security
 - Didn't feel supported my leadership during pandemic

Inclusive Hiring Practices



Have you ever thought...

- I don't want to hire candidates who have job hopped.
- I prefer to/only want to hire candidates already in the industry
- I prefer to hire an internal candidate or past employee because they will take less time to ramp up.
- Comparison of candidates.

What is Inclusive Hiring Practices?

Defined:

- the inclusive hiring process actively recognizes diversity and embraces a wide range of qualities and perspectives that candidates bring to the organization.
 - It's not simply about recruiting people from underrepresented backgrounds or with disabilities in an effort to check a box.

Inclusive Job Descriptions



Before You Get Started

Check Biases

Prior to reviewing resumes and writing job descriptions, check your assumptions at: <https://implicit.harvard.edu/implicit/>

Highlight Opportunities for Training and Growth

Opportunity is an attractive prospect for most candidates and on-the-job training will alleviate anxiety the candidate may feel about not meeting every requirement listed.

Be mindful of job requirements

Clearly identify which requirements are “nice to have” and which are necessities.

Set clear and realistic time expectations

For example, if the role is required to be on call, describe what that means in practical terms i.e. “may receive after-hours calls 1-2 times per month”

Reinforce commitment to diversity

Employees want reassurance that they are joining companies and teams that are inclusive and welcoming. Add **<Team Name>** is committed to cultivating an inclusive work environment where all employees can bring their authentic selves to their work everyday.”

Job Description Best Practices

Best Practice	Description
Be Inviting and Conversational	<p>Your tone should be friendly and conversational, yet professional.</p> <p>Use invitational language such as 'Come join an evolving team (or culture) with a growth mindset.'</p> <p>'Be a part of a team that values collaboration and the idea of working better together.'</p> <p>In addition to you, use 'we' or 'our.'</p>
Convey Culture and Values	<p>Use phrases like 'make a difference,' 'have a growth mindset,' 'create clarity,' 'influence for impact,' and 'deliver success.'</p>
Use Neutral Words	<p>Avoid gender-specific pronouns (he or she) and/or using words such as 'manpower,' 'rock star,' 'hacker,' or 'ninja.'</p> <p>Suggested alternatives would be 'workforce,' 'dedicated,' 'skilled,' 'maker,' 'builder,' and 'artisan'.</p> <p>Make sure you are not using language like 'must' and 'have to' which can intimidate job-seekers and narrow your field of potential Candidates.</p>
Use Industry Standard Language	<p>Be careful not to use company acronyms and jargon that can confuse Candidates, especially external Candidates.</p>
Screen In	<p>Avoid having a long list of qualifications and make sure all that are required are truly mandatory for the job, so that a broader pool of Candidates can apply for it.</p>

Screening In



Screening In
to broaden talent
pool

Review candidates
on the skills and
experience they will
need to start in a
role, as well as the
capability to learn
continuously



The knowledge and skills your team needs today is
most likely not what they will need a few years from now.

Be open to candidates developing
transferrable skills and experiences,
across all industries and

Screening In: What it isn't



Lowering the Bar

We continue to assess skills and abilities for the role, acumen and problem-solving ability.

Now we ALSO :

- look for a candidate's learning ability
- Evaluate key behaviors that drive cultural change
- Assess *how* someone works and *why*



Unstructured

Screening in requires a team game plan.

Interviewers must :

- Be clear on their own role
- Understand and assess for the focus area they are assigned
- Be aware of their own biases
- Modernize how questions are asked and what we look for in a response



Solitary

Screening in requires teamwork. To fully explore important nuances, we must :

- Incorporate feedback from multiple sources
- Seek out input on key behaviors
- Consider all data before a decision is made
- Give and get feedback, employ a growth mindset regarding our own interview style

Screening In Examples

Checklist

- ✓ Look at a candidate more **holistically** than “years of experience”, within your industry
- ✓ Ask **industry-agnostic questions** to help understand core skill-sets and transferable knowledge and experience
- ✓ If a candidate doesn't have a skill, did you consider their Growth Mindset? Could this skill be learnt upon hire? Is **ramp up time** or not having a skill driving a No Hire decision?

"This candidate has some great general sales experience, let's look to understand how willing they are to adapt those skills."

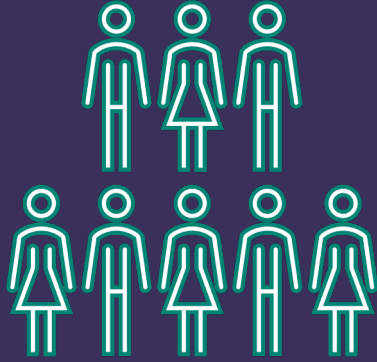
"What skills did you need for that role? How did you develop them?"

"What did you learn in that role and how have you applied that?"

"In reviewing this resume, the core skill-set is really evident."

"How did you deliver for that customer?"





Tips to help you Screen In

Resume Review

When reviewing a resume, focus on the candidate's core skills previous job titles or what University or School they attended

- Look for variety in roles **demonstrating transferrable skills**

Screening and Interviewing

- Look for learn-it-alls e.g. candidates who learn from others and from failure
- Evaluate how and why someone works through Behavioral Interviewing (open-ended, industry agnostic questions, asking the candidate to describe his or her past experiences/learnings)
- Seek to understand the experiences and learnings of a candidate through probing questions

After an interview

- Exercise a growth mindset regarding your own interview styles, be aware of your own biases and focus only on the answers given in the interview
- Ensure timely, objective & specific feedback
- Conduct an interview debrief after every interview to unpack any biases and ensure the right hire is selected for the right role

Forbes reports a **56%** increase in job performance when employees feel they belong

Culture “Add” > Culture Fit

Does your company aspire to foster an inclusive work environment, where every employee can bring their authentic self to work, and **not feel the need to cover to “fit”** our existing organizational culture.

To accelerate your culture, there is an opportunity, with every open role, to screen in and select people who **exhibit inclusive behaviors and ultimately add to the organization** we aspire to be.

Interview Etiquette & Best Practices

- **Be Intentional:** Proactively build your pipeline by sourcing and seeking referrals from employees who are part of the groups you are looking to diversify your employee base with.
- **Prioritize Diversity:** Ensure your loops are composed of diverse interviewers.
- **Introduction:** Invite candidates into your culture, share who you are, what you do and what you enjoy most about working at your company
- **Encourage Comfort:** Be vulnerable and understanding; everyone interviews differently.

Providing Feedback



Interview Feedback:

Effective feedback :

- Submitted as soon as possible so it can be considered
- Can be brief but is specific.
- Includes: 1) the question you asked 2) the candidate's response 3) what that means to you as an interviewer (Hire, no-hire, strong, optimal etc.)
- Will be clear and readable to another Hiring Manager not currently involved in the interview process

Ineffective feedback:

- Generic
- Expresses opinions, guesses, or assumptions (potential biases)
- Lacks detail
- Omits Cultural Attributes

Reminders!!

- Feedback is legally required, is discoverable, and can be used in court
- Avoid generalizations about categories of people: backgrounds, ethnicity, gender, etc.
- Feedback is needed to proceed to offer with any candidate
- Without Core Competencies mentioned in feedback, offers may not be approved.
- Feedback may be re-referenced by other teams and Hiring Managers to assist with a later hiring decision

Retain and Reward



Did you know?

Research shows employers can minimize turnover by many different methods, such as by giving workers a sense of purpose, letting them work in self-directed teams and providing better benefits.

What can employers do?

It is an employee market right now as there is more demand than supply. But there are some things that employers can do to retain existing employees and even attract new ones.

- Reward employees with higher wages. It's easier to pay an existing employee a higher wage than to struggle to recruit and train new employees.
- Provide opportunities for advancement. Employees stay when they are engaged and have the opportunity to advance their careers.
- Provide tuition reimbursement. Many employees want to better themselves. Providing tuition reimbursement for education can be a benefit that will pay dividends to the employer as well.
- Support a hybrid work environment. The ability to work flexibly -- either in the office or at home -- is critical to employee satisfaction. Businesses that reject hybrid work may have a hard time finding job candidates.

What employees can do? (cont'd)

- Enable team collaboration. When employees are part of a team that works and collaborates well, that can often be an incentive to remain with the team. Team collaboration is about shared goals, activities and tasks that are supported across both in-person and remote environments.
- Support stress reduction. There is no shortage of stress in the average workplace and there are many ways to help employees manage stress and prevent burnout.

Q&A





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