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LOOKING FOR TALENT IN ALL THE WRONG PLACES

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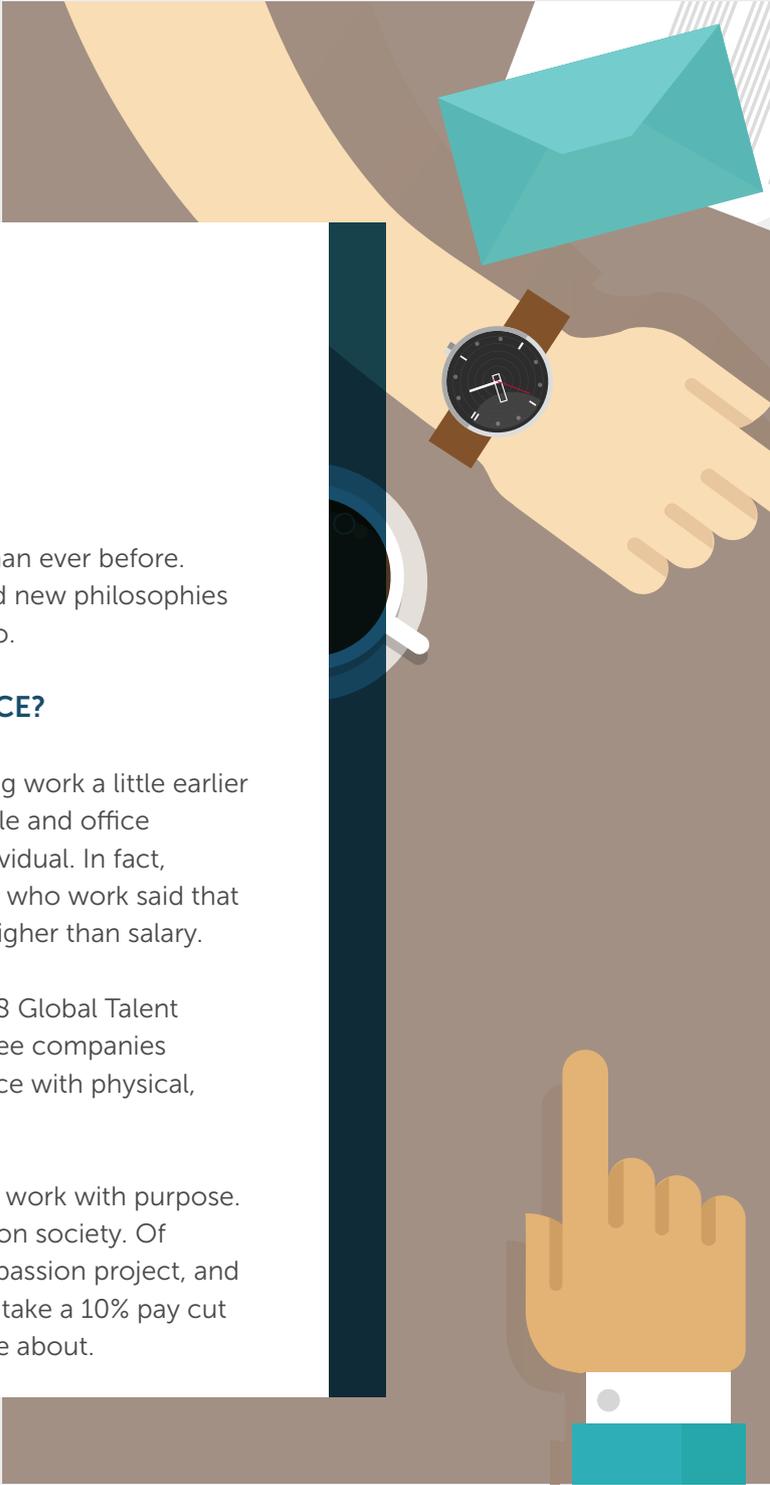


INTRODUCTION

In a job market where there often seems to be more jobs than people, having the right approach to hiring is a must.

The good news is there is a talent pool out there that offers transferable skills, highly adaptable training opportunities, and an old school work ethic that never goes out of style. If you have been looking for talent in all the wrong places, we'll talk about some ideal and unique talent demographics you should not overlook.

But first, let's look at what's in store for 2020 and the hiring trends that are happening right now.



GENERAL HIRING OVERVIEW OF 2020

Attracting and retaining talent is more challenging than ever before. Companies are faced with a changing workforce and new philosophies surrounding work ethics that can be hard to adjust to.

WHAT IS IMPORTANT TO TODAY'S WORKFORCE?

Flexibility: Flexibility goes beyond starting and leaving work a little earlier or later than the basic 9 to 5. Instead, it refers to a role and office mentality that meet the changing needs of each individual. In fact, according to a 2016 FlexJobs survey, 84% of parents who work said that flexibility is most important, and that factor ranked higher than salary.

Health & Well-Being Support: According to the 2018 Global Talent Trends survey, one in two employees would like to see companies support their well-being, which can include assistance with physical, psychological, and financial wellness.

Job Fulfillment: Many employees want to engage in work with purpose. They want to feel they are making a positive impact on society. Of younger workers, 33% will pursue a second job as a passion project, and 33% of workers in all age groups would be willing to take a 10% pay cut to work in a job and environment they are passionate about.

“84% of parents who work said that flexibility is most important”



“Workers over 65 are the fastest-growing segment of the labor force”



A vertical illustration on the left side of the page shows a diverse group of people. From top to bottom, there is a man with black hair and a red tie, a woman with red hair, a woman with dark skin and black hair, a woman with blonde hair, a woman with brown hair and glasses, and a man with black hair. The illustration is split vertically down the middle, with the left side showing the front of the faces and the right side showing the back of the heads. A dark blue vertical bar is positioned to the right of the illustration, separating it from the text.

AGE BASED HIRING TRENDS

Age is becoming more prominent in hiring for a number of reasons. First, people are staying in the workforce longer. In fact, workers over 65 are the fastest-growing segment of the labor force. Second, there is a growing skills gap in most industries as the digital age sees technology outpacing the skill set of most companies. New tech and fewer learning opportunities make it harder for employees to remain up to date.

The skills gap and ever-evolving technology lead many companies to view millennials or “digital natives” as more desirable because they bring basic technical knowledge to the mix since they grew up in the digital age. Older candidates are “digital migrants,” who had to transition into the digital age. So, many recruiters misconceive older candidates as outdated for many of today’s changing job roles.

Age discrimination or ageism is more prevalent than many people might imagine. According to research findings by the Federal Reserve Bank of San Francisco, those between ages 29 and 31 received 35 percent more callbacks in the application process than those aged 64 to 66. That is within talent pools where candidates shared the same skills and qualifications.

MILLENNIALS - TO HIRE OR NOT TO HIRE

An oversight some companies make when hiring is to solely focus on younger candidates, recent graduates, and millennials. Although it might seem like you are recruiting the brightest and the best, it could be limiting to your team.

When you focus on one demographic, such as millennials, you are reducing the number of suitable candidates. After all, it means fewer resumes to read, calls to screen, and people to interview. However, when you are more inclusive in your hiring process, you create a more diverse workplace, which in turn, stimulates more productivity.

Research has also shown that age diversity creates a more productive workforce while seeing a decrease in turnover. There is a belief that younger workers are more innovative, yet studies have shown quite the opposite. There is no relationship between age and innovation. As well, millennials tend to be more reluctant to change than older workers. A diverse workforce cultivates innovation and enhances problem solving and creativity.

With a better understanding of why age should not be a factor, you can examine many different demographics in your hiring process.

HERE ARE SOME OTHER DEMOGRAPHICS TO CONSIDER:



MOMS RETURNING TO THE WORKFORCE

Many companies view moms returning to work as high risk. However, moms bring not only the skills they gained in their previous career to the table, but also those she has developed as a mother. Those skills might not be something even she thinks to brag about but include:

- Strong instincts
- Ability to read non-verbal clues
- Resourcefulness
- Superior multi-tasking skills
- Dependability



RETIREES

Close to 70% of job seekers over the age of 55 stay at a job for more than 10 years whereas just 14% of millennials intend to do the same. Older workers, including those who are currently retired, have ranked higher in several areas of desirable employee traits according to the American Association of Retired Persons.

Those areas include:

- Reliability
- A strong work ethic
- More varied work experience
- Lower absenteeism
- More job loyalty
- Eagerness to learn new skills
- Positive attitude
- Strong people and customer service skills



EMPLOYEES COMING FROM A WORKFORCE BEING PHASED OUT BY AI

People who have lost their jobs through no fault of their own are anxious to return to the workforce. They bring with them the need to be productive again, as well as the need to prove themselves.

Being phased out by AI is becoming more common, and it affects people at all job levels, skill sets, and education phases. You should always look at people who are unemployed due to a layoff in the same light as you would those who are currently employed. They often have the same qualifications and are ready and eager to work.

Also, 50% of those currently employed admitted to having at least one job interview in 2017 with no intention of leaving their current job. By seeking individuals who have been phased out of their jobs, you might save a lot of time and find someone who can reliably start work right away.



VETERANS

Veterans are another often overlooked demographic. This group presents highly skilled, disciplined people with a strong work ethic as well as:

- Strong leadership skills
- Pride in following orders respectfully and effectively
- Exceptional teamwork
- Ability to work in high-stress, pressure-filled jobs
- Experience in working with diverse teams
- Goals and objectives driven
- Determination and persistence
- Excellent attention to detail
- Safety conscious
- Adaptable to change
- Appreciation for training and coaching

PUTTING MORE FOCUS ON INDIVIDUALS, RATHER THAN LABELS

When you look beyond labels such as age, you will discover an individual's skill set and personality traits that make them suited to the job. You can begin with a closer look at your company culture, as well as, the true purpose of the role.

By considering everything the job entails, and the culture in which the work must be done, you can fine-tune your advertising to help find a group of candidates better suited to the role.

FINDING THAT PERFECT FIT FOR YOUR ORGANIZATION

One of the most important steps in hiring is making sure you understand why the role exists. It is not uncommon for companies to get into the habit of blindly refilling roles even if they have outdated job descriptions or might no longer be relevant. By evaluating the job and the current job description, you have the opportunity to not only be more successful in finding a good fit but also potentially improve workflow and operations.

An accurate job description will allow you to be as specific as possible. It will help to weed out candidates who are missing some important

qualities. Including important personality traits and being realistic about what the job entails can help discourage unsuitable candidates. For example, is there a lot of overtime? Do you have expectations for the person to be very sociable? Will they be expected to work weekends? Do you expect them to participate in the company's charity work? All of these things help you find applicants who will be a better fit based on both skills and personality as well as, a mutual understanding of expectations.

You should also include a list of your core values in your job posting. It provides a bigger picture of where they will be working. Stress items that are important to the way the company functions such as teamwork, problem-solving, integrity, and so on. Values can attract the right people and turn off those who aren't suitable.

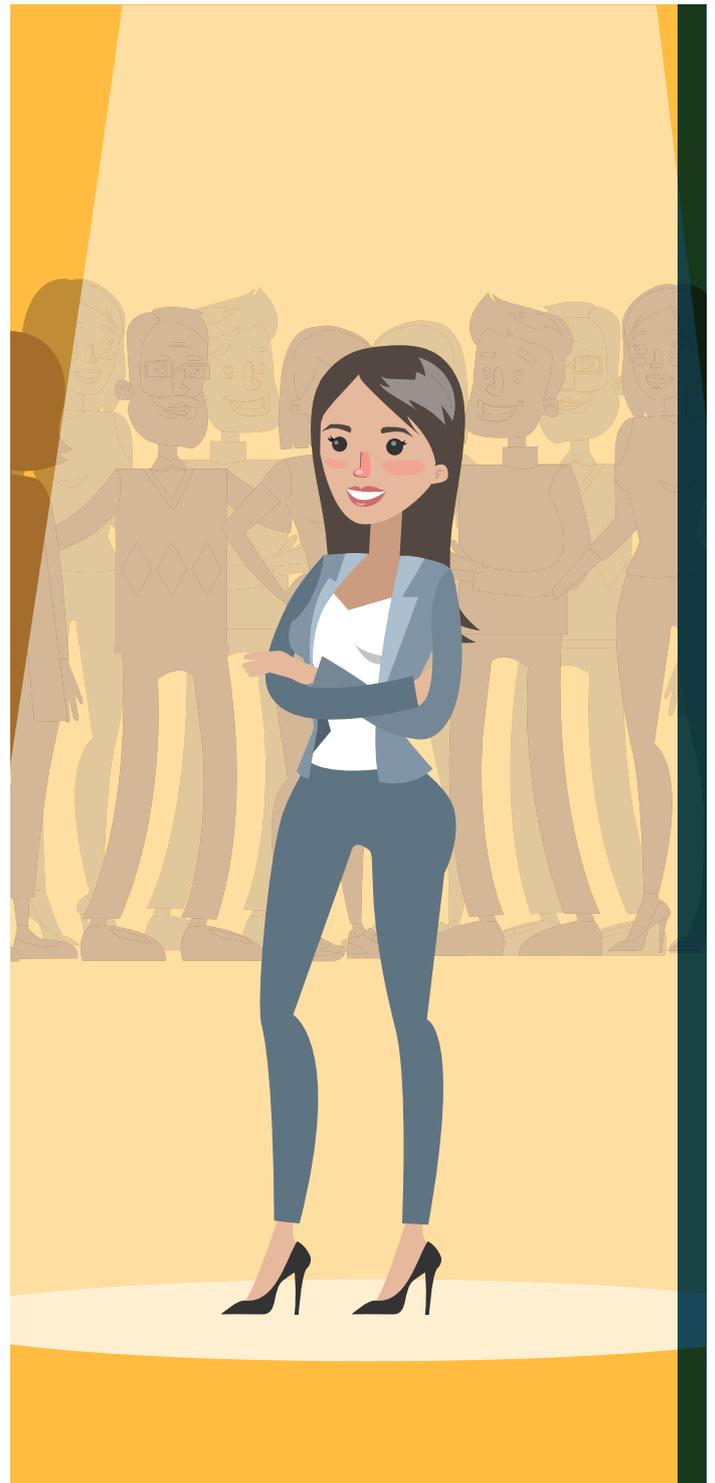
Take a look at team members who have proven to be effective within your organization. That can help you create the traits for an ideal candidate. You can use this list during the interview process to help you omit people who don't hit the majority of the qualities on the list. It also enables you to focus more on the individual during the hiring process.

Avoid lateral movers who can't seem to stay in one position for very long across more than one industry. Someone who has remained in the same industry tends to have both knowledge and passion for the work, which always makes for a better fit. Ask for work-related success stories to get a feel for their passion and also their knowledge of the industry and their role.

Make a short list of candidates who can spend time with the team they will be joining. This is always good for a final gut reaction and to see how well they will work with others. Also, the people on the team will be better equipped to offer honest answers about the role and what candidates can expect.

This process will provide you with a broader selection across many demographics. You will see people beyond biased labels and how they will work as an individual, as part of the team and finally, within the culture of your organization.

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RETENTION = CONTINUAL ENGAGEMENT

Today's employees need to feel engaged in their work. When engagement stops, employees hit a plateau and start looking for other opportunities. Therefore, employers should pursue a proactive approach to encourage employee growth. There are many ways to encourage growth including:

Offer Employee Growth Plans: Growth plans provide a tangible overview of what can be done to help each employee reach their full potential. These plans can be laid out and reviewed annually to check off milestones and add new targets. You work with each employee to find their goals and support them in achieving them. You too can share where you see them going based on their strengths.

These plans should not necessarily focus on your organization, which can blind employees from seeing the benefits of the plan. Instead, discuss their career goals in general and help them see that your efforts will assist them in meeting their goals from a whole-life perspective.

Schedule Growth Time: It is not enough to have a plan. You also have to ensure the plan is followed. The best way to do this is to ensure growth holds a place in an employee's schedule. Whether it is a physical date and time each week or a percentage of their time being allotted to training, time specifically dedicated to development will improve engagement while helping to groom employees for future roles.



Discover Learning Opportunities: Allow employees to seek out learning opportunities that work with their growth plan. Review a variety of engaging learning experiences to expose them to different ways of thinking and important industry trends. Technology, onsite training, destination learning, and conferences or seminars all enhance valuable skills that can be applied to their careers.

Avoid Cookie Cutter Planning: Using an individual approach will allow staff to see their importance to the company. A one-size-fits-all approach can never be as effective as addressing the individual's needs and interests. This style also assists in reducing skills gaps when an individual has particular skills they need to improve. It keeps the person relevant in their role while improving productivity for the company.

Prioritize Personal Development: By demonstrating to employees that their personal development is a company priority, you will show them you are supporting them. That increases loyalty. The easiest way to do this is to ensure managers are engaging in one-on-one meetings with their team members on a regular basis. These meetings should specifically address interests outside their current roles to encourage them to spread their wings. You can then provide support to help them succeed.

Create a Community: A sense of community creates a mentoring group among peers. Staff can be offered monthly or weekly lunch-and-learns where new ideas can be discussed, and industry trends can be followed. This not only adds to your company's expertise but also allows employees to share new skills.

Create a Mentoring Culture: Both managers and peers can provide valuable training through mentorship. Managers are in a better position to provide hands-on mentoring as they can help facilitate an employee's goals. However, peers are excellent mentoring candidates especially when you bring on new hires.

By pairing up new employees with those who have discovered a successful career within your organization, you encourage team building in hand with invaluable training. Peer learning also encourages people to discuss similar challenges and overcome issues together. Cross-departmental training also works well. By having someone in marketing spend time in sales and vice versa, they will see why certain processes are in place and come up with new solutions that might help the two departments work better together.

Encourage Suggestions: With an open-door policy and face-to-face conversations, employees will feel valued when their ideas are considered. Employees doing the job often know where improvements can be made. By allowing them to provide input into how workflow can be optimized, you can make worthwhile improvements and employees feel valued. Input can be operations based but can also include suggestions to create a more desirable work environment or company culture. With a goal to be continuously improving, employees will also feel the desire for self-improvement and growth.







HIRING TALENT TODAY

Offering a growth-focused culture develops strong ties between the company and employees. You can increase retention while enhancing development to avoid skills gaps.

By broadening your demographics, you will create a far larger talent pool to find a better-qualified selection of candidates. Including millennials, retirees, and people who are trying to return to the workforce creates a diverse environment that stimulates productivity. Using a new approach to your job search techniques will allow you to reach a more specific talent pool, based not on age but skills and personality traits better suited to your needs and culture. That will encourage longer employment with your organization and better performance from your new hires. Finally, by creating a growth-oriented culture, where learning and personal development are priorities, staff will remain engaged in their work improving employee retention.

If you would like assistance in finding the ideal candidate for your next job opening, let DAVIS help you find the right talent.



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