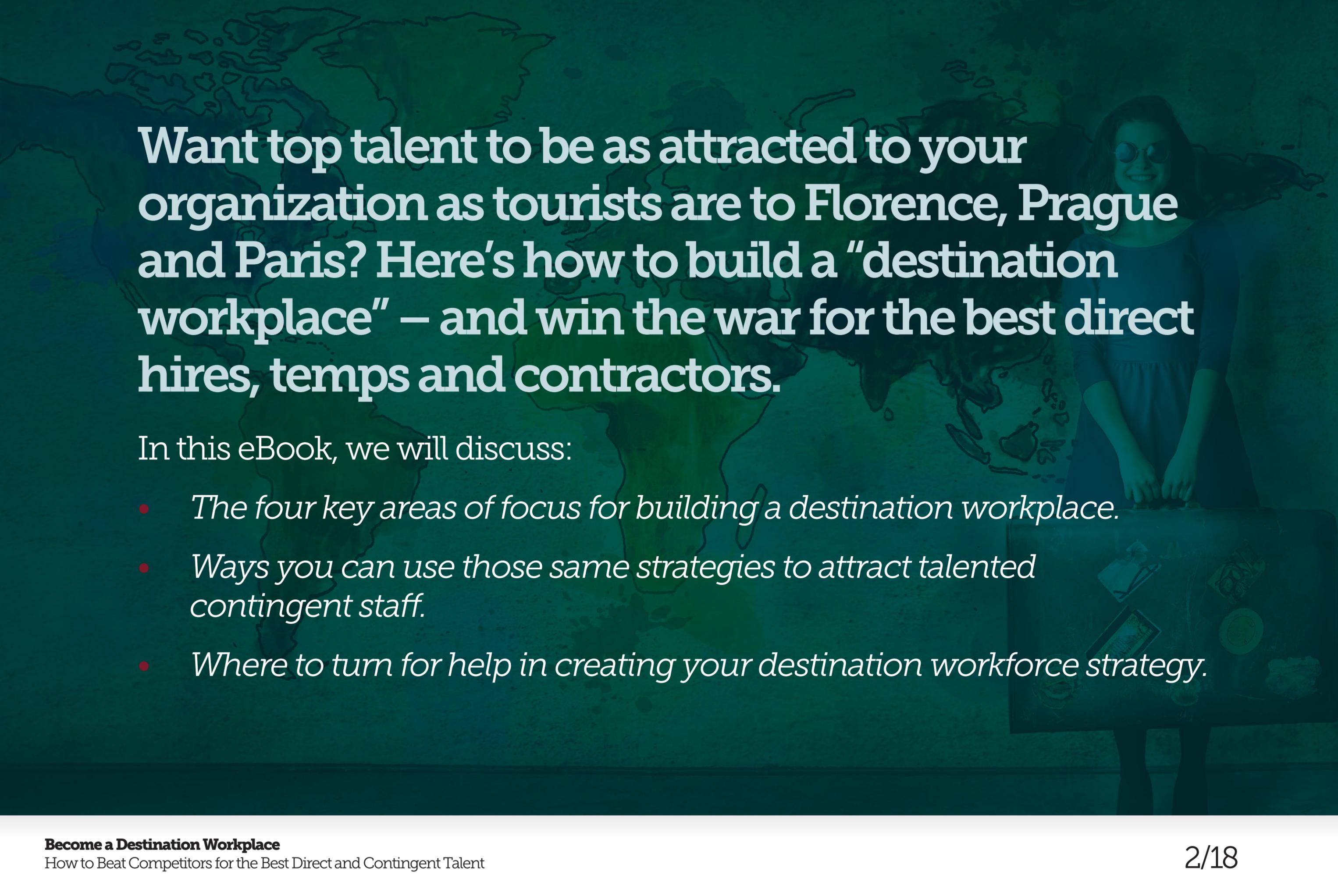


Become a Destination Workplace

How to Beat Competitors for the Best Direct and Contingent Talent



A woman in a blue dress and sunglasses is holding a large suitcase filled with travel items like a laptop, a camera, and a passport. She is standing in front of a world map. The background is a dark teal color with a faint world map outline.

Want top talent to be as attracted to your organization as tourists are to Florence, Prague and Paris? Here's how to build a "destination workplace" – and win the war for the best direct hires, temps and contractors.

In this eBook, we will discuss:

- *The four key areas of focus for building a destination workplace.*
- *Ways you can use those same strategies to attract talented contingent staff.*
- *Where to turn for help in creating your destination workforce strategy.*

Your Employer Brand Impacts Recruiting

Just as your company brand impacts sales, it also impacts your ability to recruit great people. Make no mistake, you have an employer brand – even if you don't know it. Your employees talk about work outside your four walls, they review you on websites like Facebook, Indeed and Glassdoor, and candidates look at those reviews and ask around before deciding to apply.

Still think your reputation and brand don't impact recruiting? Consider this:

- *60% of job seekers say they check online reviews of employers made by candidates and current employees.*
- *70% of U.S. workers have said they would not consider a job with a company that has a poor reputation, **even if they were unemployed.***
- *84% of workers are so dissatisfied they would consider leaving their current job for a raise as little as 1%.*

If you're not attracting top talent from entry level through C-suite, it's time to focus on becoming a destination workplace candidates seek out.

Destination Workplace Target 1: **Attract**

Recruiting is challenging, no matter the economic conditions impacting your business. The first step in hiring great talent is to attract great candidates.

Improving your attraction factor requires you to:

- *Rethink your job postings.*
- *Streamline your application process.*
- *Create a positive candidate experience.*

It All Starts With a Great Job Posting

Attracting the right people begins with your job postings, but writing an effective post can be tricky.

Too vague, and you won't attract the right people. But if it's too long and complex, it could turn off talented people.

To hit the right notes and attract who you want, keep these guidelines in mind:

Length

The length should coincide with the complexity of the job. High-level job descriptions should be more detailed, while temporary job descriptions should be short and sweet.

Descriptors

Include a high-level view of the job responsibilities. If your experience qualifications and list of responsibilities are too long and stringent, you could deter talented people from applying.

A Hook

Applying for a job takes time, so you need to entice people to spend their valuable time applying for your jobs. Include some of your most attractive qualities as an employer. Perhaps it's generous time off, top-tier pay rates, flexible scheduling or remote work possibilities.

Distribution channels

A great job description will fall flat if it doesn't get in front of quality job seekers. Always include top job boards and social media, but if you're looking for gig workers, consider freelance job boards and online talent communities.

Want to Attract Top Talent? Try Overhauling Your Application Process

Nearly 60% of job seekers say they have abandoned online job applications because they are too long or too complex.

Completion rates drop by 50% when an application asks 50 or more questions vs. 25 or fewer questions.

You can attract high-quality applicants by streamlining your application process with a focus on:

Speed

The faster a candidate can apply, the better. Job seekers are busy and time is money. Take time to go through the process as if you were an applicant and note how long it takes you. Conversion rates will increase by 365% by reducing the application process to five minutes or less.

Mobile-friendliness

Nearly 90% of job seekers say they prefer using a mobile device to search for jobs. If your application process is not smartphone and tablet friendly, it will turn people off.

Reducing personal information

Today, we live in constant fear of our personal data being misused. Applicants are not necessarily willing to hand over their social security number and other highly personal information unless they trust you and have had at least one interview with you.

Develop a Destination-Worthy Candidate Experience

It's easy to forget the hiring process is a two-way street and candidates are evaluating you, just as you are evaluating them. A poor hiring process could cost you your top candidates.

You can streamline your process without sacrificing quality by:

A negative candidate experience sends the message you are a disorganized employer, or you are not interested. Good candidates who are made to wait and wonder will simply move on to a competitor that moves faster and is more responsive.

Improving responsiveness: 25% of applicants say they have applied for jobs and received no acknowledgment that their documents were received. Simply creating an auto-response from the resume inbox can assure candidates their information will be reviewed.

Committing to timeliness: Nothing is more frustrating than being made to wait. You expect candidates to be on time for interviews, and they should receive the same respect.

Sticking to your call-back timeline: It is also highly frustrating to be continually called back for interviews because one manager or another didn't make it to the initial meeting. Make interviews non-negotiable for every member of the hiring team.

Adhering to your timeline: If you tell a candidate they will hear from you by the end of the week, make sure they hear from you by the end of the week. Decisions often take longer than expected, but a simple phone call or email letting them know shows you are still interested and you respect their time.

Destination Workplace Target 2: Develop

Talented people do not wish to remain stagnant in their careers. This is especially true of millennials, of whom 59% say opportunities to learn and grow are extremely important to them when applying for a job. This is also true among contingent workers. They expect new challenges and they also want to grow over time.

In order to attract (and retain) great people, it pays to:

- *Create an onboarding process that lays the foundation for long-term success.*
- *Cultivate a culture that values employee development.*

Development Begins With Onboarding

Finding the right candidate can be cause for celebration, but before you pop a bottle, take pause because you aren't in the clear. Onboarding is one of the most crucial pieces of the development puzzle. It sets the tone for the way a new hire feels about your business. A lax, disorganized or nonexistent process will ultimately lead to turnover.

Boost your onboarding practices by:

Taking your time: "Sink or swim" is no way to lay the foundation for success. It takes people time to learn processes, procedures, office norms and where they fit into the big picture. The more time you take, the better.

Using a mix of training methods: Strong onboarding practices include a healthy mix of formal training, employee shadowing and on-the-job training. They should be given small tasks to start with on their own, so they can feel like they are mastering processes.

Mentoring: Mentors help make new hires comfortable and give them a go-to person when they have questions. Choose mentors with the same or similar responsibilities who will set a good example.

Setting milestones: Set clearly defined milestones for each week of a new hire's first month and then monthly for the first year. Check in with the employee on each date to see how things are going. This provides focus and helps managers keep track of progress. It also shows the company is invested in their long-term success.

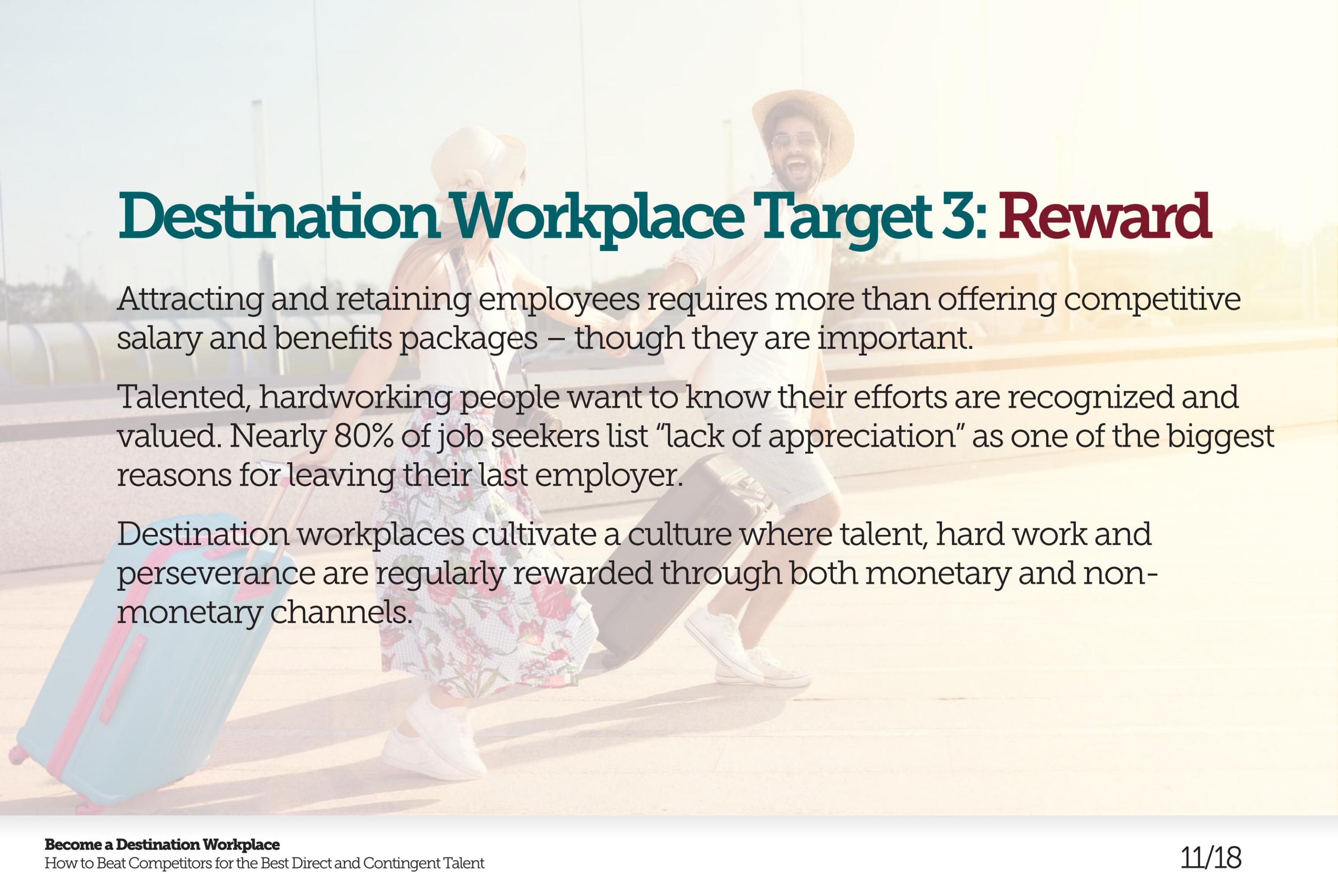
Remembering your temporaries: Many employers skip onboarding for temporaries or only provide a brief orientation. If you want your contingent workers to make real contributions, put them through an abbreviated version of your full onboarding process.

Build a Culture That Values Employee Development

Shifting your culture to a one that values development is relatively simple and cost-effective. It just takes commitment and buy-in from the top down.

Here are some development strategies you can implement relatively easily:

- Ask team members what their long-term goals are within the organization. Then, present them with a plan as to how they can take that path. Show them the clear steps up the ladder and the requirements for each job, so they can focus on building the right skills.
- Offer talented people the chance to lead projects so they can grow their leadership skills. Have managers mentor them through the project, so they know where their current strengths and weaknesses lie.
- Delegate higher-level tasks to employees who have expressed an interest in moving up.
- Encourage people to attend seminars and workshops and sponsor them if they find events that are worthwhile.
- Offer tuition assistance or reimbursement for certification and degree programs related to employees' career paths.
- Allow talented team members to job-shadow workers one step above them, or in other departments, so they can get a feel for what is expected of people in those roles.
- Embrace temporary-to-hire arrangements that allow you the option to snap up talented contingent workers who add value to your team.

A man and a woman are walking on a paved path, likely at an airport or travel hub. The woman is on the left, wearing a floral dress and a white hat, pulling a light blue suitcase. The man is on the right, wearing a white shirt, shorts, and a straw hat, pulling a dark grey suitcase. They are both smiling and appear to be in a cheerful mood. The background is bright and slightly blurred, suggesting an outdoor setting with buildings and a clear sky.

Destination Workplace Target 3: Reward

Attracting and retaining employees requires more than offering competitive salary and benefits packages – though they are important.

Talented, hardworking people want to know their efforts are recognized and valued. Nearly 80% of job seekers list “lack of appreciation” as one of the biggest reasons for leaving their last employer.

Destination workplaces cultivate a culture where talent, hard work and perseverance are regularly rewarded through both monetary and non-monetary channels.

Money Talks

A paycheck is something you offer in exchange for an employee doing their job. But it's so much more. The amount you pay shows how much you value the work a person does. In the end, money talks.

Competitive pay rates: No one wants to work for the company that pays the lowest wages in the market. If you want to attract great people, it's necessary to pay them competitively. This includes both permanent workers and contingent workers.

Performance-based raises: If you only hand out raises once a year, it doesn't act as much of a reward. Instead, encourage managers to request raises for employees who consistently go above and beyond. An "unexpected" raise will instantly boost an employee's morale and their loyalty to the company.

Performance-based bonuses: Bonuses are also a great way to reward a job well done. They can be tied to individual or group performance, but it should be clear as to how bonuses are calculated and earned.

Profit-sharing: Kicking back a portion of the company's profits to the people who do the work boosts engagement and gives everyone a sense of ownership in the company. It can be paid out quarterly, biannually or annually, and is a nice way to say thank you for your hard work.

Non-Monetary Rewards

While money does talk, non-monetary rewards are also important to keep morale and engagement strong. To attract a better crop of candidates, consider non-monetary rewards like:

Earned time off

In addition to the PTO you offer, give employees chances to “earn” more time off. PTO can be used as prizes for contests, rewards for people who exceed safety expectations or who complete their defined goals before their deadline.

Off-site team building

Every business experiences busy seasons. Reward everyone for pitching in by scheduling an off-site event during working hours like a luncheon, sporting event, etc.

Food

Meals and snacks are a huge expense for employees. Offering catered lunches one day a month or even breakfast every morning shows you value your team and provides them with brain food to power through their day.

Actual awards

If you hold an annual event or holiday party, add an awards ceremony to the mix. Provide a certificate and a small gift like a gift card to a local business.

Destination Workplace Target 4: Engage

According to Gallup's State of the Global Workplace report, only 15% of employees worldwide are engaged in their jobs. That means only 15% of your workforce is invested in actually adding value to the company.

Employee disengagement costs U.S. businesses nearly \$550 billion per year in lost productivity. But lack of engagement also impacts your team. Disengaged workers are bored. They are unhappy. And disengaged workers won't help you create a culture that will attract top talent.

Tips to Boost Employee Engagement

You can't simply tell your employees to become engaged; it takes a bit of effort on your part. Use these strategies to boost engagement, keep talented workers happy and attract the right candidates:

Connect them to the company vision and goals

Everyone wants to know their work makes a difference. When people understand how their tasks move the company towards its goals, they will feel more plugged in to the organization. This should be part of any onboarding and ongoing development process for both full-time and temporary workers.

Give them tools to succeed

When people have to jump through hoops or engage in redundant processes for simple tasks, they become frustrated. Investing in efficient technology that helps simplify tasks can instantly boost engagement.

Coach and support them

Everyone can benefit from coaching. People who struggle can use coaching as a means to improve, and high-performers can use coaching to continue to grow and push past their potential. Coaching is especially important to millennials, who desire to make an impact and grow their careers.

...More Tips to Boost Engagement

Give employees a voice

Employees want their ideas to be heard and their feedback to matter, and they want to work for organizations that actively solicit employee input on new ideas and ways to improve the business. Look for ways to incorporate employee-generated ideas and input into your organization.

Be transparent

Leadership that promotes a culture of secrecy and need-to-know communication are only promoting disengagement. Good and bad, commit to honest and open communication about how the company is doing, what it has planned on the horizon, its wins and its challenges.

Create a sense of belonging

People spend more wake hours at work than they do at home; naturally they want to be happy on the job and feel like they belong. Find ways to include as many people as possible in meetings, exciting projects, and even social time at lunch. This includes your contingent workforce. If temporaries feel welcome, word will spread quickly that you are an employer of choice.

Ready to Become a Destination Workplace?

Overhauling your employer brand and reputation to become a destination workplace takes time and the right strategy. In the meantime, you still need to find permanent and full-time staff to fill your open roles.

A strategic staffing partner can help you with both aspects of the recruiting challenge. They can connect you with skilled temporary and permanent employees and help you develop strategies and tactics to boost your standing as a destination workplace.

If you are ready to start improving the quality of your new hires, boost retention and earn a reputation as an employer of choice, partner with a staffing expert.

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