

## Recruiting With a Retention Mindset

I recently had the opportunity to sit in on a focus group with HR leaders from southeastern Wisconsin and northern Illinois companies where the topic was the impending loss of baby boomers in the workforce. Very quickly the subject matter shifted from the boomers that were leaving to the Gen Xers and Yers that will replace them over the next decade. More specifically, the subject was on keeping them once they came onboard.

There is no doubt in that employee longevity has changed since the 1950s and 1960s when an individual started with a company and stayed until retirement. It is not uncommon now to see employees change jobs every three to five years for better advancement opportunities, quality of life, or compensation. That has created a much larger issue for our human resource departments and recruiting teams as hiring the right person does not end with a newspaper ad or the extension of an offer—it continues as long as someone is employed at the organization. From a business perspective, employers will have to start recruiting with a retention mindset not only to attract the right people to fill the job, but also to get the right people to stay for the long term.

To recruit with a retention mindset, consider following this three-prong approach—Empower, Entice, and Engage.

**Empower** – A key component to recruiting with a retention mindset is to ensure those doing the recruiting in the organization have been empowered to have a clear understanding of why people leave the organization and where the organization is headed in the future.

**Entice** – If you want to hire the right people, you need to entice them to leave their current companies to come to work for you. One of the easiest ways to accomplish this is through a strong corporate careers section on your Web site, as well as having interviewers who are trained to make people want to join your company while getting the information they need.

**Engage** – Engaging your current staff is a vital part of the process. If you have a solid recruiting program but do not carry through after someone joins the organization, you will have a much tougher time retaining the employee. Some strategies to boost employee engagement include having a shared succession plan in place, providing a professional development program, and continuing to re-recruit your current employees.

Overall, this approach can work in any size company and have immediate as well as long-lasting effects on your organization. You can be ahead of the curve for the impending loss of 78 million baby boomers from the workplace over the next decade by making some simple changes to your recruiting and hiring process now.