



The Bowen Center

Innovative Hiring Practices for a New
Generation

A New Generation

- Generational Review
 - Boomers
 - Xers
 - Millennials
- Rules of the Game Have Changed
 - What has traditionally incentivized employees
 - Institutional Commitment through the generations
 - A whole generation feels as though the unwritten rules of work have been broken

The Process

- Identify the Problem
 - Talk to leadership openly about growth and retention
 - Collect and review data at a level that helps drive decision
 - Identify hotspots and invest in listening
 - Bring diverse group together to plan, do, review
- Develop a Hiring Strategy
- Develop a Retention Strategy

Identify the Problem

- Data, Data, Data
 - Retention averages across positions or the agency are not enough
 - IICMHC Compensation and Benefits Survey
 - Gallup Engagement Survey
- Commit to the Process
 - There are no sacred programs, ideas, or processes
 - Code switching
 - Executive buy-in

Recruitment Strategy

- Develop a Talent Pool
 - What does my ideal candidate look like?
 - What KSAs are required for each position?
- Engage your candidates
 - Are your candidates engaged?

Recruitment Strategy

Candidate Experience

- Careers Page/Application
 - What does your Glassdoor page look like?
 - Have you applied to one of your own jobs?
- Establish a timeline
 - Are your candidates waiting?
- Timely Onboarding
 - Background Checks with a CMHC

In Transit: On Time ⓘ

Scheduled Delivery:

Friday, 11/15/2013, By End of Day

[Change Delivery »](#)

Last Location:

Shenzhen, China, Wednesday, 11/13/2013

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▼ Additional Information

Product: WORLD EASE
Shipped/Billed On: 11/13/2013
Type: Package
Weight: 0.80 kg

▼ Shipment Progress What's This? ⓘ

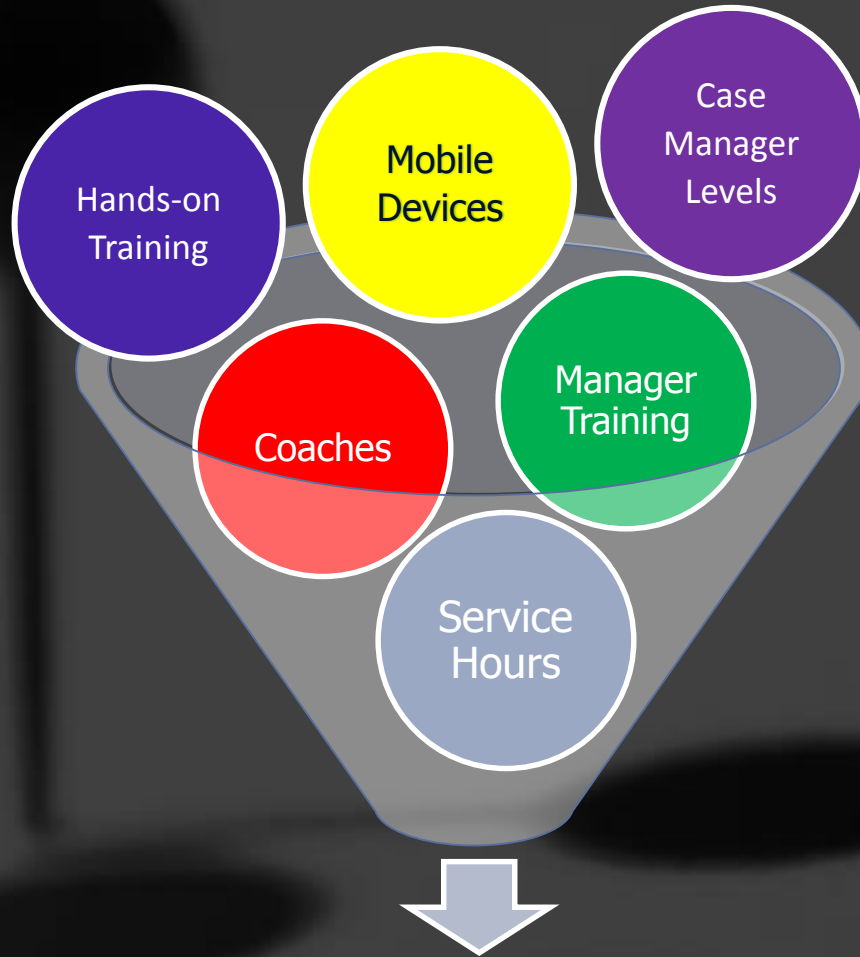
Location	Date	Local Time	Activity
Shenzhen, China	11/13/2013	1:31 P.M.	Origin Scan
China	11/13/2013	1:30 A.M.	Order Processed: Ready for UPS

Retention Strategy

“Employees are a Company’s greatest asset – they’re your competitive advantage. You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company’s mission.”

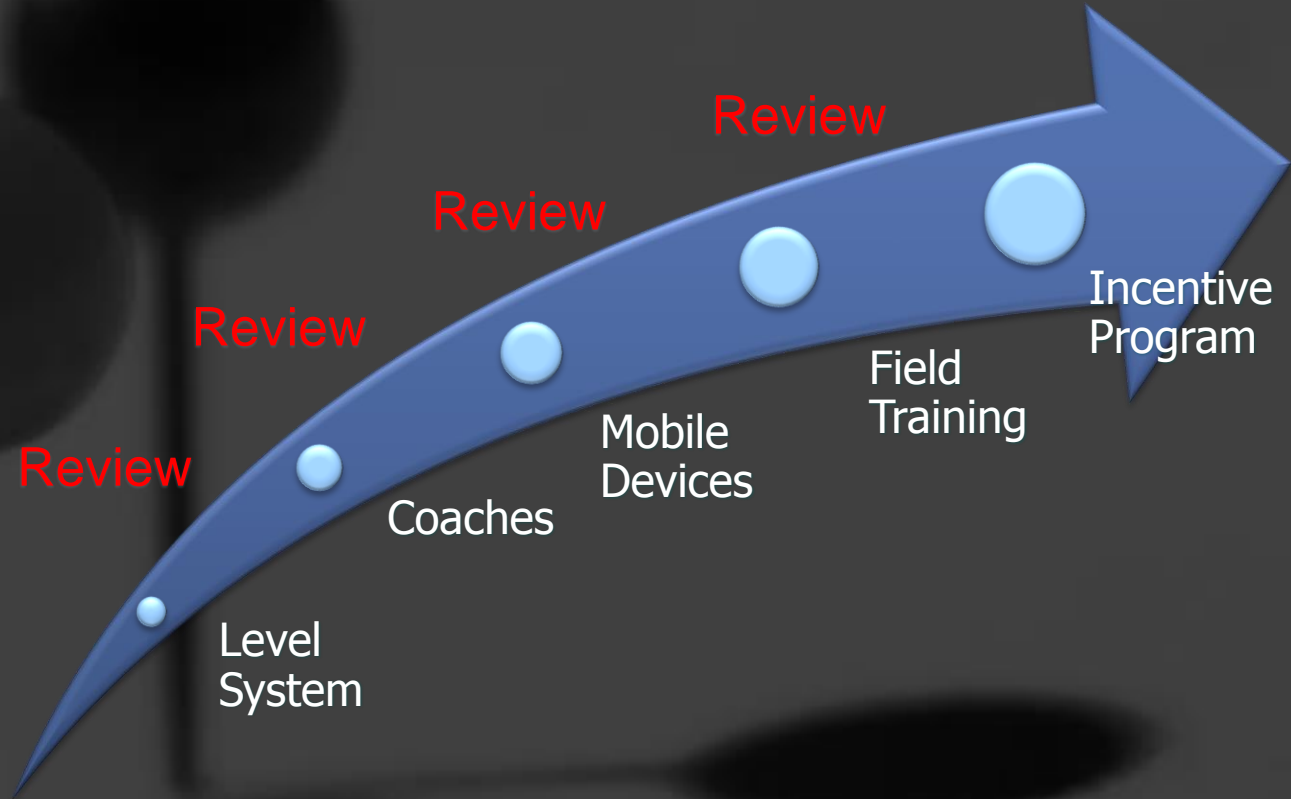
Anne M. Mulcahy

Retention Strategy



Successful Onboarding

Strategic Deployment



A black and white photograph of a mobile phone with a ball-and-socket joint, casting a shadow on a dark surface. The phone is positioned on the left side of the frame, and its shadow is cast onto the dark background on the right. The shadow is a dark, elongated shape that follows the contours of the phone's body and the joint.

Employee Engagement

“What does that mean????”



HERE'S MY DEFINITION

Employee engagement is when your team comes in primed to give it their all, no matter what their role is. They are *intrinsically* motivated to do their best work.

PRETTY SIMPLE, RIGHT?

Engagement is...

- Human
- Individual
- The day-to-day experience
 - Really hard to do

Questions?

