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**NATIONAL
HUMAN
RESOURCES
ASSOCIATION**

NO EMPLOYEE LEFT BEHIND: HOW TO RECRUIT, RETAIN, AND REINVIGORATE

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ROADMAP TO RECRUIT, RETAIN, AND REINVIGORATE

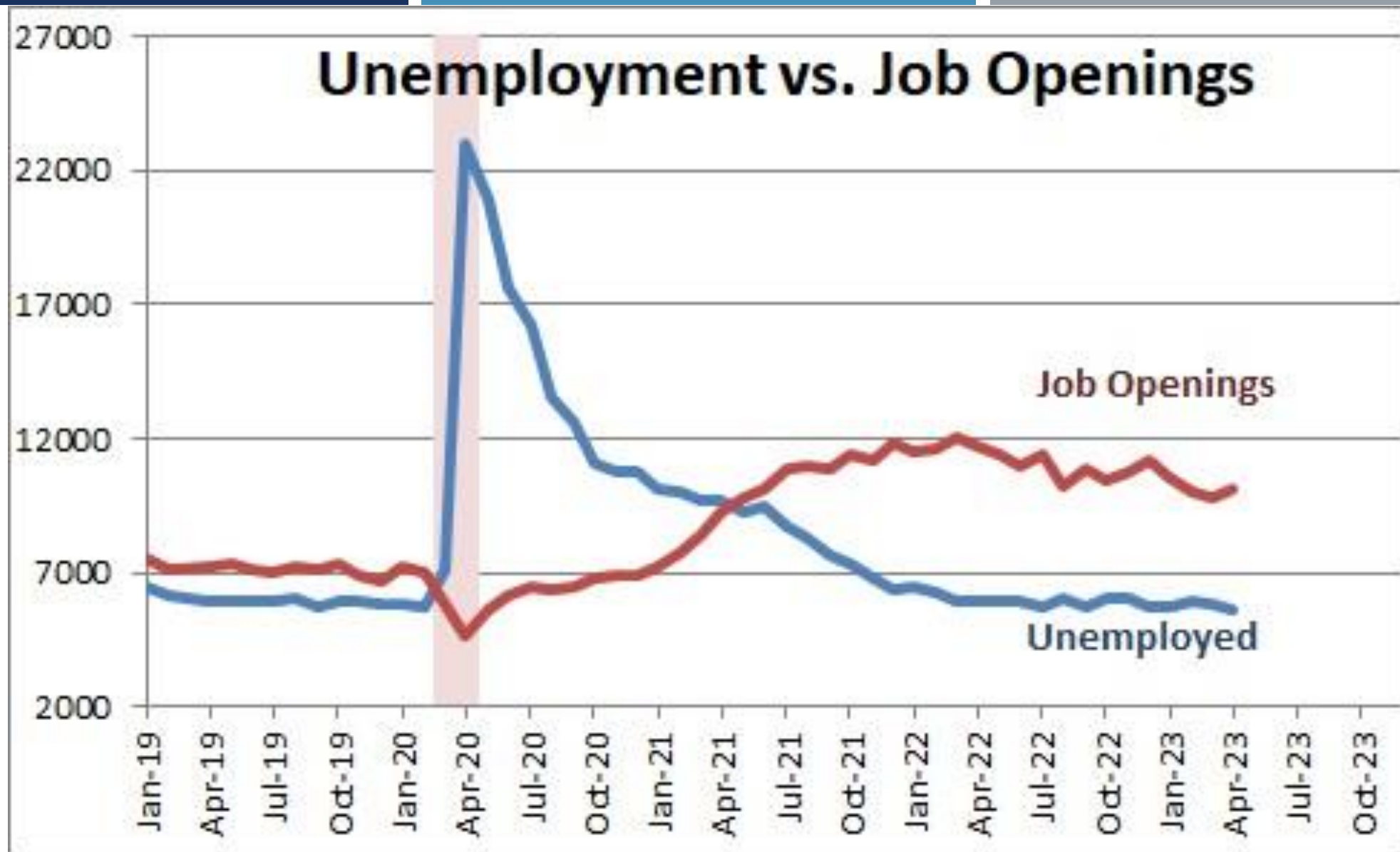
1. TREND TRACKING

2. FIND GREATNESS

3. RECRUIT GREATNESS

4. RETAIN GREATNESS





TRENDS

Volatility will
continue

Compensation
increases fall
behind inflation

Expect tech
transformation



Continued DEIB
journeys

Ongoing political
disruption and
uncertainty

CYCLICAL WORKPLACE TRENDS

Strauss–Howe generational theory



Each generation experiences "four turnings" every ~80 years

High

Awakening

Unraveling

Crisis



CRESCENDO WORKPLACE TRENDS

- Technology
- Work
remote/casual
- Globalization



WHAT CAN WE DO?

- Address fairness and equity across varied employees
- Some companies shorten the work week or decrease in-person requirements
- Salary increases $>4\%$, compared to a historical 2%



A GARTNER 2020 SURVEY OF 52 HR EXECUTIVES FOUND THAT:

- 94% of companies made significant investments in well-being programs
- 85% increased support for mental health benefits
- 50% increased support for physical well-being
- 38% increased support for financial well-being



RECRUIT AND RETAIN TALENT





The **Job** Center of **Wisconsin** lists about 100,000 **job openings** daily



Gig economy

Fifty-eight million American adults were independent workers in 2022, 36% of the workforce, according to McKinsey





City of Green Bay

Overview ▾

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Benefits

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Photos

City of Green Bay Overview

[Work Here? Claim your Free Employer Profile](#)

Website: www.ci.green-bay.wi.us

Headquarters: Allouez, WI

Size: 501 to 1000 Employees

Founded: 1838

Type: Company - Private

Industry: [Municipal Agencies](#)

Revenue: Less than \$1 million (USD)

Competitors: [City of Madison](#), [Town of Greenwich \(Connecticut\)](#), [City of Denton](#) [↔ Create Comparison](#)



What are your colleagues talking about?

Find your private company bowl on Fishbowl, join the hottest conversation with your colleagues anonymously.

[Join the Conversation](#) >

City of Green Bay Reviews

4.1 ★★★★★ ▾



Recommend
to a Friend



Approve
of CEO



Jim Schmitt
2 Ratings

WHAT'S YOUR
CURRENT
EMPLOYER
TALENT
BRAND?

GLASSDOOR



City of Green Bay Government

Government Organization · 3.3 out of 5 · 34.3 mi · Open now · 12K followers



Seat of Brown County, established as a trading post in 1634 by Jean Nicholas Nicollet. Incorporated



10+ posts in the last 2 weeks

Follow

Pages



City of Green Bay Public Works

Government Organization · 3.4 out of 5 · 34.3 mi · Open now · 12K followers · 4 posts in the last 2 weeks

If you have a problem/concern, please call our office or email during normal business hours.

Follow



City of Green Bay Parks, Recreation & Forestry Department

Government Organization · 3.6 out of 5 · 34.3 mi · Open now · 7.5K followers · 10+ posts in the last 2 weeks

Follow

FACEBOOK

3.3 / 5 STARS

THINGS TO DO



Check your employer brand



Brainstorm ways to show
greatness



[illegible]

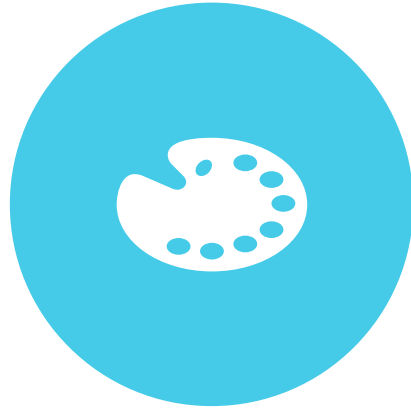
1. Ask for reviews
2. Share updates to your network
3. Highlight values



RECRUIT AND RETAIN MILLENNIALS



**FOCUS ON
SOCIETAL
PROBLEMS**



BE CREATIVE



**DEVELOPMENT
OPPORTUNITIES**

WHAT MILLENNIALS WANT AT WORK

HOW TO RECRUIT MILLENNIALS



TECHNOLOGY



AUTHENTICITY



CULTURE



RECRUITING TIPS



Concise job
descriptions



Mobile friendly

HOW TO RETAIN MILLENNIALS

Engage



Highlight
career path



Recognize and
appreciate



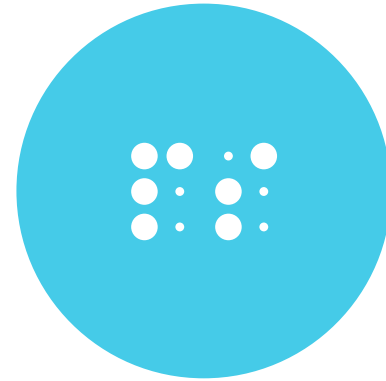


RECRUIT AND RETAIN GEN Z

THE GREATNESS OF GEN Z AT WORK



WILLING TO
EXPERIMENT



60% ARE
FREELANCING

HOW TO WORK WITH GEN Z

Focus on core
values

74% want
greater meaning
more than \$



RETAIN GEN Z



Innovation

Encourage innovation



Purpose

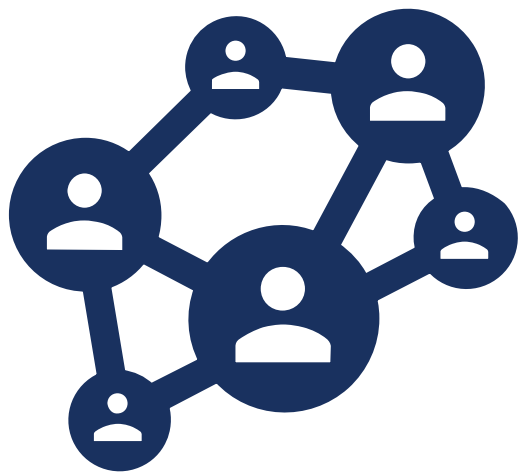
Align personal desire for a purpose
with goals of the community



Develop

Develop their skills



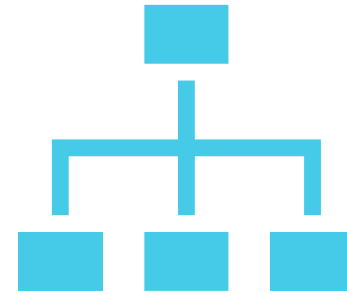


TO DO:
SHARE GREAT
THINGS ABOUT
YOUR COMMUNITY /
WORKPLACE

RECOGNITION FOR RETENTION



Meritocracy



Hierarchy



APPRECIATION

All generations value

**Words of Appreciation and
Quality Time**



APPRECIATION FOR RETENTION

*Thank
You*

When JetBlue implemented a peer-to-peer recognition system, **employee satisfaction surged by 88%**



BE GREAT,
FIND YOUR
GREATNESS

IMPROVE YOUR EMPLOYER BRAND
CHECK YOUR TECH
SHOW APPRECIATION
FOCUS ON PURPOSE

RESOURCES/CITATIONS

- Flex Your Communication by Terra L. Fletcher
- 5 Languages of Appreciation in the Workplace by Gary Chapman and Paul White
- Generations Inc. by Meagan and Larry Johnson
- The Gen Z Effect by Thomas Koulopoulos and Dan Keldsen
- Good to Great by Jim Collins

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FLEX

**YOUR
COMMUNICATION**

47 TIPS FOR EVERY DAY
SUCCESS AT WORK

TERRA L. FLETCHER

