

Maddin Hauser's
Employment Law
Symposium

**BUILDING BETTER ORGANIZATIONS:
HIRING THE BEST AND
KEEPING THE BEST**

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Overview

- Hiring and Onboarding Strategies
- Developing a Culture of Retention and Upskilling
- Managing Internal Barriers That Impair Retention and Talent Development



THE EVOLUTION OF THE HIRING AND APPLICATION PROCESS

EVOLUTION OF HIRING

Early 2000s

Online job boards

Applicants can filter searches by location, position, industry, and keywords

Mid 2000s

Companies and recruiters can reach applicants online

Indeed launched in 2004

Reach limited to applicant computer access

Late 2000s

Smartphones introduced

Job-hunting process more fluid

2010s

Employers use HR software

Applicant Tracking Systems (ATS)

Video conferencing used for initial screenings

Late 2010s-Present

New focus on skills-based hiring

Integration of AI in hiring process

CURRENT HIRING TRENDS

- **SHRM 2026 hiring forecast:**
Slow respective to hiring, quitting, and layoffs expected
- AI integration impacting entry-level white-collar roles
- **Hardest positions to fill in 2025:**
Medical, trades, engineering, architecture, community/social service workers
- **2026 outlook:** Employers will refocus internally on employee development, retention, and internal mobility

WE ARE HIRING



DEVELOPING CULTURE OF RETENTION AND UPSKILLING

IDENTIFY BUSINESS NEED AND DEPARTMENT SKILLS GAP ANALYSIS

- HR Records
- Individual Interviews
- Surveys, Questionnaires, and Self-Assessment
- Observation
- Organizational Changes



ASSESSING UPSKILLING OR RESKILLING OPTIONS

- Employee Development
- Annual Performance Reviews
- 360° Reviews
- Retaining Talent
 - Stay Interviews
 - Skills-Based Workplace
 - Investing in Employees



RETAINING TALENT

As researched by Kaplan, employers will be faced with addressing the specific expectations and values of Generations in the Workplace

Focus	Generation Z 18% of American Workforce 1997-2012	Millennials 36% of American Workforce 1981-1996	Gen X 31% of American Workforce 1965-1980	Baby Boomers 15% of American Workforce 1946-1964
Monetary	<ul style="list-style-type: none"> • Not identified 	<ul style="list-style-type: none"> • Not identified 	<ul style="list-style-type: none"> • Enhanced compensation structures 	<ul style="list-style-type: none"> • Enhanced financial security • Health & wellness provisions
Non-Monetary	<ul style="list-style-type: none"> • Remote work & flexible hours • Commitment to social responsibility, inclusivity & sustainability • Mental health resources • Transparent communication on growth opportunities 	<ul style="list-style-type: none"> • Integrate tasks with broader mission • Comprehensive coaching & development • Flexible work arrangements • Collaborative work environment • Technology integration 	<ul style="list-style-type: none"> • Flexibility • Professional development • Recognizing & rewarding achievements • Autonomy 	<ul style="list-style-type: none"> • Work-life balance • Continued learning • Acknowledging contributions
Priorities: What employees want from their organizations	<ol style="list-style-type: none"> 1. Cares about employees' wellbeing. 2. Leadership is ethical. 3. Diverse & inclusive. 	<ol style="list-style-type: none"> 1. Cares about employees' wellbeing. 2. Leadership is ethical. 3. Leadership is open & transparent. 	<ol style="list-style-type: none"> 1. Leadership is ethical. 2. Cares about employees' wellbeing. 3. Is financially stable. 	<ol style="list-style-type: none"> 1. Leadership is ethical. 2. Cares about employees' wellbeing. 3. Is financially stable.

NON-ECONOMIC OFFERINGS ATTRACTING / RETAINING EMPLOYEES

- Commitment to internal promotion
- Hands-on leadership development
- Flexibility “that respects life outside of work”
- Clear progression for long-term career goals
- Minimal bureaucracy
- Empowering environment
- Transparent leadership
- Open communication
- Autonomy to work on meaningful projects
- Office culture / mission
- Work preferences:
In-person, hybrid, remote work

COMPANIES TRENDING TOWARDS IN-OFFICE

- Companies are trending from 3 days in office to 5 days per week

5 Days in Office

- Amazon
- AT&T
- Dell
- JPMorgan Chase
- TikTok
- Truist
- U.S. Federal Government
- Washington Post

4–5 Days in Office

- 3M
- Southwest

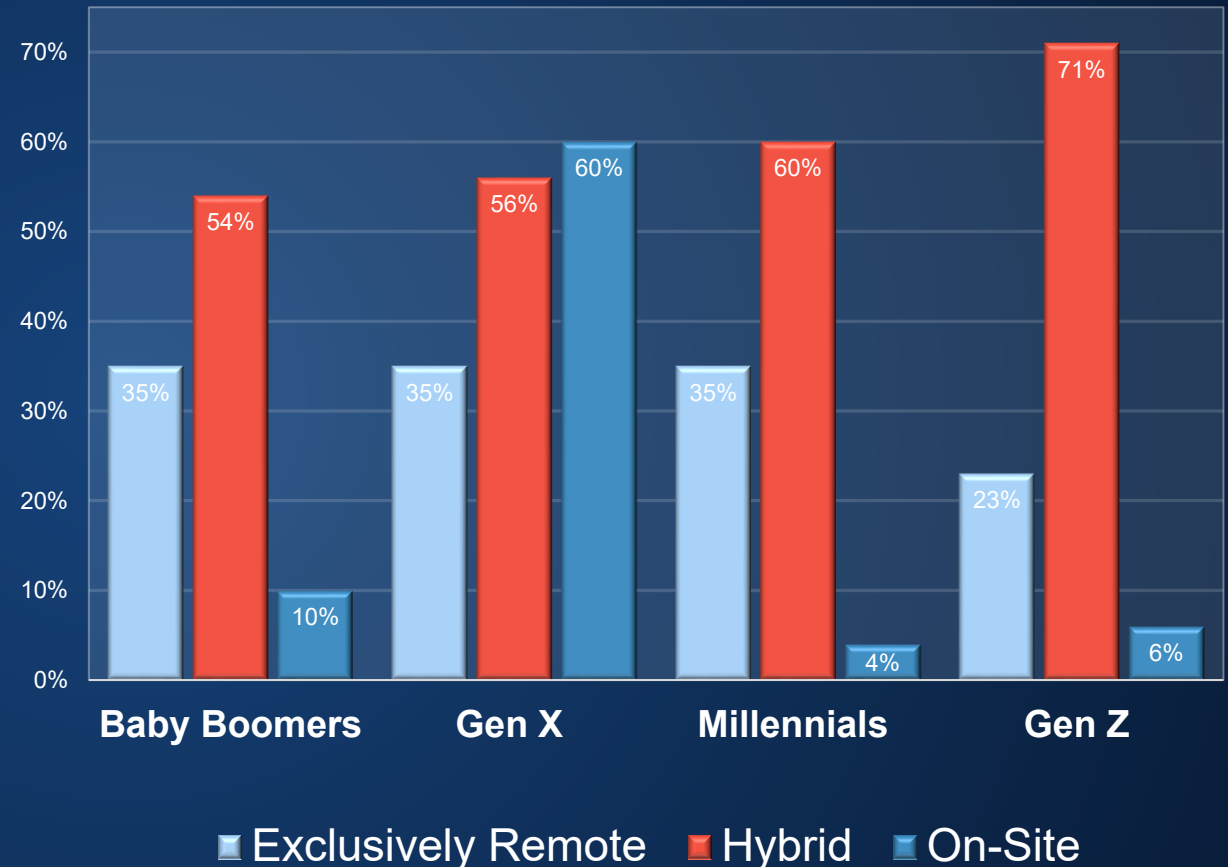
3 Days in Office

- IBM (Management)
- Uber
- U.S. Bank



WORK PREFERENCE BY GENERATION

- Hybrid work (most preferred):
 - Gen Z (71%)
 - Millennials (60%)
 - Gen X (56%)
 - Baby Boomers (54%)
- Remote-only preference:
 - Baby Boomers (35%)
 - Gen X (35%)
 - Millennials (35%)
 - Gen Z (23%)
- Fully on-site work (least preferred)
 - Gen X (60%)
 - Baby Boomers (10%)
 - Gen Z (6%)
 - Millennials (4%)



INTEGRATING AI INTO THE WORKPLACE

AI TRANSFORMING TRADITIONAL HR FUNCTIONS

- AI transforming traditional HR processes across employee lifecycle
- HR leaders are being challenged by changes from AI:
 - Employee expectations
 - Growing skills gap
 - Global labor shortage
- Future impact of AI on HR departments:
 - Improving planning & management processes
 - Fostering culture that embraces change



AI TRANSFORMING TRADITIONAL HR FUNCTIONS

- Benefits of AI in HR:
 - Increased efficiency and productivity
 - Data-driven decision-making
 - Enhanced employee experience
 - Improved strategic planning
 - Reduced cost
- New roles created by AI:
 - Chief AI Officer (CAIO)
 - Oversees deployment of AI technology development
 - Manages benefits and risks



BENEFITS OF USING AI IN INTERVIEW PROCESS

- Job Description
- Application Screening
- Interview Scheduling
- Pre-Interview Analysis
- Customizing Interview Questions
- Post-Interview Analysis



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THANK YOU



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