

# RECRUITING AND RETAINING EMPLOYEES: ATTRACTING TOP TALENT TO YOUR BUSINESS

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## I. ESTABLISHING A COMPETITIVE BUSINESS BY KNOWING YOUR EMPLOYEES AND MARKET

### A. Know the Market

#### 1. Competitors

- a. Companies in the top quartile for racial and ethnic diversity are 35% more likely to have financial returns above their respective national industry medians.<sup>1</sup>
- b. Companies in the top quartile for gender diversity are 15% more likely to have financial returns above their respective national industry medians.<sup>2</sup>
- c. 64% of employees say their company does not have a strong work culture.<sup>3</sup>

#### 2. Target Talent

- a. 45% of adults are reporting that anxiety and stress related to COVID-19 has had a negative impact on their mental health.<sup>4</sup>

#### 3. Employer of Choice

#### 4. Networks

#### 5. Pipeline

### B. Know Your Business

- 1. Company Brand: Define what your company does and how it distinguishes itself from its competitors.

- a. Describe the kinds of employees you seek.
  - i. Consider actions you are taking to instill those factors in your employees.

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<sup>1</sup> <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/why-diversity-matters>

<sup>2</sup> *Id.*

<sup>3</sup> [https://www.saplinghr.com/blog/8-stats-employee-](https://www.saplinghr.com/blog/8-stats-employee-experience#:~:text=A%20study%20by%20The%20Future,important%20to%20their%20organization's%20success.)

[experience#:~:text=A%20study%20by%20The%20Future,important%20to%20their%20organization's%20success.](https://www.saplinghr.com/blog/8-stats-employee-experience#:~:text=A%20study%20by%20The%20Future,important%20to%20their%20organization's%20success.)

<sup>4</sup> <https://www.natlawreview.com/article/part-seven-covid-19-roadmap-series-employee-physical-and-mental-well-being-during>

- b. “When making a decision on where to apply for a job, 84% of jobseekers say the reputation of a company as an employer is important.”<sup>5</sup>
- 2. Reverse the search for the right candidate – attract top talent to your company brand and culture.
  - a. A strong online presence that showcases an organizations brand allows for constant accessibility for potential candidates to gauge if they are a right fit.
  - b. According to SHRM, 84% of organizations are actively leveraging social media platforms such as LinkedIn, Twitter, Facebook and Instagram, etc. to engage with new talent and passive candidates.<sup>6</sup>
- 3. Top talent candidates will self-assess if they are a good fit for the position based on your company brand.
- 4. Employee Value Proposition (EVP): At its core, the value proposition represents everything of value an employer offers to its employees to support, recognize, and show that you value employees. This includes everything from compensation, benefits, training, career/professional development, plans for advancement, etc.<sup>7</sup>
  - a. Most successful EVP’s are tailored to the needs of a specific organization and its workforce. This requires an honest evaluation of feedback, data, and common themes that link what employees want and what your business provides.<sup>8</sup>
    - i. Consider what current and prospective employees actually value and need.
    - ii. Provide values that best address the needs of your current and prospective employees (*e.g.*, child care services for employees who are parents, debt repayment programs for recent grad students, contributions to HSAs for employees with significant medical expenses).
    - iii. Keep in mind that the values may be different for employees at different levels. Try to consider what the business may provide in a balanced or tailored approach to support the largest number of people.
  - b. “Organizations that effectively deliver on their EVP can decrease annual employee turnover by just under 70% and increase new hire commitment by nearly 30%.”<sup>9</sup>

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<sup>5</sup> <https://www.edsisolutions.com/blog/why-employer-branding-is-critical-for-attracting-and-retaining-talent>

<sup>6</sup> <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/documents/shrm-social-media-recruiting-screening-2015.pdf>

<sup>7</sup> See examples here: <https://workology.com/employee-value-propositions-evp/>

<sup>8</sup> <https://rallyrecruitmentmarketing.com/2019/01/define-your-employee-value-proposition/>

<sup>9</sup> <https://www.gartner.com/en/human-resources/insights/employee-engagement-performance/employee-value-proposition>

C. Learn What Your Employees Need

1. Consider the data available from onboarding interviews, exit interviews, and other engagement surveys.<sup>10</sup>
  - a. Consider the various strata of employees and how needs may differ. For example:
  - b. Beginning Career
  - c. Mid-Career
  - d. End of Career
2. Highly engaged teams show 21% greater profitability.<sup>11</sup>
3. HR teams who track and measure recruiting metrics are 2 times more likely to find talent faster and more efficiently.

II. RECRUITMENT CHALLENGES AND SOLUTIONS FOR ATTRACTING TOP TALENT

A. Top Recruitment Challenges and Trends in 2022<sup>12</sup>

1. Talent shortage
2. Candidate driven market
3. Continued COVID-19 impacts (e.g. remote recruitment process)
4. Reaching passive candidates

B. Recruitment Strategies

1. Consider the business goals to be achieved.
2. Accurately identify the business need, including specific actions that must be taken and responsibilities that must be performed.

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<sup>10</sup> [https://www.talentlyft.com/en/resources/employee-value-proposition-survey-questions?utm\\_source=rallyrm&utm\\_medium=blog&utm\\_content=susannahdiyevpblog&utm\\_campaign=blog](https://www.talentlyft.com/en/resources/employee-value-proposition-survey-questions?utm_source=rallyrm&utm_medium=blog&utm_content=susannahdiyevpblog&utm_campaign=blog) and <https://www.talentlyft.com/en/blog/article/105/employee-value-proposition-magnet-for-attracting-candidates#:~:text=EVP%2C%20meaning%2C%20Employee%20Value%20Proposition,their%20performance%20in%20the%20workplace.>

<sup>11</sup> <https://www.forbes.com/sites/nazbeheshti/2019/01/16/10-timely-statistics-about-the-connection-between-employee-engagement-and-wellness/?sh=29989cf322a0>

<sup>12</sup> <https://www.talent-works.com/2021/11/8-recruitment-trends-we-expect-to-see-more-of-in-2022/>

- a. Accurately define the skills and experience necessary for someone to take those actions and perform those responsibilities.
    - b. Skills and experience: Consider prior positions/responsibilities, years of experience, skills developed, education (if necessary), and need for career development.
      - i. Good character, work ethic, hunger, and an entrepreneurial spirit.
  - 3. Create inclusive job postings that meet business needs.
    - a. Consider whether any unconscious biases are limiting the talent pool unnecessarily. Ask colleagues for input.
    - b. Create accurate job descriptions that define responsibilities, goals, and expectations – both short and long-term
  - 4. Post job postings in places that expand pool of applicants.
  - 5. Consider using videos for distributing messages and job opportunities.
  - 6. Consider using AI to remove biases by filtering through applications and rating candidates based on the match with job description.
    - a. But remember that humans still need to monitor the process to avoid inadvertent errors!
- C. Pre-employment Assessments
- 1. Typically online assessment tools to screen potential candidates to find the best match to an organizations needed.
  - 2. Gathers relevant and reliable job-related information on candidates in an **objective** way.
    - a. Can help increase the legal defensibility of your hiring decisions.
  - 3. Types of assessments include: cultural fit, cognitive ability, soft skills, hard skills, and situational judgments.
    - a. Some employers may also require drug testing or physical ability as a part of their pre-employment screening process.
- D. Technology to Automate the Recruitment Process
- 1. Artificial Intelligence (AI) interview software has become a popular tool that claims to help save employers money during the recruitment process, eliminate biases, and gauge candidate skills by analyzing what they say.
    - a. Be cognizant of limitations and consider possible human checks on these hiring tools.

- b. Consider how a prospective candidate might feel about such an impersonal recruiting tool.
      - i. Be open and opaque to candidates about how they are being evaluated by stating it is an AI interview. Such information can affect how a candidate presents themselves.
- 2. Candidate relationship management (CRM) or employee relationship management (ERM) platforms are often integrated with applicant tracking systems (ATS).
  - a. Collects analytics that help provide insights that can be used in making employment decisions.
  - b. Most effective when consistently used by all involved in the recruitment and hiring process.
  - c. Its critical the platforms used can communicate and pull or share data other systems or platforms in place, like benefits and payroll.
- 3. Conduct effective interviews
  - a. Use group interviews to vet candidates and observe skills.
  - b. Train managers and leadership on how to interact and evaluate prospective candidates.
    - i. Whomever is conducting the interviews should be prepared and expect to answer questions from prospective candidates that are off-script as “How are you competitive to other businesses in the area?” or “What is your management style?”
    - ii. Avoid discriminatory questions that get at a person’s age, gender, ethnicity, race, marital status, religion, and other categories employers are barred from discriminating against.
      - (A) Consider state and local protected classes in addition to federal, especially with multi-state employers.
  - c. Consider asking questions aimed at determining a culture fit rather than based on skills and knowledge.
    - i. 89% of recruiters say when a hire doesn’t work out, it usually comes down to a lack of soft skills.<sup>13</sup>

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<sup>13</sup> <https://business.linkedin.com/talent-solutions/resources/talent-strategy/global-talent-trends-2019>

- d. Reverse interviews are a beneficial tool for the company to provide an opportunity for the final pool of candidates to meet with current employees in the same role as they are applying for and are free to ask anything they would like to know about the company.
  - i. In order to benefit from the data gathered, use a pre-printed form for the employees to fill out immediately after meeting candidates to share insight and concerns.
  - ii. Candidates tend to drop their 'interview mask' when speaking to their peers, which can give insight into what motivates them or raise awareness to any red flags.
  - iii. Can also give insight on information about the company – if multiple candidates are sharing the same concerns, then the company can address it.
  - iv. Formally introducing reverse interviews as a part of the hiring process allows a company to take control of the narrative. Candidates already contact current and former employees via LinkedIn to ask questions, read Glassdoor reviews, etc.

E. Expand the Pipeline

- 1. Consider the talent pools from which your employees are drawn.
  - a. Job fairs at community colleges or universities
  - b. Create scholarship opportunities
  - c. Apprenticeships
  - d. Volunteer/Internships
  - e. Reach out on the high school level
- 2. Referral Programs
  - a. When implementing a referral program, consider offering incentives to drive participation such as a monetary bonus.
  - b. Adopt an easy to use process that doesn't require too much time and effort from your employees or their referrals.
    - i. A majority of companies use third party platforms to get the most value and participation out of their program.
    - ii. Keep the employees who have made the referral in the loop throughout the process.

- c. Encourages current employees to think about the positives about their employment with their employer and to share that with their network, even if they do not have a specific person in mind.
- d. Consider implementing a shorter recruiting process for referred job candidates, which may also lead to less spent on the hiring budget.
- e. Crowdsourcing referral to members in your network may lead to recommendations of talented candidates who are recommended and vetted by other professionals in your network.

### III. STRATEGIES FOR RETAINING EMPLOYEES WHO DRIVE SUCCESS

#### A. Retention Challenges and Trends

- 1. 63% of companies with 50-500 employees say retaining employees is harder than hiring them.<sup>14</sup>
- 2. It costs approximately 20% of a salary to replace a lost worker.<sup>15</sup>
- 3. 79% of small businesses say turnover is detrimental to growth and negatively impacts productivity.<sup>16</sup>
- 4. 43% of employees cite limited career paths as a primary reason for leaving a job.<sup>17</sup>

#### B. Turnover Reasons and Rates

- 1. Top 5 reasons employees are leaving jobs:
  - a. Higher compensation
  - b. Poor interpersonal relationships
  - c. Personal life changes (marriage, relocation, growth of family, illness, etc.)
  - d. Better benefits package
  - e. Promotion and/or increased job responsibilities

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<sup>14</sup> <https://www.zenefits.com/workest/employee-turnover-infographic/>

<sup>15</sup> *Id.*

<sup>16</sup> *Id.*

<sup>17</sup> <https://www.talentlyft.com/en/blog/article/105/employee-value-proposition-magnet-for-attracting-candidates#:~:text=EVP%2C%20meaning%2C%20Employee%20Value%20Proposition,their%20performance%20in%20the%20workplace.>

2. Bureau of Labor and Statistics publishes turnover rates by industry.<sup>18</sup>

C. Compensation

1. Evaluate your current pay structure and determine what dollar amounts for both hourly and salaried employees should be based on the current market in your geographic area to create a baseline for wages.
  - a. When communicating any change to employees, explain this has been implemented to help maintain their current lifestyles due to unprecedented times, but is not typical, and this does not represent a new pay rate increase that is guaranteed moving forward.
  - b. Assess the various strata of employees, by position, years of experience, and other relevant factors to confirm whether pay is equitable for legitimate business reasons.
  - c. Identify any significant gaps in pay and the respective reason for such discrepancies.
  - d. Evaluate how and when to resolve pay gaps that do not have a legitimate basis. For example:
    - i. If discrepancy is based on time of hiring, such as the supply and demand of talent requiring a high rate of pay versus low rate of pay, then there was probably a legitimate reason for the discrepancy but also a need to reconcile the amounts to reinforce morale.
    - ii. If differences are (whether intentionally or not) resulting in disparities based on a protected class (*e.g.*, age, gender, race, ethnicity, etc.), then evaluate whether there is any implicit bias or structural problem with the onboarding process and reconcile the problem.
2. Consider adjusting either openly and directly mid-year or quietly through typical annual bonus/pay raise process.
3. Learn about market trends for compensation
  - a. Salary/hourly rate
    - i. Extra compensation at premium rate for working on Saturday, Sunday, or regular days of rest, when already at least overtime rate
  - b. Bonus
    - i. Sign-on

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<sup>18</sup> <https://www.bls.gov/news.release/pdf/jolts.pdf>



- ii. Longevity
  - c. Commission
  - d. Stock options/investment
  - e. Talent fees
  - f. Expense reimbursement
- 4. Evaluate compensation trends and gaps within business
- 5. Reward accomplishments and successes
- D. Benefits Package
  - 1. Parental Considerations
    - a. TriShare Pilot Program
      - i. Pilot model in Michigan where cost of childcare is shared between employer family and state of Michigan
      - ii. Employer opt in program; employer pays 1/3, family pays 1/3 and state pays 1/3<sup>19</sup>
    - b. Adequate paid leave
      - i. Not only provide adequate paid time off, but create a culture that an employee feels comfortable using it.
      - ii. It should reflect a home that assumes both parents work full-time and do not receive homemaking support.
    - c. Time and space for women to nurse
    - d. Time to take off for child-related events/show up (teacher conferences)
  - 2. 529 Programs – Michigan Education Trust (MET) and Michigan Savings Program (MESP)
    - a. Consider matching employee contributions to education.
    - b. MESP offers a step-by-step payroll guide and free digital tools to help implement and introduce MESP to employees.
    - c. Offers free presentations for organizations to educate staff on ways to save for college and the tax advantages.

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<https://www.forwardontalent.org/stories/michigan-tri-share-pilot-program/><sup>19</sup>

- d. Legislation was introduced to Congress that would allow employers to receive a tax credit for small employer costs for establishing direct payroll deductions into qualified tuition programs.
    - i. “According to a recent Edward Jones survey, about 86% of employees surveyed would participate in a 529 college savings program that was offered as an employee benefit.”<sup>20</sup>
- 3. Health care
  - a. Medical, dental, and vision
  - b. Family planning such as infertility treatments
  - c. Mental health days
- 4. Flexibility – remote work, flexible hours, workspace
  - a. Questions to consider when whether to grant remote work in other states
    - i. Where is the employer doing business?
    - ii. Where is the employer registered to do business?
    - iii. Where is the employer paying employment taxes?
    - iv. Business Tax – state and municipal
      - (A) Some states have *temporarily* waived the business tax nexus for COVID-19 related remote work
      - (B) Employment-related taxes
  - b. “The Convenience Rule”: Existed before the pandemic—if an employer is in one state, but the employee lives and works in another state out of convenience rather than because the employer requires it, then the employee owes income tax to the state where the job is based as well as the state they are domiciled.
  - c. Conflicts in Taxation Responsibilities
    - i. Over the past year, in particular, there have been cases where taxes are being claimed both by the state where the employer does business and the state where remote employee is working
    - ii. These conflicts between state laws and imposition of out-of-state laws on the worker and the business directly affects employers who permit employees to work out of state during COVID-19.

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<sup>20</sup> [https://www.michigan.gov/setwithmet/0,4666,7-374-87547\\_87680\\_76301-386906--,00.html](https://www.michigan.gov/setwithmet/0,4666,7-374-87547_87680_76301-386906--,00.html)

- iii. Employers should consider applicable state laws and case law to determine whether and which taxes may be owed in the state where the remote employee is working.

#### 5. Student Loan Repayment Programs

- a. Section 2206 of the CARES Act allows for an employer to make up to \$5,250 in student loan payments for an employee within a year either directly to the employee or the student loan service.
  - i. Extended from 2020 through December 2025 as part of the Consolidated Appropriations Act.
  - ii. Considered tax free –neither the employee or employer pay income tax on this amount and the employer receives a payroll tax exclusion on that amount.
- b. Data from Student Loan Hero shows that 54% of younger employees prefer a student loan payment assistance program over a 401(k) plan.

#### 6. Flexibility

- a. Flexibility by way of autonomy – According to a study conducted by the Harvard Business Review, 61% of employees reported that they would prefer if management allowed team members to come into the office when they need to and work from home when they need to.<sup>21</sup>
  - i. According to the same study, 59% of workers say they would not work for an organization that required them to come into a physical office five days per week.
  - ii. Establish principles over policies; policy-driven mandates on hybrid strategies are likely to be rejected by employees.
  - iii. Provide employees with the tools, technologies, and training so they may remain effective, autonomous, and connected from anywhere.
- b. 54% of surveyed workers would want to work from home after the pandemic ends<sup>22</sup>

#### E. Company Culture / Relationships

##### 1. Diverse and Inclusive Workplaces

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<sup>21</sup> <https://hbr.org/2021/10/forget-flexibility-your-employees-want-autonomy>

<sup>22</sup> <https://www.pewresearch.org/social-trends/2020/12/09/how-the-coronavirus-outbreak-has-and-hasnt-changed-the-way-americans-work/>

- a. “More than 3 in 4 employees and job seekers (76%) report a diverse workforce is an important factor when evaluating companies and job offers.”<sup>23</sup>
  - b. Broadening job requirements
  - c. Using inclusive languages in job postings
  - d. Generational differences in the workplace
  - e. 94% of entrepreneurs and 88% of job seekers say that a healthy culture at work is vital for success.<sup>24</sup>
2. Recognition: “Organizations with formal recognition programs have 31% less voluntary turnover than organizations that don't have any program at all. And they're 12x more likely to have strong business outcomes.”<sup>25</sup>
- i. “When companies spend 1% or more of payroll on recognition, 85% notice a positive impact on engagement.”<sup>26</sup>
  - ii. 40% of Americans say they would put more effort into their work if they were recognized more frequently.<sup>27</sup>
    - (A) More productivity can lead to positive bottom-line improvement.
  - b. Effective recognition should be tailored to the individual. Leaders should ask how an employee prefers to be recognized.
  - c. How an employee prefers to be recognized
    - i. Public recognition
    - ii. Company-wide broadcast
    - iii. Company “townhall” or company-wide event or
    - iv. Department meeting
    - v. Team meeting
    - vi. One-on-one setting
  - d. What types of rewards would be meaningful to them

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<sup>23</sup> <https://www.glassdoor.com/blog/glassdoors-diversity-and-inclusion-workplace-survey/>

<sup>24</sup> <https://teamstage.io/company-culture-statistics/>

<sup>25</sup> <https://www.quantumworkplace.com/future-of-work/importance-of-employee-recognition>

<sup>26</sup> <https://www.shrm.org/about-shrm/press-room/press-releases/pages/shrm-globoforce-survey-hr-professionals-indicate-recognition-programs-have-positive-impact-on-retention-and-recruitment.aspx>

<sup>27</sup> <https://hbr.org/2016/05/recognizing-employees-is-the-simplest-way-to-improve-morale.html>

- i. Customized symbolic rewards
  - ii. Monetary
  - iii. Points based redeemable for merchandise
  - iv. A meal
- e. What types of work they would get the most satisfaction of being recognized for
  - i. Success
  - ii. Expertise
  - iii. Professional/career accomplishments
  - iv. Meeting goals
  - v. Loyalty
- f. When the employee wants to be recognized
  - i. At the end of a project or goal or praise minor wins along the way?
  - ii. Employers should recognize both tangible achievements but also incremental progress and efforts.
  - iii. Let employees know when you see improvement from their efforts to motivate them to continually strive towards their goals.
- 3. Provide opportunities for team members to encourage and recognize their peers.
- 4. Saying thank you to employees and colleagues on a regular basis is a low effort and low cost to making them feel appreciated.

#### F. Support During Life Changes / Work Environment

- 1. Strategic Onboarding Experience
  - a. Can improve new hire retention by 82% and productivity by over 70%<sup>28</sup>
  - b. The onboarding process shouldn't end after the first few days of employment in order for employees to learn about the job training, culture, policies, and benefits at their own pace to make it easier for them to actually absorb the information.
  - c. The onboarding process should show employees a clear path forward with what their role and expectations are as a new employee.
  - d. What employees most value from their onboarding experience their first week
    - i. On-the-job training (76%)

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<sup>28</sup> [https://www.bamboohr.com/blog/onboarding-infographic/?utm\\_source=PT&utm\\_medium=MKP&utm\\_campaign=Bonu-TR-FreeTrialR-20180101-01&utm\\_content=blank&utm\\_term=blank](https://www.bamboohr.com/blog/onboarding-infographic/?utm_source=PT&utm_medium=MKP&utm_campaign=Bonu-TR-FreeTrialR-20180101-01&utm_content=blank&utm_term=blank)

- ii. Review of the company's policies, such as dress code, time-off policy, etc. (73%)
    - iii. Review of administrative procedures, such as a touring the facility and setting up work station and equipment (59%)
    - iv. Assignment of an employee "buddy" or mentor (56%)<sup>28</sup>
  - e. Initial introductions
    - i. Who will they be introduced to? Ensure those individuals are made aware prior to the introductions to allow for a positive first impression.
  - f. Company tours
    - i. Virtual or in-person?
    - ii. Who conducts?
- 2. Managers
  - a. "Great managers reduce turnover more effectively than any other role in your organization."<sup>29</sup>
  - b. Training should start with managers. Well-developed managers with the right tools and development to do their jobs respond to challenges and issues by helping companies do more with less.
    - i. Often requires reskilling rather than just upskilling. Managers should learn how to be more like a coach than a boss.
    - ii. "Managers control around 70% of the variation in team engagement, but only one in three of them strongly agree they've had opportunities to learn and grow in the last year."<sup>29</sup>
- 3. Create resources such as ERG's to share resources and establish support systems
- 4. Connections
  - a. The COVID-19 pandemic has changed how employees connect with their peers and leadership.
  - b. Create structures and policies that promote and support social connection at work such as:
    - i. Meetings should be intentional, social, and inclusive, a moderator may be helpful in a hybrid environment to ensure both virtual and in-person employees are a part of the conversation.

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<sup>29</sup> <https://www.gallup.com/workplace/356729/win-great-resignation.aspx>

- ii. Encourage and reward employees who provide social support I.e. helping others build their networks, manage challenges, and relieve their stressors.
- iii. Make space for social capital - benefits people can get because of who they know – to thrive by ensuring employees have time and energy to develop workplace relationships.

5. COVID-19 Communications

- a. Prospective candidates should value your commitment to their safety. Explain to them the measures your organization has undertaken to maintain their safety from contracting or spreading COVID-19, the Preparedness and Response Plan you have in place, how you communicate exposures within the workplace, etc.

6. Stay Interviews

- a. Ask open-ended questions, similar to what you might ask during an exit interview.
  - i. Likes and dislikes about the job
  - ii. What circumstances or events would cause them to leave
- b. Promotes trust and open communication.
  - i. Employees may be reluctant to share concerns or raise issues. To help circumvent this, managers should set clear expectations in advance of the meetings. Questions should be direct and specific to the employees job satisfaction.
- c. This retention tool is only effective if bosses actually follow through on the feedback they received to address any concerns the employee may have raised.
- d. Most effective if conducted frequently.

G. Career Advancement and Development

- 1. In a June 2021 survey with Amazon, Gallup found that 57% of U.S. workers want to update their skills and 48% would consider switching jobs to do it.<sup>30</sup>
  - a. Consider diverse workforce - over the past year, participation in upskilling programs is particularly high among Black workers (64%), Hispanic workers (63%), and Asian workers (51%) compared to (46%) of White workers.<sup>30</sup>
  - b. Certifications, workshops, trainings, honing new skills, should all be on paid company time.

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<sup>30</sup> <https://www.gallup.com/analytics/354374/the-american-upskilling-study.aspx>

2. Mentorship programs
3. Internal Career Mobility
  - a. Generally defined as “Enabling employees to participate in work and opportunities in ways that benefit both the organization and the employee.”<sup>31</sup>
  - b. Recent trends have shown that is it not just upwards, it is also across and down.
    - i. From full-time to part-time or gig work.
    - ii. Lateral move to a similar role in a different department or within a different team.
  - c. Employees who accept a new role often get a pay increase of 10-20% more compared to those who stay in their current position who usually get a raise of 2-3% annually.<sup>32</sup>
- H. Engagement
  1. Drivers of employee engagement
    - a. Autonomy – when employees are trusted to make decisions about how to manage their time and how to best do their job, they are more prone to feeling invested in the company and its mission.
    - b. Capacity – employees need to feel capable to put in the necessary energy, intellectually, physically, and emotionally into their work.
    - c. Coworker relationships – mutual respect leads to positive and trusted relationships, which leads to better collaborations.
    - d. Fairness – reflects many important indicators: how an employee feels about the work they are given; what they think about their compensation; the level of respect from managers and colleagues.
    - e. Goal support – are employees given the resources and tools to achieve their goals?
    - f. Leader availability – how approachable, visible, and accessible company leaders are.
    - g. Leader integrity – how employees feel about their leaderships commitments to doing what’s best for the company, and following through up those commitments.

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<sup>31</sup> <https://www.reworked.co/employee-experience/the-future-of-career-mobility/>

<sup>32</sup> <https://www.zenefits.com/workest/what-is-job-mobility-and-why-it-matters-for-retention/>



- h. Professional development – the presence of opportunities for growth, and the encouragement to take advantage of those opportunities.
- i. Psychological safety – employees trusting they can speak up with ideas, questions, concerns or mistakes, without fear of being rejected, punished, or humiliated.
- j. Purpose – an employer with a clear company vision and mission gives employees something to connect with and an understand of why the business exists outside of making a profit.
- k. Role clarity – allows employees to clearly connect how their tasks impact the business.
- l. Relationship with manager – plays an integral role in how an employee feels about their jobs.
- m. Rest - employees should be provided with adequate paid time off, but also feel comfortable using that time, to take breaks when needed without guilt, not feel the need to be “always on” and available outside of regular business hours.
- n. Shared values – common work principles and attitudes helps lead you feelings of camaraderie and mutual interest in success.
- o. Utilization – how employees feel about how their skillset, knowledge, and abilities are being utilized