

Attracting & Retaining Talent: The Role of Messaging

2019 Greater Racine Talent Summit

Presenters:

Katie Felten & Bridgette Palm

Strategy House/WMEP



Helping today's manufacturers grow through digital transformation

Laying the Foundation: Company Culture

Revisit your Core Values

Exercise:

Use this exercise to revisit, refresh, and rejuvenate your core values. Gather your leadership team and run through the questions below to uncover what makes your business and team unique.

If you have core values already, start here:

- Do we embody these core values today?
- Do they align with our growth goals?

Now consider these questions:

- How do we want our customers to describe our business?
- How do we want our employees to describe our business?
- What traits do we reward within our company?
- What makes our company unique?
- What words come to mind when we describe our work to others?
- What do we find rewarding about our work?

Your goal is to have between 3-6 core values that represent your business. For each of your core values, create a simple sentence to explain what it means to you and your team. It is acceptable for core values to be aspirational, as long as they are attainable.

Core Values In Action

Once you've defined your core values, it's time to put them to work. Here are some ideas of what to do with your core values once you have them defined.

- Create posters of your core values and statements to post throughout your facility
- Add your core values to your website
- Talk about core values in the interview process
- Create an employee spotlight where employees are commended for demonstrating a core value



STRATEGY HOUSE

Helping today's manufacturers go through a digital transformation

Create Employer Value Proposition

Exercise:

In a competitive market, you need to clearly communicate the value of working at your company to a prospective employee. Put yourself in your candidates shoes and identify what value they get out of being an employee at your company.

- Why would someone want to work at your company?
- What makes your company great?
- What are the most compelling benefits of working at your company?

Use this exercise to build a simple, clear statement of what value a prospective employee would get out of working at your company.

Employer Value Proposition:

Why work at ACME Manufacturing?

OUR COMMITMENT TO EMPLOYEES

Template A

[Company name] is a **[adjective]** organization. We are committed to **[insert values that matter to candidates]**. We have a **[adjective]** culture.

Template B

[Company name] helps our employees **[insert what value the employee gets]** by **[insert actions]**.

Example A

ACME Manufacturing is a lean and community driven organization. We are committed to our employee's continuous learning and career advancement. We have a down-to-earth, but hardworking culture; we get things done fast, and right, but take the time to celebrate with each other too.

Example B

ACME Manufacturing helps our employees build long lasting, meaningful careers by offering continuous learning, clear career growth tracks, and safe working environments.



Helping today's manufacturers go through a digital transformation

Build a Culture Deck

Every company has a culture, what's yours? It's time to document it. Start by asking your team for input. What do they love about working for you? You might be surprised at the answers, often it's little things that make all the difference.

Leadership Meeting Questions

- What is our team like?
- What are core company policies? (i.e. be safe, work hard, etc.)
- What are the perks and benefits of working here?
- How do employees develop their careers here?
- What is our physical environment like?
- What makes your company stand apart from the competition?
- What type of activities does your team do together outside of work?
- What's your relationship to your local community?
- What's the environment like? (People environment? Physical environment?)

Employee Survey

Send this survey out to your employees. Be sure to get feedback from all levels of the organization.

- What do you enjoy most about working here?
- What is your favorite part of working for the company?
- What impact does your work have on customers? How does it impact your community?
- Why do you like about working for the company?
- What do you appreciate about your colleagues?
- How do you engage with your co-workers outside of work?
- Please share an accomplishment you are proud of:

Recent Hires Survey

- What made you look into a career here?
- What appealed to you about the company?
- What do you appreciate about working here that you didn't know until after you were hired?
- What would have been helpful to know during the application process?
- How could we improve the interview and onboarding experience?
- What would you tell someone else applying here?

Collect your leadership and employee feedback and turn it into a culture deck. Here's a [Culture Code Slide Deck Template](#) and an Example Culture Code: [SH Culture Code](#)



Helping today's manufacturers go through a digital transformation

Attracting Talent

Think Differently about Manufacturing

As an industry, the manufacturers are in need of a rebrand: It's time to change the perception of the industry from dirty, dumb, and dangerous to a viable, challenging, and lucrative career path with high growth potential.

Promote the benefits of Manufacturing

- Minimal commutes
 - Schedules that align with school, making it a family friendly industry
 - Competitive pay and benefits
 - Multiple shifts and/or flexible hours
 - Small to midsize businesses = access to leadership
 - Innovation, technology, and digital transformation as manufacturing trends
-

Promote the benefits of your Company

Identify how your organizational structure can be positioned as benefits that matter to a new wave of workers. This becomes an integral part of your brand story.

In addition to traditional benefits (e.g. health insurance, vacation, 401k, etc.) here are some new or culture-focused benefits to focus on:

- Culture Benefits:
 - Career Growth
 - Continuous Education
 - Transparent Communication
 - Access to Leadership
 - Attracting the new generation
 - Flexible work hours
 - Consider four nines or four tens - half day or full day Fridays
 - Student loan programs
-

Promote your Region

- Work with your local chamber and tourism bureaus. Leverage their content to promote the region
 - What's in the neighborhood?
 - What attractions are in the area?
 - What are the schools like?



Helping today's manufacturers go through a digital transformation

Who do you want to attract?

Create tangible examples of your ideal candidates. These personas will be leveraged throughout the process to guide content development and humanize all communications

Identify the primary goals and challenges that lead your target candidates into a job search. For millennials, they often value: vision, growth opportunities, purpose, mentorship and autonomy.

Ideal Candidate [Profile Template]

About the Role

Role to Fill: <insert job title>

Basic details about the person, their job and responsibilities.

Responsibilities

What results are they responsible for? What role do they play in identifying the problem? In solving it?

Skills

What are the core skills that would be valuable in this position? (i.e. problem solving, diligence)

Experience

What experiences would be valuable to this position? Think outside the box.

About the Candidate

Demeanor

What type of person thrives in a role like this? What personalities excel in this type of role/work? How do they think? What makes them who they are? List personality traits that would work well in this position.

Goals & Growth

What are common goals for people in this role? What is the growth path like in this position? What could their career look like in five years?



Helping today's manufacturers go through a digital transformation

Updated Job Descriptions

For key positions, create an ideal candidate profile. However, you may not have time, or need, for an ideal candidate profile for every single position. But if you want to improve your qualified application rate, nearly every job description will benefit from being updated to reflect the information modern candidates are looking for.

Exercise:

Think of a key position you're trying to fill. Answer these questions, then revisit your job description for it. Are they clearly communicated? If not, rewrite your job description to include this information:

What does a day in the life look like?

How will they learn on the job?

What are the career growth opportunities?

Who will they work with?

What is the company culture like? (Hint: See value proposition & culture deck)



Promoting Culture in the Digital Space

If you know you need a new website and you're struggling for talent, you need to prioritize it. Today's candidates judge companies based on web presence. Qualified candidates who are preparing for an interview will research your business; you risk breaking their trust if your website doesn't have clear or accurate information. Your website is your opportunity to promote your brand story and provide a snapshot of your culture to prospective candidates.

Your Company Website

Social Media

LinkedIn

Facebook

Glassdoor



STRATEGY HOUSE

Helping today's manufacturers go through a digital transformation



A Strong Talent Attraction Strategy Requires **Content**

If you just cringed a little reading that line, keep reading.

Don't expect your team to write all this up if they aren't writers.
If content isn't your forte, it's ours. This is the value we bring as an external team.

This workbook includes the templates you need to lay the foundation for a talent attraction & retention strategy. But if you need help pulling it all together, our team can help.

Strategy House excels in integrating the strategy, process, and yes, content for our clients looking to set a solid foundation for talent attraction and retention.

Strategy House's Talent Attraction Project helps established manufacturing companies update their digital brand and clearly express culture to attract qualified candidates.

Contact Katie to learn more: K@strategyhouse.com or 262-227-0772



Helping today's manufacturers go through a digital transformation