



red
CAFFEINE
a growth consultancy

**ATTRACTING, ENGAGING,
AND RETAINING TOP TALENT**



**WE BUILD BADASS BRANDS
THAT PEOPLE WANT TO
WORK WITH AND FOR.**



JANET VIANE
CSO- RED CAFFEINE

AGENDA

- **TALENT AND THE WORLD AROUND US**
- **STRATEGIES TO ATTRACT TALENT**
- **STRATEGIES TO ENGAGE TALENT**
- **STRATEGIES TO RETAIN TALENT**

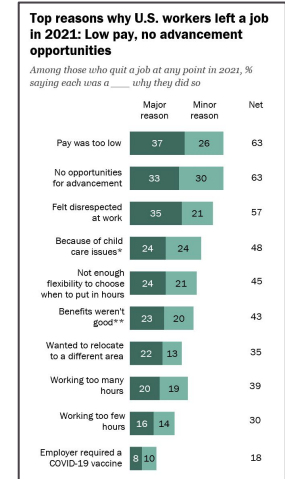
WELCOME TO THE AGE OF...

- Inflation - highest level since the 1970's
- Geopolitical unrest
- Supply chain uncertainty
- Labor as cost of business easily 60%+
- Soaring energy prices
- Rising interest rates
- Consumer sentiment at record lows
- Oh.....and a pandemic

All a risk to economic growth

THEN THERE'S THE GREAT RESIGNATION

- The elevated rate at which US workers quit their jobs starting Spring 2021 amid strong labor demand and low unemployment
 - Some economists feel it won't last into the Fall - By July 2022, more than 24,000 workers in the U.S. tech sector laid off in mass job cuts
 - Some feel it's here to stay - Gartner study shows job turnover is 20% higher in new remote/hybrid world
 - Regardless, when it comes to the concept of work, people are putting themselves first



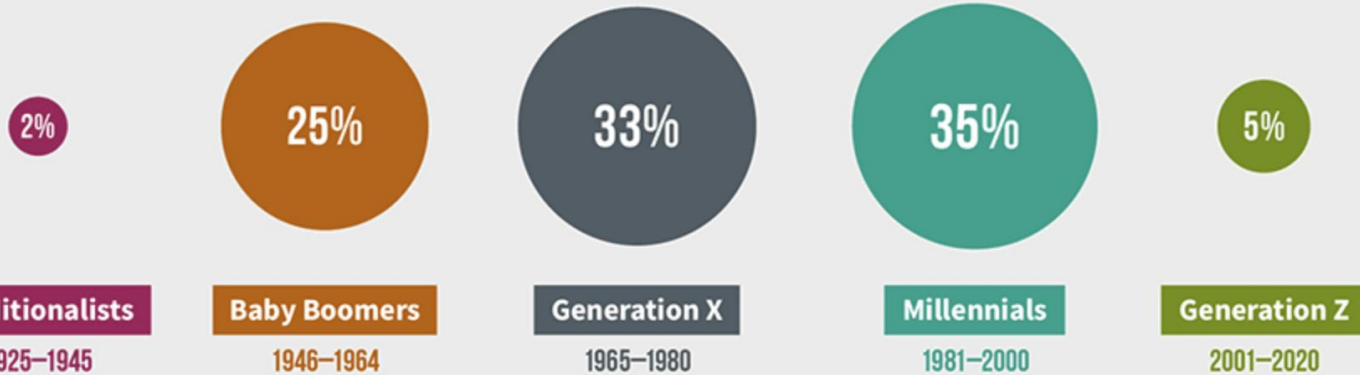
Top Reasons Why U.S. Workers Left A Job In 2021: Low Pay, No Advancement Opportunities

red
CAFFEINE
a growth consultancy

TALENT

FIVE GENERATIONS IN THE WORKFORCE

Current U.S. workforce numbers²:



<https://www.purdueglobal.edu/education-partnerships/generational-workforce-differences-infographic/#:~:text=For%20the%20first%20time%20in,Boomers%E2%80%94born%201946%20to%201964>

THINK ABOUT THEIR RECENT EXPERIENCES

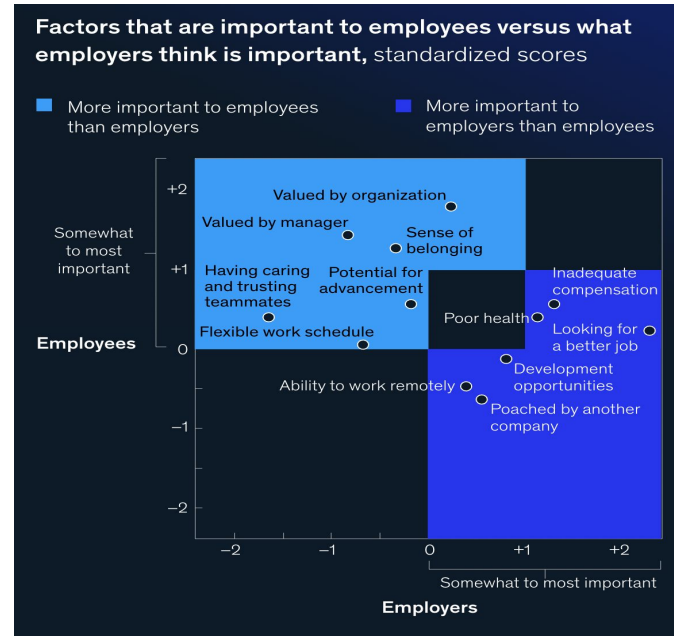
- PANDEMIC... and everything that came with it
- WAR... emotional and economic impact
- ECONOMY... fear of the future
- PANDEMIC...new variants arise

“WE ARE NOT GOING BACK TO THE WORLD OF WORK IN 2019”

- ANTHONY KLOTZ, PROFESSOR OF MANAGEMENT AT TEXAS A&M UNIVERSITY

- 63% of job seekers called work-life balance a top priority when picking a new job
- LinkedIn 2022 Global Talent Trends
- Surge in new business formation last year, with applications hitting 5.4 million
- U.S. Census Bureau.
- We're putting ourselves first!

EMPLOYERS ON DISCONNECT?



<https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/five-fifty-winning-back-your-workers>

CAN EMPLOYERS SUCCEED IN THIS ENVIRONMENT?

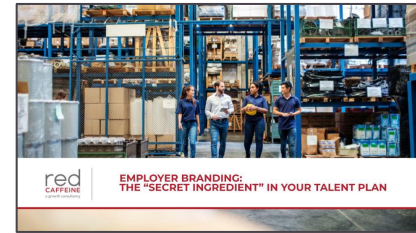
ABSOLUTELY...
WITH KEY STRATEGIES
AND BEST (FIT) TACTICS

red
CAFFEINE
a growth consultancy

ATTRACT

STRATEGY: EMPLOYER BRAND

- Employer Branding - Employer Branding: The "Secret Ingredient" in Your Talent Plan
- Diversity hiring...the development and implementation of a strategy that corrects for bias while attracting, and retaining, qualified candidates. DEI must be part of every employer brand.



STRATEGY: ADMINISTRATION

● Timeliness

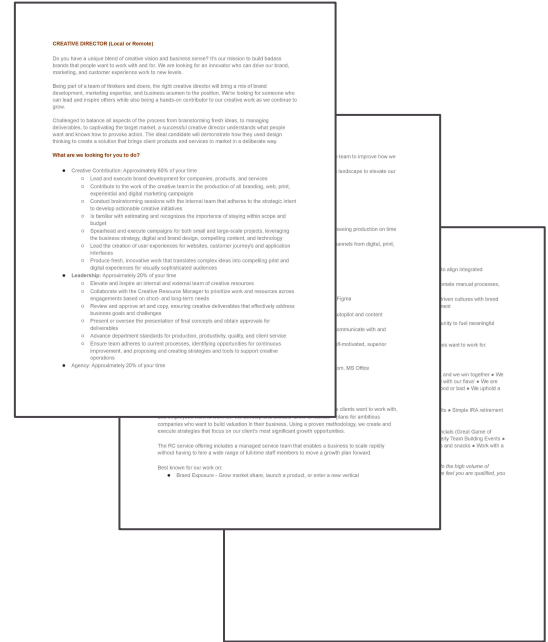
- 43 days current average selection process (HBR/Talent Board)
 - 62% lose interest after two weeks if no engagement

● Application Process

- Online dating-like - swipe right!
 - Job description overhaul - Alive with short titles

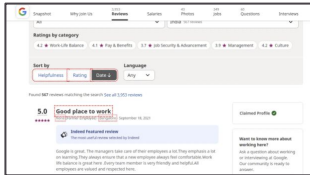
● Mobile Application

- It's where the world lives; convenience
 - First time in 2020; 60.7% of job applications were completed on mobile devices compared to 39.3% on desktop. (AppCast).
Be optimized for mobile.

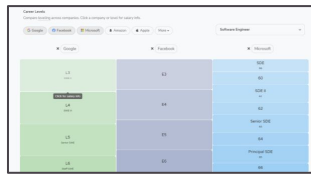


STRATEGY: TREATMENT OF CURRENT EMPLOYEES

- Word of Mouth
 - Digital Footprint - Glassdoor, LinkedIn
 - <https://viraltalky.com/best-sites-like-glassdoor-alternatives/>



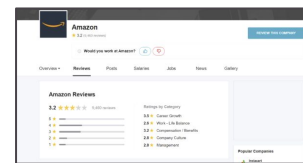
Indeed



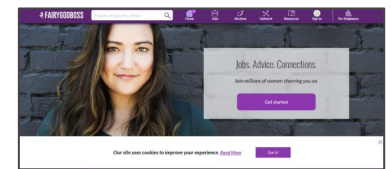
Levels.fyi



Comparably



Blind



FairyGodBoss

STRATEGY: TREATMENT OF CURRENT EMPLOYEES

- **eNPS - Employee Net Promoter Score**
 - Simple start to assessing employee sentiment
 - Fairly widely accepted/understood metric
- **Exit Interview Analysis**
 - Review quarterly
 - Enact on trends

STRATEGY: COMPENSATION AND BENEFITS

- **Compensation Planning - How Will You Respond?**
 - Inflation in May reached 8.6% - highest in 40 years
 - 23% companies planned mid year adjustment (Pearl Myer)
 - Salary range adjustments from 5.2% - 7.8%
 - Hourly wages rising faster than salaries
- "For the past 10 years, very low inflation has provided real wage growth for U.S. workers. Wages are up, the highest rate of change in the past decade, but inflation is the highest in 40 years." - Tom McMullen, Korn Ferry

BLS, Aon, Federal Reserve of Atlanta

STRATEGY: COMPENSATION AND BENEFITS

- **Benefits That Matter To Employees - Importance To Their Life (Aside From Healthcare)**
 - Generous Paid Time Off
 - Remote And Flexible Work Options
 - Paid Family Leave
 - Mental Health Coverage/Options eg. Pinsideout@Pinterest
 - Newer categories like Wellness, Fitness, Technology
- It's about time and flexibility

Workers in the US are feeling the pressure

% of full-time workers in each country who say the following

I face burnout/
being overworked



I am uncomfortable talking
about my mental health
concerns to my employer

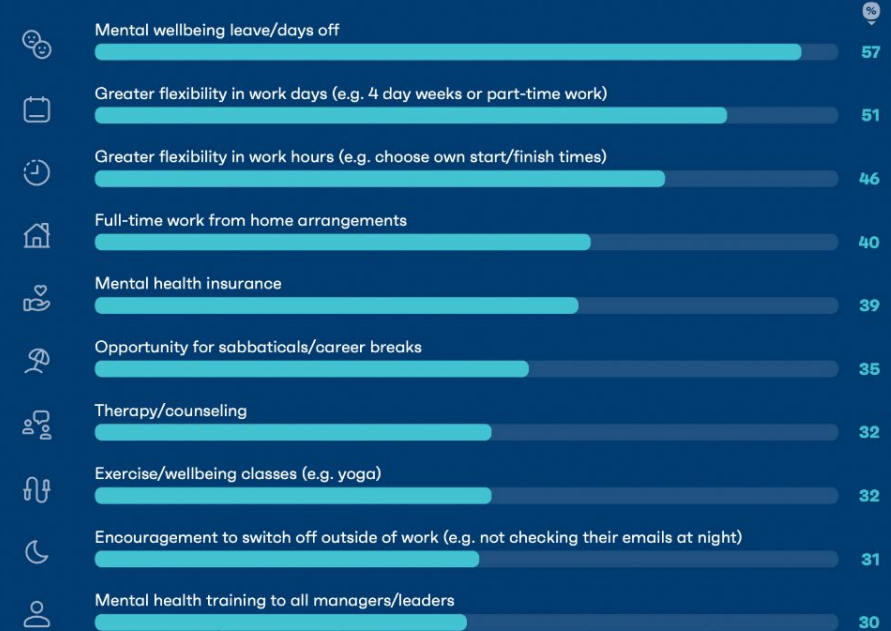


GWZ GWI Zeitgeist April 2022 7,192 full-time workers in 9 markets aged 16-64

US mental health

Workers want tangible mental health benefits first and foremost

% of US full-time workers who would like their employers to offer the following



GWZ GWI Zeitgeist April 2022 1,112 full-time workers in the US aged 16-64

STRATEGY: COMPENSATION AND BENEFITS

Flexibility in choices - offer options/budget

- Medical Coverage
- Dental Insurance
- Vision Insurance
- Life Insurance Policies
- Prescription And Pharmacy Benefits
- Specialist Services
- Mental Health Coverage
- Retirement Planning
- Paid Time Off
- Paid Vacation Time
- Paid Sick Leave
- Extended Leave
- Family Leave
- Disability Benefits
- Workers' Compensation
- Living Stipends
- Student Loan Repayments
- College Grants And Scholarships
- Paid Training And Development
- Digital Coaching
- Continuing Education
- Travel And Spending Expenses
- Company Equipment
- Company Transportation
- Remote Work Flexibility
- Gym Reimbursement
- Investment Opportunities
- Ask Them!!!
- Creative Choice
<https://Blog.Gympass.Com/En/101-Unique-Employee-Benefit-Ideas/>

red
CAFFEINE
a growth consultancy

ENGAGE

STRATEGY: PARTICIPATION

- **Work Opportunities**
 - Small Assignments
 - Jump Ins Or Fix It Projects
 - Brainstorms
 - Training Or Orientation
- **Pay It Forward Opportunities**
 - Volunteer Day
 - Lead Internal Non-Profit Activities
 - Serve In Company Sponsored Community Role
- **Perks Programs**
 - Discounts - Travel, Entertainment, Services, Restaurants

STRATEGY: RECOGNITION

- **From Leadership**
 - Spot
 - Formal
- **From Peers**
 - Shout Outs
 - Online
- **Milestones**
 - Personal - Marriage, Baby
 - Anniversary - Work Related
 - Project Completion
 - Sales

STRATEGY: RECOGNITION

- **Monetary**

- Bonus
- Spot Award
- Increase
- Project Bonus
- Profit Share
- Retention Bonus/Plan
- Education Bonus

- **Non-Monetary**

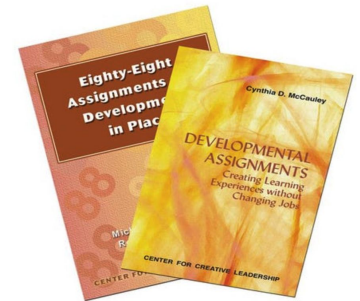
- Title
- Promotion
- Stock Award
- New Assignment
- Points - Recognition Software Programs (Bucketlist, Awardco, Bonusly)

red
CAFFEINE
a growth consultancy

RETAIN

STRATEGY: CAREER DEVELOPMENT

- **Win-Win Philosophy - Linkedin 2022 Workplace Learning Report**
 - Companies that excel at internal mobility keep employees 5.4 years
 - That's double those companies who don't develop employees
 - Over 90% of employees would stay longer if developed
- **Development = Regular Thing - Center For Creative Leadership (CCL)**
 - World-wide gold standard in development
 - TOOL: <https://shop.ccl.org/usa/developmental-assignments-package.html>



STRATEGY: CAREER DEVELOPMENT



Tuition
Reimbursement



Employee
Growth Plan



Career
Development
Training



Personal
Development
Training

STRATEGY: COMPETITIVE COMPENSATION/BENEFITS

- **Go Back To Attract - Now Think With A Competitive Edge**
 - Assess Annually Against Local/Industry Competition
 - Assess Based Upon Aspirant Employer
 - Ask Employees What Matters Most
 - Announce Change Every Year
 - Create An Annual Report Showing Total Value



Total Reward Statement Excel Template

Employee Compensation

Your Total Compensation Statement

Prepared exclusively for
Employee Name Here

As an employee of (your organization name), you are eligible for a variety of benefits and compensation for the services you provide. This personalized total compensation statement is intended to give you a summary of the benefits you receive and their value. **Thank you for your service.**

| | | | |
|-------------|----------------------|--------------|-------|
| Employee ID | 2 | Department | HR |
| Name | Employee Name Here | Manager Name | Kelly |
| Job Title | Customer Service Rep | | |

| | |
|---------------------------------|----------|
| Total Cash Compensation: | \$44,500 |
| Base Pay | \$34,000 |
| Overtime | \$5,000 |
| Total Bonuses | \$5,500 |

Total Bonuses Includes:

| | |
|-----------------------|---------|
| Variable Compensation | \$5,000 |
| Christmas Bonus | \$500 |

| | |
|---|----------|
| Total Healthcare / Company Contribution: | \$11,600 |
| Medical | \$10,000 |
| Dental | \$1,000 |
| Vision | \$600 |
| Flexible Spending - Healthcare | \$0 |
| Flexible Spending - Dependent Care | \$0 |

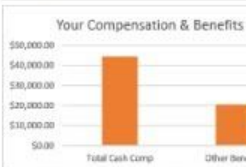
Your Statement Overview



| | |
|--|---------|
| Total Insurance Benefits/ Company Contribution: | \$3,300 |
| Short Term Disability | \$1,000 |
| Long Term Disability | \$1,100 |
| Life Insurance | \$1,200 |

| | |
|---------------------------|---------|
| Mandated Benefits: | \$1,101 |
| Federal Unemployment | \$900 |
| State Unemployment | \$100 |
| Workers Compensation | \$101 |

| | |
|------------------------------------|---------|
| Stock Programs Total Value: | \$4,000 |
| Stock Options | \$1,500 |
| Restricted Stock | \$2,500 |



| | |
|---|---------|
| Total Retirement / Company Contribution: | \$1,901 |
| 401k Matching | \$800 |
| Pension | \$900 |
| Social Security | \$100 |
| Medicare | \$101 |

Your Business / Organizations Name and/or Logo

| Employee ID | Employee Name | Job Title | Department | Manager | Salaried or hourly? | Name of Extra Perks | Amount of Extra Perks | Name of Perk #2 |
|-------------|--------------------|----------------------|------------|---------|---------------------|-----------------------|-----------------------|---------------------|
| 2 | Employee Name Here | Customer Service Rep | HR | Kelly | Salaried | Tuition Reimbursement | 2,000.00 | Education/ Training |
| 3 | | | | | | Tuition Reimbursement | | |
| 4 | | | | | | Tuition Reimbursement | | |
| 5 | | | | | | Tuition Reimbursement | | |
| 6 | | | | | | Tuition Reimbursement | | |
| 7 | | | | | | Tuition Reimbursement | | |

Your Business / Organizations Name

| Employee ID | Employee Name | Benefits - List Company Contributions | | | | | Insurance Benefits | | | Name of Plan 1 | Value of Plan 1 |
|-------------|---------------|---------------------------------------|----------|--------|--|------------------------------------|-----------------------|----------------------|----------------|----------------|-----------------|
| | | Medical | Dental | Vision | Flexible Spending - Healthcare Account | Flexible Spending - Dependent care | Short Term Disability | Long Term Disability | Life Insurance | | |
| 2 | | 10,000.00 | 1,000.00 | 600.00 | | | 1,000.00 | 1,100.00 | 1,200.00 | 401k Matching | 800.00 |
| 3 | | 12,000.00 | 1,000.00 | | | | | | | | |
| 4 | | | | | | | | | | | |
| 5 | | | | | | | | | | | |
| 6 | | | | | | | | | | | |
| 7 | | | | | | | | | | | |
| 8 | | | | | | | | | | | |
| 9 | | | | | | | | | | | |
| 10 | | | | | | | | | | | |
| 11 | | | | | | | | | | | |
| 12 | | | | | | | | | | | |
| 13 | | | | | | | | | | | |
| 14 | | | | | | | | | | | |
| 15 | | | | | | | | | | | |
| 16 | | | | | | | | | | | |
| 17 | | | | | | | | | | | |
| 18 | | | | | | | | | | | |
| 19 | | | | | | | | | | | |
| 20 | | | | | | | | | | | |
| 21 | | | | | | | | | | | |

Please note that this personalized statement is not a legal document. All benefits are governed by the actual benefit plans, which have precedence over the info reported in this statement. (Your Organization name) reserves the right to change, suspend, or cancel its benefit policies or practices with or without notice.

STRATEGY: FLEXIBILITY

- Work Location Options - Remote/Hybrid
- Hours - Core Hours/Flex Hours
- Benefits/Perks - Ante In The Game
- Training And Development - Options With Guidance
- Input/Feedback -Ask At Least Annually

STRATEGY: RECOGNITION

- **Go Back To Engage... Plus**
 - According to the Human Resource Executive - The best rewards reflect the values of the organization
 - Recognition has to be timely
 - Consistency is key to any programmatic effort
- **Don't:**
 - Recognize every little thing
 - Identify caveats
 - Applaud the leader and not the team
 - Forget to make the recognition meaningful to them
 - Rely only on numbers for objectivity; identify behaviors too
 - Recognize in a sloppy way
 - Read from a script



SUMMARY

YOU CAN ABSOLUTELY WIN IF YOU...

1

Remember the demographics
won't get better

2

Meet them where they're at
- FLEXIBILITY

3

Think creatively (strategies) and
challenge the "existing" (tactics)

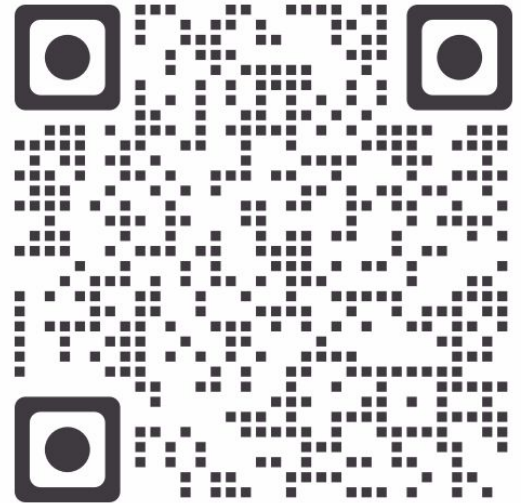
4

Think about what it
takes to put you first!

NEED HELP?

**Bring Us Your Biggest
Employer Branding Challenge**

**Enter to win a 2-Hour Talent
System Strategy Session**





red
CAFFEINE
a growth consultancy

**LET'S GET
GROWING!**

JANET@REDCAFFEINE.COM