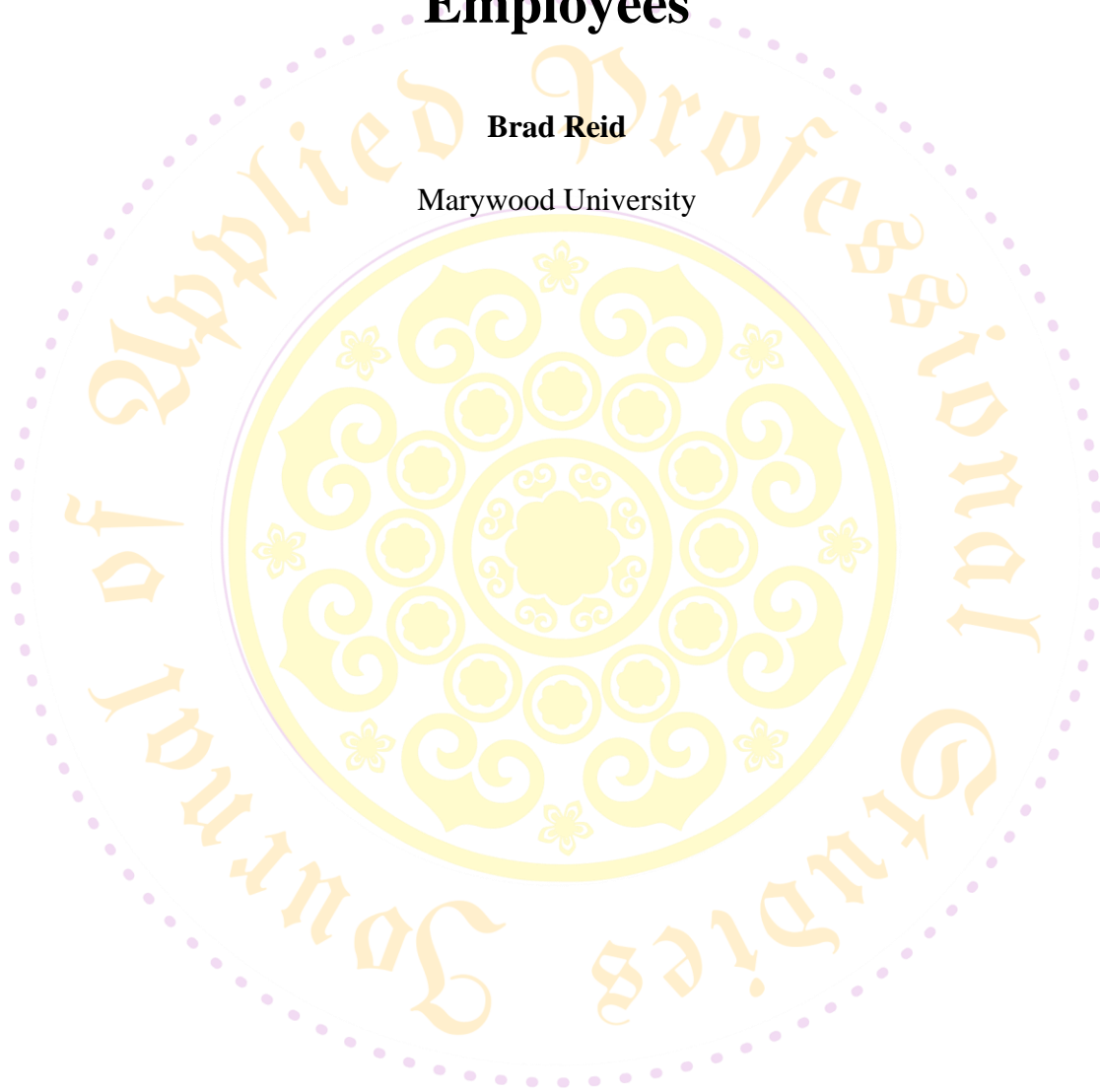


Challenges and Solutions to Human Resources Role in Recruiting and Retaining Public Employees

Brad Reid

Marywood University



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Abstract

Economic challenges and competition from the private sector have caused many vacant positions within the public sector. It is also taking longer to find replacements for those positions. These crucial challenges are having many negative impacts on public sector organizations. From increased operating costs to the loss of organizations knowledge, it is preventing these organizations from reaching their full potential and fulfilling their missions.

Human Resource professionals in the public sector must have the tools and skills needed to recruit top talent, quickly, for vacant positions in their organization while retaining their current workforce. They must be able to aggressively compete for qualified talent against their private sector counterparts while being in an era of employee shortages. By having a comprehensive recruitment and retention plan, public sector employers will have the ability to thrive and accomplish their goals.

Keywords: Recruitment, Retention, Strategies, Increase Productivity, Cost Reduction

Introduction

Organizations all over the world have had to deal with recruiting and retention tasks ever since the beginning of society. Employees leave their organizations for better pay, more flexibility, advancement, and various other reasons. These are the same reasons why candidates apply to a position with your own organization. Human resource professionals in the public sector have always faced the challenge of recruiting the best talent to their organization and keeping the employees that they already have. It is the nature of human resources.

Economic challenges and employee shortages have contributed to an unprecedented number of vacant positions within the public sector. Coupled with challenges unique to the public sector like lower salaries and less resources, many public organizations struggle to maximize their recruitment and retention efforts. The lack of full staffing levels has negatively impacted business operations and productivity. Current employees deal with addition work responsibilities and the stress that comes with it while prospective employees are demanding higher salaries and additional benefits. Though some of these struggles are not new, the aftermath of the 2008 financial crisis started to exacerbate these challenges. Then, the COVID pandemic came along and dramatically impacted business operations. Many organizations have had to permanently change their operations because of COVID. The pandemic also changed many aspects of the economy that have negatively impacted the public sector. Many people have either withdrew from the workforce completely or are leaving their employer for higher pay to combat the issues felt by the highest inflation in over 40 years. I begin my research by outlining the main recruitment and retention challenges that the public sector faces and list proven strategies to overcome each of those challenges. It is crucial

for human resource professionals to have a comprehensive recruitment and retention strategy to maximize employee retention and recruitment efforts.

Literature Review

In today's current climate, public organizations face the growing challenge of attracting and retaining qualified employees. More and more job openings at other companies are becoming available. With that, many companies are offering large sign-on bonuses and increasing starting salaries to entice employees away from their current employer. Regardless of what an organization does well, there will always be employees who leave to take an outside position. The increasing challenge to replacing an employee is that the time it takes to fill positions is getting much longer. To make this situation even harder is that many private organizations are able to offer salaries and bonuses that most public sector employers simply cannot offer. It is increasingly important that public sector human resource professionals have a comprehensive plan to retain valued employees and attract new qualified talent.

The first and most important part of having a strong workforce is to keep current employees. Many do not realize that retention starts the moment a new employee accepts the job offer. Preboarding is the time frame between when the employee accepts a job offer and when they start their first day of work. ERE Recruiting Intelligence states that an engaging preboarding experience helps prevent new hires from not showing (Sullivan, 2015). It is a huge waste of time and resources when a person accepts a job offer then never shows up for the first day. Increasing employee effectiveness is also a benefit when preboarded. This is especially helpful when a position has been vacant for a long time. Another benefit is that preboarding increases first-year employee retention by as much as 80% as it increases engagement and ownership of new hires. Also listed as a benefit pertains to employer branding and referrals. ERE states, "The best firms use preboarding to turn new hires into brand ambassadors where they tell their colleagues the positive features of the new firm and they begin thinking of which colleagues they might turn into an employee referral." Having an employee start off in an organization being excited and engaged will help draw other talent to an organization.

After a new employee shows up, or it is identified that a current employee has areas of opportunity, a mentorship program has shown vast improvements in retention and job satisfaction. Mentorships are a pairing between a more senior employee and a junior employee with the intent of guiding the junior employee through their professional journey. A study conducted by Randstad, a nationwide staffing agency, showed that mentorships dramatically increased retention rates by 49% (Smith, 2022). In addition to that, it saved over \$3,000 per participant that year. Mentorships can come in the form of traditional face to face interactions or, to add flexibility and capitalize on resources elsewhere, can be done via remote environments.

Randstad points out that by properly pairing mentors with mentees, it improves the retention of both the current and new employee and helps build meaningful relationships between each other and the company. Walden University found that mentorship programs can help retain and increase diversity because women and minorities do better when more engagement occurs (Walden University). Much like a strong preboarding program, mentorships help to create positive employee branding and in addition to helping retain that employee, it also helps attract new

qualified talent. Walden University also found that it helps create leaders and secures longevity of employees. Both of which increase the retention of the employees.

A more widely known, yet dramatically underutilized tool that helps retain employees is continuous training and development. Training is the actual process of showing and instructing an employee how to do the tasks of their position. Development is the practice of having an existing employee acquiring new skills and expanding on the ones that the employee currently has. This serves two main purposes. The first is the most obvious, it sharpens the skills and improves the efficiency of employees. However, it also helps with improving employee retention. The Harvard Business review states that “employees who get professional development opportunities are 15% more engaged and have 34% higher retention than those who don’t” (Keswin, 2022).

Even more impressive is that organizations who have a strong development program are 52% more productive and 17% more profitable than their peers. Companies like LinkedIn will give their employees one “InDay” per month for the employee to participate in training and development opportunities. This will encourage employees to take advantage of training and development opportunities when they don’t have to attend during their personal time outside of work. Coaching also helps with effective training. A non-punitive coaching approach helps employees be more receptive to the training and helps improve their skills in a more customized way. An online learning company called Udemy, created a ritual called DEAL, or Drop Everything and Learn to help training be more exciting and increase participation. The employees are given the liberty to learn anything that want. Since training and development improves retention, making it fun and more accessible will help improve participation.

A retention tool that is often overlooked until it is too late is a competitive compensation/benefit package and job perks. This does help with both attracting new talent but more importantly, it helps keep current employees. According to a report published by the people management platform Lattice, 55% of employees leave for another job because of higher compensation (deBara, 2022). Lattice also stated that just one dollar per hour increase resulted in a 2.8% retention increase. On the flip side, every dollar per hour lost actually caused a 28% increase in turnover. When budgets are tight, it is important for human resources to remember that there is a very high cost associated with turnover. This cost includes the loss of productivity and the costs associated with recruitment. It is stated that, “The quality of compensation packages determines the quality of an organization’s employees, how well they perform, and whether or not they are engaged in the work they do.” That is an important concept for human resource professionals to remember.

The strength of public sector organizations is not always the salary, but the benefits they offer. It is important to note that it doesn’t necessarily mean just a higher salary. Instead, overall compensation includes insurance, retirement plans, and other perks are reasons for employees go to another employers. Improved work-life balance was another main factor for employees leaving their jobs. Employees put high value on the sick and vacation time that an organization offers. Data shows, that “Paid time off (PTO) is necessary for any benefit plan. Providing competitive PTO/sick leave time helps establish a company culture that prioritizes employees taking time for themselves and their wellbeing. This work-life balance helps boost retention, productivity, and employee morale” (Charaba, 2022). This is where public sector employers can shine against their private counterparts.

There are times when an organization has all of the right practices in place but still an employee decides to leave. HR professionals must take this unfortunate situation as a learning opportunity. Many organizations overlook a very helpful process called an exit interview. An exit interview is a final interview given to an employee that has submitted their resignation in hopes of learning why the employee is leaving. The purpose of this is to help the organization to see if there are possible improvements that they can make to retain other employees. Out of my entire working career, I have only had one company that provided an exit interview. The Society of Human Resources explained that an exit interview can do more than just retain other employees. They explain that “Exit interviews help leaders dial into their company's current direction. Plus, they generate questions that recruiters can use in the hiring process to discern whether a candidate is a good fit. Exit interviews can uncover a multitude of issues that help you improve your processes and procedures” (Knight & O'Donnell, 2022). They go on to explain how employees have shared issues like poor communication and being blindsided by dramatic changes.

Organizations have been able to take this information and create things like mid-quarter check-ins and created committees to improve communication breakdowns. It also allowed organizations to tailor interview questions to see how the candidates respond to questions about how they deal with problem solving independently and how they would address challenges within the workplace. This approach can help find employees that might be able to deal with certain challenges better than others which organizations with retaining them if they are more likely to be resilient during stressful times.

Inevitably, the time will come when an organization has to find a new employee. Strategic and effective strategies will be needed to recruit the best talent in the shortest amount of time. It is crucial that the impact on productivity within the organization is minimized. It is equally important that the best qualified and best fit candidate are able to be selected for the vacancy. One of the most effective practices used to find candidates for positions is through employee referrals. Employee referrals are when a current employee suggests a candidate that they feel would be a good fit for a position.

BambooHR, an outsource human resource company explains that there are five main benefits from employee referral programs (BambooHR). One of the benefits is that it encourages employees to make good referrals. Data shows that 88% of employers stated that employee referrals are the biggest source of above-average applicants. The key to this is that referral bonuses help to encourage employee's participation in this effort. Another benefit of employee referrals is that it reduces the time from the position being vacated to onboarded.

Employee referral hires take on average 29 days whereas those found via recruiters or job boards average about 44 days. This practice also saves the organization money. BambooHR explains that recruiters' average cost is 20% of an employee's yearly salary. So, if the person's salary is \$100,000, the recruiter is paid \$20,000. Even if the employee referral bonus is \$2,000, the organization is saving \$18,000 in recruitment costs. Employee referral candidates that are hired stay with the organization 70% longer than those who are hired from traditional channels. The recruiting software company, CVVIZ, mentions that there are higher applications to job accepted conversions with employee referral applicants (Gawande, 2022). On average, these applicants convert 4.6% higher than traditional means. They also state that referrals make it easier to hire

and harder to find niche roles. Additionally, these hires typically fit better into the organizations culture. Better candidates, longer retention, and saving money is a win all around for any organization.

When it comes to recruiting for a position, time is of the essence as no human resource professional wants to spend exorbitant amounts of time recruiting for a position to just be inundated with applicants that do not have experience in the position. This is where job specific, or niche, job boards can elicit better matches than a general job board like InDeed.com. The first benefit of niche job boards is that the applicants have the relevant work experience for the position (Careersinfood.com).

This saves time without having to sift through unqualified applicants. These job boards also cost less than larger general job boards do. Careersinfood.com also explains that there is less competition than general job boards as the job posting doesn't get lost in the sea of non-related job posting of irrelevant occupations. These job boards also allow the organization to give a more personalized experience and help build brand awareness.

An interesting benefit of niche job boards is that human resources can go more in-depth with the specifics of the position (the-network.com). For example, an IT posting can contain the specific types of program languages which will be seen by industry specific applicants. This further helps with increasing the quality of applicants applying. It can also help provide the organization with additional instant credibility and let others know you know where to find the best talent. Lastly, these job boards provide a learning opportunity for the human resource professional by allowing them to review comparable position job postings. They can learn key words, expectations, and occasionally salaries for similar positions. Targeting job postings on specific job boards yields the best results.

The far reach that social media has is a great tool in the recruitment process. From LinkedIn to Facebook, millions of Americans are on a social media platform any given moment. One way that social media improves recruitment is by increasing brand awareness. Career Arc explained that the reason for this is that "Today, quality candidates are not simply looking for a job—they are looking for a career path and a company that can support their personal and professional ambitions. Savvy job seekers do extensive research throughout the candidate journey and decide whether or not to continue with a company based on that research" (Pereyra, 2021). Positive employer branding goes a long way in encouraging individuals to apply to any open position. It helps build a recruitment pipeline by keeping people continually engaged in what the organization is doing.

The approach of using social media also helps connect to a younger demographic that can bring a different view and approach to the positions that they enter. Social media allows the opportunity for groups like millennials to feel connected to the organization which they are looking more for than just a paycheck. Social media also helps increase search engine optimization. The career consultant firm Zippia explains that leveraging social media helps not only increase job visibility but it also helps reduce the cost of recruitment by laser-targeting specific groups (Matson, 2023). They also state that it provides an opportunity for organizations to screen those interested in a position. Being able to review how a candidate conducts themselves in their personal life, publicly, can shine some insight to how they would handle themselves when working for you. This insight

isn't always obtained in more traditional approaches to recruitment. Social media also can help reduce the time it takes to find a candidate because of its quick and far reaching abilities.

Many companies either don't have or have an underleveraged career page on their website. This page can add another layer and opportunity to make individuals interested in your organization. G2, a business software company explains, "An optimized careers page boosts your search engine rankings, allowing more candidates to find your site and easily apply. Your career page should list open positions and highlight your culture and values" (Ravi). They stress that it is extremely important to make the organizations site mobile friendly as 90% of candidates access an organizations career site and application via a mobile app.

The career site also helps build upon the organizations brand and lists data showing that 80% of human resource professionals state that employer branding is a major contributor of being able to attract top talent. Recruiting.com says that organizations must make their career site a prominent part of their website so it draws visitors' attention (Veylan). It is also recommended to ensure that the career site is visually stimulating with videos and company photos to help further build an experience for the visitor. It is equally important to make sure that the site is very user friendly and seamless. This will make it easier for older and less savvy individuals to navigate. It is important that recruitment efforts are made in areas where millions of people are working every day.

Community engagement is a great strategy for any organization to participate in to help increase brand awareness and increase business. However, many human resource professionals miss the important benefits that community engagement has on recruitment. Personally, I have found that by participating in local chambers of commerce and other community organizations it provides exposure to other professionals from any array of industries that could be potential candidates for positions in the future. It allows for the chance of getting to know people on a more personal level and see if they have the characteristics that could complement the organization. Cloutera, a recruiting services company, states that too many companies rely too heavily on social media engagement and not meaningful in-person engagement (Cloutera.com, 2019). They explain that "Engagement involves providing those in your community with value while improving your visibility. Simply heading to a local job fair and discussing a vacancy isn't engagement; that's merely marketing your openings.

While professionals may be aware you are seeking candidates, that isn't always enough to attract top talent." Ideas to fully develop community engagement and recruitment efforts are offering skill specific seminars, discussing industry trends, and in-person networking opportunities can make connections that could turn into an interested candidate in the future. They found that potential candidates are three times more likely to trust information shared about an organization from an employee than the employer themselves. Furthermore, 66% of job seekers feel that interacting with employees is the best way to get insight about an organization. Community engagement efforts are a key way for organizations to inform people about themselves and build a good reputation as an employer (Carman, 2014). It is important to attend community events like fairs and festivals, give employees branded year to wear, and network with other businesses. All of these efforts provide opportunities for others to get to know not just the organization but employees as well. This goes a long way to helping to support the recruitment pipeline.

Conclusion

It is critical for all human resource professionals in the public sector to have strong and effective strategies to both recruit and retain quality employees. The purpose of this review is to provide human resource professionals with leverageable tools to help overcome the challenges facing recruitment and retention in the public sector. This is important considering the competition that comes from the private sector and Americas current worker shortages.

A theme that several sources for both recruitment and retention stressed is a very beneficial tool was employer branding. I am very familiar with the power great branding has on increases sales and enrollment. However, I was not aware that branding has a big impact on recruitment and retention. There are several commonalties between retention, recruitment, and sources. They are that people, and/or potential job candidates, must have a positive image in their minds about the organization. These positive images are crucial in order to attract top talent. The employees of today are looking for careers, not just a job. They want a personal connection to the places that they apply to work at. It is also interesting that employer branding occurs at many different points of contact. This ranges from networking opportunities to the company's career page. The better reputation and image an organization has the easier it will be to pull top talent to apply to open positions.

Engagement is another theme that is carried through both retention and recruitment. Engagement pertaining to retention shows that most employee do not want to feel that are forgotten about. They are not satisfied enough by simply being put at a desk and expected to perform their duties on their own. These employees yearn to feel a part of the company they work for. They want know they are appreciated for their contributions and want to continue to learn and grow. Engagement on the recruitment front shares the same item of potential candidates wanting to feel that that if they were to leave their current employer, that they will find that new company values them and rewards them for it. Current or potential employees want to work for an organization that will respect and invest in them and give us much to the relationship as they are willing to give to the organization. It is also important to note that many engagement strategies help not just on the recruitment and retention front, but also with increasing the organization business or participation. It is not common when self-serving efforts also bare fruit externally.

When looking at poor retention, the commonality of cost is observed. It costs a large amount of money to recruit top talent. There are high costs associated with recruiters, training new employees, and memberships to job sites. The loss of production and productivity cost organizations a large amount of money. In addition, its costs money and time for human resource professionals to spend on finding replacements for vacant positions when their efforts could be better spent developing staff to reach organizational goals. Poor retention diminishes continuity, which reduces employee satisfaction and the quality of work being done. It is crucial that poor retention is address and resolved as quickly as possible.

In the vein of positive feelings towards an organization, it is also eye opening that retention starts at the time a candidate accepts a position. Like most others, I would have assumed that retention started after the employees first day. Employees are nervous starting a new job. This is especially true when that candidate is leaving another organization to join yours. Some fear the idea of "the

grass isn't always greener on the other side." It makes logical sense that a new employee that feels engaged and supported, prior to actually starting on their first day, will feel reassured that starting at the new organization was the right choice. This is clearly proven by the retention data that was mentioned.

Analysis

A major theme that ran throughout the literature review was employee branding. Branding is as important to the sale of a service or product as it is to help with employee recruitment. Employee branding comes down to how and what a person feels about your organization when they see or hear about it. The more positive they view an organization the more likely they will be to apply to a position within the organization. The more positive feeling people have towards and organization the more likely they will be to proactively look for open positions within it. It will help fill the recruitment pipeline and reduce the time and effort the human resources professional will have to spend on filling positions.

In class, we learned about the importance of a diverse workforce. Diversity typically comes in the form of women and minorities. We also learned about the challenges facing older employees and the value that they bring to an organization. In addition, we learned that this diversity strengthens an organization as it brings new ideas and solutions to the workplace. I mention this because a diverse workforce does more than just bring new ideas. Embracing diversity can improve the retention of diverse employees. When these individuals feel valued, supported, and rewarded, it will give them an environment that they can enjoy and will help them stay with the organizations longer. This inclusivity can also be promoted to help attract new talent. If another organization is not supportive of diversity, an organization that does can lure them away from their current job. As for a company's aging workforce, these employees will be able to contribute more and stick around longer if they are receiving training and advancement opportunities. This of course will continue to help employee retention within the organization while maximizing their potential. Training opportunities benefits both the employee and the organization.

Engagement was another theme that carried through both recruitment and retention of employees. Engaging the community helps with building brand awareness and increases business opportunities. We learned in class that in the recruitment of new talent it is important to cast a wide net as provides the best chances of attracting applicants. By targeting specific community events, the human resource professional can get exposure to various groups that are currently being underrepresented in their workforce. Many employees are looking at an organization's benefit package and not always just salary when considering applying for a position. We also learned that public sector employers can provide certain benefits or more benefits than their private sector counterparts.

Community events provide the human resource professional the opportunity to highlight these benefits along with their support of a diverse workforce. They can also share how they support training and development opportunities for their employees as many individuals value that in an employer. All of these efforts help increase an organizations application pipeline. In the research completed, it was also discovered that retention starts the moment a candidate accepts the job offer. The period between when the candidate accepts the job offer and their first day can impact if they

show up on the first day of work. Data shows that effective engagement of the candidate during this time dramatically increase not only the chance that they show up on the first day but also their satisfaction with the employer. It increases the organizations branding as these individuals are more likely to share their good experiences with friends, family, and their community.

There is a high cost associated with an organization that is constantly having to replace vacant positions. This cost comes in the form of the money tied directly to recruitment efforts as well as diminished productivity from the loss of organizational knowledge and getting new employees up to speed. This challenge can negatively impact on both an organization's operational and strategic plans. When there is high turnover, it increases the chance that goals are unmet as the workforce and knowledge needed are missing. Also, high turnover can bring uncertainty, lack of organizational knowledge, and other stresses. This stress and lack of effective supervision can eventually, intentionally or unintentionally, increase the chances that unethical decisions are made and behavior to occur. This will not only further reduce the chances of goals being met but can also be a detriment to an organizations brand and increase workplace conflicts. These issues have negative implications for recruitment and retention.

Training and development are huge assets to any organization. It lets employees know that they are valued and that their employer is investing in them. Training increases the workforce's skills, efficiency, and productivity. However, training takes time, and in some cases, money. This is something that many public organizations simply do not have. We learned that technology can be another training modality option for organizations.

Depending on the method, it can provide flexibility when time and resources are scarce. In a large organization, technology driven training can save money in that travel and other cost associate in-person training can be diminished. Technology can also be leveraged directly in recruitment efforts. Various online job sites can provide wide reach and help get exposure that is not feasible in face to face interactions. Technology again be leveraged with social media to help build the organizations brand. Additionally, employee record technology can help keep track of the workforce's skill set and experience that can be used to grow employees within the organization or help identify training opportunities. This will further increase employee retention and help fill higher level positions from within. Effective training not only benefits the organization at every level, but also increases employee retention.

Recommendations

For recommendations, I am going to take the view that I am a human resource professional within a public sector organization rather than general recommendations. My recommendations will be as comprehensive as the research and data indicated suggest is needed in order to have a truly robust recruiting and retention program. As multifaceted as the recommendations will be, specific details will be provided so that human resource professionals can have action items that they can leverage within their own organizations.

The first recommendation I want to mention pertains to community engagement. As mentioned prior, this helps dramatically with both the promotion of the organizations products or services as well as building an organizational brand to help attract new talent. I would start an initiative that

requires a specific person or group of people to participate in at least one community organization/club. Depending on the size of the organization, assigned individuals could form the HR department or any other outreach type role that the organization has. This club or organization can be of various nature. For example, some counties Chamber of Commerce offices hold what is called, “Non-profit Round Tables”. These are monthly meetings, somewhere within the community, where representatives from non-profits and other organizations gather to share what their organizations do, share any upcoming events they are participating in, and other worthwhile information. It was from myself personally participating in one of these round tables that I was able to find a replacement for an open position in the college I was working for and also found out about, and ultimately was awarded, a \$20,000 grant to replace old white boards in the classrooms with new large Smart TV’s. This provided great networking opportunities and allowed for our satellite campus to become better connected to the communities that we served.

The second recommendation that I would make is building out a comprehensive training, development, and mentorship programs. As the data from the research showed, this program will be mapped out starting the moment a job offer is accepted. Documentation will be created to ensure uniformity of that training. This will include a general outline/guide for all new employees as well as a job specific training outline/guide that will be specific to the employee’s job functions. Most of the employees training will be within their department, getting hands on direction and guidance on the specific functions of their role.

There will also be required meetings between the new employee and representatives from every department and office within the organization. It is important that new employees are familiar with at least a general idea of what each area does, who is the contact person that they will need to reach out to for their own roles, and be able to start building internal relationships. This should be finished within the first two weeks after the employees first day. After that, the new hire will be assigned a mentor that can be a resource for the employee.

The mentor will not supervise them. Rather, the mentor can provide job specific and organizational insight to help add another layer of support to the new employee. This will help the seasoned employee and the new employee feel more engaged within the organization and will help retain both of them moving forward. This will also help the new employee to get up to speed and contribute more to the organization sooner.

Regarding employee development, I would start the process of updating all employee personnel files to ensure all skills, work experience, and duties are current and correct. Once that is completed, I would look at the organizations current goals and plans to see what employee resources will be needed to accomplish them. I would then develop training plans for the areas identified in that review. Then, I will work with area supervisors, managers, and/or directors for staff recommendations to participate in targeted development offerings.

Once those individuals are identified and are participating in their development programs, general development program(s) will be developed and offered to all staff based on availability. These general development topics will include items like general supervisor skills, computer/technology training, etc. As the data shows, training, development, and mentorship programs help employees feel engaged within the organization, help improve their skills/abilities, and help retain them.

Summary

The research for this paper focused on the current challenges that human resource professionals face with what many in the business community are calling the “great exodus”. Employers, both public and private organizations, are struggling to grapple with the high volumes of employees leaving their organizations. Additionally, they are finding it even more challenging to fill vacant positions, let alone with top tier talent needed to adequately perform the required duties. This period of time is shining a bright light on the fact that many human resource professionals are having to learn new strategies and tactics to sufficiently recruit and retain employees. Having proven solutions to many of the recruitment and retention challenges will help not only the human resource person themselves, but ultimately the organizations they work for.

This research paper starts off by first identifying the challenges that all human resource professionals are facing with both recruitment and retention. The paper lists the main reasons why employees are leaving their organization while also describing what potential candidates are looking for in potential future employers. This is important to understand as in order for effective solutions to be developed for these challenges, we must know the reason why these challenges are occurring. We must also know the reasons why employees are leaving and why some employers are struggling to fill their vacant positions. The paper continues with an in-depth review of articles and journals from some of the most experienced and well-known universities, businesses, and industry experts in the world. The review starts off by looking in detail at the importance of a strong preboarding program and how that helps to both increase first day show rates for new employees and helps build on an organization’s branding effort. It provides data from studies that shows the positive impact preboarding has on both of these issues.

The review then evaluates the issue of retention and describes how a mentorship program can help increase employee retention. The research lists a study conducted by Walden University about the dramatic increase in retention rates within organizations that leverage mentorship programs and shares the financial savings that directly resulted from implementing mentorship programs. The research leads to another retention solution regarding the dual benefit of employee training and development programs. Next described is how effective employee training can help new employees contribute sooner to their roles while making them be generally more confident, which ultimately helps in retaining them. It also explains how training for current employees has the same effective of helping to retain them, but also improves their job skills, productivity, and efficiency. The research also shows how employee development programs contributes to retention and help provide additional skills that can help the employee grow within the company.

The next topic evaluated is the importance that a competitive benefits package can have on recruitment efforts. It lists specific challenges that public sector employers have with this and highlights the advantages that these employers have, and should promote, when recruiting for positions. It stresses the importance of the entire benefit package, not just the salary. It then moves on to describe how engagement, in several different facets, helps with building an organizational brand and contributes to improved recruitment and retention. It evaluates how job specific job boards, technology, and social media can help with providing targeted and productive efforts to fill positions and continues to help build the brand. It finishes by explaining the financial costs that

poor retention and recruitment has on organizations and its hinderance in the organizations ability to accomplish its mission and goals.

The final section of the paper lists my recommendations to help human resource professionals improve their recruitment and retention efforts. Various engagement efforts help with both challenges and a personal example of participating in local chamber of commerce non-profit round tables was provided. Also listed was potential internal employees that could spearhead that entitative. Another recommendation was several items regarding training, mentorships, and development of staff. This included information on documentation to ensure uniformity, leveraging supervisors and managers to identify staff for development and mentorship opportunities.

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