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NEWSWORTHY

Stay connected to the region's top executive search firm.

From the Team

In our last newsletter, we included a brief reference to the job applications used by Apple, Netflix and Salesforce. If you didn't see the item, it was simply this: these top tech companies—and sought after employers—use online job applications that take 15 minutes or less to complete. This is the standard by which all employers will soon be measured.

Transformative, tech-driven changes like this are occurring at every level of talent management. Deloitte confirmed this fact with the release of its fifth annual Global Human Capital Trends report in March. "...business and HR leaders are being pressed to rewrite the rules for how they organize, recruit, develop, manage, and engage the 21st-century workforce," its authors write.

Among the goals of this massive change is an attempt by many organizations to improve the employee experience. And while most companies recognize that this experience begins with the first interaction of a potential candidate, just 15 percent think they're good at cultivating and maintaining relationships with potential talent.

On the flip side of that statistic, however, is opportunity. And we think we can help.

Over the past 10 years, we've written a lot about our approach to developing a talent pipeline—about how we cultivate relationships with high potentials through our candidate newsletters and our blog, KzooConnect. But you may not know that this cultivation overlaps with their placement into our client's companies.

We've taken a strategic approach to ensuring that our placements remain engaged and excited about their new job well into their new tenure there. And we're using this newsletter to talk about how we cultivate those relationships. We hope it helps every West and Southwest Michigan employer. If we can help you more directly with this process, please give us a call.

The Welsh & Associates Team

Your ideal candidate is just a click away:
<http://welshandassociates.net/employers.html>



The W&A Candidate-to-Employee Handoff

In relay races, the most successful teams pass the baton with both runners in full stride. We strive for a full-stride handoff with job placements too. And we thought it might be helpful for you to know more about just what that means, and how it plays out in our placements.

These are the steps we follow to ensure a smooth transition from job applicant to a client's company. Our philosophy is simple: each success story helps our client companies thrive.

Immediately following acceptance of the offer, we send candidates our W&A Quick Guide to a Successful Employment Transition. We call them first to let them know it's coming, and discuss their transition. We want to make sure we're alert to any signs that they may be rethinking their move or getting a counter offer.

We then send a handwritten note of congratulations to **coincide with their start date**, reminding them that we're always available to talk.

At an employee's **one-month anniversary**, we call them and chat about the transition in their new culture. In addition to extending our relationship with this potential source of referrals, we make sure they are not being poked with a counter offer.

At their **six-month anniversary** we send employees an email letting them know we're still interested in their success. We reconnect on a personal level — they should be engaged and comfortable in their new culture at this point. We are interested in staying connected for future referrals of their friends and former colleagues.

At the **one-year anniversary milestone**, we send a personal note of congratulations. We let them know what a pleasure it was to work with them. We hope that we've established ourselves as their "agent," and that they'll share the story with friends and colleagues.

As you can see, we strategically step back from our placements over the course of the first year. Beginning from the time of the interview, we encourage our client companies to start increasing their level of involvement as we coordinate a handoff. We think personal outreach is a good idea, whether you're working with an outside search firm or sourcing in-house.

Successful Pre-Boarding

Like the best relay teams, a well-executed candidate hand-off works best when HR managers and team supervisors join us in the new-hire engagement process. There are many reasons why this is essential to the employee's and the company's success.

- It helps fend off counter-offers.
- It reduces the likelihood of no-shows, which is a growing trend nationally.
- According to Melissa Llarena of [Elleviate](#), writing for [Forbes](#), some 20% of turnover happens within the first 45 days of an employee's start. On the other hand, [Octanner.com](#), says 69% of employees will stay with the company for 3 years with a great onboarding experience.
- Pre-boarding shortens the assimilation and keeps candidates excited about their new job.
- It reduces any self-doubt and questioning that may come with a major life change.
- When new employees can engage with and meet their team and other new co-workers prior to day one, they gain confidence and are more productive quicker. According to [Inc.com](#), by investing just 10% more on employee engagement, a company can see a return of \$2,400/employee/year.



More Ideas for Cultivating Candidates

Pay attention to what your candidates, employees and former employees are saying about you. More than any information you share, their experiences define your employment brand. And reputation matters. According to Inc.com, 69% of job seekers would not take a job with a company that has a bad reputation, even if they were unemployed. Another 84% would consider leaving their current job if a company with an excellent reputation called with a job offer.

Glassdoor and other online message boards drive organizational transparency, whether a company wants it or not. There is very little information you can't find about an organization's salary standards, management style, hiring practices and more. The best way to promote positive conversations is to treat every employee — and potential employee — with respect and compassion. This is especially true when it is necessary to turn down candidates or let employees go.

If you have to turn a top candidate away, follow the age-old advice and don't burn bridges. We recently read about a candidate who received such a positive rejection letter he couldn't help but tell everyone about the great company he'd interviewed with.

Stay in touch with those top candidates. Send them an email occasionally and let them know you are interested in their success, even if it's with another company.



Meet Our Team

A key part of our strategy for cultivating relationships with potential talent is our approach to sourcing. Our team members who are charged with sourcing are often drawn from the industries we serve. This enables them to speak from a first-hand perspective with their peers in the field. Julie Diamond joined W&A last year.

Julie Diamond is a lot like many of the job candidates we work with. She has moved more than once when her husband Gregg's company asked him to relocate. Julie's background in pharmaceutical and medical sales made it easier for her to change jobs. So she did.

"I have great empathy for people trying to find a good job," she says. "It's one of the reasons I love working at Welsh & Associates, where I get to help great people find work with top companies."

Among Julie's favorite aspects of her work is the ability to place professionals in West Michigan. Gregg's work with Stryker brought him to Kalamazoo — the first time — in 1999. The family then moved to Charlotte, North Carolina and back to Michigan in 2013. Julie and Gregg have two daughters. Emerson (Emme) is 13. Kate is 16.

"It was incredible to see how much change the region had undergone in the 10 years we were away. There's so much happening here now, and there is always something fun to do," she shared. "It's a great place to live and work and especially to raise a family."



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