Breakfast Bites®

BUILDING BETTER ORGANIZATIONS: HIRING THE BEST AND KEEPING THE BEST

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Overview

- Hiring and Onboarding Strategies
- Developing a Culture of Retention and Upskilling
- Managing Internal Barriers That Impair Retention and Talent Development

THE EVOLUTION OF THE HIRING AND APPLICATION PROCESS

EVOLUTION OF HIRING

Early 2000s

Online job boards

Applicants can filter searches by location, position, industry, and keywords

Mid 2000s

Companies and recruiters can reach applicants online

Indeed launched in 2004

Reach limited to applicant computer access

Late 2000s

Smartphones introduced

Job-hunting process more fluid

2010s

Employers use HR software

Applicant Tracking Systems (ATS)

Video conferencing used for initial screenings

Late 2010s-Present

New focus on skills-based hiring

Integration of AI in hiring process

CURRENT HIRING TRENDS

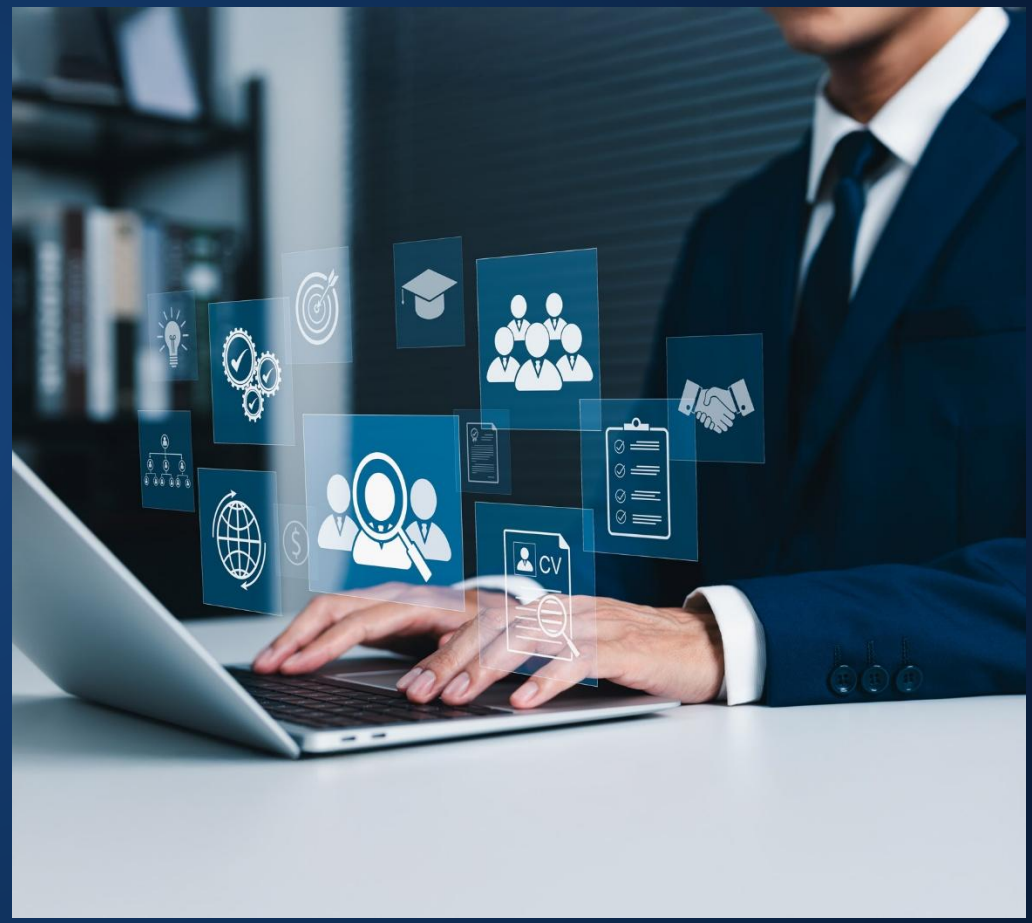
- **SHRM 2026 hiring forecast:** Slow respective to hiring, quitting, and layoffs expected
- **2026 statistics:** hiring has indeed been slow with employers considering war, tariffs, AI displacement, etc.
- AI integration impacting entry-level white-collar roles
- Employers seem to have refocused internally on employee development, retention, and internal mobility



DEVELOPING CULTURE OF RETENTION AND UPSKILLING

IDENTIFY BUSINESS NEED AND DEPARTMENT SKILLS GAP ANALYSIS

- HR Records
- Individual Interviews
- Surveys, Questionnaires, and Self-Assessment
- Observation
- Organizational Changes

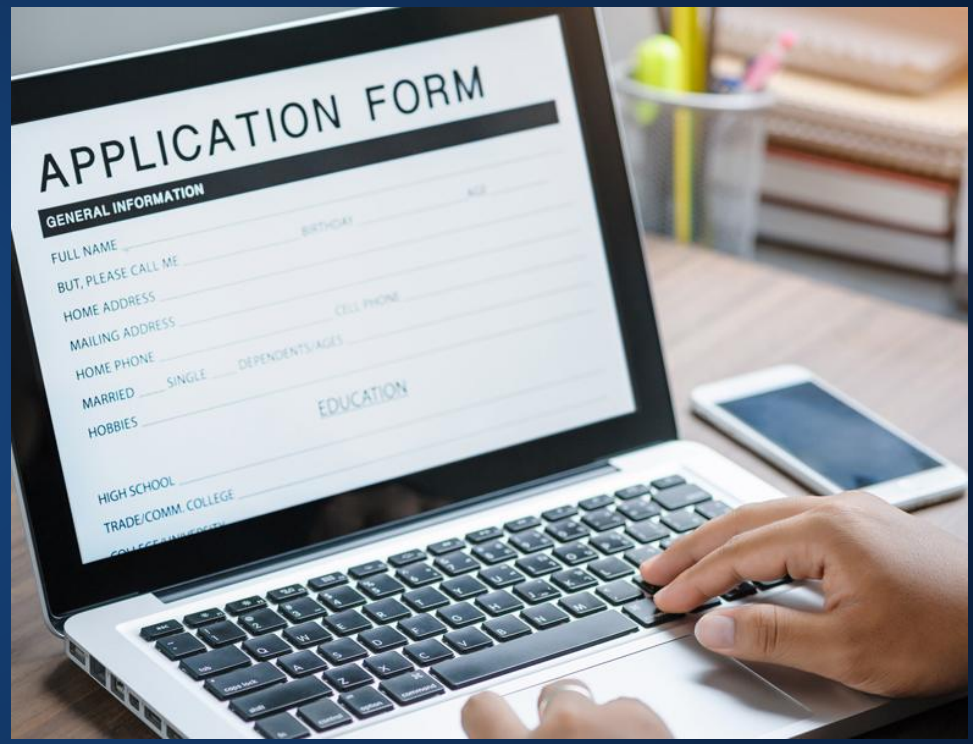


ASSESS YOUR INTERNAL NEEDS BEFORE HIRING

- Identify the trigger for your need
  - Job creation or replacement?
  - If it is a job creation, what is the goal?
- If there has been a departure, rethink the role
  - Do not rush
  - Analyze the need
  - Consider reorganizing to better fill any gaps

ENSURING THE BEST APPLICANTS

- Hiring has moved online
- Strategies to attract the best candidates
  - Put out a strong advertisement of the position
  - Build and showcase your brand
  - Consider employee referral programs
- Skills/Aptitude testing
  - Benefits
  - Drawbacks



CONDUCTING A SUCCESSFUL INTERVIEW

- Do
  - Keep questions consistent for all candidates
  - Only ask about knowledge, skills, and abilities required to succeed in the role
- Don’t
  - No questions about sexual orientation, marital or family status, or religion
  - Avoid “taboo” topics like alcohol consumption, dating, high school/college graduation dates

ASSESSING UPSKILLING OR RESKILLING OPTIONS

- Employee Development
- Onboarding
  - The “4 C’s Framework”
    - Compliance
    - Clarification
    - Culture
    - Connection
  - “30-60-90” Plans



ASSESSING UPSKILLING OR RESKILLING OPTIONS

- Annual Performance Reviews
- 360° Reviews
- Retaining Talent
  - Stay Interviews
  - Skills-Based Workplace
  - Investing in Employees



RETAINING TALENT

As researched by Kaplan, employers will be faced with addressing the specific expectations and values of Generations in the Workplace

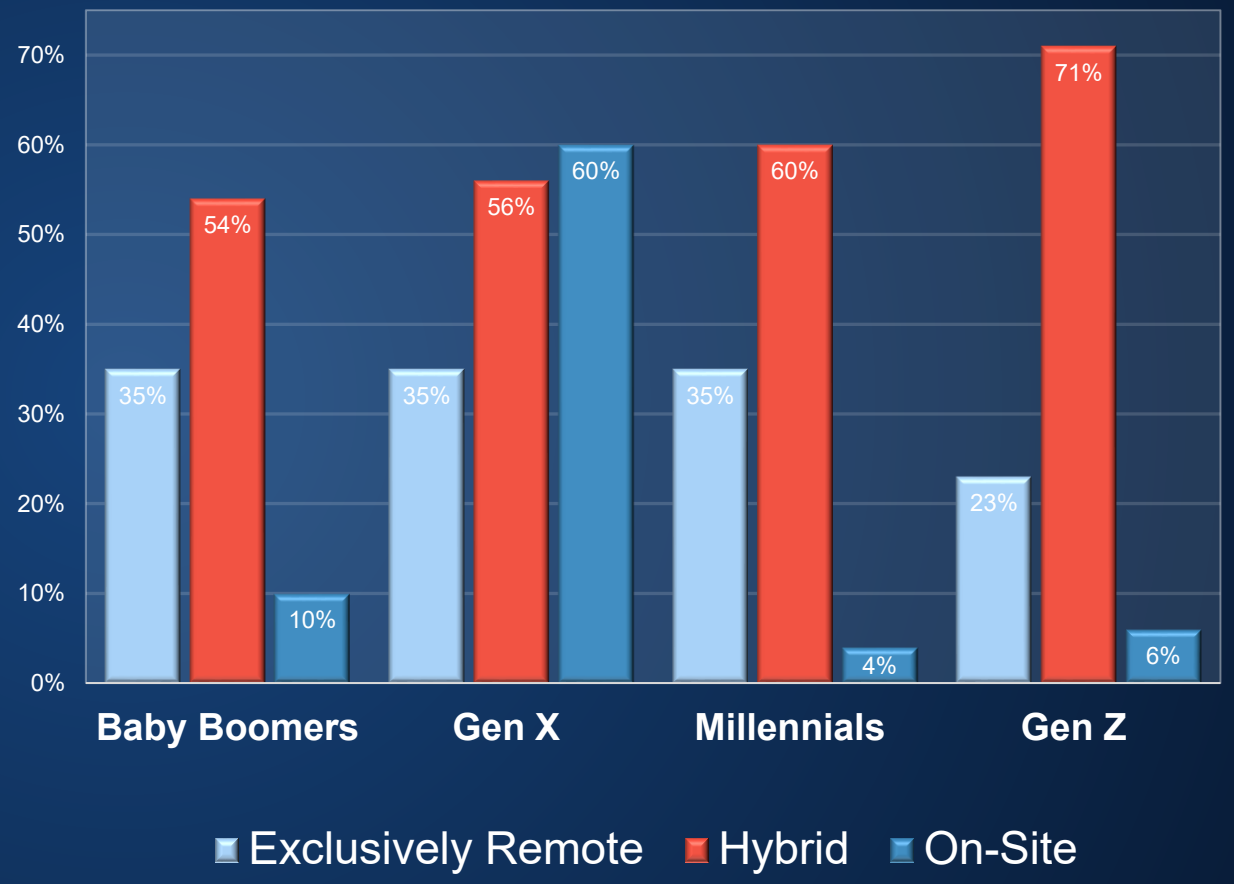
Focus	Generation Z 18% of American Workforce 1997-2012	Millennials 36% of American Workforce 1981-1996	Gen X 31% of American Workforce 1965-1980	Baby Boomers 15% of American Workforce 1946-1964
Monetary	• Not identified	• Not identified	• Enhanced compensation structures	• Enhanced financial security • Health & wellness provisions
Non-Monetary	• Remote work & flexible hours • Commitment to social responsibility, inclusivity & sustainability • Mental health resources • Transparent communication on growth opportunities	• Integrate tasks with broader mission • Comprehensive coaching & development • Flexible work arrangements • Collaborative work environment • Technology integration	• Flexibility • Professional development • Recognizing & rewarding achievements • Autonomy	• Work-life balance • Continued learning • Acknowledging contributions
Priorities: What employees want from their organizations	1. Cares about employees' wellbeing. 2. Leadership is ethical. 3. Diverse & inclusive.	1. Cares about employees' wellbeing. 2. Leadership is ethical. 3. Leadership is open & transparent.	1. Leadership is ethical. 2. Cares about employees' wellbeing. 3. Is financially stable.	1. Leadership is ethical. 2. Cares about employees' wellbeing. 3. Is financially stable.

NON-ECONOMIC OFFERINGS ATTRACTING / RETAINING EMPLOYEES

- Commitment to internal promotion
- Hands-on leadership development
- Flexibility “that respects life outside of work”
- Clear progression for long-term career goals
- Minimal bureaucracy
- Empowering environment
- Transparent leadership
- Open communication
- Autonomy to work on meaningful projects
- Office culture / mission
- Work preferences: In-person, hybrid, remote work

WORK PREFERENCE BY GENERATION

- Hybrid work (most preferred):
  - Gen Z (71%)
  - Millennials (60%)
  - Gen X (56%)
  - Baby Boomers (54%)
- Remote-only preference:
  - Baby Boomers (35%)
  - Gen X (35%)
  - Millennials (35%)
  - Gen Z (23%)
- Fully on-site work (least preferred)
  - Gen X (60%)
  - Baby Boomers (10%)
  - Gen Z (6%)
  - Millennials (4%)



COMPANIES TRENDING TOWARDS IN-OFFICE

- Companies are trending from 3 days in office to 5 days per week

5 Days in Office

- Amazon
- AT&T
- Dell
- JPMorgan Chase
- TikTok
- Truist
- U.S. Federal Government
- Washington Post

4–5 Days in Office

- 3M
- Southwest

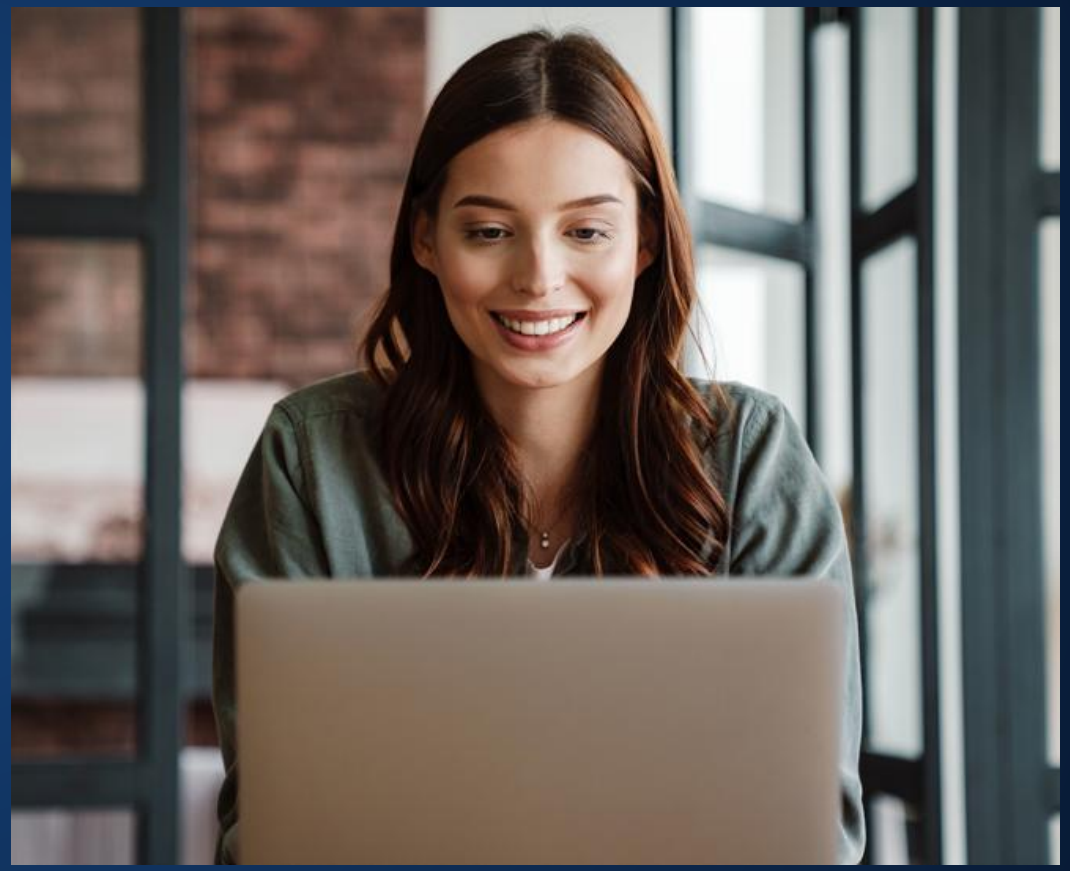
3 Days in Office

- IBM (Management)
- Uber
- U.S. Bank



BENEFITS AND DRAWBACKS OF HYBRID/REMOTE WORK

- Advantages
  - Larger pool of candidates
  - Reduced costs associated with physical workspaces
  - Employee satisfaction
- Disadvantages
  - Team cohesion problems
  - Communication issues
  - Cybersecurity concerns
  - Management complications



INTEGRATING AI INTO THE WORKPLACE

AI TRANSFORMING TRADITIONAL HR FUNCTIONS

- AI transforming traditional HR processes across employee lifecycle
- HR leaders are being challenged by changes from AI:
  - Employee expectations
  - Growing skills gap
  - Global labor shortage
- Future impact of AI on HR departments:
  - Improving planning & management processes
  - Fostering culture that embraces change



AI TRANSFORMING TRADITIONAL HR FUNCTIONS

- Benefits of AI in HR:
  - Increased efficiency and productivity
  - Data-driven decision-making
  - Enhanced employee experience
  - Improved strategic planning
  - Reduced cost
- New roles created by AI:
  - Chief AI Officer (CAIO)
    - Oversees deployment of AI technology development
    - Manages benefits and risks



BENEFITS OF USING AI IN INTERVIEW PROCESS

- Job Description
- Application Screening
- Interview Scheduling
- Pre-Interview Analysis
- Customizing Interview Questions
- Post-Interview Analysis



AI USE BY JOB-SEEKERS

- Increased use of AI by candidates searching for jobs
  - Recent survey found that 88% of job seekers polled used AI to discover or research employers
- What to do
  - Measure your visibility and reputation
  - Create credible employer content
  - Distribute information



BENEFITS OF USING AI IN EMPLOYEE MANAGEMENT

- Onboarding
- Performance management
- Salary decisions
- Employee performance development plans



AI TRENDS IN THE WORKPLACE

- 7.8% of U.S. employment – at least 50% of job performed using generative AI
- Groups most exposed to generative AI
- Groups less exposed to generative AI



EMPLOYEE ENGAGEMENT ISSUES

- Employee engagement is down in 2026
  - 29% - Lowest level since 2011
  - Decline was sharpest among remote/hybrid employees, especially in organizations that have adopted artificial intelligence
- Why is this important?
- What can employers do?
  - Increase communication and managerial support, especially surrounding AI use

ARTIFICIAL INTELLIGENCE AND DISCRIMINATION IN THE HIRING PROCESS

- Early concerns about bias in AI-based candidate screening
  - Racial bias
  - Gender-based discrimination
  - Title VII
- Legal challenges
  - Cases recognizing AI discrimination liability
  - Cases rejecting AI discrimination liability
  - Active litigation
  - Discovery implications



BACKGROUND CHECKS AND FCRA ISSUES

- Employers must comply with the Fair Credit Reporting Act (FCRA) when running background checks
- "Background information"
- FCRA best practices
  - Form
- State-level FCRA issues
- Notice requirements
- FCRA damages



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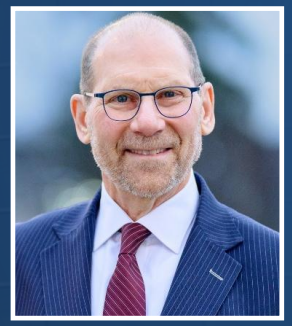
THANK YOU



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