

# HIRING IN 2021

Finding and Managing Teams  
in our New Normal



# AGENDA FOR TODAY'S WEBINAR

- **What are the hiring trends in 2021**
- **Best Practices for Hiring and Managing**
- **Managing Remotely**
- **Tools for Onboarding and Managing Remotely**
- **Improving Morale and Reducing Turnover**
- **Q&A**

# 2020 Employment Change by Industry

## Employment change by industry, 10-month net change

All employees (thousands), seasonally adjusted, December 2020

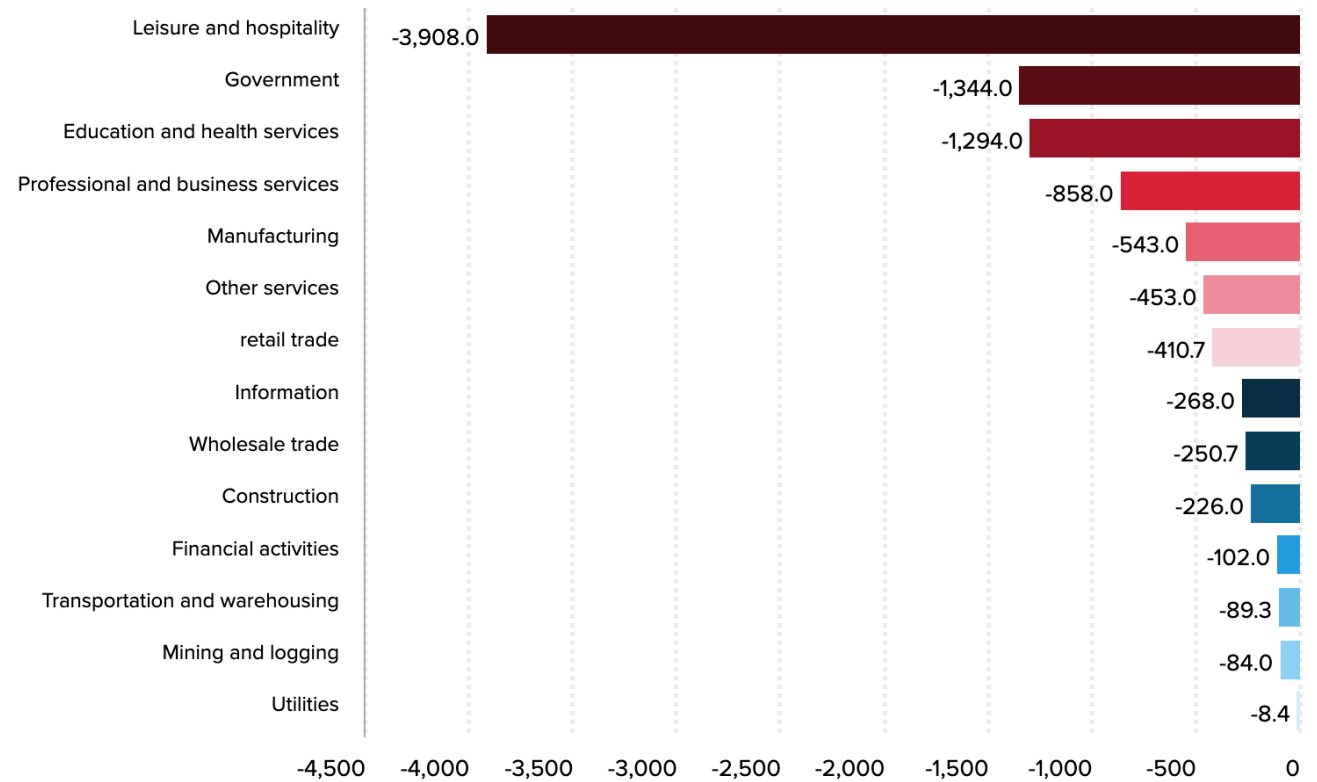


Chart Data

## Cities with the most opportunity for job seekers

These 15 U.S. cities had the highest number of hires and average open jobs in 2020.

Rank	Location
1	Seattle
2	Austin, Texas
3	Boston
4	San Francisco Bay Area
5	Raleigh-Durham, N.C.
6	Denver
7	Washington, D.C.
8	Nashville, Tenn.
9	Richmond, Va.
10	Madison, Wis.
11	Fayetteville, Ark.
12	Charlotte, N.C.
13	Provo, Utah
14	Pittsburgh
15	Chicago

# Where the Jobs Are: Geography

# LinkedIn United States Recovery Tracker

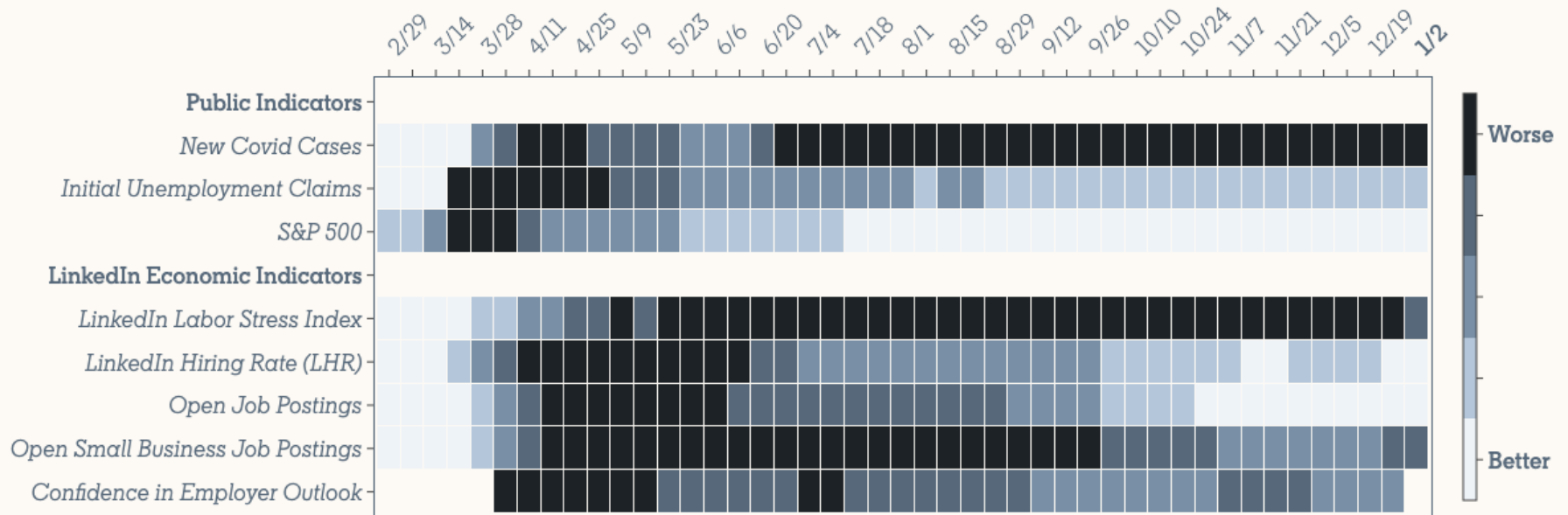


Chart: Carl Shan, LinkedIn Economic Graph Research and Insights  
 Detailed Methodology: [economicgraph.linkedin.com/workforce-data](https://economicgraph.linkedin.com/workforce-data)



# US Economy and Employment Recovery Tracker

# HIRING TRENDS

- Unemployment, uncertainty and loss of revenues bring uneasiness
  - COVID orders drastically altered many businesses
  - Political instability troubling to employers and employees
- Companies may have put off hiring during the pandemic
- Workforce skillsets drastically changed
  - Hospitality, sales, service sector faced major changes
  - Remote workers required new level of tech savvy
- Hiring and Managing the Remote Worker
  - Every part of hiring may be done virtual
  - Talent pool no longer location specific
- Diversity, equity and inclusion in hiring and managing imperative

# HIRING TRENDS

- **In addition** – **more hiring regulations**: To keep afloat, organization is critical. What is new?
  - Pay data reporting: California Pay Data Reporting
- California employers of 100 or more employees must report pay and hours-worked data by establishment, job category, sex, race, and ethnicity to the Department of Fair Employment and Housing (DFEH) by March 31, 2021 and annually thereafter. This reporting is required under Government Code Section 12999 enacted in SB 973.
  - The Department has links to a portal through which employers submit their data to DFEH (Data Submission Portal), a guide to using the portal (User Guide), a template that employers may use to submit their data (Template), and answers to frequently asked questions (FAQs).
- **Data Submission Portal will be available on 2/15/21** and the **User Guide and Template will be available by 2/1/21.**

# HIRING TRENDS

- **What other new laws and regulations will add to hiring and onboarding work?**

- Don't forget to add to your checklist:
- SB 1383 – California Family Rights Leave Expansion – unpaid leave no required in California for employers of five or more
- Minimum wage increased to \$13 hourly for under 26, and \$14 for 26 or more
- Handbooks must provide link to DFEH training site



Successful  
hiring will  
require  
investing in the  
HR  
Department



# COMMON HIRING MISTAKES

- A job title that doesn't fit the job
- Poor understanding of the role, and who can fill it
- Poorly executed job description
- Not distinguishing between necessary skills vs desirable skills
- Not exploring diverse candidates
- Not explaining job sufficiently to potential candidate
  - Telecommuting, remote or staggered hours
  - Overview of reporting structure—both up and down
- Hiring someone like ourselves
- Excluding candidates based on past hiring mistakes
- Poor interviewing habits
- Nonexistent or poor pre-employment screening

Check the hiring checklist, onboarding forms, and new hire paperwork

- Background checks may remain important, but make sure they are done right!

Do you have a hiring checklist? Has it been updated?

- It should run two pages and include topics as varied as:
- Lactation policy
- I-9
- W-4
- Written commission agreement (if applicable)
- Notice of wages – Labor Code 2810.5

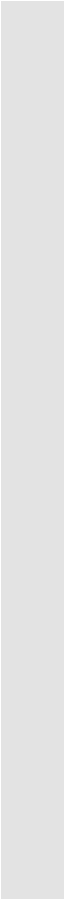

# Successful hiring

- Take a step back though. Successful hiring actually starts with successful candidate searches. How is that done?

- Target websites that are focused on your industry
  - Winejobs, Venjobs, Indeed, Craigslist, LinkedIn
- Get involved with schools, both secondary education and trade
  - UC, CSU, local colleges and Community Colleges
  - Trade Schools
- Industry groups: CFO network, hospitality groups, tech groups, etc.
- Have dedicated recruiting page on company website
- Social Media: Facebook, Instagram, LinkedIn, Twitter
- Create an internal referral program
- Must have virtual hiring strategy in 2021



The new **HELP WANTED** sign



# And successful hiring requires adjusting to industrial, social and environmental changes

That might mean permanent telecommuters. Don't underestimate the planning required for this transition.

# Introducing: The Remote Work Playbook

- Overnight many companies moved completely remote
- Hiring, onboarding and managing is completely different
- Companies are embracing long-term Work-from-Home strategies
- Employee productivity has predominately increased
- Employees have had work creep into their home lives
- Burn-out is increasing while job security is questionable
- Team work and interpersonal dynamics are tougher to foster and build on.
- Playbook outlines ways to successfully hire, manage and build remote teams



# Remote Work: Employer Playbook

## Interviewing and Hiring

- Interviewing
  - Phone interview, video interview
  - In-person interviews and panel interviews
- Be clear about Remote Work
  - Hours, availability, mandatory attendance at meetings
  - Future planning for working remotely
- Outline requirements and expectations in Offer Letter using a Telecommuting Agreement
  - The agreement should address:
    - Hours
    - Reimbursement of business expenses
    - Safety
    - Employee monitoring
    - Privacy issues
    - Technology issues
    - Supervision
    - Ability to work hours required uninterrupted

# Remote Work

## Employer Handbook

# Onboarding

### **Successful Onboarding New Employees is Crucial**

- Creating a welcoming and inclusive onboarding process has big dividends
- Have a plan for onboarding new employee well in advance
- Provide new hires with all the new hire paperwork before they start—online is preferable.
- Providing benefit information prior to start preferable
- Introduce the employee formally to the team and the company through company communications and personally
- Provide employee your time to ask questions and get guidance
- Provide informal communication channels with team mates and “company experts” that can guide them in interpersonal dynamics
- Schedule employees for meetings with various other departments so they understand entire functions of company and fellow employees.
- Set expectations and goals within first few weeks

# What to consider with remote workers

## **Put yourself in their shoes:**

- A newly hired remote employee wants to become acquainted with the team and the company.
- When working remote, employees lack informal, interpersonal communications, especially new hires
- Remote working can be lonely
- Expectations can be unknown.
- Zoom meetings can be intimidating when the other participants are strangers, and the people, personalities or interpersonal dynamics of the team are unknown

## **Your concerns as a manager:**

- Do you know what they are doing?
- How can you review their performance?
- And remember, you may also be uneasy working remotely for the same reasons as your employees.

# Remote Work Playbook

## Managing the remote worker

### **The issue:**

- Can't observe person at work
- Don't know what they are doing with their time

### **What to do:**

- Look at work product and accomplishments, not time worked
- Set tasks with deadlines
- View team activity regularly
- Include your team in the planning process for individual contribution and team projects

### **Feedback:**

- Do informally and formally
- Have empathy—everyone is dealing with issues out of their control
- Communication is crucial

# Remote Work Playbook

## Engaging the Remote Worker and Building Morale

### **Establish Work Schedule**

- Work hours established for productivity, not supervising
  - Necessary meetings
  - Times available for colleagues, projects
- Expect the Unexpected
  - Employees may have remote learners and partners working from home
- What works for the employee will work for the business
  - Allow employee to set best times for individual tasks

### **Zoom in, Zoom out**

### **Establish and Build Trust**

### **Ask for Feedback**

### **Give Recognition**

### **Team Building Activities**

- Online knowledge sharing, book clubs, presentations, continuing education, workshops, industry events

### **Give “Free Work” Time**

- No expectation of engagement on video, team chats
- Allow employee to unplug for the afternoon or for the day

# Why do Companies Experience Turnover?

## People Leave Companies for These Reasons

- Lack of career opportunities
- Lack of recognition
- Low pay
- Poor management
  - Illegal activities (sexual harassment, financials)
  - Lack of recognition
  - Constant conflicts
  - Micromanagement
  - Weak time management
  - Poor workload distribution
  - Favoritism/nepotism
  - Lack of clear reporting structure
- Lack of clear communication
- Burn-out
  - Excessive collaboration
  - Overloading the most capable
- Toxic Working Environment
- Lack of camaraderie/sense of belonging

**Q & A**





# Contact Information

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