

Attraction & Retention

QUARTERLY NEWSLETTER
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Market Recap

Balancing Employee Health and Return to Work

Getting back to work is a top priority for many employers right now. After a year of COVID-19 pandemic disruptions, organizations are eager to reopen their workplaces for in-person attendance. Having every employee get vaccinated will be the fastest, safest way to make that happen. Unfortunately, it's also an unlikely scenario for many businesses.

Beyond vaccine scarcity, employers have another barrier to a vaccinated workforce: employee concerns about the vaccine. Nearly 30% of employees would leave their job rather than get a mandated vaccine, and over 40% said they would at

least consider leaving, according to two different surveys from SHRM and Perceptyx, respectively. This demonstrates the balancing act employers must endure to keep employees safe while providing a safe working environment.

At this point, the vast majority of employers seem to be leaning away from a mandated COVID-19 vaccination policy—only 1% of employers have implemented such a policy, according to the Perceptyx survey. Instead, many employers are merely encouraging vaccination, adopting this stance alongside other workplace safety measures, such as social distancing, daily disinfection, mask mandates and optional telecommuting. Some employers are going a bit further and offering incentives to employees who receive a COVID-19 vaccine.

Vaccination incentives will vary by employer, but may include offering time off to receive the vaccine, providing vaccination on-site, coordinating transportation to a vaccine administration location or giving vaccinated employees cash. However, it's important to note that the Equal Employment Opportunity Commission (EEOC) still has yet to provide guidance as to incentives that violate the Americans with Disabilities Act, which prohibits employers from coercing employees to participate in wellness activities.

Employers should stay tuned for more updates from the EEOC on this matter. In the meantime, they should continue their COVID-19 workplace safety precautions, as outlined in official guidance from the Centers for Disease Control and Prevention (CDC) and the Occupational Safety and Health Administration (OSHA).

MARKET
RECAP



Securing Talent

3 Recruiting Strategies Amid COVID-19

Attracting and retaining talent is often a top priority for HR departments. Given the effect the COVID-19 pandemic has had on the job market, one might imagine this task is easier than ever. Unfortunately, that's far from the truth. While there may be more candidates than usual, attracting quality talent and retaining top performers still remains a struggle, worsened by COVID-19 and its effects on the workplace.

Below are three tips for attracting and retaining workers amid the COVID-19 pandemic.

1. Expand Hiring Pools

The COVID-19 pandemic has demonstrated how quickly teams can adapt, with some workplaces shifting entirely to telework. After months of remote-working success, many workplaces have said they will allow telework permanently even after the pandemic subsides. That's because of the numerous advantages of remote work. For one, these individuals won't take up office space, saving room for others who need it. Additionally, this flexibility allows recruiters to expand hiring pools to any-

where with an internet connection. This can be a great benefit for employers that haven't had luck finding quality talent near them.

2. Provide Meaningful Benefits

The pandemic has affected everyone in significant, yet unique, ways. While all employees may be struggling in some way, their situations aren't the same. Employers can help lift up their workers by offering meaningful employee benefits. Robust health care offerings may seem like an obvious one-size-fits-all solution, but sometimes voluntary benefits are actually what employees need. These include caregiving assistance, financial counseling, increased paid time off and other nontraditional perks. There are many low-cost options available and, better yet, employees can choose their benefits a la carte to meet their individual needs.

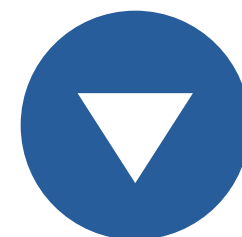
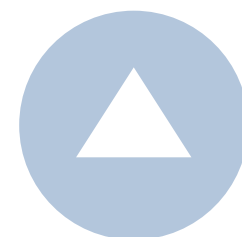
3. Look Internally for Talent

If an employer is struggling to fill an important role with an outside candidate, it could be that they're looking in the wrong place. Many organizations are now focusing on upskilling current employees and retraining them for more important positions. This can be significant for a few reasons.

Firstly, outside candidates would need to be trained anyway, so upskilling a current employee wouldn't be any more burdensome. Since they're already familiar with the workplace and its operations, it may even be easier.

Secondly, many recruiting teams are expecting big slashes to their budgets in the wake of the COVID-19 pandemic. As such, shuffling around current employees could help save the bottom line.

Thirdly, promoting employees from within the organization shows that an employer is willing to invest in their career growth. This sentiment can go a long way in retaining top talent.



SECURING
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Securing Talent

Don't Lose Top Talent to Burnout

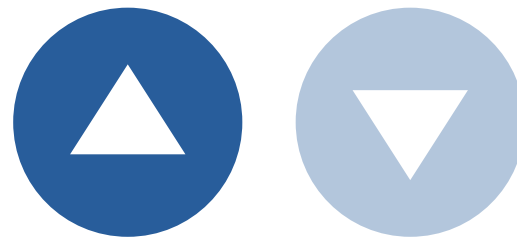
Burnout is soaring among employees amid the COVID-19 pandemic. And that should be concerning for employers looking to retain their top talent. Nearly half of employees (40%) have experienced burnout during the pandemic, according to a FlexJobs survey. Even more alarming, one-quarter (25%) of employees say they will be quitting when the pandemic ends, citing burnout, according to an Eagle Hill Consulting survey.

As these figures indicate, employers cannot afford to ignore employee burnout. Doing anything less than addressing burnout head-on could risk a mass exodus of employees—the effects of which would be devastating to a business still struggling from the pandemic.

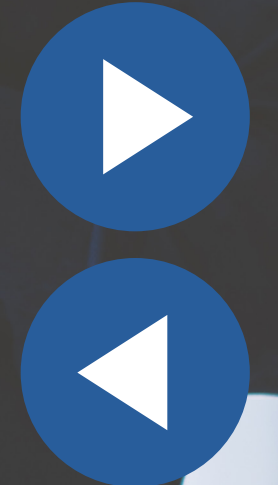
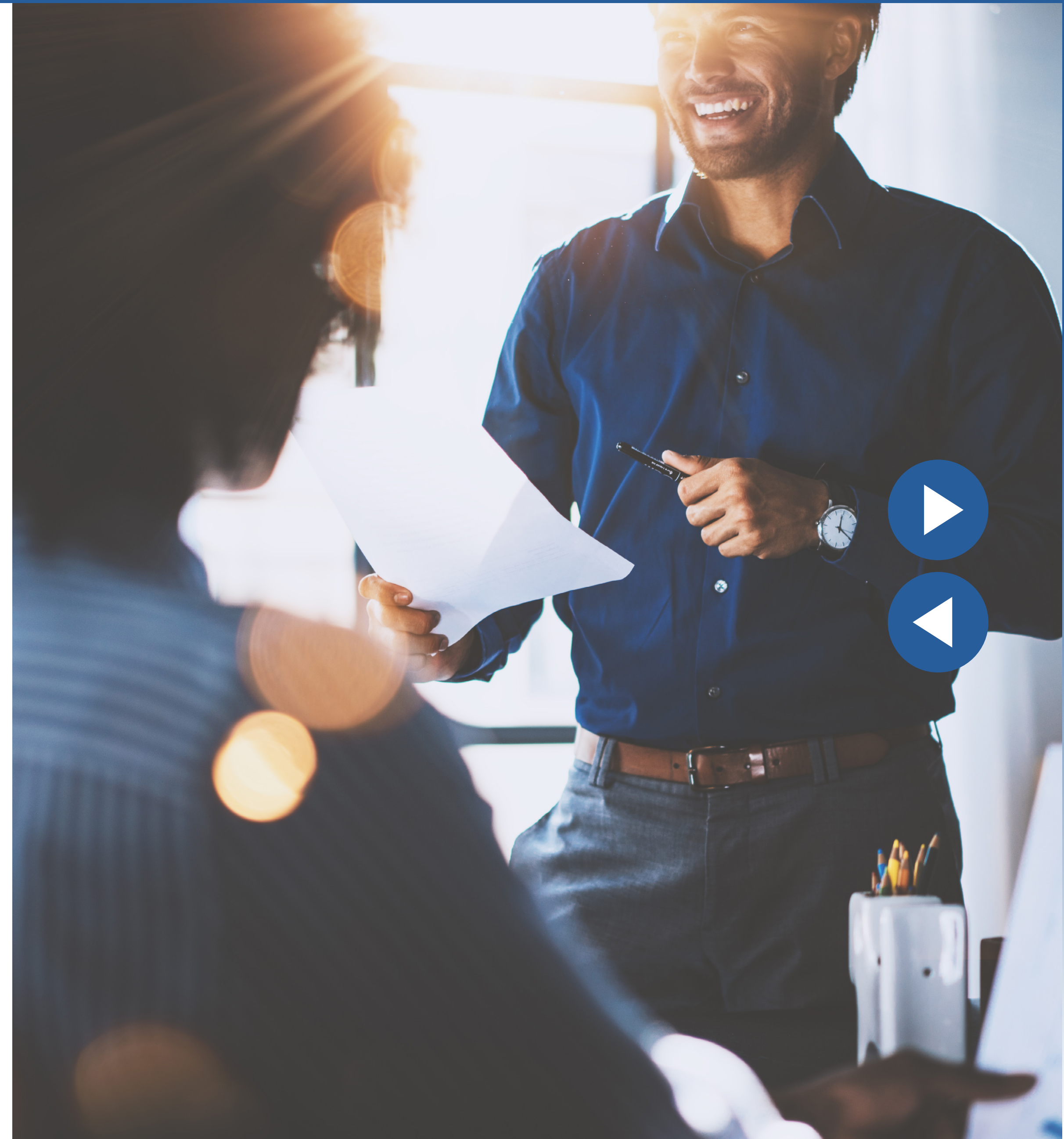
Common job stressors employers should monitor include heavy workloads, intense pressure to perform at high levels, job insecurities, long work hours, excessive travel and conflicts with co-workers—not to mention an abundance of COVID-19-related concerns. Below are some tips for employers to help manage burnout among employees:

- Make sure that workloads are appropriate.
- Have managers meet regularly with employees to facilitate communication.
- Address negative and illegal actions in the workplace immediately. Do not tolerate bullying, discrimination or any other similar behaviors.
- Recognize and celebrate employees' successes. This contributes to morale and decreases stress levels.
- Encourage a positive work-life balance.
- Promote exercise at your organization, as it's a proven stress reliever.
- Encourage employees to utilize their paid time off.
- Incorporate company-sponsored activities to give employees a reason to leave their desks and take a break.
- Train managers on how to keep employees engaged and motivated at work, and how to address burnout with employees.

While it may not be possible to eliminate job stress altogether for employees, employers can help them learn how to manage it effectively.



**SECURING
TALENT**



Workplace Outlook

Each month, the Bureau of Labor Statistics (BLS) surveys around 149,000 businesses and government agencies, and publishes the data the following month. This information offers a snapshot of the country's employment health and growth. Below is the data for February 2021, the most recent month available. Note, the BLS is now contextualizing its data with February 2020's pre-COVID-19 figures.

Unemployment rate*:



Total nonfarm** payroll employment:

**+379,000
new jobs**

(-9.5 million below Feb. 2020 level)

Primary job gains:

leisure and hospitality, temporary help services, health care and social assistance, retail trade, and manufacturing

Leisure and hospitality:

+ 355,000

(-3.5 million below Feb. 2020 level)

Retail trade:

+ 41,000

(-400,000 below Feb. 2020 level)

Temporary help services:

+60,000

(-1.1 million below Feb. level)

Manufacturing:

+ 21,000

(-561,000 below Feb. 2020 level)

Health care and social assistance:

+ 46,000

(-909,000 below Feb. 2020 level)

*The BLS does not count furloughed individuals as "unemployed," figuring they will return to work eventually. However, that may not be a reality for many, which may affect this statistic.

**Nonfarm: goods, construction and manufacturing companies in the United States. The data excludes farm workers, private employees, and non-profit organizations.

Source: Bureau of Labor Statistics

**WORKPLACE
OUTLOOK**

