

# The “Workforce Wakeup Call” & Today’s Recruitment & Retention

New Mexico Recycling Coalition Annual Meeting  
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**Rafael Leos, Deputy Director**

“Don’t let what you’re good at define who you are! Who are you if you can’t do what you’re good at?” - *Vic Fontanez*









“Clients do not  
come first.  
Employees come  
first.  
If you take care of  
your employees ,  
they will take care  
of the clients.”

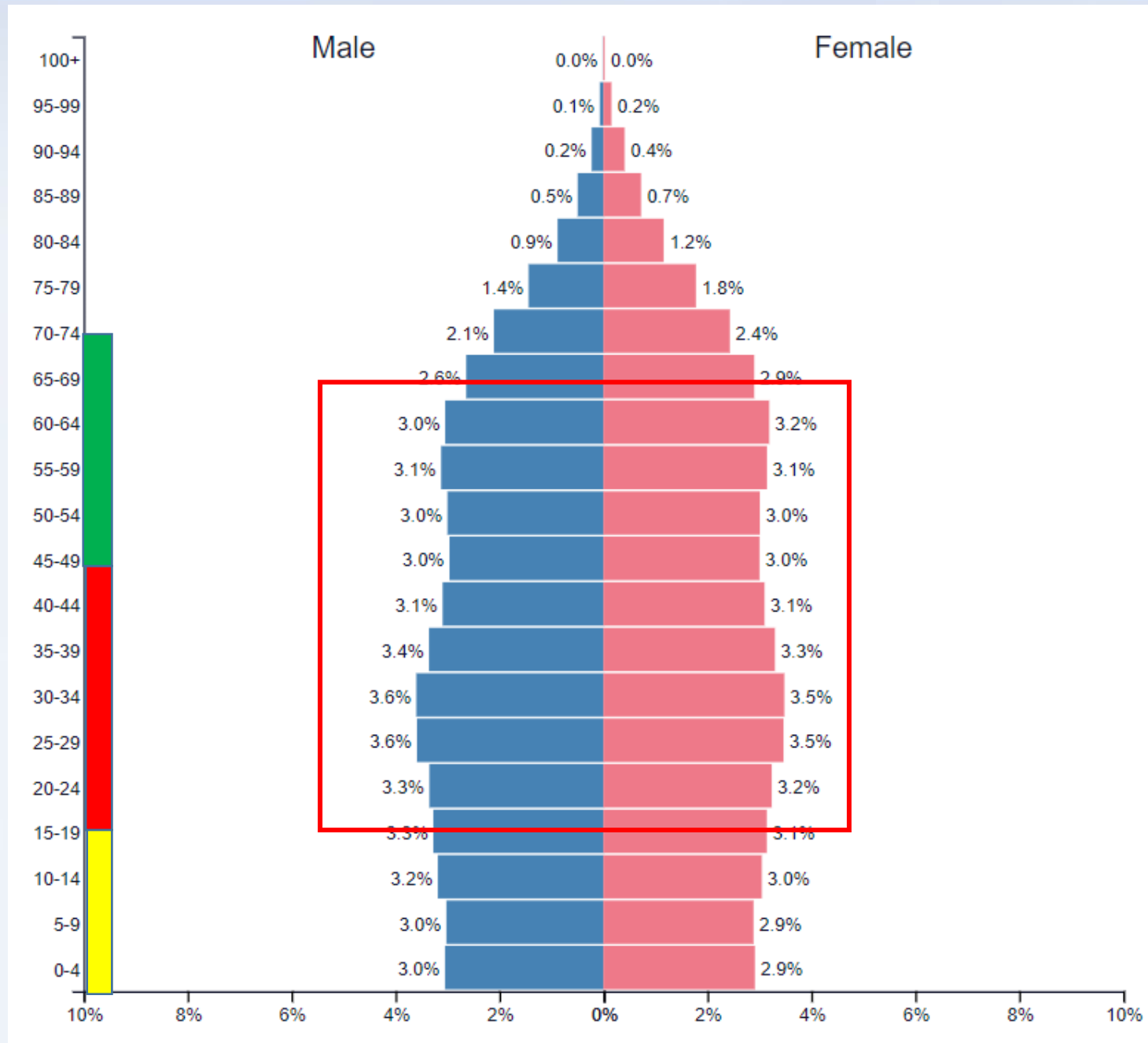
**Richard Branson**



# Current Categories of a Multigenerational Workforce Market

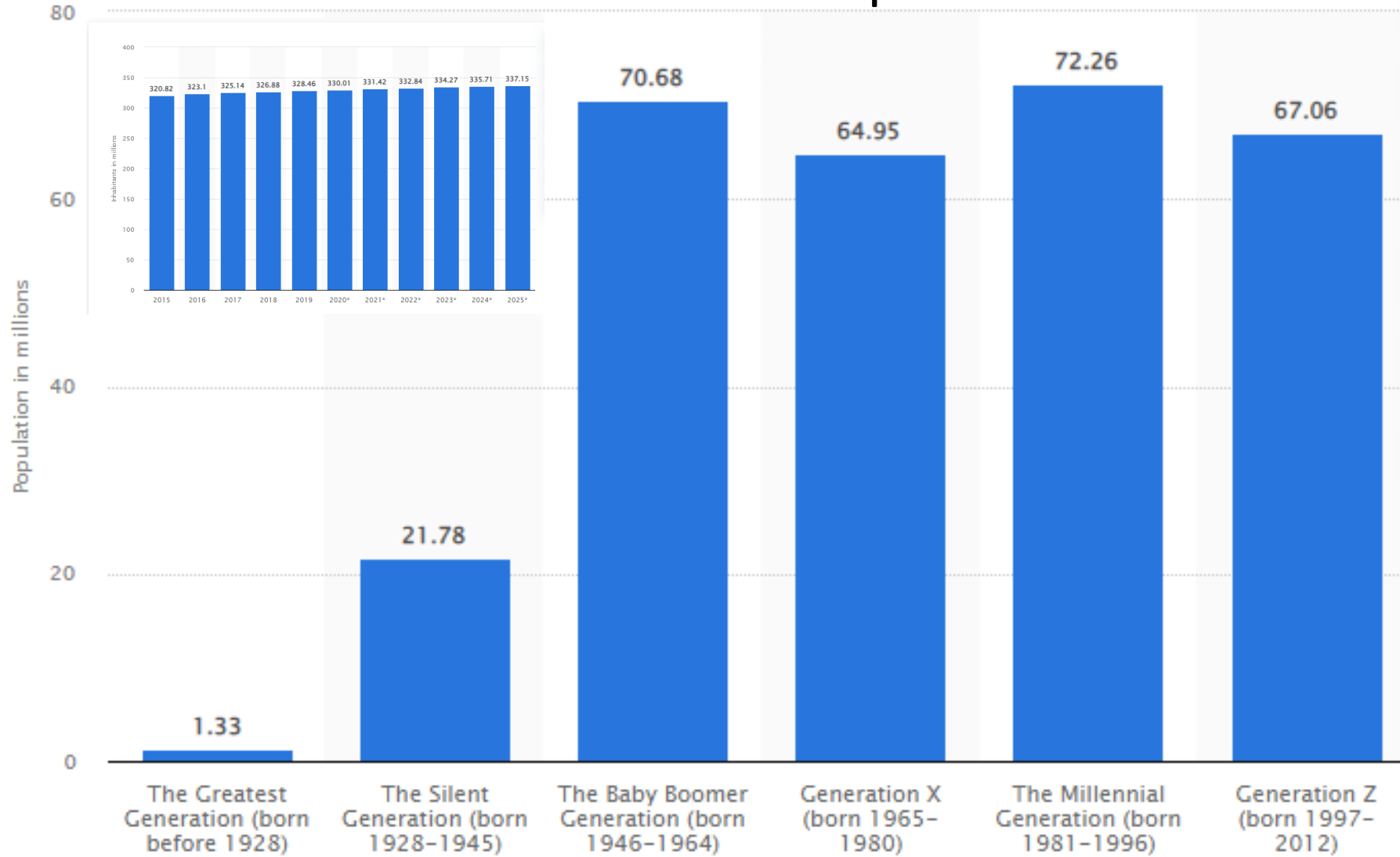


**Realization:** It's not generational triggers, every new hire is a flight risk (25-45 yo)  
**Question:** How do we keep the good ones longer?



- [Population of United States of America 2022 - PopulationPyramid.net](https://www.populationpyramid.net)

# Generational Population



# Us vs. Them

- Widening spectrum of people in the workforce and they are getting further and further apart
  - Experiences (Local and Global)
  - Instruction/Training
    - How were they raised?
    - Mentorship or lack thereof
- Many conflicts are a result of “I can't see where they are coming from”
  - Firm and unyielding mindsets by both sides
  - “What you fail to recognize is.....” responded by “What you fail to recognize”

**SHOULD WE AGREE TO DISAGREE?**



# Millennial Mindset: Time to lay it all on the table.....

- T.A.B.L.E.
  - Technology
  - Authority
  - Balance (Work/Life)
  - Loyalty
  - Entitlement



# Benefits at Google

- We strive to provide Googlers and their loved ones with a world-class benefits experience, focused on supporting their physical, financial, and emotional wellbeing. Our benefits are based on data, and centered around our users: Googlers and their families. They're thoughtfully designed to enhance your health and wellbeing, and generous enough to make it easy for you to take good care of yourself (now, and in the future). So we can build for everyone, together.

# Keys to slowing the revolving door.....



## Gather Valid Data:

- Onboarding / Exit Interviews
- Hire retention officer or develop a Retention Task Force
- Conduct pulse surveys, retrieve staff insight, seek expectations in interviews, (What is liked and loathed?)

Provide Better Training: beyond technical training (\*cornerstone for retention) adapting to workforce evolving ahead of inexperienced supervisor

- When managers are not trained it equals more conflict.
- 12% reduction in turnover 1<sup>st</sup> year of Manager bootcamp;
  - Equipped for evolving generational dynamics, behavioral styles and how to better understand others
- Emotional Intelligence (EQ) retention specific communication strategies.

Carve Out The Time: Time is the most valuable resource and “demand is high and supply is low,”

- Its not optional, managers need time. Working managers as frontline workers and trying to manager are less effective and leads to breaking potin and burnout
- Assessing and protecting manager workloads, creative job pruning, shifting responsibilities,
- Hiring ahead of current needs
- Rethinking staffing approach



# Re-defining Employee Retention

- The coined Workforce Crisis was difficult before the pandemic, but was multiplied during and after COVID
  - Pre-Pandemic Competition
  - Most movement is in the First 90 days
    - 2-weeks notices, without contingency
  - New Untethered Competition
    - Biggest eye opener (Lyft, Doordash, Uber)
    - Target's ODTMs
      - "On Demand Team Members (Healthcare)"
      - Widely attractive to all generations
- Time to Operationalize our approach to employee turnover.
  - "Plan for the burn, budget the burn, staff the burn"
  - (CONDITIONS ARE NOT CHANGING)
  - Adjust business model 2-3% COLA
  - If it wasn't a 7-8% or greater; rate of inflation, they are making less than they did months prior

# Culture change starts with me!

- Management strategies on culture
  - Create reusable onboard checklist (standardization)
    - Move away from sink or swim mentality
  - Fool proof your new hires
    - Lots of procedural steps to be clear
  - Put yourself in their shoes
    - Take input seriously , give them time to manage
  - Stop the Blame Game and Take Ownership
    - Generational gaps are not the scapegoat
  - PEOPLE can go anywhere to find a paycheck and a bad boss, be a place people want to work!







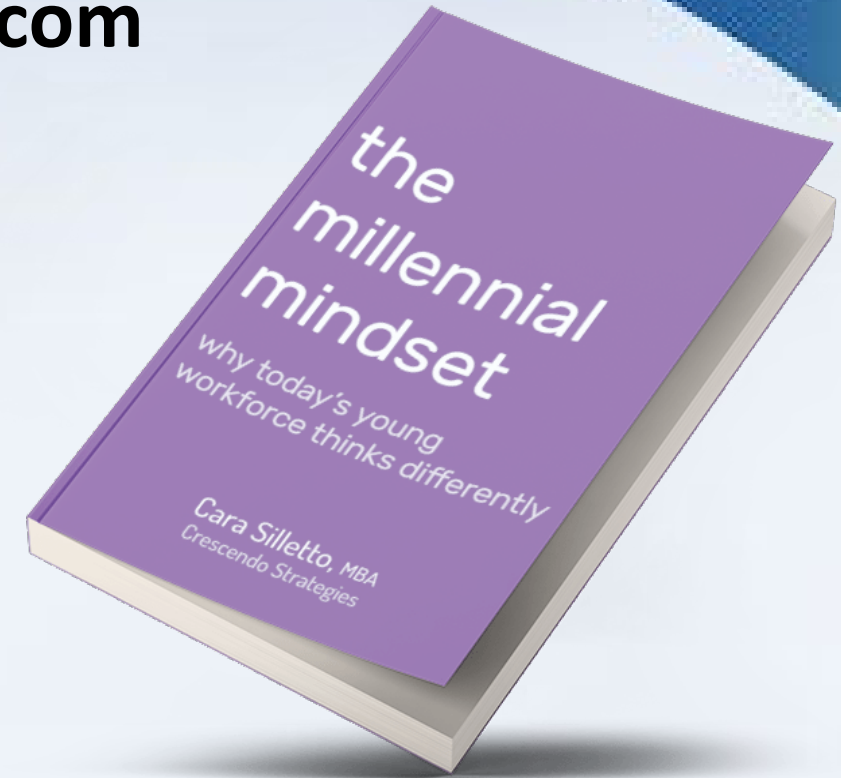


[Employee Retention - Magnet Culture](#)

**[www.WeReduceTurnover.com](http://www.WeReduceTurnover.com)**

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