

# The Employer Brand: A Strategic Tool to Attract, Recruit, and Retain Talent



## *Participant Workbook*

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## Introducing Your Trainer

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She has a M.S. in Organizational Communication and Development from Canisius College, and a M.A. in Student Personnel Administration, and B.A. in Journalism from the State University at New York College at Buffalo. She was an adjunct communications professor at Buffalo State College for 12 years.

Her book, ***“The WOW Factor” – 7 Secrets to Great Presentations*** is available through LuLu Publishing and all major book store outlets in hard copy and e-book formats.

Her company is WBE certified in NYS and NYC and has WOSB Federal Certification.

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## What is your Brand DNA?

Your brand DNA is a point of true differentiation and distinctiveness.

Match up definition for each.

Vision:		a. Why the brand exists
Mission:		b. How vision and promises are delivered
Promise:		c. How we are seen in the marketplace
Values:		d. What people associate with us, brand stories and identity
Position		e. The future
Personality		f. The pledged experience



**Activity**

Clarify what these mean at your organization.

Vision	
Mission	
Promise	
Values	
Position	
Personality	

### Successful Branding

- Branded service is not for external customers \_\_\_\_\_.
- Branding Employee Resources can help a company manage their \_\_\_\_\_ capital.
- Follow through on your company's brand promise by reviewing current \_\_\_\_\_ practices.

### Your Employer Brand

- A value \_\_\_\_\_.
- Captures the essence of the company to \_\_\_\_\_ employees.
- Reflects the company's \_\_\_\_\_ attitudes, and employee relationships.

### Sample Employer Brands

Company	Brand Slogan	Employer Brand
Microsoft	<b><i>Your Potential. Our Passion.</i></b>	How far can your potential take you?
Johnson & Johnson	<b><i>Family of Companies</i></b>	Small-company environment. Big-company impact.
AT&T	<b><i>Your world. Delivered.</i></b>	Exciting Positions. Energized Environment. Cutting-edge Technology.
Charles Schwab	<b><i>Talk to Chuck.</i></b>	We're looking for a different kind of employee.
Nike	<b><i>Just do it.</i></b>	We're all about sports. And then some.

(Source: SHRM Website)

### Three Key Strategies for Effective Brand

Complete the following statements.

1. Help employees \_\_\_\_\_ the company's values.
2. Achieve a reputation as an employer of \_\_\_\_\_.
3. Used to recruit and \_\_\_\_\_ employees.

### Three Key Points for Effective Brand

Complete the following statements.

1. \_\_\_\_\_:  
It applies throughout the company and throughout internal and external markets.
2. Known and \_\_\_\_\_  
throughout the company: All employees know the brand message and how it applies to them.
3. Known in the employment \_\_\_\_\_:  
Candidates will be familiar with the brand and apply to the company on the strength of the brand. I.e. Southwest Airlines "freedom".

Develop a Value Proposition.

What will an employee get when they come to work for your organization?

# Recruiting Talent

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## Setting the Stage

Complete the acronym and add your own notes.

S	
T	
A	
G	
E	

### Top Three Recruitment Factors

1. Compensation and Benefits
2. Reputation as Employer of Choice
3. Organizational Culture

### Communicating the Employer Brand

This table illustrates the actions taken by companies to better communicate the employer brand to prospective candidates. ***(Fill in the percentages).***

Updated the company website.	%
Highlighted company initiatives on website and/or printed materials.	%
Developed an organizational tagline.	%
Communicated in a way that is understandable to everyone.	%
Established or updated corporate core values.	%
Updated the company vision and mission statements.	%
Developed/implemented a communication strategy.	%

## Recruitment Outcomes

This table illustrates the recruitment outcomes experienced by organizations as a direct result of their employer branding. *(Fill in the percentages).*

Hiring the right people.	%
Greater number of qualified candidates.	%
Reputation as an employer of choice.	%
Increased # of employee referrals of qualified candidates.	%
Lower turnover.	%
Increased number of diverse candidates.	%
Increased employee satisfaction.	%
Positions filled more rapidly.	%

### Staff Recruitment Best Practices

- Define brand delivery skills necessary for each position.
- Define the type of person who will best deliver the brand's promise.
- Define job descriptions through a customer-based brand point of view (as opposed to task oriented).
- Reference brand promise for training, employee performance reviews, and rewards.

## Team Exercise

Identify brand skills for this position.

Clarify the type of characteristics a person must possess.



## Recruiting Sources

- Advertising
- College Recruitment
- Job Fairs/Career Days
- Internet
- Local Labor Department
- Recruiting Firms
- Employee Referrals
- Co-ops/Interns
- Independent Contractors/ Temporary Workers
- Networking



## Recruitment Strategies Best Practices

- Identify potential \_\_\_\_\_ for ideal candidates.
- Analyze existing \_\_\_\_\_ pool to identify ways to attract new employees.
- Identify key contacts and establish relationships with \_\_\_\_\_ recruiting sources.
- Develop a hierarchy of recruiting \_\_\_\_\_ sources, prioritized by flow/hire activity.
- Specify which relationships you want to focus on \_\_\_\_\_.
- Create a relationship \_\_\_\_\_.

## Sample School Recruitment Letter

\_\_\_\_\_ [Name of College/University]

\_\_\_\_\_ [Street Address]

\_\_\_\_\_ [City, State, Zip Code]

Attn: Placement Office

Over the past several years, [name of company] has had the privilege of hiring many of your graduates. Currently we have openings which may be of interest to your graduating students. The openings are:

[List each position by title]

You will find enclosed job descriptions with entrance requirements. We would very much appreciate if you could post these positions. As you know, [name of company] is an Equal Employment Opportunity employer. We offer equal employment opportunities to all individuals regardless of race, color, religion, sex, age, national origin, disability, sexual orientation, veteran or marital status.

If you or any students have any questions or wish to contact me regarding these jobs, I may be reached at [phone number].

Thank you.

Sincerely yours,

Human Resources Director

Enclosures

## Sample Job Ad Template

Industry or Profession:

Title of Position:

[Company Name] located in [City, State] is seeking a [Position Title]

Main attractor: [Identify what will attract the kinds of people you want to hire, phrased in terms of corporate cultural fit factors, product or technology.]:

Description of responsibilities:

Essential candidate qualities, preferences and skills:

Description of benefits offered:

To apply [include appropriate mailing or Web site address]:

Deadline for receipt of resumes:

For information on [Company Name], visit our Web site at [ \_\_\_\_\_ ]

[Company Name] is an Equal Employment Opportunity Employer

## Temporary Agency Selection Checklist

### **Step 1: Prior to contacting a temporary help agency, determine the following:**

The typical length of time you need a temporary worker

The hours needed to work

The skills usually needed including specific computer software skills and public contact skills (in person or by telephone)

### **Step 2: Select a number of temporary agencies from your local phone directory and assess the following for each:**

Responsiveness and professionalism:

Was the phone answered promptly?

Was the person answering courteous and helpful?

Did the person ask meaningful questions and provide satisfactory answers to your questions?

Ability to meet your needs:

Does the agency have the type of workers you need?

Are the agency's rates competitive?

### **Step 3: Narrow the group of agencies to 2 or 3 and schedule appointments to discuss your needs and see the company's office. Be sure to ask:**

How long has the agency been in business and at current location?

May you have a list of references? Obtain at least three.

How are temporary workers tested and screened? Ask to see any computer tests in operation.

What benefits are offered and when?

What are the billing rates for various skill levels and how often are these changed?

How will you be billed and when are payments due?

What are the terms for a temp-to-perm hire?

What type of agreement must you sign? Obtain a copy.

### **Step 4: After completing the visit and obtaining information above:**

Check references. Check with BBB. Network with peers on their experiences with agency.

## Evaluate Recruiting Sources

- Recruiting Cost
- Cost per hire
- Number of applicants generated
- Yield ratios
- Eventual job success (retention)
- Job performance



## Yield Ratios

Formula		Example
$\frac{\text{Qualified Applicants}}{\text{Total Applicants}}$	$\frac{100}{300}$	= 33% Yield Ratio
$\frac{\text{Minority Applicants}}{\text{Total Applicants}}$	$\frac{80}{300}$	= 27% Yield Ratio
$\frac{\text{Female Applicants}}{\text{Total Applicants}}$	$\frac{185}{300}$	= 62% Yield Ratio
$\frac{\text{Offers Extended}}{\text{Qualified Applicants}}$	$\frac{5}{15}$	= 33% Yield Ratio
$\frac{\text{Offers Extended}}{\text{Final Interviews}}$	$\frac{5}{35}$	= 14% Yield Ratio
$\frac{\text{Offers Accepted}}{\text{Offers Extended}}$	$\frac{3}{5}$	= 60% Yield Ratio

## Retaining Talent

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### Team Exercise

Why do employees leave your organization?

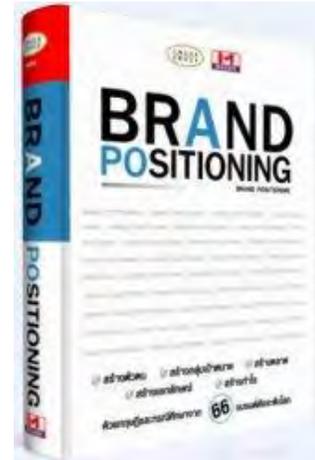
Identify what practices you have in place to try and keep employees.

## Communicating Your Brand

### The Brand Book

Communicating your brand should begin with a guide or Brand Book. Include the following documents.

- Welcome from senior person
- Mission statement
- Vision statement
- Company information
- Brand goals and strategy
- Brand promise and values
- Brand history information
- Brand differentiators
- Branded customer service practices



### Questions Regarding Your Company's Employer Brand

- Do employees share a sense of \_\_\_\_\_ and direction?
- What is the impact of your company's \_\_\_\_\_ as a place to work in your recruitment strategy?
- What would your employees and their friends \_\_\_\_\_ about what it is like to work at your company?
- Do your employees feel they get a return on their \_\_\_\_\_ investment in the organization?
- Do you know why people \_\_\_\_\_ offers and why people leave?

### Three Retention Tools

The top three most important actions that organizations take to better retain employees are:

1. Designing and/or updating recognition and reward programs ( ).
2. Celebrating goals achieved with parties, free lunches, additional vacation days or personal days ( ).
3. Developing a company intranet with information readily accessible to employees ( ).

### Discovering the Workplace Index



## The Seven Components of an Effective Workplace

### **Job Challenge and Learning Opportunities**

A job where the meaning and importance of the work is clear, that encourages learning and creativity, and that has enough task variety to keep you interested.

### **Co-Worker Support for Job Success**

Working well with co-workers and having the support you need from them to do a good job.

### **Autonomy**

The ability to decide or have input into what your job entails, how it is done, and to be true to yourself while doing it.

### **Work-Life Fit**

Having a schedule that meets your needs and a culture of flexibility at work that supports you in effectively managing your work and personal/ family responsibilities.

### **Satisfaction with Wages, Benefits and Opportunities to Advance**

Having reasonable benefits and earnings from your job and adequate opportunities for advancement.

### **Culture of Respect, Trust, and Belonging**

A workplace culture where supervisors are trustworthy, ethical, and seek your input to improve performance and help you feel a part of the group you work with.

### **Supervisor Support for Job Success**

Supervisors who provide you with honest and relevant information needed to do your job well and who recognize you when a job is well-done.

Source: SHRM 2016 National Study of the Changing Workforce

Greater

1. Job Challenge & Learning Opportunities

2. Work-life fit

3. Autonomy

4. Co-worker Support for Job Success

Greater

1. Work-Life Fit

2. Satisfaction with Wages, Benefits and Advancement

3. Climate of Respect, Trust and Belonging

Greater

1. Satisfaction with Wages, Benefits and Advancement

2. Work-life fit

3. (Less) Autonomy

4. Climate of Respect, Trust and Belonging .

5. Job Challenge & Learning Opportunities

Exercise: Evaluate your current culture on how well they are doing in each of these areas. Please circle the number that you think best reflects current status.

	Poor		Good				Excellent			
Job Challenge	1	2	3	4	5	6	7	8	9	10
Co-Worker Support	1	2	3	4	5	6	7	8	9	10
Autonomy	1	2	3	4	5	6	7	8	9	10
Work-Life Fit	1	2	3	4	5	6	7	8	9	10
Satisfaction with Wages, Benefits, Opportunities	1	2	3	4	5	6	7	8	9	10
Culture of Respect, Trust and Belonging	1	2	3	4	5	6	7	8	9	10
Supervisor Support	1	2	3	4	5	6	7	8	9	10

What can we do to improve?

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### Turning Index into Action

- Provide \_\_\_\_\_ opportunities as part of everyday work life.
- Create a culture where supervisors \_\_\_\_\_ the job success of their teams.
- Be mindful of positive & negative repercussions of \_\_\_\_\_.
- Foster workplace belongingness.
- Support a culture of work-life \_\_\_\_\_.
- Improve advancement systems.
- Recognize and reward importance of \_\_\_\_\_ co-worker relationships.

