

FROM THE PRESIDENT'S DESK



Savvy employers are aware that in order to recruit, retain, and benefit from this next generation of talent, they must evolve too.

1. Become an employer of choice. Employment branding is an important factor in a Millennial's decision to join a company. This includes not only salary, but benefits, vacation time, and perks as well. It also includes your company image, diversity and community involvement.

2. Set them free. Millennials value a strong work/life balance, and flexibility. Set concrete goals and give clear instructions. Focus on what they get done, rather than on how or where they complete tasks.

3. Help them grow. Provide leadership and challenges. Give them a variety of experiences and a sense of moving forward. Give them frequent feedback. Have an effective mentoring and development program. Put them on rotational assignments. Mix teams generationally

4. Encourage their self assuredness. They value results over tenure and a have positive self image. So, for the high achievers find ways to advance them faster such as adding new challenges.

5. Take advantage of their comfort with teams. Encourage them to join and give them opportunities to lead, coach and mentor.

Source: Sarah Walpert, How to Recruit, Retain and Reward the Millennial Generation, ExactSource and Ingenium, and Susan Heathfield, 11 Tips for Managing Millennials

RECRUIT, MOTIVATE, RETAIN, & REWARD THE MILLENNIAL GENERATION

The Millennial generation, considered to be anyone under the age of 34, is quickly changing the traditional work place.



With over 80 million Millennials this generation now outnumbers the Baby Boomers who continue to make up the largest share of the workforce. However, it is expected to change within the next decade. Some say Millennials could comprise the majority of the workforce

in as little as 5 years. And with the impending retirement of the Baby Boomer generation, employers face a major staff turnover in the next 5-7 years.

At this point the typical job tenure of a Millennial is less than 5 years. How can your company invest in these young minds and retain them? What do you have to do to adjust to today's changing work place?


Fran Reitman *President*



FROM THE DESK OF
ANTHONY AVALLONE

SIMPLE STEPS TO ONBOARDING A NEW EMPLOYEE

Develop a plan to give a new hire a warm welcome and the tools for success.



Since most companies don't hire new staff every day, the onboarding process is often an afterthought. Given the investment you make when hiring new

employees, attention to getting people started well should be a priority. We recommend implementing an onboarding strategy, starting with defining the goals for the hire and assigning responsibility for a successful intake.

The team members who were involved in interviewing should greet the new hire on his or her first day whenever possible. Seeing a few familiar faces upon walking in the door can put a new hire at ease.

Set the tone and expectations.

Before onboarding your company's next employee, meet with the department head or supervisor to establish clear and measurable performance expectations for the role.

Communicate clearly and repeatedly what your company stands for through sharing stories, presentations or handouts. It's critical that each new hire quickly understand the organization's expectations for behavior.

Clearly communicate the goals you have for the position, and the standards they are being measured by.

Consider the first day experience. Set up their work station. Make sure they have all the tools they need. Provide information about lunch and breaks, parking and safety, etc.

Assign a mentor. Too often members of the welcome committee are selected simply because they are friendly or available to help. This entire process is about helping the new hire be productive and successful. Don't throw a new hire to the wolves and hope for the best. Assign responsibility for the success of the new hire, for at least 90 days. This is the person who will instill the values you want and who the new employee can rely on for questions, comments, direction, etc. This is the person you look to assure a successful start.



Expect surprises. No matter how well planned your onboarding process is, some surprises will likely pop up. Having clarity about your goals and expectations and having an assigned mentor in place will help the recruit and you navigate tricky waters.

For more information on this or any other staffing issue contact Anthony: 203-488-6944 or Anthony@reitmanpersonnel.com

REDEFINING "Fit"

By Kevin Spagone
Reitman Security Search

Is it time to stop looking for candidates who'd be a "cultural fit"?

Employers spend a lot of time looking for candidates that are a match with the company's culture. But is

that mentality shielding them from the best available talent and from the benefits of diversity of insights, perspective and approach?

In short: yes, if your “culture” isn’t well defined, says, Lauren Rivera, a Management Professor at Northwestern University’s Kellogg School of Management.

You can focus too much on “fit”.

In an article she penned for The New York Times, Rivera warned that the concept of company culture has become too vague, and can give managers the idea that they should make hiring decisions based on which candidates they’d rather hang out with.

Rivera researched hiring practices at top banks, consulting and law firms by interviewing 120 decision makers and observing recruitment practices over several months. She found that focusing too much on whether a candidate was a “good fit” drove managers to seek out people with similar interests to themselves and distracted them from focusing on similar organizational values.



Redefining “fit”.

1. Be clear and consistent about what traits are needed to be a “cultural fit.” Ideally, these should be based on data about what values, skills and behaviors are associated with job success and high performance at your organization.
2. Insure that the interviewers have a clear picture of the “goals for the hire”, not just the job description, so they understand how different qualities should be weighed. In other words, what’s more important to your organization and this particular job - a person’s skills, personality or work experience?

**Source: Julian Lopez, HRmorning.com*

EFFECTIVE MANAGERS UNDERSTAND CONFLICT

Today’s increasingly diverse workplace makes it impossible to eliminate conflict because we all come to the table with different points of view, values and experience.



“A conflict is the sound made by the cracks in the system, it’s the voice of a new paradigm” says Dr. Kenneth Cloke, mediator and director of the Center for Dispute Resolution in Santa Monica, California. “If you eliminate conflict, you eliminate the new paradigm. But if you only engage in adversarial and aggressive conflict, the conflict will prevent you from learning” he says.

Listening is a very important skill in resolving conflict. Put yourself in the other person’s position, even when you feel you’re a million miles apart. This helps you stop and pay attention to the real issues and brings you closer to understanding and resolution.

“A third person will always be able to give you insight that you won’t be able to see yourself” concludes Cloke. So when it appears that you can’t resolve an issue, bring in an impartial participant and be willing to compromise and/or move away from your opinion.

In today’s rapidly changing business environment, new ideas and fresh perspectives may be what differentiate your business from your competitors. Managing conflict effectively is a very important part of business success. Find and utilize those insights and new perspectives that will further develop and grow your company.

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