



ALIGNED GROWTH PARTNERS^{LLC}

Advisors to Boards of Directors and Management



THE VISION COUNCIL

2019 & BEYOND:

ATTRACTING AND RETAINING CRITICAL TALENT

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Our Agenda

The world of **Talent Acquisition**:

Planning first, and then where and how to find them

and

The essential elements of **Talent Retention**:

How to keep them as well as preparing for a departure

...and your questions



So...

*why should this be an important topic
to you and to your company?*

“If we don’t get the people thing right, we lose.

It is the most important thing in all our businesses.”

JACK WELCH

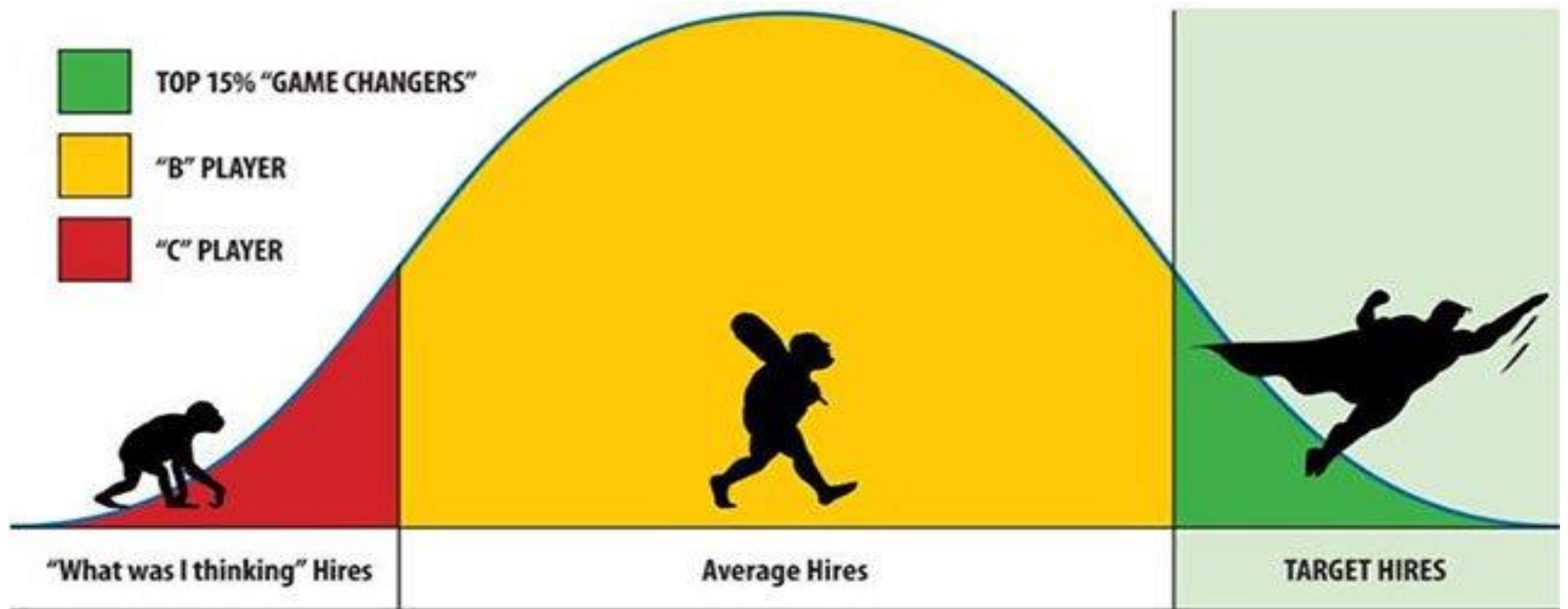
FORMER CHAIRMAN & CHIEF EXECUTIVE OFFICER

GENERAL ELECTRIC

A person wearing a dark blue suit jacket and a light-colored shirt is holding a white rectangular sign with both hands. The sign has the text "JOIN OUR TEAM" written in a bold, dark blue, sans-serif font. The background is a plain, light grey color.

JOIN OUR TEAM

Your challenge...and it's not easy



Today's State of Talent Acquisition

A man in a light-colored suit jacket and dark trousers is riding a red and black kick scooter on a paved sidewalk. He is moving from left to right. In the background, there is a modern building with large glass windows and orange-tinted panels. Several blue posters are attached to the building's facade, each advertising a job opening. The posters are for 'Jr. Sales Manager', 'V.P. Sales', 'Sr. HR Manager', and 'Global Marketing Director'. The text on the posters includes 'HIRING' and 'PREVIOUS EXPERIENCE REQUIRED'.

U. S. companies are
finding it

***EXCEEDINGLY
DIFFICULT***

to attract and retain
good people

Job Mobility

(or lack of company loyalty) IS

INCREASING

Best people QUIT because of:

- ➔ Lack of appreciation and support
- ➔ No opportunities to grow and learn
- ➔ Lack of integrity by their superiors
- ➔ Lack of trust and of respect
- ➔ Micromanagement

Average job tenure by age



Source: US Bureau of Labor Statistics



Not all companies that manage their physical and financial assets with rigor and sophistication have made

PEOPLE A PRIORITY

in the same way

Productivity
improvements
are

ESSENTIALLY FLAT

POTENTIAL



...and add to this deficit

Competition is Fierce

95% of recruiters anticipate
the job market will

REMAIN DIFFICULT

and will

GET MORE DIFFICULT



Compensation will
*INCREASE ACROSS THE
BOARD*

for all positions





The combination of

*FASTER ECONOMIC GROWTH,
INCREASING TURNOVER*
and the forecasted
INCREASE IN HIRING

will strain your company's
recruiting efforts

Voluntary turnover will

INCREASE

as aggressive recruiters
lure away your
company's best people
and some simply leave
for what they believe is
a better job

Of the 50% of Professionals
Who Accepted Their
Counteroffers:



- 93% Left within 18 months
- 7% Stayed with the company

Source: Survey by the Wall Street Journal



The 35- to 44-year old age group in the U. S. will continue to

DECLINE



Women

ARE NOT

surging into
the workforce

College enrollment is

FLAT TO DECLINING





Immigration is

***NOT A LONG TERM
SUSTAINABLE SOLUTION***

“Baby Boomers”
continue to move into

RETIREMENT AGE

and are

RETIRING



~~later~~

now

And most companies
are ill-prepared
to compete for talent and
are

*INCREASINGLY
VULNERABLE*

So, where do you go from here?

Talent Acquisition 2019



You will need to become

SMARTER and
MORE AGGRESSIVE

to fill critical positions as
the demand for top
talent increases
dramatically





The widening skills gap
will

REQUIRE

you to have new

Talent Acquisition
strategies

Talent Acquisition begins

BEFORE

you have an opening

*It is like Succession Planning.
You need to have a Talent
Acquisition strategy for all jobs,
whether those openings are from
turnover, promotions or
company growth*

PROACTIVE





Referrals Rule

78% of recruiters find
their best quality
candidates from

REFERRALS

Make Talent Acquisition a

TEAM EFFORT

...not just a management task.

If you have a current employee(s) in a similar role to the one for which you are recruiting, find out where they spend most of their time online. And consider implementing a

TALENT REFERRAL PROGRAM

if you do not have one.





Company's now realize
they can hire great
people

ON THEIR OWN

using social media

VSP Facebook ad
noting a \$750 sign-on
bonus for new hires



NOW HIRING

OPTICAL LAB TECHNICIAN
COLUMBUS, OHIO

[Click to learn more](#)

vsp
VISION CARE | EYEWEAR | OPTICS | PRACTICE SOLUTIONS | RETAIL

vsp **Optical Lab Technician**
VSP Global Careers
Full-time

Inactive

[Duplicate Job](#) [View Applications](#) [More](#)

Description

No GED or High School diploma? No problem! Do you have at least 1 year of experience in maintenance, production, manufacturing or optics? Looking to work full-time only 3 or 4 days a week? How does a \$750 sign-on bonus sound? VSP is hiring for 10-hour shifts at our optical lab in Lockbourne where we make lenses for top brand eyewear and sunglasses. You'll play a critical part in the lens mounting, inspection, and shipping processes.

We value a fun work environment, offer internal promotions, and give you the opportunity to build your skills in the optical production trade.

Apply now on our website: <http://bit.ly/2F6qZqO>

2605 Rohr Rd, Lockbourne, OH 43137-9281, United States



Social networks

ARE

rapidly becoming the significant source
of recruiting talent with mobile
recruiting now poised to become

A TOP RECRUITING STRATEGY

Mobile

has arrived. 19% of recruiters find quality hires and passive candidates on

MOBILE CAREER SITES

...and this number is rising





Average Time Spent per Day with Digital Video, by Device

US, 2018

Desktop/Laptop

minutes 23.81

Mobile

minutes 37.75

Other Connected Device

minutes 24.55

Total Video

minutes 86.11

Source: eMarketer, September 2018

www.eMarketer.com

And let's not forget that candidates that you hire from social and mobile have been found to have a *HIGHER STICK RATE*, a *REDUCED HIRING CYCLE* and are netted at a *LOWER COST*



Partner with local schools to
provide

INTERNSHIPS

to try, train, test and take
aboard *new talent*

MARKET YOUR LAB

You save time and raise the bar on quality with a consistent message. Your key is in your messaging, voice, audience and brand perception. Convey the *why, how and who* to build your message and brand.





And let's not forget our **VETERANS**

There are some sitting among us today and many others we all know.

Honor our **VETERANS** by giving them a new, lasting opportunity to work for you and for the optical industry.





CREATE A MESSAGE

- ❖ You will get more on-target candidates — *quality over quantity*. A compelling job posting needs to speak to the candidate you desire
- ❖ Old job descriptions that are on career page websites are *too boring*.
- ❖ Create a *short tagline and use it in the social platform* you chose with a link to a more fully defined write-up.
- ❖ *Candidates need to see themselves* in the write-up in order to raise their hand.



SELECT YOUR SOCIAL PLATFORM

This is critical to reaching the right audience:

- ❖ You want to choose a platform that matches the demographic.
- ❖ Have your team research where candidates live. Are they management or hourly?
- ❖ Start small and experiment; track responses and results.

BE MOBILE COMPATIBLE

- ❖ You will reach the demographic you seek, look contemporary, and keep top talent interested.
- ❖ On average, anywhere from 30 percent to 50 percent of candidates now use a smartphone or tablet to view postings.
- ❖ If your web recruitment pages do not support mobile viewing, top talent will leave the site.
- ❖ You will reach the demographic you seek, look contemporary, and keep top talent interested.



BE HUMAN

- ❖ Reach out to promising candidates with a personalized, transparent message.
- ❖ While automation saves time, it can be impersonal and cause you to lose great candidates.
- ❖ Tailor messages to reveal something about your company.
- ❖ Even if that candidate turns out to not be a fit for the role, you have built an advocate for your brand and it is likely that person will apply again or share with a friend.



If you wish to use job boards, a few highlights

- **General job boards**

- ❖ **More volume.** Anyone looking for a job can access the site
- ❖ **Broad demographics.** Is something for everyone, including those seeing full- and part-time jobs
- ❖ **Widely known and accessed.** They are often on the radar of all candidates looking for work



■ Niche job boards

- ❖ ***Applicants are more industry relevant.*** You may reach a more targeted and qualified audience
- ❖ ***More cost effective.*** Generally more affordable than general job boards.
- ❖ ***Brand awareness.*** Allows you to convey your brand in a known industry segment with people you are trying to reach.
- ❖ ***More networking opportunities.*** Candidates may refer your opening to others they know.
- ❖ ***Less competition.*** You won't be competing with non-industry companies

A person in a dark suit is walking away from the camera, out of a white door. The person is carrying a briefcase. Above the door is a rectangular sign with a left-pointing arrow and the word "EXIT" in capital letters. The background is a plain, light-colored wall.

Talent Retention: Keeping Your Talent from Walking Out

Talent Retention: Your Silent Battlefield

Today's high performers are like frogs in barrel.

They can jump out at any time.

Only 25% of companies said their attrition data are accurate

❖ 75% don't know, have inaccurate data, or don't track turnover and attrition!

Retention of 3 – 8 year group becoming a “*black hole*”

You spend endless hours
and
significant dollars...



...Only to have employees leave their jobs

- 89% of employers believe that their employees quit because of ***MONEY***

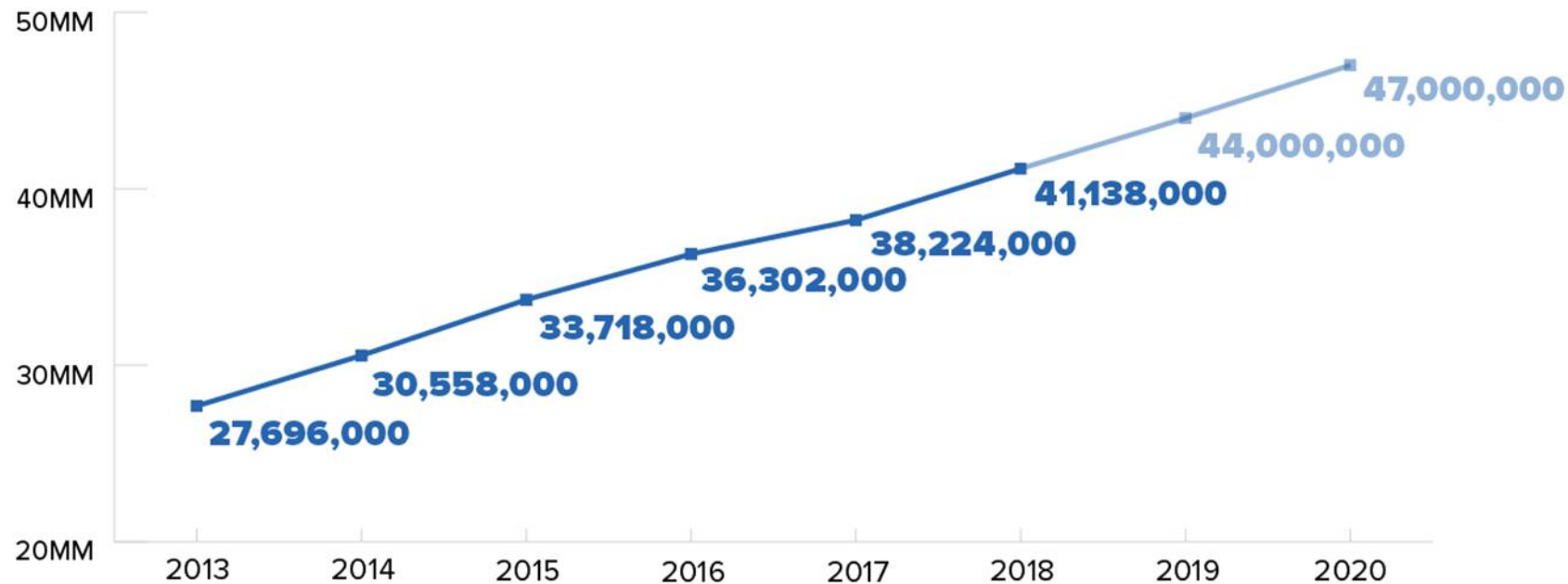
- 88% of employees quit for reasons other than pay --- led by having a poor supervisor or manager ---

COMPANY CULTURE



Moving On

An estimated 41 million people voluntarily quit their jobs last year, up 8 percent from 2017, according to the *Work Institute*, a Franklin, Tenn.-based consulting firm. By 2020, that number will jump to 47 million, or roughly 1 in 3 workers, the firm predicts.



Source: U.S. Bureau of Labor Statistics; Work Institute. 2018 figure is estimated; 2019 and 2020 figures are projected.

The seven primary reasons

- 1. Lack of trust and confidence* in senior leaders and owners
- 2. Not feeling valued appreciated* --- including pay, recognition, promotion, not being heard, having resources to do the job, etc.
- 3. Insufficient opportunity* for personal career growth and learning
- 4. Stress, burnout, work-life imbalance*
- 5. Ineffective manager*, particularly lack of coaching and feedback
- 6. Job-person mismatch* --- talent underutilization
- 7. Disillusionment* due to unrealistic expectations

Examine your culture to identify common frustrations among your employees.

EMPLOYEES STAY WHEN THEY ARE:



Paid Well



Mentored



Challenged



Promoted



Involved



Appreciated



Valued



On a Mission



Empowered



Trusted

Great Workplace Drivers



	Mid-quintile companies	Top-quintile companies	Gold Standard companies
We give high-potential individuals more/better development opportunities	17%	21%	39%
We put high-potential people in jobs “before they are ready”	12%	20%	33%

Promote Your Best Talent - Early and Often

Pay is again becoming increasingly important

- Old Pay Philosophy

- ❖ Pay for the job
- ❖ Job scope & seniority drive pay
- ❖ Pay what others in the company get (internal equity)
- ❖ Set a range & hire within in

- New Pay Philosophy

- ❖ Insure pay equity across your company
- ❖ Value creation should move pay up
- ❖ Ensure market equity
- ❖ Do not let your pay system prevent you from hiring the right talent

Rigorous, but not ruthless

Most companies have a number of weak players

- They are not exactly failing, but neither are they leading the way
 - ❖ Be sure you have the right people in the right seats
- The cost of carrying weak employees is enormous
 - ❖ Low productivity that goes unattended or ignored drags down the performance of others they work with
 - ❖ Teams go underdeveloped
 - ❖ High performers get discouraged and leave
- The company's Employee Value Proposition is damaged or non-existent

Take action to deal with poor performers

- The most difficult, least exploited talent-building lever for any company
- Ineffective people are slowest to leave voluntarily, often staying in positions for years
- When was the last time you fired someone and regretted it?
- Once you make the decision to exit an employee
 - ❖ Treat the person with respect
 - ❖ Make the transition as easy as possible
 - ❖ “*Just do it!*” But do it right.

It's not just about what you need to do...

... it's about how you need to do it.

“There will come a time when you believe everything is finished.

“That will be the beginning.”

LOUIS L'AMOUR

*Our sincere thanks, and
let's discuss your questions*

About Your Speakers

Hedley Lawson brings decades of experience as a senior corporate executive, board member, and board and management advisor to his role as *Global Managing Partner* for **Aligned Growth Partners, LLC**. In his role, Hedley leads the firm's global strategic, operational and organizational excellence advisory and consulting practice, as well as its M&A and Executive Search practices. Hedley and his firm serve publicly-listed and privately-held high technology, medical device, banking and finance, food and wine, construction and development, and other lines of business from the firm's offices in Northern California Wine Country and San Diego, California; Richmond, Virginia; Adelaide, Australia; Singapore; and Malaysia and China.

Hedley's executive leadership experience includes serving as *Vice President Global Human Resources* for **Multi-Fineline Electronix, Inc. (MFLEX)** where he was responsible for MFLEX's global human capital management and strategic planning. In his first year with the company, he doubled its workforce in China from 10,000 to 20,000 employees, and had responsibility for human capital and organizational excellence operations in the United States, China, Singapore, Malaysia, Europe and the United Kingdom. Subsequently, he led the board of directors and global executive team's strategic planning, resulting in record revenue, operating income, margin growth, and ROIC. Hedley's strategic planning leadership led to the company being recognized by **Business Week** and **Fortune Magazines** as one of America's fastest growing corporations.

Hedley is also widely-acclaimed while serving as *Senior Vice President Human Resources and Quality Management*, and *Corporate Vice President Americas* for **SOLA International, Inc.**, where he was recognized for building SOLA's exceptional company culture, and where he founded the semi-annual wholesale laboratory Business & Human Resources Conference. He also served as *Vice President Human Resources* for **QuantumShift Communications, Inc.**

A frequent professional speaker, Hedley has delivered over one hundred key note speeches and seminars to trade conventions, annual business and leadership meetings, and university business schools. For over 25-years, he was a Contributing Editor, Author and business writer for **Jobson Medical, LLC**, including *Vision Monday*, *Lab Talk* and their other global publications.

Hedley holds a Bachelor of Arts degree in Political Science from Sonoma State University, and a Master's degree with a double major in human resources management and organizational development from Golden Gate University, San Francisco. He also completed in-residence, post-graduate studies in Financial Management and Executive Leadership at the Wharton School of Business, University of Pennsylvania.

Hedley currently holds membership in the **National Association of Corporate Directors (NACD)** and the **International Executive Resource Group (IERG)**, and the **Society for Human Resources Management (SHRM)**. He can be reached at hlawson@alignedgrowth.com or [707] 217-0979. You can visit AGP at www.alignedgrowth.com.

About Your Speakers

Gina Rosenberger brings nearly 30-years in senior HR leadership to her role as VP, Human Resources for VSP Global. Gina partners closely with C-Suite leaders to drive people and business strategy for a \$6B organization.

In her current role, Gina has supported the successful integration of multiple acquisitions, including several lab integrations, ensuring smooth transition of employees and employee data. With extensive experience in employee relations, organizational development, change management, employment law, and policy design, Gina has worked in a breadth of environments—from manufacturing to healthcare, from Amsterdam to New York. With a practical, hands-on approach, Gina has driven business results through strategic planning, performance management, and strong business acumen.

Prior to VSP Global, Gina earned her chops working in the Bay Area during the height of the high-tech boom—supporting companies through acquisitions, aggressive growth targets, and downsizing. Gina is a Society for Human Resources Management member, and holds certifications across a variety of HR disciplines.

Monica Alvarez has been with Costco Wholesale Industries, CWI, for nineteen years. During her experience with Costco, she has held positions in manufacturing and human relations. In her current role as HR management, Monica has supported the successes of Costco Wholesale Optical by focusing on human development and community relations. She is a member of the National City Police Chief Advisory Board and has been recognized for her efforts in the community by the Police Department and local schools.