



# Recruitment and Retention Strategies

Presented to NCCC

by Susan Wheeler

March 11, 2008

# Overview

- Recruitment Strategies
  - What works/what doesn't
  - Steps to develop a high-retention recruitment process
- Retention myths
  - Why do people leave
  - Why do people stay
  - How to increase “stickiness” factor

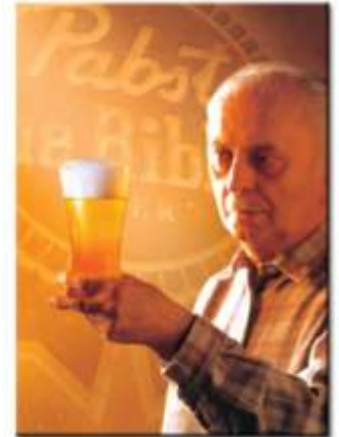
# Recruitment Strategies

- How do you currently recruit?
  - Newspapers?
  - Websites?
  - Recruiters?
  - Job Fairs?
  - Professional Associations?
  - Referrals?



# Best-in-Class Recruitment Strategies

- Develop ideal candidate profiles
- Implement behavior and skill-set analysis
- Stay ahead of demand
- Recruit internally
- Include seasoned reps in the hiring
- Partner with local universities or community colleges
- Conduct open houses
- Proactively manage call center turnover



# Retention

- Why do Customer Service Employees leave?
  - Employers who think their people leave for more money: 89%
  - Employees who actually do leave for more money: 12%
  - Job not as expected
  - Job doesn't fit talents and interests
  - Little or no feedback/coaching
  - No hope for career growth
  - Feel devalued and unrecognized
  - Feel overworked and stressed out
  - Lack of trust or confidence in leaders



# Causes of Low Morale

- Lack of personal freedom
- Wrong people in wrong job
- Fast work pace
- Insufficient investment in people
- Poor management
- Conflicting objectives
- Not feeling valued



# Five Keys to Improve Morale

1. Have the right people in the right jobs
2. Increase involvement
3. Have the right number of people in the right place at the right time
4. Obtain adequate budget
5. Hire and train managers who can motivate



# Why Do People Stay?

- Environment
- Friends
- Advancement
- Laziness
- Like their job

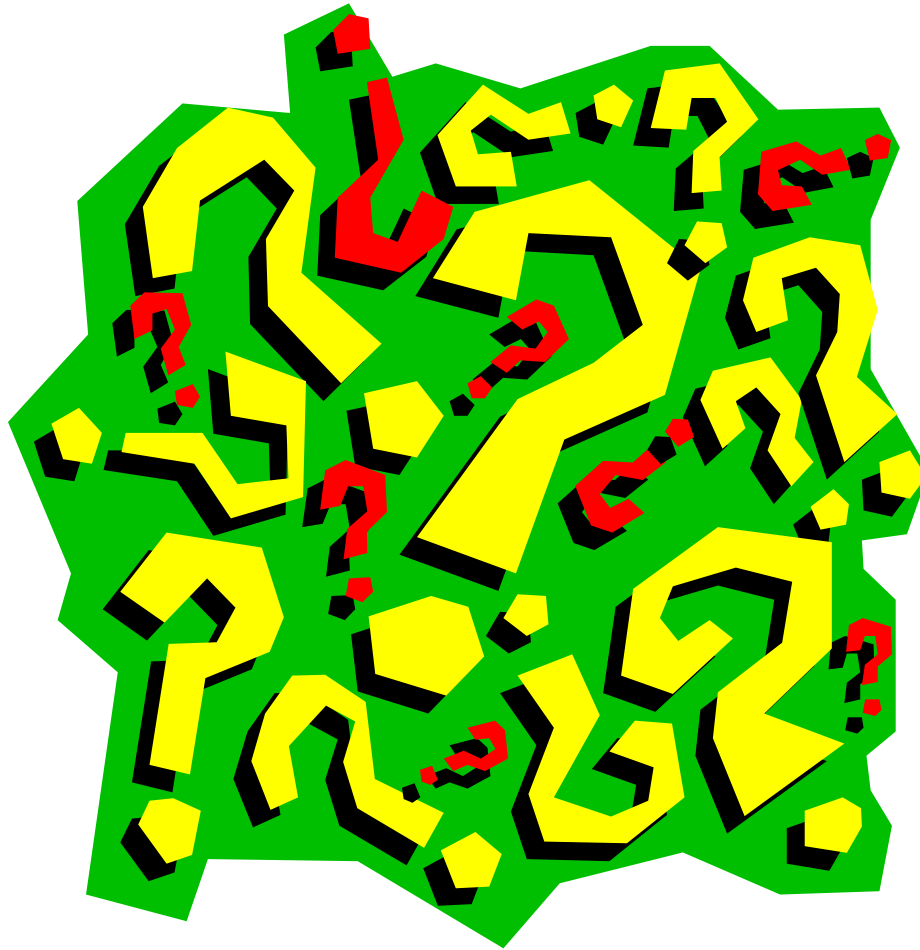


# How to Increase Job Stickiness

- Create a culture of Customer Service – your agents are also your customers
- Define a clear career path
- Build a good reputation
- Ensure that pay reflects value



# Questions?



**Thank You!**

For Further Information Please Contact

Susan Wheeler

(916) 962-7206

[susan@consultpathfinder.com](mailto:susan@consultpathfinder.com)

[www.consultpathfinder.com](http://www.consultpathfinder.com)