Arizona Head Start Association
Recruitment & Retention
Colleen Neese
Non-Profit Practice Leader

• Proud Sun Devil – Graduated from ASU with Bachelor’s in Communications, minor in Business
• 25 years of recruitment experience
• Recruits for all levels, all operational areas
• Recognized as the top female Executive Search Consultant in the State of Arizona in the ‘Who’s Who in Business’ by the Arizona Republic
Learning Objectives

• Identify my agency’s biggest recruitment and retention challenges today and how to address these challenges.

• Compete for talent in a world that is more competitive than ever by using recruitment and retention strategies discussed in this presentation.
Today’s Market

Hard market for everyone

- Hiring leaders
- Recruiters
- Candidates

We are all on the same team and want the same thing – the position to be filled with a great candidate!
The Great Resignation

- 48 million people quit their jobs in 2021
- Gen Z-ers are the group that feels the least appreciated and underpaid
What Employees Want

- Well-being
- Salary
- Fairness and equity
- Upskilling and advancement opportunities
- Companies with values that match their own
Biggest Recruitment and Retention Challenges:

- Compensation
- Supply/demand
- Competition – candidates have multiple offers
- Candidates want a remote or hybrid position
- Benefits
- Cultural fit
- Lack of internal recruiting support
- Needing a pipeline of talent
How It Works: A Five-Step Process

RECRUITMENT RESEARCH PROCESS
Duffy Group, Inc.’s approach is designed to provide flexibility and value to every recruitment task

- **Strategy Development**
  - Assess situation
  - Ask targeted questions
  - Develop customized strategy

- **Name Generation**
  - Uncover “very passive” talent
  - Go well beyond job boards
  - Get the right people in front of you

- **Position Promotion**
  - Sell the opportunity and generate enthusiasm
  - Provide understanding of the role, company, and culture
  - Gather competitive intelligence

- **Candidate Evaluation**
  - Customized in-depth interviews
  - Detailed interview notes

- **Presentation and Report**
  - Report on all candidates researched – valuable for future searches
  - Well beyond a list of names
  - Includes competitive intelligence

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Find the Sizzle

• The company’s competitive advantage
• The company’s business goal
• What makes it special and different to reveal why a candidate would be thrilled to join the team
• Ask employees what they love about working at Head Start
Create a Roadmap
Recruiting Tools

- indeed
- LinkedIn
- zoominfo
- hireEZ
Recruiting Tips

• Target your Job Advertisements
• Work with Local Universities/Colleges
• Referral/Sign-On Bonus
• Silver Medal Candidates
• Passive Recruiting
• Remember ABC – Always Be Connecting!
Position Specifications

• What part of the job, from your perspective, will require the longest or most complicated learning curve?

• Breakdown of time spent in role?

• Three critical screening questions?
Recruiting Passive Candidates

• Recruiting targets – specific companies or industries?
• In what department is this person typically working?
• What titles/positions might this person be holding now?
• Who are our competitors/who has similar talent?
Performance Profile

- What will be the position objectives for the first 12 months?
- What personality style will best fit into your group?
- If you look at the top two individuals on your team, what characteristics make them successful?
Think Outside the Box

- Recent Graduates?
  - Child Development / Early Education Degree
- Elementary Schools – Target Pre-K – 3rd grade teachers
- Churches
- Previously taught a different grade
- Daycare experience
Best Practices

• Be Patient
• Have Urgency
• Source Your Applicants DAILY
• Call Qualified Candidates Quickly
• Interview Quickly
• Offer Job Quickly
• Keep Candidates Engaged
• Reject Candidates Softly
How to Prevent No-Shows

- Form a Professional Relationship
- Be Flexible
- Use Modern Interviewing Software
- Prepare for No-Shows
- Learn Why Candidates are No-Showing
Retention

Understanding turnover
• Exit Interviews
• Employee Surveys

How to retain employees
• Wage Adjustments
• Benefits
• Employee Development/ Invest in their career
• Culture
• Check-In Often
• Stay Interviews
Prepare for Your New Hire

• Background Process Takes A While
• Request Network Access/Equipment
• Get Workstation Ready
• Stay Connected with New Employee!
  • Start Building a Relationship Immediately
  • Call Weekly
• Create an Onboarding Plan
Q&A
Let’s Connect:

Colleen Neese
cneese@duffygroup.com
602-802-8329