

HRA-ECI

March 2022

**MARCH
MEETING**

Friday, March 11th
12:00 pm—1:00 pm
Mattoon YMCA or
Zoom
221 N 16th St.
Mattoon, IL 61938

This meeting was approved for credits!

Talent Shortage and Hiring in 2022

Evan Jenkins is the Business Development Director for Manpower in Central Illinois. He is responsible for managing relationships with clients throughout the region.

Evan will lead a presentation and discussion on the candidate-driven labor market, which causes challenges with standard hiring processes companies have grown accustomed to. Evan will dive into detail on why candidate fallout is a challenge and focus on recommendations for hiring managers on how to be more competitive with the high demand for workers.

Evan's well-rounded perspective comes from his experience as a temp candidate himself to being a full-time employee to a hiring manager and a client of staffing suppliers. His variety of roles provides a unique perspective on the current state of the talent market and challenges that are being faced in 2022.

Should Employers Force Workers to Take Time Off?

Many companies have paid time off offered to their employees as a benefit, so how does your company go about the use of the time off? Some companies may say it is optional use and other companies may require it. Consider the opposing viewpoints below for your employees and organization as we come out of a pandemic that impacted everyone differently.

Yes—Require Time Off

The opinion in favor of requiring time off to be used states that it is not only good for their physical health and mental well-being, but it also benefits the business. The benefit comes in when the employee returns from work and they are more rested and can be re-energized. This eliminates whether the employee feels the vacation will be frowned upon because the organization is requiring it according to the article.

Through the pandemic, travel options were limited which led to many employees not taking time off. That coupled with employees working an average of 48 minutes more each day led to burnout at work. A survey done by Korn Ferry showed that taking vacation has a positive impact on an individuals' job performance with 80% of the respondents saying they had a breakthrough work idea while relaxing on vacation.

This could also create a financial benefit to the organization if they allow a carry over of unused time. Requiring time off use can lessen the financial impact on the bottom line when that unused time off is paid out when someone leaves.

No—Don't Require Time Off

The opposing view states that employees want more autonomy at work, not less. Many employees report they can't disconnect when they aren't at work leading some to feel it isn't worth it to try and take off. Between the work it takes leading up to vacation and the fear of thoughts from a manager thinking you aren't doing your job, many employees may accept and be ok with not taking time off. With those fears in mind, the argument is that the organization may be better served by removing the fear and anxiety associate with being away vs. requiring them to be away.

According to a 2021 Visier research report, 49% of respondents said taking time off alleviated burnout temporarily, but the prep and catch up took a toll. Additionally, the survey showed that 52% of workers were satisfied with the amount of vacation time they have possibly creating less of a need for employer intervention on time off.

Additionally, researchers at Claremont Graduate University and the Center for Neuroeconomics Studies found that increased autonomy in simulated work situations resulted in greater team and individual productivity. In a different 2017 study, it was found that a higher level of autonomy had overall positive effects on employee well-being and job satisfaction. This lends to the fact that some employees appreciate independence and the ability to decide for themselves what their time off use looks like.

Conclusion

No answer is right or wrong, but organizations must find what works best for them and their employees to produce the great results.

~Source: SHRM *Should Employers Force Workers to Take Time Off* by Jeffrey Oliver, SHRM-CP and Sharon Whittaker

10 Classic Interview Questions and the Answers You Hope to Hear

This article shares ten common interview questions and the response you hope to hear and potential red flags when you don't get the response you want. Check out the article for the full breakdown of how to weigh your candidate's answers. <https://bit.ly/3IUZl1f>

Question Preview:

1. Can you please tell me about yourself?
2. Why did you leave your previous employer?
3. What are your greatest strengths?
4. What are your weaknesses?
5. What can you tell me about our company or industry?
6. What do/did you like most and least about your present/most recent job?
7. Tell me what isn't on your resume.
8. Aren't you underqualified or overqualified for this position (based on past)?
9. Has your perception of this job opportunity changed based on our interview?
10. Do you have any questions? Can you think of anything else you'd like to add?

Source: SHRM *10 Classic Interview Questions and the Answers You Hope to Hear*

Compensation Considerations: Signing Bonuses Have Some Drawbacks

Signing bonuses may help attract talent in a tight labor market or for competitive roles, but what are the perks and drawbacks in your organization?

Perks: They are appealing to candidates because it is money right now and appealing to employers because they are one-time costs. However, a signing bonus with a low overall compensation and benefits package loses its appeal quickly so be sure to consider those impacts. Another use for a signing bonus is to bridge the gap between what a candidate is leaving to come to your organization in terms of bonus structure or different payout dates, tuition reimbursement, or other small compensation gaps.

Drawbacks: Signing bonuses may create morale issues for internal candidates and employees not receiving the same opportunity, discriminatory issues may arise if they aren't fairly applied to all demographic groups, legal considerations need to be made if the signing bonus comes with a noncompete or non-solicitation, and the

reputation risk if you have a clause to take back a portion of a signing bonus should an employee leave prior to certain employment milestones

Being met.

~Source: SHRM *Signing Bonuses Have Some Drawbacks*

by Allen Smith, J.D.



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