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Your toolkit to building a winning recruitment and retention strategy: **Be flexible, flexible, flexible**

Finding qualified employees has become increasingly challenging. According to an ADP® small and mid-sized employer research study, this has been the number one issue facing employers over the last six months, and this trend could continue over the next year or longer. As recruiters whose role it is to help ADP clients find the right people to join their company, we understand your dilemma. And we're here to help!

With an increase in job openings as the economy recovers and fewer candidates to fill those positions, it's critical to have a detailed plan to overcome this dual challenge. When you're looking to add talent, flexibility is key and it applies to virtually all aspects of the hiring process. Here are some strategies to usher in a new era of flexibility into your organization to better attract, land and keep talent.

Authors

Kiran Contractor

Director of Talent Acquisition at ADP



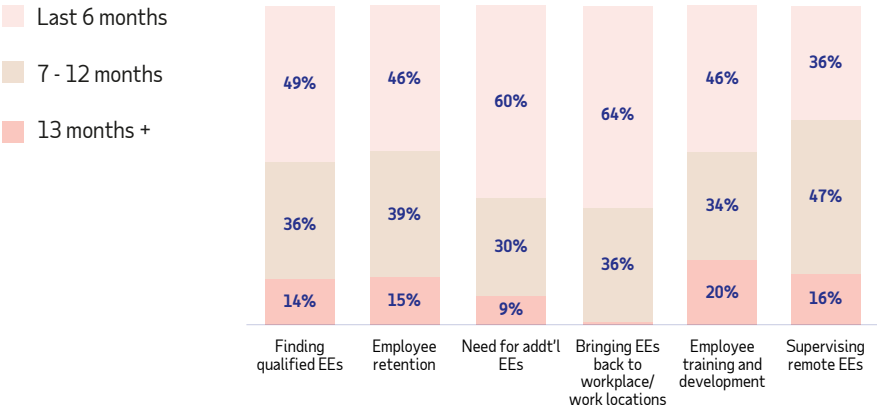
Aubrey Daly

Certified Diversity Recruiter at ADP



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How long have employers been challenged by these employee-related topics?



Consider hybrid working

The pandemic caused several seismic changes to the workforce. Perhaps the biggest impact was the shift to remote working. Pre-pandemic, about 5% of total work hours came from remote working arrangements. According to one study, 21% of total work hours post-pandemic will be from home.¹ What's more, 70% of those currently working remotely expect to continue doing so over the next 6-12 months.² If you want to compete for talent, you need to take a close look at your remote working policy, or be left behind.

More companies are turning to a hybrid work environment³

Offering full or part-time remote work options may also improve your bottom line. In addition to increased productivity, you could cut back the costs associated with office space. What's more, a study found that workers are willing to take an average pay cut of 7% to work from home two to three days a week.⁴ Another option is to allow employees to work longer hours for four days a week and then get Mondays or Fridays off.

66% of leaders say their company is considering redesigning office space for hybrid work

73% of employees want flexible remote work options to stay

67% of employees want more in-person work or collaboration post-pandemic

Top reasons employees consider a career change⁵

56% Better work-life balance

50% Higher pay

49% More meaningful or fulfilling career

43% To expand professional skill set

27% Lack of advancement opportunities

Promote a healthy work-life balance

The pandemic also caused many people to re-evaluate their work-life balance — making it among the top reasons why people will consider a career change. It makes sense, as evidence suggests that long work hours may impact an employee's personal health, increase stress and lead to more workplace safety issues. In addition to offering a flexible work schedule, consider health and wellness-related benefits, such as gym memberships and mental health resources. Not only can this increase retention of your current employees it's also a great opportunity to make your company more attractive to prospective candidates. Be sure to promote your commitment to a healthy work-life balance on your website, in job postings, socials media posts and during the interview process. Additionally, ask your employees to post about the company's work-life balance on places like Glassdoor and Google Reviews.

Offer a "smart" salary

With more job openings than candidates, you can generally expect to pay top dollar to remain competitive in today's marketplace. Some employers are offering more than the going rate to land employees. You may want to consider a sign-on bonus, or employee evaluations/potential raises after the first month. Be sure you're transparent and put in writing any special salary offers you present to the candidate.

Create a compelling benefits package

Given the tight labor market, you should be flexible when it comes to your benefits package. If it fits your budget, medical, dental and vision insurance are attractive perks. You can stand out from the competition by covering 100% of these costs. Employees also want a 401(k), increased time off, mental health benefits, reimbursement for mobile phone bill and internet services. Other benefits could include pet insurance, relocations assistance and commuting subsidies.

Help cover childcare expenses

Nearly 1.8 million women have dropped out of the workforce amid the pandemic.⁶ Another survey showed that 1.9 million people have turned down job offers because they didn't have child care.⁷ As such, paying for some or all of daycare/childcare expenses may help expand your array of candidates and set you apart from the competition. Another option is to set up a childcare flexible spending account (FSA) where employees can put aside \$5,000 for childcare in pretax dollars, and consider contributing a portion of that amount.

Demonstrate your flexibility to succeed

Take a fresh look at your company's policies to identify opportunities to broaden your appeal. Then highlight your differentiating characteristics to candidates to attract and secure talent. Most important, be flexible when it comes to your recruitment strategy.

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About the authors



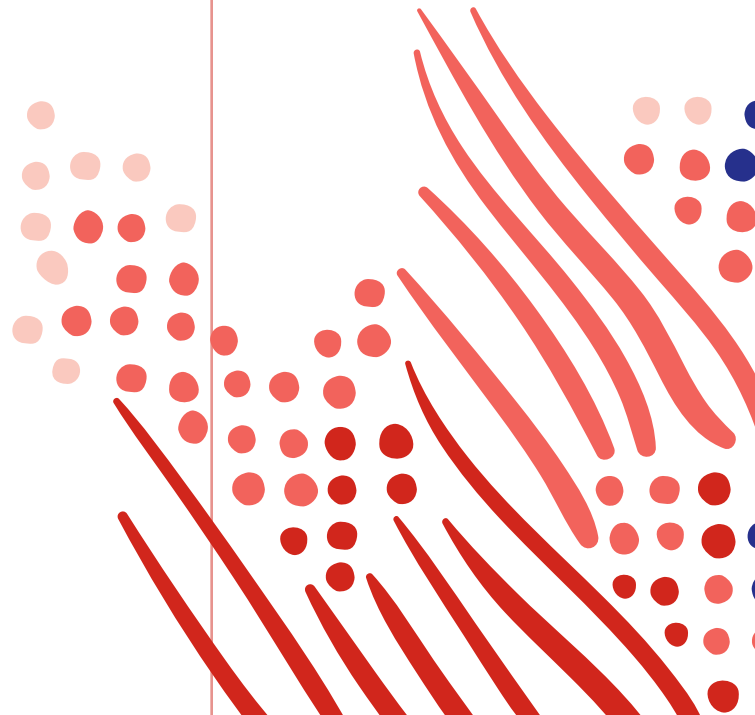
Kiran Contractor
Director of Talent Acquisition, ADP

Kiran is dedicated to assisting ADP's HR outsourcing clients develop their talent strategies, and ultimately attract and find talent. She has over 15 years of experience in talent acquisition and is a go-to expert on candidate engagement.



Aubrey Daly
Certified Diversity Recruiter, ADP

Aubrey has over 17 years of agency and corporate recruiting experience. As a client recruiter with ADP, she partners with ADP HR outsourcing clients on full cycle recruiting to fill roles that span entry level to C-Level in all major industries.



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2. ADP SMB Research, July 2021.
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5. FlexJobs survey, conducted from July 21, 2021 to August 9, 2021.
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7. Inc. July 29, 2021. <https://www.inc.com/suzanne-lucas/the-number-1-reason-unemployed-turn-down-jobs.html>

