



RECRUITMENT AND HIRING

Shrinking Talent Pools Mean Shifting Hiring Strategies

The labor market is tighter than ever, so people in hiring capacities need to be ready to win potential workers from competitors.

According to *Fast Company*, companies focused on hiring recent grads should be prepared to answer questions about flexibility, collaboration, professional development, how success is measured, and opportunities for giving back. A mindset shift from the challenges the tight market creates to the opportunities it provides to attract just the right talent may just help companies make needed innovations to their hiring practices and even company culture.

With full employment, staffing agencies have to get creative as the pool of qualified talent is limited. Add in changing visa and immigration laws and the pool is even smaller. Companies seeking talent are frustrated, and staffing agencies are working harder to appeal to the remaining talent. *Workforce* magazine traces one solution: investing in training programs. Helping candidates upskill can mean helping fill hard-to-fill roles with the same pool. Called a “build-your-own-talent” approach, staffing agencies report focusing training on skills proving harder to source with a promise of commitment to work for company for a set amount of time.

This all helps explain why recruiting is now a major focus for the C-suite, according to *HR Dive*. For HR, this means ensuring everything from a positive, proactive hiring experience to showcasing a company as an employer of choice in recruitment, and also shifting strategies toward “total talent acquisition,” which means considering full-time employees as well as flexible, contingent, and project-based workers.

Shifting hiring and recruiting strategies will be hallmarks of this tight labor market, so finding ways to win, train, or retain talent will be what makes the difference for some employers.

Read More:

Fast Company - [These are the most common questions that college grads ask employers](#)

Workforce - [Sector Report: Staffing Providers Opt For 'Create Your Own Talent'](#)

HR Dive - [Study: Shrinking talent pool has recruiters shifting strategies](#)

FUTURE OF WORK

Make a Remote Team Work

In a tight labor market, a candidate's potential commute can make a job more or less attractive. *HumanResources* reports that a quarter of employees surveyed had left a job because of the commute. When looking at just Millennials, the number jumps to one third. Employees can be choosy, selecting a job that offers more of what they want, and that means less of a commute. Companies can work around this by offering transportation amenities, flexible scheduling or more remote working opportunities.

Forbes has a recent interview with Tamara Littleton, founder of The Social Element, who's successfully built a remote team at the social media management agency. She argues culture starts at the top. By treating people well, which includes offering remote opportunities, it sets a tone for the whole company. Creating opportunities for in-person meetings and gatherings balance any isolation that may happen. Then, more regular face-to-face communication, essential to build trust and teamwork, comes via video calls when email might otherwise be the default. Newsletters and webinars keep the team connected and ensure important messages aren't missed. She can point to the success of her ideas with the hire of many senior team members, willing to sacrifice some pay for more flexibility.

When implementing remote-friendly strategies, there are plenty of success stories to draw inspiration. *Entrepreneur* has some tips from Zapier, a company that has been on the forefront of offering alternative working arrangements. In fact, they offer a "de-location" package to encourage employees to move from the cost-prohibitive Bay Area. Tools like Slack facilitate real-time communication, with tools to find ideal meeting times across time zones and channels themed for non-work related conversations. Bots regularly and randomly pair up employees to get a chance to know one another during a brief call. A semi-regular retreat brings people together in person and impromptu video dance parties make slow days more fun.

The takeaway? Being proactive and creative to build remote work policies can get you the employees you want, wherever they may be.

Read More:

HumanResources - [Travelling to and fro office may drive your employees to quit](#)

Forbes - [How To Build A Culture Of Trust In A Large Remote Team](#)

Entrepreneur - [This Company Hosts Virtual Dance Parties to Help Its 170 Remote Employees Feel Connected](#)

LEADERSHIP

Be the Boss You Want to See in the World

An article in the *Harvard Business Review* suggests that the traits that make someone become a leader aren't always the ones that make someone an effective leader. Instead, efficacy can be traced to ethicality. Here are a few tips to be an ethical leader.

Humility tops charisma

A little charisma goes a long way. Too much and a leader risks being seen as self-absorbed. Instead, focus on the good of the group, not just sounding good.

Hold steady

Proving reliable and dependable matters. Showing that—yes—the boss follows the rules, too, earns the trust and respect of the people who work for you.

Don't be the fun boss

It's tempting to want to be well liked. But showing responsibility and professionalism is better for the health of the team—and your reputation.

Don't forget to do

Analysis and careful consideration is always appreciated. But at the top you also have to make the call, and make sure it's not just about the bottom line.

Keep it up!

Once you get comfortable in your leadership role, you may get too comfortable. Seek feedback and stay vigilant.

A company that highlights what happens when leaders aren't the ones to champion ethics is presented in *Human Resource Executive*. Theranos had a very public rise and fall, and the author of the article cites the critical role compliance and ethics metrics might have played in pushing for better accountability. The article also makes the case for the powerful role of HR professionals in helping guide more impactful ethics conversations.

One high profile case study of a company recognizing that leadership needed to do more is Uber. Here, leadership realized that fast growth was leading to a crumbling culture. A piece in *Yahoo! Sports* shows how explosive growth can mean less time to mature as a company. Instead of focusing on partnerships with customers and drivers, Uber became myopically customer- and growth-focused. This led to frustrations for drivers and ultimately a class-action lawsuit. New initiatives, from tipping to phone support to a driver being able to select riders that will get them closer to home, have been rolled out in recent months. These changes have been welcome, but, as the leadership reflected, could have been more proactively implemented to everyone's benefit. The mindset of bringing people along will also potentially help Uber maintain better ties with municipalities, which ultimately, is good for growth.

Read More:

Harvard Business Review - [Don't Try to Be the "Fun Boss" – and Other Lessons in Ethical Leadership](#)

Human Resource Executive - [An Ethics Lesson](#)

Yahoo! Sports - [How Uber is recovering from a 'moral breaking point'](#)

IN BRIEF

8 Ways to Relate to Time as a Realist

Productivity and time management expert Julie Morgenstern believes people can be grouped two ways when it comes to time management: Time realists and time optimists.

Time realists consider how long things take and what is going on in any given day. Time optimists are guided by what they hope to get done.

Morgenstern argues that time optimists get overbooked and overwhelmed when things don't, or can't, get done in time. To help people be better realists, she offers these tips in *The New York Times*:

1. Pause before the yes

Think about how long a task will take and clearly let stakeholders know what's possible, or what will have to be postponed to make a new priority happen.

2. Plan for two days

Look ahead and see how the puzzle of your next few days looks as you consider where critical tasks will fit in.

3. Batch activities

Your concentration threshold will help you divide your days by administrative tasks, creative ones, and fit in hobbies and socializing. Then, create mini-deadlines for the most dreaded tasks.

4. Deal with email

Set aside time for regular email maintenance. If it takes less than five minutes, reply and deal with it immediately. Drowning in old email? Sort unread emails by date, and simply delete the oldest.

5. Avoid too many tools

Pick the four communication platforms—including email, texts, phone and social media messaging tools—you can manage and only manage those.

6. Set a timer

Work on things you'd procrastinate on in timed intervals and don't stop until the timer goes off.

7. Pick a calendar

Rather than flip between a paper or electronic calendar, pick one and stick with it. Then, add your to-do list to it.

8. Carve out "me time"

The most productive people claim personal time and make it part of their schedule. Whatever it is you love to do, create time for it the same way you do the things you have to do.

Read More:

The New York Times - [It's Time to Become a Time Realist](#)

EMPLOYER WEBINAR

Employer Policies and Testing Employees for Marijuana Use and Opioid Use

Tuesday, November 13, 2018
2:00 p.m. ET / 11:00 a.m. PT

This webinar will cover what employers should consider when implementing drug use policies and testing for drug use.

This webinar will:

- Describe the scope of workplace drug use policies and testing
- Describe the laws and regulations that govern workplace drug use policies and testing
- Discuss how policies and testing may differ depending on whether the drug use is legal under state law and whether the use is legal for medicinal purposes only or legal recreationally
- Discuss best practices for drafting policies regarding drug use and testing, including sample language
- Address how testing should be done, including frequency, in-house vs. using a third-party vendor, whether testing should be included as part of a wellness program, and protection of health information obtained by testing
- Discuss how employers should address employees' positive drug test results, including situations when an employee is prescribed a drug (for example, methadone or suboxone while in recovery) and when the prescription drug use may impair an employee's ability to safely perform job duties
- Discuss what an employer can require of employees who use drugs on-site
- Describe best practices for drug use policies and testing

This 60-minute intermediate level webinar will help employers understand how to address drug use in the workplace, including drug use policies and testing.

Registration

[Register here for the webinar](#). The presentation will be posted on the [UBA website](#) the afternoon before the webinar.

About the Presenter

[Jennifer Sandberg](#) is a partner in Fisher Phillips' Atlanta office. Employers, In-House Counsel, and Human Resource professionals view her as a trusted advisor providing solid business advice. She works to understand her clients' business and desired business outcomes in order to provide creative and cost-effective advice and counsel. She assists clients in accomplishing business objectives in the most efficient manner possible. Her advice is custom-tailored for employers with tens of thousands of employees or those with a mere handful of employees.

A significant portion of her practice is devoted to providing clients with day-to-day preventive advice as employers design, manage, and carry out business initiatives. Clients appreciate her “no nonsense” approach to both daily concerns and developing major issues.

She delivers engaging and highly effective training for senior executives and managers on a diverse array of labor and employment topics. She conducts legal compliance audits of human resource functions, procedures and policies, and provides a triaged approach to audit findings. She prepares employee handbooks and policies for multi-state employers that are succinct and easy for employees to understand.

Jennifer was selected for inclusion in *The Legal 500* – Workplace & Employment Counseling in 2015.

Certification

This webinar has been submitted to the [Human Resource Certification Institute](#) and the [Society for Human Resource Management](#) to qualify for 1 recertification credit hour.