



**UNDERSTANDING CONTINUOUS
CANDIDATES AND THE GLOBAL
COMPETITION FOR A
TALENTED WORKFORCE**

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**ONE OF THE MOST DESIRABLE
ATTRIBUTES IN A POTENTIAL
EMPLOYEE IS ---**

LOYALTY

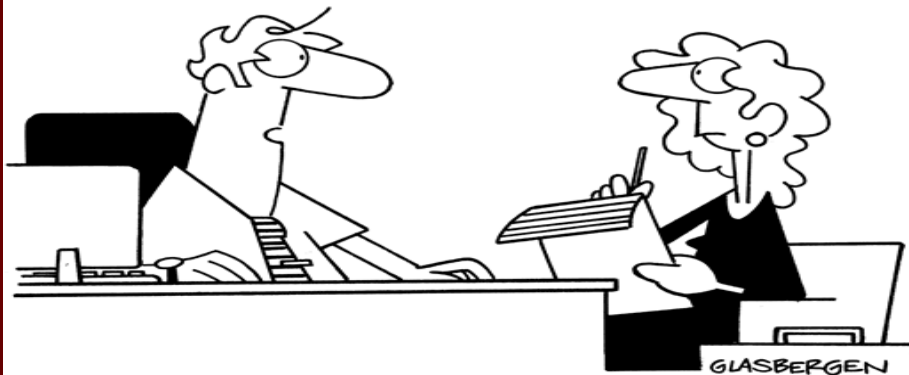
***But, a new group of employees makes
retention more challenging***

DEFINITION:

“CONTINUOUS CANDIDATES”

A new group of potential employees, they are *always* looking for the next job opportunity

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“Our environmental policy? Well, most of our employees believe the grass is greener somewhere else.”

OUR GOAL:

*To better understand the mindset of
"continuous candidates"
and enhance our efforts
to attract and retain the best and
brightest employees.*



Job satisfaction comes from doing what you enjoy, without the boss finding out.

**CONTINUOUS
CANDIDATES ARE THE
NEW NORM**

*"I am ALWAYS looking for the
next job opportunity."*

1 IN 3 CANDIDATES ACROSS THE GLOBE IS A 'CONTINUOUS CANDIDATE'

Mexico and the U.S. are leading the trend at 50 percent and 41 percent, respectively.
(graphs are from ManpowerGroup Solutions)



THE PREVALENCE OF CONTINUOUS CANDIDATES IN MEXICO AND THE U.S. EXCEEDS THE GLOBAL AVERAGE. SEVERAL FACTORS MAY BE:

- *Alternative forms of employment emerge faster in the U.S. (popularity and visibility of the gig economy – Uber, Lyft, Task Rabbit). Workers have flexibility and employers save money on capital costs and employee benefits.*
- *Tech firms have also LED THE WAY on contract employment worldwide (many people aspire to work for these companies, so there's greater acceptance of the new model/continuous candidates).*
- *Layoffs and job losses experienced in the wake of the Great Recession imparted a message to young and old: job security is not necessarily guaranteed.*

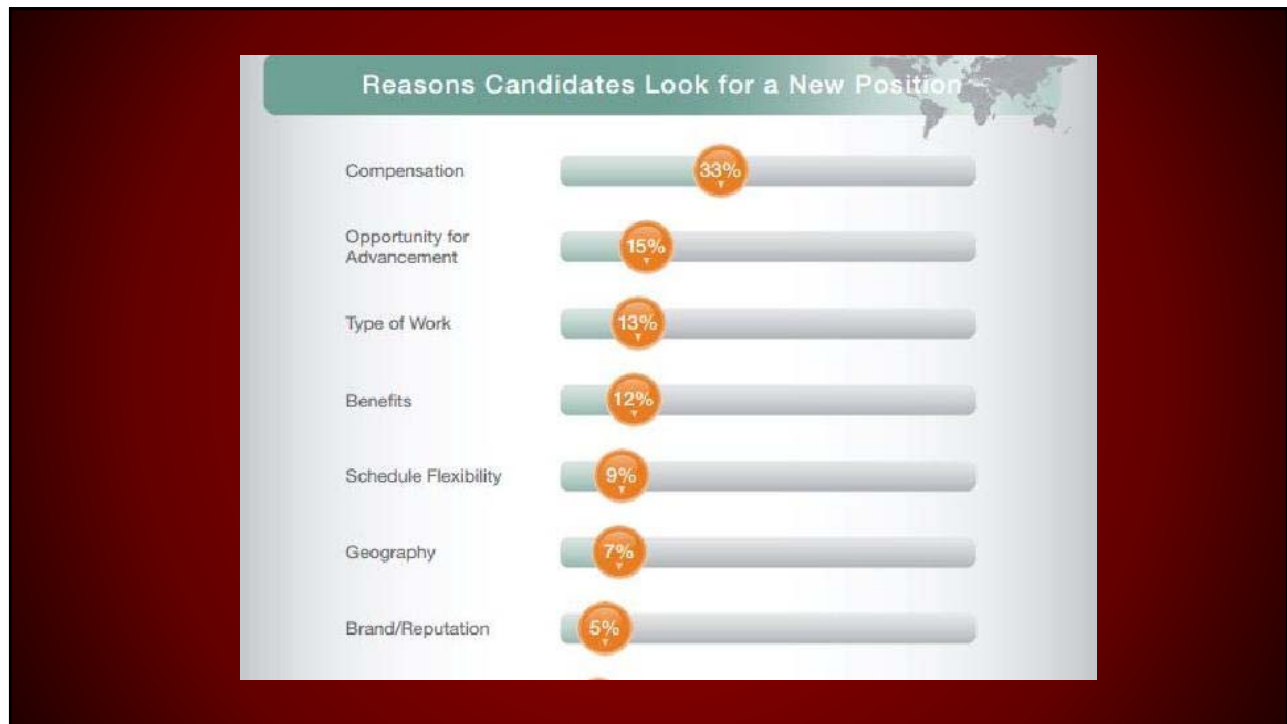
THE RISE OF CONTINUOUS CANDIDATES IN MEXICO IS LIKELY CORRELATED TO:

- ✓ *The #1 career challenge (in Mexico) – lack of access to quality jobs*
- ✓ *49% of Mexican candidates (vs. 43% globally) identify access to quality jobs as a barrier*
- ✓ *Same is true in China, the market with the 3rd highest number of continuous candidates*
- ✓ *Lack of access to quality jobs is consistently ranked 1st or 2nd as the greatest personal career challenge globally*



EMPLOYERS ARE GOING TO HAVE TO BECOME AN EMPLOYER OF CHOICE. CREATE A CULTURE THAT PEOPLE DON'T WANT TO LEAVE. BRANDING/TRUST ARE CRITICAL....SARAH PEIKER

“Opportunity for advancement” is second only to compensation as a top reason for pursuing a new job.



9 TIPS FOR RETAINING CONTINUOUS CANDIDATES AS LONGER-TERM EMPLOYEES

Tip #1

SPEAK FLUENT ADVANCEMENT

- Be able to *pro-actively articulate* opportunities for advancement.
- Offer information about career pathways upfront early and often.
- Do not wait for candidates to ask.

9 TIPS FOR RETAINING CONTINUOUS CANDIDATES AS LONGER-TERM EMPLOYEES

Tip #2

WALK THE WALK

- Feedback & honest, real-time communication is critical.
- Don't wait until the annual performance review.
- "Continuous Candidates" need to understand at ALL times what is needed for them to advance within the company.

9 TIPS FOR RETAINING CONTINUOUS CANDIDATES AS LONGER-TERM EMPLOYEES

Tip #3

SPOTLIGHT EXAMPLES OF ADVANCEMENT

- *Showcase* stories of examples of employees who have risen through the ranks, selected for new assignments/responsibilities.
- These stories should be communicated internally to existing employees and externally to talent communities.
- "Continuous Candidates" need to understand at ALL times what is needed for them to advance within the company.

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Tip #4

EXPAND THE DEFINITION OF ADVANCEMENT

- *Define advancement as* expanded roles, job variety, higher profile projects, projects that give back to community/society.
- Millennials especially are attracted to international opportunities – specifically short-term.
- Supplement offerings with volunteer opportunities or other Corporate Social Responsibility (CSR) programs.

9 TIPS FOR RETAINING CONTINUOUS CANDIDATES AS LONGER-TERM EMPLOYEES

Tip #5

FOSTER “LEARNABILITY”

- *Millennials understand learnability* – the ability and desire to grow quickly and adapt one’s skills.
- Provide OR reimburse for professional development, internal/external training or advanced degree programs.
- Screen for managerial potential identifying characteristics such as curiosity, engagement, and interest in education – continually developing a pool of talent ready to evolve in changing times.



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Tip #6

MENTOR, MENTOR, MENTOR!!

- Skill acquisition, regular feedback, teamwork and exposure to successful models strengthen the bond to the employer.
- “Savvy Millennials” identify the position they want and cultivate relationships with incumbents.
- Look at employees where *high potential meets high performance* and nominate them for mentorship programs.

9 TIPS FOR RETAINING CONTINUOUS CANDIDATES AS LONGER-TERM EMPLOYEES

Tip #7

BUILD A TALENT COMMUNITY

- *Social media – career sites – company website* – articulate opportunities to join your database and receive advancement alerts.
- Much of this activity takes place on mobile devices – *content and format must be “smartphone friendly”*.
- Continuous Candidates are likely to be *job shopping* while grocery shopping or at the gym.

9 TIPS FOR RETAINING CONTINUOUS CANDIDATES AS LONGER-TERM EMPLOYEES

Tip #8

VET AND RE-CLASSIFY APPLICANTS

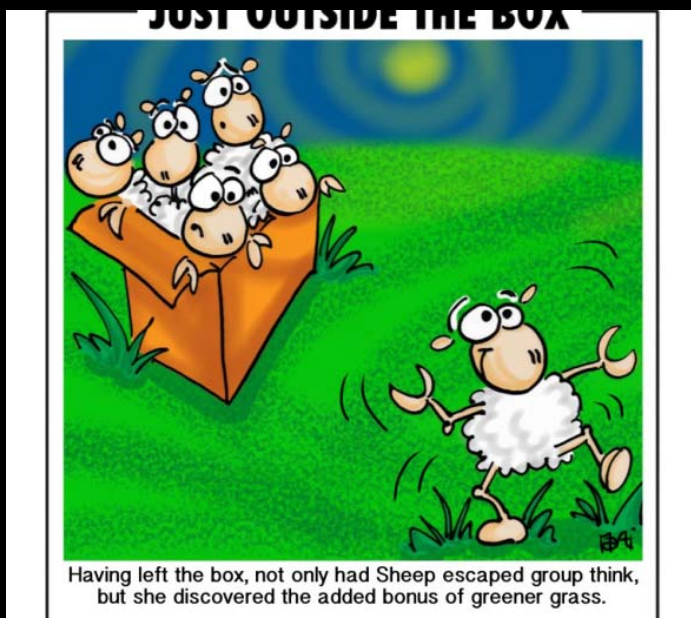
- Be prepared to receive a “flood” of applications and resumes from under qualified candidates – *but, handle them with care!*
- Under qualified candidates must be vetted, reclassified and transparently communicated with – avoid negative perceptions.
- **NEGATIVE EXPERIENCES** are **AMPLIFIED** by social media and employer websites.

9 TIPS FOR RETAINING CONTINUOUS CANDIDATES AS LONGER-TERM EMPLOYEES

Tip #9

CHALLENGE THE MYTH OF JOB-HOPPING

- What you see as *instability* and *disloyalty* is nothing more than *variety* and viewed as an “asset” by Continuous Candidates/Millennials.
- Moving jobs frequently MAY reflect a desire for geographic mobility or a lack of advancement opportunity – NOT poor job performance or disloyalty.
- Always searching for the best opportunity, Continuous Candidates can be loyal when employers/companies fulfill their expectations.



HUMAN NATURE CAUSES US TO BELIEVE “THE GRASS IS ALWAYS GREENER”

- ❖ Employers of choice offer opportunities for advancement
- ❖ Employers can tilt the balance sheet of retention favorably
- ❖ Continuous Candidates represent an opportunity to build talent communities now and in the future
- ❖ If you deny that Continuous Candidates are the new norm, you risk being left behind in the competition for top talent