

# Culture Building: Keys to Attracting, Engaging, and Retaining Today's Workforce



1

## Access to Session Slides and Resources:

Staffing World App  
[staffingworld.net/materials2022](https://staffingworld.net/materials2022)

Use the Staffing World App to Rate This Session



2

## Meet the Presenters



**Eric Gregg**  
CEO & Founder  
[linkedin.com/in/ericgregg/](https://www.linkedin.com/in/ericgregg/)  
ClearlyRated



**Jarrod Sammet**  
Managing Director of Culture and Leadership Strategy  
Compass



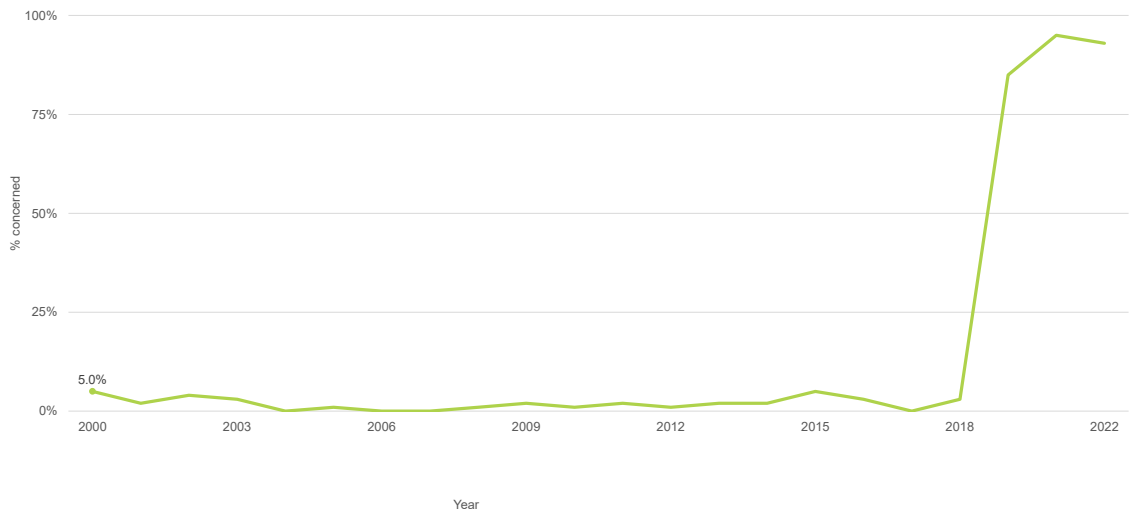
## The Macro-Economic Environment Effecting Staffing

The tightest labor market in memory



## Understanding Research: The Line Chart

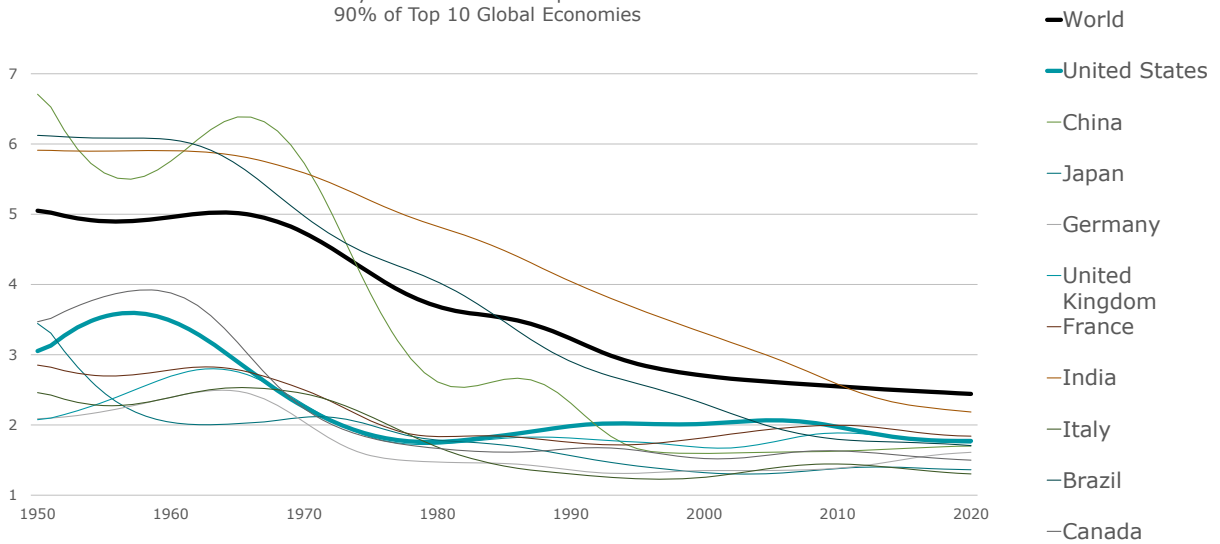
Anxiousness around coughing in public



5

## World and U.S. fertility rate declines will impact our industry

Fertility Rate Falls Below Replacement in 90% of Top 10 Global Economies

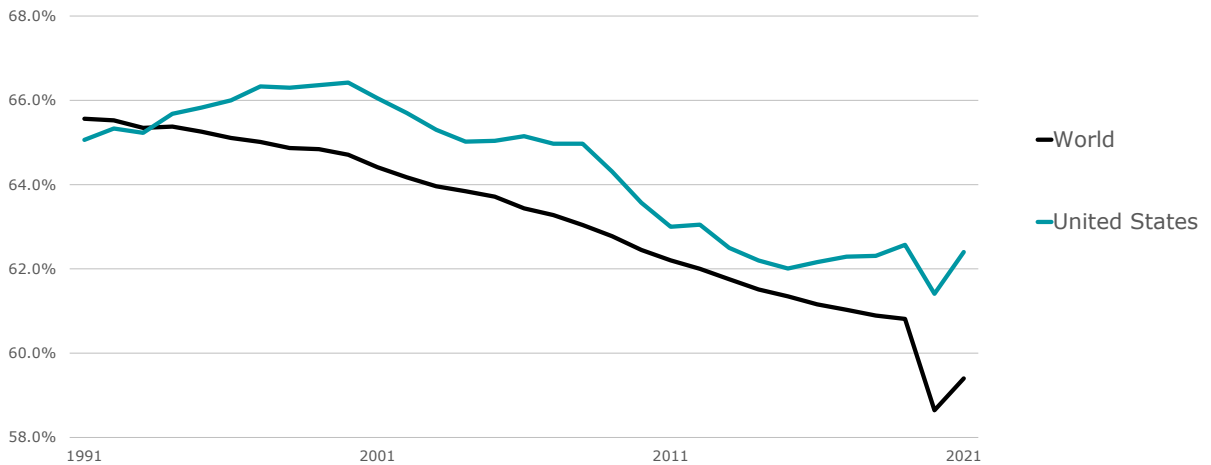


<https://data.worldbank.org/indicator/SP.DYN.TRFT.IN>

6

## And many eligible workers are opting out of the workforce

Labor Participation Rates Are Falling Across the Globe

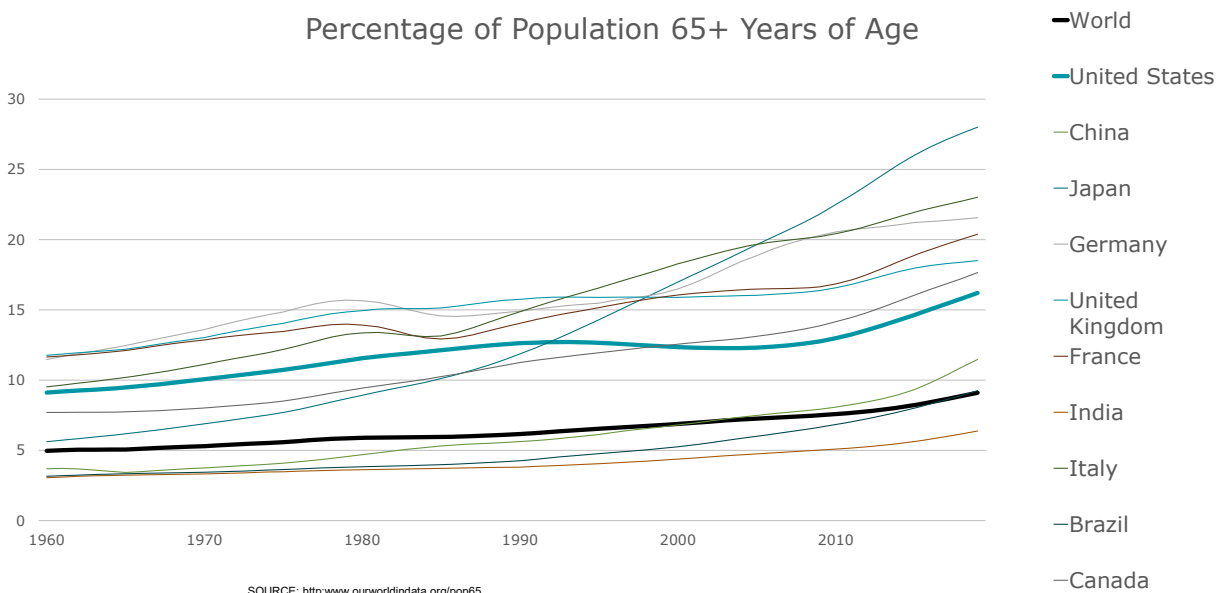


7

7

## While world populations are living longer

Percentage of Population 65+ Years of Age



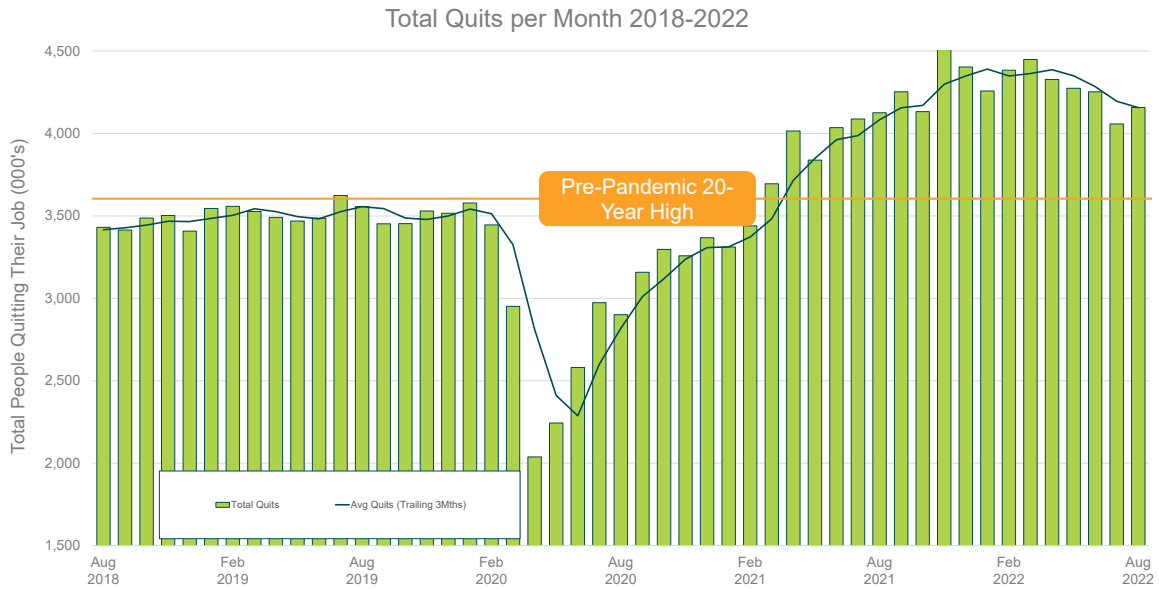
SOURCE: <http://www.ourworldindata.org/pop65>



8

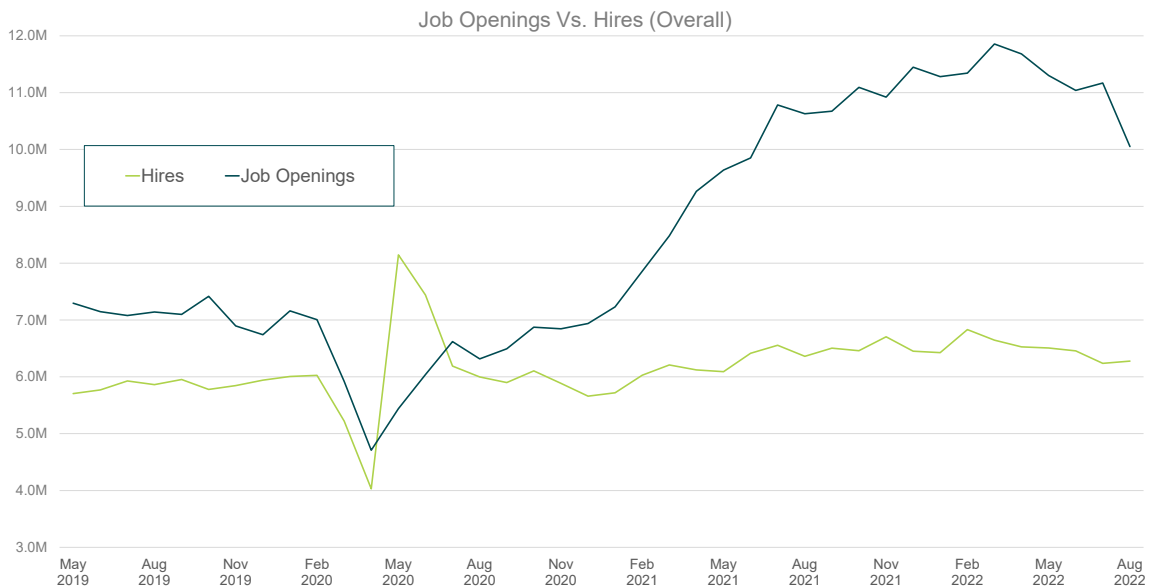
8

## People are quitting at a historic pace



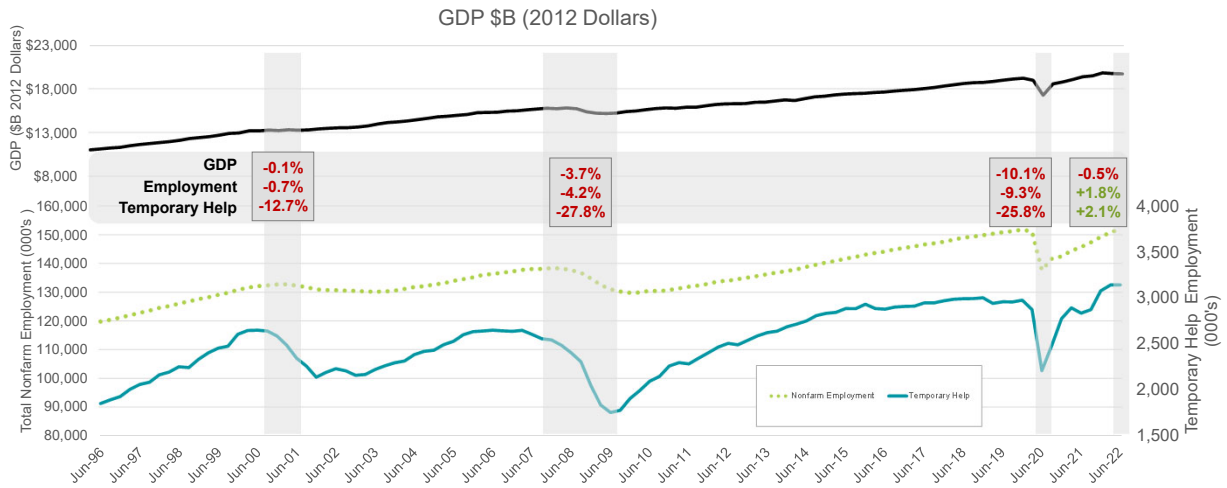
SOURCE: BLS Job Openings and Labor Turnover Survey (JOLTS)

## The pace of new job openings has far exceeded new hires post-pandemic



SOURCE: BLS Job Openings and Labor Turnover Survey (JOLTS)

## Will we experience a jobful recession?



SOURCE: U.S. Bureau of Economic Analysis and Bureau of Labor Statistics

11

11

## The State of Turnover

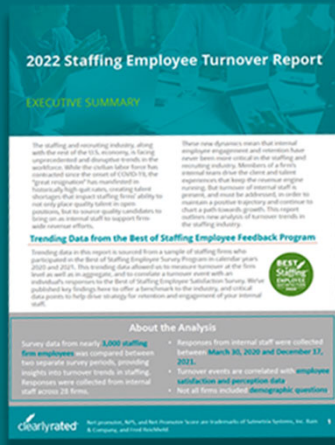
Internal Employee Turnover 2022



12

6

# 2022 Staffing Employee Turnover Report



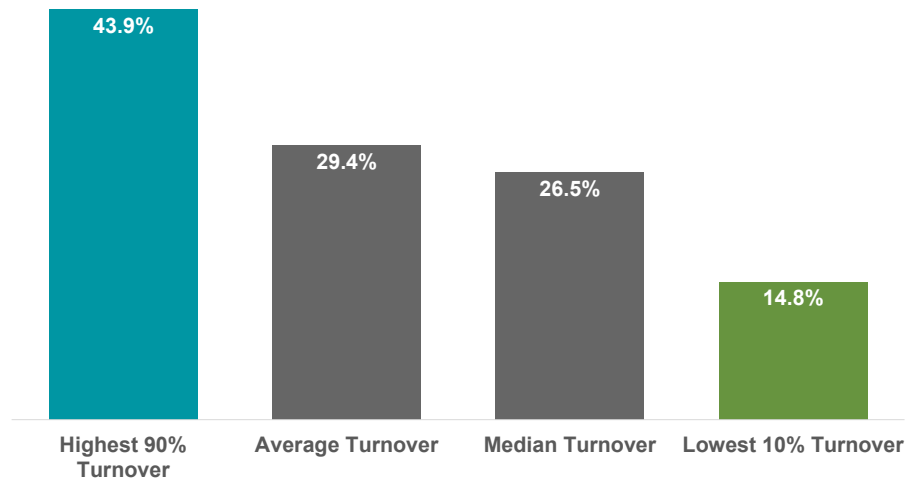
- **NEW** data on internal employee retention and turnover rates
- The ClearlyRated analytics team compared employee survey data from nearly 3,000 staffing firm employees
- Responses were collected from internal staff across 28 firms between March 2020 and December 2021
- Turnover events are correlated with employee satisfaction and perception data



13

## Internal Employee Turnover Benchmarks

### Company-Level Turnover at Staffing Firms

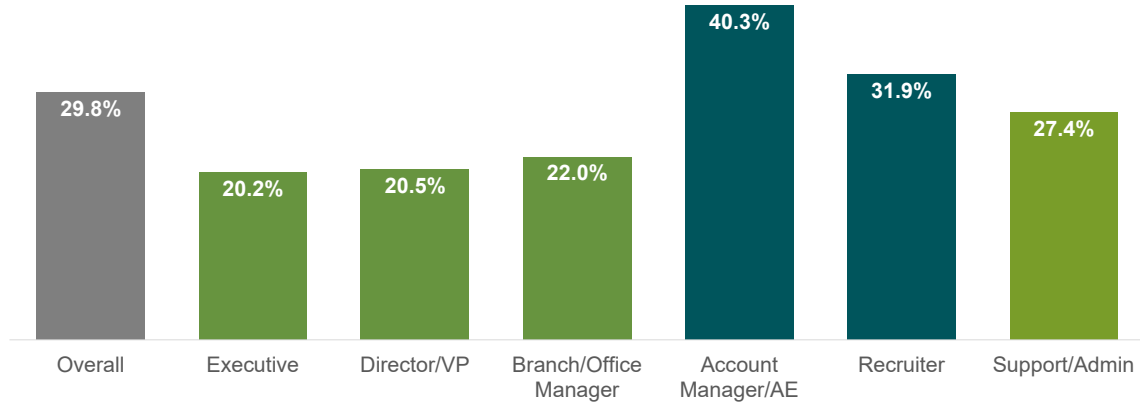


14

14

## Internal employee turnover benchmarks

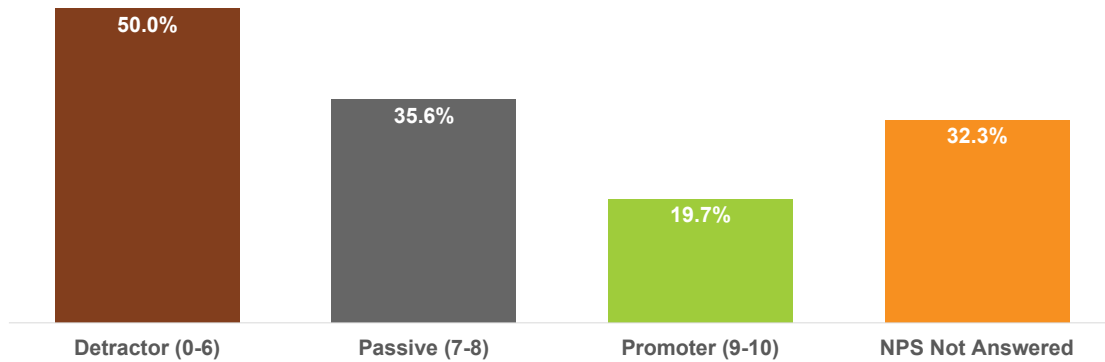
### Total Turnover by Job Title



15

## eNPS® is a leading indicator of churn

### Turnover by eNPS Response in Initial Survey

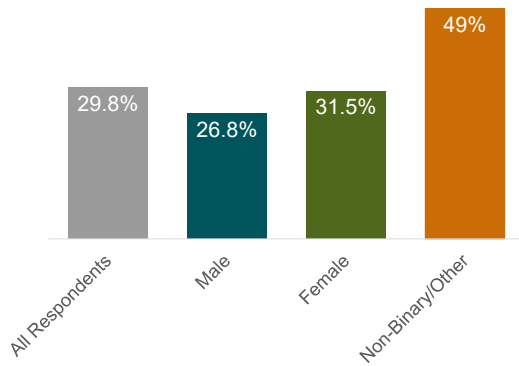


16

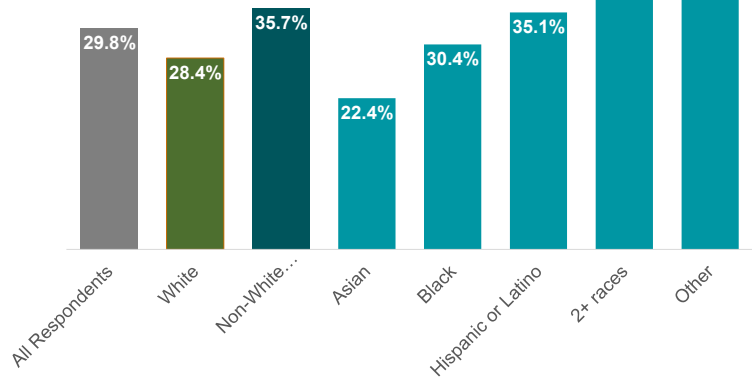


## Race and gender impact likelihood of turnover

Total Turnover by Gender



Turnover by Race/Ethnicity



## State of Diversity, Equity & Inclusion in Staffing Report

**The State of Diversity, Equity & Inclusion in Staffing**  
EXECUTIVE SUMMARY

Situated at the confluence of regional and sector-specific job markets and larger employment trends, the staffing industry is uniquely positioned to positively influence outcomes related to diversity, equity, and inclusion (DEI) in the workplace. Staffing firms and industry leaders have an opportunity to effect change not only on behalf of the businesses for which they place talent, but also within their own organizations.

**2021 Best of Staffing Employee Feedback Study**

Last year, ClearlyRated launched its first annual survey program to help staffing firms measure employee satisfaction and perceptions. This inaugural employee survey included a series of questions designed to help firms measure employee satisfaction and employee sentiment while also establishing demographic trends to help firm leadership create benchmarks related to DEI.

**About the Study**

- More than **4,000** staffing firm employees provided feedback on their experiences working at their firms. Responses were collected from internal staff across 67 firms and 33 brands.
- Responses were collected between **March 1, 2021** and **December 31, 2021**
- Survey included a wide variety of sectors and geographic regions
- Not all firms included demographic questions

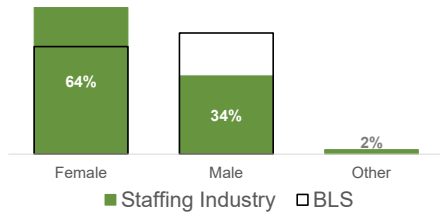
clearlyrated Not provided, N/A, and Not Promoted Score are trademarks of Satelligence Systems, Inc. Rain & Company, and First Feedback.

- **NEW** data on employee engagement, by race/ethnicity, gender, identity & more
- The ClearlyRated analytics team compared employee survey data from nearly 6,000 staffing firm employees
- Responses were collected from internal staff across 75 firms and more than 100 brands between March 2021 and December 2021

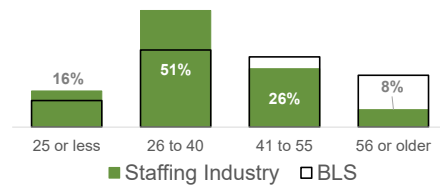
## Profile of Staffing Industry Employees

Staffing industry skews younger and more female than general BLS workforce

### Gender Identity:



### Age:



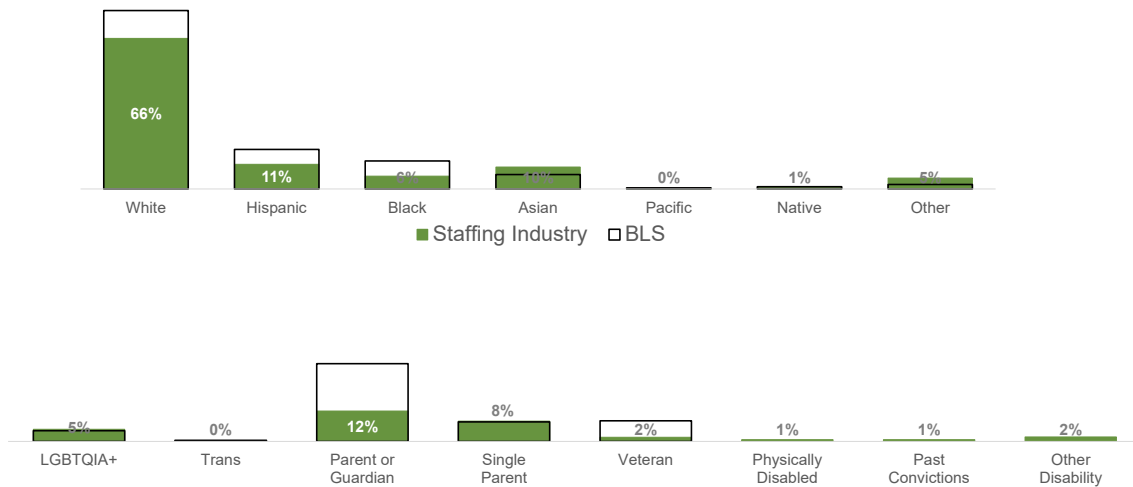
NOTE: BLS (or similar) estimates are provided for comparison. While methodologies and question sets are similar, they are not identical in all cases.

19

## Profile of Staffing Industry Employees

Staffing industry lags overall workforce in representation of Black and Hispanic employees

### Race:



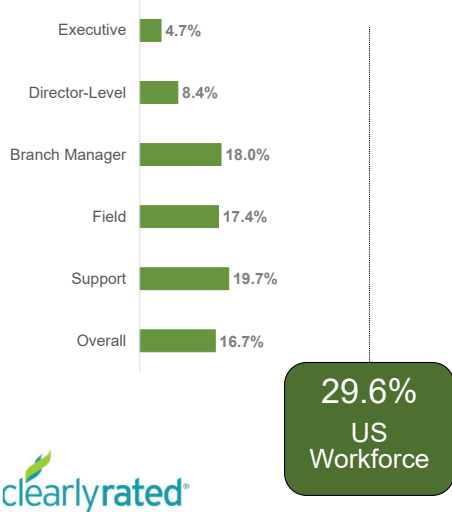
NOTE: BLS (or similar) estimates are provided for comparison. While methodologies and question sets are similar, they are not identical in all cases.

20

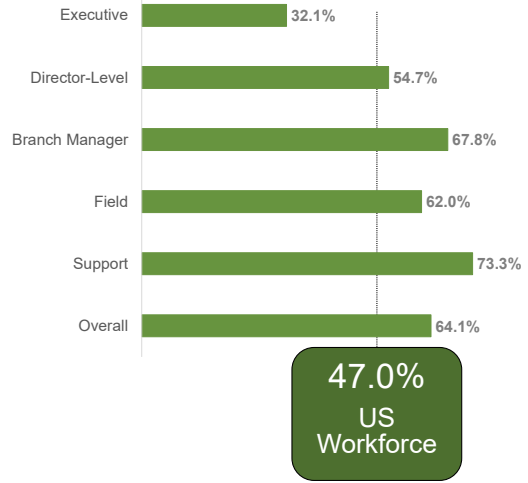
## Race and Gender – The Opportunities are Different

The industry lacks significant gender and racial diversity within leadership roles

### Those Identifying as Black or Hispanic are Underrepresented in the Staffing Industry



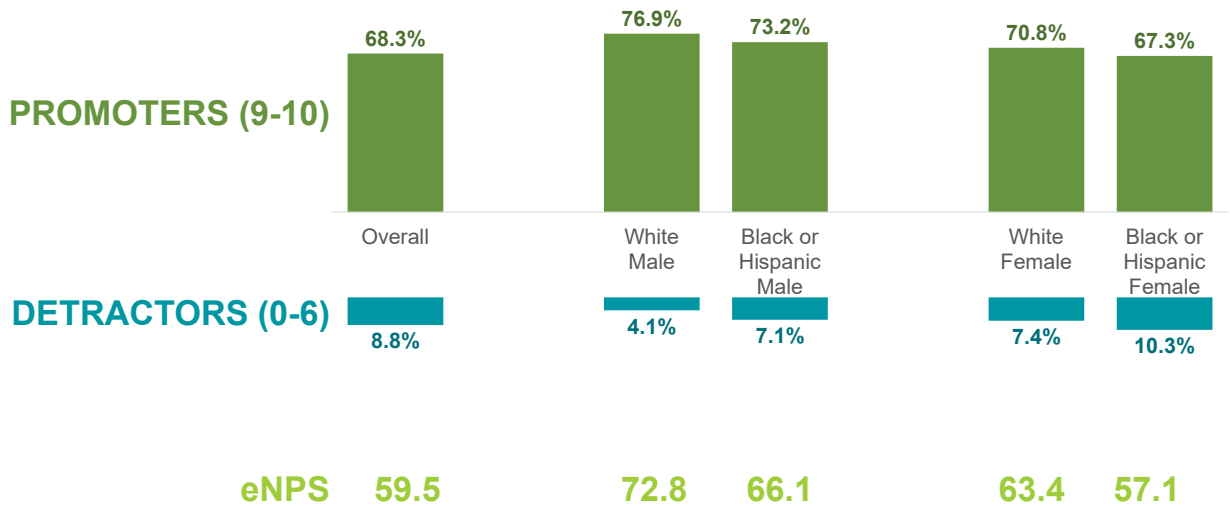
### Women Have Strong Representation, But Not in Leadership Roles



21

## Staffing Industry Diversity, Equity & Inclusion

NPS Differs Significantly Depending On Demographics of Employee



22

In or Out?

# IN



Doodles

# OUT



Too Much Inbreeding  
Of Doodles

23

In or Out?

# IN

After compensation,  
**JOB SECURITY**  
is the  
most important  
attribute candidates  
look for in a job

# OUT



Not trusting leadership  
about the future

SOURCE: CareerBuilder, ClearlyRated & ASA

24

12

In or Out?

# IN

## SCHEDULE FLEXIBILITY

is key to all job  
candidates, especially

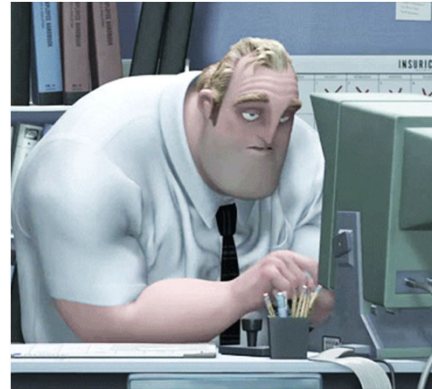
Minorities

&

Women

SOURCE: CareerBuilder, ClearlyRated & ASA

# OUT



Repetition & rigidity  
without reason

25

In or Out?

# IN

**93%**

of job candidates prefer

## WORKING REMOTELY

at least a portion of the time

SOURCE: CareerBuilder, ClearlyRated & ASA

# OUT



Office perks

26

## In or Out?

# IN

82%

of job candidates agree that working for a company committed to

**DIVERSITY,  
EQUITY &  
INCLUSION**

is more important now than it was prior to the pandemic

# OUT



Animated by +Dunken K Blith

Ignoring 'non-work' issues happening in the world

SOURCE: CareerBuilder, ClearlyRated & ASA

27



Questions?



28



29



30



31

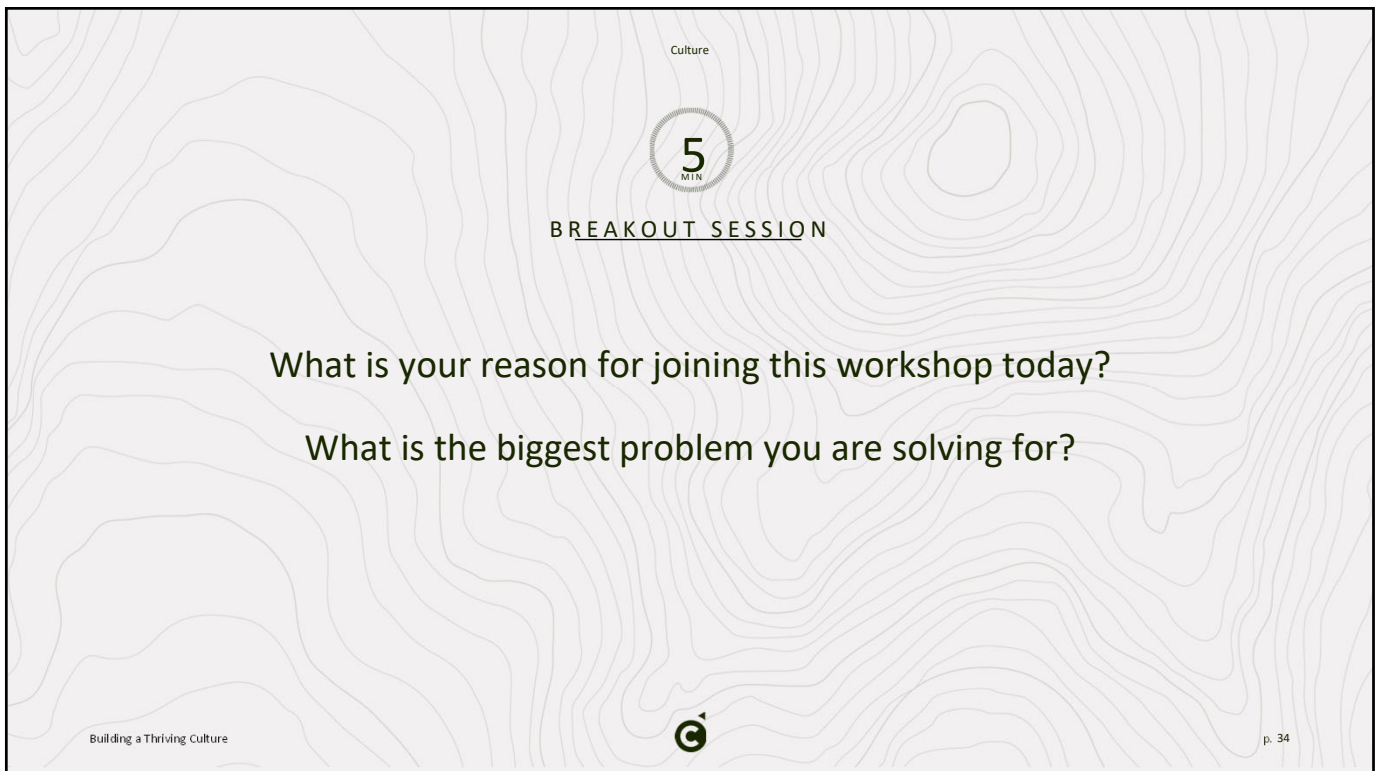


32





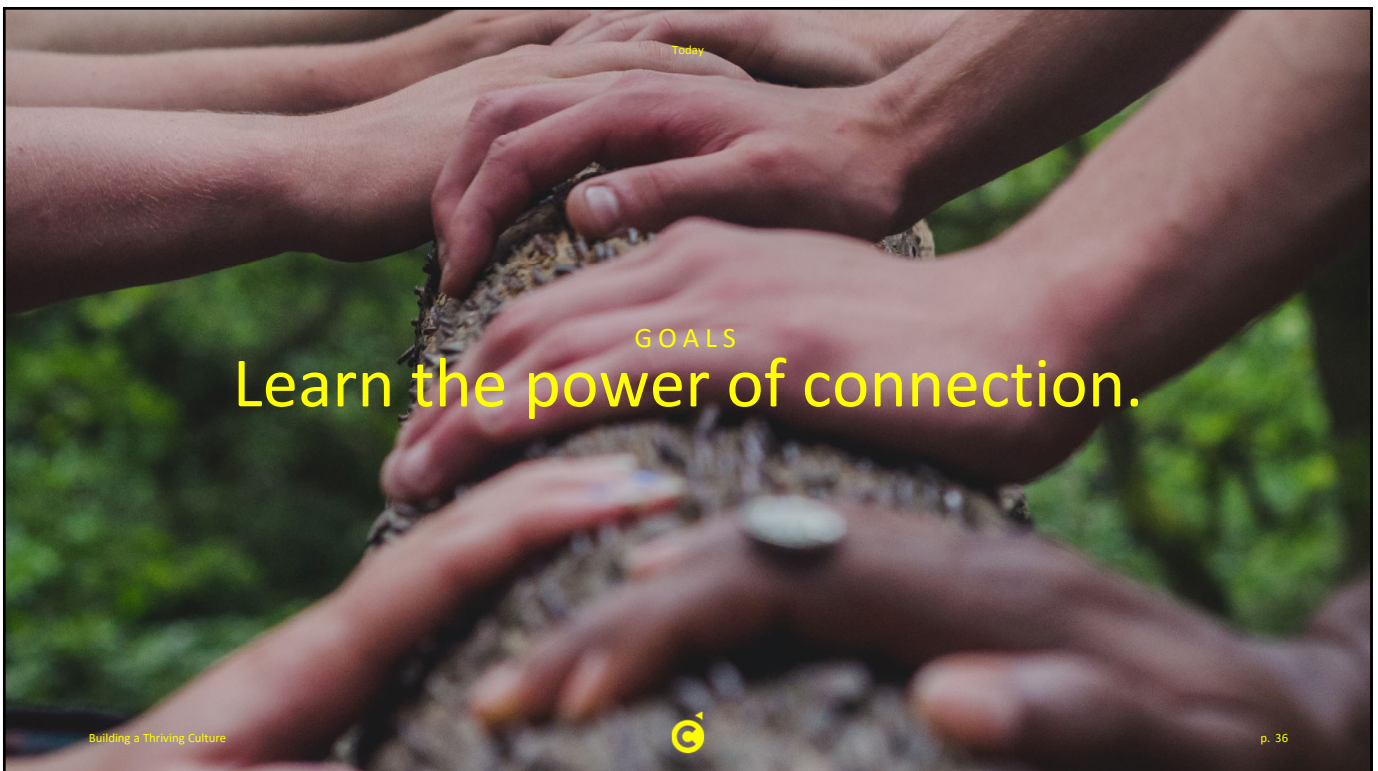
33



34



35



36



37



38

19

# What Culture *is.*

What a group has *learned* about how to fit in and be successful that influences how we think, behave, and interact with others.

NORMS      VALUES      BELIEFS



39

# What culture *is.*



Culture happens in a group.



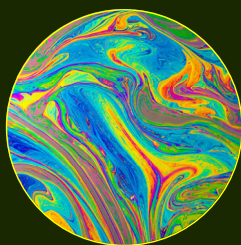
Forms through shared learning over time.



Taught or modeled for new members.



How we are expected to think, behave and interact with others.

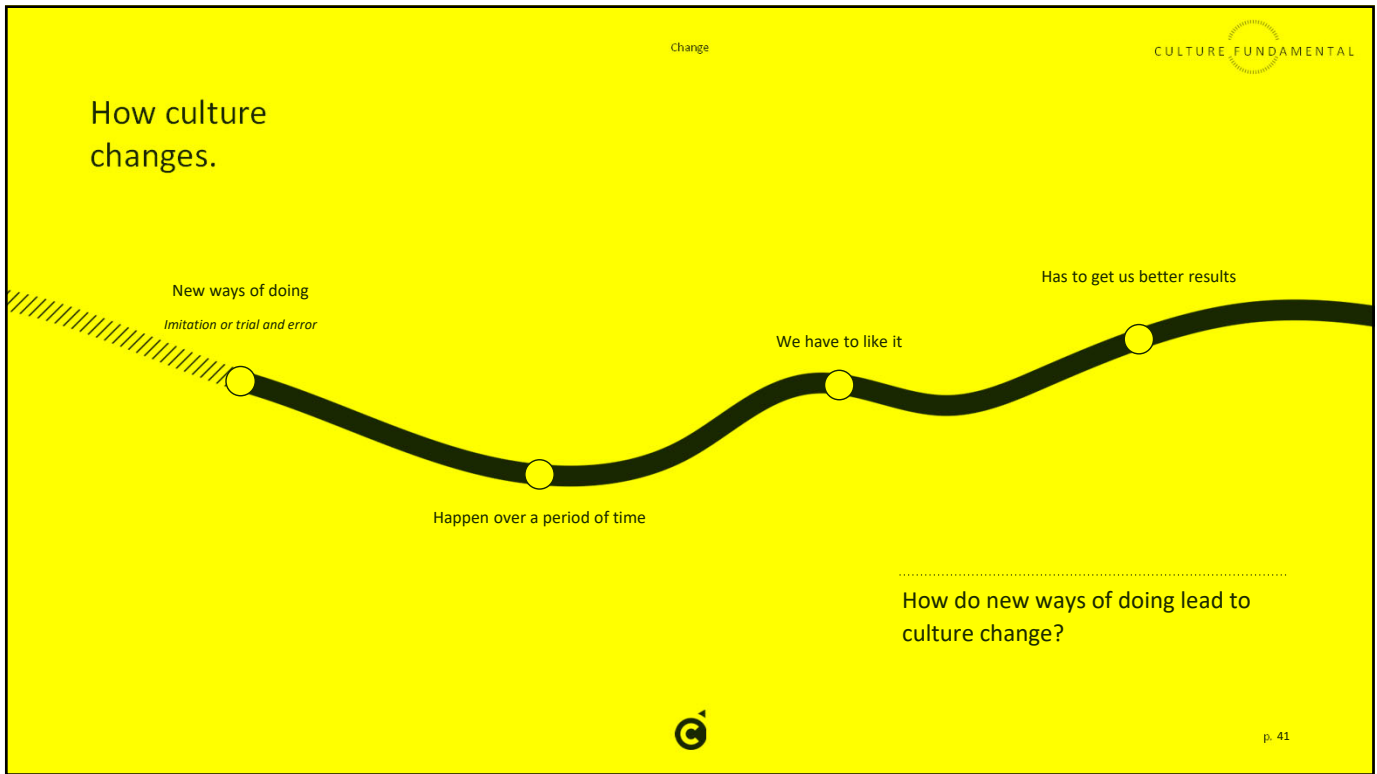


There is no one culture. Many cultures act on a group at the same time.



40

20



41



42



Connect to each other  
and to our purpose.



43

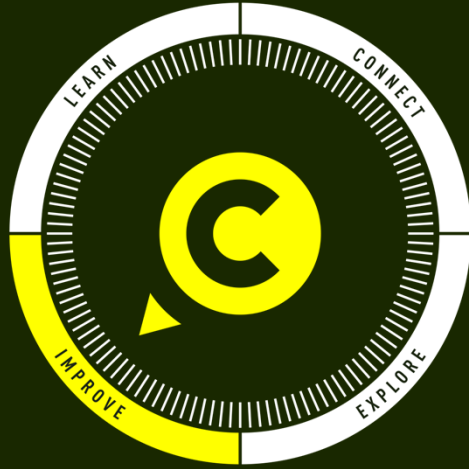


Connect to each other  
and to our purpose.

Define what is helping  
and hurting results.



44



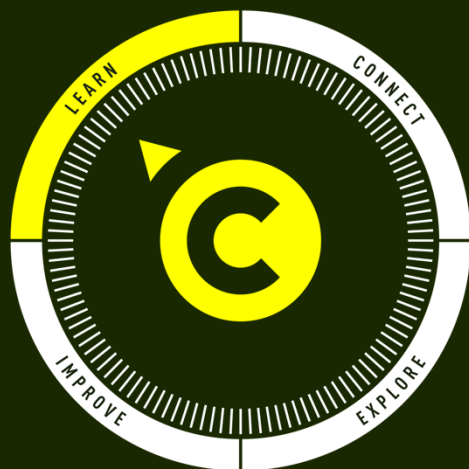
Take action and create change.

Connect to each other and to our purpose.

Define what is helping and hurting results.



45



Implement systems to learn and evolve.

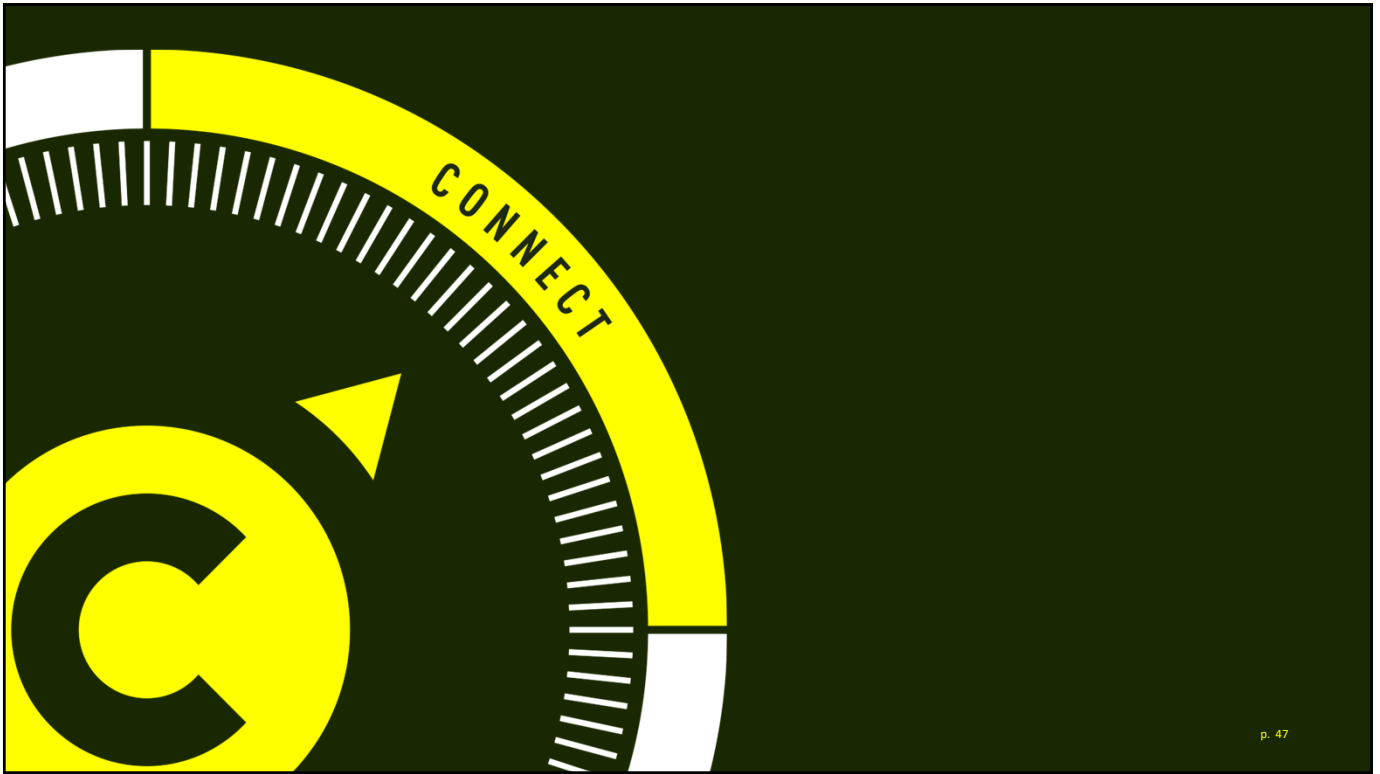
Connect to each other and to our purpose.

Take action and create change.

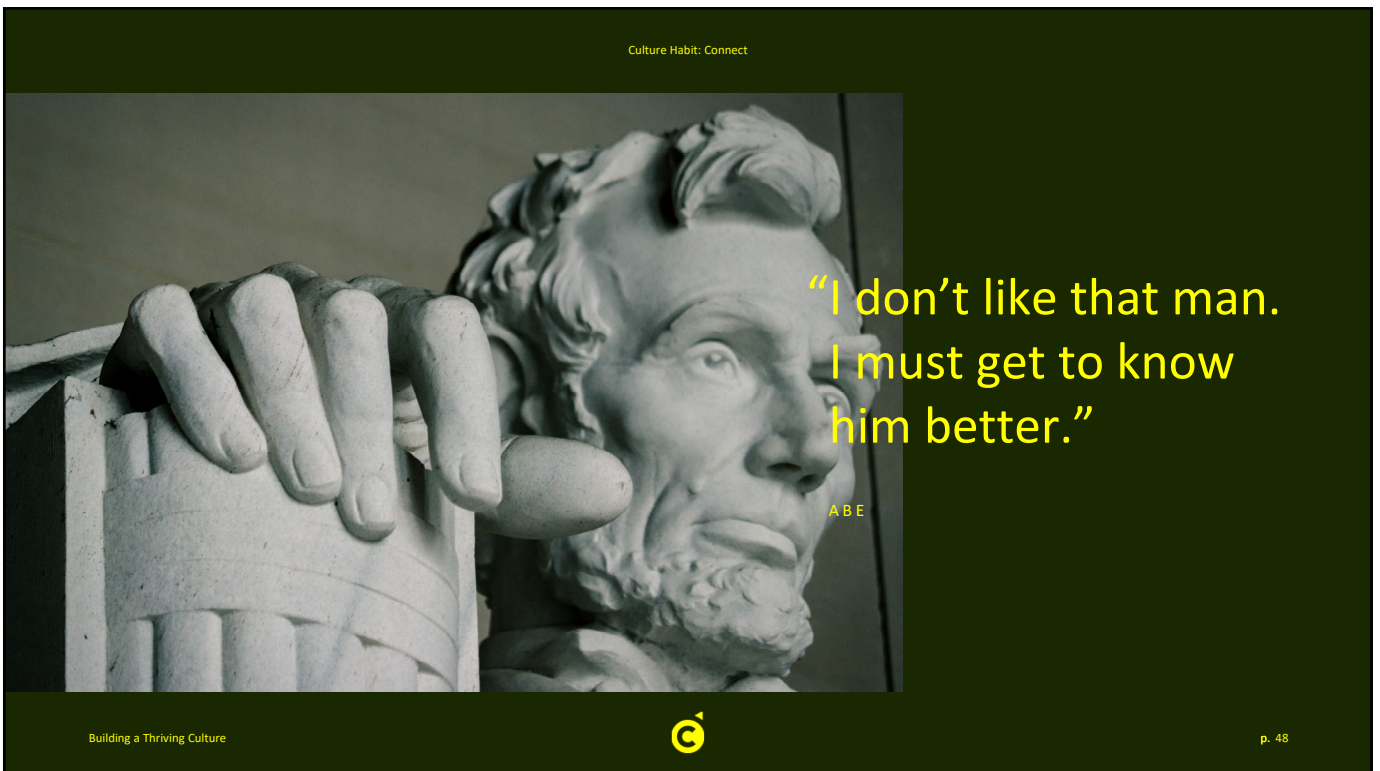
Define what is helping and hurting results.



46



47



48





BREAKOUT SESSION

Tell a story about a low moment over the course of the last 12 months and describe how you felt.



Why does connection matter?



THEORY BREAK

# Lee Ross (1977) The Fundamental Attribution Error.

*Our tendency to attribute behavior of others based on character defects or flaws while attributing our behavior to situational forces.*



51

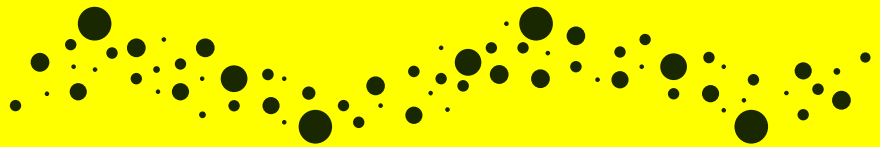
# How We Compass.

01

Facilitator asks the question.

03

We go one-by-one.



02

First person sets the tone.

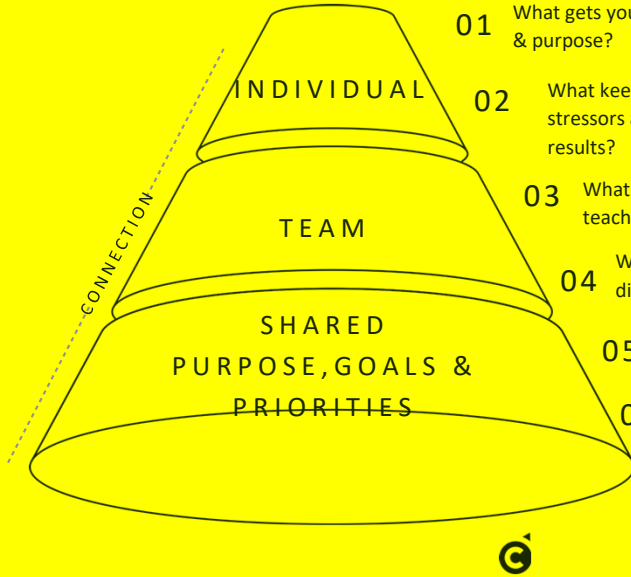
04

Try to limit responses to ~ 3 minutes.



52

# Compass - The Questions



- 01 What gets you out of bed in the morning? What is your driving motivation & purpose?
- 02 What keeps you up at night? What are your fears, anxieties, stressors as it relates to your team and their ability to achieve results?
- 03 What was the proudest moment of your career? What did it teach you about what you want in the future?
- 04 What was your lowest moment of your career? What did you learn in retrospect?
- 05 What are the strengths & weaknesses of your team?
- 06 What are your biggest priorities this year? How do you need to grow in order to achieve them?

53



54

“  
We can’t solve  
problems using  
the same thinking  
that created  
them.”

— EINSTEIN



55



BREAKOUT SESSION

Revisit the biggest problem you are solving for this year.

What are the things in your culture that help you solve what you are up against?

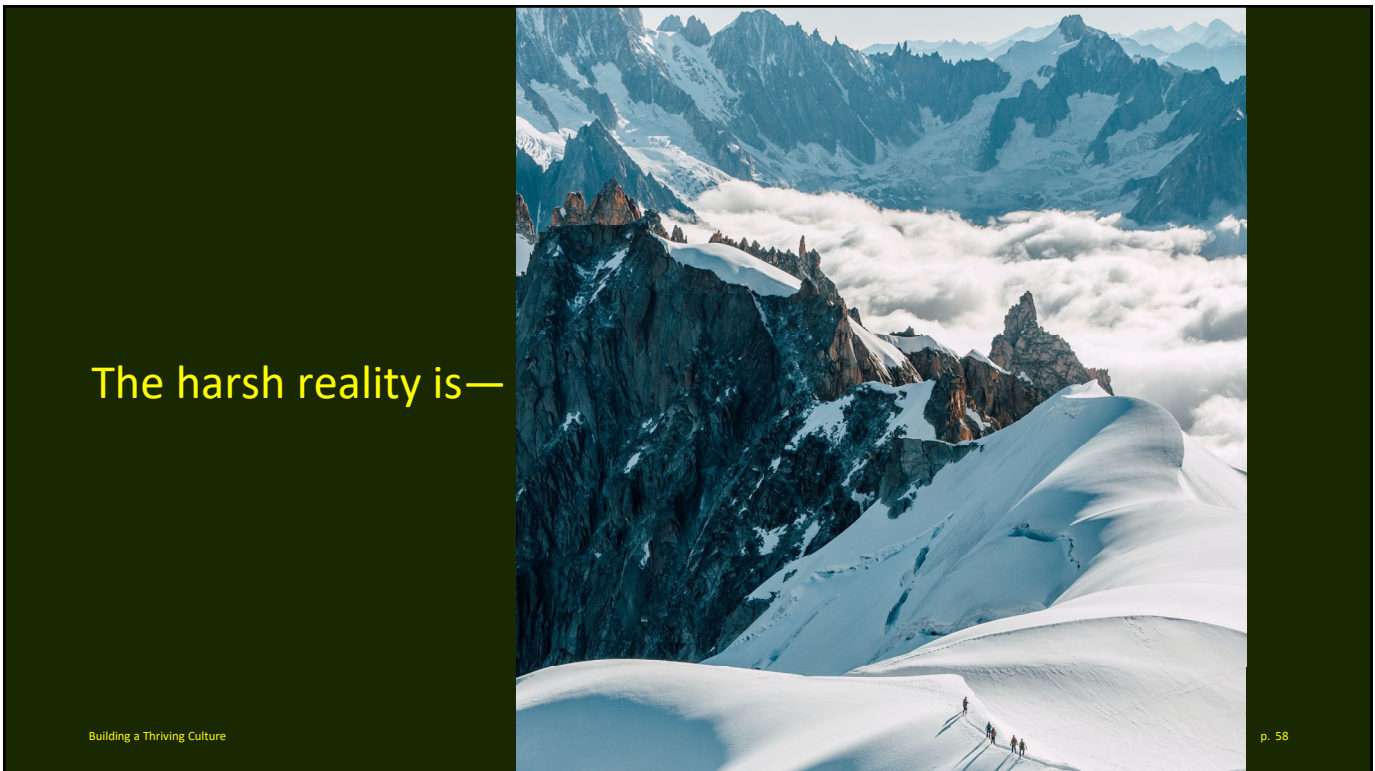
What beliefs and behaviors are holding you back?



56

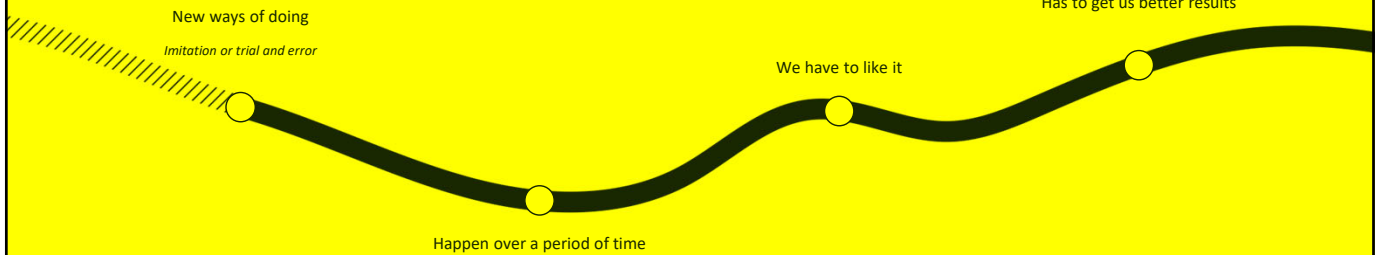


57



58

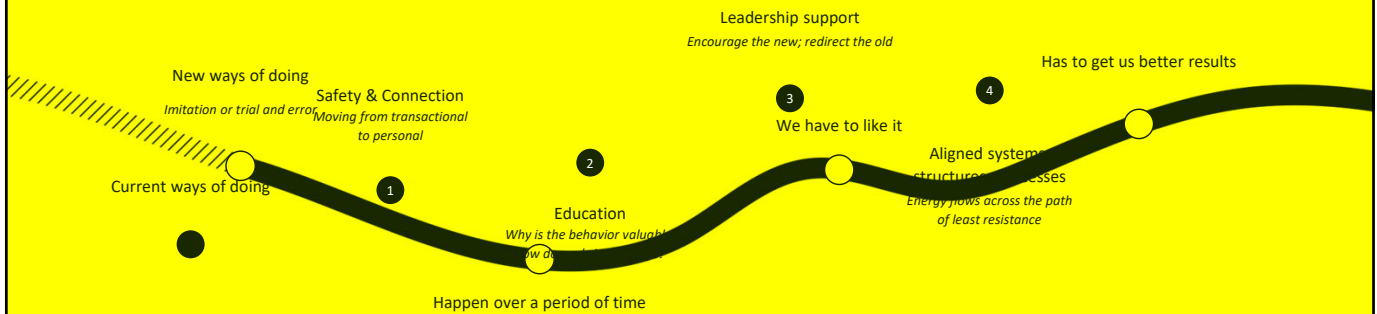
# How culture changes.



How do new ways of doing lead to culture change?



# How culture changes.





61



62

ENGAGEMENT SURVEY

High-level and general 'culture' survey sent to all.

FEEDBACK NOT CONNECTED TO RESULTS

Feedback is general and targets the build of a 'great culture.'

DEVELOPMENT OF CULTURE PLAN

A culture plan is built connected to improving survey results.

CHANGES IMPLEMENTED ACROSS THE BOARD

Changes are implement all at once across the entire organization.

CHANGE DRIVEN BY HR OR OD

Leaders are less accountable because change is being led outside of their direct purview.

THE TRADITIONAL WAY

# Engagement Feeding a Culture Plan.



THE WAY FORWARD

# Leading Change with the Compass Culture Habits.

CONNECT

Connect to each other, to our purpose, and to results.

EXPLORE

Get below the surface feedback about what is impacting people and results.

IMPROVEMENTS ARE PILOTED

Pilot improvement on projects and initiatives that matter to us most.

BUSINESS LEADERS ARE LEADING CHANGE

Create accountability at the top.

LEARN AND BRING TO SCALE

Connect new ways of doing to better results and bring to scale.





Culture Habit: Improve

# What needs to improve?

**01**  
Connect & create safety.  
Improvement begins by creating connection with each group involved in our change to ensure safety as we solve problems and create solutions.

**02**  
Define & communicate vision.  
What we communicate and how we involve others in understanding who we are, where we are going, how we will get there, and why our change is logical and necessary.

**03**  
Leaders go first.  
What leaders do to model behavior, manage change with those around them, and get feedback to improve.

**04**  
Rebuild the machine.  
How we manage changes to the culture drivers that encourage the behavior and results we are targeting.

**05**  
Test new ways.  
Piloting improvements with key groups to overcome our hardest cultural challenges before scaling across the organization.

p. 65

65

Culture Habit: Improve

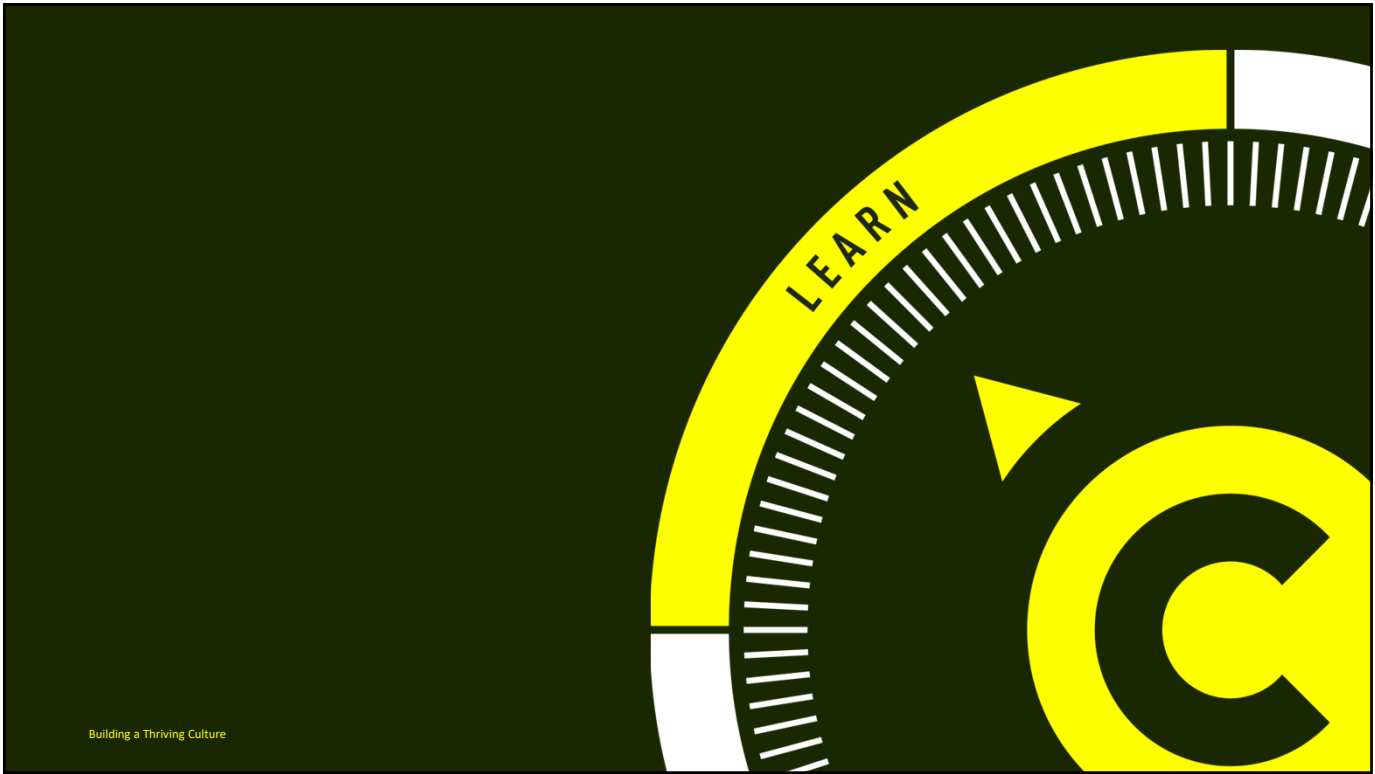
**6**  
MIN  
BREAKOUT SESSION

**What are the biggest improvements needed to overcome what is holding you back? Evaluate across the culture drivers and how culture changes.**

p. 66

Building a Thriving Culture

66



Building a Thriving Culture

67

Culture Habit: Learn

## Why learning matters.

Culture is created and evolves through shared learning.

Helps us de-code excellence to understand where we are strong so we can find ways to scale.

When culture pushes back, learning how to overcome it is the key to real change.

Creates a visible connection between culture and results.

p. 68

68



## Five steps to shared learning.

### STEP 1

#### Start with Why.

Clarify where we are going, what change is needed and why. Be clear about the shift in behavior that will be needed.

### STEP 2

#### Name it.

Attach your new behavior to simple, usable language people will actually speak.

### STEP 3

#### Teach it.

Teach what your new behavior means and what it doesn't. Give examples and build new skills.

### STEP 4

#### Establish Ritual.

Define weekly or monthly habits to communicate and update your team or organization.

### STEP 5


#### Create Want To.

When you see the desired results, sing it from the mountain tops. Tell stories and give affirmation. Provide rewards and incentives. Inspire and help people want to, not have to.



# Thanks and let's go!

Take off with us.

 @igcompass

| 

| 

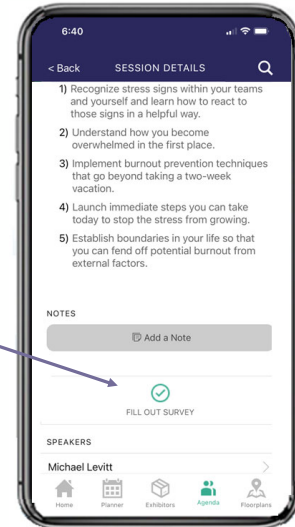
| [www.igcompass.com](http://www.igcompass.com)



# Use the App to Rate This Session!

- Log in to your profile
- Click “Agenda” on the app home screen
- Find the session
- Select “FILL OUT SURVEY”

Once you set up your profile, each session rating is an additional entry for one of five **\$50 Amazon gift cards!**



71



72