



## **Guidelines & Assistance in Searching for *Resources for Recruiting, Supporting, Retaining Talent in Today's Workforce***

### **First Steps**

Your company has decided to expand its talent pool by recruiting candidates from less traditional avenues. What drives this decision?

- problems finding or retaining enough qualified individuals to power your workforce;
- a need to hire talent that is better representative of the communities where the company conducts business; or
- any of a dozens of other reasons.

You understand that expanding the search makes good business sense and can strengthen relations with the community, clients, and customers.

So, how do you start? What do you need to consider in searching, hiring, and retaining capable, diverse candidates? Where do you search? This FAQ was created to guide you in the search process to recruit employees to create a stable workforce.

### **Frequently Asked Questions**

**Q:** *Are there any tangible benefits to having a diverse workforce and an inclusive work environment?*

**A:** Yes! Here are a few examples:

- Increased innovation is a byproduct of the interaction of people with different background and experience.
- A diverse workforce brings different skills, knowledge, and talent that can be very beneficial to the company as a whole. It also allows as well as to employees who can learn from each other.
- A diverse workforce can help a company make inroads with communities with which it wants to work. This can lead to additional customers and a wider talent pool.
- Employees who feel their differences are valued at work will perform better on the job.
- A diverse and inclusive workforce furthers the cause of being a good corporate citizen.

**Q:** *Where do I start the search?*

**A:** Start by first looking within your own company. If you're looking at retention, consider what groups may be overrepresented in entry-level positions and underrepresented at the management and executive levels.



Do you have talented individuals who leave your company because they do not believe there is an avenue for climbing the ladder? Is this because of their level of education? Their economic status? Their age, gender, racial or ethnic background?

What about hiring? Perhaps hiring managers unwittingly look for certain “types” when interviewing for specific positions. For instance, maybe your company would benefit from having more male customer service representatives and more female managers. Do the people you have interacting most with customers share similar backgrounds or a common culture or language?

**Q:** *What type of diverse candidates should I consider? What type of candidates are there to consider?*

**A:** Women and people of color are traditionally overrepresented in the lower tiers of the warehousing and logistics industry and underrepresented at the management and executive levels. Perhaps you are seeking to increase your gender or racial diversity at these levels.

However, diversity goes beyond gender and race. When expanding your search pool you will need to consider a wide variety of additional populations such as:

- people with disabilities;
- individuals who were formerly incarcerated;
- college students;
- stay-at-home parents;
- retirees;
- veterans/ex-military;
- non-English speakers;
- people receiving public assistance; and
- homeless populations.

**Q:** *Which group/category of these nontraditional workers is best for me?*

**A:** The answer here depends on your business needs in regard to hours, physical and mental requirements, security, products handled, and your capacity to dedicate resources. Consider:

- Part-time hours often fit college students, people re-entering the workforce, and single-parent schedules.
- Repetitive tasks may fit workers with physical, mental, or emotional disabilities or challenges.

**Q:** *Where can I find candidates?*

**A:** Apart from searching within your own workforce there are a variety of places to start. Here are suggestions:

- referrals from existing workforce, family & friends;
- faith-based and community/regional/national organizations;



- social services;
- nonprofit organizations for special needs
- vocational rehabilitation offices;
- subsidized employment programs;
- second-chance hiring resources;
- local Goodwill offices;
- senior communities and centers;
- local schools (high schools, colleges, vocational institutions);
- local employment offices;
- job posting boards;
- homeless shelter services;
- internet search; and
- Veteran offices and eBoards.

**Q:** *How do I search online? What words and phrases do I use?*

**A:** There are many search terms and methods. Examples to use in your search are:

- disability organizations located in your area;
- employment services for the disabled;
- hiring people with disabilities;
- re-entry programs;
- second chance hiring resources,;
- agencies specializing in placing veterans, hearing impaired, people on public assistance; local family assistance offices;
- youth work programs; and
- subsidized employment programs.

**Q:** *Now that I am ready to hire someone from the less traditional workforce pool, what do I need to do to help ensure a successful hire?*

**A:** People from this pool of talent often require extra support and continued assistance that an employer needs to provide. Here are some examples:

- Non-English speakers may need a translator (can be another employee) and signs in their language.
- People on public assistance may rely on public transportation or need help finding transportation to and from the workplace. Employers may need to help them reach out for public services; have flexible start and end times; and provide transportation.
- People who have physical, mental, or emotional challenges may need to take time off to go to doctor appointments during work hours. This requires flexible hours and not being penalized for taking time off.



**Q:** *What else do I need to do to make the new hires succeed and mesh with the existing workforce?*

**A:** Before hiring you need to have the leadership team onboard, employees onboard, and understand if, and/or when, the client needs to know what you are doing. Following are examples of how to prepare your current teams and workplace for the best chance to succeed:

- Communicate with your existing teams what the company plans to do. It is important to explain the expected benefits for the company and for fellow workers. Existing teams are integral to successful onboarding.
- Provide additional resources such as sensitivity training and awareness training.
- Review onboarding and safety training and make adjustments for those with physical and mental limitations.
- For new hires with special needs, prepare workstations appropriately before the start date.
- Offer flexible work schedule for breaks/start times.
- Have extra signage in place (printed, employee manuals in language of non-English speakers, braille, etc.).
- Create additional outside communication tools for people without email and/or cell phones.
- Provide a “buddy” system for those who may need help during an emergency situation.
- Be patient. You may need to allow a longer time for employees in certain areas to get “up to speed.”
- *Communication across the board is key!*

**Q:** *Do you have any tools to help us start our search?*

**A:** Yes! The IWLA Diversity Council offers a list of organizations – regional, state, national, and federal – that you can download: <have link here>. These lists are just a fraction of what is available. Use the downloadable lists, talk to colleagues, and reach out to your community resources. There is someone ready and able to fill your open positions.

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