



LOYOLA
UNIVERSITY CHICAGO
QUINLAN
SCHOOL of BUSINESS

STRATEGIES TO RECRUIT & RETAIN **TOP TALENT**

2:00 PM – 3:30 PM

Moderator: Anthony Gargiulo Jr – Vice President of HR for World's Finest Chocolate



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ANTHONY GARGIULO JR.

- **Two Time Graduate Of Loyola University**
 - BA History
 - MS Industrial Relations
- **Over 30 Years In Human Resources**
- **Industry Experience:**
 - Advertising
 - Direct sales
 - Distribution
 - Food manufacturing
 - In-store marketing
 - Non-profit
 - Transportation
- **Experience at Santa Fe Railway and USF Corporation**



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REALITY...

THE WALL STREET JOURNAL.

Why Working on the Railroad Comes with a \$25,000 Signing Bonus

Tight labor market forces BNSF, Union Pacific to dangle big incentives from Missouri to Oregon

By Paul Ziobro

April 23, 2018 7:00 a.m.

Railroad workers are being offered signing bonuses of up to \$25,000 to join BNSF Railway and [Union Pacific](#) Corp. as the freight railroads struggle to fill jobs in a historically tight labor market.



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REALITY...

THE WALL STREET JOURNAL.

***How Bad Is the Labor Shortage?
Cities Will Pay You to Move There***

**Towns with unfilled jobs are handing out money,
student-debt relief and home-purchase assistance to
lure potential employees—one by one**

By David Harrison and Shayndi Raice
April 30, 2018 11:27 a.m. ET



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REALITY...

The Washington Post

The U.S. Doesn't Have Enough Truckers, And It's Starting To Cause Prices Of About Everything To Rise

By [Heather Long](#) May 21, 2018

https://www.washingtonpost.com/news/wonk/wp/2018/05/21/america-doesnt-have-enough-truckers-and-its-starting-to-cause-prices-of-about-everything-to-rise/?utm_term=.9107e31dc57b



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STRATEGY 1

Prioritize Culture Before Strategy & Tactics

- Your Mission and Your Core Values = Your Vision
- Define what your culture is and discuss it.
 - *To what degree are you internally aligned?*
 - *Would an interview panel give the same answers?*



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STRATEGY 2

Understand Your “Public Culture”

- How do candidates see you on social media? Consistent with reality?
- At what level does your company engage?

In a ever-changing transparent world, your culture, your workplace environment is no secret and is there for all to judge



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THE
NEW YORKER

[Annals of Human Resources](#)

[January 22, 2018 Issue](#)

Improving Workplace Culture, One Review at a Time

With its emphasis on transparency, the jobs site Glassdoor aims to upend corporate power dynamics.

<https://www.google.com/amp/s/www.newyorker.com/magazine/2018/01/22/improving-workplace-culture-one-review-at-a-time/>



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STRATEGY 3

Assess Your Talent Management Approach

Most Basic and Important Questions ask:

- Do we value and prioritize internal development?
 - So, is it the primary pipeline for filling roles?
- Do we execute on it (are we good at it?)
- Can we measure the cost savings vs. external recruiting and associated expenses sometimes needed to attract outside talent?



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GROUP DISCUSSIONS

- How does your organization differentiate itself in the marketplace?
- Is your Social Media strategy aligned with your talent strategy and its tactics? How?
- What recruiting and retention tactics are you currently using?



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SOME TACTICS...FOR RECRUITING

DIFFERENTIATE YOUR ORGANIZATION

- Employee Referral Programs – Turn Your Employees Into Talent Scouts
- Compete In And Advertise Your Employer Awards
- Sign On Bonus Or 6 Mos., Merit Review
- Student Loan Repayment Program
- Flexible Schedules – Remote Work
- Bank Of PTO Or Advance Tier For Vacation Eligibility
- Community Engagement Opportunities (And Days Off For This), etc.



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SOME TACTICS...FOR RETENTION

For All Tactics, Ask – Will It Build Trust?

- **Progressive Performance Management** (Is it a true dialogue, or check the box/rating? Are your standards consistent among Leaders?)
- **Prioritize Recognition** (Formal and Informal)
- **Employee Development** (Is it encouraged or are Leaders too territorial?)
- **Interactive Communication** (Are employees encouraged to speak up? Do they have a voice? Do you survey staff?)
- **How transparent is your business?** (Do you share business goals & results?)
- **Incentive Program and other Rewards** (For all or just some?)



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**Recruiting Is Important.
Because Not Just Anyone Will Do.**



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