



Hiring and Retaining Finance Professionals

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Current Marketplace

- Full employment with fewer skilled resources than needed
- Talent being bought

Retention Philosophy

- Don't compete. Differentiate!
- Small is nimble/flexible to respond and adapt
- What makes your organization unique?
- Do you know your employees' view of your organization's culture?
- Do you know why employees love working there?

Understanding the Values of Millennials

- Workforce values today
 - Driven by purpose, meaningful work and culture
 - Flexibility in hours and telecommuting
 - Professional development, mentorship and online training
 - Embrace technology and social media
 - Leadership who seeks feedback and their perspective
 - Continuous feedback, communication and positive reinforcement

Reference materials: [7 Ways Millennials are Changing Traditional Leadership](#)

[The Future of Work: Job Hopping is the New Normal](#)

AAFCPAs Initiatives and Strategies

Recruitment Initiatives

- ✓ Flexibility of job design: Reduced schedules/job sharing internally or externally/remote role
- ✓ Sourcing options: online and social media
- ✓ Interviewing and screening questions: focus on organizational values and culture, how will candidate make the decision
- ✓ Interview teams
- ✓ College process and open houses
- ✓ Background checks and references

Reference materials: [How This Hiring Manager Retains a Millennial Team with a 93% Retention Rate](#)

Workplace Strategies

- ✓ Benefits [CPA exam review course, tuition/fee reimbursements, student loan reimbursement, Unlimited PTO]
- ✓ Perks, creature comforts, fun [examples: coffee machines, snacks all day, dress for your day, chair massages, pop-up events, FUN Committee]
- ✓ Flexibility: hours/office/remote/sabbaticals
- ✓ Regular engagement surveys: SurveyMonkey
- ✓ Technology and automation for operational efficiencies/remote servicing
- ✓ Continuous learning environment: opportunities for internal/external training or presenting, lunch and learns shared internally, training development and delivery, project/team leadership
- ✓ Career path development: Develop practice areas/consulting/shared resources or a path with sister/partner organization
- ✓ Coaching Program: Everyone has a coach and a career development plan: 3 professional and 1 personal goal annually.
- ✓ Stay interviews: Talk to them early and often. Tailor plan for each person.

Reference materials: [Stay Interview and Exit Interview Questions](#)

[11 Great Stay Interview Questions](#)