

Workforce Toolkit

A Local Companion to Employer Challenges in Recruitment and Retention



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BEFORE HIRING**RECRUITMENT**

The act of recruiting a prospective employee often only includes the marketing of the position through a variety of traditional and online job sites. However, if employers recognize the candidate as a whole person, they'll recognize that selling the candidate on the position may require more than selling the core competency of the position, its compensation and benefits, and the company as a whole.

Therefore, we recommend enticing and educating a candidate by incorporating other factors, including:

- Messaging Tools & Resources
 - ☐ Marketing Your Business
 - Company website, Google My Business listings, Social Media platforms, customer reviews
 - ☐ Marketing the Great Falls Region
 - Great Falls Montana Tourism
 - <https://visitgreatfallsmontana.org/>
 - Central Montana Tourism
 - <https://centralmontana.com/>
 - Chambers of Commerce
 - <https://www.greatfallschamber.org/>
 - <https://www.cutbankchamber.com/>
 - <https://www.shelbymtchamber.org/>
 - <https://choteauchamber.com/>
 - <https://www.conradmt.com/>
 - <http://www.fortbentonchamber.org/>
 - <https://www.lewistownchamber.com/>
 - <https://havrechamber.com/>
 - Live in Great Falls website
 - <https://liveingreatfalls.com/>
 - Livability Magazine
 - <https://liveingreatfalls.com/great-falls-montana-livability/>
 - Cost of Living Calculator
 - <https://liveingreatfalls.com/cost-of-living-calculator/>

During a highly competitive job market, employers often find themselves struggling to fill positions. It is not abnormal for employers to be unable to fill the last 5-10% of their workforce. During highly competitive periods in the job market however, the ability of the business to deliver on its core competency is damaged with higher rates of unfilled positions.

When faced with this type of challenge, employers must get creative regarding how they staff their business.

→ Attraction Tools & Resources

- ❑ Consider Alternate Marketing Approaches
 - Malmstrom Spouses via Newsletter
 - Dawn Beal
 - Airman & Family Readiness
 - dawn.beal@us.af.mil
 - Attracting Trailing Spouses
 - Trailing Partner Email Group
 - <https://liveingreatfalls.com/hr-resources/>
 - Hot Jobs in Great Falls Blog
 - <https://liveingreatfalls.com/blog/>
 - <https://liveingreatfalls.com/hr-resources/>
- ❑ Consider Creating On-The-Job Training Positions
 - <https://apprenticeship.mt.gov/>
- ❑ Consider Alternate Talent Pools
 - Attracting Veterans & Military Spouses
 - <https://skillbridge.osd.mil/>
 - SkillBridge at Malmstrom Air Force Base
 - Lanette Hetrick
 - 406-731-3531
 - Lanette.hetrick@us.af.mil
 - Attracting Youth Employees
 - Great Falls Public Schools Career & Technical Education programs
 - <https://www.gfps.k12.mt.us/Page/347>
 - Opportunities, Inc. Employment & Training Services
 - <https://oppinchanginglives.org/employment-and-training-services/>
 - Create Customized Employment Experiences for Montanans with Disabilities
 - <https://dphhs.mt.gov/detd/vocrehab/>
 - Attracting Retirees
- ❑ Consider Utilizing Remote Workers, Independent Contractors, or Gig Workers
 - <https://www.upwork.com/>
 - https://www.fiverr.com/?source=top_nav

Employers, especially growing companies, may struggle to creatively staff their firms. This is also the time to point out that employers should not assume that their compensation and benefits are competitive in the market today. There are a number of publicly and privately accessible tools to learn more about how businesses like your are staffed industry wide as well as how positions like yours are being compensated.

→ Research Tools

- Staffing Pattern Research by Industry Type

- GFDA’s JobsEQ subscription database can be accessed by contacting a GFDA employee. This database can be used to produce reports, by industry sector, to understand standard staffing patterns by industry.
 - Market Specific Wage Rates
 - The GFDA JobsEQ database can also be used to access occupation-specific reports which detail educational attainment and wage ranges for specific occupation codes in this market.
 - Montana Department of Labor – Labor Market Information
 - <https://lmi.mt.gov/>
- Incentive Tools
 - Big Sky Trust Fund – Job Creation
 - <https://marketmt.com/Programs/Business-Assistance/Big-Sky-Economic-Development-Trust-Fund-Program/Job-Creation>
 - Big Sky Trust Fund – Workforce Recovery
 - <https://marketmt.com/Programs/Business-Assistance/Big-Sky-Economic-Development-Trust-Fund-Program/Workforce-Recovery>
 - Work Opportunity Tax Credit
 - <https://wsd.dli.mt.gov/employers/wotc>

HIRING & ONBOARDING

- For procedural guidance during the before hiring, getting ready to hire, and onboarding periods, please see the main document to this companion, Workforce Toolkit: Documenting the Four Steps in the Employee Journey.

CULTURE & RETENTION

- Becoming & Maintaining Destination Employer Status
 - ☐ Compensation & Benefits
 - Monetary Benefits
 - Employee turnover can be very time consuming and ultimately very expensive. In fact, paying below market rate wages will likely lead to high rates of turnover which may also trigger decreased revenue and decreased profits due to decreased production capacity of the business. It is important to ensure your business is paying monetary compensation at the going rate within the current market in effort to minimize turnover.
 - ☐ Non-monetary Benefits
 - People find value in different places and in different ways. Often job satisfaction is related to personal circumstances, so it can be important to understand that socio-economic differences affect an employee’s perspective. These types of non-monetary benefits may include:
 - Flexible work environment
 - Flexible time off
 - How they are made to feel
 - Their level of ownership of projects and tasks

- Professional Development & Growth Opportunities
 - Employees, depending on age, gender, household income levels, educational attainment, and socio-economic factors, may also expect ongoing professional development opportunities and a clear path for advancement if they are to remain with one employer for an extended period. It is also important to empower employees to seek out and find rewarding employment experiences within your organization. These interpersonal, human resource management strategies can help employees feel valued in non-monetary ways:
 - Annual Performance Reviews
 - Annual Professional Development Planning
 - Regular Discussions about Growth Opportunities and Increases in Responsibilities
- Workforce Training Incentive Tools
 - Primary Sector Workforce Training
 - <https://marketmt.com/Programs/Business-Assistance/Primary-Sector-Workforce-Training-Grant/>
 - Incumbent Worker Training (IWT)
 - <https://wsd.dli.mt.gov/employers/incumbent-worker-training-program/>

SEPARATION FROM EMPLOYMENT

The state of Montana is known nationwide as placing the burden of proof on the employer. In short, Montana is an employee's rights state. Therefore, it is critical for employers to understand how the Montana Department of Labor and Industry (DLI) categorizes and defines how an employee separates from employment: quit, layoff, and termination. It is also important to know there are time restrictions, documentation and proof, and record retention requirements even after an employee leaves employment.

For additional procedural guidance on this topic, please see the main document to this companion, Workforce Toolkit: Documenting the Four Steps in the Employee Journey.

- Procedural Guidance
 - Policies, Procedures, & Protocols
 - GFDA has Business Technical Briefs, white papers, articles, checklists, and outlines available to assist business owners.
 - <https://growgreatfallsmontana.org/business-technical-briefs/#1622061941279-a470b62d-8949>
 - Employee Onboarding Best Practice Checklist
 - Progressive Discipline Policy Outline
 - Separation from Employment Discharge and Appeals
 - Record Retention
 - Certain employment documents are required to be maintained for specific periods of time. It is important to understand state regulations to ensure

that employment files aren't purged upon an employee's separation from employment.

→ Technical Assistance is available, for free, from public entities or publicly funded resource partner programs, such as:

- ❑ Montana Department of Labor – Job Service
 - <https://montanaworks.gov/>
- ❑ Montana Small Business Development Centers
 - <https://sbdc.mt.gov/>
- ❑ Montana Women's Business Centers
 - <https://www.umt.edu/passion/women-business-center/default.php>
 - <https://www.prosperamt.org/womens-business-center/overview>

For educational opportunities on the topic of human resources, the Montana Small Business Development Center's (SBDC) online classroom hosts a large library of content.

- <https://sbdc.mt.gov/Services/Trainings-and-Workshops/Classroom>

Some training topics in the online classroom include:

- [Targeting Alternative Talent Pools](#)
- [Generations in the Workforce](#)
- [Strategic Communications and Support for Women in Business](#)
- [Human Relations](#)
- [Creative Labor Solutions](#)
- [Hire for Your Peak Season & Don't Lose Money Doing it](#)
- [Five Critical Customer Service Skills](#)
- [Keys to Hiring the Right Employee](#)
- [Leading In Times of Crisis](#)
- [Communication That Fosters Cooperation](#)
- [Four Types of People](#)
- [What is Corporate Culture?](#)
- [Driving Business Success Through Employee Engagement](#)

For additional assistance, to ask questions, or to find resources, please contact the authors of these two documents:

- Workforce Toolkit: Documenting the Four Steps in the Employee Journey
- Workforce Toolkit: A Local Companion to Employer Challenges in Recruitment and Retention

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