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The Hiring Manager's Dilemma:



JOB HOPPERS

& EMPLOYEES ON THE MOVE



Attrition and turnover are inevitable for any business, but the loss of a quality employee may be more costly than you think.

Hidden costs such as lowered productivity, employees who are stretched thin with additional responsibilities and lost knowledge all add up on top of the training, interviewing and recruiting costs you spent to hire and onboard the employees who've left.

To make matters even more interesting, job-hopping is becoming a more common practice among the workforce—according to the Bureau of Labor Statistics, U.S. workers will spend an average of 4.6 years with their current employer, while young employees between the ages of 20 and 34 will only spend half of that, an average of 2.3 years.¹

This eBook examines some of the biggest reasons why businesses experience high turnover and the causes of frequent job-hopping. We also share tips and strategies you can implement to retain quality employees and job hoppers.



Top Reasons for Employee Turnover

Employee job satisfaction has steadily decreased in recent years, from 86 percent of U.S. employees saying they were satisfied with their current jobs in 2009 to 81 percent in 2012. According to the Society for Human Resource Management (SHRM), “turnover rates are likely to increase as employees now perceive an employment market that is more hospitable to job seekers.”²

To minimize turnover, businesses first have to understand why employees may have low job satisfaction and identify the motives of job hoppers and those seeking new opportunities:

Your employees aren't motivated in their existing roles.

Your high-performing employees seek challenges and momentum in their roles. Those who aren't challenged may not be motivated to do good work, which leads to boredom and job dissatisfaction. If an employee is internally driven by career advancement and professional development, he or she will lack motivation within a role that feels stagnant.



Your employees aren't engaged.

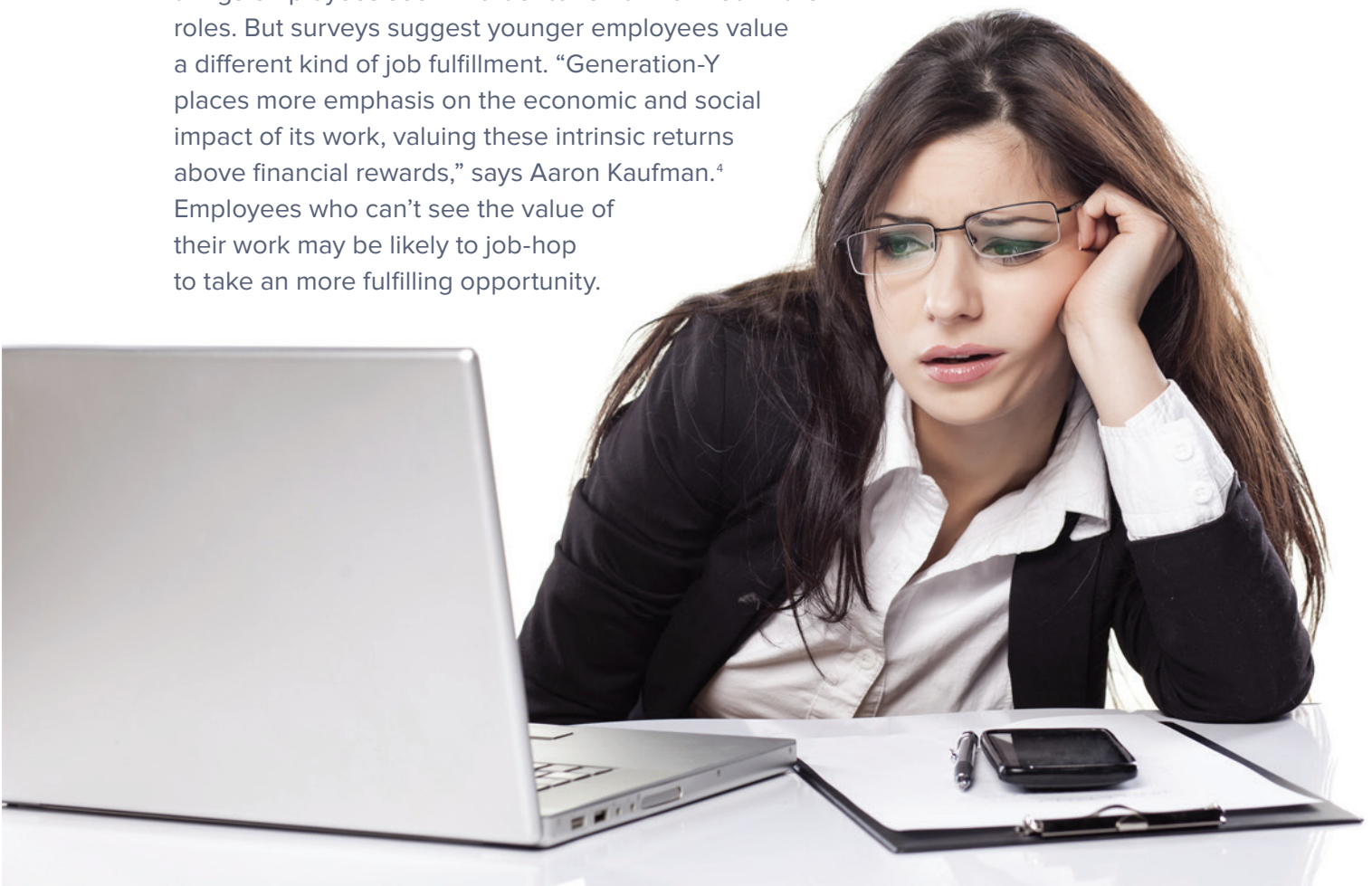
According to John Baldoni, chair of leadership development consultancy N2Growth, the definition of true employee engagement is simple: "People want to come to work, understand their jobs, and know how their work contributes to the success of the organization."³ When this type of engagement doesn't exist, employees have difficulty relating and empathizing with the company and the work they are doing.

Your employees are dissuaded by poor management.

The saying, "Employees don't leave companies, they leave bosses," is certainly true when it comes to high turnover. Employees need managers to serve as advocates for their professional growth, communicate with them on performance and offer appreciation for their contributions. Those managers who don't risk losing valuable employees to poor leadership.

Your employees seek greater job fulfillment.

Higher pay, better benefits and company perks are some things employees seek in order to remain fulfilled in their roles. But surveys suggest younger employees value a different kind of job fulfillment. "Generation-Y places more emphasis on the economic and social impact of its work, valuing these intrinsic returns above financial rewards," says Aaron Kaufman.⁴ Employees who can't see the value of their work may be likely to job-hop to take an more fulfilling opportunity.






But Are Job Hoppers Really All That Bad?

The stigma of job-hopping isn't what it used to be. Historically, employers have avoided job hoppers based on the assumption that past performance predicts future behavior.⁵ Many employers seek longevity in their candidates and want to invest in employees who plan to stick around. Plus, it can be expensive to recruit, hire and train an employee only to lose her to a new opportunity.

While these concerns still exist, job-hopping is becoming less of a concern for hiring managers as a new generation of workers takes prominence. According to a Future Workplace survey, 91 percent of millennials (those born between 1977-1997) expect to stay in a job for less than three years, which means they would have up to 20 jobs over the course of their careers.⁶

As a result, many employers have altered their mind set and become more open to hiring job hoppers because the trend has become so common and turnover is increasing. "Job hopping is replacing the concept of climbing the corporate ladder," says Ryan Kahn, career coach and founder of The Hired Group.⁷



Aside from simply succumbing to the trend, hiring a job hopper does have its benefits for employers:

Job hoppers bring diverse experiences and skills to your company.

Candidates who've worked for multiple employers most likely have obtained a wider set of skills. They've worked with a variety of people, on different teams and in different workplace environments. The diverse skills they've gained could prove valuable for a role you're hiring for.

Job hoppers tend to be high performers.

In order to be able to move from one role to the next, job hoppers have to prove they can get up to speed quickly and add immediate value to the organization. "You can't job hop if don't add value each place you go," says Penelope Trunk, founder of Brazen Careerist. "That's why job hoppers are usually overachievers on projects they are involved in; they want something good to put on their resume. So from employers' perspective, this is a good thing."⁸

Job hoppers can adapt.

Job hoppers are forced to adapt to working in different environments and workplace cultures—a good sign the employee can handle change at a fast-paced company. Also, job hoppers can bring new perspectives and solutions based on experiences with different employers.

Tips for Employee Retention

While there's no way to entirely prevent turnover amongst your long-standing employees and job hoppers, you can change a few things about your hiring process and employee engagement tactics to retain your best employees:

Foster a desirable workplace environment.

Define your company values, such as how employees are treated, communication style and workplace attitudes, and use them to drive your company culture. While these intangible qualities are often difficult to define, the process will help you uncover your desired culture so you can create a community where people want to work.

COMPANY HIGHLIGHT



Zendesk, a customer service software platform, has made creating a positive workplace environment a priority for hiring and retention. Along with company videos that showcase this, Zendesk has made this message front and center on its careers page:

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Zendesk is creating a revolutionary customer-centric company full of talented, enthusiastic people who enjoy coming to work every day. We keep sane working hours, while still taking care of business, and believe in being ourselves on and off the job.⁹

- Zendesk Website

Promote employee development and growth opportunities.

To be engaged at work, employees need to know their efforts will lead to personal growth and greater opportunities within the company. Keep employees engaged in their personal development by implementing mentorship programs or new training opportunities.

COMPANY HIGHLIGHT



Zappos [wrote the book](#) on company culture and creating a workplace where people love to be. One of the company's core values "Pursue Growth and Learning" focuses on providing opportunities to grow and inspire employees. To make it happen, Zappos has a team that organizes training programs and classes to enhance employee skills. Different departments throughout the company teach classes, and the company regularly invites guest speakers and thought leaders to...

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expose employees to different
kinds of thinking.¹⁰

- Zappos CEO Tony Hsieh



Hire for culture fit.

Once you've defined your values and culture, use them to determine if the candidates you're recruiting will be a good fit for the company long-term. While evaluating job hoppers, focus on their successes and contributions in previous roles. This will help you determine if the employee is the right fit based on the impact she can have in a few short months or years.

COMPANY HIGHLIGHT



According to Leo Widrich, co-founder and chief operating officer of Buffer, a social media scheduling app, assessing culture fit is a vital part of the hiring process. "Probably the most important element we look for is alignment with the 10 Buffer values¹¹," says Widrich.

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The way we go about hiring for Buffer is
to primarily look for culture fit.¹¹

- Buffer Co-Founder Leo Widrich

The company evaluates each candidate by how well they align with Buffer's culture and core values. This includes looking at the wording of each email because written communication is an important factor of Buffer's remote team. Also, they look at applicants' Twitter accounts and evaluate whether their postings align with the company culture.



Provide feedback frequently.

Evaluate employee performance on a regular basis. Use performance reviews as an opportunity to set development goals, build strategies for meeting those goals and address the employee's job fulfillment. Give feedback regularly between reviews to keep employees engaged with their performance.

COMPANY HIGHLIGHT



Netflix believes regular and less formal feedback is more effective than scheduled performance reviews, according to former Netflix HR chief Patty McCord. Instead, the company employs frequent feedback so performance issues are handled as needed.



With the job market improving and more companies hiring, employers can expect higher turnover as a result. At the same time, the job-hopping trend is showing so signs of slowing down. To prepare, you will need an efficient hiring and recruiting solution that can handle the high-volume of job openings and applicants you could potentially have to process.

For more information about how you can enhance your hiring and recruiting efforts to keep pace with demanding hiring needs, visit [visit www.hyrell.com](http://www.hyrell.com)

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About Hyrell

Hyrell is an all-in-one applicant tracking solution that replaces manual recruiting efforts with an automated and customized hiring system. With Hyrell's cloud-based recruiting management solution, businesses get an efficient, automated process that leads to shorter time to hire, better candidates and lower turnover.

Learn more about Hyrell's online hiring and recruiting solutions

CLICK HERE

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