



Trends report

DETROIT

A holistic approach is key to attracting and retaining workers in a candidate-driven market

Unemployment rates that continue to hold steady at historically low figures—3.9 percent nationally and 4.5 in Michigan for June, the latest rate available—are a reminder that the job market remains decidedly candidate-driven.

Further reinforcing the point are stories like this one in [USA Today](#) about workers “ghosting” their jobs. Citing that workers seemingly hold all the cards, the article details the rising number of workers who blow off scheduled job interviews, accept offers but do not show up the first day of work and even vanish from existing positions—all without giving notice.

According to the article, some businesses report that 20 to 50 percent of job applicants and workers across all industries are pulling no-shows in some form, forcing many firms to modify their hiring practices.

In such a candidate-driven job market, much attention has been paid to jobseekers’ expectations of a prospective employer during an interview process. Whether it’s having the “right” people and culture, flexibility, training, development or advancement opportunities, perks and benefits, or compensation, the low unemployment rate coupled with a growing shortage of skilled workers have placed qualified jobseekers in an enviable negotiating position when interviewing.

Given this type of candidate mindset, how can employers ensure success in attracting and retaining workers?

First, continue to prioritize soft skills that suggest a candidate will be a positive fit for your organization, including the following:

- Personal accountability
- Collaborative mindset
- Strong communicator
- Demonstrable problem-solving skills
- Willingness to learn
- Ability to listen and comprehend
- Adaptable to change

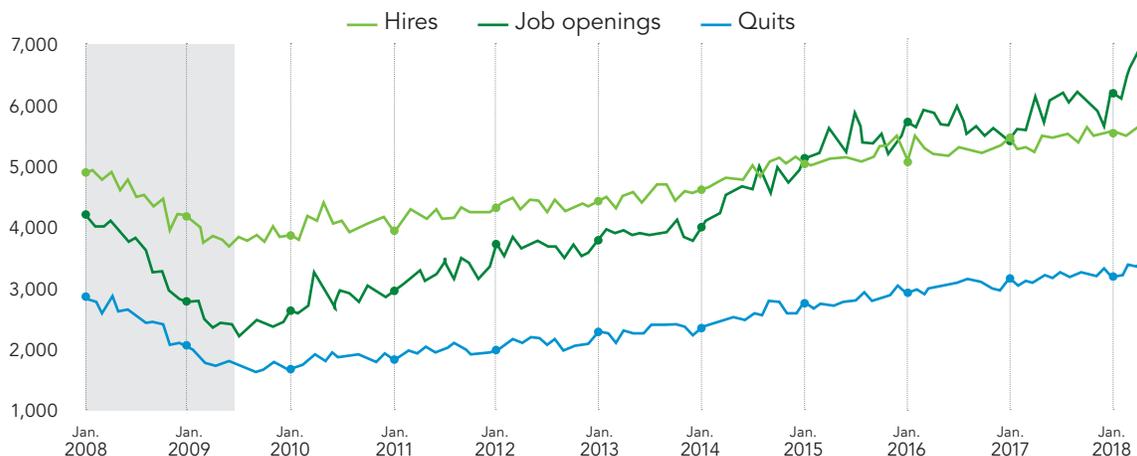
Besides assessing candidates on these soft skills, employers should take a holistic approach to recruitment that involves: shortening interview-to-offer times; clearly defining the role and what it demands; knowing what wages and compensation competitors are offering for positions that require the same or similar skill sets, and what the market commands for a given role; and, communicating available career development and advancement opportunities in the organization during a candidate’s first interview.

Industry research indicates that 78 percent of employees said they would stay longer with their current employer if they knew what their career path could look like.

It might be a candidate-driven market, but by focusing on these critical recruitment areas employers will ensure the greatest likelihood of attracting and retaining highly qualified candidates.

Job openings, hires, and quits

Seasonally adjusted, in thousands



Source: Bureau of Labor Statistics, Job Openings and Labor Turnover Survey, July 10, 2018
 Note: Shaded area represents recession as determined by the National Bureau of Economic Research (NBER).

Quits have increased since a low in September 2009 and have surpassed prerecession levels. In May 2018, there were 3.6 million quits or voluntary separations initiated by employees. The quit rate serves as a measure of workers’ willingness or ability to leave jobs.

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