



10 Ways to Attract and Keep Tech Talent

Even in a tough hiring market, some technology companies are filling their recruiting funnels and hanging on to top talent. We've rounded up some of their best practices.



1. Know your candidates

Smart employers are dropping the post-and-pray tactics and really digging in to understand who they want to attract. Surveys, attraction and exit interviews, and candidate personas are just a few of tools that can help you build a clear picture of your target audience.



2. Define your employer brand

What promise do you make to target candidates that stands out from everyone else? How do you communicate that value proposition and how do you bring it to life inside your organization? <https://builtin.com/employer-branding/41-employer-branding-examples>



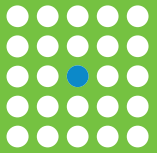
3. Fish where the fish are

Search engines are our best friends when it comes to getting the attention of candidates. Make sure your recruiting pages are fully optimized so Google, YouTube and other search engines put your roles at the top of organic search results. If you're not sure how to do that, talk to your marketing department or hire a search engine optimization (SEO) expert. While you're at it, set aside some budget to promote your employer brand and key roles using paid search, also known as search engine marketing (SEM).



4. Treat candidates like customers

According to Prof. Armin Trost ([#12 Who should be happy with your Recruitment Process? - YouTube](#) (23-minute mark)), speed, process transparency and appreciation are key to closing the deal with tech candidates – just as it is with customers. Make sure your recruitment process includes a way to stay in touch with candidates throughout and prioritizes respect for their time and effort. Remember, if you don't hire them today, you may want to hire them in the future.



5. Stand out from the crowd

Offer unique incentives that are hard to find elsewhere. For example, Google offers new parents \$500 toward take-out meals, cleaning or diaper services, plus they give employees paid time off to volunteer and offer donation matching. Other organizations are paying off student loans, providing onsite daycare or giving hiring bonuses. Benefit offerings are becoming more creative as well, with unlimited time off (this is obviously managed by the employer within business requirements), remote or flexible work locations, shorter work weeks, health insurance for pets and subscriptions to meditation and mental health apps. Incentives make great retention tools: Intel offers paid sabbatical leaves tied to tenure.



6. Rethink skills

Too many companies are unwilling to train employees, fearing they will jump ship. But it's the lack of training that has them heading for the exit. Try hiring for the minimum skill level and training new hires to reach the optimum competency for the role. And make sure you keep training people to fill the next role and the one after that.



7. Build cohesion

When employees feel like part of something bigger, they are more likely to stick around and more likely to refer friends to the company. How can you design work so that employees are part of supportive teams with managers who can coach effectively? How can you connect new hires to experienced role models who have mentoring skills? Is there a way to create cohorts of new employees, so they can build a support network during their onboarding process?



8. Design great jobs

Good jobs offer fair compensation and acceptable working conditions; great jobs provide meaning, autonomy, variety and responsibility. Take the time to assess each role through the lens of decision making, recognition and purpose. As Steve Jobs once said, "it doesn't make sense to hire smart people and then tell them what to do. We hire smart people so they can tell us what to do."



9. Show the road ahead

Employees may own their careers, but great employers provide the structure to empower them to set the right goals and work toward them. Do your performance management systems offer a transparent way for employees to see how they are progressing against their goals? Do your managers offer continuous feedback? Do you have a way to measure how employees across the organization are progressing against their goals? Now is the time to ensure you have robust performance tools in place.



10. Train your managers

Dale Carnegie once observed that people don't leave organizations, they leave other people. In many cases, employee turnover is the result of poorly trained managers. Make sure your people managers, at all levels, know how to use empathy, listening and recognition to support employees day in and day out – not just at review time. Great employers hire and promote high EQ managers and make them accountable for turnover.



BONUS: Laugh. A lot.

Laughter releases endorphins, and endorphins are great for creativity, innovation and teamwork. Encourage employees and managers to have fun, share jokes, do silly things and laugh every day.

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