



MINDING THE GAP

Columbus Chamber of Commerce Thought Leadership Series

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One of my greatest joys has always been traveling, and I have been incredibly privileged to see many parts of this country and the world through either pleasure or business trips. London is a favorite destination, with the convenience of hopping aboard the Underground to get about the city with ease and efficiency that I often take for granted.

Settling into a seat for a longer commute, or holding tightly to an overhead strap for a short connection, I rarely think about how “all of this” works. I assume that the train and engine are well maintained and being guided by proficient and safety-conscious drivers. It never occurs to me to inspect the tracks (what would I even be looking for?). Over the years, I have become vaguely aware of the recorded warning that encourages the passengers to “mind the gap” when entering and exiting the car.

VOLUME 1

SETTING THE STAGE

VOLUME 2

*THE SHE-CESSION AND
IMPACT ON WORKING
PARENTS*

VOLUME 3

*FLEXIBILITY AS RECRUITMENT
AND RETENTION TOOL*

VOLUME 4

***YOU'LL BE HEARING FROM
US SOON***

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YOU'LL BE HEARING FROM US SOON

In our current market, it is important to note that applicants you are interviewing today are most likely applying for roles with other companies. This wider job search can present obstacles, as you are battling for talent and the clock. Candidates are keeping their options open until they have received an offer of employment. The time between interview and offer is often taking so long many qualified candidates tire of waiting and accept employment elsewhere. Shortening and tightening the timeline is one way to get the competitive advantage and land your new all-star team member. If the timeline cannot be shortened, then expectations must be set accordingly and regular contact must be kept with the candidate to ensure engagement stays high.

Another alarming trend is employers “ghosting” candidates. Though this typically happens after an initial phone screen, it is occurring more frequently further along in the interviewing process. The job seeker is left bewildered as to what happened and why they have been treated with such disregard. Savvy candidates will revisit your company website, only to find the job they applied for and got not feedback on is still not filled, or has been reposted.

Fear of confrontation or having potentially painful conversations, may be what is driving this trend. Regardless of the reasons, failing to communicate with job seekers is just poor form and in this market a dangerous route to take. Without closure in the process, “ghosting” is telling the candidate that they are not worthy of a follow up call. Word easily and quickly can spread in the job seeker and job agency communities that your company is not responsive to applicants.

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Hiring requires putting people first. We are at an inflection point, as a society, where there is a tremendous opportunity to improve our hiring practices. This is being driven, in a large way, due to Covid amplifying the overall poor experience candidates have dealt with for years. Candidate sentiment equals employee sentiment. How you treat your candidates during the hiring process is a direct reflection of your employee experience. Communicate well, invest in their success during the hiring lifecycle, provide feedback, and ask for feedback. Those simple actions will be a major differentiator for you and your company to attract the best talent. - Josh Demidovich, Improving Interviews

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Once the offer of employment and has been accepted, ensure that your new team member feels engaged through a comprehensive and intentional onboarding process. We have all experienced the excitement of a first day or week in a new job. Without a well-designed onboarding, your new employee's excitement may give way to doubts and insecurities in their new role, and you run the risk of them leaving within the first week.

Welcome new hires by having their desk or workspace ready and well equipped to meet their needs. Announce their arrival to your team and carve out space for your new employee to meet and greet their coworkers. Take them to lunch and get to know more about them.

Stay in communication with them throughout employee's first month by creating an onboarding checklist. Include agendas for the first week and beyond, including training, team lunches and check-ins.

The Society of Human Resource Management (SHRM) suggests the following considerations when creating a new onboarding process for your organization:

- When will onboarding start?
- How long will it last?
- What impression do you want new hires to walk away with at the end of the first day?
- What do new employees need to know about the culture and work environment?
- What role will HR play in the process? What about direct managers? Co-workers?
- What kind of goals do you want to set for new employees?
- How will you gather feedback on the program and measure its success?



Every new hire, no matter their level of engagement, may experience doubts during their onboarding that they made the right decision to join a new company. Onboarding is usually when new employees decide to stay engaged, so setting the stage for an organized onboarding plan is crucial to retaining engaged, long-term employees. An effective onboarding program should be a structured process that can create a positive first impression on new employees, foster goodwill towards the company, and prevent new hire turnover. - Jess Cozza, EmPowerHR

As we all continue our literal and figurative travels, we will encounter signposts along the way that provide direction and guidance. Let us all pay attention to those that warn us of potential pitfalls ahead; and create pathways and bridges that allow us to “mind the gap” and land safely on the other side.

Contact Kelly Fuller Today

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Reach out to Kelly today to discuss the minding the gap and workforce!



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