



OSH AS A KEY FACTOR FOR ATTRACTING NEW PERSONNEL

Dr Katarzyna Łazorko
Czestochowa University of Technology, Poland
katarzyna.lazorko@pcz.pl



Focal Point Webinar 2022 "Future of Work articles"
24.02.2022



- 1. Recruitment – current situation and the future**
- 2. Job finding process**
- 3. OSH and employer branding**
- 4. Conclusions**

Recruitment – current situation and the future



Current situation

- **e-recruitment:**

- costs (80%)
- geographical search – new pools of talents
- feedback
- identification of needs

- **social networks :**

- less formal and more authentic communication
- connector between job seekers and recruiters
- trust and transparency
- gathering information about candidates



- data processing – pressure on recruiters
- employee burnout, stress, unmanageable workloads strongly correlated with perspective of job changing
- target groups outmoded
- the competition for to talent will soon be more intensive than ever (Gartner)

Changing expectations towards candidates

- **changes of requirements**

- short shelf life of expected skills (finance, IT, sales 10 new/18 months)
- soft skills: creativity persuasion, collaboration, adaptability, emotional intelligence
- hard skills: blockchain, cloud computing, analytical reasoning, artificial intelligence, UX design (Anderson, 2020)
- *,the need for manual and physical skills, as well as basic cognitive ones, will decline, but demand for technological, social and emotional, and higher cognitive skills will grow’ (McKinsey)*

- the fastest-growing jobs in Europe: data processing, AI, and customer service

Tools to influence the effectiveness of recruitment

- **artificial intelligence**

- usage
- chatbots
- perception by job seekers

- **gamification**

- recruitment
- onboarding process
- improved motivation and involvement
- lower staff turnover



Tools to influence the effectiveness of recruitment

- **massive online open courses (MOOCs)**
- **crowdstaffing**
 - crowds
 - networking
 - cooperation with talent acquisition specialists
 - mentoring and training services
 - future of recruitment

Job finding process



Ways to search for jobs

- website (53%), LinkedIn (38%), search engines (35%), contacts at the company (32%)
- 5 reviews before formulating opinion
- reputation
- unsatisfactory recruitment – 30% share the opinion
- applications for jobs:
 - job boards (49% - 20% of job hires worldwide),
 - career sites (35%),
 - referral sites (2,6%),
 - recruiters (1,96%), and agencies (1,41%)



Expectations towards employers

before the pandemic

attractive benefits and perks
easy commute
high salaries
good work-life balance
flexibility to work from home
company culture
company financial performance
familiarity with the brand
the opinion about the potential employer (2018)

during the pandemic

job stability
growth and development opportunities
meaningful and challenging work
comprehensive total compensation package
flexibility
work-life balance (*'candidates want to see that work-life balance is a genuine priority'*)
autonomy (2021)
high-level talented candidates: the freedom to work remotely, the possibility to manage one's schedule meaningfulness of work, and proximity to family (2021)

size of the company
remote work positions

OSH and employer branding



Employer branding

- 75% of candidates check out the employer brand before applying
- 94% of candidates are likely to apply if employer branding is managed
- 91% of candidates find poorly-managed online presence damaging to employer branding
- 70% would not work for an enterprise with a poor reputation, even if benefits offered are more profitable
- 83% of employers believe employer branding is an important indicator of their ability to hire talents

- employee testimonials are powerful and highly influential – employees are the most effective spokespersons of companies



<https://www.certusrecruitment.com/blog/2021/01/how-employee-advocacy-can-benefit-your-business>

- EB as a form of communication – content and channels

OSH in employer branding strategies

- **wider defining of the OSH**
- **burnout**- reported mental problems of employees - 41% of employees reported declined mental health due to the pandemic
- **the pandemic consequences:**
 - growing importance of OSH standards (the pandemic)
 - *'while their leaders prioritized their well-being and safety in the pandemic's first stretch, they are now focusing on business and advancing their agenda at all costs, leaving employees' concerns in the wake'* (A.Lavoie, LinkedIn)



Rules to increase effectiveness of EB strategies in crisis



1. Employees and other groups of stakeholders should be assured about safety of work within the organization.
2. In the time of the pandemic people cannot absorb the information as effectively as in 'normal' circumstances.
3. By different means trust towards the organization should be built.
4. Occupational health and safety prevention measure like guidelines, training, different forms of support can make people integrated, confident and increase the level of their trust towards the organization. The communal bonds should be strengthened to restore confidence.
5. Organizations should be perceived by addressees as reliable and stable sources of valuable information.

Conclusions



To sum up...

- ⇒ Attracting new talents - the leading competitive advantage
- ⇒ The Covid -19 pandemic - weaker feeling of complacency and security
- ⇒ Sharing and usage of mobile internet
- ⇒ New generations entering the labour market
- ⇒ Communication pattern: profiling candidates&employee advocacy
- ⇒ Safe working environment – higher involvement of employees
- ⇒ Growing digitalisation - new hazards and risks in working environment (sedentary lifestyle and isolation). As more work positions are digitalized the significance of OSH will grow

OSH aspects communicated in employer branding are becoming the key element in the process of new personnel attraction.



OSH AS A KEY FACTOR FOR ATTRACTING NEW PERSONNEL

Dr Katarzyna Łazorko
Czestochowa University of Technology, Poland
katarzyna.lazorko@pcz.pl