

Hiring to Staying: A Retention-Driven Approach to Talent Acquisition

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Today's Presenters



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DCI: Data Driven – Client Focused

Our Mission

Advancing non-discrimination and fairness in the workplace by implementing merit-based and skill-focused employment practices.

Our Vision

We believe every person deserves equal opportunity and fair treatment in the workplace and beyond.

How DCI Can Help



Compliance

- VEVRAA and Section 503 AAPs
- Mandatory job listings
- State affirmative action and non-discrimination
- EEO-1 and VETS-4212 reports
- DOL compliance review support
- State pay reporting
- Pay transparency
- Proactive guidance on regulatory change



Selection and Assessment

- Job analysis and competency modeling
- Selection procedure development or refinement
- Assessment tool validation
- Expert evaluation/auditing of HR systems, including artificial intelligence tools
- Assessment vendor identification and vetting



Workforce Analytics

- DEI risk mitigation
- EEO disparity analyses
- Damage calculations
- Non-discrimination in employment plans
- Reduction-in-force analyses
- Barrier analyses



Pay Equity and Compensation

- Pay equity studies
- EU Pay Transparency
- Pay compression studies
- Wage gap studies
- Job architecture development
- Market benchmarking
- Pay band creation
- Executive compensation reviews
- Bonus program reviews



Litigation Support

- Consulting expert in applied research in class action litigation
- Testifying expert in case strategy, expert reports, & sworn testimony
- Expert reviews of AI-based hiring procedures

Webinar Format

- Participant phone lines are **muted**
- **Submit questions** by sending an email to questions@dciconsult.com
- If you have any **technical difficulties during the call**, please email questions@dciconsult.com

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Today's Challenge



Cost of High Turnover



Commonly Used Hiring Approaches

Apply and Hire Approach		
Hire anyone who applies—fast and easy process		
Minimal barriers	Focused on speed	Low requirements
Why is it problematic in entry-level, high-turnover roles?		
Doesn't screen for likelihood to stay		
Job fit is ignored	Turnover increases	Hidden costs
		Short-term fix

In-Depth Assessments Approach		
Comprehensive skills-based assessments		
Cognitive ability	Personality	Trainable skills
Why is it problematic in entry-level, high-turnover roles?		
Not tailored to the problem (i.e., turnover)		
Candidate fatigue	Excessive for low-skill jobs	Time-to-fill increases

The Core Issue: Retention

Looking Beyond Skills to Retention Drivers

For entry-level hiring, **identifying personal attributes of “stayers”** is far more effective for retention than only screening for trainable job skills or not screening at all.

The Solution: Retention Profile Assessment

The retention profile assessment is:

- Standardized
- Quick and simple
- Targeted to predict turnover based on your organization's turnover drivers

The assessment can:

- Indicate applicants more/less likely to stay
- Align with professional standards for legal defensibility
- Demonstrate lower subgroup differences than other methods for similar constructs

The best predictor of future behavior... is past behavior.

Step 1: Understand Turnover and Retention Drivers

Organization	Job	Worker Attributes
<ul style="list-style-type: none">• Management• Communication• Values• Benefits• Training	<ul style="list-style-type: none">• Pay• Schedule• Environment• Monotony• Team vs. individual	<ul style="list-style-type: none">• Education• Work history• Physicality• Interests and preferences• Knowledge and skills

Step 2: Identify the Strongest Drivers

Organization

What organizational factors do employees stay for?

Job

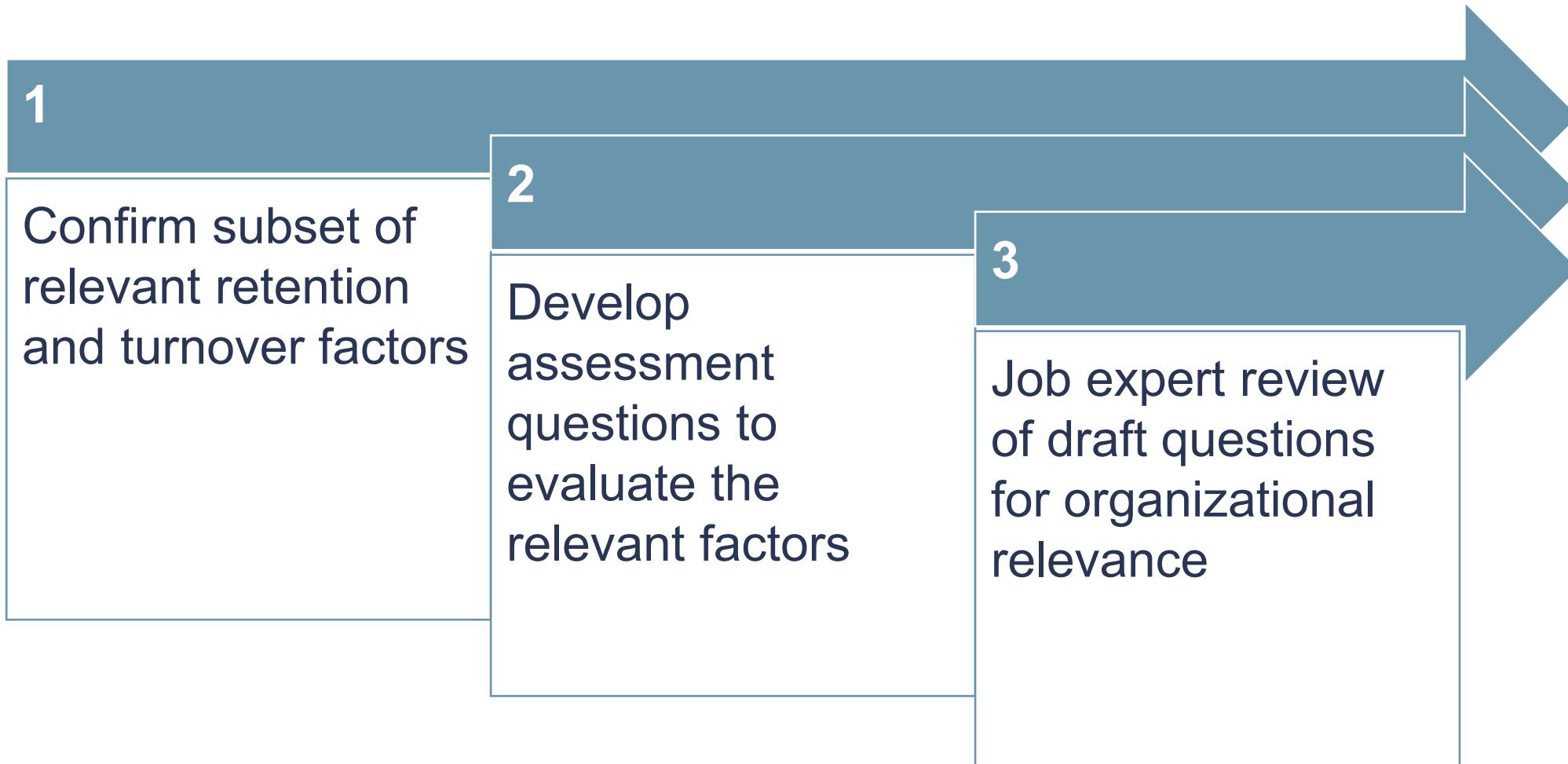
What are typical reasons people stay in the job(s) of interest?

Worker Attributes

What do the employees who stay have in common?

Which of these are stable over time?

Step 3: Develop Assessment Content



Example Retention Profile Questions



Work History Stability

What is the longest amount of time you have ever worked for one company?



Job Familiarity

Have you ever worked in [company's industry] before?



Job Physicality

Have you ever worked in a job where you had to stand for an extended period (e.g., 8-hour shift)?



Job Fit Factors

Would you consider fixing things to be a hobby of yours?



Schedule Factors

How often have you worked overtime in previous jobs?

Step 4: Scoring and Implementation

Organize retention profile scores into groups:

Most Likely to Stay

Somewhat Likely to Stay

Most Likely to Leave

Interim Scoring

- Use job expert and professional judgment to assign points to item responses
- Useful for instances when there is urgency to implement a solution

Full Implementation

- Gather data on relationship between item responses and turnover
- Refine item response points based on strength of observed relationships

Case Study: Context

**Entry-level
Warehouse Worker
role**

**Data from subset of
locations
prioritized for initial
implementation**

~ 10 questions

**2-5 minute
response time**

**97% completion
rate**

Case Study: Results

Pre or Post Retention Profile Implementation	Data Details	90 Days	Ex Cost v Savings*
PRE	Avg. of two years turnover prior to retention profile	45.5%	\$3,412,500
<<RETENTION PROFILE IMPLEMENTATION>>			
POST	Avg. of two years turnover post retention profile	16.7%	\$1,252,500
% Reduction in Turnover from Pre-Profile and \$ saved from Pre-Profile	63.3%	\$2,160,00	

*This example assumes 750 annual hires and \$10,000 cost per hire/turnover

The Takeaways

A Retention-Driven Approach Makes a Lasting Difference

High turnover is costly—not just financially, but in lost productivity, morale, and operational stability.

Traditional hiring methods often fail to address retention, focusing instead on speed or skills that don't predict tenure.

DCI's Retention Profile Assessments are built to identify applicants most likely to stay, using research-based predictors of retention—not just skills.

Targeted, quick, and legally defensible: the assessment adds value without increasing candidate fatigue or time-to-fill.

Real results: Clients have achieved consistent, significant reductions in turnover in various industries.

Thank you for your attention!

Questions?

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