

# How High-Performance Companies Are Using LMS to **Recruit, Train, and Retain Top Talent**



**D**o you feel like recruiting, training, and retaining the best talent for your company gets harder every year? It's not just you. Brands of all sizes and across all industries agree that great talent is an enormous competitive advantage. But this shared perspective increases competition for the best and brightest in both established and emerging markets<sup>1</sup> at a time when the unemployment rate in the United States, one of the biggest labor markets in the world, is at a historically low 3.9%.<sup>2</sup> This only increases the pressure on your recruiting and hiring team to deliver big results with the same resources you've always had.

If you think you need to face these challenges alone, think again. As it turns out, your learning management system (LMS) is more than just a way to deliver required learning modules to passive learners. It has the potential to be a powerful player in how you source, develop, and hold on to in-demand employees.

If you're ready to put your LMS to work for your talent development initiatives, here's a look at how top-performing organizations use learning technology to attract, grow, and retain top talent:



# Attracting Talent With an LMS

In today's modern work economy, employee loyalty is a fragile thing. Qualified candidates increasingly find they need to switch organizations in order to advance in their careers.<sup>3</sup> This prompts employers to redefine employee loyalty in terms of how engaged and motivated an employee is during employment rather than focusing on the length of employment.<sup>4</sup> In a job seeker's market, finding and securing the most qualified candidates quickly becomes an exercise in showcasing how your company helps candidates grow, advance, and make increasingly meaningful contributions.

"Today's in-demand knowledge workers are driven to equate work with something more than just a job that pays the bills," says Richard Nantel, VP, Enterprise Learning Solutions at Absorb. "They're looking for something that gives meaning to their lives and remains challenging in the long term. The latest research shows lack of career development as the number-one reason employees leave organizations, so you can be sure that job seekers are actively looking for consistent opportunities to grow and move ahead."<sup>5</sup>







Where does an LMS fit into this exchange? It forms the very backbone of how your organization fulfills its promise of engagement, training, and advancement. A company-wide learning culture shows prospective candidates that you take training and development seriously. It also gives candidates an inside peek into your organization by facilitating a seamless employee onboarding and development experience. In an environment in which 67% of candidates would turn down a job offer after a poor interview experience,<sup>6</sup> and 69% of employees are more likely to stay with a company for three years after experiencing effective onboarding,<sup>7</sup> the strategic use of an LMS in the recruiting process becomes a powerful tool.

“When I first came into my company, we were using four different LMS-like tools and employees were confused about where to go to access them. Having all the information in one place has allowed our training team to be more efficient with our time and **ultimately giving employees the best possible learning experience.**”

*Kai Gillespie, Training Development Coordinator with IMT Insurance*





# Developing Talent With an LMS

Both employers and employees benefit from talent development. Employers reap the rewards of having more productive and engaged employees, and employees gain long-term skills and a deep sense of satisfaction. But even with the positive pressure to provide growth opportunities, managers and human resources representatives find themselves lacking the time, resources, and organizational skills to provide realistic career development for individual employees at scale. The promise to help prospective candidates advance in their careers becomes a chronically unmet good intention.

“Thirty years ago, training and development happened by word of mouth,” says Nantel. “Those days are gone, and now organizations need to have things written down and documented efficiently. The concept of a learning opportunity or course has become more fluid — after all, a course could contain a YouTube video with a document and a task. The easier it is to pull this information together in one place, the easier it is for employers and employees alike to see their progress.”





It's one thing to say you support employee career development, but it's another thing entirely to put processes and benchmarks in place to ensure that career development actually happens. A powerful LMS enables your organization to support more intentional and intensive talent development because your company...

- ▶ Isn't limited to traditional in-person training, as a responsive LMS operates on platforms such as tablets, smartphones, and desktop computers.
- ▶ Won't require employees to learn by lecture or text only, as a modern LMS integrates with a practically infinite number of online sources and formats, such as video, tasks, gamification, interactive PDF, and more.
- ▶ Doesn't have to rely on one training module until you can afford to develop another, as a user-friendly LMS is easy to update with best practices for learning and engagement.
- ▶ Isn't limited by pre-existing templates and functions, as a flexible LMS can be tweaked, adjusted, and modified to meet your unique learning goals.



# Increasing Retention and Decreasing Turnover With an LMS

While the causes and rates of turnover may vary, the pressing need to retain top talent is common across all industries. In a job market that favors job seekers — and in which 71% of employees are looking for new jobs — employers must pull out all the stops in meeting employee demand for competitive compensation, recognition, and opportunities for advancement. And on a deeper level that speaks to employees' needs for community and meaning, employers must answer one pressing question: "Why should I stay?"

Used holistically, an LMS can help your organization answer this question and dramatically decrease turnover. Consider these facts:

- ▶ **A clear path to advancement has been proven to reduce turnover.<sup>10</sup>** An LMS can track an employee's progress and automatically notify managers and human resources team members at predetermined milestones.
- ▶ **Competitive salaries have been linked to higher retention rates.<sup>11</sup>** An LMS can offer paths to certification and training that enhance employee skills and prepare employees to contribute to the company at a higher level.
- ▶ **Companies with strong company cultures experience lower turnover.<sup>12</sup>** An LMS with social connectivity tools can be used to enhance employees' sense of common purpose, creating a more engaged and connected community.





Of course, some organizations operate within industries with notoriously high rates of turnover. If you've exhausted methods for "fixing" your company's high turnover rate, an LMS can help you manage it more productively by decreasing the amount of time new and short-term employees spend onboarding and training:

"Some of the fast food chains we work with build their business model around a 30 to 40% turnover rate each year," says Nantel. "In order for these new employees to be productive, companies must be able to get the replacement employee up to speed as quickly as possible. Big chains like McDonald's have succeeded because they're able to get someone in place and creating food in a short period of time. They understand that training is as critical to the business as sourcing ingredients."<sup>13</sup>





# Put Your Technology to Work for You

In an increasingly competitive marketplace, an outdated approach to talent development will limit your access to top talent. And when your talent is limited, your company's productivity, innovation, and profits are limited, too. It's time to treat your LMS as the powerful talent development tool it is by considering how you can use your LMS to recruit, train, and retain your company's most important asset: its talent.

**“We want our employees to own their own careers rather than waiting for a manager to tell them what to do to move forward. Our LMS allows us to catalog our training in such a way that if someone's looking for a specific way to broaden their opportunities, they know exactly what to do to advance.”**

*Kai Gillespie, Training Development Coordinator with IMT Insurance*





# absorb

Absorb Software is a learning technology company based in Calgary, Alberta Canada, with subsidiaries in England, Ireland, Australia, China and the United States. The Absorb flagship product, Absorb LMS, is an industry-leading and award-winning Learning Management System for businesses, higher education, government and non-profit agencies around the world. Learn more at [www.absorblms.com](http://www.absorblms.com), or follow the company on LinkedIn, Facebook, or Twitter.

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