

Employee Retention Course

Lesson #3

"Creating Best Places to Work"



Gregory P. Smith, MS
Chart Your Course
International

770-860-9464

www.HighRetention.com



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Chart Your Course International
2814 Highway 212, SW
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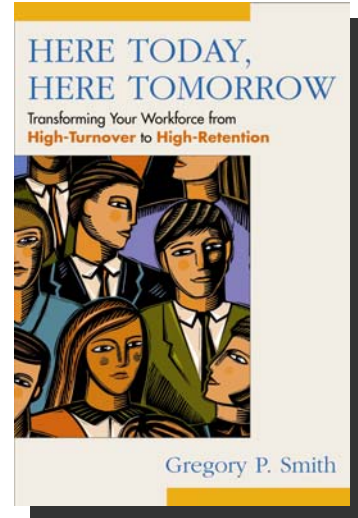
Phone: 770-860-9464

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About Chart Your Course International

Chart Your Course International shows managers, business owners, healthcare and human resource professionals not only how to retain their most talented performers, but also how to transform their entire workforce into a high-retention culture.

Gregory P. Smith is the President of Chart Your Course International and the author of the book, ***Here Today Here Tomorrow: Transforming Your Workforce From High Turnover To High Retention***. <<http://www.highretention.com>>

Our training programs provide the knowledge, skills, tools, and processes to create a great place to work. Our programs have the following benefits:

- **A stable workforce with lower attrition.** *Retention* programs are more effective and less expensive than *recruitment* programs. Reduced turnover gives you more stability, which pleases both employees and customers alike.
- **Lower costs.** The average cost to recruit and train one employee is estimated at two times an employee's salary.
- **Improved performance and greater potential.** Studies show only half of the workforce put effort into their job over and beyond what is required. Three out of four people said they had the ability to become more effective than they were.
- **Improved Customer/Patient Satisfaction.** A satisfied workforce reflects a positive attitude toward others. They in turn will reflect a positive attitude toward customers and patients thus generating higher satisfaction scores, which will grow the profits of your organization.

Why People Quit Their Jobs

Employees quit for many reasons but, in general, there are five important areas that motivate people to leave their jobs.

- Poor match between the person and the job
- Poor fit with the organizational climate and culture
- Poor alignment between pay and performance
- Poor connections between the individual, their coworkers, and the supervisor
- Poor opportunities for growth and advancement

These five P's can be addressed successfully. Employee retention begins by paying attention to what causes low job satisfaction as well as what attracts, retains, and motivates your workforce.

Here are a few areas to consider:

Create a positive work environment. Money and benefits may bring employees through the front door, but poor work conditions drive them out the back. In its National Study of the Changing Workforce, the Families and Work Institute showed earnings and benefits have only a 3 percent impact on job satisfaction. "Job quality" and "workplace support" have a combined 70 percent.

Hold managers accountable for turnover. Set specific responsibilities for Human Resources, supervisors, and executives on what their specific role is in employee retention. Train managers so they understand what leads to higher retention and greater job satisfaction. Hold managers responsible for retention in their departments, set turnover goals for each manager, and track accordingly. Promote managers whose behavior is consistent with the organization's values and philosophies.

Identify and weed out poor performers. The relationship with the employee's front-line manager is the most common reasons people leave. La Rosa's is a large restaurant business with over 3000 employees. As part of their employee retention strategy, all employees evaluate their bosses twice a year using a special report card. It asks the employees to give their managers a letter grade from A to D in four categories. Any score less than a "B" requires a specific comment from the employee. After it is completed, they tabulate the comments and design action plans for improvement.

Develop an "Onboarding" program for the first 90 days on the job. Don't hire and abandon your new employees. Insure they get the support, training, and assistance they need. Quint Studer, CEO of the Studer Group, a consulting firm in Gulf Breeze, Florida, finds companies that take steps to "re-recruit" employees can improve performance and reduce turnover in their first three months by as much as 66 percent.

Hire the best and avoid the rest. Research shows those organizations that spend more time recruiting high-caliber people earn 22% higher return to shareholders than their

industry peers. Cisco CEO John Chambers said, "A world-class engineer with five peers can out produce 200 regular engineers." Instead of waiting for people to apply for jobs, good organizations are always on the lookout for high-caliber people.

Provide learning opportunities. For many people, learning new skills is as important as the money they make. Identify career paths and provide developmental opportunities for employees early in their jobs with the organization. Promote on-going, two-way communication between employees and their immediate managers regarding career progress. In a study by Linkage, Inc. people said they would consider leaving their present employer for another job with the same benefits if that job provided better career development and greater challenges.

Make people feel appreciated. People want to be paid well, but also would like to be treated with respect and appreciation. Find creative ways to make people feel good about their job. We have helped organizations set up something called, "peer recognition." Peer recognition allows people to reward each other for doing a good job. It works because employees are in the best position to catch people doing the right things. TD Industries in Dallas, Texas, helps their employees feel valued by using one wall within the company to place photographs of all employees who have been with them more than five years. They also try to make everyone feel equal and have no reserved parking spaces for executives. That is one reason why TD Industries was listed by Fortune Magazine as one of the **Top 100 Best Places to Work**.

Measure the attitudes of your workforce. High-retention workplaces are using employee climate assessments to measure the attitudes and feelings of their workforce. Every organization should conduct some form of climate assessment periodically during the year.

Focus on individuals. You must manage retention one employee at a time. Focus on the key jobs that have the most impact on profitability and productivity. Everyone has a different set of needs and expectations about their job. By conducting an individual retention profile, managers can quickly identify the employee's unique motivations, goals, level of job satisfaction, as well as other expectations.

Focus on the family. One small company gives their employees' children a \$50 Savings Bond twice a year when they get straight A's on their report cards. Another survey of 1,000 companies showed half of them let workers stay home with mildly ill children without using vacation or sick days. Two-thirds permit flex time defined as allowing employees to adjust work hours on a daily basis.

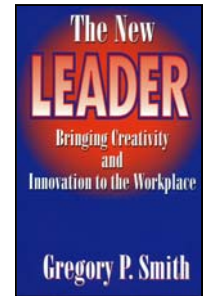
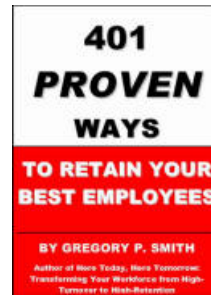
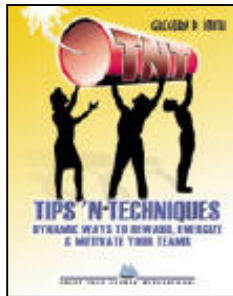
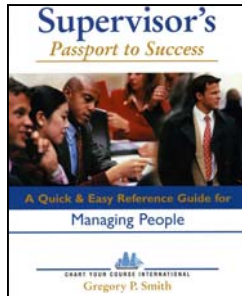
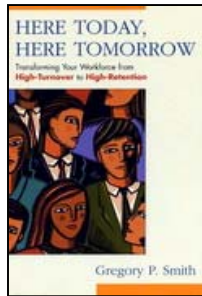
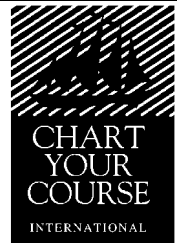
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