

Employee Retention Course

Lesson #4

"Creating Best Places to Work"



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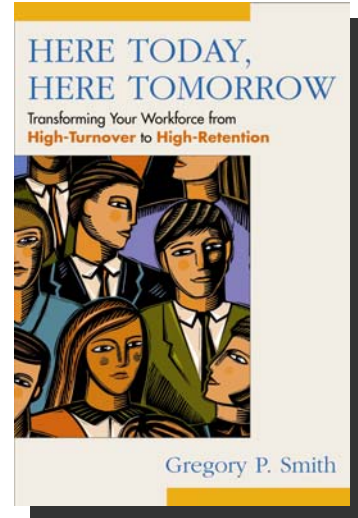
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About Chart Your Course International

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.

Build Connections Between Managers and Employees

“As the economy approaches another expansionary period and the labor markets tighten, many fear upwards of 50%-60% of American workers will seize on the first opportunity to jump ship.”

Source: Human Capital Institute (HCI).

Consider this story:

Shari is a nurse recently hired by a major hospital in a major-market area. She is a single mom and has worked at two other competing hospitals in the last 10 years. Shari has been recognized for her service as a star performer.

In her new job, Shari's employer offered her more money and a chance for more flexible shifts. After two weeks on the job, Shari had still not been placed on the schedule they promised her. She tried to talk to the floor supervisor, but was told to be patient. Three months later, Shari began having trouble at home juggling the work schedule, and still she had no flexible shifts. Shari confronted her supervisor at the main desk to explain her situation.

'I cannot continue to work these hours. This is not what I was told I would be working. I've let it go until now, but I just can't do this any more,' Shari said.

'Sorry, that flexible shift will not be possible. Actually, I am going to need you to work more hours to fulfill the need. We're short-handed, and that's not going to change. So you're just going to have to suck it up and pull your weight.' Her supervisor said, before rushing off.

Shari felt overwhelmed, unappreciated, and deflated. Her supervisor did not listen. Nor did she seem to care.

Some Perspective

Chances are, Shari will start looking for a new job. With nurses in demand, she knows her possibility of getting a job that fits her needs is high. Research shows that employees do not quit their company as much as they leave their supervisor or manager. Also, people typically consider leaving a job three to six months before resigning, and at the same time productivity declines because he/she is not engaged with the organization any longer.

The Bureau of Labor Statistics (BLS) reports in 2005, annual hires rose for the second year in a row, but employee turnover increased “notably” for the second year in a row as well.

In 2005, industries with higher-than-average voluntary quit rates included:

- Leisure and hospitality -- 44.9 percent
- Retail trade -- 32.6 percent
- Construction -- 25.4 percent
- Healthcare -- 25 percent

With employment opportunities increasing each day, minimizing employee turnover along with finding new employees, is one of the toughest challenges in a talent-competitive market. Most will agree it is unrealistic employees will stay at their organization for life. However, once you attract them, you need to build a relationship and keep them engaged.

The HCI reports the total cost of replacing a single senior manager or professional can approach two or three times that person's salary. The potential for organizations to save a tremendous amount of money and knowledge by retaining employees is huge.

Employees Quit Their Bosses, Not Their Companies

The fact is many supervisors and managers are unaware how their personal actions and management skills affect employee turnover. A major part of an effective retention strategy is manager training. Our training solutions focus on this most important factor of retaining your key team members. You will learn to train your leaders and provide the skills, tools, and research-based approaches to help them assess their team members' retention needs, increase commitment, and implement a retention action plan designed to increase employee engagement in the organization and commitment to the future.

Take this quick test: Are your managers able to do the following?

- Describe the scope, severity, and cost of attrition.
- Determine the risk of attrition for each team member.
- Identify which retention factors motivate each team member.
- Properly trained to coach, motivate, and manage individual performance.
- Understand what causes job satisfaction and dis-satisfaction.
- Increase each team member's engagement and commitment.

If you cannot check all of these, your organization may be at risk for higher turnover and lower job satisfaction.

Our customers tell us our training works so well because it enables managers to make the desired changes in management behavior and then improve business results.

Organizations that train their managers and supervisors in these areas experience lower turnover rates.

- Essential Skills of Leadership
- Essential Skills of Communicating

- Effective Discipline
- Developing Performance Goals & Standards
- Improving Work Habits
- Coaching Job Skills
- Delegating Effectively
- Providing Performance Feedback
- Managing Complaints
- Communicating Up
- Resolving Conflicts
- Supporting Change
- Retaining Winning Talent

For more detailed information and solutions to your retention issues consider the following resources:

Online and In-house management training courses:

<http://www.chartcourse.com/supervisortraining.html>



Click on this link for the previous retention lessons and an additional eighteen lessons.

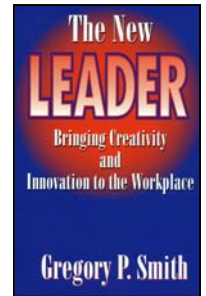
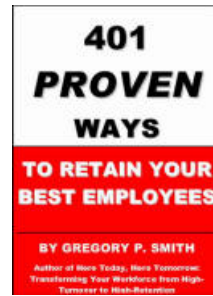
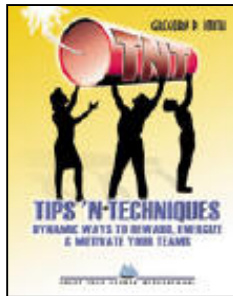
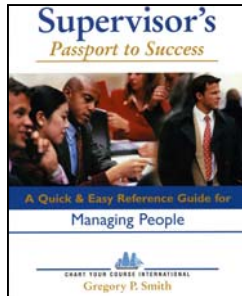
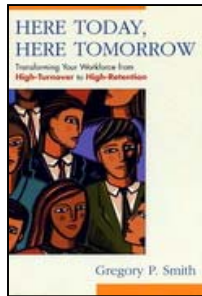
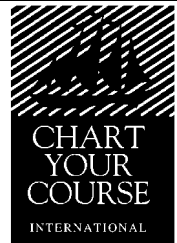
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