

Employee Retention Course

Lesson #5

"Creating Best Places to Work"



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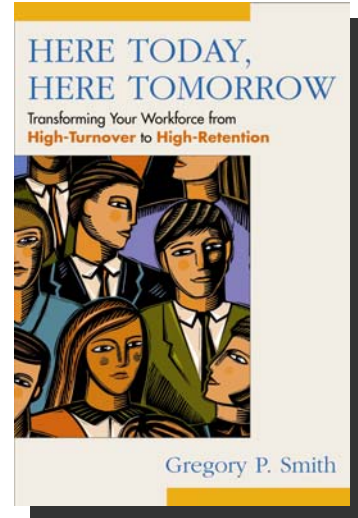
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About Chart Your Course International

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.

The Components of an Effective Retention Strategy

Imagine, your best person just walked into your office and handed you her two week notice. You had no clue she was unhappy. Now what do you do? Who is next? How long will it take to find a replacement?

High retention organizations don't leave employee retention to chance. A good manager is an environmentalist--they formally monitor the attitudes of their workforce and have processes in place to avoid these kind of surprises.

For example, Synovus Financial, listed in the "Top 100 Best Places to Work" has this dictum in place for all their managers.

'A manager's most important role is to serve, grow, and inspire his or her people with no exception.'

Statements are fine, but it takes more than a motto to build an effective retention strategy. Instituting a formal retention program has two objectives: First, it can help focus on and prevent the issues causing people to leave; and second, it can transform people into more productive employees.

There are six major components in developing a formal retention strategy:

1. Hold people accountable.
2. Assess the organization for weaknesses.
3. Measure what is important.
4. Increase employee ownership and involvement.
5. Build relationships and create a positive first impression.
6. Devise intervention strategies.

Let's look at a couple of these components.

Step 1: Hold People Accountable

Everyone should be responsible for retention. Obviously, the person most accountable, influential, and with the authority to make a difference in retention is a person's supervisor.

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.

So first let us hold the direct supervisor or manager responsible and reward those who do a good job with employee retention.

The first major change in employee retention is to shift the responsibility from HR to others in the organization. HR should not be the sole responsible agent for finding, keeping, and motivating the workforce. HR still plays an important role, however, and remains accountable.

HR must be held responsible for ensuring the managers have the tools and training they need to do their job. HR should set up training programs on retention for managers and supervisors, and institute policies and procedures that create a work environment for maximum productivity.

To facilitate accountability, consider appointing a Retention Committee or Czar to give full-time attention to company wide retention efforts. Especially beneficial to large organizations, this kind of full-time attention can be helpful as long as it does not shift the responsibility away from those who have the greatest impact on the life and productivity of the employees.

Step 2: Assess the Organization for Weaknesses

Two kinds of assessments can help pinpoint potential retention problems: (1) a regular, informal assessment of employees by their managers; and (2) a formal, twice-yearly written assessment that lets employees express their feelings about the company.

Managers, as part of a monthly staff meeting, may conduct the informal assessment. During the meeting, managers need to identify individuals whose departure would leave the company vulnerable. Who would be the hardest to replace? Who has the most key knowledge/intellectual capital? Are there certain groups of people who feel left out and disadvantaged?

Next, focus on individuals going through some form of life change--marriage, pregnancy, divorce, a child's graduation, or another important event that could influence job satisfaction and/or persuade or force employees to leave the organization.

Managers and supervisors should know their employees well enough to recognize when one of these events is taking place and consider how to address it.

A formal, internal climate assessment can help your company keep its finger on the pulse of its people's feelings about the organization. It is a particularly effective strategy for large organizations scattered in remote locations. It is a common tool among leading high-tech companies like Gateway, Inc., computer maker, which assesses one-twelfth of its employees each month.

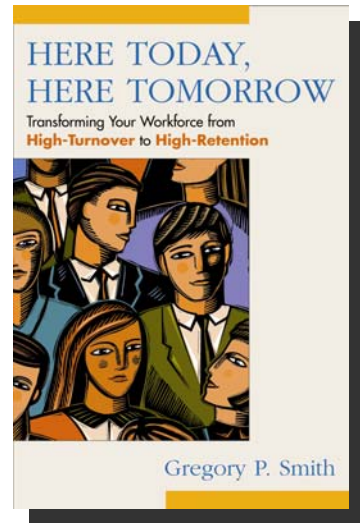
An internal climate assessment can vary in length, but the best ones have anywhere from 50 to 75 questions that probe employees' attitudes toward the company.

This kind of internal climate assessment requires foresight and forethought. First, you must come to grips with what you want to know and be willing to make changes based on the results.

Step 3: Measure What Is Important.

The old saying is true: what gets measured gets done. Establishing and measuring key indicators can quickly identify and pinpoint possible causes and sources of turnover.

You can find the remaining steps in the book: Here Today, Here Tomorrow.



Visit <http://www.behaviorprofile.com> to find more about online organizational surveys.

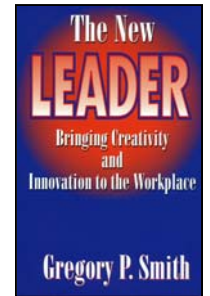
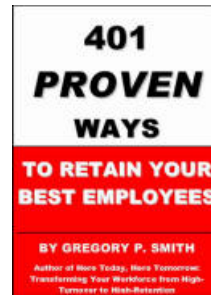
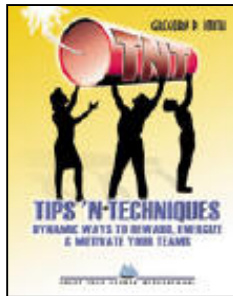
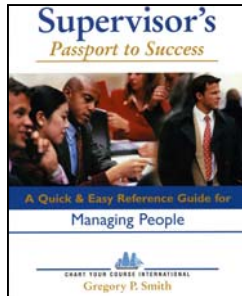
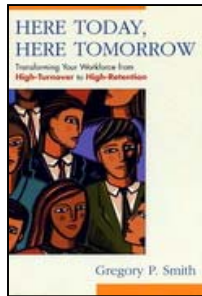
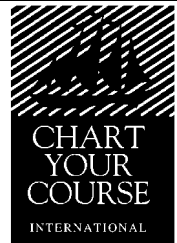
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