

Employee Retention Course

Lesson #6

"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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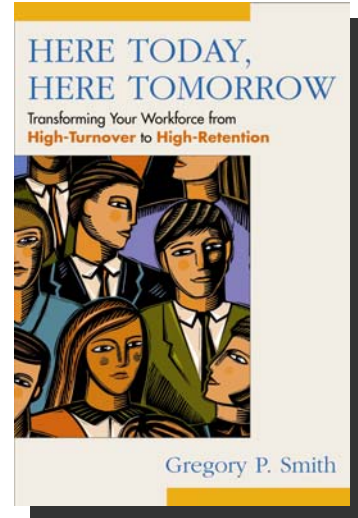
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Fax: 770-760-0581

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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.

Employee Orientation and Onboarding Process

You don't get a second chance to make a good first impression.

For many businesses, the highest level of turnover occurs during the first 90 days on the job. So make the first 90 days stand out as a positive experience, a celebration that makes him or her proud to have chosen your organization.

One company we worked with averaged a 50% turnover rate during the first thirty days. Many of the new employees quit during their first week of employment.

Management just scratched their heads and hid behind the excuse, 'People today just don't have a strong work ethic.' Not until we sat down and started asking 'why' did the real problem emerge. It was not the work ethic of new employees, but how the new employees were treated.

There was a steep learning curve and the employees had to learn technical skills quickly. As part of the orientation process, new hires were ushered into a conference room to watch about 15 training videos by themselves. The information was very technical and foreign to many of the employees who took jobs there. They did not get to meet other employees. No one took them out to lunch. No wonder, at the end of the week, they opted not to return!

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.

Here are a few things you should consider as part of your Onboarding process.

Before an employee's first day of work, make sure to do the following:

- Appoint a person or have a concierge call before the new hire starts work.
- Have the new hire fill out forms on the company intranet if available.
- Send a greeting such as a card, welcome basket, or other gesture.
- Have a HR rep call and answer questions about benefits and the like.
- Ensure new hires know how to and where to park their cars, if applicable.

During an employee's first week at work, make sure to do the following:

- Have a group of key employees sit down with the new person to discuss what it is like to work there.
- Provide the new hire a support network.
- Take a digital photo of the new person and create a flyer to hang on the wall detailing his or her hobbies, experience, and background information.
- Introduce the new hire to the CEO/president.

- Provide the new employee a reserved parking spot.
- Provide a copy of the organizational values, mission, and vision statement.
- Make sure the employee has a phone and e-mail directory of everyone in the organization.
- Assign an employee who enjoys working with people as a buddy to the new hire.
- Ensure the new hire's work area is properly equipped and stocked, ready for the first week of work.
- Have a company T-shirt and/or company mug ready for the person.
- If applicable, have business cards ready.
- Take the new person out to lunch to meet the team.
- Hang a welcome sign, signed by the team
- Put pictures of new hires in the local newspaper and company newsletter welcoming them to the team.
- Send the spouse and family members a welcome gift or appreciation basket.
- Take a team photograph.

Here are a few ideas to help assimilate your new employees and reduce turnover during the first 90 days on the job.

New hire 'boot camp.' To train new people on the company culture as soon as possible, Prentiss Property Services puts new property managers through an intensive weeklong boot camp. Customized for managers, engineers, development officers, facilities managers, and administrative assistants, the boot camps help 12 to 16 new hires learn all aspects of their job from paperwork to customer service and technical aspects.

Buddy System. Redken has a buddy system for new presenters that represent their company. When a new person comes on board, a veteran acts as a coach to help the person through the tough and embarrassing times of becoming a strong presenter. The coach feels empowered when selected by the supervisor, and the 'newbie' is assimilated more quickly into the organization and becomes a better team member.

Club 1230. The Boys and Girls Club of America has a unique way to improve teambuilding in its Atlanta office. Once a week, everyone gathers to meet and greet new employees and share news of the good things happening in the organization. This helps tear down functional silos, improves communication, and makes everyone feel part of the same team.

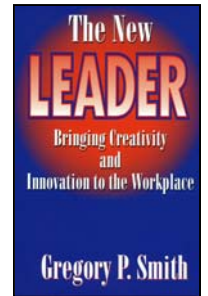
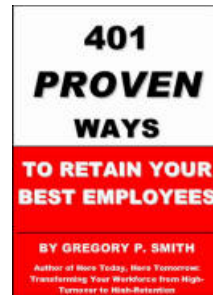
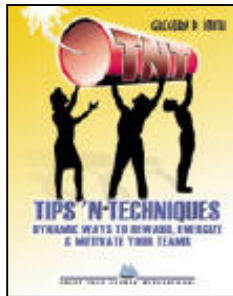
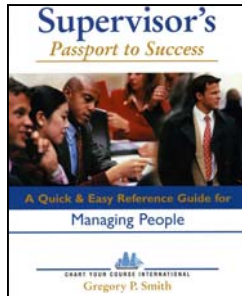
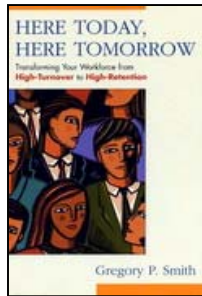
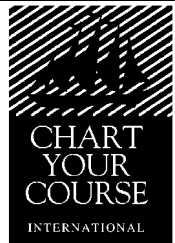
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