

# Employee Retention Course

## Lesson #7

*"Creating Best Places to Work"*



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**International**

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[www.HighRetention.com](http://www.HighRetention.com)



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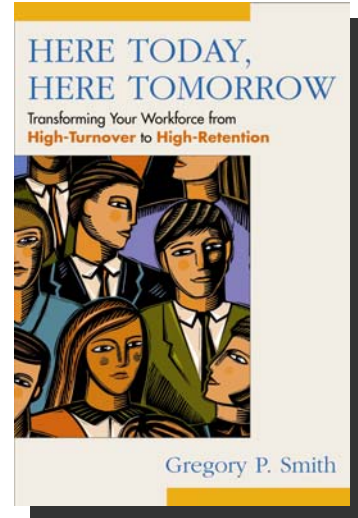
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## About Chart Your Course International

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.

## **Recruit and Select the Right People**

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 employees.

You can no longer depend on resumes, job applications, and interviews. You must go one step further.

Square Pegs or Round Holes?

Ask yourself. 'Are you just filling jobs or is this person's values, skills, motivations, and talents the right fit for the right job?'

Yes, a structured approach to interviewing will improve your chances, but it is important to go one step further. Pre-employment screening is an important aspect of the hiring process for a growing number of employers. A better approach is needed.

Many organizations are now turning to behavior assessments and personality trait testing for both hourly workers and managers. Back in the late 1990s, only 5 percent of Fortune 500 companies used some type of assessment. Today, that figure is climbing to 65 percent. A year 2000 study by the American Management Association showed nearly half of 1,085 employers polled use at least one assessment in their interviewing process.

Javier Lozano, SPHR (Senior Professional in Human Resources), an organizational capability coordinator for Chevron USA, recently told HR News: 'A validated pre-employment test can be a strong predictor of future performance and whether an applicant is a good fit for the job. If used correctly, a validated test can be one of the best retention tools available to the employer.'

One bank using computerized assessments selected people who sold \$60,000 more services and products annually.

A manufacturing company, using the assessment, hired people who generated \$21,600 more per year than the company average and \$42,000 more than those who received failing scores with the assessment. By using behavioral interviewing processes and assessments, Ritz-Carlton hotels were able to reduce their turnover from 100 percent to less than 30 percent.

By using assessments and profiles, our company has been able to help clients reduce turnover and improve the quality of the workforce. Behavioral profiles and assessments have proven to be an effective tool for improving the management of an organization.

They provide an accurate analysis of an employee's behaviors and attitudes otherwise left to subjective judgment.

For more detailed information and solutions on our pre-hiring and development assessments go to: <http://www.behaviorprofile.com>

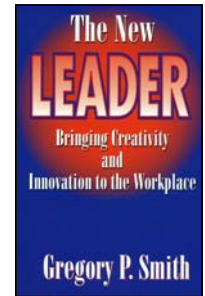
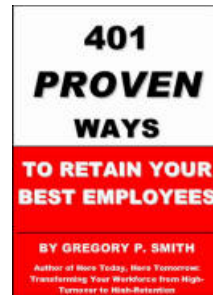
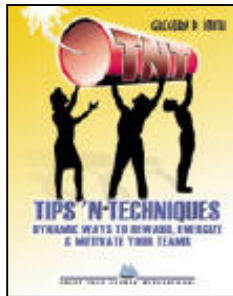
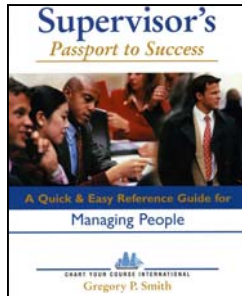
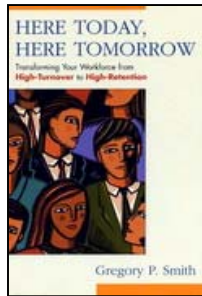
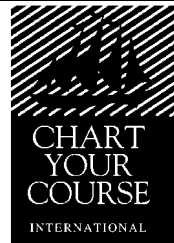
Click on this link for the previous retention lessons and an additional eighteen lessons. <http://www.highretention.com/retention-lessons.html>



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