Administration

If you need CPE or HR credit, please participate in all polling questions throughout the presentation.

Administration

A recording of today's webinar will be emailed
for your reference or to share with others.

Administration

For best quality, call in by phone
instead of using your computer speakers.

Administration

To ask questions during the presentation,
use the questions box on the right side of your screen.

Administration

Please provide your feedback
at the end of today's presentation.

Administration

Carrie Cox
Senior Consultant
HR Services

Serves manufacturing, construction, banking and not-for-profit clients

Earned PHR and SHRM-CP credentials

Certified practitioner of the Myers-Briggs Type Indicator

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Today's topics

- Reasons employees leave
- Cost of turnover
- Evaluating employees for "stickiness"
- Methods for gathering employee feedback
- Strategies for creating a workplace employees don't want to leave
- Current environment impacts

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POLLING QUESTION #1

Please answer for continuing education credit

Why do employees leave?

- Lack of appreciation
- Bad managers
- Lack of career growth
- Higher pay
- Seeking meaningful work
- COVID-19

WHAT IS THE PRIMARY REASON YOU SOUGHT EMPLOYMENT OUTSIDE OF YOUR CURRENT ORGANIZATION?

25%
I WANT HIGHER PAY

10%
MY CURRENT POSITION IS NOT FULL-TIME

16%
I AM UNHAPPY AT MY CURRENT ORGANIZATION

7%
I WANT A PROMOTION

14%
I WANT TO WORK AT AN ORGANIZATION MORE ALIGNED WITH MY VALUES

2%
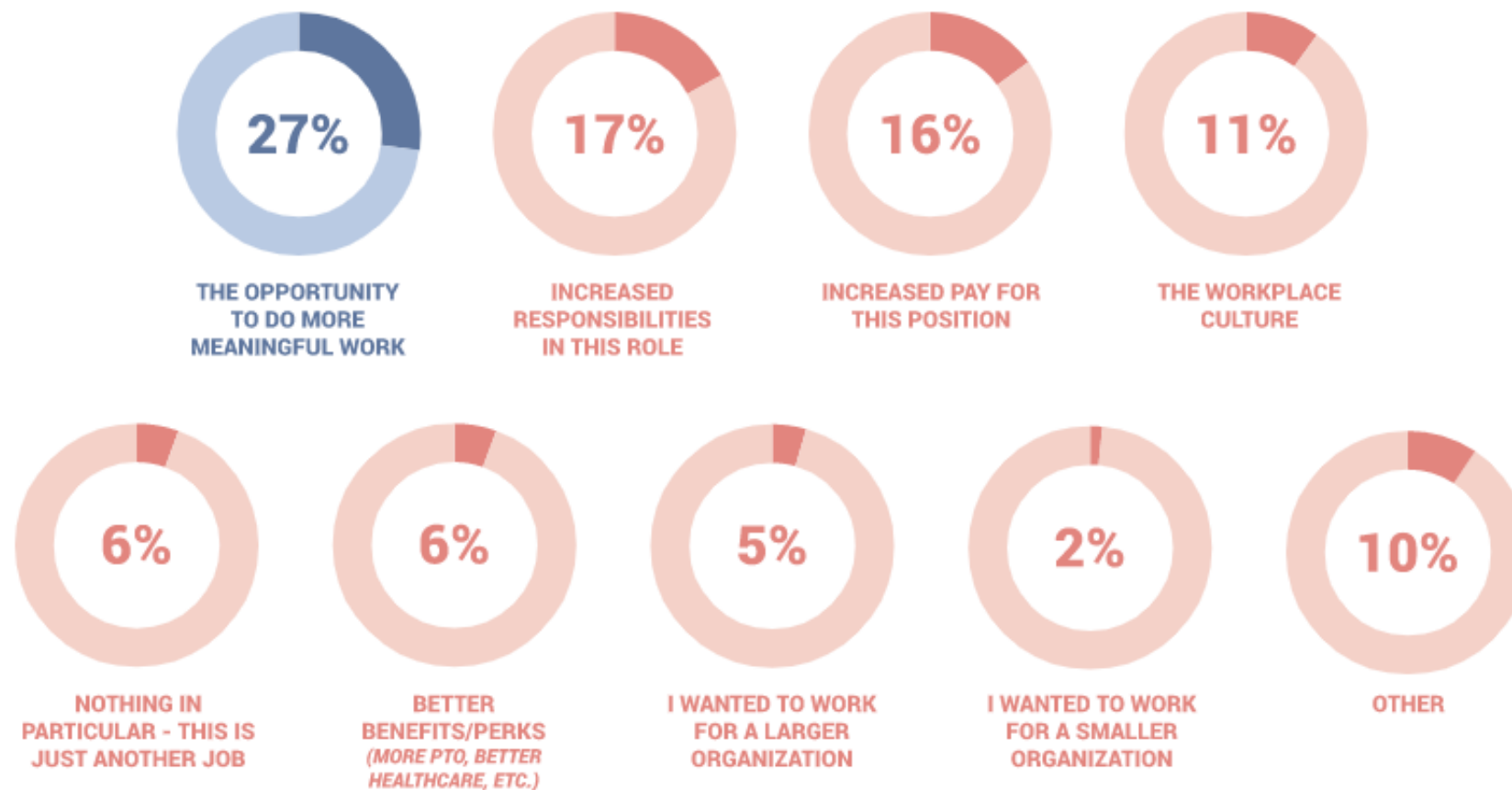I WANT A MORE FLEXIBLE SCHEDULE

11%
I AM RELOCATING

15%
OTHER

Source: PayScale 2019

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79%

of employees who quit their jobs cite **lack of appreciation** as a key reason for their leaving

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WHAT IS THE MAIN THING THAT ATTRACTED YOU TO THIS NEW ORGANIZATION?

27%
THE OPPORTUNITY TO DO MORE MEANINGFUL WORK

17%
INCREASED RESPONSIBILITIES IN THIS ROLE

16%
INCREASED PAY FOR THIS POSITION

11%
THE WORKPLACE CULTURE

6%
NOTHING IN PARTICULAR - THIS IS JUST ANOTHER JOB

6%
BETTER BENEFITS/PERKS (MORE PTO, BETTER HEALTHCARE, ETC.)

5%
I WANTED TO WORK FOR A LARGER ORGANIZATION

2%
I WANTED TO WORK FOR A SMALLER ORGANIZATION

10%
OTHER

Source: PayScale 2019

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Turnover costs

Pre-quitting behaviors

- ↓ Work productivity
- ↓ Team player
- Doing the minimum amount of work
- Less interest in pleasing their manager
- ↓ Commitment to long-term timelines
- Negative change in attitude
- ↓ Effort and work motivation
- ↓ Focus on job-related matters
- ↑ Expressed dissatisfaction with current job
- ↑ Expressed dissatisfaction with supervisor
- ↑ Left early from work
- Lost enthusiasm for the mission
- ↓ Interest in working with customers

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What do employees want?

Ways to get feedback

- Employee survey
- Employee focus groups
- Informal discussions
- Stay interviews
- Exit interviews

POLLING QUESTION #2

Please answer for continuing education credit

Exit interviews

- Why are you leaving?

- What made you start looking?

- Did you share your concerns with anyone?

- What does your new job offer that influenced your decision to leave?

- What would have made you stay?

- Would you ever consider returning?

- What does your replacement need to know?

Stay interviews
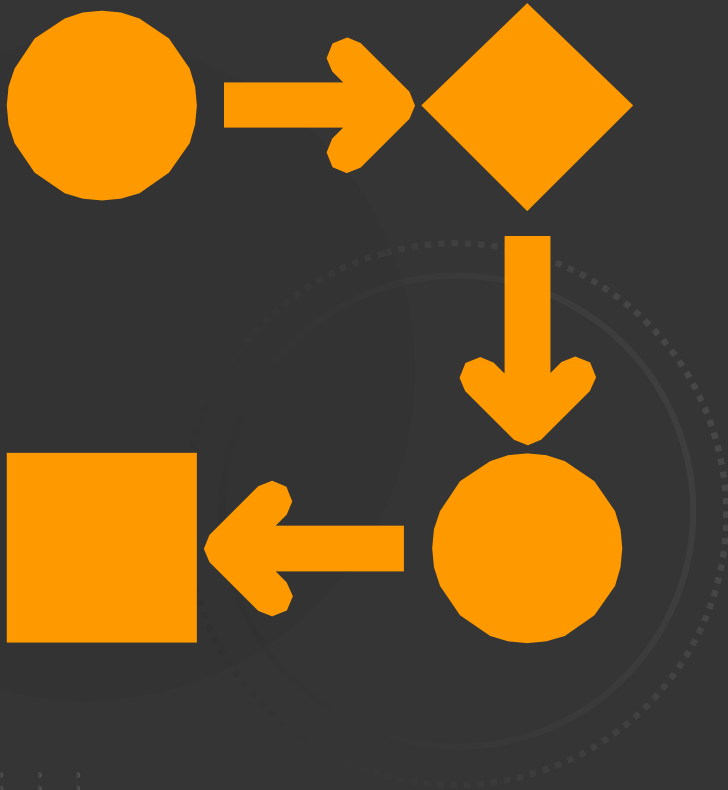
- When you come to work each day, what things do you look forward to?

- What are you learning? What do you want to learn?

- Why do you stay here?

- When was the last time you thought about leaving our team? What prompted that?

- What can I do to make your experience at work better for you?

Employee retention history

Past strategies

- Job security
- Career track (lifetime employees)
- Bonus
- Pensions
- Health insurance
- Life/disability insurance
- Vacation

Current context

Employees want to give input and ask questions

[Good] Employees have a lot of potential jobs

Employees want work to be fulfilling

Retention strategies

- Define employee value proposition
- Hire the ~~best~~ right people
- Onboard well
- Build good bosses
- Develop employees
- Seek feedback
- Relentlessly improve

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POLLING QUESTION #3

Please answer for continuing education credit

What makes you unique?

Employee value proposition

Compensation

Alignment

Atmosphere

Growth

Acknowledgement

Autonomy

Communication

Eric Chester*: On Fire at Work: Great Companies Ignite
Passion in Their People Without Burning Them Out*

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Employee value proposition
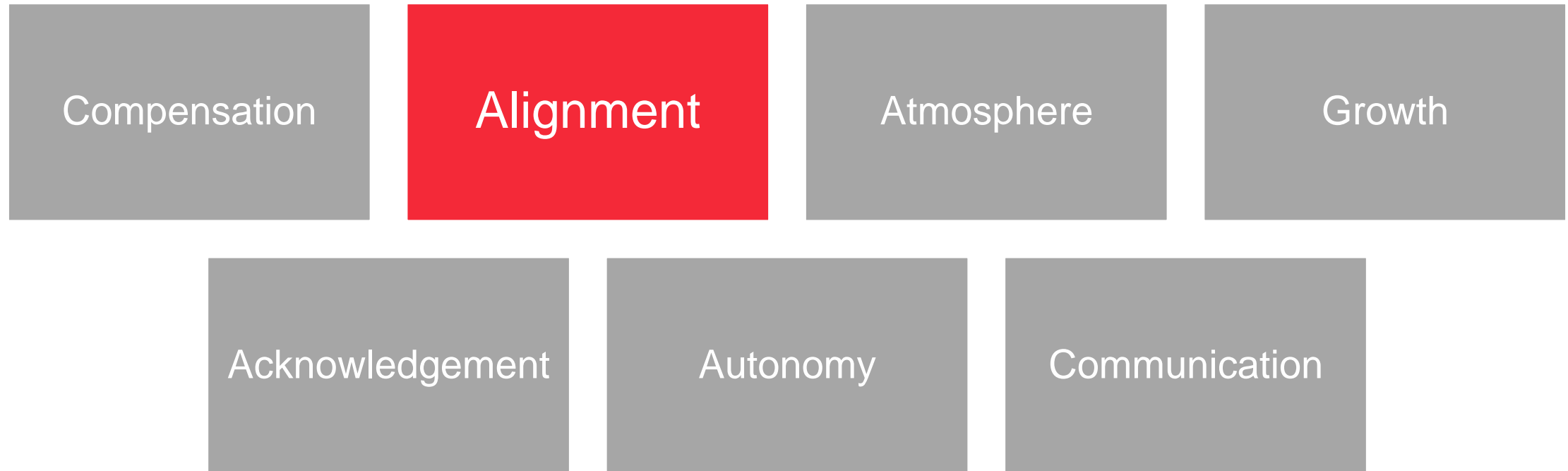
Compensation

Alignment

Atmosphere

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Eric Chester*: On Fire at Work: Great Companies Ignite Passion in Their People Without Burning Them Out*
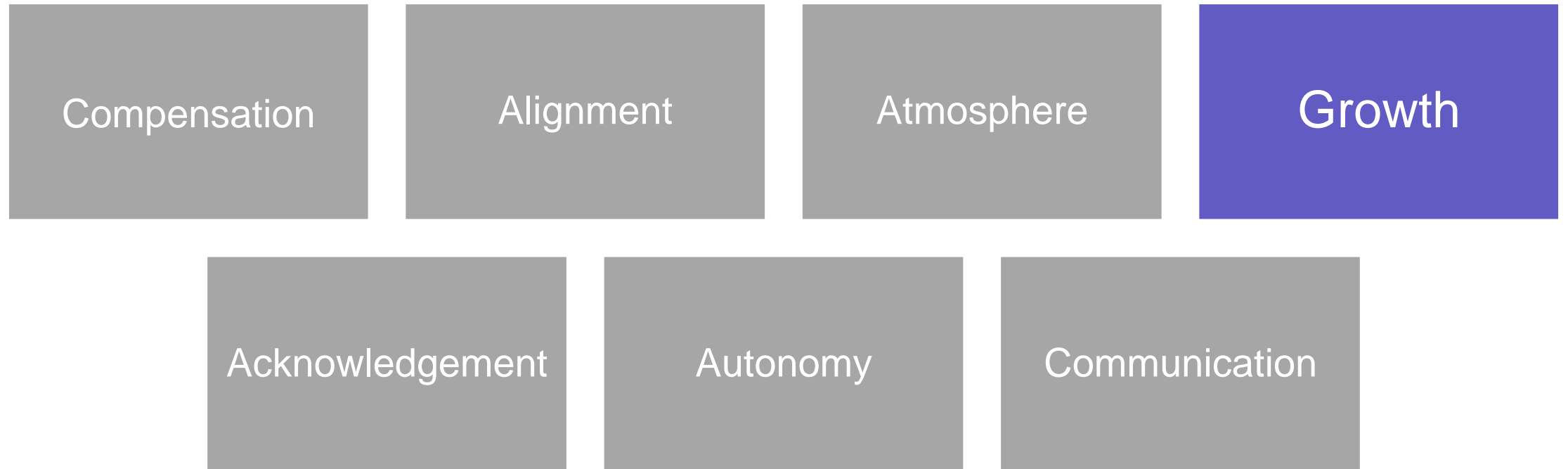
Employee value proposition

Compensation	**Alignment**	Atmosphere	Growth
	Acknowledgement	Autonomy	Communication

Eric Chester: *On Fire at Work: Great Companies Ignite Passion in Their People Without Burning Them Out*

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Employee value proposition

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Employee value proposition

Compensation

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Hire the right people

USE A PROCESS

CONSIDER ASSESSMENTS

JOB PREVIEW/SHADOW

CHECK REFERENCES

CONSIDER ALTERNATIVE TALENT POOLS

Hire the right people

USE A PROCESS

CONSIDER ASSESSMENTS

JOB PREVIEW/SHADOW

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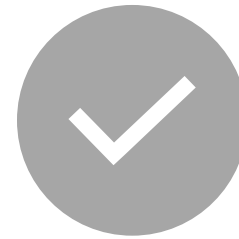
Hire the right people

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Hire the right people

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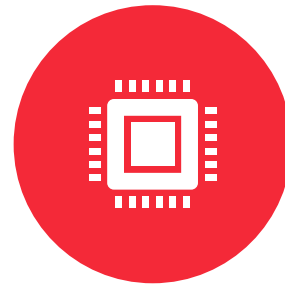
JOB PREVIEW/SHADOW

CHECK REFERENCES

CONSIDER ALTERNATIVE TALENT POOLS

Onboard well

Have a process

Technical AND non-technical training

Length of onboarding time

Mentor / buddy

Build good bosses

Connect to purpose	Set clear expectations	Give regular attention
Delegate	Develop	Build good teams

Connect to mission

Set clear expectations

Tell employees what you want

Confirm they heard you

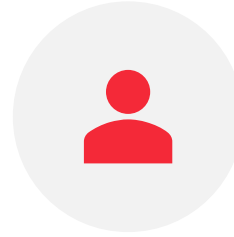Get out of the way

Attention

What's better?
- No feedback
- Negative feedback
- Positive feedback

Delegate

CHOOSE APPROPRIATE TASK

CHOOSE APPROPRIATE PERSON

SET CLEAR OBJECTIVES AND PLAN

IMPLEMENT

MONITOR

EVALUATE / REVIEW

Know your people…
Grow your people

Know Gen Z

Build good teams

POLLING QUESTION #4

Please answer for continuing education credit

Useful resources

AGHUniversity.com

AGHLC.com Insights page

Thank you for attending

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