

# **RETENTION IN THE WORKPLACE**

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# Background

- NDSU
  - Major in MIS & Business Admin.
  - Minor in Comp. Sci.
- Obtained SPHR
  - June 2010
- President Elect of CDHRA
- 7 years of HR experience

# Agenda

- Selection Process
  - Stay Interviews
  - Employee Referrals
- Realistic Job Previews
- On-boarding Procedures
  - 1<sup>st</sup> 90 days
  - Employee Engagement
- Supervisor Training
- Employee Recognition
- Retention Tools

# Separations / Turnover

- The Good,
- The Bad, and
- The Ugly

# Why do people stay / leave?

- Career Development Opportunities
- Promotional Opportunities
- Supervisors
- Total Compensation (Salary & Benefits)

# Why is Retention so Important?

- US Bureau of Labor Statistics
  - 8% decrease in US workforce growth rate
  - 3.72% unemployment for skilled workers
- Recession effects
- Cost
  - [Cost Calculator](http://www.theretentionfirm.com) www.theretentionfirm.com



# Selection Process

- Why is hiring important?
- Where do we get the best applicants?
- What about:
  - Millennials?
  - Older workers?
  - Over-Qualified Applicants?

# Stay Interview

- What's unique about your company?
- What would cause people to stay/leave your organization?
- What benefits/perks would help retain employees?

# Employee Referrals

- Great source for employee recruits
  - Why?
    - Stay longer
    - Perform better
    - Know the job (realistic job expectations)
    - Employee's won't refer someone that can't do job

# Making a Job Offer?

- Think about your:
  - Delivery
  - Time

# Realistic Job Previews

Source: Richard Finnegan, President Finnegan/Mackenzie

- On-site previews
- Ensure previews reach applicant's senses
- Use SME to teach job's true content
- Tell applicants about high turnover issues
- Be honest about worst part of the job
- Schedule preview early in hiring process
- Schedule applicants to meet with high-performers
- Include info for about local area for employees relocating
- Track % of potential hires screened out by your preview
- Build online previews

# Realistic Job Preview

- [Mike's Car Wash](#)
- <http://www.mikesexpress.com/MikesHR/videos.htm>

# Take a Moment

- Think of the best supervisor you ever had.
- Think of the worst supervisor you have ever had.

# 1<sup>st</sup> 90 days

- Most important period of time during employment
- Start of employment
- 30 days of employment

# 1<sup>st</sup> 90 days

- Best Supervisors
- Work with the “Star”
- Proper on-boarding
  - [Employee Engagement](#)
  - <http://www.youtube.com/watch?v=9JbWInqfKLk>

# Employee Recognition

- Think outside of the box
  - Bring in the family
    - Flowers
    - Ice Cream
    - Halloween
  - Co-worker awards
    - Worst Customer of the Year Award
  - Silly with purpose
    - “The Floppy Chicken”

# Extravagant Retention Tools

- Google
- CISCO
- IBM
- SAS
- Kimpton Hotel



# Extravagant Retention Tools

- Bucket List
- Future Job Training
- Charity

# Common Retention Tools

- Is salary a good tool ?
  - 3-6 month maximum
  - Usually not in top 3
- Recruitment Bonus
- Retention Bonus
- Differentials (Shift, Location, etc)

# Common Retention Tools

- Work life balance / Flex Scheduling
- Tuition Reimbursement
- Wellness Initiatives

# Simple Retention Tools

- Career Development (Training)
- Promotions
- Benefits

# Simple Retention Tools

- Communication with Employees
  - Executive Officer Access
- Recognition
- Creating a Culture
  - Zappos! ([http://www.youtube.com/watch?v=4gHIEBU\\_NSg](http://www.youtube.com/watch?v=4gHIEBU_NSg))
  - Job Service Family
  - Apple / Shamrock Buddies!

**Care!**

**Questions?**