



Keeping Top Talent: Today's Top Priority

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Today's Session

- Workforce trends: Retention, engagement and exiting
- Why retention is so important
- Focused retention strategies and actions
- It's all about you

Today's Conditions

- Unemployment at record low levels: National – 3.8% - Minnesota – 3.1%
- High risk of good employees "jumping ship"

Who's Leaving

- Voluntary Separations
 - 51% - Gen Y - Millennials
 - 19% - Baby Boomers
 - 25% - Gen X
 - 4% - Oldest and youngest generations

When are new hires leaving?

- 40% of 2017 quits were within 12 months of hire
- 50% of the 40% left within first 90 days (20% of quits)

Top Reasons Why Employees Leave

- 40% - 45% for better pay
- Promotional opportunities / Career changes
- Benefits
- Organization / job fit
- Inability to speak freely
- Relationship problems with supervisor/manager

A Little from Gallup

- 34% are engaged
- 53% of employees are not engaged
- 13% are actively disengaged

Who's actively looking for a new job?

- 56% of the not engaged and
- 73% of the actively disengaged =
- 30% of employees

Evaluate Your Statistics

- What are your retention/turnover rates?
- How much turnover is negative vs. positive?
- What is the real reason good employees leave?
- What positions experience the highest turnover?

Positive Work Culture = Success

- Culture is your county's shared: values, beliefs, principles, behaviors and attitudes
- Know your true work culture: Fantasy, Delusion and Reality

What Do Engaged Employees Look Like?

- Intellectually and emotionally linked to the county
- Give 100%
- Feel passionate about the county's goals / vision
- Committed to live by its values
- Go above and beyond to delight customers and drive the mission forward
- Where do your employees fall in the engagement spectrum?

Evaluate Every Part of Your Organization from a Retention Perspective

- Ask your leaders and employees
 - What's working?
 - What's not working?
 - Why doesn't it work?
 - How can we fix it?

Involve Everyone in Your Culture/Retention Assessment

- Talk to individuals at all levels
 - One-on-one and in groups - 110% honesty
- Understand strengths and weakness by demographic
- Don't defend, make excuses, ignore what you don't see or believe
- Take it all in without filter
- Put it all in the mix for discussion

Retention Starts at the Top

- Deeply assess the information
- Develop a formal top-down retention strategy
 - Senior Leadership
 - Management
 - Department – Teams
 - Individual
- Include top-down tasks, behaviors, actions, beliefs
- Critique the do-ability of the strategy
- Commit people, cost, time, other resources
- Make it winnable
- Ensure all leaders are 100% committed
- Truly communicate the strategy
- Develop and monitor related internal metrics
- Regularly track successes and struggles
- Annually review and update the strategy
- Hold everyone accountable to retention

Engagement Starts With YOU

- Rate your level of engagement: 1 low – 10 high
- Rate your employees' engagement levels: 1 low – 10 high
- What is the gap, if any?
- How would your employees rate your engagement?
- How much time do you spend motivating, encouraging, mentoring and recognizing your employees?
- Are you modeling the behavior you expect in others?
- What must you keep doing and do differently?

Retention Starts Before You-Hire

- Market employment at your county
- Conduct a thorough, planned interview process
- Trained interviews with scripted questionnaires
- Realistic job preview
- Honest organization description
- Respectful follow-up
- Enticing offer
- Connection between offer and start date

Wow! Them at Hire

- Onboarding
 - Not just HR stuff
 - Not just week #1
 - How long does it really take to master the job?
- Set realistic expectations of new employees
 - Manage to those expectations
- Solicit new employee feedback regularly
 - Where are we meeting your expectations?
 - Where aren't we meeting your expectations?
 - How can we help you succeed?

Truly Develop Employees

- Can you establish a clear career trajectory?
- Are you guiding employees to grow and learn?
- How are you truly investing in them?
- Does your organization follow through on your claimed values of providing learning and development opportunities?
 - Coaching
 - Mentors
 - Training
 - Cross-training
 - Lunch and learns
 - Progressive leadership ladder
 - Discussions of individual current and future success

Think Retention: The Right Players

- Identify who you want to retain
- Learn what it takes to retain them
- Identify the benefits they see in working for you and the county
- Recognize and reward their accomplishments
- Master the art of managing
- Focus on the “keepers”

Conduct “Stay” Interviews

- What do you like most/least about your job and working here?
- How happy are you working here on a scale of 1-10?
- What needs to happen for that number to become a 10?
- Have you thought about leaving? Why leave? Why stay?
- Do you believe that your work has meaning? How can we help?
- Do you have opportunities to grow and develop?
- Are you treated respectfully?
- Do you respect and trust management?
- Do you have what you need to perform your job?
- What are your thoughts on our compensation and benefits?
- How can we improve as an employer?

Eliminate Demotivators

- Ineffective communication of changes
- Overloading with responsibility
- Bureaucracy and meaningless activities
- Confusing roles and responsibilities
- Limited resources to accomplish goals
- Moving target of goals and objectives
- Negativity, complaining,...
- Ignoring employees when making decisions
- Inconsistent application of policies
- Other...

Retention Checklist: Leadership

- Remember, people leave managers
- Master leadership over boss-ship
- Hold leaders accountable to behavior that retains
- Ensure open two-way communication
- Give and accept honest feedback
- Conduct worthwhile, on-time performance reviews
- Connect meaningfully with each employee regularly
- Foster trust and collaboration within team

Retention Checklist: Your Job as Leader

- Competitive pay
- Competitive benefits
- Work-life balance
- True cross-org teamwork
- Quality coworkers
- Culture of authentic, open, timely communication
- Development and growth opportunities
- Be the brand employees are proud of
- Walk the talk
- Live every value
- Be trustworthy
- Know what motivates your people
- Reduce employee pain
- Celebrate individuals, team, milestones

“OWN” Engagement

- Always be aware of engagement levels
- Address company, team, employee issues when they occur
- Celebrate large and small successes
- Make fun happen
 - Start with yourself, inspire everyone
- Ask yourself, “Have I engaged my employees today?”
 - If “no,” commit to tomorrow’s action

Action Item Commitment (3-5 words)



HUMAN RESOURCE STRATEGIES

Executive Advisor

- Your sounding board to provide strategic guidance to CEO, CFO, Senior Management and HR Leaders regarding employees, human resources, organization design and related operations
- HR Mastery Groups – Facilitated monthly HR development meetings

HR Operations

- Serve as the on-going HR partner on your leadership team
- Design and refine your HR department and its administrative practices
- Teach your team the “how-to” of HR operations
- Create/update personnel files, administrative practices, compliance, employment tools, etc. to enhance and streamline efficiencies

Everyday HR Solutions

- Provide on-going HRxpress™ hotline services
- Advise managers on employee relations, development and selection, corrective action, unemployment, exiting and more

HR TOOLS

Employee Handbooks

- Develop practical, understandable, usable handbooks and policies
- Audit, edit and rewrite current handbooks

Job Descriptions

- Audit, write and update ADA compliant job descriptions

Performance Tools

- Customize performance appraisal tools and processes

HR AUDITS

HR Practice and Compliance Audits

- Expert review and audit of your HR practices, written materials, files, tools, etc. and for legal compliance and practical application, including solutions and priorities for achieving the best practices for your HR operation.

HR SERVICES

Help You Hire

- Define job, write and place ads, screen resumes, conduct telephone and live interviews, script interview questionnaires, perform reference checks, create offer and rejection letters

Help You Manage

- Let HRx handle your day-to-day employee relations functions with timely problem solving, management coaching, employee culture assessments, and other team building efforts

TRAINING, SEMINARS and KEYNOTES

Management

- Leadership, Employee Engagement and Retention, Supervising Smart, Interviewing, Performance Management, Team Building, Harassment, Conflict Resolution, Buddy to Boss and other topic areas

Business / Motivation

- Creating an Engaging Culture, Finding Your Voice, Personnel Parodies