Employee Retention and Engagement

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What is Retention?

Employee retention refers to the ability of an organization to retain its key employees. (Reduce Turnover)

When do you think most leaders ask questions like, “What can I do to keep you?”
EMPLOYEE RETENTION

Retention programs are much cheaper and much easier than Replacement programs.
“You can’t expect people to be committed, to be loyal to an organization, to be engaged in an organization, [or] to want to stay in an organization if the organization doesn’t care about them.”

-David Sirota

“Customers will never love an organization, until the employees love it first”

-Simon Sinek
So why do employees leave their jobs?

1. Relationship with boss
2. Bored and unchallenged by the work itself
3. Relationships with coworkers
4. Opportunities to use skills and abilities
5. Contribution of work to the organization’s mission
6. Autonomy and independence
7. Meaningfulness of job
8. Organization’s financial stability
9. Overall corporate culture
10. Management’s recognition of employee job performance

https://www.thebalance.com/top-reasons-why-employees-quit-their-job-1918985
What group is most vulnerable?

- Your risk of losing talent is highest in the first three to six months on the job.

- Too often we choose the right people but fail to support them as they assume their new roles.

- Orientation (on-boarding) as well as on-going support are key pieces of success in tenured employees.
Purpose of Orientation

Orientation Helps New Employees

- Feel Welcome and At Ease
- Understand the Organization
- Know What Is Expected in Work and Behavior
- Begin the Socialization Process
Wow! It costs a lot of money!
(2X the salary for a key role or for a platinum employee it could be 5X the salary)

For a $15.00/hour employee

**Turnover cost:**
Key Employee: **$62,400**
Platinum Employee: **$156,000**

These are donor $$ or tax $$ in many cases
Turnover Costs
Run the numbers!

- Newspaper/Internet Ads
- Search firms
- Interview costs
- Larger salaries
- Moving allowances
- Employee’s lost productivity prior to leaving
- Work put on hold while replacement is found
- Overload current team

- Overtime costs
- Orientation and training for replacement
- Lower Efficiencies
- Lost customers
- Lost Contracts
- Lost Business
- Lower morale/productivity
- Loss of other employees (they follow each other!)
These are hard times!

- Unemployment in Chattanooga = 3.9%
- Charleston, SC it is at a historic low of 2.8%
- Nationally it sits at: 4.3%
- Competitors are poaching your talent!
- At least 1 out of every 3 of your employees plans on leaving within the next 2 years
Why do employees want to stay? Top 13 Reasons

- Exciting, challenging, or meaningful work
- Supportive management/Good boss
- Being recognized, valued, and respected
- Career Growth, learning, and development
- Flexible work environment
- Fair pay
- Job location
- Job security and stability
- Pride in the organization, its mission
- Working with great co-workers/clients
- Fun, enjoyable work environment
- Good Benefits
- Loyalty and commitment to co-workers or boss
A little word about Pay

Pay wasn’t in the top 5 of our previous list!

While pay can be a huge issue if inadequate, even fair pay won’t keep people who are unhappy in other key areas.

Even a big paycheck won’t keep them for long.

What factors can YOU influence that make people stay?
What do these employees want?!

- Basically, they want to be heard. They want a voice.
- When people are in charge of building something in a team, they are way more invested in the outcomes.

![Diagram showing the top 10 things employees want most]

- Purpose
- Goals
- Autonomy
- Attention
- Flexibility
- Innovation
- Open-mindedness
- Compensation
- Responsibilities
- Transparency
Full appreciation for work done
Feeling ‘in’ on things
Sympathetic help with personal problems
Job security
Good wages
Interesting work
Promotion/growth opportunities
Personal loyalty to workers
Good working conditions
Tactful discipline

What employees want
What employers think they want
An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and takes positive action to further the organization’s reputation and interests.

The Three Types of Employees

1. ENGAGED employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

2. NOT-ENGAGED employees are essentially “checked out.” They’re sleepwalking through their workday, putting time -- but not energy or passion -- into their work.

3. ACTIVELY DISENGAGED employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.
How do you know if your employees are highly engaged/or NOT?

- Talk to them!
- Assure subordinates that they are free to express their opinions without fear of negative repercussions.
- Consider seeking the services of a third party to survey staff. (Employment Engagement Surveys)
- Be prepared to share the survey findings and a plan of action with the team.
- If you can determine why employees are not happy, it’s likely you can prevent them from leaving by changing practices, culture, and sometimes even your management style.
Stay Interviews

- What might keep you here?
- What might entice you away?
- What would drive you out?
- What is most energizing about your work?
- Are we fully utilizing your talents?
- What is inhibiting your success?
- What can I do differently to best assist you?
- **If you won the lottery and resigned, what would you miss most about your job?**
Dare to ask!

What if:
- You can’t give them what they want?
  - Restate how much you value them
  - Tell the truth about the obstacles you face in granting the request
  - Show them you care enough to look into it/You are willing to stick up for them and you hear them
- Ask, “what else?”

Don’t be afraid to ask questions.
ASKING QUESTIONS

Small questions lead to small discoveries.

Bigger questions lead to bigger discoveries.

Some questions only reveal deeper mysteries.

Even if you know what question to ask, the answer may surprise you.
Who’s really in charge of Engaging and Retaining your best people?

- Don’t pass the buck.
- That’s right. It’s you – at whatever managerial level you are at. Most of these factors that drive engagement are within your control.
- Most managers will blame this on $$Money$$
- “75% of voluntary turnover can be influenced by managers.” - Gallup
- You don’t carry this burden alone (CEO/HR)
- The employee has a role as well!
Are you helping build their future or are you in the way?

5 Steps to build your talent pipeline:

Know their talents
Offer your perspective (Honest)
Discuss trends
Discover multiple options
Co-design an action plan
This is a change in what employees do (content) or how they do it (process) which inevitably involves learning.

- Provides growth, challenge, and renewal
- If possible, involve employees in some decision making
Hire: It’s got to be the right FIT!

- Getting the right people on the bus
- Fit = the skills/interest that match the job requirements and core values consistent with the organization and team.
- Manager’s should have the final decision, but include others in the interviewing process
- Hire for “attitude and train for skill”
- (Hungry, Humble, Smart)
- Avoid “Desperation Hiring” (the mirror test)
More about Hiring

- Be super honest about what the new hire will encounter. Don’t sugar coat anything to get them in the door.
- Talk about your organization and culture – be proud but realistic
- Ask broad – open ended questions to get the candidate talking as much as possible
- The best managers are always Recruiting

never take down that help wanted sign
Don’t be a Jerk

- Intimidate
- Condescend
- Arrogant
- Slam doors and tables
- Swear
- Rude
- Belittle others
- Micromanage
- Always give negative feedback
- Yell
- Tell lies
- Steal credit
- Block career moves
- Distrust
- Favoritism
- Embarrass
- Never accept blame
- Gossip
- Fail to listen
- Retaliate
- Have “sloppy” moods
- Show disrespect
- Act superior
Management regarding personal days at work: Each employee will receive 104 days a year.

They are called Saturdays and Sundays (Or your respective 2 days off each week).

Humorize, and you humanize your workplace

It doesn’t have to be planned, unprofessional, or cost a lot of money – if any!
Is your organization easy to leave?

It’s easy to leave a workplace:

- Where you feel no connection
- Have no support group of colleagues
- If you can’t move ideas through the pipeline
- Not having relationships to help get your work done
- You don’t look forward to seeing your coworkers
- You don’t feel proud of or don’t understand the organization’s mission and purpose
Being a Mentor
What are they learning from you?

- People with mentors are twice as likely to stay
- They won’t just stay longer, they will produce more
- M – Model (walk the walk)
- E – Encourage (Cheer them on in all times)
- N – Nurture (Care about them)
- T – Teach (Tell it like it is)
- O – Organizational (Avoid mind fields)
- R – Reality
Question the Rules

- Which would you rather keep? – the rules or the people?
- Instead of asking “why?” ask “why not?”
You need to pay competitively, but money alone is not a major motivator (most of these are free!)

(Do these things spontaneously, specifically, purposefully, privately, publically, and in writing)

- Awards – given in front of peers
- Thank you card from the boss
- Pats on the back
- A day off (Even unpaid is okay!)
- Words of praise
- Lunch with the boss
- Change in title
- Training/Freedom/Autonomy
- Food of any kind almost always works (Humans, Dogs, Cats – Same!)
Studies show that employees are yearning for straight talk. They want to hear the truth.

When truth is missing, they feel demoralized, less confident, and ultimately will be less loyal.

Consider the truth as a “gift” and know you can always tell the “truth with grace”.
A little Word on Telling the Truth
MUTLIPLE GENERATIONS @ WORK

Five Generations Working Side by Side in 2020

TRADITIONALISTS
Born 1900-1945
- Great Depression
- World War II
- Disciplined
- Workplace Loyalty
- Move to the 'Burbs
- Vaccines

BOOMERS
Born 1946-1964
- Vietnam, Moon Landing
- Civil/Women's Rights
- Experimental
- Innovators
- Hard Working
- Personal Computer

GEN X
Born 1965-1976
- Fall of Berlin Wall
- Gulf War
- Independent
- Free Agents
- Internet, MTV, AIDS
- Mobile Phone

MILLENIAL
Born 1977-1997
- 9/11 Attacks
- Community Service
- Immediacy
- Confident, Diversity
- Social Everything
- Google, Facebook

GEN 2020
After 1997
- Age 15 and Younger
- Optimistic
- High Expectations
- Apps
- Social Games
- Tablet Devices
How to keep them:

- Exercise their intellectual curiosity and work them in teams. They respond well to additional PTO
- Keep them plugged into technology
- Give regular honest feedback; they want more than an annual performance review
The Keys to Attracting & Retaining Millennial Talent

Create a culture of collaboration

- The No. 1 attribute millennials value in the workplace is collaboration

- 65% preferred face-to-face meetings with their managers
- 51% preferred in-person meetings when collaborating with others on projects
- 49% say they "never" work from home

Invest in a modern workplace

- Millennials demand adequate technology to do their jobs
- 93% said the latest technology was important to them when choosing an employer
- SMB owners that want to attract and retain top talent need to think about the technology that will enable employees to do their best work; not just get it done
- 81% said they consider security when developing, communicating and sharing sensitive information at work

Build a strong mission and values system

- Members of this generation are looking to align their professional career with a higher purpose
- 80% agreed they are creating their own career path
- 88% of millennials say a defined values and mission statement draw them to a company

Research commissioned by Microsoft in partnership with SurveyMonkey in October 2015
To learn more about Microsoft's new Office (Office 2016), designed to "take the work out of working together" visit the Office 365 for business and Microsoft SMB blogs.
How to keep them:

- Keep them challenged, learning, and progressing. Help them develop new skills and identify career opportunities within your organization.

- Communicate and keep them in the loop. Communicate early, honestly, and often. Email is a favorite of this group. This group needs space and work/life balance.
How to keep them:

- Help them find meaningful work. Keep them on the cutting edge and teach them.
- Reward them for dedication and commitment
Sustaining your commitment to engagement!

- Check your REI? (The Retention/Engagement Index)
- Create your to-do lists
- Take time to try the action or behavior
- Get feedback – How’s it going?
- Choose again: How’s that working for you?
- Get help – you don’t have to do it alone!
- Hold yourself accountable

“We are what we repeatedly do. Excellence then, is not an act, but a habit.” - Aristotle
Questions?
Thank You!

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