Manage and Strengthen Your Workforce:
HR News & Insights

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HR Done Right

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Today's Overview

- Attracting & Retaining Talent
- Performance Management
- Employee Engagement

Attracting & Retaining Talent

Attracting & Retaining Talent

In 2018, the Work Institute reported that more than 3 in 4 employees who quit could have been retained by their employers.

- ▶ 22 out of 100 employees left for **Career Development**
- ▶ 12 out of 100 employees left for **Work-Life Balance**
- ▶ 11 out of 100 left because of **Manager Behavior**
- ▶ 9 out of 100 left for **Compensation and Benefit**
- ▶ 8 out of 100 left for **Well-Being**
- ▶ 8 out of 100 left for **Job Characteristics**
- ▶ 5 out of 100 left because of the **Work Environment**

▶ **Companies CAN and MUST become better employers to retain and engage employees.**

Attracting & Retaining Talent

- Attracting Talent - Best Practices
  - Current job descriptions provide clarity for the role and job postings are based on this information
  - Consider hiring for attitude, cultural fit and individual strengths
  - Act quickly when candidates apply
  - Highlight growth opportunities for candidates

Attracting & Retaining Talent

- Retaining Talent – Best Practices
  - Conduct "stay interviews" or employee engagement surveys
  - Empower employees to "own" their positions
  - Initiate a "cross training" program to provide awareness of each other's roles and promotional opportunities
    - Leverage bandwidth
    - Job shadow program
    - Job enlargement – increases challenge within current role vs. promotion

Attracting & Retaining Talent

Example of Employee Engagement Questions…

- What suggestions do you have that you believe would make our company a better place to work?
- What do you look forward to when you come to work each day?
- What keeps you working here?
- If you could change something about your job, what would it be?
- How do you like to be recognized?
- What might tempt you to leave?

Interviewing Techniques: Attracting & Retaining Talent

DO's	Don'ts
Ask about knowledge, skills and abilities to perform essential functions of the job	Ask for graduation dates of high school or college
Ask open ended questions	Ask if there are any children living at home
Ask for academic, vocational or professional education and schools attended	Ask about marital status
Ask whether applicant can perform essential functions of the job with or without accommodation	Ask about medical condition or physical/mental disabilities
Ask if applicant can provide verification of legal right to work in the U.S. following employment	Ask about salary history, including compensation and benefits
Ask if the applicant is willing to undergo the company's background process	Ask if ever been in jail or convicted of a crime

Attracting & Retaining Talent Interviewing Techniques:

▶ Interview Questions – Legal Aspects to Consider

- o **Americans with Disabilities Act** – prohibits discrimination based upon medical condition

- o **Title VII** – prohibits discrimination based upon race, color, religion, sex or national origin

- o **Fair Credit Reporting Act** – provides consumer rights pertaining to credit checks

- o **Criminal Convictions** – provides applicant rights pertaining to criminal history and how it may be used by potential employers

Performance Management

Performance Management: What is it?

➤ Performance management is the process of creating a work environment in which people are enabled to perform to the best of their abilities.

It involves:

- Current and relevant job descriptions
- Effective new employee orientation
- Setting clear performance expectations
- Regular performance reviews
- Setting S.M.A.R.T. goals
- Regular, consistent, and ongoing training, coaching and feedback
- Career development opportunities
- System to reward employees for their contributions

Performance Management: Managing & Motivating Employees

- ➢ Managing & Motivating Employees
  - o 5 generations in the workforce
    - o Traditionalists
    - o Baby Boomers
    - o Generation X
    - o Millennials
    - o Generation Z
  - o Different motivational drivers
  - o Different work expectations

Performance Management: What should a manager do to motivate teams?

- ▶ Walk the Walk as a Leader
  - Demonstrate the behaviors you expect from employees
  - Extend respect to others (i.e. keep your commitments)
  - Actively listen
  - Openly communicate
- ▶ One-on-One Meetings/Coaching Sessions
  - Get to know your employees
  - Establish S.M.A.R.T. goals
  - Allow employees to give you feedback

Performance Management:

- Elements of Communication:
  - Vocal – Tone of Voice
  - Visual – Body Language
  - Verbal – Spoken Word

- Communication Techniques
  - E-mail can be quick and effective, but how do you add tone or clarity to the message?
  - Remember the importance of face-to-face communication

Performance Management: Feedback & Recognition

- Be timely, specific and meaningful:
  - The sooner the better - the desired employee behavior will be repeated quicker
  - Be clear as to why you are recognizing the employee - this increases the chances that the desired behavior will be repeated
  - Make it meaningful for the employee – if it's something the person values, it makes he/she feel important

Performance Management: Feedback & Recognition

- The most powerful forms of recognition cost little or nothing:
  - Saying "thank you" can have a significant impact
  - Asking for the employee's opinion or supporting he/she when they make a mistake shows you trust and respect the person
  - On the spot awards like gift cards, treats, merchandise rewards

Performance Management: Feedback & Recognition

- How & where to you give recognition:
  - Personal communication – face-to-face or voice mail message
  - Written – handwritten note or e-mail
  - Public – during a staff meeting in front of others

Employee Engagement

Employee Engagement:
Top 5 Contributing Factors to Employee Satisfaction

According to the Society for Human Resource Management's (SHRM) 2017 Employee Job Satisfaction and Engagement Survey...

1) Respectful treatment of employees

2) Pay related factors and benefits

3) Job security

4) Opportunities to use skills and abilities on the job

5) Relationship with immediate supervisor

Employee Engagement:
Culture of Personal Accountability

▶ **How Do You Create a Culture of Accountability?**

- Leadership communicates clear standards and expectations at the onset (i.e. what is the common goal?)

- Admit your mistakes

- Gain commitment from employees

- Hire employees who are a culture fit

- Address poor performance

- Every team member holds each other accountable!

Employee Engagement: Survey your Workforce

- ▶ Methods to increase "employee engagement":

  - Ask employees how they feel, what tools would help them to do the job better – this tells them that you care enough to listen

  - Be transparent when conducting surveys – quickly report the collective results to your team (vs. reporting individual answers)

  - Act upon the employee feedback whenever possible – if no action is taken, it will backfire and hurt your credibility
    - If you don't act on it, tell employees why and what alternatives may be feasible

  - Re-run the survey periodically (every 1-2 years) – provides a quick pulse on how your culture may be evolving (or shows if it hasn't)

  - Make it simple – becomes part of your organization's process improvement plan

In the End...

Be	Be good to your employees and they will be loyal to you. Remember employees leave managers not companies.
Be	Be open and transparent in your communications and actively listen to what your employees are saying to you.
Be	Be sure to express your appreciation for their contributions to the department and organization.
Be	Be personally accountable for the behaviors you want your employees to demonstrate.

Helpful Resources

▶ The Balance Careers website: www.thebalancecareers.com

▶ Society for Human Resource Management website: www.shrm.org

▶ *1501 Ways to Reward Employees* by Bob Nelson, Ph.D.

▶ *Everyone Deserves a Great Manager: The 6 Critical Practices for Leading a Team* by Scott Miller with Todd Davis and Victoria Roos Olsson

▶ 2019 Retention Report https://info.workinstiture.com

Questions?

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