



**WORKFORCE ONBOARDING AND
RETENTION (CREATING AN ENVIRONMENT
WHERE EMPLOYEES STAY)**

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Becky Stauffer, MPA,
SPHR, SHRM SCP



WELCOME

TABLE INTRODUCTIONS

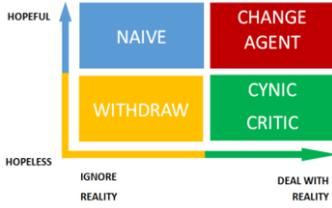
- NAME
- TITLE
- ORGANIZATION
- HOW MANY YEARS HAVE YOU WORKED IN THIS FIELD?

Total Years of Service by Table

**CREATING THE
ENVIRONMENT
WHERE
EMPLOYEES STAY**

1. **CREATE HOPE-** More clearly defining what employees want from an Employer-Employee Relationship, so you can be an employer of choice.
2. **DEAL WITH REALITY-** Look at the economic and demographic forces impacting retention for your organizations.

BE THE CHANGE



WARNING-

This will (may) be challenging!



WHY DO EMPLOYERS HIRE PEOPLE?

- Make Money
- Save Money
- Improve Process or Procedures
- Meet Mission



WHY DO EMPLOYEES STAY

- Pride in the Organization
- Compatible Supervisor
- Compensation
- Affiliation
- Meaningful Work



VISION

CONNECT PEOPLE

PEOPLE WANT TO WORK FOR WELL-MANAGED COMPANIES.

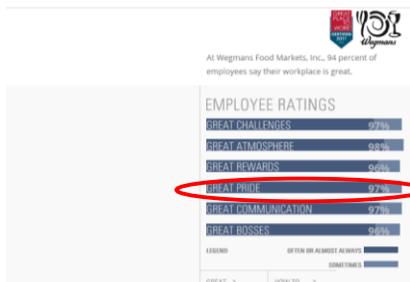
PRIDE IN THE ORGANIZATION.

Table Discussion:

Give examples of how your employees know your company is well-managed.

How long do your employees have to work for the company before you communicate this to them?

Wegmans Food Markets, Inc.



COMPATIBLE SUPERVISOR

GROUP DISCUSSION

Identify your best supervisor how did they make you feel?



Seven horizontal lines for writing notes.

PEOPLE STAY JUST TO WORK FOR A PARTICULAR INDIVIDUAL WHO IS SUPPORTIVE OF THEM...



EMPLOYEES LEAVE SUPERVISORS NOT ORGANIZATIONS...

"The single biggest decision you make in your job—bigger than all the rest—is who you name manager. When you name the wrong person manager, nothing fixes that bad decision. Not compensation, not benefits—nothing."
-Jim Clifton "State of the American Workplace" employee engagement study

Seven horizontal lines for writing notes.

ARE YOU PROMOTING THE WRONG PEOPLE TO SUPERVISOR?
Scenario:
Sarah -You're at great employee, we're going to promote to supervisor!
Sarah crashed and burned.
Sarah left the organization, demoted or worse was fired from a organization she was great at.



The cost to replace an employee is 25% of the annual salary

Seven horizontal lines for writing notes.



WHEN PROMOTING SOMEONE TO SUPERVISOR...

Ensure they understand, have the desire to and are able to meet the **expectations** of the position.

* Advance Training- Leadership development occurs prior to the role change.

Have them reflect on how the new role will impact their **relationships** (transition from Peer to Boss)

* Prepare them for relationship changes -what about Facebook Friends?

* Consider relationships that will impact their credibility (Nepotism/Dating Relationships)

Horizontal lines for notes.



WHEN PROMOTING SOMEONE TO SUPERVISOR...

Use **TDAs**- Temporary Duty Assignments

Determine their **past leadership** experience (PTA, Civic Organizations, Religious Organizations, Military Service, previous work experience).

Use **personality testing** like DISC, Predictive Index to determine where they will need the most skill development and support.

Mentorship-On the Job Training.

Allow for an **Exit Strategy**, if this is not a good fit.

Horizontal lines for notes.



COMPENSATION.

People want to work for companies that offer fair compensation, including **competitive** wages and benefits as well as opportunities to learn and achieve.

Horizontal lines for notes.

CREATE ALTERNATIVE CAREER ADVANCEMENT TRACKS

In your organization today, if an employee does not move into a supervisory position, what opportunities are there for career advancement?

If you don't have opportunities, employees will look outside the organization.

HINT: Create multiple paths for advancement to retain employees.



AFFILIATION.

People want to continue working with colleagues they respect and like. (And that like and respect them.)

What daily experience do you create?

How do you welcome employees on their 1st day?





DO YOU ENSURE YOUR STAFF FEEL WELCOME EVERY DAY?

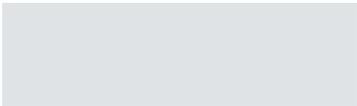
- EMPLOYEE SURVEYS
- EXIT INTERVIEWS
- STAY INTERVIEWS





Table 1. Types of Toxic Behavior¹

Shaming	Passive Hostility	Team Sabotage
Humiliates others	Distrusts opinions of others	Monitors team members' behaviors
Makes sarcastic remarks	Displays passive aggressive behavior	Meddles in teamwork
Takes pot-shots	Protects own territory	Uses authority to punish others
Points out the mistakes of others	Has difficulty accepting feedback	
	Is clueless that behaviors are toxic	





MEANINGFUL WORK

People want to work for companies that let them do work that appeals to their deepest, most passionate interests.

How do your employees know they are doing "noble" work, and that they make a difference?

APPRECIATION

- Give, receive and observe recognition in the workplace
- Train supervisors on how to appreciate employees
- Give peers/subordinates opportunities to recognize
- Measure how much appreciation is going on
- Make tokens of appreciation easy and timely
- Tie appreciation to your core values



- Quality Time
- Acts of Service
- Receiving Gifts
- Physical Touch
- Words of Affirmation

Pride in the Organization-

- * Top Leadership communicates Values and Mission and Strategic Plan

Compatible Supervisor-

- * Coaches new employees to success
- * Accepts that job mastery takes time (7x to master a new skill)
- * Ensures acceptance/inclusion by the team



ONBOARDING- IS MORE THAN ORIENTATION

If your new hire gets another job offer in 2 weeks, have you given them reasons to stay?

Compensation- Future Opportunities

- * Start finding out their long-term plans and start explaining why staying long-term is a "brilliant choice"

Affiliation- Having a friend at work increases retention.

- * Assimilation-getting new employees connected to co-workers or aid the "right" coworkers (Mentorships, Committees, Groups, Teams)
- * Connecting to Leadership (How do new employees know you care they joined your company?)

Meaningful Work-

- * Ensuring the employee understands "WHY" the work is important, and they "KNOW" they are important for doing the work.



ONBOARDING- IS MORE THAN ORIENTATION



LOOK AT YOUR TURNOVER (LACK OF RETENTION)

Was it voluntary or involuntary?

Where did it happen? (Where didn't it happen)

- * Which departments/supervisors.

⚠ Turnover through promotions may be a sign of a "Leadership incubator". This may be a sign of an excellent supervisor.

When did it happen?

- 0-90 days - recruiting, orientation and on the job training
- 90 -365 days - conflicts with supervisor, coworkers, failure to coach employees to success in the first 90 days, employee don't have needed training or resources.
- 727 days- Lack of opportunity, burnout, new supervisor

CREATE HOPE!

- Pride in the Organization
- Compatible Supervisor
- Compensation
- Affiliation
- Meaningful Work



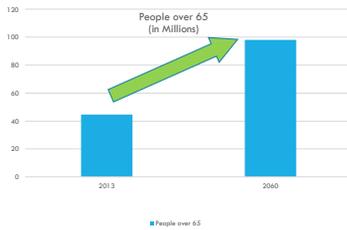
REALITY

This industry is changing...



NEED FOR YOUR SERVICES

Aging Statistics. The older population—persons 65 years or older—numbered 44.7 million in 2013 (the latest year for which data is available). They represented 14.1% of the U.S. population, about one in every seven Americans. By 2060, there will be about 98 million older persons, more than twice their number in 2013.



**5 MILLION
PAID CAREGIVERS
ARE NEEDED BY 2024**
to ensure older adults get the care they need.



60%

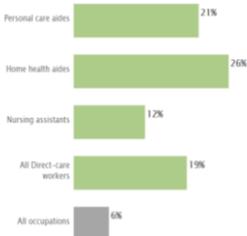
Home care providers and other long-term care entities cite the workforce shortage as a top concern for delivering quality care. According to a 2015 study of more than 700 private home care agencies, 60 percent of respondents identified caregiver shortages as one of their top three "threats to the future growth of [their] business in 2015."

**SHORTAGE OF CAREGIVERS IS
A BUSINESS THREAT**

**NEED FOR CAREGIVERS
IN PENNSYLVANIA**



**Pennsylvania: Occupational
Growth Projections, 2014-2024**



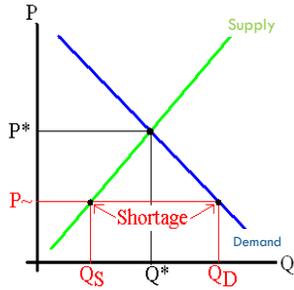
Source: PHInet.org

THE LAW OF SUPPLY AND DEMAND

If you have a high staff vacancy rate you may be in an "Economic Shortage". This stresses your existing workforce, decreasing your ability to retain them.

When is the last time you did a compensation study?

Who has done a compensation study lately?





WAGE COMPRESSION

External Forces.

Rise in the Minimum Wage

Decrease in the Unemployment Rate

Increase in the need for Caregivers

An employee who worked for her employer providing direct support to seniors in an Adult Day setting leaves after 12 years to work at a quick serve restaurant, because their starting salary is higher than her current wage.





WAGE COMPRESSION

Internal Forces

An employer does a compensation study and learns their starting wages are well below market.

They increase their starting salary to \$12/hr. but do not adjust the salary of current employee. Most existing employees started at \$10/hr. Many employees with more than 5 years of service are below the new starting rate.

The employer is surprised when employees are angry.

Many employees seek other positions(quit), making the labor shortage worse.

The "loyal ones" quit to be rehired at the new starting rate.





Europe Bets on Robots to Help Care for Seniors | Bloomberg

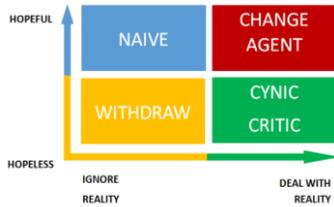
**EMBRACE NEW TECHNOLOGIES,
NEW MODELS**

FINAL THOUGHT

The law of floatation was not discovered by contemplating the sinking of things.

- Thomas Troward

BE THE CHANGE



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bstauffer126@gmail.com
BeckyStaufferMPA@outlook.com

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