

## Keeping Top Talent: Today's Top Priority

Arlene Vernon, HRx, Inc. and Elisabeth Hunt, Species360

### Evaluate Your Current Retention Statistics

- What is your retention/turnover rate?
- How much turnover is negative vs. positive?
  - Losing Keepers vs. non-keepers
- What is the real reason good employees are leaving?

### 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
  - 25% - Gen X
  - 19% - Baby Boomers
  - 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
- 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 Every Part of Your Organization from a Retention Perspective

- Know your true work culture
  - What's working?
  - What's not working?
  - Why doesn't it work?
  - What are we committed to?
  - What do we do today?
  - What do we do next?

### Retention Starts at the Top

- Develop a formal top-down retention strategy
  - Board – Executive Director
  - Management
  - Department – Teams
  - Individual
- Communicate the strategy
- Ensure all leaders are 100% committed
- Develop and watch related internal metrics
- Regularly track successes and struggles
- Annually review and update the strategy

### Retention Starts Pre-Hire

- Market employment at the organization
- 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

## 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 would have 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 organization?

## Retention Checklist

- 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

## Retention Checklist: Leadership

- Remember, people leave managers
- Create leaders, not bosses
- Hold leaders accountable to behavior that retains
- Ensure open two-way communication
- Give and accept honest feedback always
- Conduct worthwhile, on-time performance reviews
- Connect meaningfully with each employee regularly
- Foster trust and collaboration within team
- Prepare for, implement and manage change superbly

## **“OWN” Engagement**

- Always be aware of engagement levels
- Address company, team, employee issues when they occur
- Involve others
- 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 action plan for tomorrow

## **About Species360**

- Small MN non-profit: < 40 employees
  - Global: ~20,000 users, 1,095 zoos and aquariums, 94 countries
- Dedicated to systematically gathering and sharing zoological information about the animals and species in our members’ collective care
- All the records humans need to manage wildlife

## **About Species360**

- Five teams: Finance, Development (programmers), Science, Member Support/Training, Sales
- Employees: 99% exempt, 1 non-exempt.9% contract,
- 5% turnover – only 2 people/year
- Average length of service: 6.5 years (<1 to >28!)

## **Lead From Above**

- CEO demonstrates, expects, encourages, and allows open debate
- Lead Team work through issues together respectfully – no “let’s talk secretly later”
- Lead Team spend time together, e.g. pre- or post-board meeting
- Individual leaders can share discussion with their teams
- Discuss impact of decisions at the individual team member level

## **Leaders Engage Teams**

- Sincere open-door policy: Includes cross-team
- Real transparency
  - Weekly lead team meetings
  - Monthly staff meetings: Goals update, Financials shared
  - Annual retreat

## **Flexibility and Trust**

- Work from home
  - Allow managers to have discretion
  - Clear expectations for “work from home”
  - Transparency critical
- Creative accommodations
  - Nursing mom space
  - Kids at work
  - Removing light bulbs

## **Recruiting and Hiring**

- Recruiting: Referral bonus and Go “back to the well”
- Interviews
  - Ensure skills; Ensure “fit”; Get input from all directions

## **Developing Team Members**

- “Developing development”
  - Zoo work days
  - Encourage team to find development themselves
  - Let people run with ideas outside their “scope”
  - Cross-functional teams

## Evaluating Team Members

- Performance reviews
  - Train supervisors to give feedback throughout the year
    - ✓ Example: I meet with myself!
  - Train team to prepare for performance check-ins
  - Tailor approach to individual employee
  - Evaluating Team Members: 9-Box

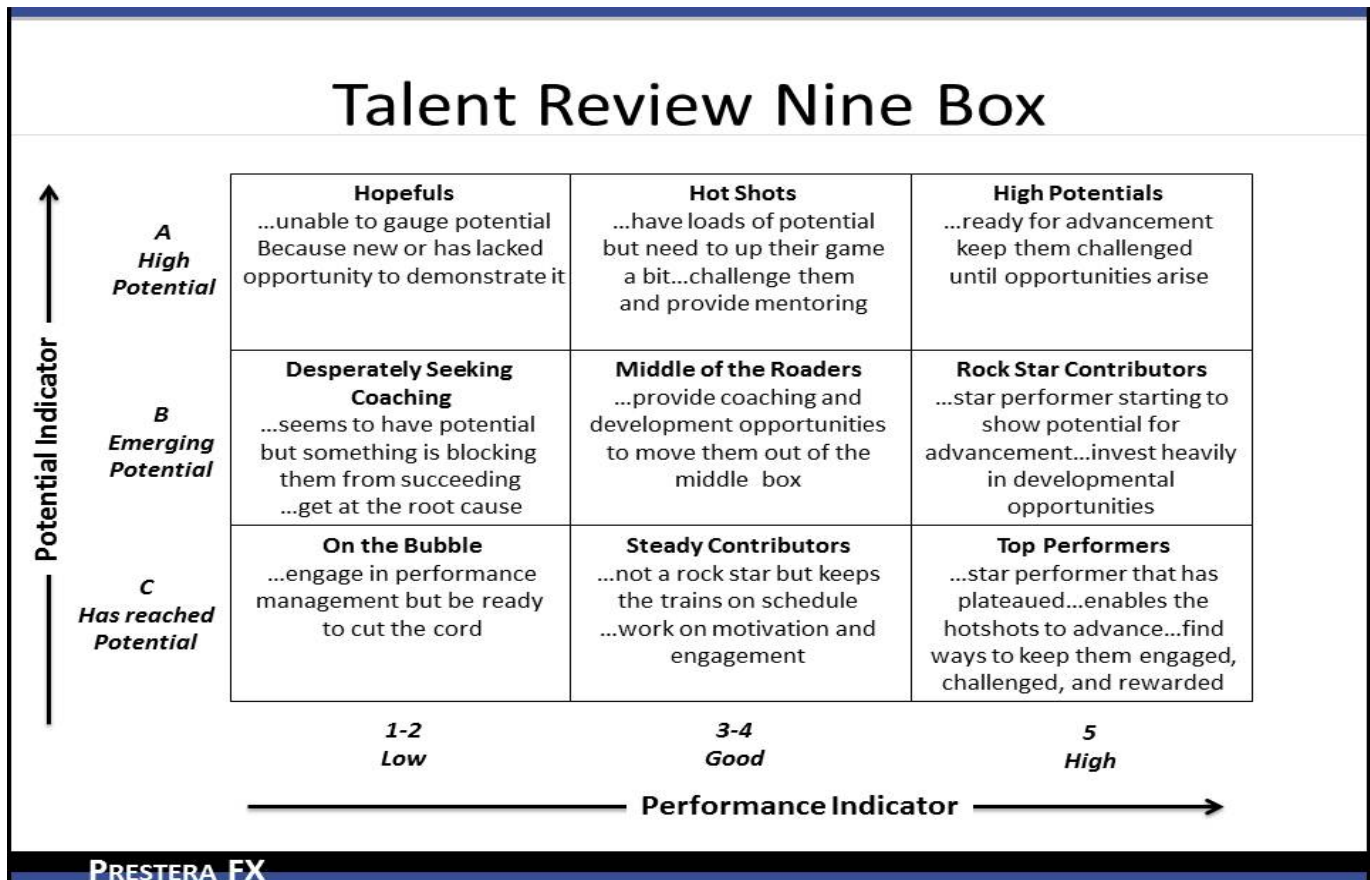
## Fun is Good

- Emphasize mission
- Casual environment – not casual output!
- Gaming Lunch
- Toys “R” Good
- Celebrate Work!
  - Peer recognition
  - Celebrate milestones: Birthday, Anniversary, New members
  - Celebrate Work; Launch parties, Product t-shirts, Themed “swag”

## Keeping Top Talent: Start Today

- In 3-5 words, what can you do today to strategically focus on retaining your employees?

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**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