

Techniques to Improve Employee Retention

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BENEFITS & FINANCIAL STRATEGIES | RISK MANAGEMENT | TRANSPORTATION

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TODAY'S DISCUSSION

- Marketplace Changes & Challenges
- Proactive Recruiting Techniques
- Understanding Expectations – Employee & Employer Perspective

MARKETPLACE CHANGES & CHALLENGES



HIRING RP/RS "RIGHT PEOPLE / RIGHT SEATS"

- Motivated
- Culture fit
- Believes in the product / service
- Aligned core values



CHANGE IN HOURS WORKED

- This takes more work force in specific areas
- Requires flexibility & can create gaps
- Seen in Transportation with the pay for mile increase



CAREER FOCUSED INDIVIDUALS

- What are they looking for vs. the person just looking for a job
- What do their efforts accomplish?
- Employees that are RP/RS want clear expectations with goals



CORE VALUE & TEAM ALIGNMENT

- Not just words or a poster on the wall
- Must live your core values day in and day out
- Every employee should know your core values and know they are promoted throughout the organization



HIRING, JUST TO HIRE

- It will lower employee moral
- Lower productivity
- Create more work in the long run

PROACTIVE RECRUITING STRATEGIES

- ✓ Traditional hiring is not done, but creating more avenues is key.
- ✓ Utilizing social media, providing career coaching and finding passive candidates are options to offer more interest.
- ✓ Creating a “want to work” environment. Having a strong and positive reputation will lead to referrals.
- ✓ Job descriptions should be complete and motivational with clear expectations. They must be precise, unique and not too wordy.
- ✓ Consider past candidates. The timing may not have been right, since then look at how much you have grown as a company and how much they have grown as a person.

PROACTIVE RECRUITING STRATEGIES

- ✔ **Culture fit over perfect skill set.** The right people can and are willing to be educated. Finding someone with the right drive will **find success**.
- ✔ **Focus on your company's reviews.** This is one of the first places candidates go to review you. If you have a low rating, consider using an outsource to address **creating more positive reviews**.
- ✔ Be sure to have an **in-depth interview process**. Not just for the company, but also for interested candidates. This helps ensure you have **RP/RS** as well as **mutual understanding of company culture**.
- ✔ **Work with partners that are not transactional, or volume focused.** They'll take time to assist with culture, aligning with **RP/RS** and will have already built a **strong database** of passive candidates.

ALIGNING EXPECTATIONS

EMPLOYER-EMPLOYEE SOCIAL CONTRACT SHIFT

- Understanding the “Great Resignation” / “Great Reshuffle”

Job Stress / Lack of Work / Life Balance

- Tend to dump more on those willing to do more / able to do more
- Work week has changed to accommodate schedules – additional flexibility

Relationship with Supervisor

- People are still leaving leaders
- Need to know what they do
- Recognize and reward good work
- Treat as a person first, company asset second (asset, not an expense)
- Discuss career development, LEARNING, opportunities

Pay

- Consistent and relevant job descriptions – recent shift
- Make sure regular, consistent and relevant salary surveys
- Openly share results with leaders and employees to help understand market alignment

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Used to be More of a Contractual Relationship

- Employment market hypercompetitive, need to differentiate!
- Transition to culture of sharing vs. controlling
- Diversity in the workforce = different benefits have different values for different individuals – they can no longer be treated as the same
- Technology & information security – at home / at work environments

Realizing Mental Health is Just as Important as Physical Health

- 1/3 of Americans have displayed clinical signs of anxiety and / or depression
- Expansion of benefit offerings inclusive of mental health programs
- Happier / Quality of life
- Provide surprise mental health days or fun, relaxing activities

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Upskilling / Reskilling

- Critical to invest in our workforce to ensure they stay competitive in their field of interest.
- Employee development = employee engagement = employee retention
- Don't forget to include personal goals and aspirations

Flexible Work Environment – Non-Traditional (Beyond Remote)

- Number of hours in a workweek considered full time
- Flexibility for work hours
- Compressed work week
- Unlimited vacation days – no longer track
- Volunteer paid off
- Casual work environment

Effective and Efficient Communication

- “Traditional” means of communication have changed
- Need to use various mediums to engage various generations
 - Paper is still a thing!
 - Mobile / proactive technologies
 - Portals & company websites for household participation

EMPLOYEE ENGAGEMENT IN THE REMOTE WORLD

- High performance and cohesive environment in a world of remote or hybrid workers

Purposefully built-In Optional, Fun, Non- Work Interactions

- Impromptu happy hours – virtual and in-office
- Increased understanding and respect for individual time and how they choose to spend their time

Emphasis on People-Centered Approach

- Build a foundation of trust, openness & resilience
- Create new ways to communicate / engage & motivate
- Create ways for connection and feeling of being involved in decision making / project priority
- Ensure interest in family / health / personal situations

More Constant / 'Just Because' Conversations

- Takes more time but creates valuable output
- Out of site = IN MIND