



New Ways to Reduce Employee Turnover

Thursday, January 26, 2017
12:30 pm - 1:30pm

A woman with long blonde hair, wearing a blue shirt and a watch, is sitting at a wooden desk. She is writing in a spiral notebook with a black pen. On the desk, there is a white coffee cup on a saucer, a laptop, and another notebook. The background is slightly blurred, showing an office environment. A semi-transparent blue box with an orange border is overlaid on the image, containing the text "New Ways to Reduce Employee Turnover".

New Ways to Reduce Employee Turnover

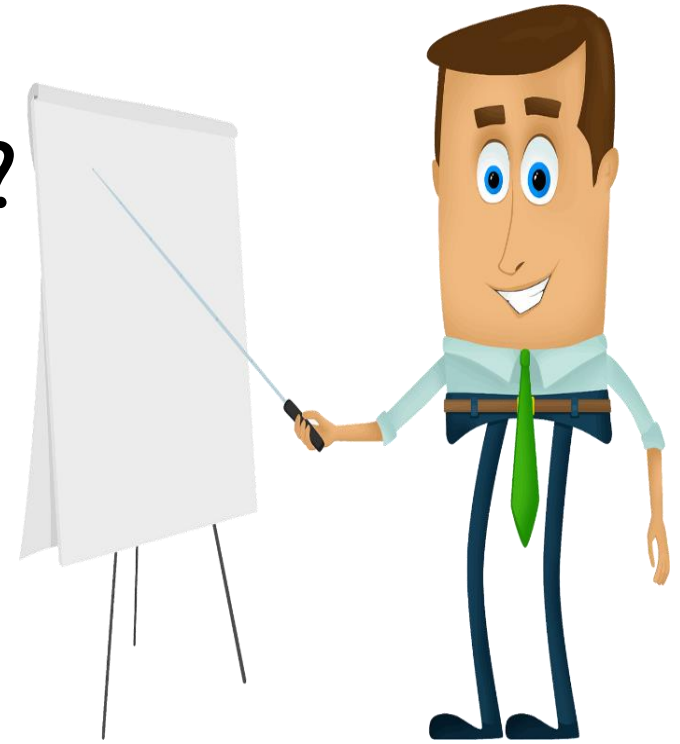
LaTrice Huff, SPHR



- Nearly 10 years in HR
- Recruiter – HR Business Partner
- Specialize in Strategic HR, Retention, Recruiting & Career Mentor
- Known for practical, real world advice clients.

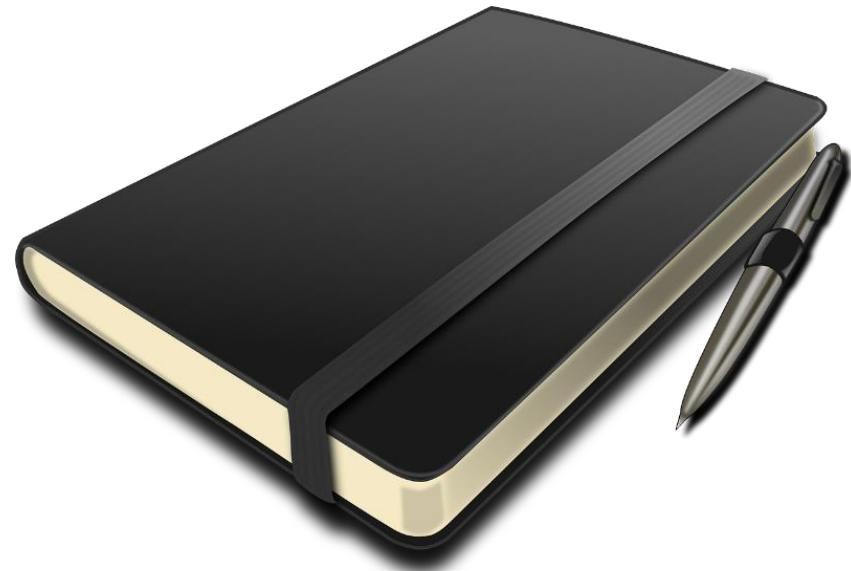
Agenda

- Turnover... Why Should You Care?
- 7 Reasons Employees Really Leave
- 5 Retention Strategies



Agenda

- Summary
- Action Steps
- Strategy Session
- Q & A



Turnover... Why Should You Care?

- HR, Employees, Managers
- Josh Bersin of Deloitte
 - 1.5–2.0x the employee's annual salary
- Costs include:
- Hiring, Onboarding, Training,
- Loss of engagement from others due to high turnover
- Higher business error
- Culture impacts and employee morale



Leigh Branham; The 7 Hidden Reasons Employees Leave,
(AMACOM, 2005)

7 Reasons Employees Really Leave

1. The Job or Workplace Was Not as Expected
2. The Mismatch Between Job and Person
3. Too Little Coaching and Feedback
4. Too Few Growth and Advancement Opportunities



Leigh Branham; The 7 Hidden Reasons Employees Leave,
(AMACOM, 2005)

7 Reasons Employees Really Leave

5. Feeling Devalued And Unrecognized
6. Stress From Overwork and Work-Life Imbalance
7. Loss of Trust and Confidence in Senior Leaders



5 Retention Strategies

1. Thank You
2. Feedback
3. Flexibility
4. Development & Success
5. Stay Interviews
 - ✓ Conduct Stay Interviews – 6Q
 - ✓ Create Stay Plans
 - ✓ Forecast Retention



“It’s easy. Treat employees fairly and respectfully. Listen to them. Help them get what they want and need. Thank them. Challenge and develop them. Care about them, and you will engage and retain them.” Beverly L. Kaye & Sharon Jordan-Evans

Beverly L. Kaye and Sharon Jordan-Evans, *Love 'Em or Lose 'Em: Getting Good People to Stay*; (Berrett-Koehler; 5Ed. 2014)

Thank You Strategy

3 Key Phrases

- Thank You
- Good Morning
- Good Evening



Feedback Strategy

- Consistent Feedback



Feedback Strategy

- Negative Feedback
- Positive Feedback



The Flexibility Strategy

- Be open to different options
- Work from home
- Arrival & departure times
- The way a task is performed



SCENARIO

Your top performing employee has been arriving 10 minutes late the past few days. How do you handle the situation?

- A. Ignore the behavior because you don't want her to leave
- B. Write her up & start progressive disciplinary process
- C. Address the situation & adjust her schedule if possible

Development & Success Strategy

- Help them get where they want to go
 - Mentoring
 - Coaching
 - Give them articles
 - Special projects
 - Trainings



Development & Success Strategy

- Let them know how they fit into the success of the company



Stay Interviews

- Stay interviews are a proactive retention tool
- Conducted to help managers understand why employees stay and what might cause them to leave
- Typically managers ask standard, structured questions in a casual and conversational manner
- Most stay interviews take less than 30 minutes

Stay Interviews

- Should be conducted 1 a year or 2x a year for new employees
- Need trust for honesty
- Not a Performance Review
- Create Stay Plans
- Retention Forecasting

5 Stay Interview Questions + 1

1. When you travel to work each day, what things do you look forward to?
2. What are you learning here?
3. Why do you stay here?
4. When was the last time you thought about leaving our team?
5. What can I do to make your experience at work better for you?
6. Add a question regarding recent employee survey or changes in company like mergers, acquisitions, layoffs, or outsourcing.

Stay Interviews – Probing Questions

- Ask probing question
- Employee Response:
 - Too much work
 - Stressed at work
- Manager Response:
 - Ask which three assignment gives you the most stress
 - Which can you get rid of that won't affect your job duties



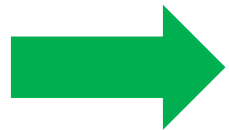
Stay Plans

Written Document:

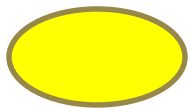
- Created by employee & manager
- Actions the manager will take
- Actions the employee will take
- Deadlines for activities
- Dates to meet again

Retention Forecasting

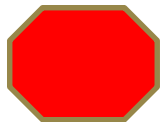
- Managers are better at forecasting retention for Employees
- HR to be strategic partner and identify trends
- Forecast how long will employees stay and how they complete the next employee survey



More than 1 year (green)







6-12 months (yellow)



0-6 months (red)

Retention Forecasting

Retention Heat Map

Leader: Rodriguez	Perf Rating/ 5 Hi, 1 Lo	Green 1+ yrs	Yellow 6-12 Months	Red 0-6 Months	Retention Plan
Kim Johnson	4				Provide mentor for...
Burt Brown	5				Develop skills for possible promotion to...
Cindy Stone	3				Pleased with current role & circumstance
Ralph Jimenez	2				Coaching for performance

SCENARIO

What follow up questions would you ask if an employee stated that they were going back to school in the spring?

Answer:

- Are they going online or in-person
- Full time or Part time
- Can you work on-call
- What type of job do you want after graduation

Objections to Stay Interviews

- No time
- HRs job
- Too many employees
- Nothing will change
 - Give practical tips they can implement & control
- Company's employee survey

Summary

- Show your employees appreciation
- Communicate often
- Be open to different ideas
- Coach & mentor your employees
- Get to know why they stay

Things to Try Tomorrow – 5 Action Steps

1. Thank You Technique
2. Give Feedback
3. Add (1) SI Question to Interview Process – Hire Right
4. Have a Conversation with a Struggling Manager
5. Schedule FREE Strategy Session at

<https://calendly.com/latrice/>



Strategy Session

- Focus on retention goals and action steps
- Confidential consult
- Gift for attendees and NAAAHR members
- Career strategy session option
- Schedule strategy session at

<https://calendly.com/latrice/>

QUESTIONS???



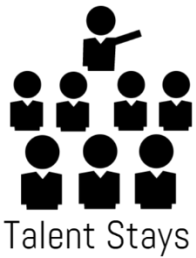
Talent Stays

Helping you Keep Top Talent

Talentstays.com

References

- Beverly L. Kaye and Sharon Jordan-Evans, *Love 'Em or Lose 'Em: Getting Good People to Stay*; (Berrett-Koehler; 5Ed. 2014)
- Leigh Branham; *The 7 Hidden Reasons Employees Leave*, (AMACOM, 2005)
- Richard Finnegan; *The Stay Interview: A Manager's Guide to Keeping the Best and Brightest*, (AMACOM, 2015)
- <http://www.shrm.org/templatestools/samples/hrforms/pages/stayinterviewquestions.aspx#sthash.LjDXW7Ip.dpuf>
- <http://www.slideshare.net/HRsoftinc/the-stay-interview-quick-start-plan>



Helping HR Hire & Retain Top Talent



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