



Employee Retention Tool Kit

Dear Employer,

CareerSource Brevard is invested in providing resources and services that assist Brevard County businesses. The topic of employee retention has been discussed widely over the past year as unemployment rates have dropped into the 3%-4% range. Retaining a positive and motivated staff is key to an organization's success. Having a high employee turnover rate is expensive and has a detrimental effect on workplace morale. The choice to begin or improve on your current employee retention program is an effective way to lower costs, and maintain job performance and keep or improve productivity rates.

This Retention toolkit will provide optional solutions and suggestions that have been found successful through our years of working with businesses as well as through research of articles, webinars, whitepapers from professional organizations and workforce experts.

Managing employee turnover is important to:

- Be cost effective
- Maintain Above Average Performance & Productivity
- Enhance Recruitment
- Increase Morale

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What is the actual cost of losing a great employee? Probably more than you realize as factoring the cost of advertising, benefits, staff training, loss of productivity and other factors significantly drive up the cost of just hiring one new person.

Below is a link to the CareerSource Brevard Employee Turnover Cost calculator that allows for you to plug in data specific to your organization to give you an idea of the financial costs of losing an employee.

<https://careersourcebrevard.com/business-services/retention-of-your-workers>

Was the total more or less than you thought?

Can your business afford this on a larger scale.

We can help! CareerSource Brevard can assist with opportunities to help retain your qualified workforce.

Why to good employees leave their jobs?

At CareerSource we compiled some of the top reasons people leave their jobs based on local surveyed feedback and national data:

1. **Manger or Boss** – Not providing your management team with the proper training or expectations on how to lead is devastating to the organization and the bottom line of the company.
2. **Compensation** – pay rates are less than your competitors.
3. **Inadequate Benefits**- while expensive, health benefits are commonly listed as one of the most important features of choosing a job. Some of your employees and future employees cannot work in a job without them.
4. **Lack of opportunities for advancement** – no room for growth causes current staff to review their career path and choose other options.
5. **Job Security** – When people are focused on losing their job instead of your customers your business will suffer.
6. **Poor Work/Life Balance** - unreasonable work expectations lead to stress, health issues, performance and attendance issues.
7. **Lack of Flexibility** – as our lives continue to get more and more complicated, not allowing your team to handle issues as they arise will cause resentment.
8. **Employees don't feel passionate about the work** - people want to believe in what they do and leave at the end of the day with a sense of purpose.

Think you're having challenges with any of the issues above, CareerSource Brevard can assist. CareerSource Brevard can provide customized surveys to help better understand your employees and current workplace environment. We can also provide you with the most up to date wage and data information to ensure compensation rates are in line with local and national averages.

Strategies for Improving Retention

The next few pages will provide some helpful information, suggestions and tools that will assist your business and managers for creating an environment people want to work and stay at.

We begin the employee retention process by starting with recognizing what makes your organization great and moving through the hiring process, onboarding and finally retaining and keeping your great employee motivated.



What makes your organization special?

Now is the time to stop and take inventory on all of the great things you and your organization do well. If you were to sell your organization to someone what would you or more importantly, your employees say about it?

What's important to employees and does your business offer any of these items or programs that employees have named as valuable in the workplace?

- Flexibility
- Peer Mentors
- Telecommuting Opportunities
- Fitness Centers on site
- Childcare on site
- Welcoming Breakroom
- Health Choice Vending Machines
- Mental Health Wellness Programs
- Comfortable Office Furniture
- Tuition Reimbursement
- Vacation/Sick Leave
- Profit Sharing & 401k/403b
- Bonuses & Incentives for performance
- Input into policies & decision making

Have you asked your staff lately what's important to them? If not, now is a good time to do so to better understand your workforce and what motivates them. **In the resource section there are examples of staff surveys that can be used to help your business ask these important questions.**

Important: Not every business can afford or has the ability to implement the above programs. Looking at cost effective solutions and implementing the ones that make sense to your business and are beneficial to your staff and can increase morale and retention.

Writing the best job description possible (for your company).

When you are ready to hire for a new or replacement position the practice of good retention processes begins at being clear about the position and expectations of the position at the time of the job description. Your job description offers a chance to connect with the right applicant and provides the first impression about the organization.

Prior to posting, make sure you and your hiring manager are on the same page about the position, requirements and needs to ensure that there will be no confusion later in the hiring process.

- **Use a realistic and clear job title** – don't get fancy or over inflate what the position really does
- **Be professional and relatable** – candidates skim job descriptions the way employers skim resumes. Make the information easy to read.
- **Describe the tasks** - break the responsibilities into clear and concise job duties
- **Sell the Job** - what are the compelling reasons that a person would want to do this job. Great place to list benefits and perks that come with the job
- **Sell your Company Culture** – your job description is a glimpse into the company culture and should show a potential employee what you do well. Add in those pieces that make you happy to work there – work life balance, 401k matches, tuition reimbursement etc.

Helpful Website: O*Net Online <https://www.onetonline.org/> offers thousands of occupational descriptions along with tasks and skills that can help you craft the basic job description.

Want even more help? CareerSource Brevard offers one on one assistance to help your business craft a job description. Contact us if you need additional support.

Interviewing the right candidate – start building rapport early

If the resume gets you an interview, the interview gets you the job. The interview is where an employer gets to see the person behind the resume and get a feel for their personality, experience and fit. This is also an opportunity to develop the beginning stages of rapport between you and a future employee.

- **Determine in advance who will be in the room - whether** it's one or a panel style interview, think of who would best be able to help determine fit and understand the position.
- **Develop questions that will help you find fit for the role and the company** – what's most important to the people in the room and build questions around mission and values of the organization.
- **Keep the interview process efficient** – during periods of low unemployment, competition for great employees increases and whichever company can offer the job first usually gets the candidate. If your process takes weeks or even months, you may lose them.
- **Introduce yourself, your role and the others in the room** – A brief explanation of the company and what you and the others job roles can help provide clarity and comfortability for the interviewee.
- **Upon interview completion, provide timeline and next steps** – so many jobseekers become frustrated when they don't hear anything. If you do not plan on calling those that were not selected, say so. Set expectations up front, even if the candidate didn't get the job – they'll appreciate the honesty.

Resource: CareerOneStop offers a basic list of interview questions that can be asked and expanded on to fit your company and position:

<https://www.careeronestop.org/JobSearch/Interview/common-interview-questions.aspx>

We can Help! CareerSource Brevard can also help with the creation of sample interview questions to help with fit, culture and position.

Onboarding – More important than you think

When your new hire is beginning their employment with your company this is a critical time for the employee to decide whether they'll be invested in your company. First impressions count and have a lasting effect on performance of a new employee.

Onboarding should be something that is strategic and well thought out in advance of the new hire. Onboarding should be looked at as more of an ongoing talent strategy process than a one-time event and checklist.

While onboarding isn't new, the recognition of this process in the long-term success of an employee is something that employers are beginning to pay more attention to as many employees decide whether to stay in the first 6 months of employment.

Below are some good questions to address prior to the start date?:

- When does onboarding start?
- How long will onboarding last?
- How far in advance will you send this information?
- What are the objectives they're to learn?
- What do they need to learn about environment and culture?
- In addition to Human Resources, what role will co-workers, managers and senior staff play in the process?
- When will they meet with the staff designated to assist?
- What goals will you set for the new employee at 30, 60, 90, 180, 365 days?
- Who will ensure the logistics of computer, phone and email set up are completed?
- Are you going to gather feedback on how onboarding went and what information was retained?

Onboarding – More important than you think – Day One

Once you've got the basics answered you should be ready for your new hire's first day.

The main goals of a new hire's first day:

- Introduction to the company, culture and staff along
- Setting expectations of their job and duties of the new role
- Overview of general HR policies

Research has found that the most successful way to start a new employee on day one is with their work environment area such as desk, phone and email already set up. It shows that you are excited and prepared to have them in your place of business.

In addition to having the work environment set up in advance having a copy of the policies, procedures and employee handbook available for their reading and comprehension.

Common mistakes in onboarding first day:

- Not notifying current staff of new hire and their job duties.
- Sitting a new hire at a computer and providing them with a manual and instructions to read for hours.
- Not having the day planned out and structured in advance.
- Not providing a tour of workplace, breakroom and where manager and HR sit.
- Not providing expectations of the day, lunch and what they'll be doing.

Resource: Visit website below for an excellent onboarding checklist.

https://hru.gov/Studio_Recruitment/tools/Onboarding%20Checklist%20for%20Hiring%20Managers%20Template.pdf

Onboarding – More important than you think – 30 days to 365 days

After the **first month** of employment, it's important to check in on the new hire and now current employee on how they are doing. Not just a simple question but are they engaged, comfortable and happy.

- At the one month mark, an official meeting should be conducted to follow up on all of the expectations and goals set at day one.

During **months three through six** should focus on employee development and plan for future development showing the employee what the expectations are and how they'll continue to learn and grow.

- The conversations focus here should be on continuous improvement and check in to ensure retention of job knowledge and engagement.

At the **one year mark**, your current employee should be knowledgeable within their role, comfortable in the environment and happy to be employed with the company.

- The conversation at this point should be on planning for future development within the company and further understanding of what is next.

Many small companies and even large companies staff do not feel they are trained in onboarding. This is a great opportunity to take advantage of CareerSource Brevard's many workshops on HR and workplace related topics such as onboarding, retention, conflict resolution and several others.

More Resources:

The Ultimate New Hire Pre-Boarding Timeline – By alex

http://www.meetalex.com/wp-content/uploads/2016/02/eBook_The-Ultimate-New-Hire-Pre-Boarding-Timeline.pdf

Bamboo HR also offers a simple and adorable First Day book as well with basic but important reminders for onboarding:

<https://www.bamboohr.com/resources/ebooks/smart-onboarding/>

Compensation & What's Important to your employees

Employees want to be paid for the work they put in. In addition to wages, an employee's salary is tied to not only a way to support themselves (and possibly a family) but also self-esteem and success. Happy employees work harder and low wages and unsatisfactory working conditions will have a direct correlation to poor production and outcomes.

Ways your business can affect Employee Retention:

- **Keep wages and salaries competitive** – if you are paying much less than a competitor there will be little keeping your staff from leaving.
- **Flexibility & Paid Time Off** - when you can't offer the financial opportunities, businesses can get creative to provide employees with paid time off or flexibility benefits like telecommuting or compressed work week schedules.
- **Robust Benefits** – compare your benefits with competitors to see what you do well and not so well.
- **Raises & Bonuses** – financial recognition is an instant morale boost. Employees work hard and those that are rewarded for doing so will stay.
- **Awards & Thank You's**- in lieu of money, saying thank you and providing employee awards is a way to make employees feel special and appreciated.

Many of these items are mentioned on page 5 as the reasons people leave. If your organization can work to fix these common issues you will have a much better chance at keeping your employees.

Resource: Watch a short video on “What Makes a Workplace a Great Workplace?” <https://vimeo.com/139277170>

Managers – Friend or Foe?

Do your managers create a great place to work? It's very important that you find out sooner than later as most jobseekers cite managers in their top three reason for leaving a job. Many people do not quit their job, they quit their managers.

When researchers looked at the data for why employees stayed or left an organization, five key management areas were determined as successful in retention:

Appreciation – having a manager who can genuinely understand support and provide an individualized style approach to each of their staff's personal and professional needs, interests, values and work styles

Feedback – providing frequent performance feedback on work and areas for growth and continued success.

Insight - anticipating the future and what needs are on the horizon of the organization, industry and team.

Encouragement – providing opportunities for growth, learning, mentoring, and training and development opportunities on the job.

Strategic – managers who can align the employee's goals with the mission of the organization resulting in a productive environment

What is your organization doing to train and invest in your managers so they can inspire and motivate your employees? An investment in your manager, is an investment in productivity.

RESOURCE:

According to a great article written by Caela Farren, PhD. Of Mastery Works she discusses the practice of being an A+ manager

http://www.masteryworks.com/newsite/clientimpact/impact_archives_jan07.htm

Employee Environment Survey

Please answer the following questions as it relates to your work environment within the scope of Business Services. All responses will remain anonymous. The information provided will have no impact on how your individual performance is measured.

I know what is expected of me in my job	YES	NO
I have the materials and equipment I need to complete my work effectively	YES	NO
At work, I have the opportunity to do what I do best every day	YES	NO
In the last seven days, I have received recognition or praise for doing good work	YES	NO
My supervisor or someone at work seems to care about me as a person	YES	NO
There is someone at work who encourages my development	YES	NO
At work, my opinions seem to count	YES	NO
The mission / purpose of my company makes me feel my job is important	YES	NO
My associates are committed to doing quality work	YES	NO
I have a best friend at work	YES	NO
In the last six months, someone at work has talked to me about my progress	YES	NO
This last year, I have had opportunities at work to learn and grow	YES	NO

EMPLOYEE SATISFACTION SURVEY

SURVEY COMPLETION: Please take a few minutes to complete this survey. Your answers will be Completely anonymous. Your views and opinions, along with those of your fellow employees are extremely important.

INSTRUCTIONS: Taking the Survey:

1. Do not put your name on this survey.
2. Your answers will be completely anonymous, and only the results of your responses will be provided to the employer.
3. Do not respond to any question that makes you feel uncomfortable. We do ask that you turn in the survey even if incomplete.
4. No management/company staff will be allowed in the testing areas while employees are completing the survey.

The following questions are analytical. They will not be used to identify any individual. We request that you turn in your survey even if it's incomplete.

Circle a response:

- | | | | | |
|--|----------------------------------|-----------------|-------------------|-----------|
| a. How long have you worked for the company? | 1 year or less | 2-5 years | 5-10 years | 10 years+ |
| b. What is your age? | Under 21 | 21-30 | 30-40 | 40+ |
| c. What is your gender? | Male | Female | | |
| d. Which best describes your role in the organization? | 1 st level Supervisor | Lead Supervisor | Production Worker | |
| e. What is your total before tax income, including overtime/bonus? | less than 20k | 20k-35k | | |

The following questions deal with communications, employee satisfaction, working conditions, and your role in the company. (1) Represents the lowest level of disagreement while (5) represents the highest level of agreement.

Circle your level of response:

- | | Disagree
Strongly | Disagree
Somewhat | Neutral | Agree
Somewhat | Agree
Strongly |
|--|------------------------------|------------------------------|----------------|---------------------------|---------------------------|
| a. Corporate communications are frequent and up to date on company policies. | 1 | 2 | 3 | 4 | 5 |
| | Disagree
Strongly | Disagree
Somewhat | Neutral | Agree
Somewhat | Agree
Strongly |

EMPLOYEE SATISFACTION SURVEY

b. There is adequate planning of of department objectives.	1	2	3	4	5
c. Management does not “say one thing and do another.”	1	2	3	4	5
d. I have confidence in the leadership and supervision.	1	2	3	4	5
e. Quality is a top priority and individual initiative is encouraged.	1	2	3	4	5
f. I have opportunities to learn and grow.	1	2	3	4	5
g. In the last 6 months some one has talked to me about my progress.	1	2	3	4	5
h. There is some one at work who encourages my development.	1	2	3	4	5
i. I know what is expected of me in in my job.	1	2	3	4	5
j. I am given the authority to make decisions I need to make.	1	2	3	4	5
k. I feel I am a valued employee and contributing team member.	1	2	3	4	5
l. If I do good work I can count on being promoted.	1	2	3	4	5
m. The company treats me like a person not a number.	1	2	3	4	5
n. The company gives recognition for work that is well done.	1	2	3	4	5
o. My salary is fair for my responsibilities.	1	2	3	4	5
p. My physical working conditions are good.	1	2	3	4	5

**Disagree
Strongly**

**Disagree
Somewhat**

Neutral

**Agree
Somewhat**

**Agree
Strongly**

EMPLOYEE SATISFACTION SURVEY

q. Deadlines are realistic and work-load is reasonable.	1	2	3	4	5
r. I can maintain a reasonable balance between work and personal life.	1	2	3	4	5
s. Supervision treats me fairly and with respect.	1	2	3	4	5
t. My supervisor tells me when my work needs improvement and complements when I do my work well.	1	2	3	4	5
u. My supervisor asks me for my input pertaining to work related responsibilities/tasks.	1	2	3	4	5
v. My company provided as much initial ongoing training as I needed to enable me to do my job.	1	2	3	4	5
w. My supervisor handles my work-related issues satisfactorily.	1	2	3	4	5
x. Supervision handles my personal issues or provides me with a referral for assistance.	1	2	3	4	5
y. At work, my opinions seem to count.	1	2	3	4	5

COMPANY BENEFITS SURVEY

This section deals with company benefits and employee satisfaction.

<u>Darken your response:</u>	Dissatisfied	Neutral	Satisfied
a. Amount of vacation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Sick leave Policy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Amount of Health Care paid.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Dental Benefits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Vision Care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Dissatisfied	Neutral	Satisfied

EMPLOYEE SATISFACTION SURVEY

- | | | | |
|------------------------------------|---|---|---|
| f. Disability Benefits. | O | O | O |
| g. Paid time off benefits. | O | O | O |
| h. Life Insurance. | O | O | O |
| i. Tuition Reimbursement benefits. | O | O | O |
| j. Retirement Plan benefits. | O | O | O |
| k. Stock Option plan. | O | O | O |
| l. 401k Plan. | O | O | O |

PRODUCTIVITY SURVEY

This portion deals with productivity as it relates to employee opinions pertaining to corporate policy and procedures.

<u>Circle the number of choice;</u>	Disagree Somewhat	Disagree Strongly	Neutral	Agree Somewhat	Agree Strongly
a. Planning and goals.	1	2	3	4	5
b. Planning is effective.	1	2	3	4	5
c. I know the long term strategy.	1	2	3	4	5
d. I agree with the long term strategy.	1	2	3	4	5
e. Employees are rewarded for improving work processes.	1	2	3	4	5
f. Employees are expected to meet deadlines on time.	1	2	3	4	5
g. Deadlines are communicated appropriately.	1	2	3	4	5
h. Proper incentives are in place to encourage me to be as productive as possible.	1	2	3	4	5
i. I know how my productivity is measured.	1	2	3	4	5

EMPLOYEE SATISFACTION SURVEY

BEHAVIORS AND COMPANY POLICIES

Circle yes or no:

- | | | |
|---|-----|----|
| a. My job duties are precisely spelled out. | yes | no |
| b. My manager is easy to reach when I need him/her. | yes | no |
| c. My equipment (chairs, monitors, etc.) allow me to be as comfortable as possible at all times at my work station. | yes | no |
| d. Is overtime optional? | yes | no |
| e. Is overtime mandatory? | yes | no |
| f. I have had the training I need to do my work well. | yes | no |
| g. The company implements change quickly. | yes | no |
| h. Politics are kept to a minimum. | yes | no |
| i. I have a best friend at work. | yes | no |
| j. This past year I have had the opportunity to learn and grow. | yes | no |
| k. Management/Supervision use our names when speaking to us or just in passing by our work station. | yes | no |
| l. My work place associates are committed to doing quality work. | yes | no |

After completing the “Employee Satisfaction Survey,” place the survey in the envelope provided

THANK YOU FOR YOUR COOPERATION AND FEEDBACK