

# Insperty

*HR that Makes a Difference™*

A stylized illustration of the front of a large ship, viewed from a low angle looking up. The ship has a dark grey hull, a white upper section with a grid of windows, and a white radar mast. The ship is set against a solid blue background. The text 'KEEPING YOUR CREW HAPPY AND ON COURSE' is overlaid on the ship's hull in large, bold, yellow capital letters with a dark blue drop shadow.

## KEEPING YOUR CREW HAPPY AND ON COURSE

The Insperty® guide to employee retention

### FAIR WINDS

Keeping top talent begins with recruiting and onboarding.

### CALM SEAS

Navigate employee retention challenges with best practice strategies.

### ANCHORED FOUNDATIONS

Develop a positive company culture where employees want to work.

# GET THE BEST TALENT ON BOARD

## Get a head start on employee retention during your recruiting efforts.

A little work on the front end can help you get the right crew aboard and set them up for success as they get underway. These tips can help boost your retention rates:

### 1 Recruit for the long haul

When applicants have a clear sense of direction and value from day one, they're more likely to stay with your organization.

### 2 Create a compelling employer brand

Defining your brand story helps applicants understand who you are and if they're a good match for you.

### 3 Put a strong onboarding strategy in place

Onboarding shapes an employee's experience and can determine quickly whether your new hire will stay or jump ship.

### 4 Become adept at managing multiple generations

Learn what motivates and speaks to each generation in your organization, and appreciate the value that employee differences bring to the table.

### 5 Engage employees through feedback

Solicit employee feedback on company issues before you see top employees heading for the door. Retention, or "stay," interviews can provide the information you need to create a better work environment.

**Pro tip:** Learning what engages your employees helps you discover ways to build trust and loyalty for a long and happy employment relationship.

# Set sail and help employees gain momentum

## 7 key principles for successful onboarding

- Make the first day on the job special.
- Use a formal orientation program.
- Make onboarding participatory.
- Be sure the program is consistently implemented.
- Monitor the program over time.
- Use meetings with key company stakeholders as part of the program. Be clear with employees about objectives, timelines, roles and responsibilities.



## Get employees on an even keel

**Take time to nurture** your new employees. Spend time with them as they get acquainted and settle in.

**Talk about your company's mission** and values. Explain your culture.

**Assign a peer mentor** who can help ease nervousness, offer support and build trust with the new team member.

**Don't rush** the onboarding process – it can take a full year for new employees to align themselves with your company's goals.

## Day 1 tips to keep employees from feeling adrift

- 1 **Don't relegate new employees to their desk** to read the employee handbook and other paperwork. Allow them a few days to digest it all, and schedule a time later in the week to discuss.
- 2 **Take them to lunch.** You may want to invite a few team members as well, so everyone can get a jump on fostering a relationship and building trust.
- 3 **Take an informal tour of the office.** Introduce the new hire to people at all levels of the organization. Schedule meetings with key colleagues who can explain their role and how the new employee will be working with them.
- 4 **Don't expect your new employee to swim laps immediately.** A slow, deep dive into the organization and quality face time with managers and colleagues creates more engaged, loyal contributors to your team.



*"Many times, businesses don't make the connection between the performance of people and (their) financial performance."*

Paul Sarvadi,  
Chairman and CEO, Inspirity

# Chart your course with a solid retention strategy

Your best retention strategy may be multiple strategies

Cookie-cutter strategies are great if you want cookie-cutter employees, but you've hired top-notch individuals, not robots.

Allow for individualization in your retention strategy. Motivation can be sparked in hundreds of ways. Learn what keeps your employees engaged and loyal, and ignite those fires.

## Remember:

- People want to know their work means something.
- Recognizing and rewarding high performers is necessary.
- Frequent feedback and spending time with employees clues you in to what motivates them.

## Will your new employee *jump overboard*?

Keep an eye out for these disengagement clues, and take steps to right the ship.

- 1 Employees don't feel a sense of rapport.** Are you spending time with them? Do they get along with their coworkers?
- 2 Boredom has set in.** Are employees contributing and feeling a sense of connection with your company?
- 3 Your employees are frustrated.** Have they brought a recurring problem to you again and again? Have you addressed it and provided feedback about it?
- 4 They feel undervalued.** Are you taking good work for granted? Do you need to show some appreciation and recognition for work well done?



## Do you know your retention rate?

Divide the number of employees who remained employed for the entire measurement period (month, quarter, year, etc.) by the total number of employees who were present at the start of the measurement period, then multiply by 100.

5

÷

7

×

100 = 71%



# Provide a compass for employee success

## Continuous performance improvement

### Focus on continuous performance

development, not just yearly performance reviews as a one-and-done approach. Foster ongoing improvement with a model that's beneficial for your employees and your business—like setting quarterly goals with monthly check-ins, for example.

### Discuss employee performance

on a regular basis to show that you're invested in your people and their growth as valued members of your team.

### Consider an engagement survey

to learn how employees feel about their jobs. It encourages openness and upward communication through feedback.

### Ask questions and jot down notes,

taking the time to learn individual strengths and weaknesses of your employees. It will have a huge impact on the effectiveness of your performance feedback.

## Better communication = better performance

*Performance is an ongoing process where you should regularly communicate:*

- What your employee is expected to do in his or her job role
- Whether your employee is meeting those expectations
- Measures your employee can take to improve performance



# PRACTICES TO KEEP YOU FROM RUNNING AGROUND

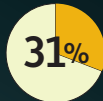
Keep morale high by implementing benefits that balance your employees' needs with your company's culture and objectives. They don't have to be costly.

Some of the most sought-after perks, according to a recent CareerBuilder job forecast:

Casual dress code



Employee discounts



Signing bonus



Extra paid time off



Ability to work remotely



According to the Society for Human Resource Management (SHRM), **young adults increasingly struggle with mental health issues**, like anxiety and depression, which makes employee assistance programs (EAP) a desired benefit for millennial job seekers.



# Build a strong benefits program

Regardless of budget or number of employees, your benefits program should be:

- Centered on clear goals
- Financially realistic
- As competitive as possible
- A differentiated mix of required and optional employee benefits
- Well articulated, including any additional perks
- Part of the total compensation picture

## 6 things to include in a total compensation package



Salary



Health insurance



Disability insurance



Paid time off (PTO)



Life insurance



Retirement contribution amount

## Be prepared

Compensation discussions can pave the way to better communication, greater employee performance and heightened morale.

1

Use your compensation philosophy as a guide

2

Listen to employees' pay concerns

3

Consider all the variables

4

Deliver the answer gracefully

5


Be transparent when it's not in the budget




An **ergonomic workplace can positively impact employee performance and wellness**. Make your employees feel valued and cared for in a comfortable, safe environment that encourages them to be productive and do their best work.

# Keep good employees on board

## 5 culture truths to retaining employees

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- 1 Myth:** Great perks translate into a great culture.  
**Truth:** Perks for perks' sake are meaningless and can be harmful or disappointing.
  - 2 Myth:** It's the money that matters.  
**Truth:** Money will meet basic needs, but after that, it's a temporary fix.
  - 3 Myth:** The answer to your problems is an employee survey.  
**Truth:** Unless you take action on the results, surveys won't help.
  - 4 Myth:** Executives control the culture.  
**Truth:** No one can dictate culture, but everyone must embody and nurture it.
  - 5 Myth:** Culture has no effect on your bottom line.  
**Truth:** For a strong bottom line, you need a strong company culture.



When employees get what they want from your company, they're less likely to look around for a "better" job.

### Company cultures require nurturing

Effective company cultures aren't created by happenstance, and they don't take care of themselves. It's up to you as a leader to ensure your culture supports your company mission, vision and values. Encourage your employees to embrace the behavior and principles of your culture – and lead by example.

Small gestures are contagious and can go a long way to shift the culture of your business. How do you want employees to think and talk about your company? How do you want them to feel when they come to work each morning? Nurturing the culture you've built means employees will care more about their job and ultimately be more invested in your company's goals and success.



# Navigating stormy seas

Don't let difficult conversations wreck your efforts to retain great employees. Learning to direct and manage emotional conversations in a productive way should be one of the essential tools in your supervisor toolbox.



## Beware the social media bugaboo

Whether you like it or not, social media is here to stay, and a quick Facebook break shouldn't be a problem for an otherwise productive employee. But when employees are spending more time on their tweets and status updates than job responsibilities, it's time to take action. Social media can be as destructive to productivity as overly social water cooler gabfests.



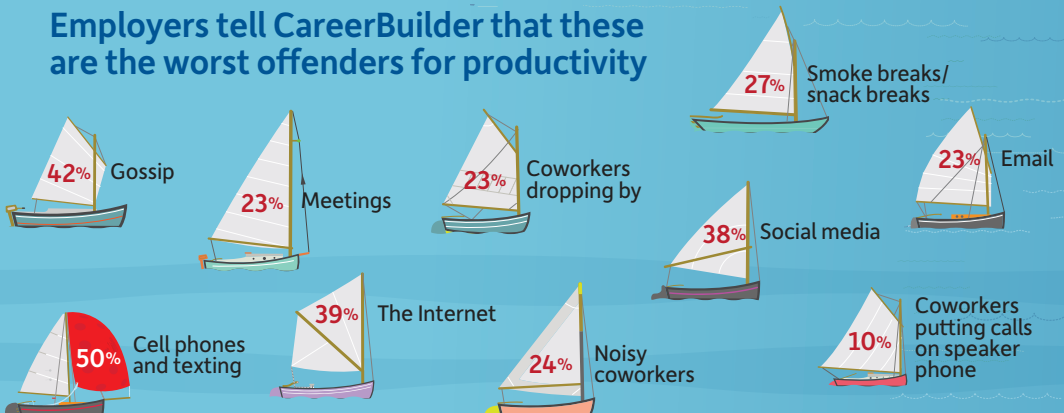
As a manager, you're responsible for making sure work gets done well and on time. Don't go overboard and try to eliminate socializing, whether through media or in person. Social interaction is an important part of building a pleasant and productive culture – but make sure you and your employees keep your focus on work results.

## Understand and embrace diverse work styles

As beneficial as work style assessments can be, the key to meshing diverse work styles is finding out what motivates your employees, what their passions are, and using their strengths to build a better workforce. How do you find that out?

Ask. Then listen. Let employees know you're there to support them. Start with, "What can I do to help you do your job most effectively?" You may not be able to provide everything they desire, but knowing what they need and assuring them you're trying to help them succeed can lead to higher employee satisfaction and engagement.

## Employers tell CareerBuilder that these are the worst offenders for productivity





# Performance management that won't tip the ship

If you can't explain a competency to an employee, they'll have no idea how to exemplify it. Make sure employees understand what success will look like in their positions.

## Four appraisal mistakes to avoid

1

### Failure to communicate

Write objectives for employees within SMART methodology: specific, measurable, attainable, relevant and timely goals and standards.

2

### Lack of consistency

Recording both positives and negatives in a review ensures a balanced and consistent appraisal that prevents bias and decreases your potential liability.

3

### Avoiding difficult conversations

Employees can't improve if you don't tell them what they need to do, so be prepared to have that conversation. Don't ignore it to avoid an unhappy employee.

4

### Viewing appraisals as a yearly event

Appraisals and feedback should be continuous. Keep a log of positive and negative items throughout the year, but provide regular feedback and conversations with each employee.

## When employees don't want to manage

Not all employees want to move into management positions. Don't push unwilling employees into leadership, or you'll likely lose them. Respect their motivations and their choices, and you'll set everyone up for optimal productivity and engagement.



If your employees see no career path at your company, they're less likely to hang around for the long haul. These tactics can help encourage and motivate them.

- 1 Increase their knowledge base through mentorships.
- 2 Give them stretch projects to expand their skillsets.
- 3 Let them see potential opportunities through job shadowing.
- 4 Build a culture that supports career mobility.

# CELEBRATE A SUCCESSFUL SAILING

**Tips from Insperty pros to recognize and reward employees for jobs well done**

**"If your group has a relationship with a particular charity, buy a couple of tickets to their next lunch or dinner event and allow your employees to attend. Those events are always fun, and it provides them with a new experience."**

*Corinn Price, executive director,  
Community Involvement*

**"Give an exemplary employee a dedicated parking space for a week or month."**

*Kelley Zanfardino, SPHR, CA, SCP,  
HR compliance analyst,  
HR Operations*

**"Organize a community volunteer activity. To make it even more rewarding, consider letting your employees choose the organization or event."**

*Lynne Klein, PHR, performance consultant,  
Payroll Service Operations*

**"Create a traveling trophy (e.g., golden object, special hat, figurine, etc.) that moves employee-to-employee based on being 'caught' doing something outstanding."**

*Michelle Kankousky, senior corporate learning and  
development consultant, Corporate Human Resources*

**"A personal note written with sincerity and specifics can sometimes mean the most to an employee. Money or trinkets may never be as rewarding."**

*Bob Reticker, senior performance consultant,  
Payroll Service Operations*

**"Give out coupons for 15 minutes of time off as a spot award. Employees can collect them to add up to leaving an hour early one day or coming in late one day."**

*Chris Brennan, performance specialist,  
Field Service Operations*

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It's all about  
the people at the  
end of the day.

PAUL SARVADI, CHAIRMAN AND CEO  
INSPERITY

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Insperty serves more than 100,000 clients with more than 2 million employees. The retention rate of those employees is currently 85 percent.\*

[insperity.com](http://insperity.com) | 800.465.3800

\* Source: Insperty news release of fourth quarter and full year 2017 results, Feb. 12, 2018



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