

Welcome

TO

REV**UP**

2030



Keep to Compete

Improving Retention as the New Recruitment Strategy

The Cost of Losing an Employee

Activity	Cost
Recruiting	\$4,700
Training	\$1,300 - \$1,985
Turnover Costs	SHRM: 6 – 9 months of salary Gallup: 0.5 – 2 times annual salary Wynhurst Group: 100 – 300% of annual salary Workforce Institute: Skilled frontline worker in Manufacturing - \$20k - \$40k

Range impacted by skill and experience level



Study Findings

- The proportion of employee attrition over the last 12 months had a higher representation of **women (35%)** relative to the share of the workforce for **survey respondents (29%)**.
- Of **women** that left the company in the last 12 months, **56% left voluntarily** (compared to **59% of men**).
- Based on the limited data provided by survey respondents, **58% of employees that left** the company within the last 12 months were **racially / ethnically diverse** compared to **40%** of the **survey respondent workforce**.
- Approximately **half of the employee attrition** was due to **voluntary** terminations with the other half classified as involuntary.
- **Black or African American** employees disproportionately left their companies, representing **40% of the attrition** compared to **21%** of the **overall workforce**.



What if We Work to Keep Them?



- Avoid cost of replacing an employee
- Increased:
 - Productivity
 - Efficiency
 - Commitment to Mission and Vision
 - Alignment to Values
 - Growth
 - Success
 - +

Sample Business Case

ERG for Hispanic/Latino(a) Employees

- 10,000 Employees
- Average Salary \$80,000
- 12% employees are Hispanic/LatinX

Intangible

- Improved Morale
- Employer of Choice
- Community good will

Productivity: ERG makes them 2% more productive. $(10,000 \times .12 \times .02 \times \$80,000)$

Productivity gain: \$1.9M

Retention: ERG can keep 5% from leaving. Savings in recruiting and training new employees is 80% of salary. $(10,000 \times .12 \times .05 \times \$80,000 \times .8)$

Potential savings: \$3.8M

What Do People Want?

- Fair Compensation
- Positive Supervisor Experience
- Feel Safe and Welcome
- Ability to Contribute to the Success of the Organization
- Opportunity to Grow and Advance
- Reward and Recognition
- Values Alignment



Goal

- Treat employees better than or at least as good as customers and clients.
 - Hard to deliver a good customer experience if the employee experience isn't good.
 - It's even more difficult to give your best when you can't show up at your best

The Big Shift

- Covid
- Great Resignation
- Quiet Quitting
- Increased Focus on Mental Health and Well Being
- WFH
- WFA
- RTW
- Gen Z!
- Focus on the Whole Person

What Can We Do?

8 Phases of the Employee Journey

Phase 1: Assess

- Prospective employee considering your company
- Opportunity to align prospective employee's expectations for their work life with your way of operating.

Phase 2: Accept

- Employer extends offer, prospective employee accepts the offer.
- Capitalize on their excitement and exceed their expectations.

Phase 3: Affirm

- Hire remorse is possible
- Opportunity to affirm their choice and provide additional evidence to support their decision.

Phase 4: Activate

- First day on the job!
- Opportunity to start things off in the right way and set the standard for future interactions.

Never Lose an Employee Again, Joey Coleman

8 Phases of the Employee Journey

Phase 5: Acclimate

- A new hire learns how the organization works
- Opportunity to introduce them to the organization's culture, process, and operational philosophies to help them adapt to the new environment

Phase 6: Accomplish

- New employee achieves the result/goal they were looking for.
- Opportunity to acknowledge and celebrate the employee

Phase 7: Adopt

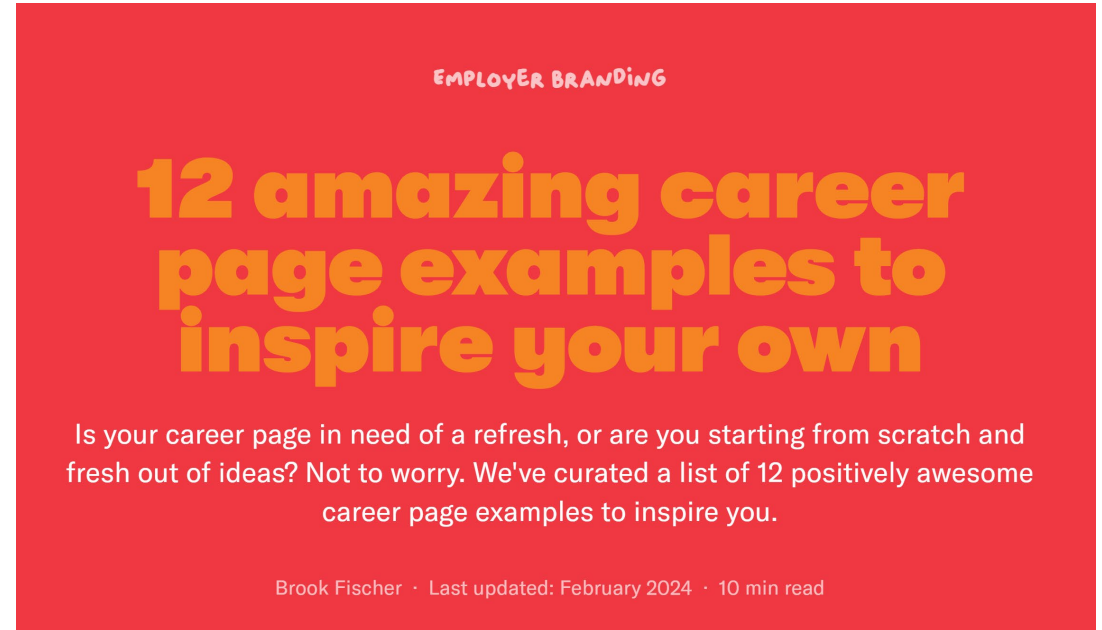
- Loyalty reaches a new high, fully embrace your philosophy, culture and operation. They make decisions in the best interest of the organization and proudly contribute
- Opportunity to formalize a long-term relationship that goes deeper than "it's just my job" attitude.

Phase 8: Advocate

- The Employee becomes a raving fan and zealous promoter.
- Opportunity to publicly acknowledge raving fan employees – helps with employee referrals and reviews.

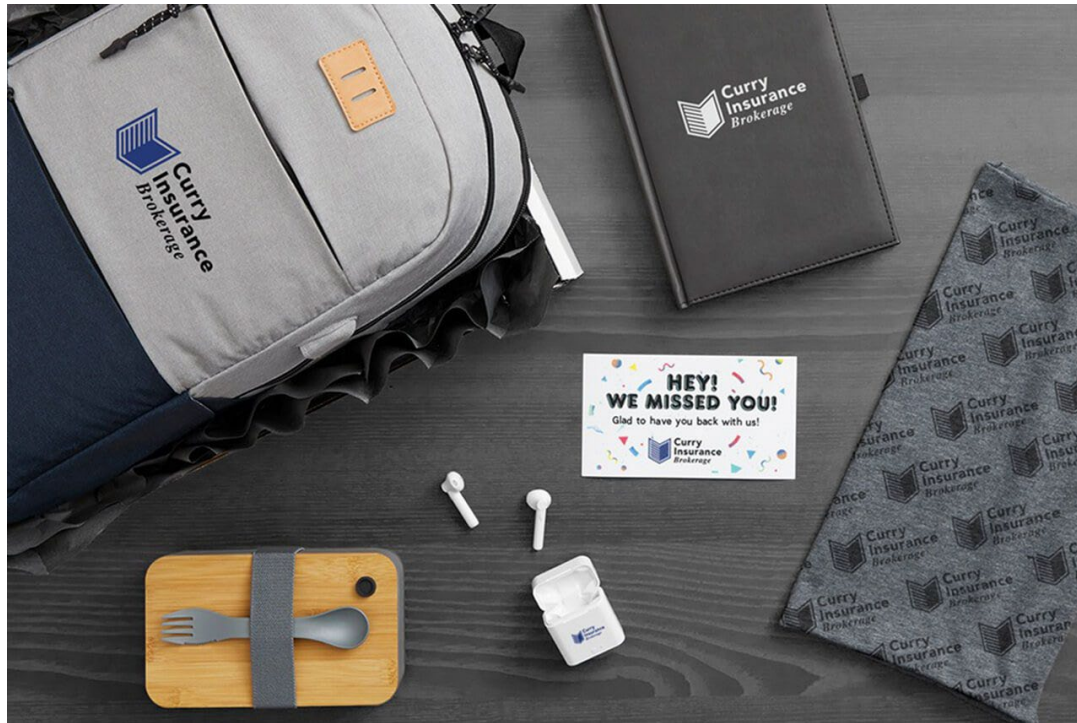
Never Lose an Employee Again, Joey Coleman

- Inclusive and Inspiring Job Postings
- Website
- Career Area, Employee Experience, Evidence of Diversity in Leadership and Board
- Employee Reviews – Glassdoor, Indeed, etc.
- Referrals
- Presence at Job Fairs and Industry Conferences
- Smooth Interview Process



[Link](#)

Accept



- Leverage social media
- Show excitement
- Share why they were selected
- Provide small token of appreciation or memorable memento

- Phone call
- Email
- Snail mail
- Video
- Personal reach out by new peers
- Coffee chat
- Survey
 - What makes you – you?
 - How do you learn best
 - What are you currently watching on Netflix/Hulu/Amazon, etc.



Activate



- Create a memorable 1st day experience
- Onboarding, not orientation
- Plan for first 100 days
- Debrief of first day
- Schedule check-ins
- Reach out in person, phone, text and email periodically
- Repeat the onboarding phase when employees switch roles

- Requirements
- Roles and Responsibilities
- Relationships
- Buddy Network
- Be a Role Model
- Educate on Culture

"Leadership is difficult to define, but I know it when I see it. Dick Dauch is a born leader whose ability to inspire loyalty and extraordinary performance is a natural phenomenon."
—LEE IACOCCA, former chairman and CEO of The Chrysler Corporation

HOW MANUFACTURING WILL SAVE OUR COUNTRY

AMERICAN DRIVE

RICHARD E. DAUCH

CO-FOUNDER AND CHAIRMAN OF AMERICAN AXLE

WITH HANK H. COX

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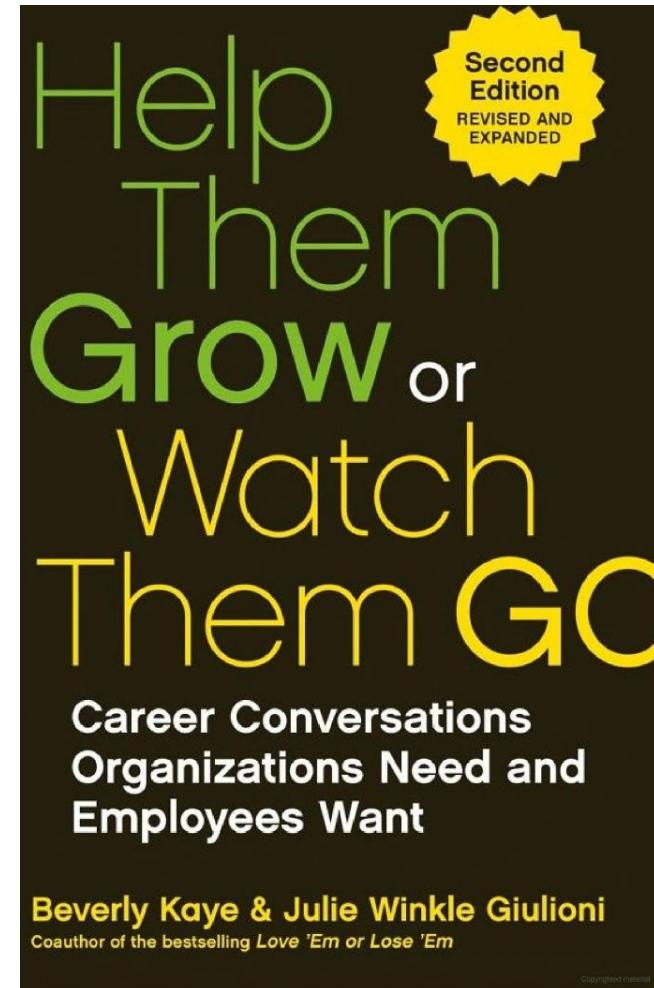
Accomplish



- Recognize 1st achievement
- Confirm expectations are being met
- Provide feedback on required adjustments

Adopt

- Show them and invest in their future
- Career and Leadership Development Programs
- Mentor Programs
- ERGs
- Inclusive Communication and Language
- Inclusive Leadership – make people feel seen, heard and appreciated



'GLASSDOOR'

- What are your employees actually saying about you?
- Create paths for advocacy
 - Make employees aware of referral programs and open positions
 - Create opportunities for employees to talk externally
- Offboarding is just as important as onboarding
- Create an alumni network

Resources

- **Who: The A Method for Hiring** by Geoff Smart and Randy Street: Practical steps and a straightforward method for interviewing and hiring new
- **The Best Team Wins: Build Your Business Through Predictive Hiring** by Adam Robinson: a simple, easy-to-follow approach that removes the complexity of hiring and puts the focus on getting the right people in the right roles.
- **Hiring for Attitude** by Mark Murphy: highlights the importance of not just focusing on skills and experience but also on attitude, which is often a key predictor of a candidate's potential success or failure.
- **96 Great Interview Questions to Ask Before You Hire** by Paul Falcone: a set of great interview questions to use. It's a good guide for hiring managers and recruiters.
- **The Rare Find: Spotting Exceptional Talent Before Everyone Else** by George Anders: offers a different perspective on hiring and focuses on how to identify exceptional talent, often in unusual places.
- **Talent Wins: The New Playbook for Putting People First** by Ram Charan, Dominic Barton, and Dennis Carey: Proposes that people should be at the core of a company's strategy, and it offers ways to attract, develop, and retain the best talent.
- **Help Them Grow, or Watch Them Go:** by Beverly Kaye and Julie Winkle Giulioni. An easy read that takes the complex issue of career development and simplifies it with real, action-oriented tips, tools and insights for leaders at all levels.
- **Never Lose an Employee Again** by Joey Coleman. Reshape the way you think about recruiting, hiring, onboarding, and retaining quality team members—whether you are an owner looking to hire your first few employees, an organization hoping to redefine an industry or an enterprise that needs to keep growing on a global scale.

Table Talk

1. Share an experience that made you leave (or want to leave)

2. Share an experience that made you stay