

HOW TO KEEP YOUR BEST PEOPLE

It's Never Been More Important!

Presented by:

Brought to You By:



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PRESENTED BY



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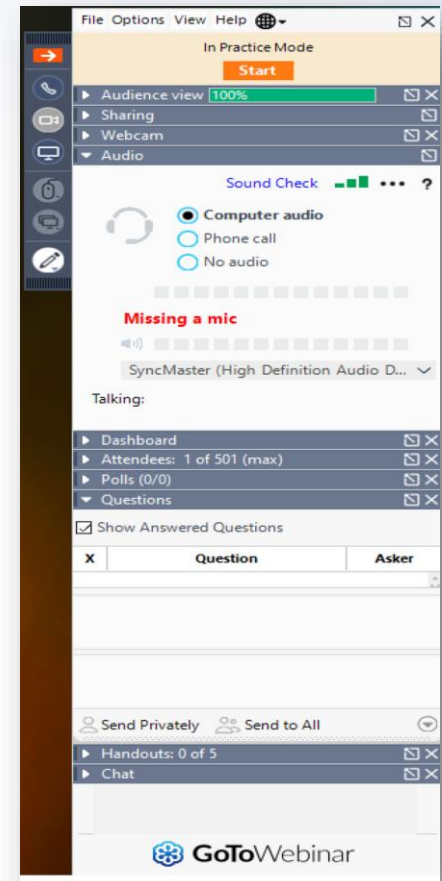


PROGRAM LOGISTICS

VirtuaLivesm
Online Training



- All participants are on **“Mute”** with **no Video..**
- **Sound** issues? Choose to “listen by phone” or toggle computer/no audio.
- Use the **“Question”** feature to type questions and comments.
- **Polls** will be used for information and fun!



NAVIGATING THE “*GREAT RESIGNATION*”



WHAT'S HAPPENING

Quits rate 6.6 % in accommodation and food services in September – November 22, 2021



U.S. BUREAU OF LABOR STATISTICS

We've Become A Nation Of
Quitters: 4.4 Million
Americans Left Their Jobs In
September

Forbes

EMPLOYER IMPACT

Deloitte.
Insights

The worker-employer
relationship disrupted

If we're not a family, what are we?

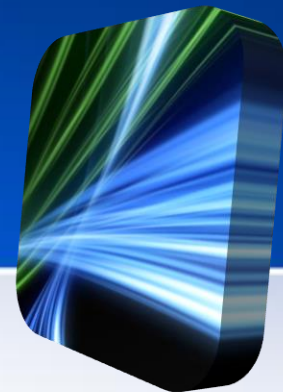


Why Your Employees Are
Leaving En Masse And The
Surprising Factor That Will
Keep Them

Harvard
Business
Review

With So Many People
Quitting, Don't Overlook
Those Who Stay

WHO IS HIRING?



**Development Associate
Director of Community
Programming**



**Future Citizens Foundation
Donor Relations Manager**



DOING THE MOST GOOD™

**Business
Administrator**

**Communications
Coordinator**



**Director of
Philanthropy**



**community
human services**
hope. help. here.

**Development
Director**



Here for Good
Community Foundation
for Monterey County

Director of Finance

Administrative Officer



Executive Director



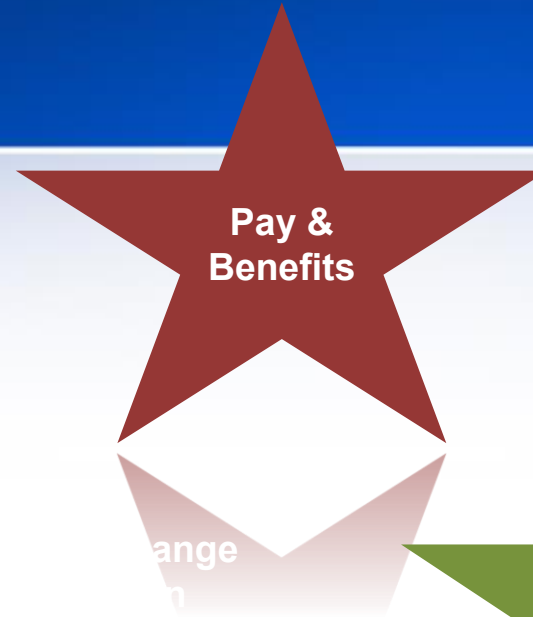
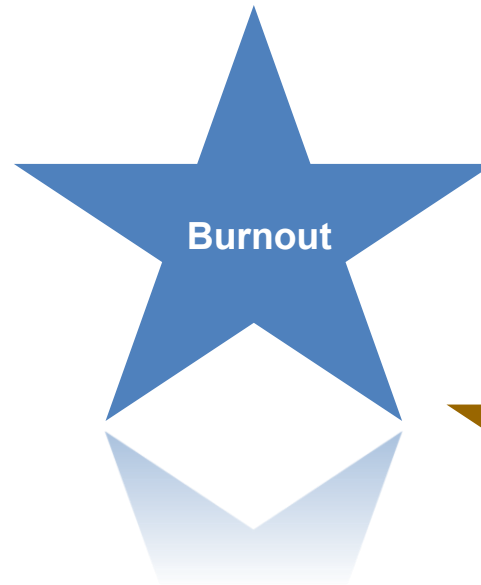
**Monterey Bay
Charter School**



EMPLOYEES



What is the **#1 REASON**
your employees are
leaving? *Is it ...*



WHO IS DRIVING THE “GREAT RESIGNATION?”



MODERATE TO SEVERE DIFFICULTY

20%

98% Hospitality
93% Manufacturing
92% Healthcare
91% Retail, Finance, Insurance
87% Automotive
81% Construction

REASONS

- 60% Higher Paying Jobs
- 46% Less Connected
- 42% Diminished Company Culture
- 36% Burnout
- 35% Family Care
- 33% Better Work/Life Balance

***A TURNOVER
‘TSUNAMI’!!!***

**Career Entry
20 - 25 Years**

45+ Groups

**60 - 70 Age
Group**

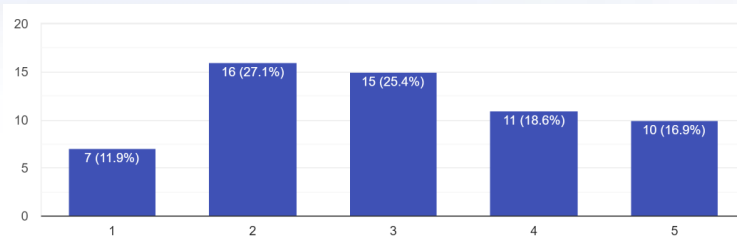
– Harvard Business Review
– Fisher Phillips
– Achievers Workforce Institute

HOW ARE NONPROFITS FARING ON THE CENTRAL COAST?



STAFFING & VOLUNTEER CAPACITY

We have volunteers or staff necessary to carry out our work.



1 = Strongly Disagree; 5 = Strongly Agree

28% Agree or Strongly Agree

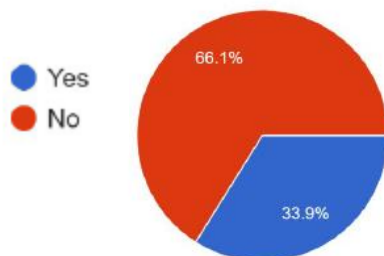
“Some board members are not finishing out their terms due to COVID changes in work or family.”

“Tough finding qualified applicants in this market.”

“Staffing is out biggest challenge right now. Even jobs that were historically “easy” to fill are staying open longer. Staff in programs that are short staffed are tired, some near burnout.”

LEADERSHIP TRANSITIONS

Has your organization had a leadership transition this year or will it in the near future?

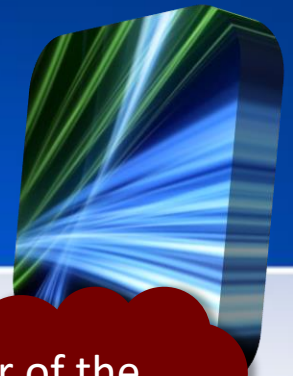


“Leadership transitions reported across all nonprofit size categories”.

“53% of those with transitions responded ‘stable’ or ‘optimistic’ vs. 61% of those without transitions.”

Source: Center for Non-Profit Excellent / Community Foundation for Monterey County

WHAT'S DRIVING WORKPLACE BEHAVIOR?



“A ‘GRAB BAG’ of REASONS ...”

Fear of the
“third
wave”!

- ✓ Wages are not keeping up with surging prices.
- ✓ Low wage jobs often **lack opportunities** for career growth.
- ✓ A “**crumbling childcare industry**” is driving up daycare costs.
- ✓ Workers face **increasing responsibility** without commensurate pay.
- ✓ **Job opportunities** with the potential for more pay, better benefits.
- ✓ Fears of the next **COVID-19** variant.

“... including ‘plain old vanilla’ pandemic fatigue!”

- Fisher Phillips

WHAT ARE EMPLOYERS DOING?



- 38% **New creative hiring practices and sourcing**, expanding their applicant reach, reducing “desired experience”, offering referral bonuses.
- 36% Providing **additional** “perks” and “benefits”.
- 35% Increased **workplace flexibility** (hours, schedules, personal attire, etc.)
- 30% Increased **remote work** options.
- 29% Improving **HR processes**, e.g., speed up recruiting and hiring.
- 24% Providing mental health support and/or Employee Assistance Program (**EAP**).
- 23% Ramping up **workplace safety** initiatives.
- 21% **Surveying** Employee Engagement.

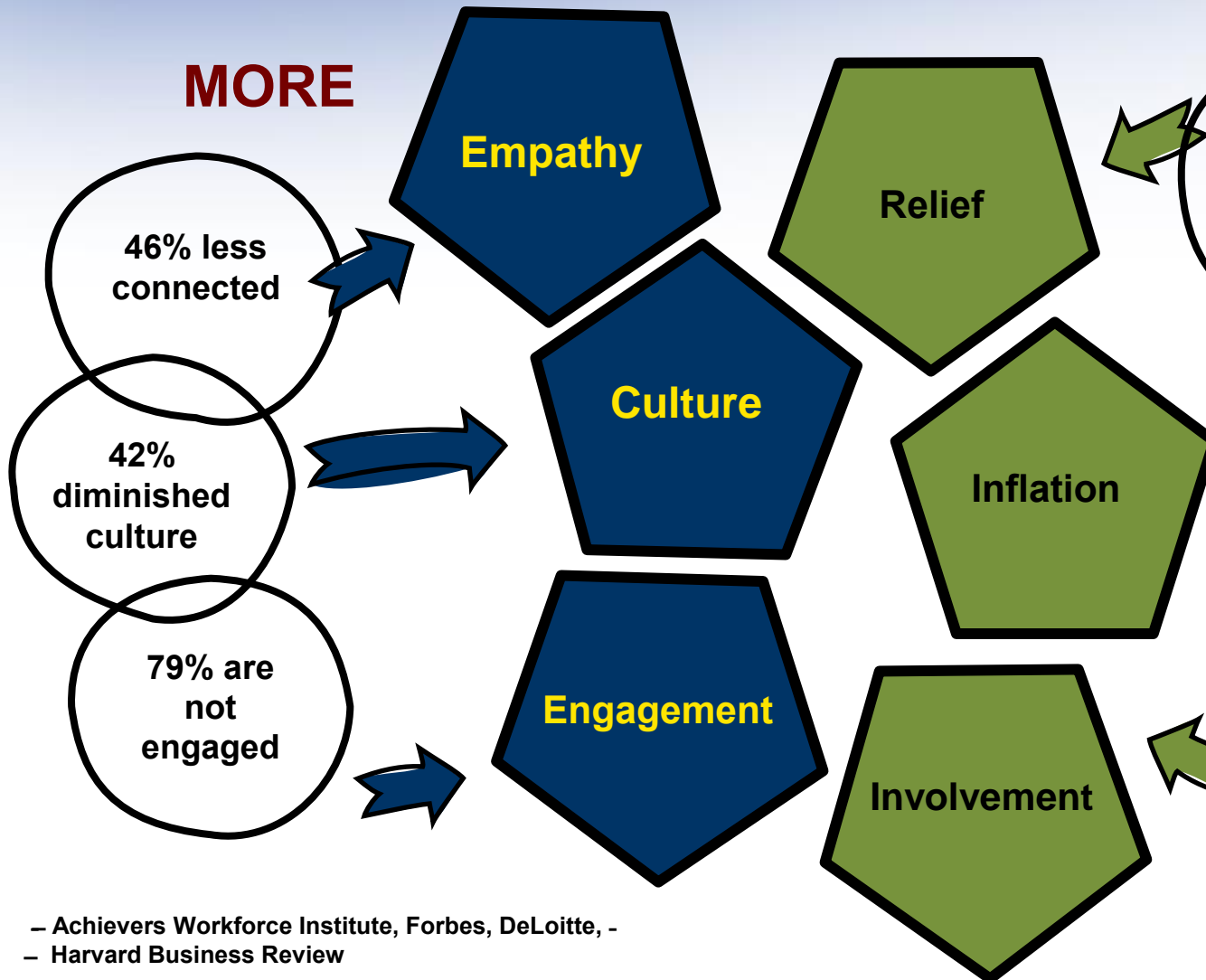


35% state “family care” is an issue, yet only 4% have attempted improvements.

EMPLOYEES WANT MORE & DIFFERENT THINGS



MORE



DIFFERENT

“Burnout”
Leading
Turnover
Cause

\$ Combined
with
Unsustainable
Demands

*“You treat me
good; I’ll treat
you better”*
– Chuck Zito
Amateur Boxer

– Achievers Workforce Institute, Forbes, DeLoitte, -
– Harvard Business Review

4 STEPS TO KEEPING YOUR BEST PEOPLE

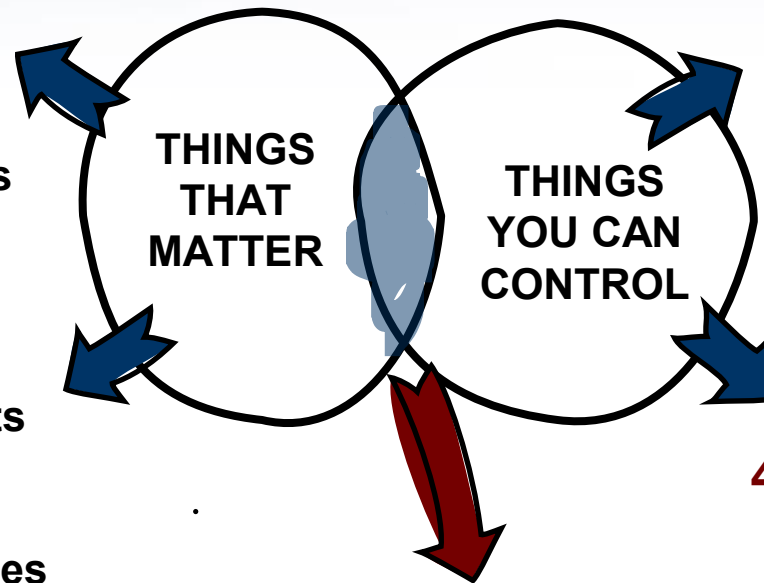


1. DEFINE THE PROBLEM

- Voluntary/ Involuntary
- Impact to Key Business Metrics

2. IDENTIFY ROOT CAUSES

- Comp / Benefits
- Time Between Promotions
- Size of Increases
- Performance
- Training
- Overtime



**WHAT YOU SHOULD
FOCUS ON**

3. DEVELOP TAILORED RETENTION STRATEGIES

- Workforce Planning
- Work Flexibility
- Employee Development & Engagement
- DEI Focused Approach

4. LEAD THE WAY

- Re-ignite Your Culture
- Drive for Positive Change

of Separations Per Year / Average Total # of Employees = Turnover Rate

TRUE ENGAGEMENT

The Most Competitive Advantage



THE PAST

THE FUTURE

MY PAYCHECK

MY PURPOSE

MY SATISFACTION

MY DEVELOPMENT

MY BOSS

MY COACH

MY ANNUAL REVIEW

MY ONGOING CONVERSATIONS

MY WEAKNESSES

MY POTENTIAL

MY JOB

MY LIFE

MY EXCLUSION

MY INCLUSION



Building a High-Development Culture Through Your
Employee Development Strategy, Gallup, Inc.

WHAT WOULD YOUR EMPLOYEES SAY?



- ☐ I know what is expected of me at work.
- ☐ I have the materials and equipment I need to do my work right.
- ☐ At work, I am able to do what I do best every day.
- ☐ In the last seven days, I received recognition or praise for doing good work.
- ☐ My supervisor seems to care about me as a person.
- ☐ My ongoing development is encouraged and supported.
- ☐ At work my opinions seem to count.
- ☐ The mission of my organization makes me feel my contribution is important.
- ☐ My co-workers are committed to doing quality work.
- ☐ I have a best friend at work.
- ☐ In the last six months, my supervisor has talked to me about my progress.
- ☐ This last year, I have had opportunities to learn and grow.

Building a High-Development Culture Through Your
Employee Development Strategy, Gallup, Inc.

THE 2020 LEADER

(A Prediction Holds True)



Collaborative Mindset

- Inclusive decision making
- Genuinely soliciting feedback

Developer of People

- Mentors, coaches' team
- Provides straight feedback

Digitally Confident

- Uses technology to connect customers and employees

Global Citizen

- Has a diverse mindset
- Prioritizes social responsibility

Anticipates, Builds for the Future

- Builds accountability across levels
- Champions innovation

“Sometime over the next decade, your company will be challenged to change in a way for which it has no precedent”.

– Hamel

Source: The Generations @ Work survey and Workplace of the Future Survey, Future Workplace

GUIDED BY VALUES ...



**Create an
Inclusive
Culture**

Arrange to be reversed mentored by
someone as different from you as possible

Create a forum outlining a major
initiative, allow employees to react

**Champion
Openness**

**Emphasize
Learning**

Hold learning reviews after a major
customer win or loss

Evaluate the facilities and office
policies of the company

**Personalize the
Employee
Experience**

4 LEADER ACTIONS to NAVIGATE YOUR WAY



1) Be Aware of Your Impact

Let's say your organization is experiencing record YTD turnover and hiring is falling below target. Your people are worried, tired and stressed.

- How do you message the realities of these pain points?
- Are you aware of how your concerns and frustrations are felt by others?
- Are you unintentionally adding to their fear and anxiety?

WHAT TO DO:

Define Your Impact. Does it paint a picture of how you want to be seen as a leader? Test what you see with trusted colleagues. Do they see it the same way? What insights do they have?

Decide and Act. Where are you solid as a leader? In what ways do you want to show up different and why? What is important for others to know?

Harvard Business Review: "With So Many People Quitting, Don't Overlook Those Who Stay"

4 LEADER ACTIONS to NAVIGATE YOUR WAY



2) Focus on Potential & Possibility

Let's say your organization is 75% retention and you have attracted and welcomed a large number of new people.

- What outcome do you want to create in this uniquely disruptive time?
- How do you know what will be important being pragmatic yet open to possibilities?
- How can onboarding be an “exceptional” experience?

WHAT TO DO:

Get Curious & Ask. Whether new or tenured, ask what possibilities they see:

- ✓ What do you envision as the best possible outcome for this situation/new assignment/challenge we are facing?
- ✓ What excites you about that?
- ✓ What does that give you/the team/the organization?

Harvard Business Review: “With So Many People Quitting, Don’t Overlook Those Who Stay”

4 LEADER ACTIONS to NAVIGATE YOUR WAY



3) Give the Respect & Attention Deserved

The marketplace for talent has shifted. Think of your employees as customers, being thoughtful and serious about retaining them.

- Do your employees feel underappreciated in the fever to hire new?
- Do only some warrant your interest and attention?
- How are employees acknowledged, recognized, appreciated?

WHAT TO DO:

Re-recruit them. Consider what conversations you would have if you were recruiting them to your organization.

Engage them. Talk with your employees. Consider what questions you would ask if you were working the double shifts, taking on added responsibilities, or seeing the last person quit.

Harvard Business Review: “With So Many People Quitting, Don’t Overlook Those Who Stay”

4 LEADER ACTIONS to NAVIGATE YOUR WAY



4) Make it Okay to Leave *Far too often, when an employee gives notice, the reaction is akin to an emotional breakup – you’ve been left and feel rejected.*

- What attitudes and behaviors does this trigger for you and others?
- How does the organization’s reaction bode with those that remain?
- How do you think employees share your organization’s story to others?

WHAT TO DO:

Transition With Gratitude. Consider what conversations you would have if you were recruiting them to your organization.

Treat as an Inflection Point. Talk with your employees. Consider what questions you would ask if you were working the double shifts, taking on additional responsibilities, or seeing the last person quit.

Harvard Business Review: “With So Many People Quitting, Don’t Overlook Those Who Stay”

WRAPPING IT UP



- Retention levers have shifted with “**Employees wanting MORE and DIFFERENT things**”.
- **True Engagement** is increasingly becoming an “Employers Most Competitive Advantage”.
- **What Matters Most** has also shifted simply wanted a check and a job to a purposeful and meaningful experience.
- The significance of **Leadership endures** with developing relationships as key.

TIME to HireRightsm



Competition is fierce and small to mid-sized employers are struggling to find and hire the right talent during this employee-driven shift.

Despite best practices to “*Keep Their Best People*”,
**employers are facing the
highest skill shortages in over a decade.**

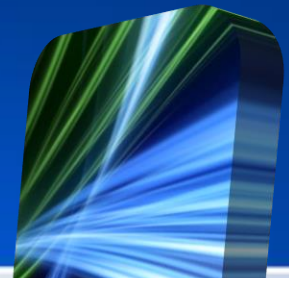
Sound familiar?

After a short break, join us for our next session:

HOW to HireRightsm ...
It's Never Been More Challenging!



EXCELLING AS A SUPERVISOR/ MANAGER



Pre-Scheduled Programs

April 14, August 18 &
November 10

Register Today!





EXCELLING AS A MANAGER OR SUPERVISOR

Presented by our
Leading HR Experts!

NOT ALL OF US ARE NATURAL LEADERS...
COME LEARN HOW TO LEAD LIKE THE PROS!

As a manager, supervisor or leader, you face a wide variety of new challenges. In addition to accomplishing your own projects, you are expected to build and motivate a team to meet department and company goals.

During this 2-hour program, we will explore many practical techniques, tips and solutions to succeed and excel in your management role.

Participants will learn about:

- The key roles and functions of a manager, supervisor or lead
- The importance of effective communication in a management position
- How to exhibit leadership so others will follow, and
- Identifying stages of team development while recognizing where your team is now

VirtuaLiveSM (Taught Live by TPO Experts)

- Next Pre-Scheduled Programs (9:00am - 11:00am)
April 14, August 18 & November 10
- TPO Client Exclusive
- Training just for your team at your preferred date/time/location

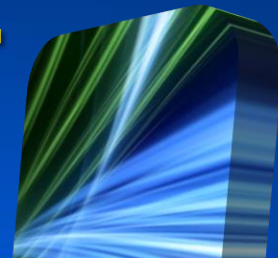
ALSO AVAILABLE IN SPANISH

This program has been approved for 2 recertification credit hours through HRCI.



To schedule training go to: www.tpohr.com

HOW TO KEEP YOUR BEST EMPLOYEES



EXPANDED PROGRAM!

July 14
9:00am – 11:00am

Register Today!



Consulting • Training • Investigations



HOW TO KEEP YOUR BEST EMPLOYEES

It's Never Been More Important!

Employees want more and difference things and employers need to rethink their retention practices... or their best people will move on. **True Engagement is an Employer's Most Potent Competitive Advantage** – but that's easier said than done.

There are endless variables, requiring a strategic level of approaches to keep your top performers in 2022's challenging job market. You will learn some of the innovative ways smart employers are drilling it down and reinforcing a culture of respect and enrichment. They are infusing **meaningful value of work** and providing **flexibility** to help retain their employees.

We'll help you think this through, including:

- The **Great Resignation** – a Turnover Tsunami
- Today's **Top 5 Retention Challenges**
- A **Model** to Retain Your Best
- Leveraging "**Purpose**"
- Essential **Leader & Manager Capabilities**
- The Power of **Differentiation**
- The "**Stay Interview**"



VirtuaLiveSM
Online Training

Next Pre-Scheduled Program

July 14, 2022 9:00am - 11:00am

Client Exclusive (VirtuaLiveSM or In-Person)

Training just for your team at your preferred Date/Time/Location

This program has been approved for recertification credit hours through HRCI.



To schedule training go to: **www.tpohr.com**

Q & A



MORE ABOUT .. HOW TO KEEP YOUR BEST PEOPLE



It's Never Been More Important!

For TPO's Training Calendar
go to: www.tpohr.com

Presented by:



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Thank
You!

