



WHITEPAPER
VOLUME TWO

EMPLOYEE RETENTION
REDUCING RECRUITMENT
BY INCREASING RETENTION

WHITE PAPER

EMPLOYEE RETENTION

REDUCING RECRUITMENT
BY INCREASING RETENTION

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EMPLOYEE RETENTION

Retaining your best staff is essential to your company's performance.

For managers, nothing feels better than having a productive and happy workforce who are collectively focused on the organization's success.

Drake offers valuable insight into understanding the causes of undesirable turnover. We will provide practical and actionable employee retention tactics that will have an immediate effect on improving top performing staff retention.

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Look after your people and the business will look after itself.

EMPLOYEE RETENTION

1 :: INTRODUCTION

Have you ever phoned or revisited a client and discovered that the person you were dealing with is no longer working for the company? It's an unfortunate and frustrating realization. All that time – and often money – spent developing a relationship and sharing business strategies with someone you trusted went out the window. Now recall how you felt about the organization your client represented. Their reputation became unreliable, you lost faith in their business practices and you probably lost interest in working with them. So if you have felt this way about other companies, then your clients likely feel the same about yours if you have trouble retaining your top talent.

For managers, nothing feels better than having a strong, successful, happy workforce in place who are mutually focused on the organization's performance. Hiring top-quality individuals is an important task on its own, but essential to any manager's ongoing process is a critical retention strategy. In fact, hiring does not end when the candidate has accepted the position. Advantageous initiatives and well-planned processes must be firmly in place and consistently nurtured so that employees will have reasons to remain with your company for growth to continue. Following a well developed strategy will let you reduce recruitment through retaining your top-performing talent.

Obviously, you cannot hold onto all your best people, but you can certainly minimize the loss. Reducing employee turnover is a strategic and vital issue, beneficial to your company's bottom line. It has taken considerable time and resources to attain a staff whom you are proud of – to replace them starves your organization of many essential success factors (money, overall attitude, productivity, etc.) and the company's ultimate triumph. The intent of this whitepaper is to help you discover the importance of retaining your valuable employees and provide you with a list of solutions.

2 :: PEOPLE ARE VALUABLE

Like an art collector who has spent time and research attaining that Great Master's work which embodies the talent, skills and training of the artist, getting excellent staff requires the same passion. The collector protects the painting with superior security and environmental methods. In your position as a manager of people you must do whatever you can to keep that priceless individual who works hard for your company and generates strong results.

As an experienced business person, you have undoubtedly used, or are in the process of using, effective hiring tools to assemble what you believe to be the best staff, with exceptional skills and who fit well into your company's unique culture. In a competitive, professional world, top performers are often made a variety of offers before they settle on one career position. But once they are working for you, they need reason and motivation to remain.

The old adage "Look after the small things and the big things look after themselves" can easily apply to your workforce. "Look after your people and the business will look after itself". It could not be more relevant today as when it was first said. **Your staff is more than employees. They are valuable individuals with unique competencies and characteristics who require appreciation as much as a paycheck. In fact, people are the single most valuable element within your organization.** Without them, you simply cannot do business or generate revenue. It is not just human resource companies that are in the people business – every business needs excellent people to prosper. Can you think of a Fortune 500 company that reached success without top performing people who have grown and developed over time with the company?

Each individual who performs a function at your organization – no matter how junior or senior – are the puzzle pieces that fit together to create the larger picture of success. Missing one of those pieces puts a hole in the picture and stops your company being successful. To keep them, your company must develop a retention strategy with clearly defined goals.

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3 :: RECOGNIZING THE PROBLEM

Who is ultimately responsible for staff retention?

Retention starts at the top. Sourcing, hiring and retaining motivated employees is the responsibility of the company's governing board and Leadership Team. Getting and keeping good staff demands focused, formal and informal policies and procedures that make retention a prime management outcome. **Managers need to appreciate staff every day and constantly work to keep them on board.**

The HR department alone cannot reduce turnover. For significant, positive change, company leaders must establish distinct retention processes and programs within all levels of an organization. After finding the right people, it is management's primary role to take responsibility for the success of their employees including leading people towards performance goals and targets.

Why are people leaving?

If you are baffled as to why people are leaving your company, then take a look at a typical workplace scenario:

Kevin had grown frustrated with his current employer. He felt he was very talented in his job and had won several key accounts as proof. Yet he hadn't had a raise in two years, and his boss seemed incapable of saying anything nice about his work. Kevin was putting in a lot of overtime and was stressed from the huge amount of work he was expected to complete with decreasing resources. Past downsizings and employee reductions had left his department short-handed, and yet workloads were rising rapidly. He wasn't sleeping well, and his home life was suffering because he never had energy or time for life outside of work.

Kevin had had enough and began interviewing with other companies. But when he was made an offer from a major competitor, he wasn't sure what to do. In some ways he liked his existing job. He recalled having faith and being happy with the company before the downturn and he liked his fellow workers — although he knew that several of them were looking as well. He couldn't help but think, maybe things would improve soon?

This scenario has become increasingly familiar in companies in North America. The nature of work environments at all levels has become such that employees are faced with increased workloads, ever-stressed bosses, lack of incentives and fear of reductions. This has caused many talented employees to leave their current organizations. In most cases they are not blind to the fact that things might not be better elsewhere but they are hoping for some recognition and perhaps a bit of relief, even if temporary, from their current situation.

According to Dr. John Sullivan, an HR advisor to Fortune 500 and Silicon Valley firms, there are a number of factors that will contribute to a forthcoming wave of turnover. New job opportunities are steadily rising in fields that were once under performing. Fast online job search resources let employees search and apply to new jobs easily. Globalization and off-shoring have created a sense of discomfort and lack of loyalty to companies. Increased corporate recruitment efforts are aiming to snatch top performers and the natural shift of age dynamics means retirement levels will soon come in waves, leaving once unattainable roles open.

Never has it been more critical to organize your company's retention programs before high turnover takes hold and strongly impacts your business goals.

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The High Cost of Employee Turnover

The costs of high staff turnover can be incredible. Some of the substantial costs that occur when a person leaves your organization include the following:

1. **Recruitment costs**
 - from advertising to the time spent interviewing and sourcing.
2. **Training costs**
 - orientation materials and trainers' time (ex. call center agents require on average 4 - 6 weeks or more of classroom training).
3. **Lost Productivity Costs**
 - a new employee operates between 25%-50% of productivity levels for the first three months, not including the time spent by existing employees to assist.
4. **Lost sales costs**
 - the loss of business when the role is vacant.

According to William G. Bliss, advisor to entrepreneurial companies, figures can easily reach 150% of an employee's annual salary. The cost will be significantly higher (200% to 250% of salary) for managerial and sales positions. For example, if the average salary of employees in a given company is \$50,000 per year, the cost of turnover at 150% of salary, is \$75,000 per employee who leaves the company. For the company of 1,000 employees who has a 10% annual rate of turnover, the annual cost of turnover is \$7.5 million.

What company can afford this? Not only are there the direct financial costs of replacing staff but other repercussions include the loss of key skills, knowledge and experience, disruption to operations and the negative effect on workforce morale. In addition, high turnover represents a considerable burden both on HR representatives and managers who are constantly recruiting and training new staff.

The Impact To Your Business

Replacing staff is obviously expensive. But in addition a company's reputation is also at stake. No one feels confident dealing with an organization which cannot hold onto their employees. It suggests instability, poor management and a lack of good planning. Regardless whether an individual is let go or leaves on their own accord, more often than not the employee leaves with a bitter taste in their mouth. That feeling is taken with them – along with the skills they learned while working for you – and their sentiments are often repeated to future employers and their personal network. Reactively losing talented individuals can damage your company's reputation for years to come.

Lastly, constant high turnover creates unrest in present employees. Positions which are made vacant create increased workloads for other staff members – often outside their position profiles. The sense of instability and frustration can cause work backlogs and slow productivity. Yet, perhaps more fundamentally, the employee's lack of faith in the organization when they see their co-workers departing will effect productivity work levels in unbelievably negative ways.

What are you doing about the problem?

Dr. Sullivan says that most firms have by now long forgotten any of the lessons they learned about retention during the 1990s. Many managers have grown arrogant because the last few years of high unemployment guaranteed that most employees would have to take whatever they dished out. Over 75% of firms have no distinct retention strategies and those with plans have let them fall into neglect.

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Even if you don't have high employee turnover today, your company should look at implementing retention strategies. Employees see retention efforts as more sincere when managers are not being forced to act due to high turnover.

“The first step to solving the employee turnover problem is to recognize that we indeed have a turnover problem,” said Bill Pollock, CEO of Drake International, a global provider of business consulting and implementation solutions, in his article “People are Everything”.

When seeking to resolve the problems associated with high turnover, companies must first investigate the underlying causes. They need to have in mind an appropriate level of attrition by setting benchmarks against similar organizations and taking into account the entire cost of turnover to the company.

Some issues may be addressed at a local level by placing a greater emphasis on listening and responding to employees concerns and ideas. Yet, in general, retention difficulties are likely to require a company leader with the ability to engage the employees - using strategies such as job satisfaction surveys - who can also create a broader, long-term plan.

If your company does not have effective retention strategies set firmly in place, then the time to act is now.



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4 :: SOLUTIONS

The Basic Elements of Retention Strategies

As the economy improves and firms look to build their talent strength, it is only logical that senior leaders, managers and HR professionals will increasingly look at retention as a major business imperative.

Dr. Sullivan states in his article “Expanding the Scope of Your Retention Efforts” that most newly enacted retention efforts will not only fail — they do so miserably. As someone who has been designing retention solutions for corporations for well over a decade, Dr. Sullivan says the reason for this is that many firms define the goals of the retention program too narrowly. For example, if the goal is defined as merely to “keep good people,” you are automatically dooming the effort by failing to identify specifics that can be measured.

Rather, a broad set of carefully planned criteria is essential when building a strong retention program. The solutions addressed in the following section were recognized and created by industry professionals whose experience prove invaluable to any company, of any size. They have helped organizations realize their productivity goals through the retention of top performers and the reduction of recruiting. Drake consults companies on the philosophy that giving careful consideration to the retention of top performers reduces the need for recruitment and saves time and money. As a result, they have helped organizations realize their productivity goals through the following topics:

- A :: Top Performer Profiling
- B :: Orientation and OnBoarding
- C :: Performance Reviews
- D :: Career Pathing and The Two-Way Value Proposition
- E :: Communication and Employee Engagement
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A :: Top Performer Profiles

“Knowing how to select the right people, and in fact, actually selecting them is essential to successful performance.” - Bill Pollock, “People Are Everything”

It is important that both the organization and the employee know what they want to get out of the job. Yet, unknown to most managers, retaining good staff ideally begins during the recruitment phase. A key challenge during recruitment is differentiating candidates who do well in interviews and candidates who will do well in the actual position. Often they can be mutually exclusive. The goal for any recruitment strategy should be to attract a top performer who will stay with the company for as long as possible. In order to hire those “near perfect” individuals, an ideal role profile should be created. If a company spends quality time, energy and focus to create such a profile it becomes much easier to source qualified candidates who will successfully fill the position.

A candidate profile should be built around existing top performer’s skills, knowledge and behaviour. Using predictive performance profiling such as Drake’s P3 proves invaluable in this process. It will match candidates to this criteria and distinguish them as future key contributors in your organization. Other interviewing techniques and assessments can clarify candidates who perform the job well, but P3 identifies and distinguishes the key behavioural tendencies necessary for them to be successful in their jobs and in the unique organization which they are entering. Once behavioural traits are determined, candidates can be separated into further categories based on their training requirements.

It is important that both the organization and the employee know what they want to get out of the job.

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B :: Orientation and Onboarding

To retain the most desirable workers, employers must first recruit them. As mentioned above, the actual hiring technique is an important step in the process of building relationships that encourage long-term employment relationships.

Once ideal candidates are hired, their orientation to the company and the role is paramount. As mathematician Henry Block put it, “We are forced to rely on our people, which is why we put so much emphasis on training them.” Orientation is the critical “fitting in” phase of the training process. New hires are oriented to the workplace culture, trained in the role and learn the company’s expected outcomes. The orientation process must provide a clear understanding of the role and the performance targets necessary to attain to complete the role successfully. By establishing these targets from the outset, the employee will not be faced with surprise expectations, instilling both confidence and reliability.

Therefore, it is the responsibility of the company’s key stakeholders to develop these expectations prior to any sourcing for a new position and communicating it to the new employee. If the position profile incorporates these targets and is realistic in scope, new employees will enter the position with realistic expectations of what they must achieve. Of course, time is of the essence and a great way to personally communicate these messages is to utilize technologies such as Drake Interactive, a web-based messaging service designed to bring to sight and sound to information often delivered in flat, hard copy documents.

Many employers have experienced the frustration of hiring seemingly ideal candidates for specific positions only to have them leave immediately after the orientation session. In most cases, this introduction to the company was neither positive or reassuring enough for the new employee and they left due to overwhelming bewilderment or fear. So, to gain

the highest productivity and the greatest longevity, wise employers should engage their new hires with an extensive, in-depth onboarding process.

Onboarding continues far past the point where orientation programs typically end. Some orientation experiences conclude after a couple of days of the employee’s first day. Yet, a number of more enlightened companies have extended their orientations for a number of months, conducting follow-up sessions on a periodic basis. This longer approach often serves to deepen the bonds with the employee by providing more attention, human interaction and information.

Additional rich media such as interactive web collaboration tools offer the opportunity for new employees to ask questions and resolve troubling issues. Managers who employ technologies such as Drake Interactive and PictureTalk, which provides real-time collaboration while conducting small or large meetings, find this type of approach delivers the results necessary to communicate strongly to all candidates. Issues may be addressed in person and the human interaction is ideal for reinforcing success within the company. It lets the new employee know that communication is strong within the organization, thereby reducing turnover or loss of interest by employees who stay yet remain unhappy.

C :: Performance Reviews

Positive feedback on a regular basis does more to propel success in an individual than any other performance related tactic. Performance reviews are a chance to formally communicate an employee’s contribution to the company. A properly conducted performance review provides the employee and their manager an opportunity to step back, look at the bigger picture of the employees performance and to discuss in broad strokes whether the performance is below, at or above company expectations.

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Performance Reviews increase the chance of an underperforming employee improving their performance.

A partnership with a company such as Drake, who consults on reviewing techniques and project development, can result in effective performance reviews. Putting these into action within the workplace can be immediately instituted to improve performance.

Quite simply, negativity does not work. We no longer live in those dark Victorian times when unrealistic and iron-fisted tactics work to get an optimal performance from an employee. Today's workplace requires that criticism must come with support and a sense that the company is there to assist the employee in achieving and attaining success. Proved time and again, even the most average of employees are likely to raise their quality standards if they are encouraged through constructive, open reviews. Always recognize successes and never berate an employee who works hard but whose work lacks company standards. In fact, these individuals are often the most open to suggestions of improvement and are ready to be molded into the most ideal of employees.

D :: Career Pathing and the Two-Way Value Proposition

As the American poet Oliver Wendell Holmes said, "I find the great thing in this world is not where we stand, as in the direction we are moving." Such motivation is vital for long term retention. **Employers must balance company goals with employee's personal goals.** It stands to reason that a happy, content employee has an equal mix of successful professional and personal lives. Countless studies have determined that people who are experiencing problems - whether illness or lack of focus on goals, etc. - generally underperform in their jobs. After all, they are people first and employees second.

So, in order to make sure that your employees realize that the two aspects of life are valued in

the workplace, it is imperative that your organization develops a value proposition that embodies these concerns. **Essentially, this two-way value proposition is the marrying of company goals with personal goals.** To achieve this, involving a third party organization, like Drake, can help to facilitate candid conversations, identify core issues and encourage the expression of their goals while jointly mapping future plans. Drake can provide customized certification programs to help identify the employee's suitability for other positions and career development. As mentioned earlier, Drake's P3 and Drakewize, a skills evaluation tool, can be modified to identify the skill sets and strengths the individual possesses and what positions they are most suited towards.

A strong career plan will provide a sense of hope in the future and comfort in the fact that their company is concerned in them as an individual. The key to this plan is to marry the company's goals with personal goals, in essence, the real nuts and bolts of employee engagement. It is like envisioning a journey, the two are taking together. The result is an employee with aspirations who will see that their current role should be performed to the best of their abilities in order that they may continue to the next position. The credibility this establishes with the employee will do more to solidify the intention to stay more than any gift or bonus.

All top performers aim to accelerate their careers. Assisting individual staff members in finding new positions within the company may be the best and most direct way to influence them to stay. Organizations often subconsciously erect numerous bureaucratic hurdles that make moving around tough, or they simply do not offer ways for an employee to learn about possible openings. If employees stay challenged and in continual development, they will generally remain with the organization.

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Some form of information platform, such as a website or job board, or easily distributed digital announcements, is a great way to let employees know there are vacancies in other departments within the company. One such effective tool to communicate vacancies is Drake Interactive's messaging which can easily create a "speaking memorandum" distributed in an email to internal staff letting them know of current and future vacancies. Deconstructing barriers makes it easier for people to move between positions within the organization as it is outside the company. This could mean that certain current practices may need to change.

Organizations with low turnover generally follow several rules that guide the internal application and transfer process:

- 1. Individuals should be able to interview for new positions without permission from their present managers.**
- 2. Individuals should not have to complete application forms and if resumes are used they should be kept very simple.**
- 3. Individuals should be able to leave their current position with the fewest amount of obstacles as possible – it should not be their responsibility if their previous position has not been filled.**
- 4. Salaries offered should be similar to those an external hire would receive.**

Outsourcing internal applications and transferring to a solutions company such as Drake can streamline this process from the application stage and help to fill the vacancies created from relocation or transfer. From a salary point of view, Drake has the expertise in place in the form of labour market knowledge to help clients create a balance between external and internal compensation equity.

E :: Communication and Employee Engagement

Nurturing staff should be ongoing, a day-to-day activity. Clear and open communication is the best foundation for nurturing staff. Nothing says respect or models empowerment more than managers who actively listen to their employees. The active listener appreciates the employee's feelings, input and concerns which can be the most cost-effective way to acknowledge people. Being heard builds self-esteem and employees with high self-esteem feel trusted and valued and are less likely to feel marginalized.

People work for people, not companies, and people need to communicate effectively to ensure that their voices are being heard and their concerns addressed. More companies are devising communication plans to keep employees apprised of company performance and business objectives. Keeping employees "in the loop" increases their feelings of inclusion and helps them realize their importance to the company and its strategies and fosters the open communication environment successful companies have well ingrained within their culture.

Technology plays a critical role in communicating corporate messages to the ranks. For instance, through the internet, employees can learn about employment benefits, job openings and the latest product initiatives. They can also get a first look at annual stockholder presentations via online video presentations given by COOs and CEOs. Attaching rich media interactive messages - using a tool like Drake Interactive - creates a personal touch to these communications and goes further to instill key stakeholder involvement in all aspects of the company. If new ideas or procedures are to be rolled out, rather than a static email or direct mail handouts, many companies are enjoying the benefits of web-conferencing tools to facilitate company wide meetings. PictureTalk will let the audience and meeting hosts intermix in real time regardless of location. Issues and questions can be resolved immediately rather than elapsed time filled with confusion and frustration which can often result in departing employees.

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F :: Morale

Whether employees are heading for the exits at an alarming rate or because employee relations issues are becoming increasingly problematic, the issue of morale is critical to operational success and should be the cornerstone for any retention strategy. Morale directly affects the bottom line through its impact on productivity, customer service (and therefore customer loyalty), turnover, absenteeism and litigation.

Companies must be committed to investing in morale boosting initiatives to reflect both their sincerity towards the issue and their serious approach to retaining staff. Goodies, gimmicks, and gala events on their own, don't lead to high morale. Nor do any other quick-fix solutions. In fact, when such events and programs contradict workers' daily experience of not being respected, valued or appreciated, these approaches often lead to an increase in cynicism, distrust and eventual turnover.

What does lead to high morale is an intrinsically rewarding work experience where:

- **employees feel respected, valued, and appreciated**
- **employees get to be players and not just hired hands**
- **employees get to make a difference**

With such a work experience, employees don't need to be 'bribed'. They don't have to be plied with treats to make them want to come to work and do their best. Morale problems are experiential problems; they're a result of a negative or dissatisfying work experience due to the actual job itself, one's relationship with their boss, not having adequate training or a myriad of other factors that affect morale. Since morale problems are due to an unsatisfying work experience, the answer is in changing the work experience. More specifically, the answer is in creating a work experience that itself is rewarding (not always fun, but rewarding).

Material solutions or events don't satisfy experiential needs. In the workplace, the need to feel that you make a difference, the need to be proud of your work and your employer, and the need for autonomy are just a few of the experiential needs that impact morale and productivity. If these needs are not met, no material "solution" or event will make a difference. A combination of some of the solutions described here all play a part in engaging employees in elevating and driving a culture with a strong and positive morale.

G :: Competitive Compensation, Benefits and Incentive Program

Competitive compensation and benefit packages including salary, bonuses, stock options, and the traditional health insurance and retirement packages are tools that some companies use to help keep employees onboard.

Salary increases should be structured to stay competitive within your market sector, geography and the position.

Employers should distinguish between top and bottom performers by ensuring that those individuals performing in the top quartile are paid over and above those in the bottom quartile. You may consider using 3rd party salary surveys, such as Drake's Annual North American Salary Survey, to benchmark your workforce's salaries in your market sector and geography. Due to the difference in cost of living in various geographic sectors, you will want to understand how to apply salary inflators and deflators in your company to ensure salary equities amongst your employee base.

Carefully developed bonus or profit sharing programs provide encouraging, goal-oriented initiatives for employees to aim towards. The goals for success set out by the manager and

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the employee are more attainable if realistic and practical incentives are firmly in place.

Benefit programs are important to employees. Benefits can extend beyond the traditional health insurance and retirement programs and can include:

- **employees feel respected, valued, and appreciated**
- **employees get to be players and not just hired hands**
- **employees get to make a difference**

H :: Non-Monetary Reward Recognition

Creative non-monetary reward and recognition programs can be powerful tools. Increasingly, companies are using informal methods for rewarding staff while financial compensation is becoming less the norm for recognizing employee accomplishments. Reward systems that are person-based are proving to be effective especially when recognition is linked to personal desires or needs such as:

- **Time Off**
- **Flexible work hours**
- **Job-sharing**
- **Office Space**
- **Home Office**
- **Special Projects, Committee Involvement**
- **Public Acknowledgment**
- **Career development and training**
- **Company organized discounts such as fitness memberships, discounts on company products / services, discounts on client's products / services**
- **Community and Charity Involvement**

One of Fortune's 2001 "100 Best Companies to Work for in America" companies has established the "Headstart for the Holidays" program which matches up company employees with hundreds of needy children over the holidays.

The most important part of any informal reward and recognition system is that it is linked to organizational values and that it is given personally from management!

I :: Employee Surveys

If you were a doctor, you would never prescribe a treatment or medication without first diagnosing the problem, would you? Well, reducing high turnover should be approached in the same way. Implementing regular employee surveys allow employers to take the temperature of employees and gauge a company's culture and mood. The results will allow organizational leaders to anticipate issues in advance of turnover.

Collecting survey data and understanding concerns is only the first step. Managers need to craft and implement policies that meet employee concerns head-on. Organize company-wide communication sessions that feed back survey responses and associated actions, this lets employees know they are being heard and that their issues are being addressed. Employee surveys are best delivered by a third party consultative company such as Drake which can deliver an objective evaluation and encourage candid responses.

J :: Exit Interviews

"Facts do not cease to exist because they are ignored." Aldous Huxley

It is unrealistic to think that good people can be trapped. So, when people do leave it is important to know why and adjust hiring profiles, policies and practices within the company to address the concerns. A structured exit interview program can play an integral role in employee retention. Remember it is important to learn from the information gleaned in these interviews. By not paying attention to the results turnover will continue for the same reasons.

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Consider using a 3rd party organization to create and conduct your exit interviews. HR consulting experts such as Drake are an objective resource which encourage employees to act more openly and honestly with their answers. Drake has an innovative web based service that helps you conduct staff exit interviews from anywhere in the world. It also assists in the collation, reporting and analysis of interview results more efficiently than manual efforts. The information collated from these interviews is excellent for developing and adjusting job profiles and refining the position for the next candidate further improving the chances of retention.

As you create your company's exit interview questionnaire it is important to strike the right balance between the need for information and survey length.

There are five key guidelines that should be kept in mind to help ensure that the end result is a useful and effective survey:

1. Do not focus solely on the employee's reasons for leaving but also on the employee's attitudes and experiences that identify the issues and concerns which may not surface when asking about reasons for leaving.
2. Ensure that there is more than one way for employees to express their reasons for leaving – including several open-ended questions for them to include their own comments – to get a full perspective on their decision to leave.
3. Incorporate key behavioural measures such as the employee's satisfaction with the job itself, how well the employee's job responsibilities were defined, perceived opportunities for advancement and the employee's perspective on the amount of training, feedback and recognition received.

4. Recognize that exit interview practices need to be implemented consistently and in such a way as to encourage employees to share their opinions honestly.
5. Incorporate the ability to examine results not only on the basis of individual results but for the organization as a whole.

K :: The Boomerang Effect

The word 'boomerang' has recently been used to describe employees who return to an organization. Boomerang employees are usually very committed to their position and the company and are therefore can become the some of your best recruiters for new talent and mentors for existing employees. The time they have spent away from the organization has given them the additional knowledge of the market, and they have personally experienced that perhaps the grass isn't greener on the other side.



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5 :: CONCLUSION

As identified in this “whitepaper”, many issues are at stake when retention is not consciously prioritized. From a damaged company reputation to low employee productivity, high turnover is negative and costly. Keeping employees who outperform beyond expectation reduces the need to recruit and cuts related hiring and training costs. **Put simply - you’ll have a successful company if you treat your employees well so they want to stay with you.**

Hiring top-performing and enthusiastic employees requires a certain knack. But keeping those employees is an art. Increasing retention requires careful planning and implementation resulting in a solid program which incorporates many or all of the solutions mentioned in this whitepaper. Incorporating these techniques into your internal company planning does not necessarily require expenditure. In fact, many of the retention strategies mentioned above cost little or no money to implement and require nothing more than carefully planned time dedicated to longterm goals. Companies must realize that by keeping their turnover levels low, they are in fact improving their bottom line. The cost of replacing employees is an excessive one which most companies cannot afford. Compared to the cost of retaining existing top performing employees, the cost difference and time constraints is staggering.

It is essential that every recruiter and manager should be concerned with retention from the start of any recruiting program. The process should be conscious of the end goal: to keep the individuals who outperform in your company. Making the new employee aware that the intention is to keep them as long as possible encourages the employee in committing to longterm goals and planning within the organization. No retention strategy is static but should be constantly evolving to suit the changing needs of the workforce.

This complimentary whitepaper is designed to help you evaluate your employee retention program to ensure that your organization has the best possible practices in place to reduce costly turnover. If you want to partner with a forward thinking organization who will deliver quantifiable results to your retention problem and, ultimately, your bottom line, contact a Drake office in your community. Our innovative line of proprietary technologies and Best Practices Consulting Services will make your retention strategies operate efficiently and effectively.



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6 :: RETENTION CHECKLIST

1. Recognize that **people are valuable**. Think of them as a great art collection that has taken time and money to develop. Take of them, nurture them, and you'll keep them.
2. **Recognize you have a problem**. Once understood and the responsibility is identified, the costs of high turnover will motivate you into creating a strong retention program.
3. Find out **why people are leaving**. The answer to this question is the first step to realizing you have a problem and can be the basis for your retention strategy.
4. Set **goals** for your retention strategy.
 - A **Top Performer Profiling** – Begin at the recruitment stage by comparing candidates to your best employees.
 - B **Orientation and OnBoarding** – Well planned, post hiring “fitting-in” plans instill longterm employee confidence in the organization.
 - C **Performance Reviews** – Performance feedback on a regular basis propels success.
 - D **Career Pathing and The Two-Way Value Proposition** – Paralleling company goals with personal goals and planning for success in the future creates motivation to outperform in current positions.
 - E **Communication** – Listening commands respect and representation.
 - F **Morale Boosting** - Respect, value and appreciate employees does more than financial compensation to increase retention
 - G **Competitive Compensation** – 3rd party salary surveys allow you to stay current and your employees to stay with the company.
 - H **Non-monetary Reward and Recognition** – A variety of rewards will increase employee gratification and happiness.
 - I **Employee Surveys** – Let your employees be heard and listen to their concerns.
 - J **Exit Interviews** – Learn from the recently departed and change the existing profiles and perhaps company structure.
 - K **The Boomerang Effect** – Tap the resource of returning employees whose experience and connections are invaluable.
5. Utilize the unique and innovative solutions created by **Drake to solve your retention problems.** Drake specializes in providing the best, most suitable and well qualified people and products for your organization. Our intention is to let our services outperform beyond your expectations, reducing your need to recruit new employees and developing a workforce who are dedicated to your organization.

ABOUT DRAKE

Members of The Drake International Group of Companies are global leaders in the field of human resources, consultative management, staffing and technology solutions.

For more than 50 years, Drake International has helped North American businesses solve productivity problems and recruit the best people. We begin with a business needs analysis which pinpoints the optimal way in which we can help your organization achieve its strategic objectives and overall workforce optimization strategy.

Using a partnership approach to deliver measurable results, Drake optimizes a company's profitability applying a blend of flexible staffing, permanent recruitment and technology solutions. Using innovative strategies Drake reduces costs, increase revenues and customizes HR solutions including outsourcing of non-core business functions. Our unique vision plans to hire the right people for our clients the first time, thus saving them money by reducing their need for recruitment.

Drake's operating philosophy is based on the principle that organizations and people are at the highest level of productivity when they are working with the right skills, knowledge and behaviours, using the best processes and technologies.

We aim to assist your organization in achieving heightened productivity, performance and profit standards through the effective use of people and the application of proprietary technologies to help match workforce levels to workload.

CONTACT DRAKE FOR FURTHER INFORMATION ON HOW OUR
INNOVATIVE SOLUTIONS CAN CREATE A SUCCESSFUL
RETENTION PROGRAM THAT WILL REDUCE YOUR
STAFF TURNOVER.

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