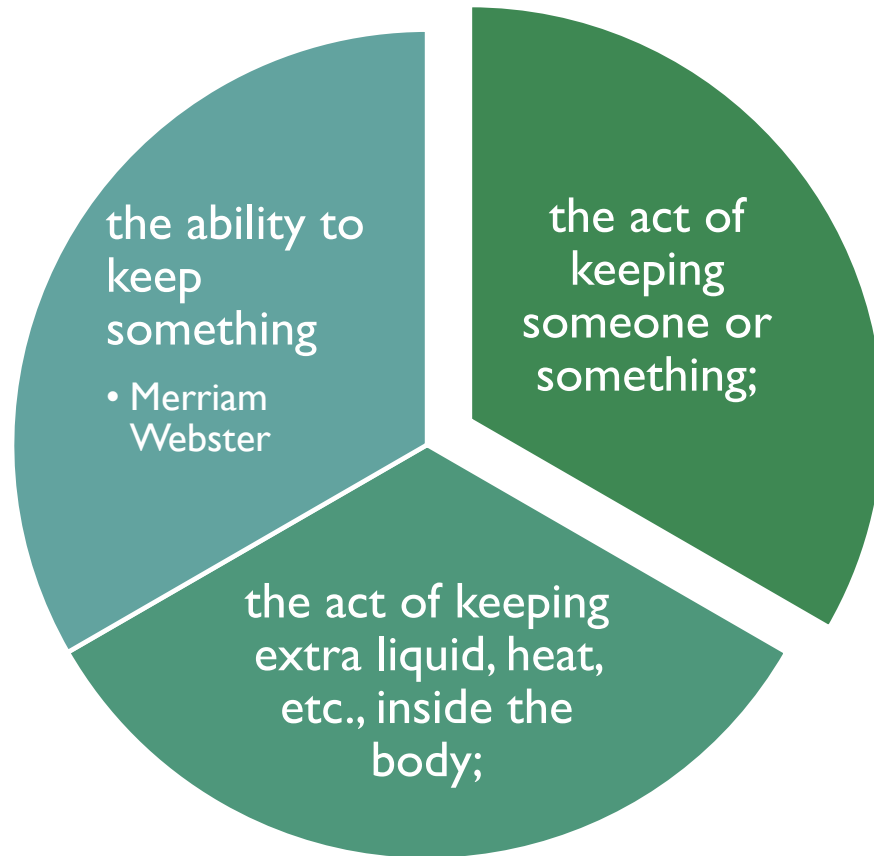




RETENTION PROCESSES: STAY INTERVIEWS AND EMPLOYEE ENGAGEMENT

PAMELA BYRNES



RETENTION DEFINITION

RETENTION OF
PEOPLE? OH THE
STORIES WE TELL
OURSELVES

WE CAN REPLACE THEM

OTHERS PAY MORE SO WE CAN'T KEEP THEM

IT IS A COMPETITIVE MARKET

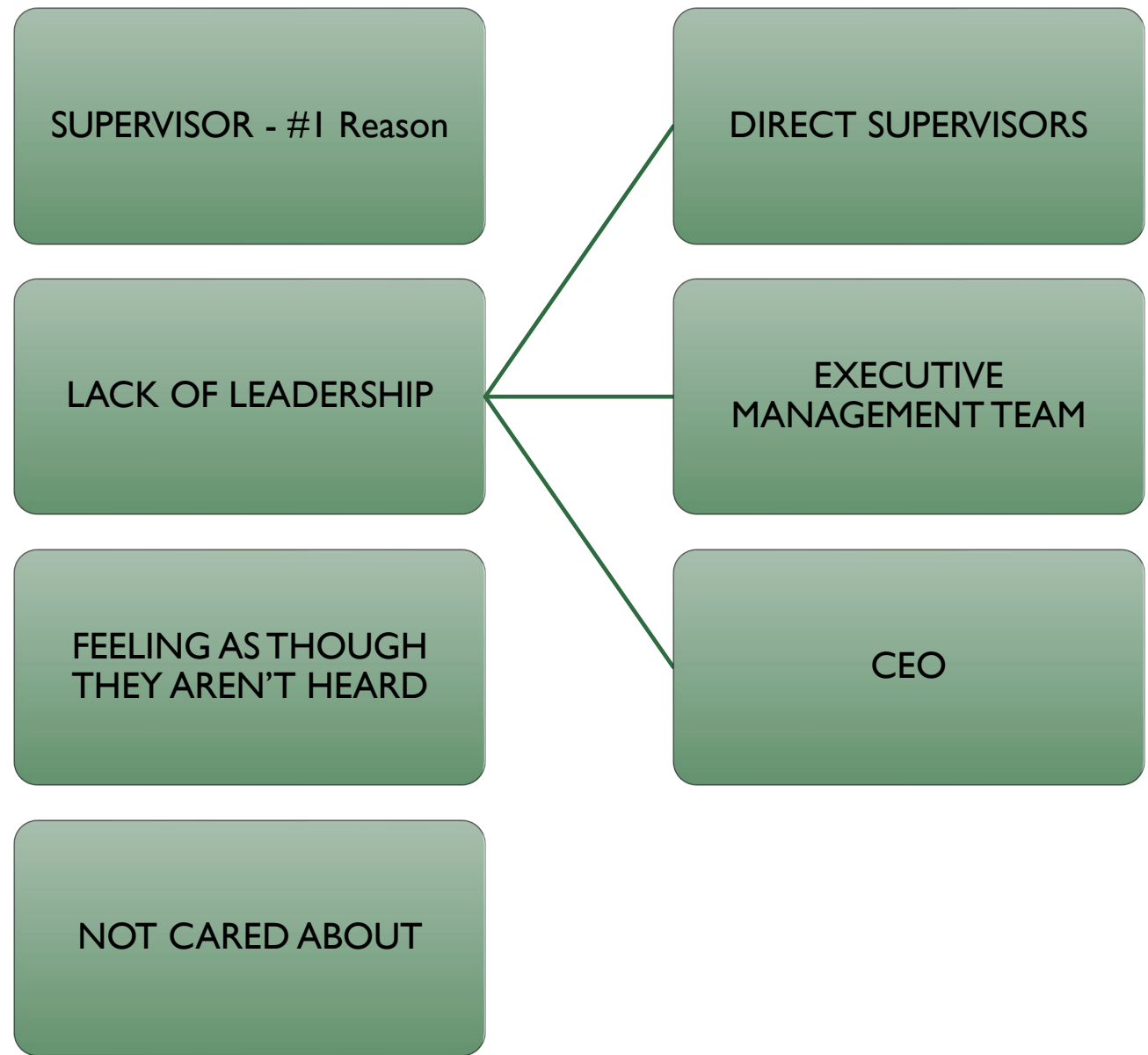
THE COST OF LOSING SOMEONE IS NOT THAT GREAT

WE WERE GLAD TO SEE THEM GO

THEY WERE UNHAPPY ANYWAY

PROJECT FOR HUMAN RESOURCES

WHY PEOPLE LEAVE



WHY PEOPLE LEAVE

DISORGANIZATION

MISSION IS GONE

LACK OF FLEXIBILITY

LACK OF AUTONOMY

FIRST STEP – UNDERSTAND WHY DO INDIVIDUALS STAY WITH YOUR ORGANIZATION OR LEAVE

Stay Interviews

- Stay Interviews should be a priority in all Health Centers
- Stay Interviews are done one on one for best results and by someone who will listen and be objective – preferably a organizational leader
- Once data is collected from individuals
 - Develop a plan to address issues
 - Communicate progress to employees
 - Don't promise anything you can't deliver 😊

Exit Interviews

- Exit Interviews obtain insight into why individuals are leaving the organization
- Find a good tool to use consistently
- Collect data from each individual leaving, but when sharing the data within leadership try to leave off demographic information that could identify the individual. If individuals feel they will be identified, they often will not share much useful information

STAY INTERVIEWS: SAMPLE QUESTIONS

If you had a magic wand, what would you change about your job or within the organization?

What interests you the most about what we do?

How can we help you do your best work?

What in the last 6 months has frustrated you the most?

What does a great day at work look like?

What makes you feel proud to work here (besides the mission)?

What skills do you have that we haven't made the most of?

STAY INTERVIEWS: SAMPLE QUESTIONS

What makes you want to come to work?

How have you contributed to the environment that exists here?

What are your suggestions on how to improve? You may want to include categories – environment, team, schedule etc....

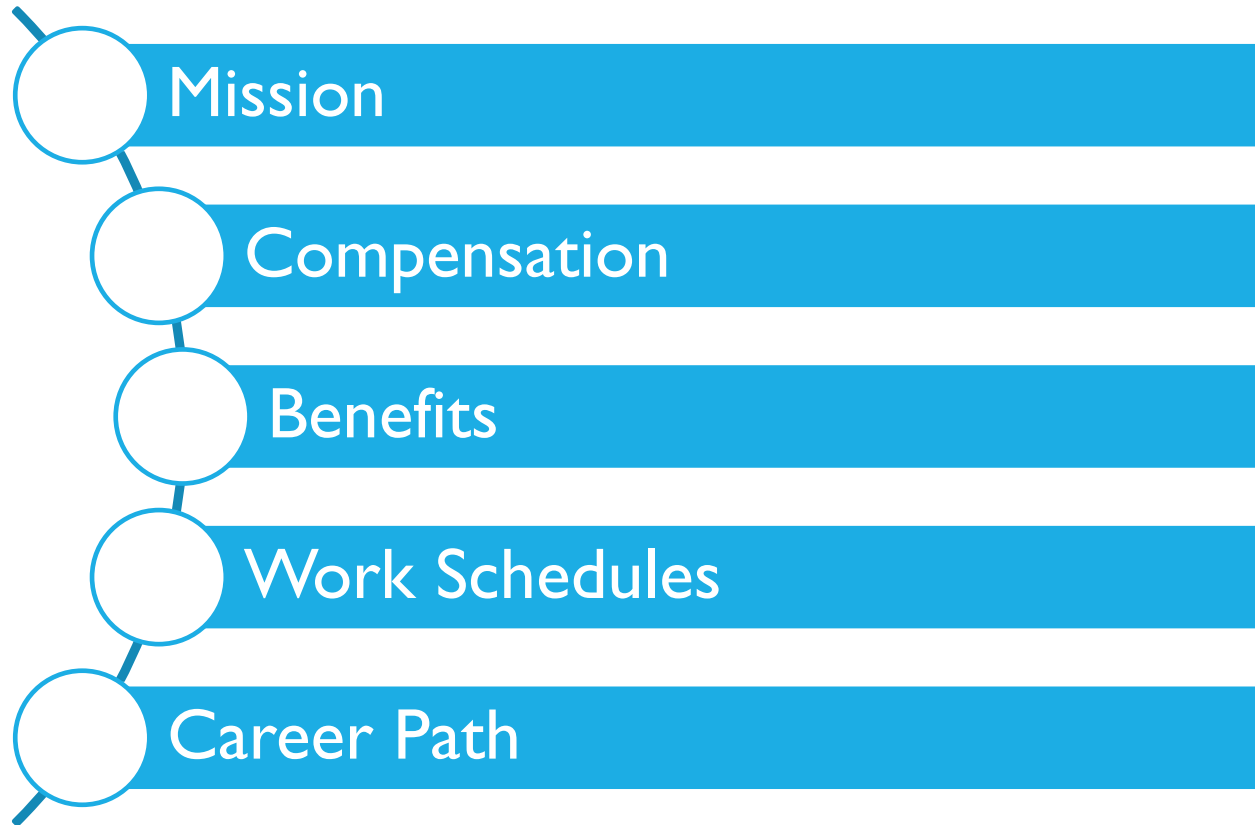
What about your job makes you want to jump out of bed?

What about your job makes you want to hit the snooze button?

What do you think about on your way to work?

What's bothering you most about your job?

RETENTION PROCESSES



MISSION

Recruiting



Onboarding



Engaging

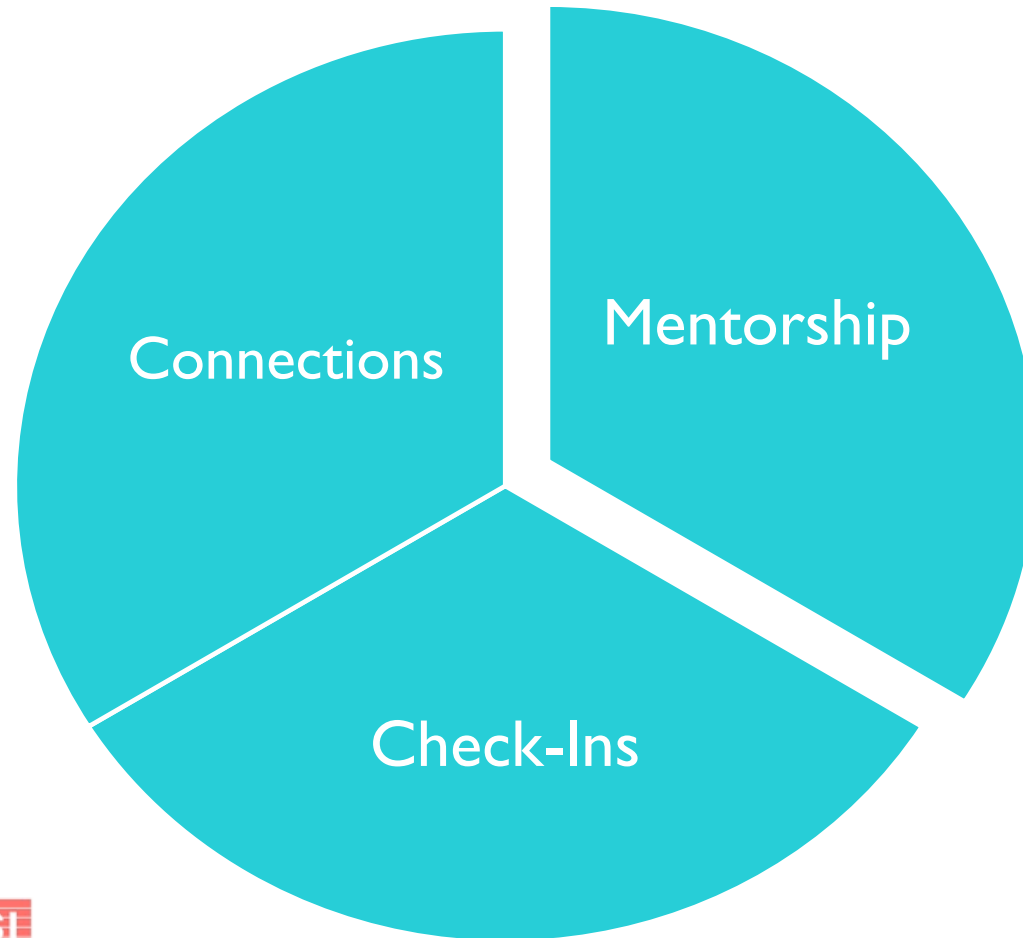
RECRUITMENT MATTERS FOR RETENTION: GET THE RIGHT PEOPLE FOR YOUR CLINIC



MISSION: RECRUITING



MISSION: ONBOARDING



MISSION: ENGAGEMENT

Organizational Culture



Value



Opportunities



EMPLOYEE ENGAGEMENT

What strategies are you using to measure staff engagement?

How do you train managers so that they have the right skill sets to develop and lead all staff?

How do you recognize employees for their good work?

How does your organization incorporate elements of self-care into your workplace?

How do your policies and procedures support work-life balance?

How do you keep staff connected to the mission of the organization?

What's one new thing you could try as you develop employee engagement strategies?

GROUP ACTIVITY

❖ Go to Menti.com

❖ Enter 15 05 08 8

LET'S HEAR FROM YOU!

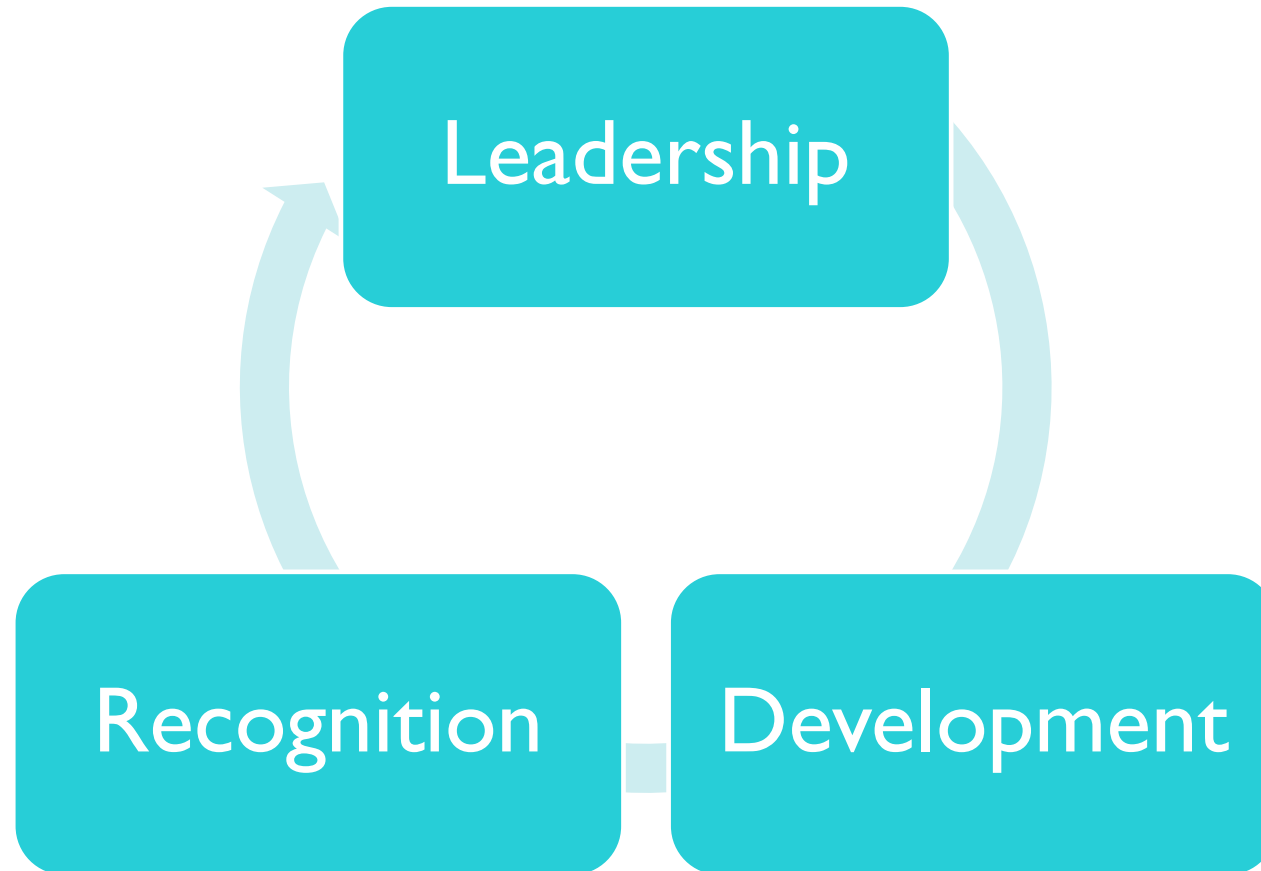
- How do you recognize employees for their good work?
- How do you keep staff connected to the mission of the organization?

ORGANIZATIONAL CULTURE

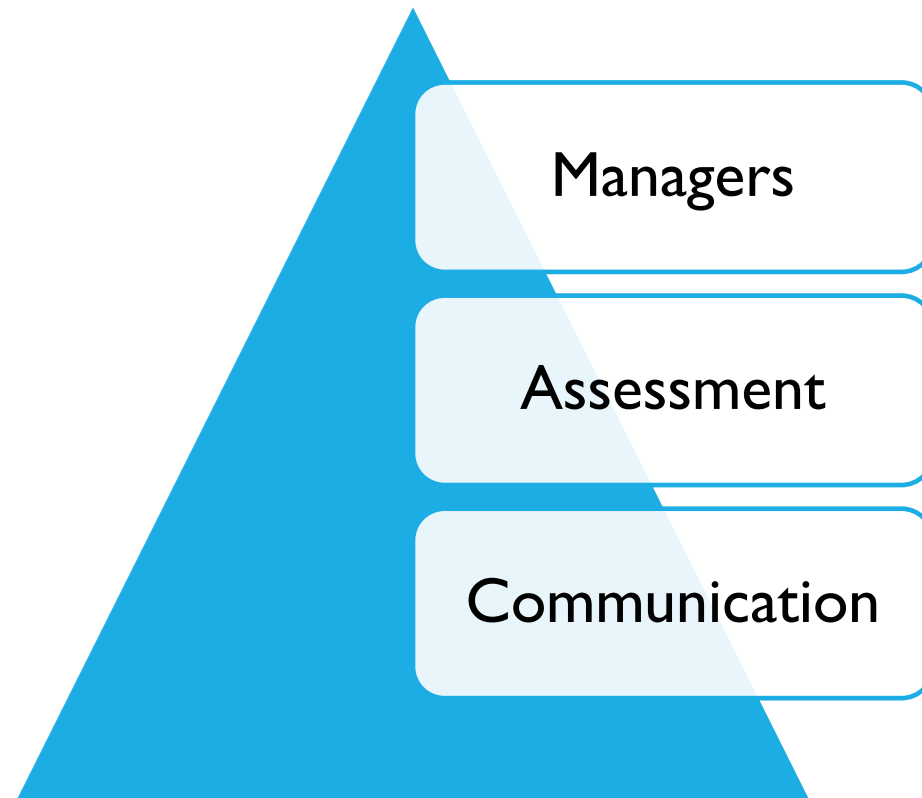


"That's our new mission statement."

CULTURE



CULTURE: LEADERSHIP



- ◆ ESTABLISH TRUST

- ◆ PROVIDE A CULTURE WHERE THERE ARE EXPECTATIONS OF RETENTION

- ◆ PROVIDE THEM MANAGEMENT TRAINING
 - ◆ RESOLVING CONFLICT
 - ◆ SETTING EXPECTATIONS
 - ◆ PERFORMANCE REVIEWS

CULTURE: DEVELOPMENT

Non-Work Interactions



Personal Development



Education



CULTURE: RECOGNITION

Individuals

Teams

Opportunities

COMPENSATION

Strategy

Work-Life
Balance

Finances

Recreation

COMPENSATION: WORK-LIFE BALANCE

Flex Hours

Limited Call

Child Care

COMPENSATION: FINANCES

Financial
Planning

Mortgage
Assistance

Transportation

COMPENSATION: RECREATION

Concierge Services

Discounts

Vacation

CAREER PATH



CAREER PATH: TRAINING



CAREER PATH: SPECIAL PROJECTS



CAREER PATH: FINANCIAL SUPPORT

Tuition

Associations

Resources

OPERATIONS

Copyright 2004 by Randy Glasbergen.
www.glasbergen.com



“Is there a file compression program that will help me squeeze 12 hours of work into an 8 hour schedule?”

SYSTEMS

Communication Vehicles



Administrative Processes



Operational Strategies



WHAT IT ALL COMES DOWN TO...



VALUE PEOPLE

- ◆ BE INTENTIONAL WITH EVERYDAY CONVERSATIONS
- ◆ SHOW THEM OTHERS NEED THEM, TOO
- ◆ CHALLENGE THEM
- ◆ RECOGNIZE THEM AS INDIVIDUALS



INVEST IN STAFF

- ◆ WEB BASED TRAINING
- ◆ COMMUNICATE EXPECTATIONS
- ◆ MODEL THE EXPECTATIONS
- ◆ FORMAL ON SITE TRAINING
- ◆ CAREER LADDERS
- ◆ OPPORTUNITIES FOR GROWTH



TOOLS – ASK WHAT PEOPLE NEED



- ◆ ASK DURING STAFF MEETINGS
- ◆ SUGGESTION BOXES
- ◆ OBSERVATION
- ◆ DO THEY HAVE TRAINING FOR THE TOOLS THEY DO HAVE

MAKE JOB BETTER

- ◆ FLEXIBILITY
- ◆ CONTROL
- ◆ CULTURE
- ◆ SURVEY AND LISTEN
- ◆ STAY INTERVIEWS

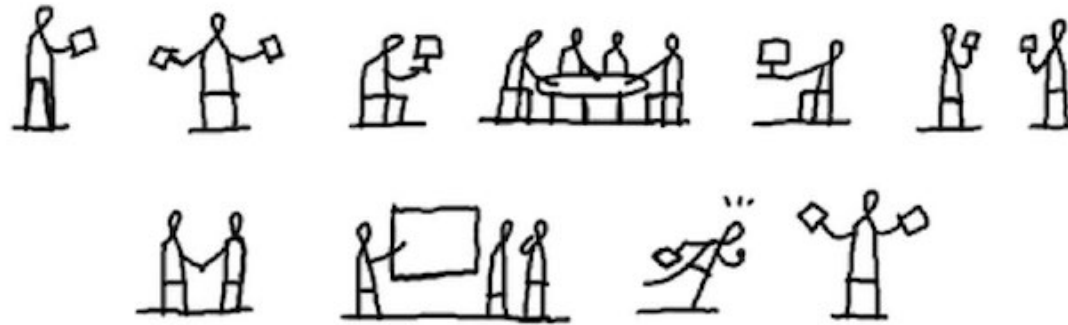


RECOGNIZE PEOPLE

- ◆ INFORMALLY
- ◆ FORMALLY
- ◆ PUBLICALLY
- ◆ PRIVATELY



BECAUSE:



COMPANIES ARE MADE
OUT OF PEOPLE

QUESTIONS?



THANK YOU!

