

Winter Tune-Up Series

Retaining Talent Workshop





Agenda

Welcome!

Housekeeping

Orientation & Onboarding

Building Engagement

Protecting Your Investment

Welcome!

This workshop is focused on
Retaining Talent

You are encouraged to use and adapt the tools, tips and information being shared in this workshop that **makes sense for your business**

Take the opportunity to **ask questions, and share ideas** with other participants



Housekeeping

Web-based workshops can be challenging, so we ask that you

Use the “hand” feature to ask questions

Use the “chat” feature to share ideas or comments

Check the “mute” button!

Thanks for your understanding!

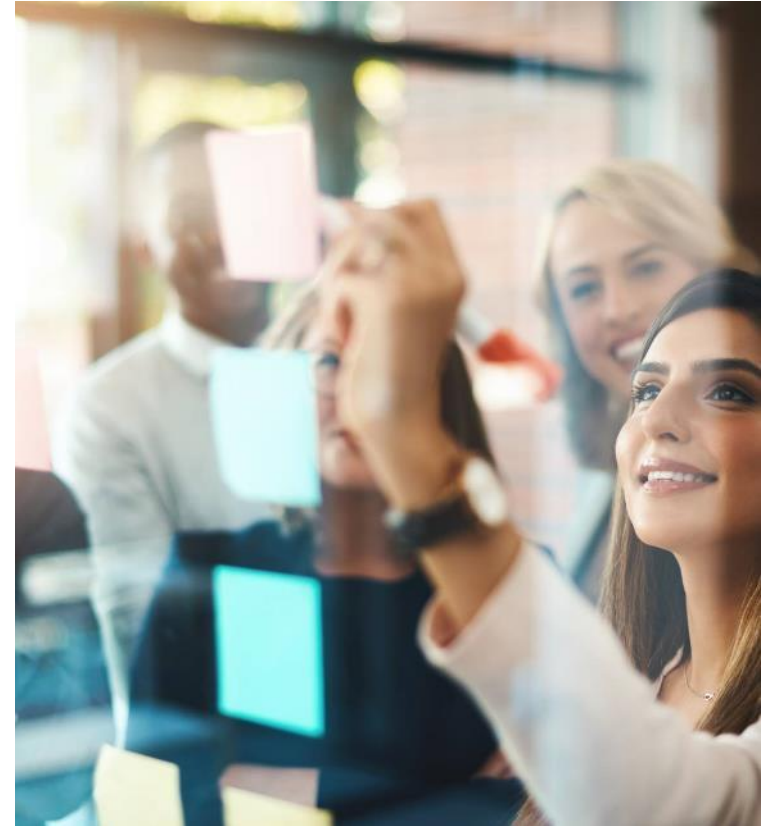
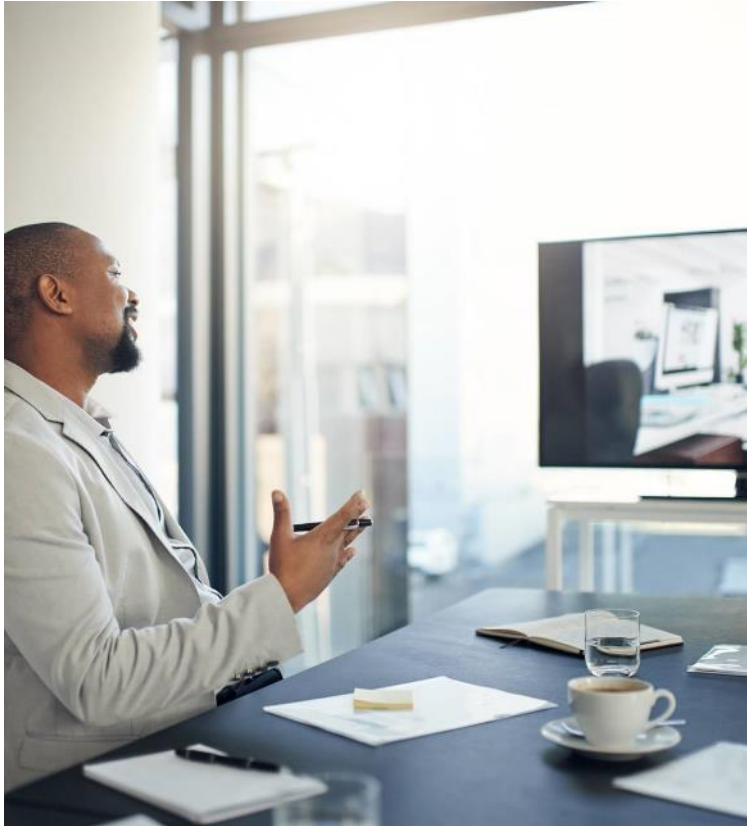


Introduction

This workshop will focus on helping you protect your business investment in people, through **retention**.

What you can do to create a **culture and work environment that encourages employees to stay engaged** with an organization, and helps to retain staff.



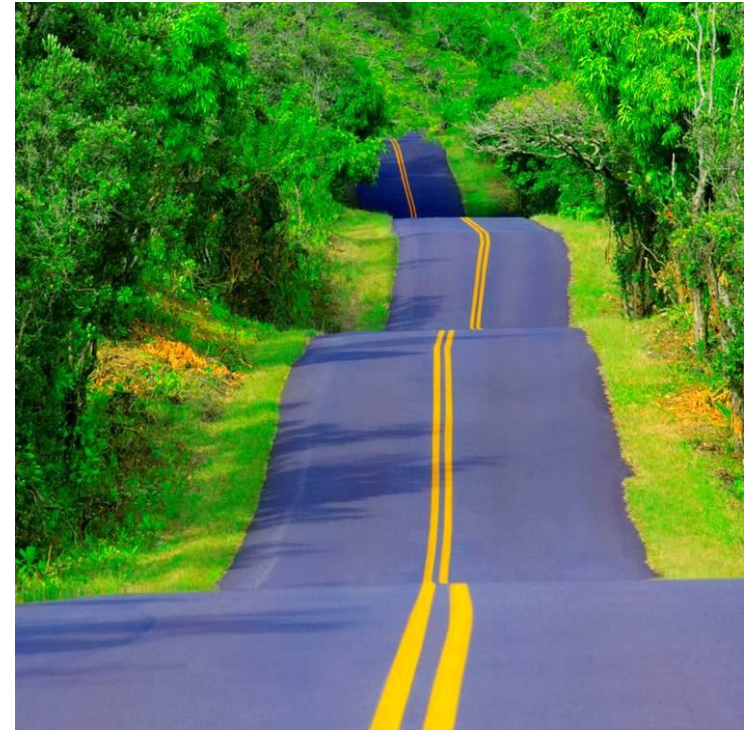


Orientation & Onboarding

Engaging Employees from Day One

Recap – Attracting & Hiring

- Know what's **changing and trending** in the workplace
- Understand the needs of a **multigenerational workforce**
- Make **candidate connections** – job postings; social media; events; “constant recruit mode”
- Expand your search – **diversify who and how you recruit staff**
- Make an interview guide – include **behavioural based interview questions**
- Create a new hire checklist; **onboarding plan**



Orientation & Onboarding

ORIENTATION

- Standard **introduction** to the Company
- Share **key information** quickly
- Orient the employee to the work site – “where to find”
- **Introduction to Company culture** – vision, mission and values
- Typically a “**one time event**” – short duration

ONBOARDING

- Customised **integration** to the Company - job oriented
- **Establishes clear expectations** (two-way) on role and responsibilities
- Begins **relationship building** – peers; boss; key stakeholders
- Begins **assimilation** into Company culture – “norms”
- Typically **multiple events** – longer duration

Tips – Things to Consider for Orientation

- Mission, value and vision statements and how that applies to employees
- Company policies and procedures
- Safety procedures
- Benefits
- New hire paperwork
- Facility tour
- Introduction to coworkers
- Workstation setup
- Instruction on using software and equipment
- Setting up logins, security clearances and other requirements
- Other required new-hire training



Onboarding - Setting Up For Success

- Builds employee **confidence** from Day One – lead through a process vs “thrown in the deep end”
- **Consistent** approach for all employees – fair and reasonable
- Allows the new employee to begin to **contribute** to the Company sooner than later
- Builds **engagement** early – reduces the risk of early turnover; “reason to stay”
- Sets an employee up for **success**



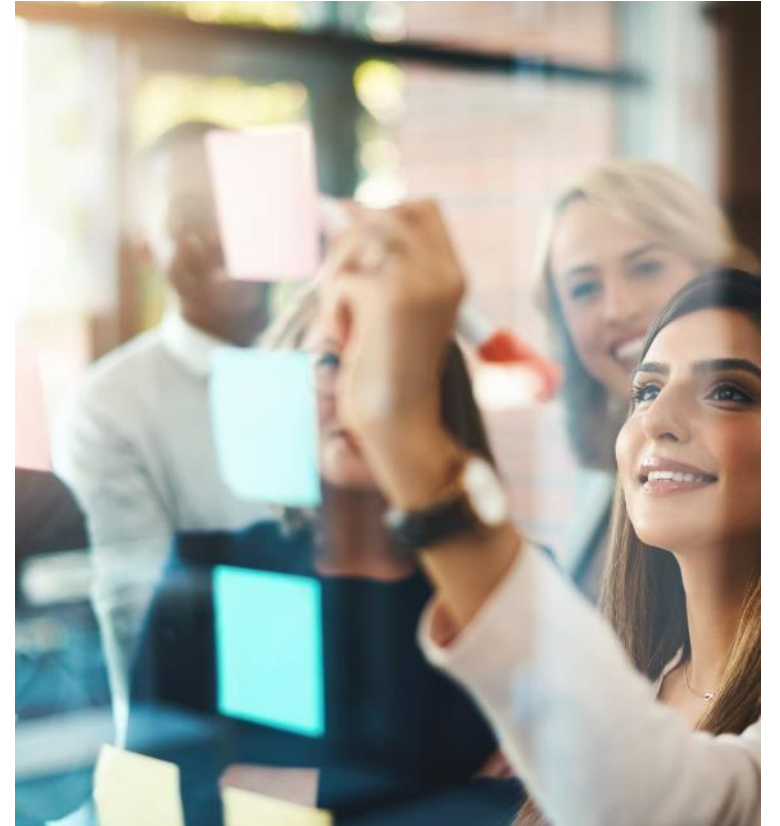
Tips – Things to Consider for Onboarding

- Regular meetings with a supervisor – “open door”
- Buddy system with a co-worker
- Training or instruction on specific job tasks
- Test or beginner projects/assignments
- Evaluations to assess the new hire’s performance and customize additional training - feedback
- Goal setting – 30, 60, 90 days based on job complexity



Key Take-aways

- Orientation and onboarding plans help to build engagement and get a new hire “up to speed”
- Orientation – tools and information new hire “needs to know” ex. “what”
- Onboarding – providing opportunities to build relationships, confidence, become “part of the team” ex. “how”



Building Engagement

Creating a Culture and Work Environment to Engage & Retain Staff

Culture & Employee Retention

“Toxic workplace culture bigger driver of the “great resignation” than pay – 10.4 times to predict employee attrition than compensation”



Source: MIT Sloane Management Review January 11, 2022

What is Company Culture?

How would you define it?

What makes up a Company's Culture?

Can Company culture change over time?

How do employees "buy into" Company Culture?



Company Culture – A Definition



Shared set of values, goals, attitudes and practices...

Fundamentals of Company Culture

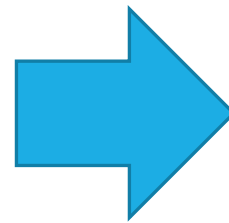
Shared values – belief; what’s important

Common goals – set of deliverables
(group and individual contribution)

Attitude – expected behaviours

Practices – process, procedures, “how to”

Diversity of thought and experience



Building Employee Engagement

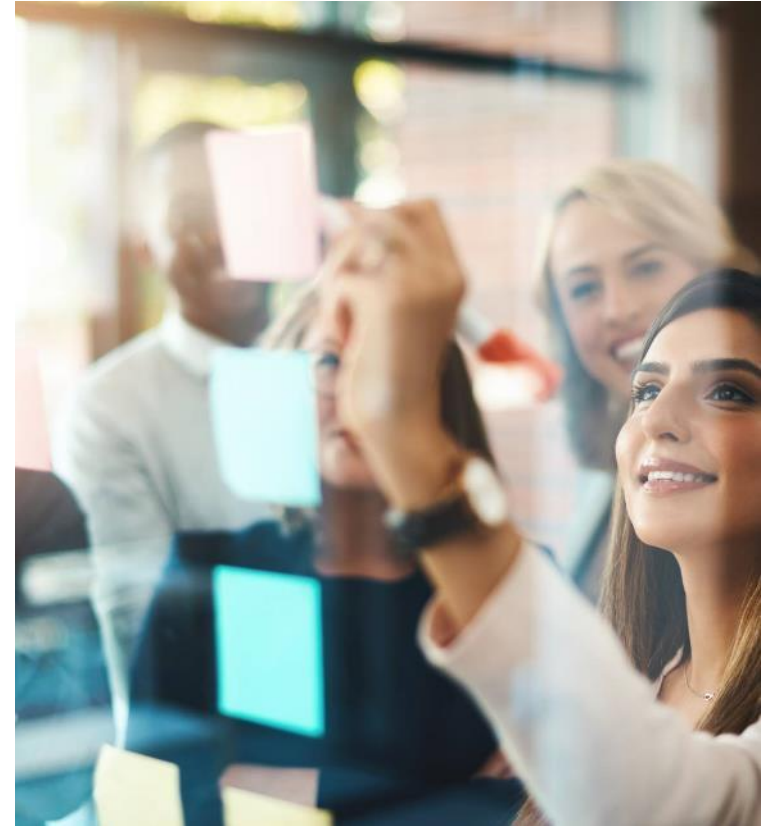
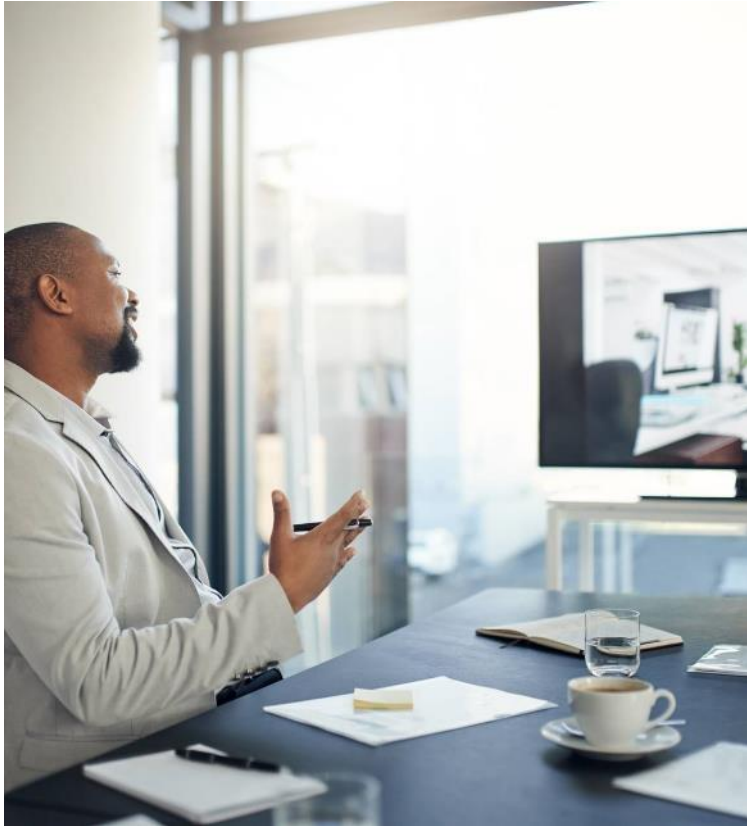
- Create a **compelling story**
- Make the **connection**
- Build **trust**
- Provide clear **expectations**
- Provide the necessary **tools for success**
- **Measure and celebrate “wins”**
- Create feedback loops - **listen**



Provide a creative and innovative workplace - encourage a diversity of thought and experience

Key Take-aways

- Check your culture – what makes it unique for your business?
- Create an environment where **people can thrive** – shared values; common goals; attitude; practices



Protecting Your Investment

Check Your Toolkit!

Check Your Tool Kit! (Ticket for Entry)

- Leadership
- Operational guidance
- Organisational guidance
- Communication & Feedback loops
- Engaging workspace



Leadership

- Set clear and reasonable expectations – **hold people accountable**
- Look for “teachable moments”
- Be prepared to **make the tough calls early**
- Model the behaviour you expect of others



Operational Guidance

- Policies
- Procedures or work instructions – “how to”
- Practices – authorizations and/or approval
- Operational KPIs – financial; scrap; bookings etc
- Quality controls – specifications and/or measures



Organisational Guidance

- Policies/procedures – ex. people development and management; legal requirements
- Goals and Objectives – performance management; professional development
- Organizational KPIs – employee engagement; promotion; turnover etc



Communication & Feedback Loops

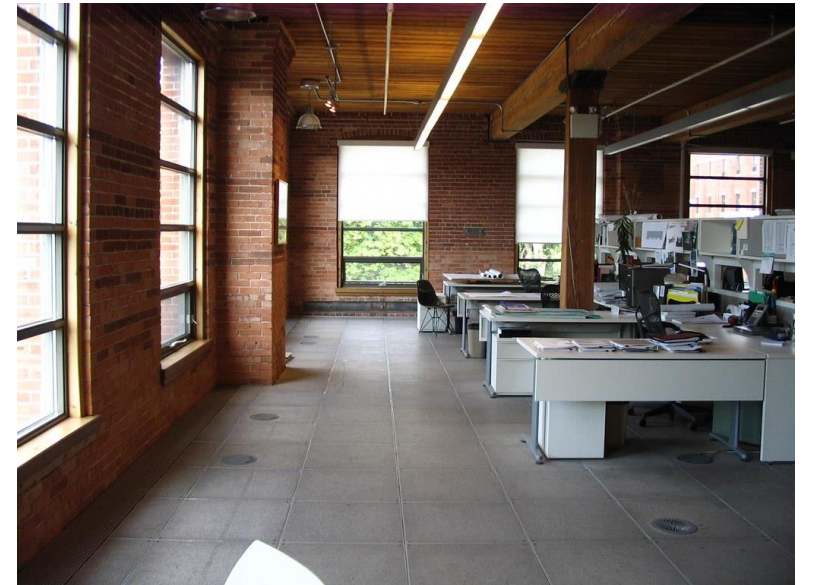
- Feedback loops – individual, or group/team
- Communications – internal/external
- Surveys
- Observation – “walk the floor”
- Exit interviews
- Company reputation – check external feedback



Engaging Workspace*

- “5 S” design – everything has its’ place (organization/ease of access to tools, materials, supplies etc.)
- Physical layout/design
- Access to meeting space/areas (confidential)
- Cleanliness, safety – regular scheduled maintenance and upkeep

** post pandemic remote work/hybrid may impact the degree of control over workspace!*



Creative Solutions – Talent Retention

Challenge

Transportation

Staff availability/FTE hours

Compensation – base rate; job “hopping”

Lack of skills

Opportunity

Car pooling; shared transport services

Sharing staff with other businesses

Automate “non-value add” work; pay for “value add” at a competitive rate; perks

Build skills “inhouse” – create own talent pool via funding programs; invest in training

Opportunities for B2B collaboration? – working collectively

Key Take-aways

- Make sure the “basics” in your tool kit are in place – build engagement/retention through multiple actions
- Create an environment where people can thrive – right tools; development; communications; encourage diversity of thought and innovation; leadership
- Look for shared opportunities to collaborate with other businesses towards a common solution – get creative



Paychecks can't
buy passion.

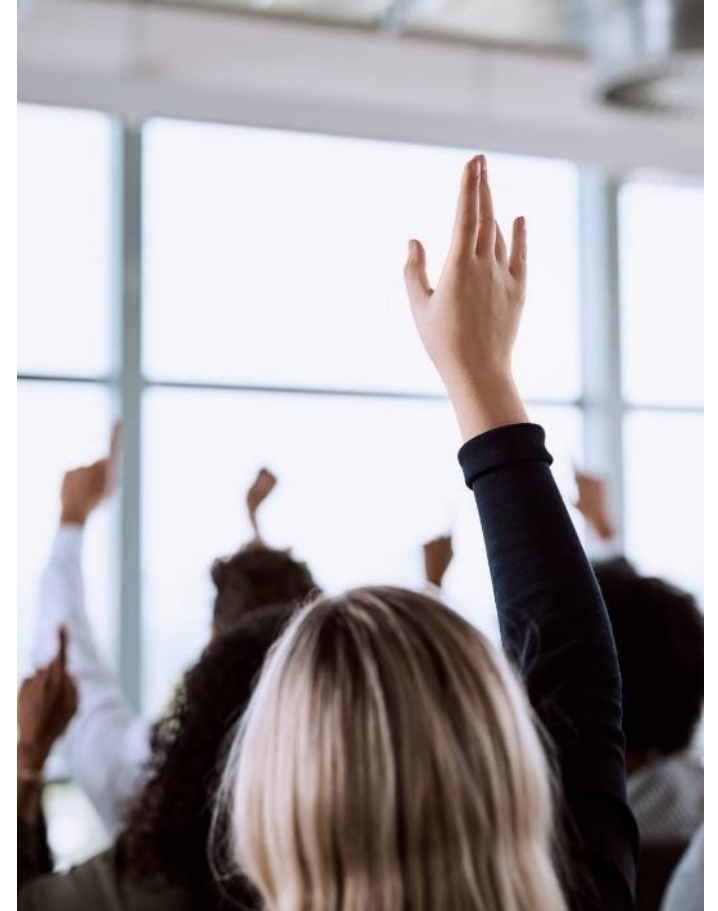


Brad Federman, Author

Summary

Creating a culture and work environment where people feel valued and heard, increases the potential to retain staff.

Checking your toolkit in the areas of onboarding and how you can engage with your employee helps protect your business investment in people from Day One and forward.





Thank you

Wendy Malkin

wendy@hranx.com

<https://www.hranx.com>

