



NOVEMBER 28 - 30, 2017
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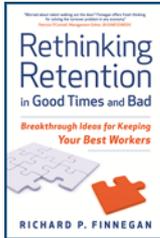
7 Ways to Slash Early Turnover

November 30, 2017

Presented by: Dick Finnegan

Finnegan Bio

“**Recovering HR director**” solved turnover for Siberian banks, African gold mines, Chinese multi-national corporations...and the CIA



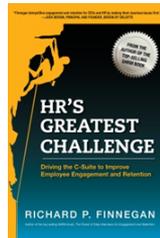
Author, *Rethinking Retention in Good Times and Bad*, excerpted by *BusinessWeek*; “fresh thinking for solving the turnover problem in any economy”

Author, *The Power of Stay Interviews for Engagement & Retention*, top-selling SHRM-published book in history



Author, *The Stay Interview*, published in 20 languages and an audio book

Author, *HR's Greatest Challenge*, distributed free to top global HR executives



Our 60-Minute, Fresh-Thinking Agenda

1. I describe 7 ways to cut early turnover
2. You rank-order from most effective to least effective
3. I suggest which ideas work best

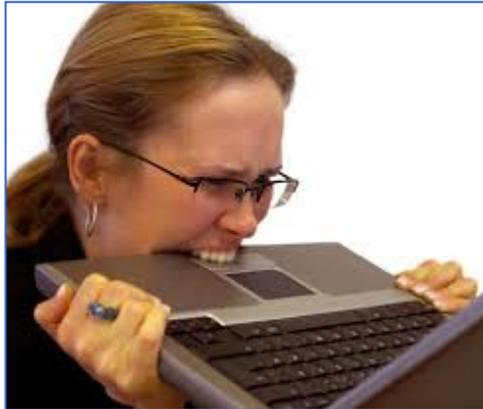


Why Do Employees Quit Early?

1. Pay
2. Benefits
3. Career
4. Duties
5. Jerk Boss



Why Do Employees Quit Early?



Duties



Jerk Boss

Idea #1: Who Stay Longer?



- A. Millennials**
- B. Gen X**
- C. Gen Y**
- D. Baby Boomers**
- E. All about the same**



Idea #1: Who Stays In Jobs Longer?



“The length of time a worker remains with the same employer increases with the age at which the worker began the job.” ...U.S. Dept. of Labor

Idea #2: What Is An RJP?

Realistic Job Previews must be facilitated and smack the senses by covering:

Working conditions...weather, noise, sitting, standing, sweating

Work...volume, speed, length between breaks

People...colleagues, closeness of supervision, volume of customers, emotions of customers

Schedules, pay & benefits

Realistic growth opportunities

Idea #2: What Is An RJP?



Seeing is believing....*burning grease, sub-freezing cooler, lifting boxes, cleaning restrooms*

Idea #2: What Is An RJP?

What one job turns over because you don't fully disclose the real reasons employees quit and get fired?



I'm not stupid! I won't try to get a job I can't do or really don't want after I understand what's involved!

Idea #3: Best Sourcing Method for Retention

Question

Which sourcing method is best for hiring workers who stay?

- a. Job fairs
- b. Online postings**
- c. Employee referrals
- d. Radio advertisements**



Idea #3: Best Sourcing Method for Retention

Answer

Employee referrals stay longer and they...

Perform better

Accept less money

Begin with a friend at work

Broaden your *recruiter* pool

Increase your applicant flow with better applicants



Idea #3: Best Sourcing Method for Retention

Best Ideas

Establish a %-of-hires and hold someone accountable

Provide awards employees really want

Have coffee with most-connected new hires

Provide awards in public such as using large checks

Open awards to everyone, even customers

Provide quarterly trips and post pictures

Give managers a quarterly goal for their teams to refer



Idea #4: Best Job Offer Script



Good news! We have a job to offer you

Offer includes pay, benefits, other...

We hope you accept except in some cases we hope you don't

Please say yes only if you see yourself with us for at least ____ years

Obstacles might be you want to go to school, accept another job, relocate

We will spend much money developing you so it would be unethical to accept our job without envisioning staying for ____ years

I'm not asking for a commitment, just that you can see it

What time should I call you tomorrow for your decision?

Delivered best by hiring manager

Idea #5: Hold Managers Accountable

How can you influence managers to hire applicant **who stay** vs hire warm bodies to fill open positions?



Idea #5: Hold Managers Accountable

Hold them accountable for early turnover and all turnover...

via their performance standards, bonuses, and other methods that lead to real change

Report turnover monthly with each manager's name, performance to goal, and turnover cost



Idea #6: Hold HR Recruiters Accountable, Too

What's the very best technique to drive your recruiters/self to recommend applicants who will **stay longer** rather than just fill openings?



Idea #6: Hold HR Recruiters Accountable, Too

Set tipping point retention goals and *hold them or yourself accountable...*

and horse-race recruiters against each other

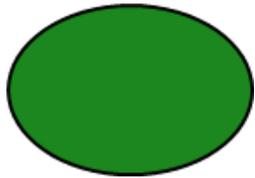


Idea #7: Ask Managers to Forecast Retention

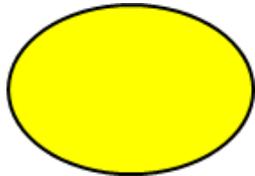
How likely will each of my employee's stay through the tipping point goal?



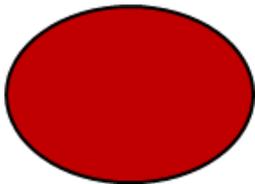
Idea #7: Ask Managers to Forecast Retention



Likely will leave



On the fence



Likely will stay

*And here is my
retention plan for
each of them*

Idea #7: Ask Managers to Forecast Retention

Leader: Rodriguez	Perf Rating/5 Hi, 1 Lo	Green 1+ yrs	Yellow 6-12 Months	Red 0-6 Months	Retention Plan
Kim Johnson	4				Provide mentor for...
Burt Brown	5				Develop skills for possible promotion to...
Cindy Stone	3				Pleased with current role & circumstance
Ralph Jimenez	2				Coaching for performance

Which Ideas Are Best?

Sequence Presented

1. Older workers
2. Realistic job previews
3. Employee referrals
4. Offer letters
5. Hiring Manager accountability
6. Recruiter accountability
7. Manager retention forecasting

Most Effective

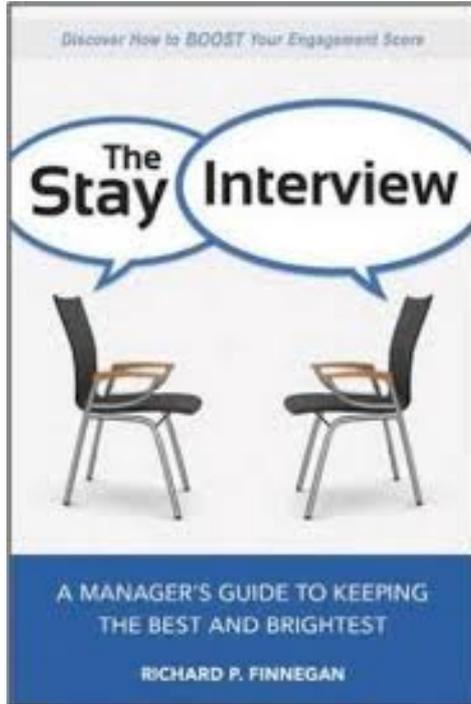
1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

My Suggestions

1. Hiring manager accountability
2. Hiring manager forecasting
3. Recruiter accountability
4. Realistic job previews
5. Employee referrals
6. Offer letters
7. Older workers



Stay Interview 5 Questions



1. **When you travel to work each day, what things do you look forward to?**
2. **What are you learning here? Want to learn?**
3. **Why do you stay here?**
4. **When was the last time you thought about leaving our team? What prompted it?**
5. **What can I do to make your experience at work better for you?**

Gallup's 100 Year Commitment

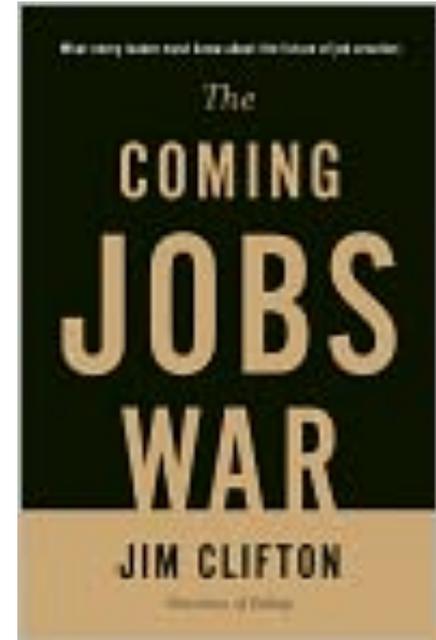
Surveying citizens of the world for over 100 years to learn what brings most happiness. So far the answer is which...

- a. Good health?
- b. A good job?
- c. Love and respect from others?
- d. Money for needs and more?
- e. Better life for your children?



Gallup's 100 Year Commitment

- a. Good health?
- b. A good job?**
- c. Love and respect from others?
- d. Money for needs and more?
- e. Better life for your children?



Free Stuff!

To Get

The Stay Interview Training Game
How to Build Realistic Job Previews
How to Increase Employee Referrals

Please Give Me Your Business Card/Include # of Employees
Dfinnegan@C-SuiteAnalytics.com