

***RETENTION:
ATTRACTING AND KEEPING YOUR BEST***



**INSTRUCTOR GUIDE
ONE-DAY COURSE**

HRDQ[®]

RETENTION: ATTRACTING AND KEEPING YOUR BEST

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2002 Renaissance Boulevard #100

King of Prussia, PA 19406

Phone: (800) 633-4533

Fax: (800) 633-3683

Web: www.HRDQ.com

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Instructional design and learning philosophy

We are committed to providing the best core-skills content possible for Instructor-Led Training (ILT). The following principles are applied in the development of programs:

Sound Instructional Design

All course content is developed using a variety of research techniques. These include:

- Brainstorming sessions with target audience
- Library research
- Online research
- Customer research (focus groups, surveys, etc.)
- Subject Matter Experts (SME)
- Interviews with trainers

Expert instructional designers create imaginative and innovative solutions for your training needs through the development of powerful instructional elements. These include:





- Learning objectives — effective tools for managing, monitoring and evaluating training
- Meaningfulness — connects the topic to the students' past, present, and future
- Appropriate organization of essential ideas — helps students focus on what they need to know in order to learn
- Modeling techniques — demonstrate to students how to act and solve problems
- Active application — the cornerstone to learning — helps students immediately apply what they have learned to a real-life situation
- Consistency — creates consistent instructions and design to help students learn and retain new information
- Accelerated learning techniques — create interactive, hands-on involvement to accommodate different learning styles

Application of Adult Learning Styles




Adults learn best by incorporating their personal experiences with training and by applying what they learn to real-life situations. Our experienced instructional designers incorporate a variety of accelerated learning techniques, role-plays, simulations, discussions, and lectures within each course. This ensures that the learning will appeal to all learning styles and will be retained.

Course timing

Chapter One: Why is Turnover a Serious Problem?

Type of Activity	Segment	Time
	What does retention mean?	10
	A serious problem	10
	Turnover myths	15
	Dare to ask	30

Chapter Two: Diagnose Causes of Turnover

Type of Activity	Segment	Time
	Building insight	10
	Questionnaires and surveys	10
	Interviews and focus groups	10

Course timing

Chapter Three: Finding the Right People the First Time

Type of Activity	Segment	Time
	Establishing a hiring process	10
	Step 1: Identify competencies associated with the position	15
	Step 2: Gather important information	15
	Step 3: Match skills with job competencies	10
	Step 4: Start off on the right foot	10



Chapter Four: Creating a Constructive Culture

Type of Activity	Segment	Time
	An environmental needs pyramid	10
	Establish a positive environment	10
	Promote diversity and balance	20








Course timing

Chapter Five: Lead to Empower Employees





Type of Activity	Segment	Time
	Empowerment	10
	Defining managers and leaders	10
	Leadership qualities that build empowerment	15

Chapter Six: Performance Management Strategies

Type of Activity	Segment	Time
	Isn't pay enough?	5
	Helping employees write SMART performance goals	15
	Reviews, feedback, and honesty	15
	The rules of rewards	30
	Celebrate your employees	10

Course timing

Chapter Seven: Are My Retention Solutions Working?

Type of Activity	Segment	Time
	Forecasting return on investment (ROI) for retention solutions	10
	An ROI process model	10
	Communicating retention results	15
	Maintaining a low turnover rate	30



Reading



Written Exercise



Facilitation



Group Activity

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Course objectives

Successful completion of this course will increase your knowledge and ability to:

- Understand why turnover is a serious problem
- Identify myths associated with high turnover
- Recognize the reasons employees remain in an organization
- Learn how to diagnose effectively the causes of turnover in an organization
- Realize the importance of a hiring process when recruiting new employees
- Identify and match prospective candidates competencies with an open position
- Understand and learn how to create a positive and productive environment for your employees
- Appreciate the need for a diverse culture
- Learn the best strategies to empower employees
- Practice performance management techniques
- Learn the basics of return on investment for your retention solutions
- Communicate your retention results effectively
- Create a retention action plan to help you maintain a low turnover in your organization

Chapter One

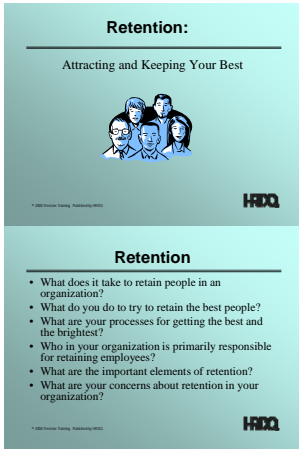


serious *WHY IS TURNOVER A ~~SERIES~~ OF PROBLEMS?*

What does “retention” mean?

Managing people can be one of the hardest jobs in the world. Trying to meet the needs of and make a group of people feel comfortable and at ease, all while maintaining a productive environment, may seem impossible. But it's not! Taking retention seriously can, in the end, be the best management strategy that you have ever tackled.

Write down as many words or feelings that you can think of when you hear the word “retention.”



As a warm-up exercise, have participants work in pairs or individually to write down their thoughts on the meaning of the word “retention”. Encourage them by asking questions such as:

- What does it take to retain people in an organization?
- What do you do to try to retain the best people?
- What are your processes for getting the best and the brightest?
- Who in your organization is primarily responsible for retaining employees?
- What are the important elements of retention?
- What are your concerns about retention in your organization?

Give participants 10 minutes to write down their thoughts. Have them share them as you write them on a flip chart.

As you address these ideas and concerns throughout the training, cross them off of the flip chart.

A serious problem

Impact of turnover on an organization

- High financial cost
- Survival mentality
- Loss of productive time
- Poor customer service
- Loss of quality work
- Heightened administrative time
- "Infected" culture
- Poor organizational image

Impact of turnover on an individual

- Loss of status
- Loss of benefits
- Disrupted finances
- Wasted efforts
- Burned bridges
- Career gaps

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Organizations are constantly struggling with attracting and maintaining the best employees, while trying to keep costs at a minimum. Not putting enough effort into retaining employees is a mistake that is made over and over again because the impact of turnover is not always directly evident. A 2001 article in *Fortune* magazine stated that, when the economy is slow, many organizations will "ease up on recruiting; figuring a slow economy will drive more applicants their way. They spend less on training as a way to raise profits quickly, without doing immediate damage to the business." According to *Fortune*, "That approach is just dumb." And they have been right in that assessment. Organizations have seen that a poor economy does not mean quality people automatically come flooding their direction. Although most managers and leaders are aware that there are consequences of high turnover, many have not taken the time to view them all at once. Discuss the impact of turnover on an organization. Talk about each of these consequences and then ask what impact these consequences would have as a whole.

Impact of turnover on an individual

- Loss of status
- Loss of benefits
- Disrupted finances
- Wasted efforts
- Burned bridges
- Career gaps

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Tell participants that throughout this training, they will primarily be discussing retention solutions within their organization, but that it is important to note the impact of turnover on an individual, particularly if it is a problem that could have been avoided.

Turnover myths	
Quote	Implication
"Turnover is just one of the expenses we need to budget for."	Excessive turnover does not cost very much and can be integrated into training budgets.
"Turnover is just the cost of doing business. It's just something all managers need to deal with."	Turnover happens in all businesses.
"It will be nice to get some new blood in here. Maybe it will increase morale."	Turnover is good.
"Nobody can keep people in <i>this</i> business very long. You just gotta have what it takes."	Turnover is an industry problem.
"I wish HR would do a better job at hiring the right person the first time."	Managers aren't responsible for turnover.
"Turnover is normal. There is nothing I can do about it."	Turnover is out of my control.

At some point, myths in an organization will surface—many people believing that they are true. These myths can have detrimental effects on an organization's ability to manage retention in a proactive way.

Have participants break into small groups or pairs and read each quote in the left column and then write down the implied myth associated with that line of thinking. Discuss with the whole group.

- 1) Many times the direct and indirect costs of high turnover are overlooked or misunderstood by management. It is expensive for any organization to hire, train, and keep employees—not to mention the risk of not being able to hire the right person for the job.
- 2) Some managers accept turnover as part of doing business. This is a dangerous philosophy to accept. Excessive turnover can be avoided, prevented and controlled in any organization.
- 3) Some turnover can be good, but too much turnover is an excessive burden on everybody involved.
- 4) In many industries, such as retail or fast food, the high turnover rates are seen as an industry problem, thus people in the organization begin to believe that nothing can be done about it. But within each of these industries there is a company that has overcome the high turnover rates and dispelled the myth through proper consideration to retention.

Turnover myths

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"Turnover is just one of the expenses we need to budget for."	Excessive turnover does not cost very much and can be integrated into training budgets.
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"I wish HR would do a better job at hiring the right person the first time."	Managers aren't responsible for turnover.
"Turnover is normal. There is nothing I can do about it."	Turnover is out of my control.

5) Many managers feel that retention is a problem that should be dealt with in the HR department when in actuality the problem lies directly in the manager's hands. Their influence is critical, and it is often underestimated by themselves and others.

6) Most retention solutions, as you will see throughout this training, are internally driven and fully in the control of the organization.

Dare to ask

A large red circle containing five horizontal lines for writing.

A large green circle containing five horizontal lines for writing.

Rules of brainstorming

- **Rule 1:** Postpone and withhold judgment of ideas
- **Rule 2:** Encourage all ideas – even if they seem wild
- **Rule 3:** Quantity counts, not quality at this point
- **Rule 4:** Build on ideas put forward by others
- **Rule 5:** Every idea has equal worth



Activity: Brainstorming activity. Tell them the rules of brainstorming:

Rule 1: Postpone and withhold judgment of ideas.

Rule 2: Encourage all ideas—even if they seem wild.

Rule 3: Quantity counts, not quality at this point.

Rule 4: Build on ideas put forward by others.

Rule 5: Every idea has equal worth.

Ask participants to identify reasons why employees stay with their organization.

Have participants call out answers to the question. As they call them out, write them down in a neat column on the right-hand side of a piece of flip-chart paper. Again, encourage all types of answers to the question. When it seems that they are finished, ask participants to help you review the list and begin to think in opposites. For example, if one of the first answers to the question is that their position “allows a flexible schedule,” write down next to it “no flexibility.” Write opposites for each idea, creating a column on the left side of the flip-chart paper.

The next step in the activity is to begin to think more individually. Hand out three green and three red sticky dots to each participant. Let them know that they will be selecting from the list the areas that they feel that their organization is the strongest in getting people to stay. They should put no more than two green dots next to one of the selections. In other words they need to vote for at least two ideas. They should do the same selection process with the red dots, selecting the areas that their organization

could work on meeting the needs of its employees. Encourage them to be as honest as possible with their votes.

When they have finished, circle the three top votes (the ones with the most green dots) for why people stay in their jobs/positions at their organization. Have participants write these reasons in the green circles in their workbooks. Do the same for the red dot ideas and have them write the top three in their workbooks.

Debrief this part of the activity by asking:

Is anybody surprised by the answers?

Are these topics discussed very often?

How can this type of activity generate good information about the rest of the organization?

What was hard about this activity?

What was refreshing about this activity?

Let participants know that in the next chapter, they will be introduced to others ways to generate ideas about the needs of an organization.

Review the questions on this page. Encourage participants to answer these questions in their own time and ask these questions of others. The answers are important in order to find solutions to keeping employees.



And keep asking...

Are you recognized for your accomplishments?

Are you encouraged to set career goals?

Are you placed in projects or assignments that match your goals and help you grow in your career?

Are you challenged?

Is the training you want available to you?

Does your manager give you regular, honest performance reviews?

Do you feel supported and well balanced?

What do you struggle with?

What would make your work easier?

And keep asking...

- Are you recognized for your accomplishments?
- Are you encouraged to set career goals?
- Are you placed in projects or assignments that match your goals and help you grow in your career?
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- Is the training you want available to you?
- Does your manager give you regular, honest performance reviews?
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