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LARGE  
COMPANY  
ROUNDTABLE

FALL '17

# “Don’t Leave Just Yet”

## Employee Retention Strategies for Distribution CFO’s



PRESENTED BY

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 Management  
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The **HR Source** for employers<sup>®</sup>

**“People  
are the only  
true source  
of competitive  
advantage.”**



# Engagement

The state by which individuals are emotionally and intellectually committed to the organization or group, as measured by three primary behaviors:

- **Say:** The employees speak positively to co-workers, employees and customers.
- **Stay:** The employee stays despite other opportunities.
- **Strive:** The employee exerts extra effort and contributes to the business' success.

# Engagement Stats

**27%**

of employees are  
actively engaged

**60%**

of employees are  
ambivalent

**13%**

of employees are  
disengaged

*Building a Magnetic Culture: How to Attract and Retain Top Talent to Create an Engaged, Productive Workforce by Kevin Sheridan.*

# The Actively Engaged Employee

**10 times**

more likely to feel  
good work is  
recognized

**4 times**

more likely to be  
satisfied with  
their job

**4 times**

less likely to  
consider quitting  
their job

Actively engaged employees help  
**lower the cost of turnover**  
which can be 60-200% of annual salary.

# Why is Engagement so LOW?



# culture

Describe your organization's culture in  
**one word**

Would employees agree?

Would others (customers, public, etc.) agree?

**If not, why?**



# All employees need...

- Acceptance (fit and belonging)
- Esteem (status and identity)
- Security (trust and reciprocity)
- Growth (emotional reward)
- Sustenance (economic interdependence)

Source: *Creating Commitment*  
by Michael N. O'Malley, Principal, William M. Mercer





# Rewards and Recognition

- Thousands of effective approaches.
- Knowing employees will make it easier.
- Match it to the performance.
- Be creative.
- Remember people like to be part of a winning team.
- Don't wait for formal opportunities.



# The Power of Managers

- People join an organization and usually leave their manager.
- Millions get promoted due to technical skills, but have limited people skills.
- For most people, their manager = the organization.
- Managers require training, mentoring and coaching.
- Poor or even mediocre managers seriously impact organizational culture.



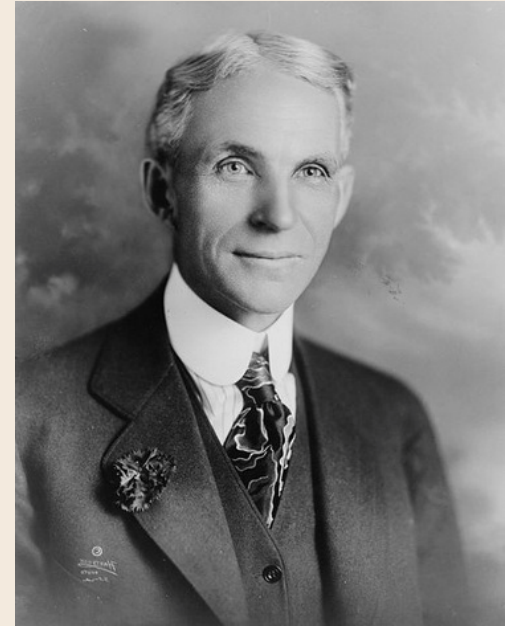
# Every Manager Should Know

- ✓ Who their employees are as people
- ✓ How their employees absorb new information and respond to change
- ✓ What disconnects their employees from the organization
- ✓ How to leverage their employees' abilities and work around their limitations

Source: *Destination Profit:  
Creating People-Profit Opportunities  
in Your Organization*,  
by Scott Cawood and Rita V. Bailey



"You can take my  
factories, burn my  
buildings, but give  
me my people and  
I will build the  
business right back  
again."



Henry Ford

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**Global recruiting leaders believe social and professional networks, employer brand, and passive candidate recruiting are the most essential and long-lasting trends in recruiting.**



# Employment Branding



**Employment branding is managing your organization's reputation online and in social media.**

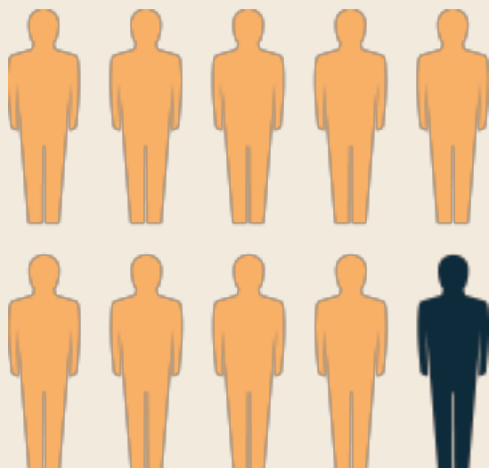
# Your Website



- Does your website tell candidates why they should come work for you?
- What makes your organization a great place to work?
- Are there testimonials from your current employees?
- Do you have a Careers page? Videos?
- Benefits information?

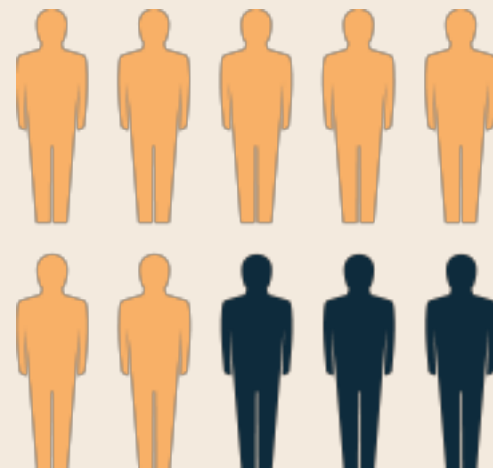


# Branding



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**Nine out of ten**  
candidates are likely  
to apply to a job when  
it's from an employer  
brand that's actively  
maintained.



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**Seven out of ten**  
recruiters believe that  
highlighting company  
culture is an effective  
way to compete against  
other employers.

# Recruit the Right People



- Do you have an effective recruitment strategy and process?
- Do you know what a good fit looks like?
- Do you understand your competitive landscape?

# Challenges

## **Hooking a candidate**

What makes your position stand out?  
Is your job description/pitch appealing?

## **Passive recruiting**

Acknowledge the time/resource investment, check in with candidates

## **Creative strategies**

Offer tours, bring in schools, review your referral program

## **Demonstrate the ROI**

Measure your results





# Social Media Recruiting



**79%** of job seekers use social media in their job search.

**86%** of younger job seekers use social media in their job search.

**73%** of 18-34 year olds found their last job through a social network.

**“Knowing your audience and how to market a role to them can help you win the war for talent”.**

- **69%** would not take a job with a company that had a bad reputation, even if they were unemployed.
- **94%** are likely to apply to a job if the employer actively manages their employer brand.
- **76%** want details on what makes the company an attractive place to work.

– According to Glassdoor

# Do you know what your employees are saying?



- Grapevine
- Online
- Temperature Checks
- Performance Reviews
- Employee Surveys (Engagement, Pulse)
- Stay Interviews
- Exit Interviews

# What questions are important?



1. What perks matter most?
2. What keeps you satisfied at work?
3. What motivates you to perform well?
4. Why did you choose to work here?
5. Why do you choose to stay?
6. When outside our organization, how do you describe where you work?



An employer brand needs to **accurately reflect** who you are as an organization and be incorporated into every aspect of the employee and job seeker experience.

In this candidate-driven market, **candidates expect more.** They won't accept weak employment brands, painfully slow application processes, death by interview or poor candidate experience.





# Where next?

- Be honest about where you are now.
- Develop an action plan to improve your employment branding and culture.
- Involve your leaders, managers, employees and other key stakeholders.
- Track progress.
- Remember –it's a journey not a destination and there is no OSFA.

# Thank You!

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