

HR Essentials Part 3

Employee Retention & Engagement

POWERED BY



U.S. Small Business
Administration

Today's Webinar Housekeeping Notes

- You are all muted
- Questions can be typed into the “chat” feature
- We will answer as many questions as possible throughout the session and after the presentation
- All registrants will receive an email with instructions how to access the recording of this webinar, and the link to connect with a mentor
- Use your Chat function to ask for a mentor



— “ —
dedicated to our mission of fostering
vibrant small business communities
through mentoring and education
— ” —

EST. 1964



Washington, D.C.



> 10,000 volunteers nation wide



Exist through a collaborative agreement
with the SBA



> 250 regional chapters



4,335,760 mentoring sessions



9,800 workshops/webinars in FY2020



Why Have a SCORE Mentor?

- We can help you start a business or work with you to grow your existing business!
- We are here for the life of your business
- We are conducting safe sessions through ZOOM or phone
- Sessions are one hour with appropriate assignments and as many follow on meetings as requested (at no cost to you!)
- We have the experience!

Our Presenters

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*CEO
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**Southeast
Massachusetts**



HR Essentials For Small Business

Session 3 – Employee Retention & Engagement

Objectives



Learn the importance of culture in hiring and retaining employees



How to develop nontraditional career paths that are conducive to your business environment




How to develop nontraditional career paths that are conducive to your business environment



CULTURE

Why is it important in hiring & retaining employees?



what is my culture?

Culture

Military Culture

- Discipline, regimen, following the rules, Respect, structured, precision, organize, hierarchical, uncertainty of family, supportive for family, Mission driven, fraternal

Auditing Culture

- Rule following, discipline, accountability, drive, security, hardworking, boring, steady, high security, better than, arrogance, confidence, inward focused, competitive, hour heavy, data driven

Marketing Agency Culture

- Creative, no desks, lots of energy, fun, active, outward facing, winning oriented, competitive, backstabbing, cutthroat, dog eat dog, flat culture, loose, blurred chain of command, inflation of titles, title oriented, power oriented

Ivy League Culture

- Entitled, competitive, arrogance, smart, cutting edge, progressive, outside the box, must win, must be the best, winning, intellectual, IP, thinking, debating, hard working, sweat and tears. rich, distinguished, privileged, inclusive/club

Culture

Product Driven Culture

- Precision, specs, quality
- Strategic road map focused, linear
- Projects, priority, timeline
- Product relevance impacts culture leading product, hoppin'
- Rigid, technical skills, role specific, in the box, specialized expertise
- Hard to find people, skill scarcity, long time to develop the skills, rigid thinking, stuck
- Non-transferrable skills, long tenured, not much diversity, hiring the same type of people, change averse
- Introverted older / experienced / educated
- Traditional work processes

Market Driven Culture

- Flexible, agile, broad, diverse, no clear direction
- Adaptable, creative, forward thinking, anticipatory
- Ahead of the market
- Relationship managers
- Flexible adaptable to change
- Generalists, change managers, strong leadership
- Clear communication, clear channels, feedback mechanisms
- Processes to allow agility
- Extroverts
- Younger, open to risk, less formal, newness of ideas, creativity, innovation

Culture



- Culture exists
- Culture matters
- Culture serves to preserve an outcome
- It is a STRATEGIC LEVER
- The CEO/Leadership is RESPONSIBLE
- Culture lives in Leadership, People and Systems
- HR is a critical influencer AT EVERY LEVEL
- It does not reside solely in HR

What is culture?

It's simply "the way we do things around here"

Because of shared, subconscious assumptions & tacit beliefs



Culture

- Purpose/
Mission/ Vision
- Core values
- Acceptable behaviors
- Celebrations
- Community & Connection
- Story Telling
- Communication
- Caring & Compassion
- Consistency
- Commitment to learning



Good Culture, Bad Culture

...

Why it matters

What you can do

Culture

Bad Culture

- Backstabbing
- Lack of trust
- Betrayal
- Undermining
- Untrustworthy
- Dismissive
- Fearful
- Adverse to change
- Can't be oneself
- Lack of growth mindset
- Controlling

Good Culture

- Welcoming supportive
- Trusting
- Psychological safety
- Forward thinking
- Fun
- Comfortable sharing opinions
- Recognizing and encouraging
- Development oriented
- Inclusive
- Belonging oriented

Culture

- **Credibility and Efficacy**
 - Know the Business
 - Be Credible and Trustworthy
 - Be Strategic
 - Be Rational
 - Get Results



Culture



- **Attraction & Acquisition**
 - Business Strategy = People Strategy
 - Research/Sourcing
 - Transparent and Inclusive Process
 - Employer Brand
 - Value proposition
 - Messaging/Website/SM
 - Career Advancement

Culture

- **Engagement & Retention**

- Starts with recruiting
- Create a culture of belonging
- Train your managers
- Show recognition
- Communicate, communicate, communicate
- Offer long term career opportunities





NON-TRADITIONAL CAREER PATHS

Non-traditional Career Path

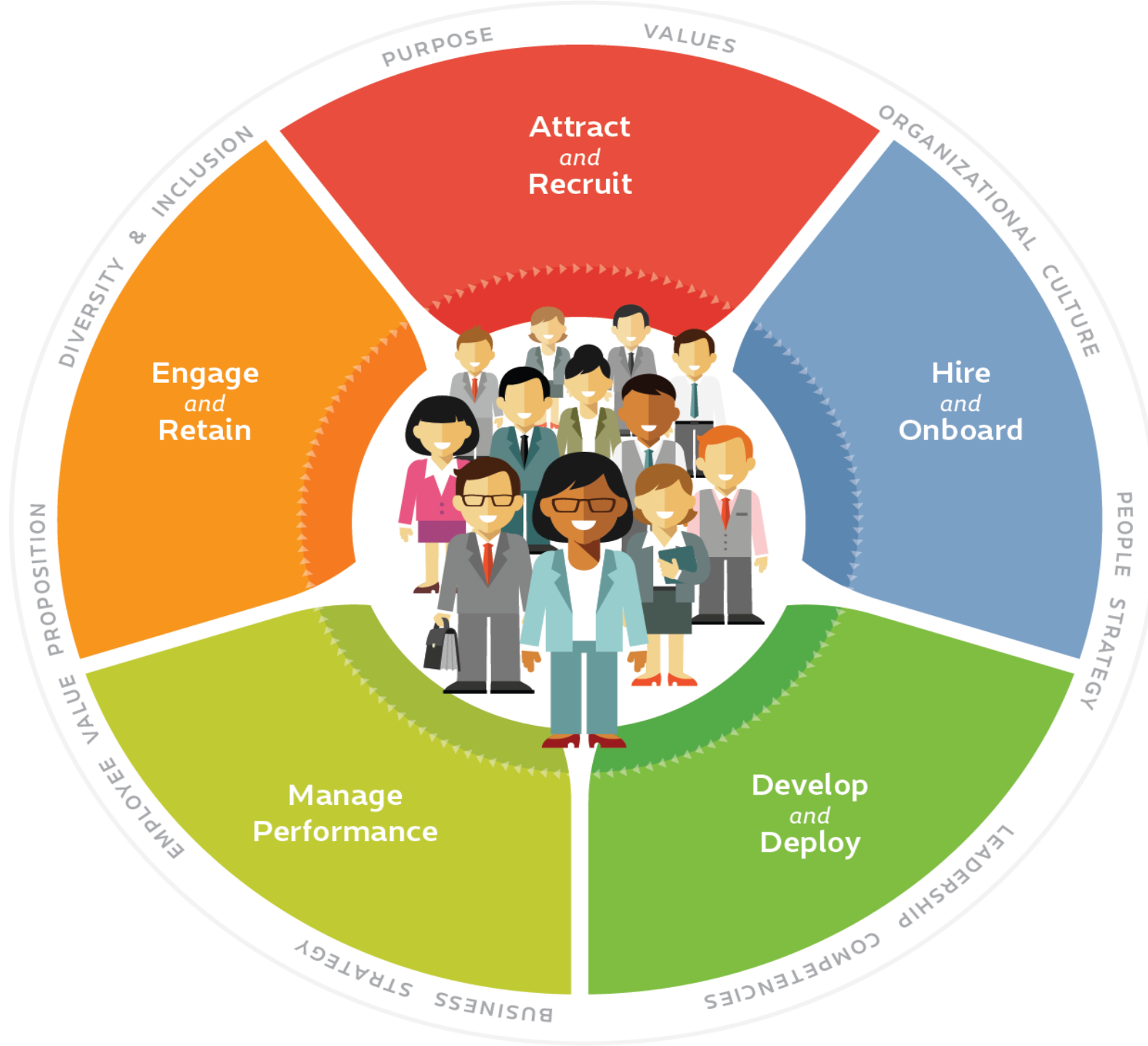
- Job redesign
- Job rotation
- Rethink traditional ladders



Non-traditional Career Path

- Dual career ladders
- Horizontal paths
- Accelerated & dialed-down paths







10 Minutes!

Breakout Rooms:

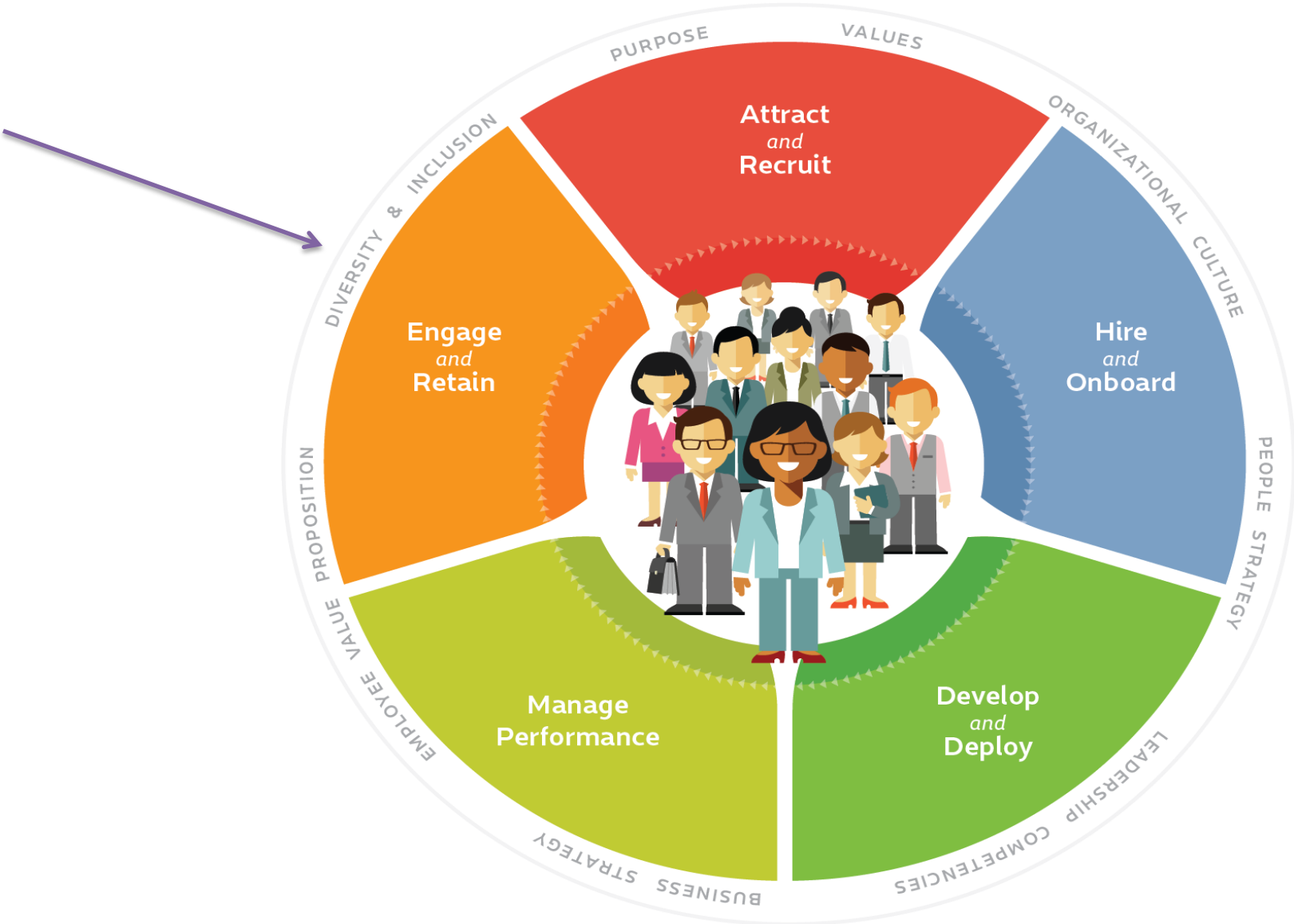
What is your
culture?

Questions?



EMPLOYEE ENGAGEMENT

EMPLOYEE LIFECYCLE



What We Will Cover

1. What Is Employee Engagement
2. Why You Should Care
3. How to Measure It
4. How to Improve It

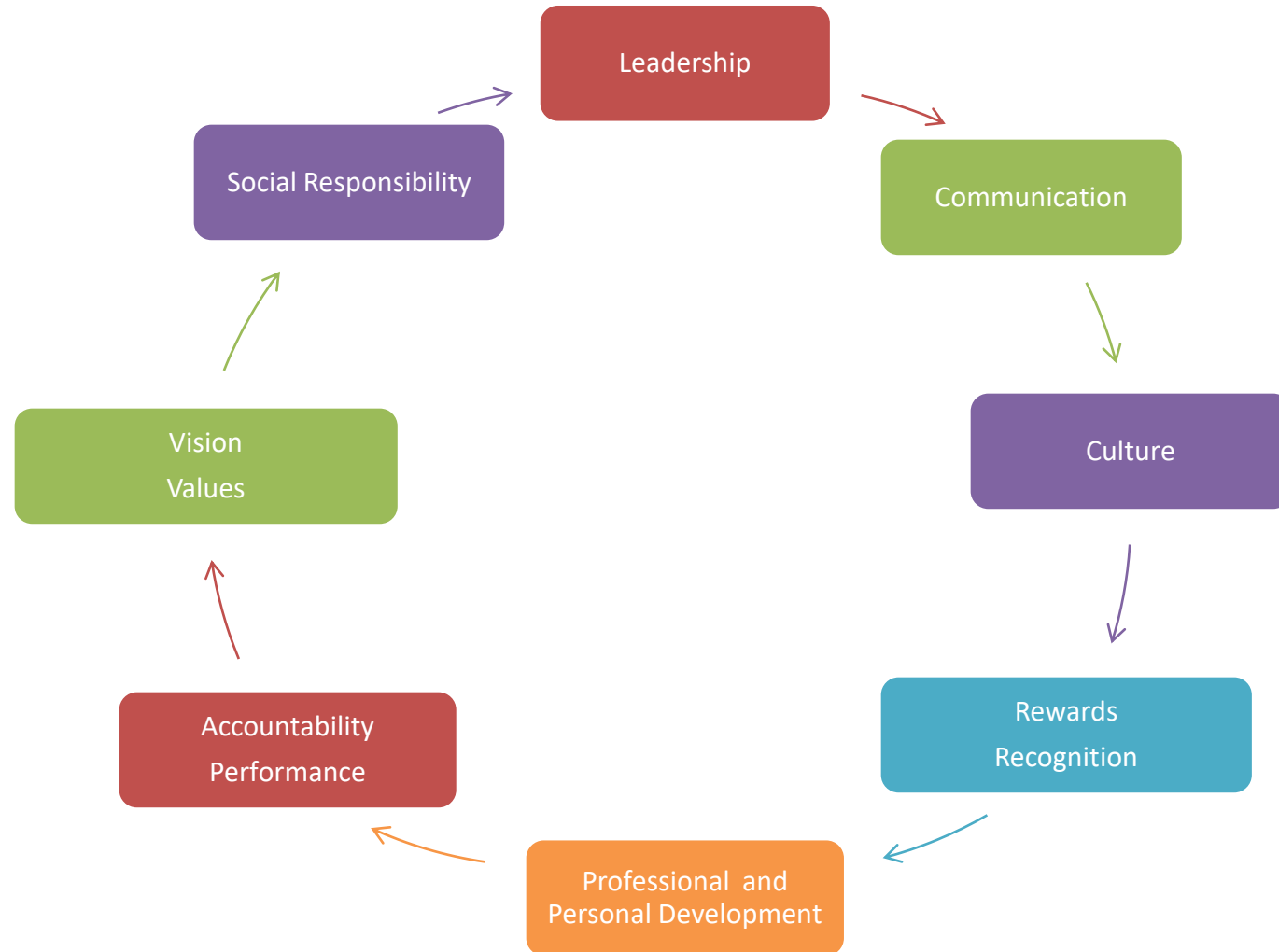
What is Employee Engagement?

Gallup: *Employees as those who are highly involved in and enthusiastic about their work and workplace.*

SHRM: *The lifecycle employees experience physically, emotionally, psychologically and behaviorally with their organization. Highly engaged employees feel safe and supported in these different states and as a result, behave in ways that are more productive for the organization.*

Discretionary effort vs just putting the time in

8 Elements of Employee Engagement



Why You Should Care

- Greater Profitability = Highly engaged teams show as much as 21%
- Employees who feel their voice is heard are 4.6 times more likely to feel empowered to perform their best work
- Disengaged employees cost U.S. companies up to \$550 billion a year
- 61% of employees are burned out on the job

“Gallup 12”

- Q01.** I know what is expected of me at work.
- Q02.** I have the materials and equipment I need to do my work right.
- Q03.** At work, I have the opportunity to do what I do best every day.
- Q04.** In the last seven days, I have received recognition or praise for doing good work.
- Q05.** My supervisor, or someone at work, seems to care about me as a person.
- Q06.** There is someone at work who encourages my development.
- Q07.** At work, my opinions seem to count.
- Q08.** The mission or purpose of my organization makes me feel my job is important.
- Q09.** My associates or fellow employees are committed to doing quality work.
- Q10.** I have a best friend at work.
- Q11.** In the last six months, someone at work has talked to me about my progress.
- Q12.** This last year, I have had opportunities at work to learn and grow.

Trends Post Pandemic

- Culture post crisis
- Future of work
- Focus on inclusive workplace
- Gen Z entering workforce
- Digital transformation



How to Improve Engagement

- Measure what matters most for employees' performance
- Act quickly
- Make it an ongoing process
- Empower managers to drive engagement

Sources / Resources

<https://www.octanner.com/insights/article>

<https://blog.shrm.org/blog/defining-employee-engagement>

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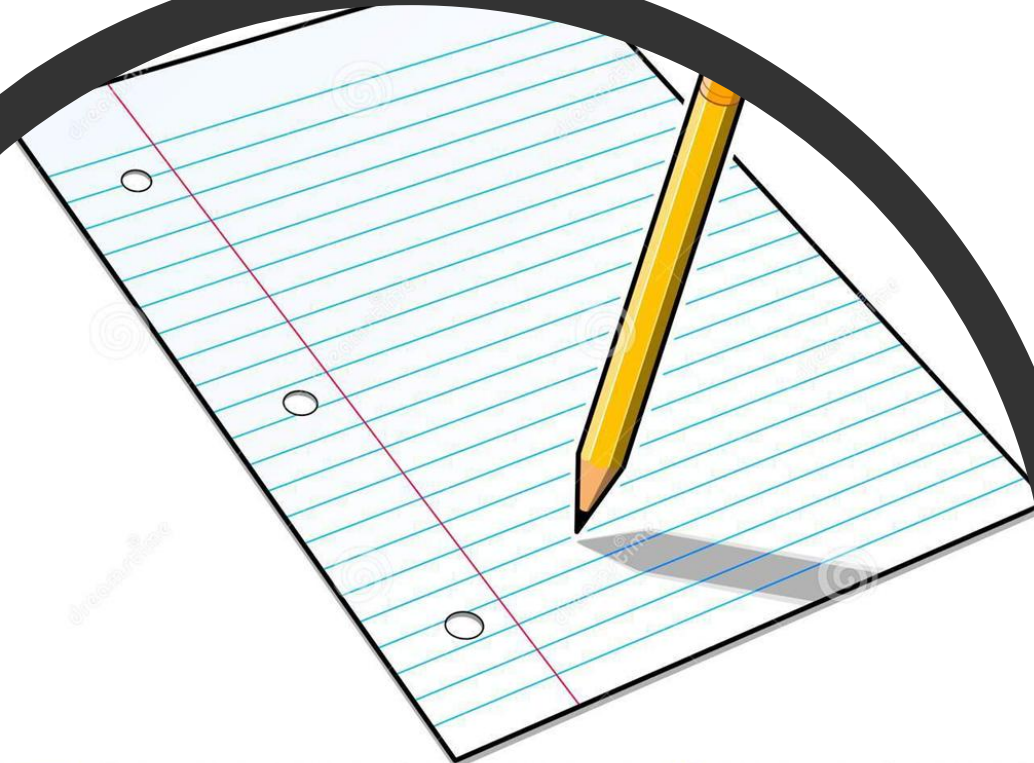
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**BACK IN
5
MINUTES**



**WHAT ARE YOU CURRENTLY DOING
TO KEEP YOUR EMPLOYEES
ENGAGED?**