

HERE TODAY, HERE TOMORROW

Transforming Your Workforce from
High-Turnover to **High-Retention**



**MANAGING EMPLOYEE RETENTION: A
STRATEGIC ACCOUNTABILITY APPROACH**

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In today's economy, we are seeing a great shortage of quality people equipped with the right skills to fill all jobs available – and it is getting worse. The labour pool is drying up and many organisations are resorting to foreign labour to their own detriment.

The outlook – increasing competition for fewer qualified workers – will necessitate an enormous emphasis on the need to **retain** those workers. Whether you are a community hospital, small business, or a major corporation, employee retention is critical to your success. Malaysia is currently facing a major shortage of skilled workers in almost every industry.

High staff turnover has serious negative effects on the business and they are:-

- lack of skilled labour to run the business profitably
- high cost of attracting, recruiting, hiring, training and getting new people up to speed
- low customer satisfaction due to new staff who are unskilled and unfamiliar with customers and company's products
- loss of business due to unhappy customers or customers taken by ex-staff
- low productivity is due to new and unskilled staff as well as low morale
- more resignations due to low morale

During the past decade, employee turnover has become a very serious problem for organisations. Managing retention and keeping the turnover rate below target and industry norms is one of the most challenging business issues. All indications point toward the issue compounding in the future. Even as economic times change, turnover will continue to be an important issue for most job groups. Yet despite these facts, employee turnover continues to be the most **unappreciated and undervalued issue** facing business leaders. Increasing employee retention is one of the greatest unmet opportunities in business today. The criticality of employee retention is not subject to the vagaries of the economy - employers always need to retain their talented people, whether during times of little or more positive growth.

Successful organisations realise employee retention and talent management are integral to sustaining their leadership and growth in the marketplace. Becoming an Employer of Choice by retaining high-calibre employees in today's labour market should be the highest priority.

Retention, just like leadership, must begin at the TOP!

Some Statistics

- **Growing Job Dissatisfaction** - Estimates show 48 to 65 percent of the workforce is dissatisfied with their current employment situation and will jump ship as the economic situation continues to improve. (Chart Your Course International)
- **Worker Shortage** - By 2010 we could expect a shortage of nearly seven to ten million workers. (Bureau of Labour Statistics, USA)
- **Job Defections** -- Findings reveal that 64 percent of employees said they were extremely likely to begin or increase the intensity of their job search. (Society of Human Resource Managers-Job Recovery Survey)

A Business Proposition

Assuming a company has **780** staff with a **30%** staff turnover and Total Turnover Cost of Replacement is **\$4,150,957**. Reducing the staff turnover by just **1%** will bring about a savings of **\$138,365**.

Who Should Attend

- o Business owners, CEOs and Senior Management staff
- o Human Resources Managers and executives who must address the retention issues on a routine basis
- o HR Specialists involved in various HR Practices such as recruiting and selection, learning and development, career management, job design, communications, compensation, reward systems and employee relations
- o Line Managers at all levels, who must live with the consequences of staff turnover
- o Management consultants, both internal and external, who assist organisations with the employee retention issue

From High-Turnover to High-Retention

Why You Cannot Miss This Course

This 2-Days programme show managers what it takes to create a positive work environment that attracts, keeps and motivates its workforce to higher levels of performance. They will learn the key elements that can transform high-turnover industries to high-retention businesses.

At the end of the programme, participants will:

- ✓ Understand the importance of Employee Retention Management and the impact of high staff turnover to overall business profitability and survival
- ✓ Understand the 8 elements of the High-Retention Organisation (HRO)
- ✓ Learn the Strategic Accountability Approach in Managing Employee Retention
- ✓ Understand the leadership skills needed for high retention
- ✓ Learn to design, implement and analyse Employee Retention Surveys to diagnose causes of employee turnover
- ✓ Build an employee retention culture
- ✓ Implement a retention strategy that will save the company countless thousands of dollars in turnover costs
- ✓ Design powerfully effective orientation or "Onboarding" process
- ✓ Use employee involvement programmes to engage your workforce
- ✓ Create incentives and recognition programmes that attract and keep your best performers
- ✓ Understand and create an Employee Value Proposition (EVP) that makes your company an employer of choice
- ✓ Learn how to design and use Individual Retention Plans to build powerful bonds between employees and their managers
- ✓ Learn how to implement the High-Retention Workplace (HRW)
- ✓ Learn Best Practices from leading organizations (Healthcare/Public/Corporate)



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Day 1

Here Today.....Gone Tomorrow

- o Why so much turnover of staff?
- o The Biggest Challenge: Meeting the needs of an increasing diverse workforce
- o Reasons to stay, Reasons to go
- o Needed: A NEW Workplace Paradigm
- o Prescription for ACTION

Retentionship: A New Strategy Based on Action

- o A great Return on Investment
- o The Retention Process
- o Retention means Productivity
- o Leadership makes the difference
- o The 8 Elements of the High-Retention Organisation (HRO)

Provide a Clear Sense of Direction

- o The 3 Directions of Leadership
- o The Strategic Accountability Approach in Managing Employee Retention
- o Implement the 8 Steps needed to manage and reduce staff turnover
- o The Performance Satisfaction Quotient
- o 3 Steps to creating meaning and purpose at work
- o Generate Purpose and Direction with a Mission Statement

Become a Better Leader by Showing Me Your Care

- o Leadership myths that block high retention
- o Building a structure of caring
- o Don't take a tumble: maintain trust
- o Best Practice for Caring Management

Flexible Benefits Build a More Loyal and Productive Workforce

- o Good benefits equal high retention
- o Good benefits equal high productivity
- o Soft benefits vs Hard benefits
- o Flexible work arrangements promote productivity
- o Office design and employee retention
- o Best Practices for benefits that keep employees happy, content and productive

Keep the Doorways and Pathways of Communication Open

- o The importance of accessibility in organisations
- o Creating the High-Access Organisation (HAO)
- o What people need to know
- o Tools and techniques that create high access and high retention
- o Don't confuse technology with Communication
- o Best Practices for creating High Access

Day 2

Create a Charged Work Environment that Energizes and Engages

- o Engage and energise your workforce
- o Creating the right spirit
- o Set a motivating goal or target that shapes the environment and gives people a purpose and direction
- o Provide a process to capture people's ideas
- o Results motivate people
- o Involve elements of FEST: Fun, Enthusiasm, Surprise and Timing
- o Teams build on the efforts of others
- o Best Practices for creating a Charged Workplace

Performance Management Transforms Workers to Winners

- o The ABC Approach: Antecedents, Behaviours, Consequences
- o Translating the ABC Approach into performance management
- o Managing performance through employee ownership
- o Financial incentives for performance and retention
- o Best Practices for Performance Management

Reward and Recognition Programmes Lead to Higher Retention

- o Why reward and recognition work
- o Elements of an effective programme
- o Basic flavours of reward and recognition
- o Formal reward and recognition programmes
- o How to develop a formal reward and recognition programme
- o Precautions to take when considering Consequence-based programmes
- o Best Practices for Reward and Recognition

Help People Move Up or They Will Move Out

- o Good for the individual, good for the organisation
- o Create a career ladder
- o Training programmes that work
- o Using education to attract and keep part-time workforce
- o Psychological payment: Job titles reflect company attitudes
- o Best Practices for Helping Employee move up

Implementing the High-Retention Workplace (HRW)

- o The 6 Golden Steps
- o Creating change through an Implementation Team
- o Hiring for Retention
- o Employee Value Proposition (EVP) that makes your company an employer of choice
- o Best Practices for Welcoming New Hires and Preventing Departures

Your Workshop Leader



Dr. Allen Teh is the founder and Chief Executive Officer For the Centre for Customer Care (CCC) Malaysia. He has conducted

extensive worldwide research on customer service as well as on

customer behaviour related to business. His latest research was on Emotional Intelligence (EQ) and how that impacts business profitability through employees' work performance.

Dr. Allen Teh has more than 27 years of work experience in service operations as well as Human Resource Management, Management Consultancy and Training. He is an experienced Customer Service Consultant. Human Resource Consultant. Human Resource Professional as well as Executive Search Consultant. He has held senior managerial positions in diverse industries namely food and beverage, entertainment, manufacturing, property development and construction, insurance, oil-palm plantations and biotechnology.

As a trainer and consultant, Dr. Allen Teh has trained for banks, governmental bodies, healthcare organisations, insurance companies, security firms, travel and tour agencies, vacation clubs, direct selling, property development, fast-food restaurants as well as call centres.

Driven by an intense passion in customer service excellence and being a firm believer that customer service makes all the difference in business, Dr. Allen Teh is actively promoting and propagating this passion for customer service excellence in Malaysia and regionally.

Dr. Allen Teh holds a Doctorate Degree in Business Administration from Southern Cross University, Australia and MBA from the University of Dubuque, Iowa, USA