

# The Secret Sauce of Employee Retention

With the anticipated downturn in the economy, the financial stresses employees are experiencing, and the inability to find a skilled workforce, employers are having a difficult time retaining their employees. How do you retain your current workforce, while maintaining an environment where everyone thrives? Being short-staffed is one of the biggest dilemmas that employers face today. They just don't have enough people to complete the daily business tasks nor have the time or resources to take on any additional work.

Employee Retention is the key. According to the Society of Human Resources Management (SHRM), it's the ability to keep your employees engaged and productive for the benefit of the organization. Rather than overlooking poor performance issues or settling with poor performers in your current workforce, let's take a different approach: by improving your company culture and creating a workplace where everyone can thrive! Below are some key points to manage your employee retention:

### 1. Mentorship

Employees need a strong supervisor or a mentor who can champion their individual growth and development. Mentors can provide guidance to navigate within the confines of the organization or bounce ideas to foster growth in their role.

### 2. Trust

Trust is a two-way street. Employees need a leadership team to make decisions that can benefit their work. You have to be fair and transparent about what's going on with the organization and how it can impact their workload.



### 3. Accessibility to Leadership

Employers and supervisors claim to have an open-door policy, but is the door really open for your employees to step in? Employees need access to their leaders, even if it's just to their immediate supervisor. It goes a long way for leaders to check in with them, frequently and often. Not only

does a supervisor have to be genuinely interested in their work, but must be receptive to how they do their work. Leaders should build rapport with their employees and give them the space to freely express their ideas and address any concerns regarding their workload. Employees appreciate leaders who are responsive to their concerns and eliminate barriers that prevent them from being successful. According to a 2020 SHRM survey, 84% of American workers reported leaving their employment because of the relationship and limited accessibility of their immediate supervisor.

### 4. Challenging Work

Employees are hired to do more than busy work. They want to work on tasks that are meaningful and contribute to the overall performance and success of the organization. They want an opportunity to try something new, yet be paired with resources and partners they need to explore new skills. No matter how big or small their role is in an organization, they want a sense of pride in their work. So, be intentional about activities that are assigned and provide flexibility on how the employees complete their work.

### 5. Meaningful Relationships

Employees spend more time at work than with their families. Provide opportunities where employees can establish meaningful connections and create an environment where work relationships thrive.

Continued From page 12

## 6. Flexibility with Employees' Life Events

Everyone goes through life events: marriage, death, children, income loss, serious health conditions, and financial and family stressors. Employers should work with employees by giving them temporary accommodations for their employees' needs. It could be as easy as giving them access to the Employee Assistance Program (EAP), a temporary change of work schedule, giving them the gift of time (leave of absence), or just giving some grace to the employee during those stressful times, especially when it's transitional or turbulent. You want to be accommodating, but not be taken advantage of. When providing some flexibility, give clear guidelines on the parameters of the arrangement, be clear on your job expectations from them, and propose a realistic timeline of the end date of the temporary arrangement. If an end date is unclear, give an option to reevaluate the accommodation periodically or every 30 days.

## 7. Employee Benefits

Employee benefits play a vital role in retention, though some organizations can't always provide robust health and wellness benefits. Be creative with cost-effective perks your organization can provide, such as profit sharing, time off benefits, pet insurance, a mental health app that offers therapy, employee assistance programs, employee discount programs, access to educational opportunities, student loan repayment programs, 529 educational savings plans for dependents, safe ride home programs, virtual base alternatives to health care, free or discounted company products, and discounted gym memberships or incentivize wellness programs.

After reading this, it may be fine and dandy, but what do I do next? The key is "stay" interviews. Everyone knows what an exit interview is, but have you asked your employees why they stay? It's important to see what you are doing well and what areas need to be improved in your organization. Ask your long-term and high-valued employees about what they like or don't like in their current roles. What motivates them to come to work every day? What do they look forward to? Also ask, what are the areas that the organization can do better? You don't want to read it as an afterthought on Indeed, Glassdoor, or Google Reviews. You have an opportunity to address and remedy concerns that are slowly brewing in your organization before it's boiled over.

Check on your employees frequently and often. Be intentional with the tasks assigned and give them opportunities to grow. That's the secret sauce of employee retention.



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to register for one of these classes, please go to the TPM website under "Events" at the bottom of the Home Page (<http://www.timberassociation.com>) or call (509) 535-4646. Registration is limited to 50 computers per webinar.

### Part I: Navigating the Interactions Between Workers' Compensation and the Americans with Disabilities Act.

**Friday, July 21 2023 3:00 PM (PDT)**

This webinar will discuss: Whether a person with an occupational injury has a disability as defined by the ADA; Disability-related questions and medical examinations relating to occupational injury and workers' compensation claims; and Hiring of persons with a history of occupational injury.

### Industrial Hygiene -

#### What You Can't See Can Hurt You

**Wednesday, July 26, 2023 1:30 PM (PDT)**

You cannot see the virus that causes the flu, but you can protect yourself by washing your hands regularly. Proper hygiene is also critical in protecting employees from other unseen hazards, such as poor air quality and loud noise. It is called industrial hygiene, and we explain the basics during this webinar.

### Part II: Navigating the Interactions Between Workers' Compensation and the Americans with Disabilities Act.

**Friday, August 4, 2023 3:00 PM (PDT)**

This webinar will discuss: Return to work of persons with occupational injury and application of the direct threat standard; Reasonable accommodation for persons with disability-related occupational injuries; Light duty issues and exclusive remedy provisions in workers' compensation laws.

### Being an Effective Safety Leader

**Wednesday, August 16, 2023 1:30 PM (PDT)**

Today's safety leaders must be able to handle everything from workplace violence to wildfires. But sometimes the hardest part is the day-to-day management of your safety culture. This webinar can help teach you:

- How to lead more effectively at any stage of your career
- How to avoid common mistakes and pitfalls in safety leadership
- How to prevent secondary crises from developing after an emergency
- How to use data to drive decisions, set goals, and measure success