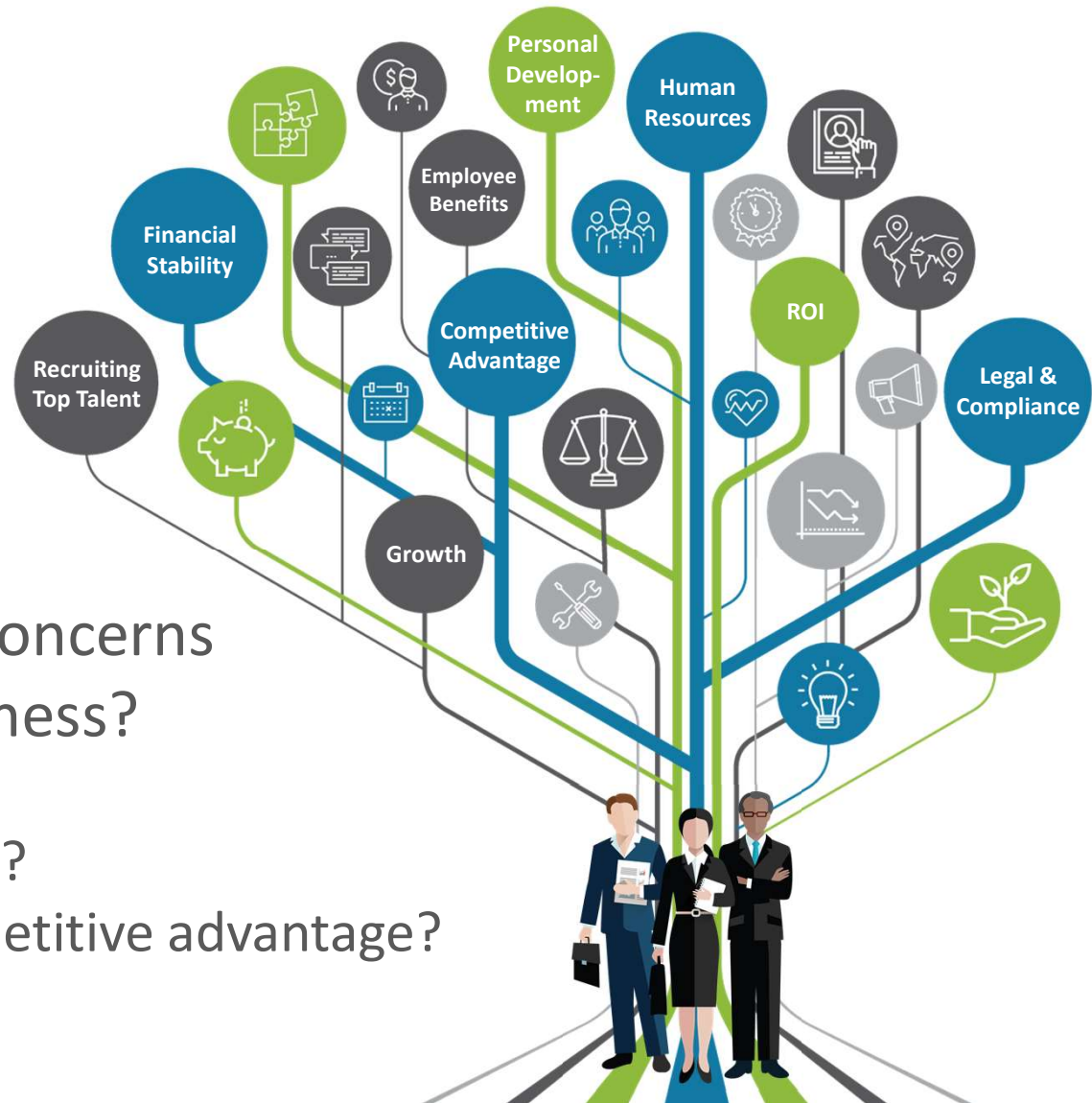




# Creating a Workplace that Retains and Attracts Top Talent

11/4/2020 | Angie Mosher, Matt Baker

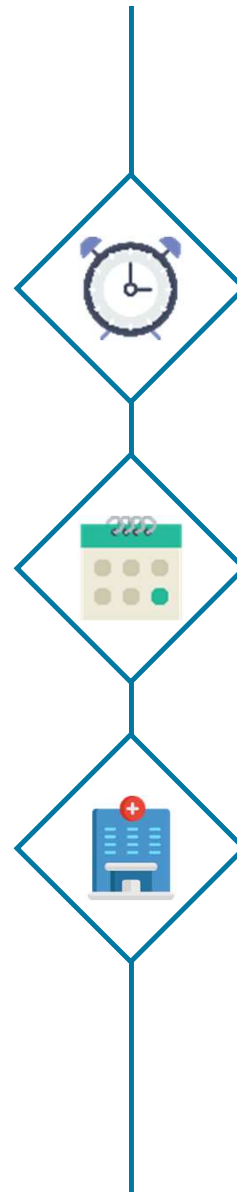


What are your top concerns related to your business?

- Financial stability?
- Retaining top talent?
- Maintaining a competitive advantage?

**69%** of workers claimed this was the **most stressful time in their entire professional career**, including major events like the September 11th terror attacks and the 2008 Great Recession.

Source: Ginger | Workforce Attitudes 2020



**70%** of workers agreed that employees at their company are significantly less productive because of stress and anxiety surrounding COVID-19

**62%** of missed workdays are attributed to mental health

Most common cause of hospitalizations for people 45 and younger, and **13%** of mental health discharges are readmitted to the hospital within a month

## The correlation between the employee experience and an organization's bottom line is often overlooked.

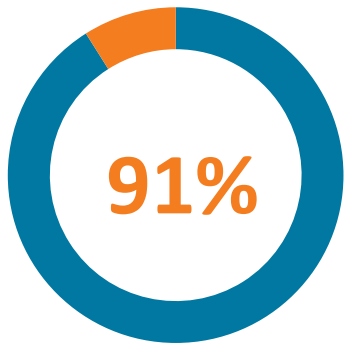
- Lost profit due to negative employee experience can result in a loss of more than double the return on sales.
- 2020 Average: Gallup asserts that **14%** of employees are **actively disengaged**, costing their organization \$17,000 (or 34%) per disengaged employee per year.
- 21% higher profitability of organizations in the top quartile of engagement compared with those in the bottom.



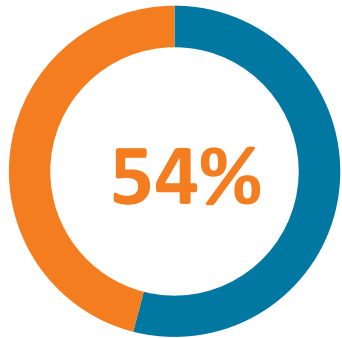
"The financial impact of a positive employee experience." IBM and Globoforce. June 2018. <https://resources.globoforce.com/papers/financial-impact-employee-experience-ibm>

<https://news.gallup.com/poll/241649/employee-engagement-rise.aspx>

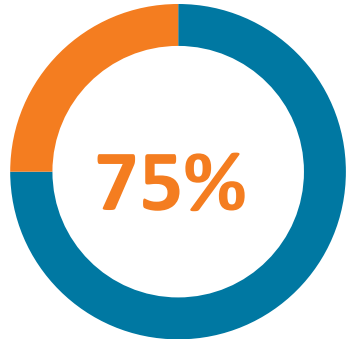




of employers have implemented 'work from home' arrangements since the outbreak



of HR leaders say poor technology and/or infrastructure for remote working is their biggest barrier to effective remote working



of businesses say maintaining employee morale has been a struggle

**You can take  
charge of your  
employee  
experience.**







## Where do you start?

- Explore ENGAGEMENT
- Be intentional about the EMPLOYEE EXPERIENCE & RETAINING TOP TALENT
- ATTRACT new or internal talent by telling your team's story

# UNDERSTANDING ENGAGEMENT

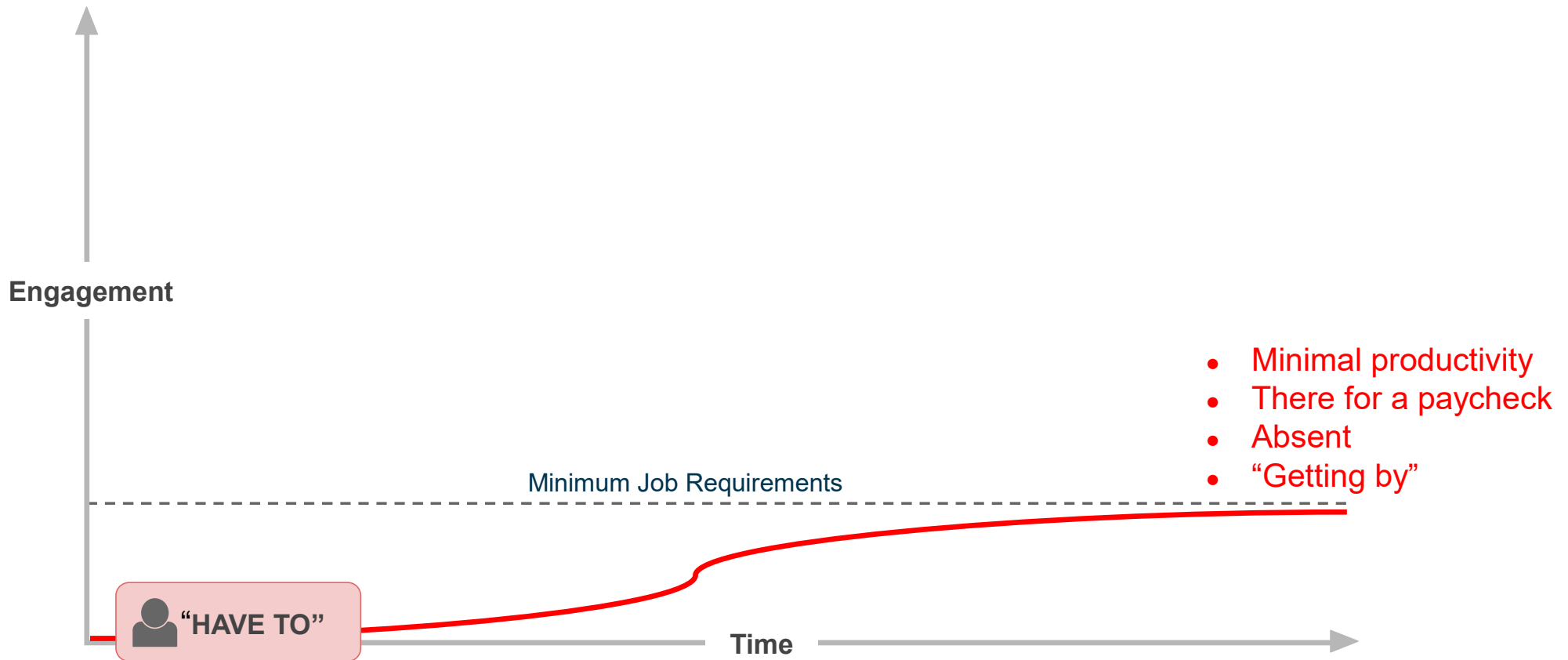


# What is engagement?

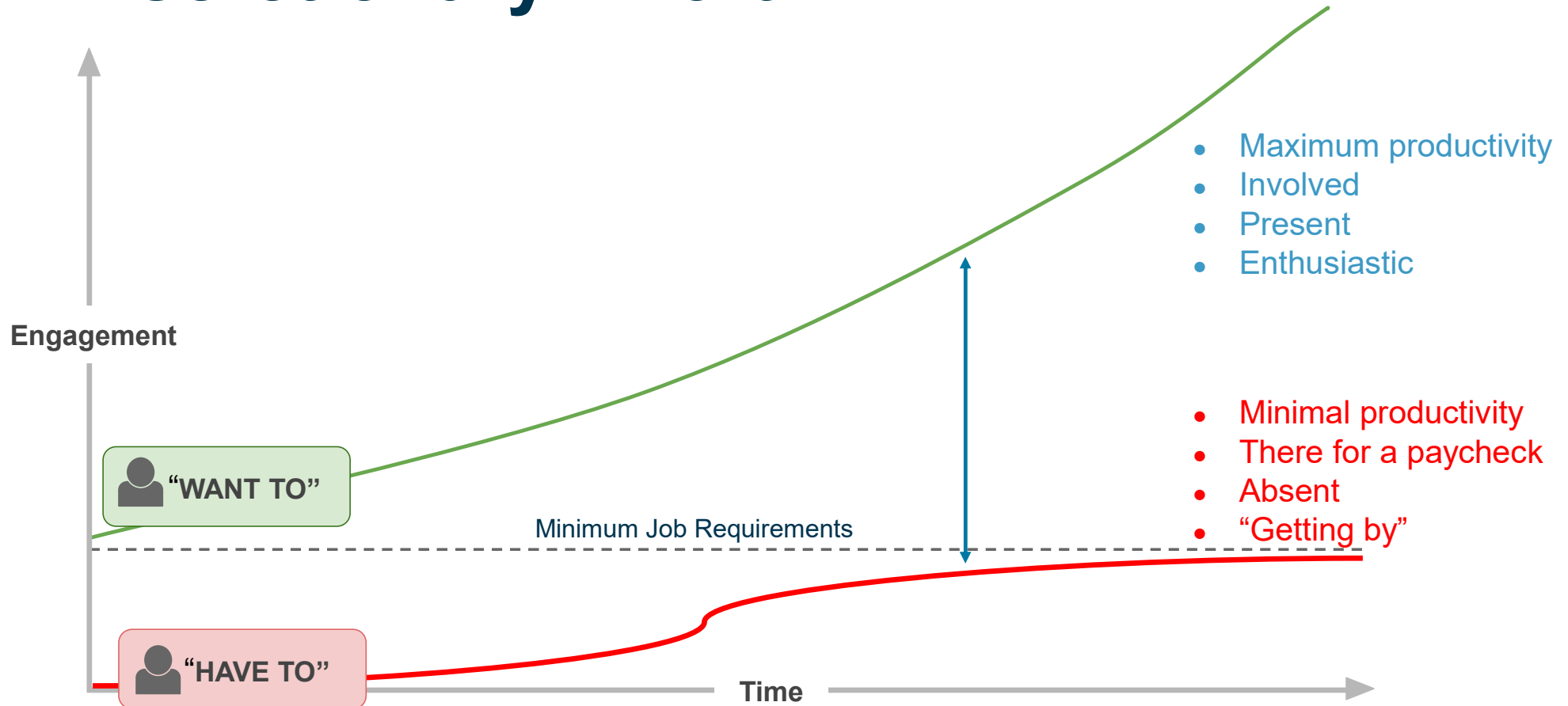
**Simple definition:** Engagement is an individual's emotional commitment to their organization and its goals.

- **Extended definition:** It's fueled by fit and satisfaction with one's:
  - Job
  - Manager
  - People
  - Organization
- **It shows up as:** Discretionary effort at work

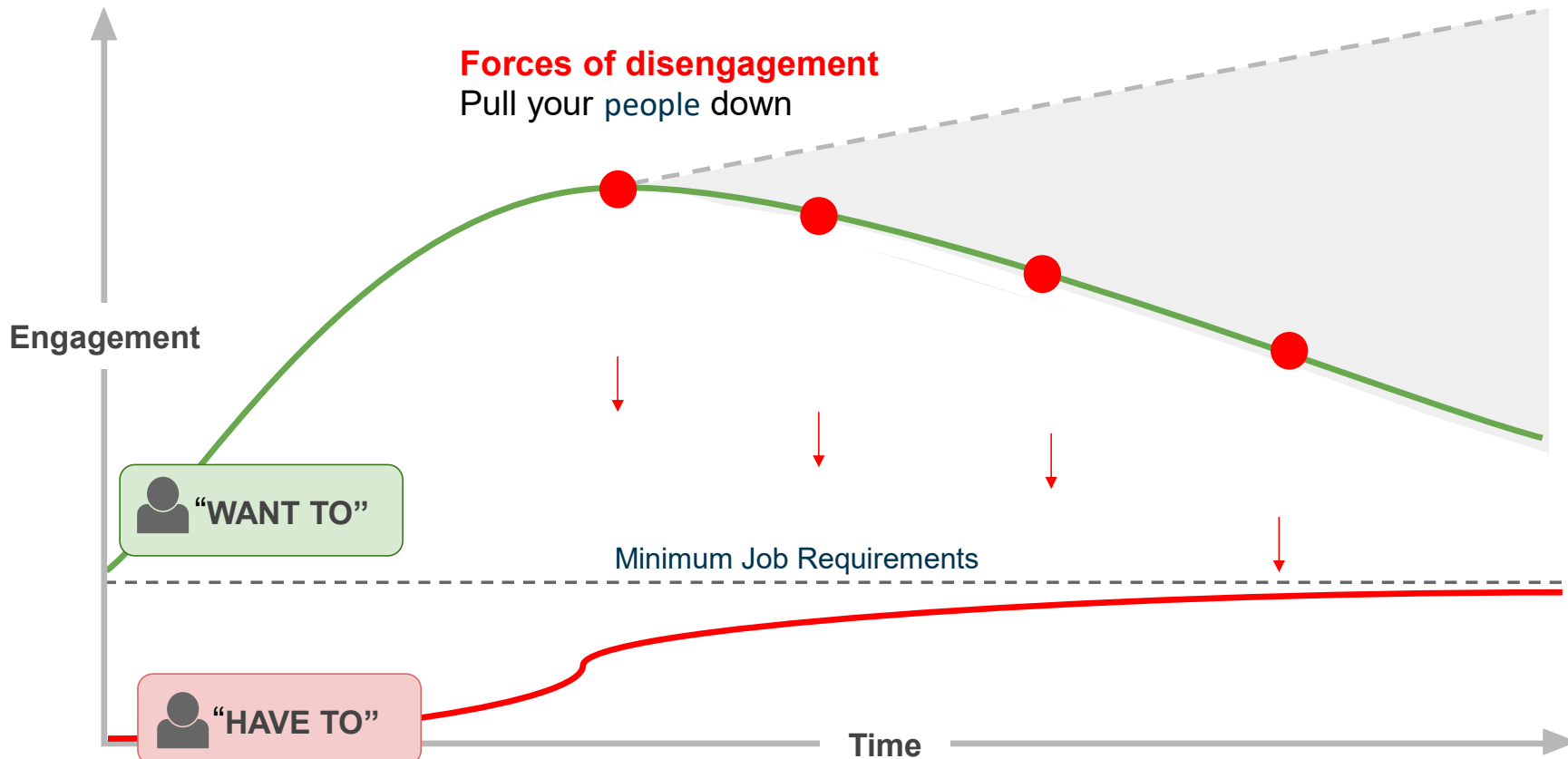
# Identifying Discretionary Effort



# Discretionary Effort

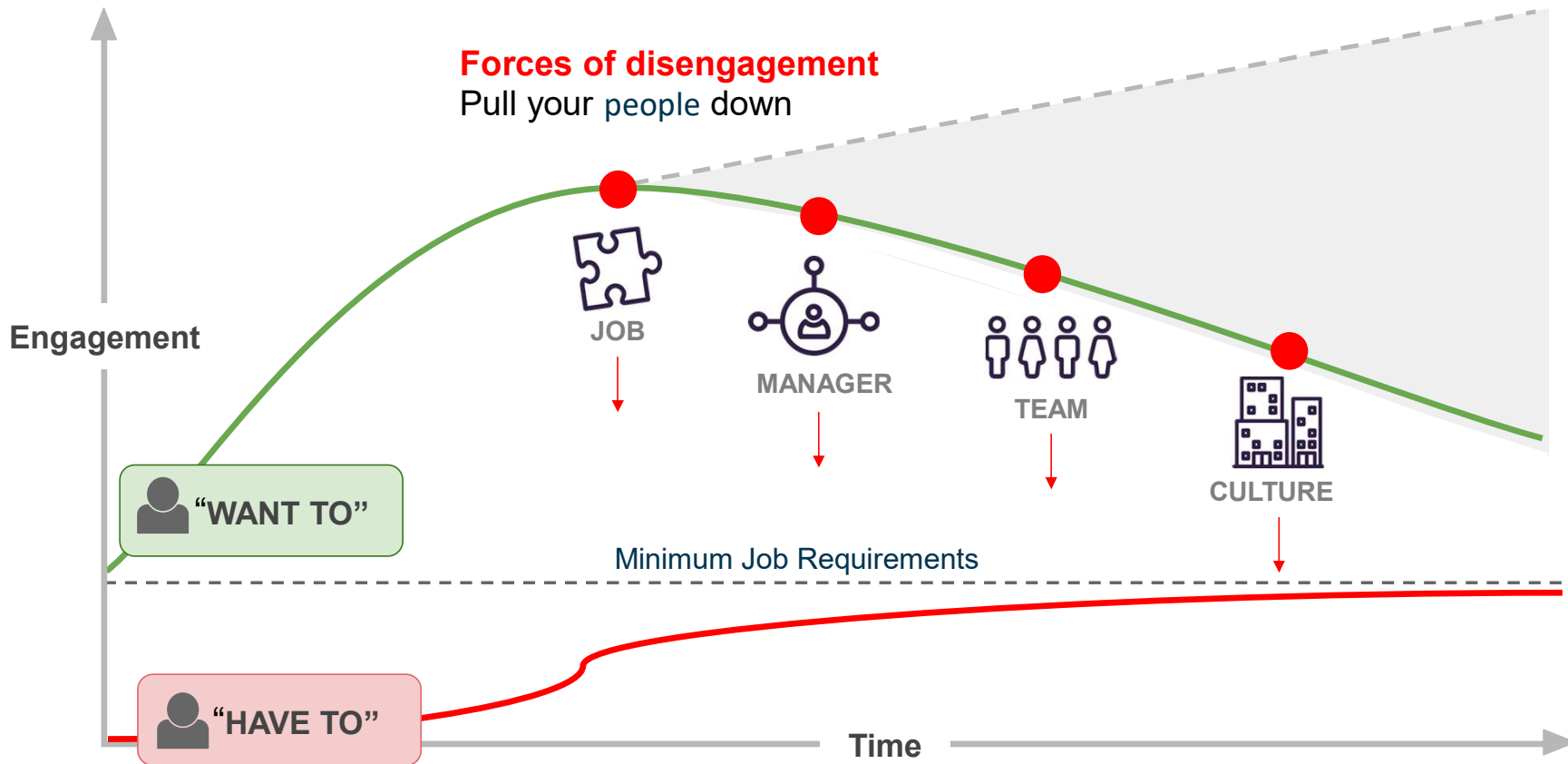


# Four forces of disengagement



workbook pages 6-7

# Four forces of disengagement



**What does that  
discretionary  
effort look and  
feel like?**



# The business of engagement for you

*Think through the business implications for you and your team.*

- What team metrics are impacted if discretionary effort is missing?
- What business challenge might you overcome if team engagement increased?
- How would resolving this challenge positively impact you as a manager?

# When people are engaged a business sees...

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## Less of what we don't want

- 7% lower absenteeism
- 25% lower turnover
- 48% fewer safety incidents
- 41% fewer quality incidents

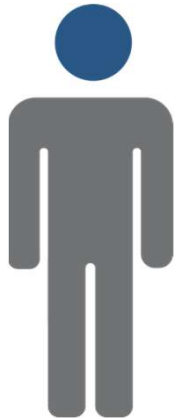
## More of what we want

- 6% higher profits
- 5X higher shareholder returns
- 10% higher customer metrics
- 21% higher productivity

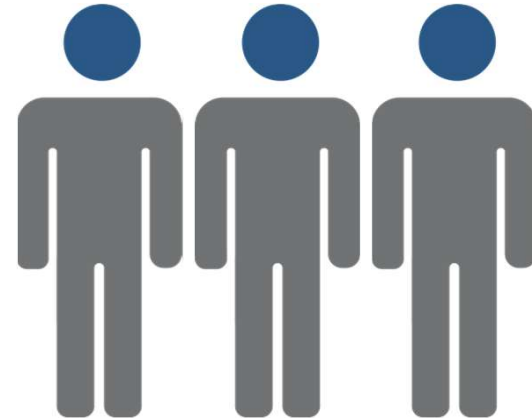
# 2 keys to unlocking team discretionary effort

1

Understand  
yourself



Understand  
your people



2

# How can you better understand yourself & your people?

- Behavioral Assessments
  - How do they handle problems and challenges?
  - How do they show influence over others
  - How do they handle pace and intensity?
  - How do they respond to rules and structure?
- Why do they behave the way they do? What are their motivators?
  - Power, Utility, Aesthetics, Traditional, Others, Theoretical

**SCIENCE!!!**

## ASK THEM!!!

- Surveys
- Roundtables
- Focus Groups

### Sample questions:

- I feel appreciated by my supervisor.
- I am motivated by the vision the leadership team has for the organization.
- Total compensation feedback
- Ideas of incentives, team building, and recognition

## Now What?

### Improving Engagement

**Gut check...**is your team actively engaged? Are you? Can you afford to ignore it the answer?

**Check in with your team.** Do you know what motivates them? Do you know what makes them tick?

**Consider an Engagement Survey or Behavioral Assessments.** You can't manage what you can't measure. Use the info to build your employee experience strategy.



# Being Intentional about the Employee Experience & Retaining your Top Talent

# Pre-quitting behaviors- REACTIVE

Their work productivity has decreased more than usual.

They have acted less like a team player than usual.

They have been doing the minimum amount of work more frequently than usual.

They have been less interested in pleasing their manager than usual.

They have been less willing to commit to long-term timelines than usual.

They have exhibited a negative change in attitude.

They have exhibited less effort and work motivation than usual.

They have exhibited less focus on job related matters than usual.

They have expressed dissatisfaction with their current job more frequently than usual.

They have expressed dissatisfaction with their supervisor more frequently than usual.

They have left early from work more frequently than usual.

They have lost enthusiasm for the mission of the organization.

They have shown less interest in working with customers than usual

# How can you be PROACTIVE?



**Show you care**



**Deliver frequent transparent communication**



**Create meaningful work**



**Communicate opportunities for growth**



**Show appreciation**

# Workforce Engagement & Communication

Adapt to changing preferences.



## BOOMERS

Incorporate face-to-face interactions and feedback

Provide opportunities to mentor younger colleagues

**Communication Preference:** Email



## GEN X

Flexible schedules and telecommuting

Provide one-on-one mentoring

Replace tenure-based rewards with a performance-based reward system

**Communication Preference:**  
Multi-platform



## MILLENNIALS

Sense of purpose through strong company culture and vision

Provide regular feedback and positive reinforcement

Offer flexible work environments and work/life balance

45.3% of Millennials are working mothers

Provide management training to prepare them for leadership when Gen X and Boomers age out

**Communication Preference:**  
SMS/Chat based



## GEN Z

Mission-driven company culture and a strong sense of community

Provide financial incentives for hard work to offset the burden of ever-rising tuition

Foster a flat organizational structure that offers access to upper management

Incorporate new technology into training/communication programs

**Communication Preference:**  
SMS/Chat based

# Looking ahead

**Gen-Z and  
Millennial  
Representation  
Within the  
Workforce**



2020  
**Current**



2028  
**Estimated**



**"Our most basic need is to have a sense of belonging and connection. When businesses can engage individuals in a way that speaks to their most fundamental values, it ultimately can translate to a level of loyalty that most brands are not seeing today. The connection creates loyalty, which fuels business growth."**

*Anthony Stephan, Deloitte Consulting*



# 1. SHOW YOU CARE

*“The COVID-19 coronavirus is becoming the accelerator for one of the greatest workplace transformations of our lifetime. How we work, exercise, shop, learn, communicate, and of course, where we work, will be changed forever.”- Forbes*

## Why?

- Employees who rate their work-life balance highly are 10% more likely to stay at their company (Tiny Pulse)
- Companies that support remote work have 25% lower employee turnover than companies that don't (Tiny Pulse)
- Of the 1.1 million people who left the job market in September, more than 860,000 were women.
- Employees need to know how much you care before they care how much you know.

## How?\*

- Embrace flexibility with empathy and understanding
- Focus on personalism not professionalism (i.e. family, impact of current events)
- Reevaluate leave policies
- Train managers to watch for mental health concerns
- Focus on the **Whole PERSON**

# Remote Work

**The Remote  
Workforce**

 **13%**  
**More productive**

 **\$2,000**  
**Less expensive  
cost per seat**

 **50%**  
**Less attrition**



## Post COVID-19, employees will expect to bring their whole selves to work.

64% of HR Leaders are making employee experience a higher priority when planning the return to work.

# Wellbeing

## Embrace a “whole-self” mentality

The impact of COVID-19 on employees’ mental, physical and financial health has propelled holistic wellbeing support to the forefront of the employee experience. **For employers who are looking to improve performance, productivity and lower healthcare costs, embracing an active role in their workforce’s wellbeing is a business imperative.**

### Mental Health

- Commit to building stigma-free culture
- Resiliency planning: help employees identify support systems
- Provide managers with training and protocols
- Over-communicate available resources

### Physical Health

- Creating a safe workplace with proper sanitation protocols and necessary communications
- Support employees in creating new healthy habits or resuming healthy routines (gym, eating well)
- Evaluate specific needs of your population to determine programs that target specific risk-factors

### Financial Health

- Survey employees to understand financial needs
- Identify what tools and resources are most helpful in reducing stress
- Consider adding ‘financial wellness’ as a component of HR or benefits communication

# Poor wellbeing is effecting more than just your healthcare costs...

The cost of poor wellbeing is equal to 25-35% of your payroll

- Illness-related absences
- Disability leaves
- Impaired job performance
- Occupational injuries/illnesses



## 2. FREQUENT TRANSPARENT COMMUNICATION

*Employers and employees alike were forced to completely change the way they interacted within their daily lives – from workplace to home, all facets of the typical human connection were impacted. As a result, **employers must be flexible and ready to adapt their communication strategy to keep employees engaged and focused.***

### Why?

- For optimal employee engagement, communicate **26 times** per year.
- Average attention span **is less than 8 seconds**.
- Employees are **75% more likely** to watch a video than to read emails or documents
- Transparent communication builds trust

### How?

- Share important or sensitive communications straight from the desk of leadership
- Incorporate a variety of digital modalities for a wide-spanning approach: email + text + video + intranet
- LISTEN



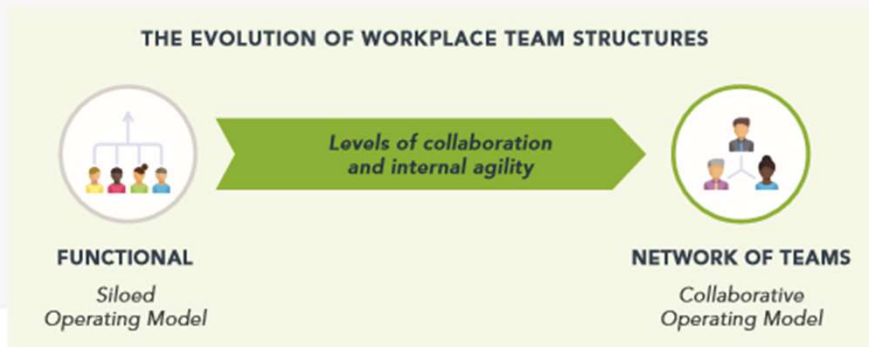
## 3. CREATE MEANINGFUL WORK AND TEAMWORK

### Why?

- Employees want to be connected to a higher purpose.
- They don't want to be a number.
- Teamwork and collaboration leads to a sense of belonging and connection

### How?

- Explain how their role connects to the business results
- Constantly communicate the vision
- Revisit ways to collaborate with physical distancing
- Create a sense of belonging – refine your routines
- Connect to local charities
- Encourage volunteering



## 4. COMMUNICATE OPPORTUNITIES FOR GROWTH

### Why?

- 40% of employees who left their previous employer cited “Lack of training and development opportunities” as one of their reasons for leaving.
- Top performers want to be challenged.

### How?

- Revisit your employee’s capacity for growth and whether or not their talents and expertise are being used to their fullest
- Train for gaps and remote work
- Lunch & learn opportunities
- Mentorship
- Clear performance goals and metrics for advancement
- Celebrate success stories

## 5. SHOW APPRECIATION – REWARDS/RECOGNITION

### Why?

- 63% of employees who are recognized are very unlikely to look for a new job (Survey Monkey with Bonusly)
- 52% of employees feel that their rewards strategy isn't aligned to organizational goals (Deloitte Study)
- Creating a culture of recognition leads to higher retention and it doesn't need to be expensive

### How?

- Create a “see it, say it” culture
- Ask them what is important to them and put your dollars there
  - i.e. benefits, pto, incentives, 401k
- Don't reward everyone the same way
- Create a peer recognition program
- Tie your incentives to your team goals

## Now What?

Being intentional about retention.

**Stay Interviews**...is your team actively engaged? Are you? Can you afford to ignore it the answer is “no” or “sometimes”?

**Create Incentives your Team Wants.** Do you know what motivates them? Do you know what makes them tick?

**Consider an Engagement Survey with Compensation & Benefits Analysis.** You can't manage what you can't measure.

# Attracting Top Talent



## What got you here, won't necessarily get you where you want to go.

83% of employers made business practice adjustments as a result of COVID-19.

Many businesses' needs have shifted, challenging employers to rethink their staffing strategy to control costs and maximize efficiency gains.

Source: Society for Human Resource Management survey of 2,278 of its members conducted April 1-8, 2020.



# Current trends

We discovered takeaways that were:

## Surprising

**Only 7%**

of mid-sized companies are on a hiring freeze as a result of COVID-19.

## Reassuring

**59%**

say it's more of a priority to put an emphasis on diversity and inclusion as a result of COVID-19.

**43%**

of recruiters believe they'll emerge from the pandemic stronger.

## Informative

**70%**

agree they will need to hire workers with skills that weren't needed before. 68% say they will screen for adaptability.

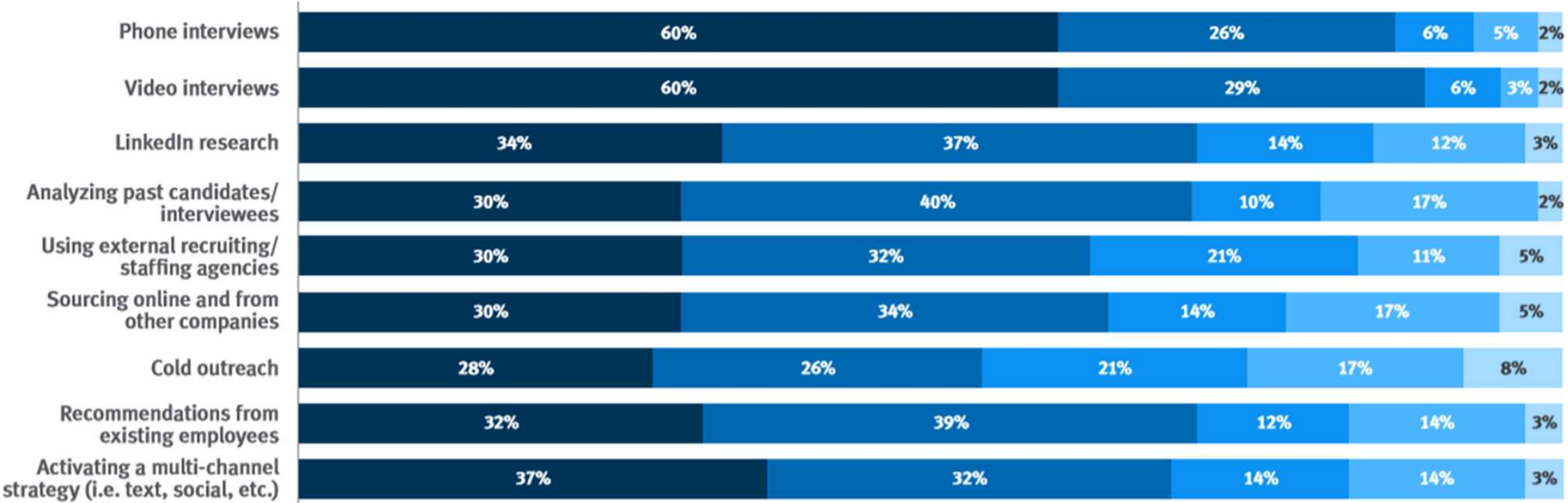
**80%**

of recruiters at mid-sized companies say it is now more important that candidate relationship management be built into their applicant tracking system.

# Current trends – hiring tactics

Shifts in hiring tactics used during the pandemic:

A lot more of
  A little bit more of
  A little bit less of
  The same
  Not applicable





## What has changed?

**Forward-thinking employers are evaluating all aspects of their people strategy to ensure they have the right talent, with the right skills, in the right roles to rebuild and thrive.**

- Higher volume of applicants
- Interactions are more personal, and relationship based (video interviews)
- Recruiting assets need updated fast
- Prioritizing diversity and inclusion
- Virtual recruiting and interviewing
- Recruiting to address emerging skills gaps
- Considering new pools of talent unconstrained by physical location
- Candidate priorities – streamline process, workplace flexibility, job stability



# Where can you tell your story?

Your current team is your best recruiting tool.

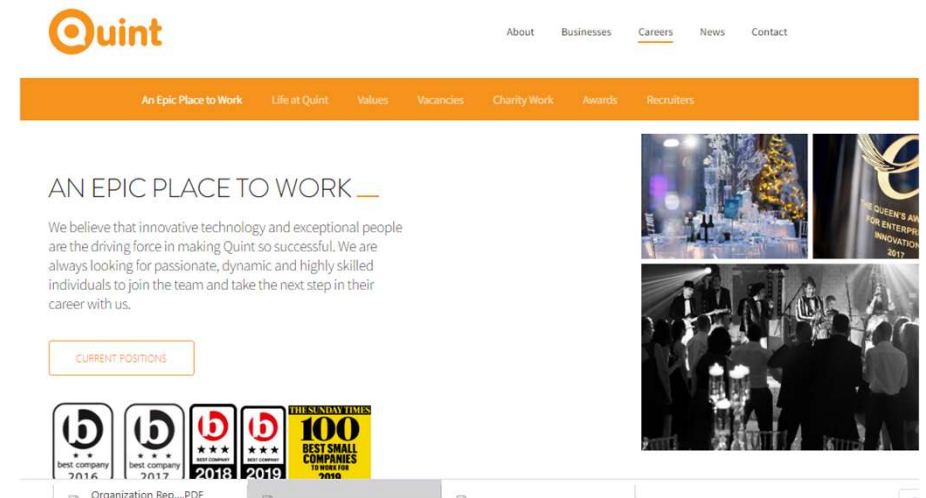
- Company website
- LinkedIn page
- Social Media – Facebook, Instagram, Twitter, Snapchat

# Company Website = Your voice

What should be on your page?

- What can you offer them?
- What are your company values?
- What is it like working for you?
- Why should they choose you over your competitors?
- VIDEO, VIDEO, VIDEO

<https://www.quint.co.uk/careers>



# Be aware of what others are saying about you. (Glassdoor, Google, Yelp)

**glassdoor**  Companies

Jobs **Companies** Salaries Interviews  For Employers Post Jobs

## Acme Fresh Market

Is this your company?

Overview **58 Reviews** 3 Jobs 61 Salaries 10 Interviews 8 Benefits 2 Photos

### Acme Fresh Market Reviews

Updated Aug 12, 2020

Clear All

Filter

Work in HR or Marketing?   
Get a free employer account

# Be aware of what others are saying about you. (Glassdoor, Google, Yelp)

Viewable by Employers ⓘ Save

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August 10, 2020

### "It is okay"

3.0 ★★☆☆☆ Former Employee - Customer Service Representative

Recommends     Neutral Outlook     No opinion of CEO

I worked at Acme Fresh Market part-time for more than a year

**Pros**  
Easy to learn  
I was always busy as I worked with customer service and at the customer service desk

**Cons**  
Pay  
Always want you to be available

Facebook Twitter Email Link

Helpful ⓘ

#### Companies to Explore

### Giant Eagle ✓

Join the Giant Eagle Team Giant Eagle is a family-run company with strong values - which means we care deeply about our Team Members and...

[Read more](#)

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#### Acme Fresh Market Photos

[+ Add Photo](#)

# Be aware of what others are saying about you. (Glassdoor, Google, Yelp)

**giant eagle** Giant Eagle OpenCompany

Overview ▾ 1.8k Reviews 1.4k Jobs 2.5k Salaries 335 Interviews 432 Benefits 42 Photos [Follow](#) [+ Add a Review](#)

### Giant Eagle Overview

Website	<a href="https://jobs.gianteagle.com">jobs.gianteagle.com</a>	Headquarters	Pittsburgh, PA
Size	10000+ employees	Founded	1931
Type	Company - Private	Industry	Grocery Stores & Supermarkets
Revenue	\$5 to \$10 billion (USD) per year		

Giant Eagle, Inc., ranked among the top 40 on Forbes magazine's largest private corporations list, is one of the nation's largest food retailers and distributors with approximately \$8.9 billion in annual sales. Family-owned and founded in 1931, Giant Eagle ... [Read more](#)

### Jobs You May Like

- [Hourly Team Members](#)  
Giant Eagle - Akron, OH
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### Company Updates

**Giant Eagle** 6 hours ago EMPLOYEE STORY

Throughout the month of November, we'll be featuring a few of our Veteran Team Members each week. This week, we are putting the spotlight on Justin, VP, Chief Information Security Officer and U.S. Navy Veteran and Adam, Warehouse Selector and U.S. Army Veteran. We sincerely thank you both for your service to our country! #TeamMemberTuesday

**Meet Justin, VP & Chief Information Security Officer & Adam, Warehouse Selector**

Throughout the month of November, we are excited to

- Hourly Team Members + \$...  
Giant Eagle - Akron, OH
- Store Team Member + \$50...  
Giant Eagle - Akron, OH
- Pharmacy Tech, Trainee  
Giant Eagle - Akron, OH
- Assistant Produce Team Le...  
Giant Eagle - Cuyahoga Falls, OH
- Curbside Personal Shopper  
Giant Eagle - Cuyahoga

# Focus on the candidate experience and capabilities

- Video call timing and prep - visuals
- Virtual tours or job previews
- Involve your current team
- Address hot buttons early:
  - Compensation
  - WFH
  - Opportunities for growth
- Clear expectation for the role
- Use data for behavioral and cognitive skills
- Follow-up steps – don't ghost them
- Consider virtual on-boarding



**Remember:  
You owe it to  
your current  
team to make  
great hires.**

## Now What?

### Attracting Top Talent

**Review your website and social channels...**do they tell your story? Can you add video?

**Evaluate your process.** Is it streamlined and consistent? Are you using technology?

**Consider hiring assessments to verify the skill set you need.** You can't manage what you can't measure.

**Your employee  
experience will  
never exceed  
your customer  
experience.**



# Thank you!

DS Benefits Group, a OneDigital Company

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