

# Can You Afford to Lose Your Staff?

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*Information for Health Care Improvement*

**HSAG** HEALTH SERVICES  
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## Cost of Turnover

- On average—2x annual salary
- Base-level skills—1.5x annual salary
- Highly skilled or specialty areas could be 3x or more

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## Interesting Data

- Since 1999, 75% of companies have started some kind of 'ee retention program.
- In 42% of responding organizations, 1999 TO was lower than the 5 previous years.
- Having a proactive performance and discipline process lowers TO by 33%.
- Organizations that solicit feedback from exiting 'ees has tripled in the past 5 years.
- Supervisory training in understanding people and effective communications has lessened TO by half.
- By 2011, the U.S. will face a worker shortage of 8-10 million people/jobs going unfilled.

## Why Did They Come to Your Organization in the First Place?

- Location
- Salary
- Benefits
- Work (itself)
- Friends/Relatives
- Great leadership
- Opportunity for professional growth

## Recruiting/Hiring

- **What is your hiring process?**
  - Systematic
  - Legal
- **Do you check references, etc.?**
- **Do you provide new 'ee orientation?**
- **Do you assign a “buddy”?**
- **Do you (Administrator) take time to meet and greet each new 'ee?**

## Top 11 Reasons Why People Leave Their Jobs

- **Absence of career opportunities**
- **Too much work or work that offers no challenge**
- **Lack of quality and sensitive management**
- **Poor work environment**
- **Dissatisfaction with benefits**
- **Non-competitive wages**

## **Top 11 Reasons Why People Leave Their Jobs** (continued)

- **Lack of recognition/Lack of respect**
- **Absence of training**
- **No decision-making allowed**
- **Substandard/Problem coworkers**
- **Poor fit—people not matched well to their jobs**

## **What Should You Do?**

- **Know why they came to your organization in the first place**
- **Internal promotions/New opportunities**
- **Employee involvement**
- **Training**
- **Evaluation/Measurement**
- **Competitive benefits and salaries**
- **Recognition/Reward packages**
- **Deal with the troublemakers/nonperformers**
  - Fair and equal treatment
  - Progressive discipline

## What Should You Do? (continued)

- Treat your 'ees like you treat your clients
- Get your 'ees to fall in love with the organization
- Ask people why they stay (or why they are going)
- Leadership must communicate the *why* as well as the *what*
- Hire for fit (right people–right job–right time)
- Understand the “right” climate and culture
- Make it “fun”

## How Should You Do?

- Gap analysis
  - Where are you/Where do you want (need) to be?
  - EOS
- Share feedback
- Ask for help from 'ees on how to improve

## Benefits of Conducting EOS

- Learn about organizational strengths and opportunities to improve
- Improve communication
- Generate recommendations for improvement
- Identify cost-saving opportunities
- Gain feedback on leadership styles
- Measure effectiveness of various programs
- Assess training needs
- Curb absenteeism
- Identify key retention factors
- Other . . .

# Questions?

## Want a Superior Workforce?

- Hire the best
  - Create a systematic hiring process
- Use effective performance management and communication
  - Provide the direction and leadership needed to align interests with your organization's goals and desired outcomes
- Use appropriate and effective recognition
  - Salary/Benefits/"Thank-yous"