

EXPOSURE AND RISK MANAGEMENT EMPLOYEE RETENTION

Tired of the recruitment, hiring, and orientation of new employees? Tired of training employees for the competition? Is a warm body more important than a competent employee?

A study examining the cost of recruitment, hiring, orienting, and initially training police officers in a large metropolitan area estimated that \$55,000 was spent per officer to put a “rookie” on the streets. Social service organizations spend \$20,000 or more on these efforts. Your organization should consider both the obvious and hidden costs involved with a potentially expendable workforce.

It’s always surprising to me that businesses and organizations become involved in, what I refer to as, the major league sports player exchange. Yet, the desire to “have no openings” frequently results in hiring another business or organization’s problem. I always question a prospective employee’s desire to make a lateral job move.

Time and again studies suggested that there are 9 helps that increase the probability of employee retention. In rank order these are:

- Being trusted and respected as an individual
- Recognition for tasks well done
- Being involved in decision making
- Provided the opportunity to learn new skills
- Being provided the opportunity to be heard
- Time off/flex scheduling
- Provided the opportunity for enjoyment (Company functions, Company sponsored sports team)
- Freedom from close supervision
- Provided opportunities to plan for their future (staff development)

To add to the list, here are a few suggestions to help retain your most valuable insurable risk, your valuable employees:

1. Ask your middle managers to develop a list of core competencies for each of the job positions in their area.
2. Compare that list of job positions and core competencies to the Company’s vision for the future, and modify as necessary.
3. Seek reliable resources to develop a prospective employee pool.
4. Make sure that the essential responsibilities as outlined in a job description are operationalized.
5. Provide caring tough supervision of all employees.

6. Conduct performance evaluations that are “real”, and not just a way to maintain employment or an exercise to get a pay raise.
7. During performance evaluations set targeted individual employee staff development goals. And remember that it is management’s responsibility to assure that those goals are met.
8. Recognize employees as a group and as individuals for their contribution to the Company.
9. Have policy and procedure in place to deal with catastrophic employee illness.
10. Develop a return to work policy and procedure that deals with employee on the job injury.
11. Be fair, but don’t tolerate losers.