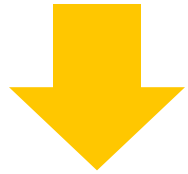# Employee Turnover: What to do When You Lose Your Superstar Employees

ASSP Region VI 2020 PDC
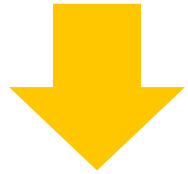
Holly Mockus, *Senior Industry Analyst, Intertek Alchemy*

Employee Turnover

↓ Morale

↓ Quality

↓ Productivity

↓ **$400k** per year

Today's Speaker

Holly Mockus
Senior Industry Analyst
Intertek Alchemy

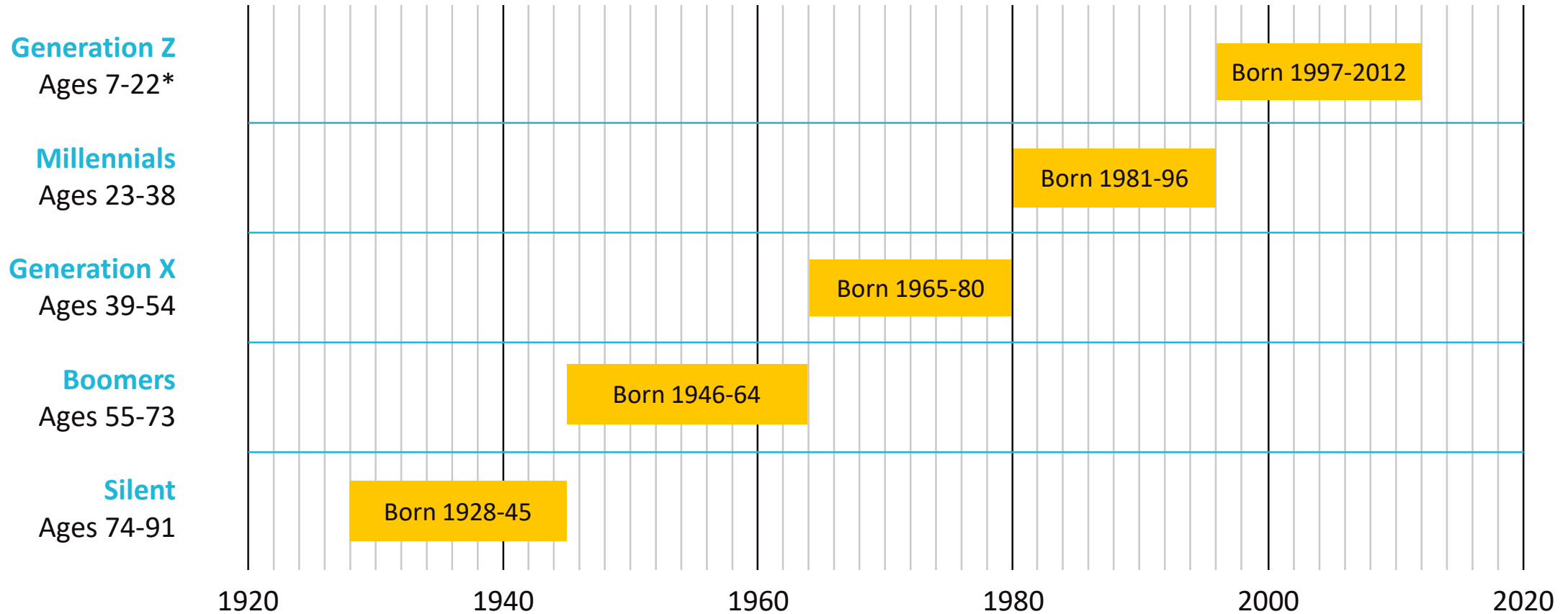# Learning Objectives

#1   Attracting Millennials & Gen Z

#2   Onboarding for Multiple Generations

#3   Capturing Institutional Knowledge

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#1

Attracting Millennials & Gen Z

Definitions

Generation Z
Ages 7-22*

Born 1997-2012

Millennials
Ages 23-38

Born 1981-96

Generation X
Ages 39-54

Born 1965-80

Boomers
Ages 55-73

Born 1946-64

Silent
Ages 74-91

Born 1928-45

1920   1940   1960   1980   2000   2020

*No chronological endpoint has been set for this group. For this analysis, Generation Z is defined as those ages 7-22 in 2019.

https://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/

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Millennial Characterizations

Ages 23 – 38 (35% of the workforce)

- Less tolerant of moving ahead slowly

- Better understand today's "new world"

- Believe success can be achieved quickly

- Mastery of technology, apps, software, etc.

- Feel empowered to create something for themselves

- Possess endless optimism, confidence, and passion

https://blog.ryan-jenkins.com/statistics-exposing-what-generation-z-wants-from-the-workplace

Gen Z Characterizations

Ages 7 - 22

- Prefer reading iTunes terms and conditions than sitting through formal workplace training

- Believe onboarding should take a day or less

- Like one-to-one versus group-based training

- Share more personal information with their pet than their manager

- Believe working Wi-Fi is more necessary than working bathrooms

- Do not want to share their workspace with others

Both are looking for:

- Opportunities for advancement

- Opportunities to learn and develop

- Consistent and frequent feedback

- Flexibility in their work

- Face time with their managers

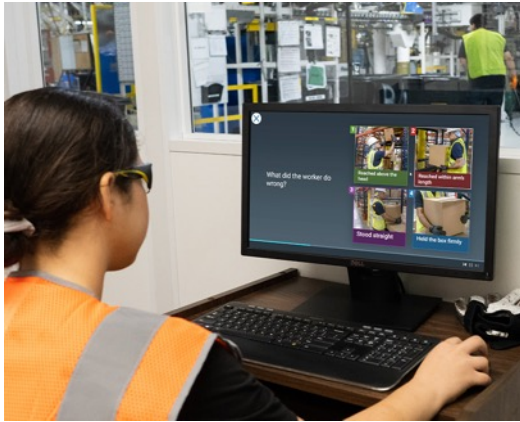- A company with a high level of diversity

- https://cmo.adobe.com/articles/2019/6/15-mind-blowing-stats-about-generation-z.html#gs.dm9t1p
- https://dynamicsignal.com/2018/10/09/key-statistics-millennials-in-the-workplace/#:~:text=Millennials%20already%20are%20the%20largest,U.S.%20Bureau%20of%20Labor%20Statistics.

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#2

Onboarding for Multiple Generations

Consider the Learners

Training

- "The Basic Basics"
- Reinforce, reinforce, reinforce

Training Delivery Modes

- Consider your learners
- Get the biggest bang for your efforts

Don't Overwhelm the New Hires

- Training schedule
- Right material
- Right level
- Feedback and praise

On-the-Job Training

- Proficient on job responsibility
- Training
- Mentoring

Start Strong

Needs Analysis

- Creating new program or enhancing existing
- Focus on need-to-have versus nice-to-have

Complete Paperwork in Advance

- Job description
- Importance of role
- Contributions to the organization

Orientation with Onboarding

- Initial welcome
- Department & role specific training

Use a Checklist

- Concise and to the point
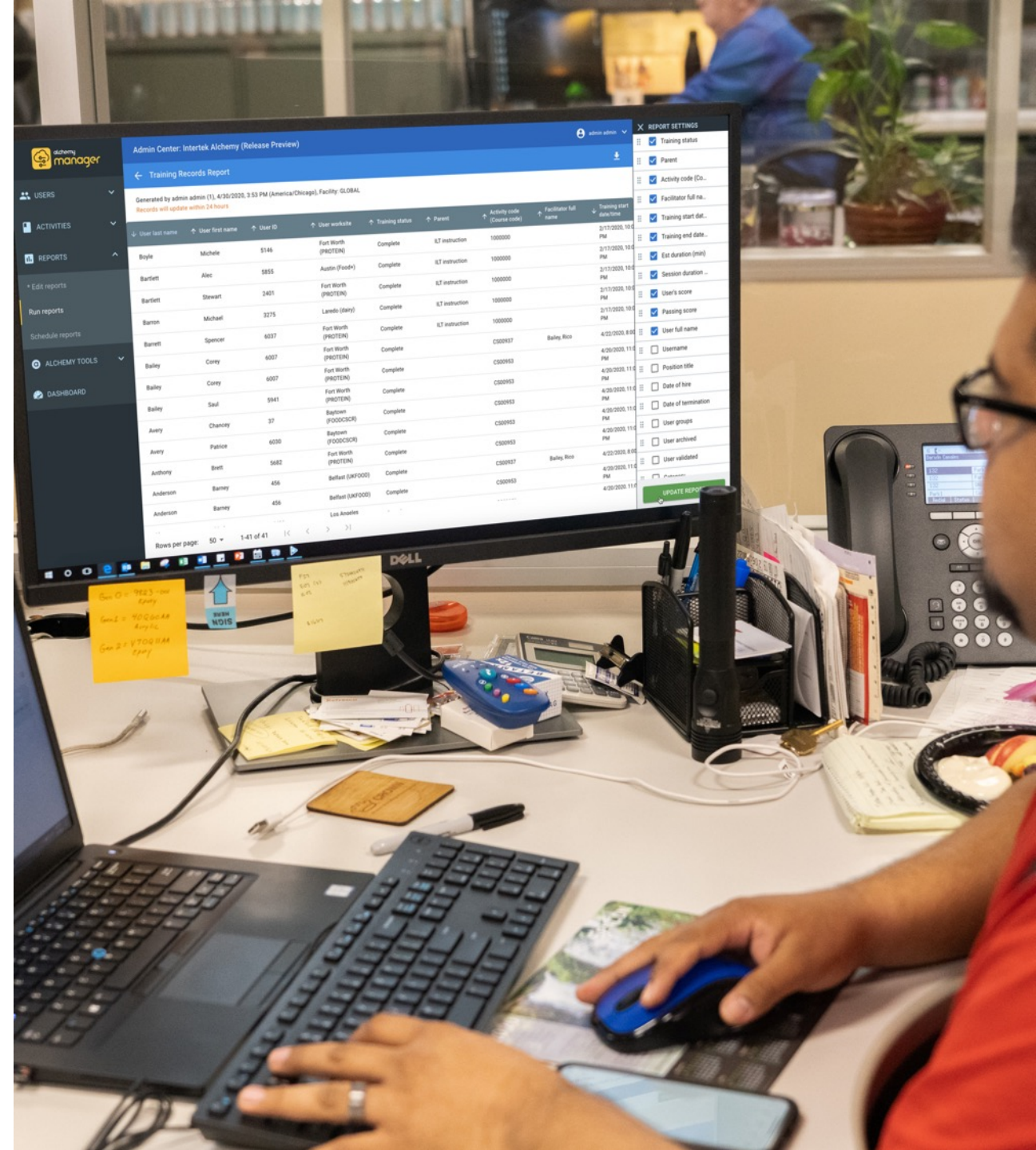- Encourage note taking
- Set clear goals and expectations

Measure & Improve

Measure Effectiveness

- Set metrics

- Find baseline

- Use leading and lagging indicators

- Data is actionable

Accountability & Continuous Improvement

- RACI charts

- Feedback from new hires

- Adjust and pivot

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Using Mobile Technology in Onboarding

Build
your onboarding program, with new hire orientation, and a range of training activities

Train
new hires anywhere in your facility using mobile devices, online or offline.

Track
each worker's individual onboarding progress from start to finish

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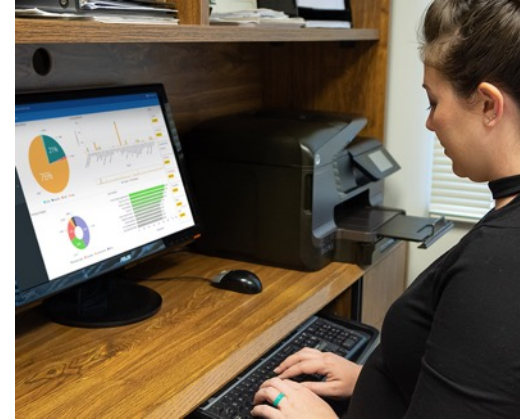# Set All New Hires Up for Success – Regardless of Generation!

Create a Firm Foundation

- Provide the resources your new hires need by creating custom, robust learning plans by job role

Make Onboarding More Productive

- Get up to proficiency more quickly with interactive job-specific training
- Verify employee understanding

Automate Documentation

- Eliminate manual recordkeeping
- Take audit prep from days to minutes of work

Maximize Training Flexibility

- Group-based training to minimize time off floor
- Individual eLearning
- Mobile on-the-floor job training

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#3

Capturing Institutional Knowledge

Capturing All of That Knowledge | *'Seasoned Worker Brain Trust'*

Record your best workers doing specific tasks correctly

Create task-specific training courses including quizzes

Deliver this training to appropriate individuals

Ensure the training is kept correct, consistent, and documented

Track which workers are qualified to perform tasks in your facility

Consider succession planning for each skilled position.

Track employee progress in learning new tasks and job qualifications

Start now! Don't wait until a worker gives notice.

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Use Technology!

- Create job-specific instruction with videos and photos

- Verify worker skills and correct behavior

- Reinforce and provide corrective feedback

- Mobile delivery of essential job specific & workplace safety courseware

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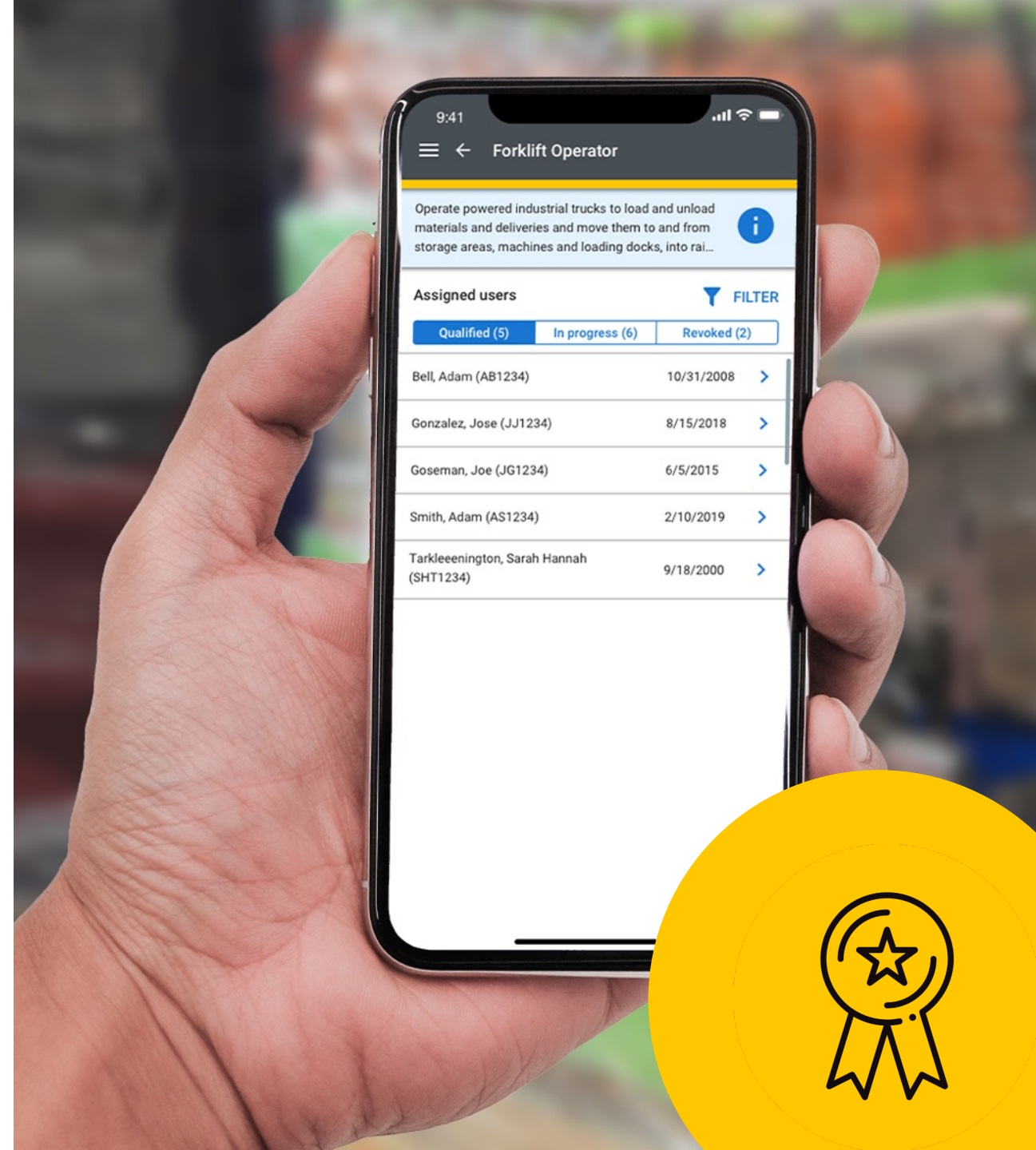alchemy

Train, Train, Train

Conduct training activities in their ideal location:

- Use video for sharing new employee orientation and job instruction

- Train out on the floor, in the environment where it all happens

- Save training materials to your mobile device

- Use group-based training to train large groups of workers at the same time using a blended approach

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Track Each Individual's Progress

Monitor the progress of new hires, with tools including:

- Fully digital recordkeeping—no more paper-training checklists

- Instant access to training progress from phones and tablets

- Central reporting of training activities, across your entire organization

- Skill matrix report for monitoring bench strength and identifying gaps

Learning from Superstars Creates Superstars – If You Keep It Simple!

#4

Creating a Nimble Workforce

Roadmap to Nimble

- Generations will continue to come and go

- Consider succession planning as an important part of your training program

- Encourage younger workers to become skilled

- Provide them opportunities to learn

- Variety is a huge motivator for this next gen workforce

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The Culture Factor

Intrinsic Needs	Autonomy	Sense of Belonging	Mastery
Young Worker Expectations	Decentralized environment with more decision-making power	A deeper connection with company and colleagues	A culture of learning and skills development
Purposeful Practices	Clear articulate and embed organizational purpose	Share stories of purpose and unity	Help employees discover their purpose

- Introduce your culture prior to employment

- Weave it into your new hire program
  - Outline role in the organization
  - How they contribute
  - Who relies on them to do the right thing
  - How they impact the company
  - Who the consumers are
  - How they add value

Nimble Across the Board

Keep your programs nimble, too.

Social and business norms changed at the speed of light during the pandemic!

- Fluid guidance from regulatory agencies
- Changing social norms
- Disrupted supply chains
- Learning new behaviors
- Flagging morale
- General uncertainty

A strong culture supports:

- Nimble processes
- Agile workers
- Adaptable organizations
- Dynamic workplaces
- Long term success!

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Shift the Paradigm

The most successful are the most adaptable.

- Modify what you have that works

- Don't 'toss the baby out with the bath water'

- Practice 'good' active listening to find the right changes

- Know that knowledgeable employees are adaptable

- Be as transparent as possible with your messaging

- Consider mental health as well as physical

- Don't stop training!

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Conclusion

Every employee can be a superstar!

- Consider generational differences

- Start all employees on the right foot from the beginning

- Capture and disseminate institutional knowledge

- Use technology shamelessly – make life easier for everyone

- Create a culture where superstars thrive

- Keep your programs flexible during times of crisis

- Superstars are nimble in just about every situation

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Thank You!

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