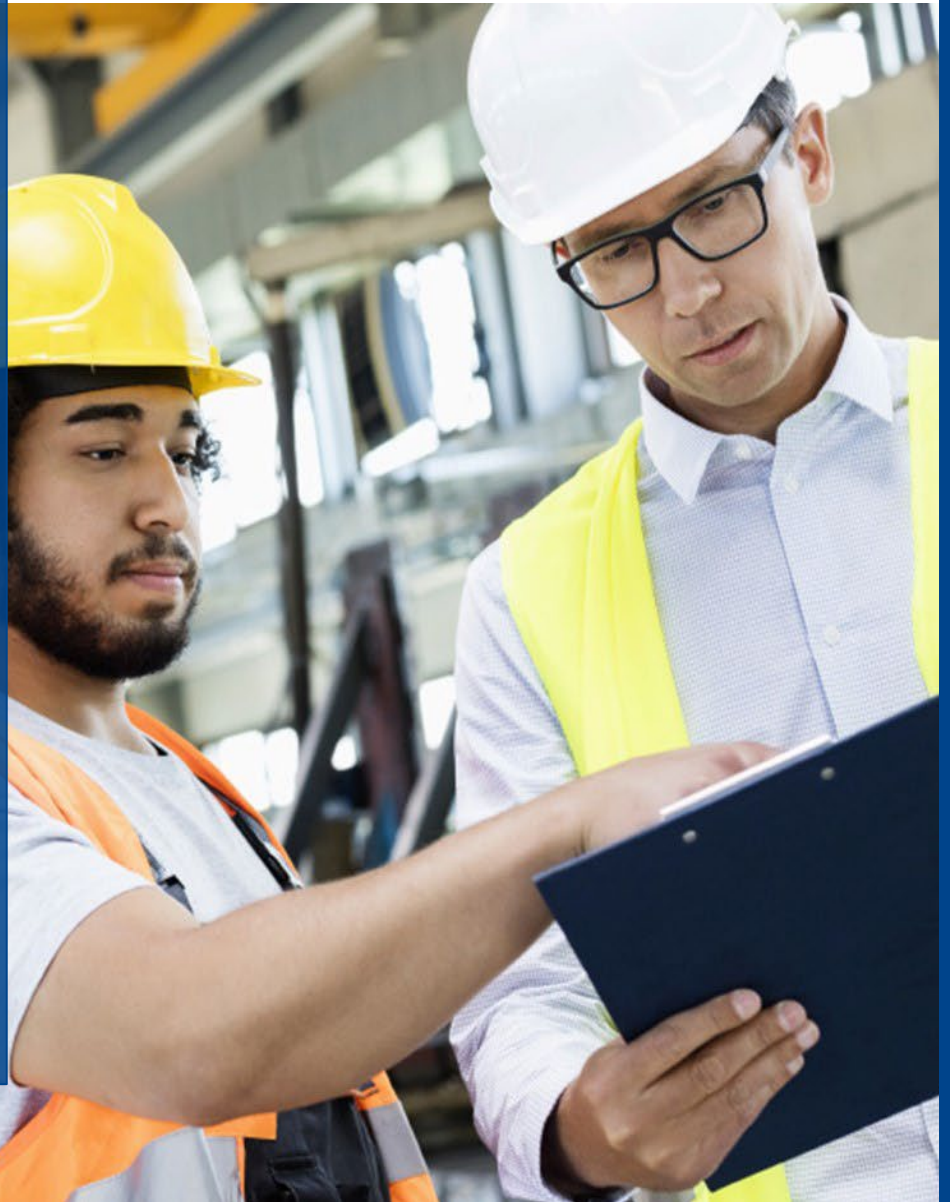


RETENTION STRATEGIES THAT ACTUALLY RETAIN

Liz Wingenbach
Chief People Officer at Aflac



OBJECTIVES

01

UNDERSTANDING RETENTION

First, we need to understand why employees leave.

02

MASLOW'S HIERARCHY

Employee Needs are Human Needs.
How to map Maslow's Hierarchy onto Employee Needs.

03

WHERE TO FOCUS TO MAKE AN IMPACT

Understand where you are in the hierarchy today, to focus your efforts for tomorrow.

04

LISTENING

The only way to know if what you are doing is working or not, is to listen.

05

CLOSING WORDS OF WISDOM

UNDERSTANDING KEY TERMS



EMPLOYEE RETENTION

The percentage of employees that stay with an organization in a fixed time period.

EMPLOYEE ENGAGEMENT

Refers to the level of commitment, enthusiasm, and dedication an employee feels to their organization.

EMPLOYEE LIFECYCLE

A model that explains the various stages most employees will experience with their employer, from recruitment to retirement.

WHY EMPLOYEES LEAVE



BENEFITS & TIME OFF - 43%



CAREER GROWTH - 63%



LEADERSHIP - 57%

HIGHER COMPENSATION - 63%



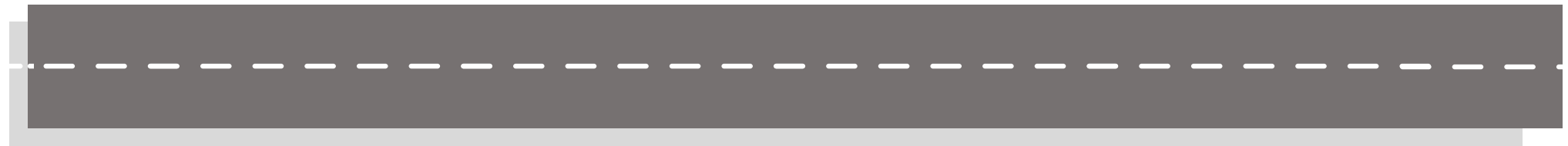
LIFE CHANGES - 35%



ADAPT AND FLEX THROUGHOUT EMPLOYEE LIFECYCLE



HIRE



RETIRE



ADAPT AND FLEX THROUGHOUT EMPLOYEE LIFECYCLE



RECOGNITION

Informal and formal ways to highlight and show appreciation for contributions that go above and beyond.



DEVELOPMENT

Meaningful training, stretch assignments, mentoring, and development opportunities.



EQUITY

Ensuring as the market, their role, and/or performance changes, you stay vigilant and up to date.

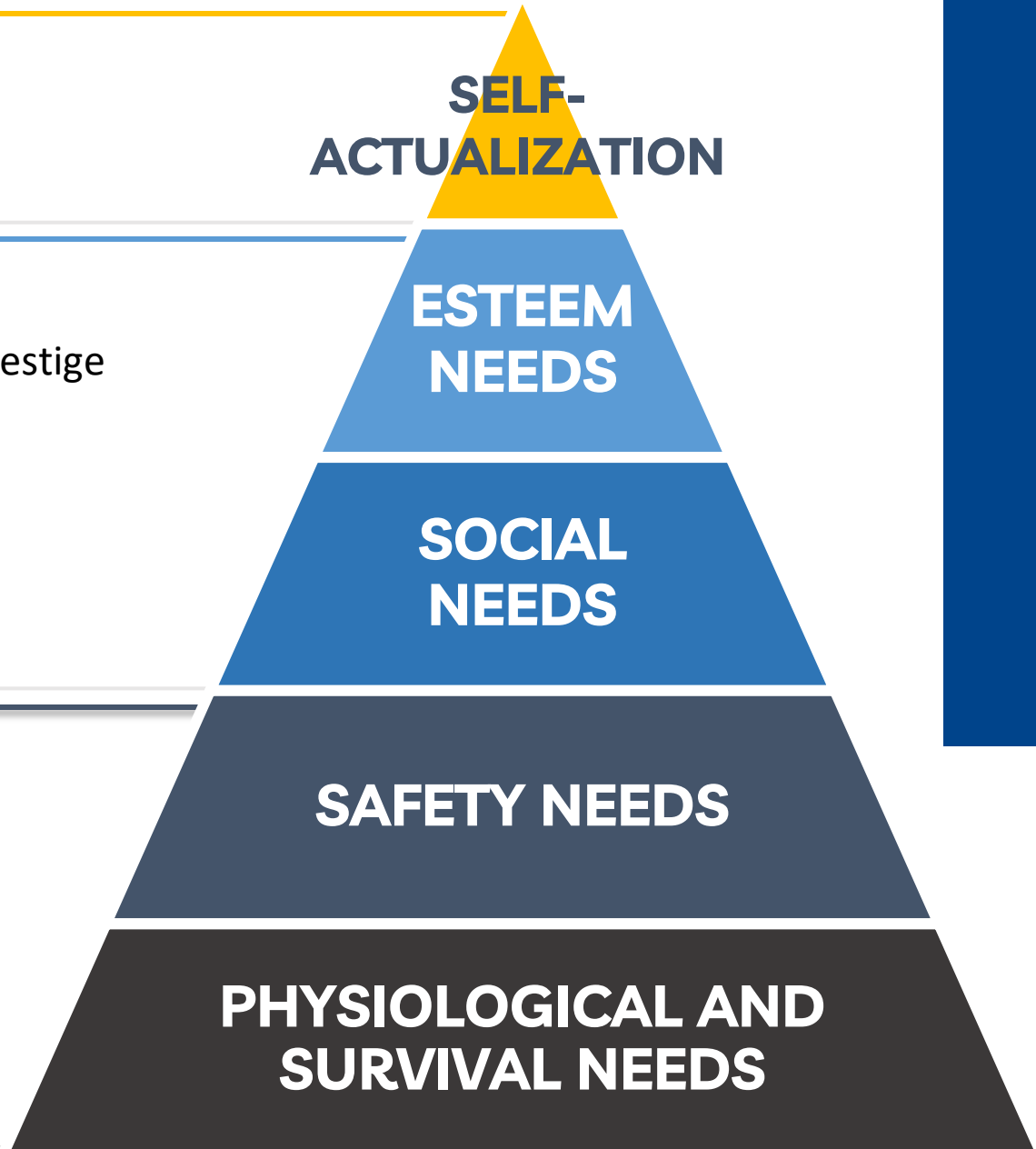


EMPLOYEE NEEDS ARE HUMAN NEEDS

Maslow's Hierarchy of Needs is a theory of motivation, which categorizes human needs into five distinct levels, that influence human behavior.

The same concepts can be applied to employee needs to get a better understanding of what the most critical needs are, and how to progress to meeting more advanced needs to drive retention.

MASLOW'S HIERARCHY



SELF-ACTUALIZATION

Achieving full potential!



ESTEEM NEEDS

Friends, Relationships, Feeling of Accomplishment, Prestige



SOCIAL NEEDS

Food, Water, Warmth, Rest, Security, Safety



SAFETY NEEDS

PHYSIOLOGICAL AND SURVIVAL NEEDS

MASLOW'S HIERARCHY



FULFILLED

Experiences Contribute to truly feeling valued for skillset, contribution, knowledge, and opinion

ENGAGED

Recognition; Feedback on Performance; Clarity on Opportunities for Growth; Mentor Programs; Enhanced Benefit Offerings

CONTENT

Compensation; Employment Security; Basic Benefits; Safe Working Conditions; Understanding of Job Responsibility

**WHERE DO I FOCUS TO MAKE
THE BIGGEST IMPACT?**



TODAY'S FOCUS

**SELF-
ACTUALIZATION**

**ESTEEM
NEEDS**

**SOCIAL
NEEDS**

SAFETY NEEDS

**PHYSIOLOGICAL AND
SURVIVAL NEEDS**

FULFILLED

ENGAGED

- **Recognition**
- **Feedback on Performance**
- **Clarity on Opportunities for Growth**

CONTENT

- **Compensation**

WHAT IS YOUR PAY STRATEGY?

Pay the Most!

This is called the **Golden Handcuffs** – pay employees above market as the main incentive to not leave the organization.

Just Need a Warm Body

The idea that, “There’s *someone* out there who will take this compensation.” This is a toxic and self-destructive thought strategy that leads to people feeling like “a thing that’s easy to replace.” You’ll get out what you put in.... Little.

We Don’t Have One!

You may just feel somewhere in the middle, but that’s not a strategy.

Establish some structure.

1. Know your roles
2. Know what the market is paying for them.



1. KNOW YOUR ROLES

JOB LEVELLING

	Fabricator I	Fabricator II	Fabricator III	Fabricator Lead
Level	I – Beginning	II – Intermediate	III – Senior	IV – SME
Experience (typical)	0-2 Years	1-4 Years	4-6 Years	6+ Years
Summary	Learning role; focus is on less complex assemblies and assist with more complex projects	Solid working knowledge; delivers standard work; handles most issues but may require assistance from others for complex issue/projects	Senior level, fully competent professional; able to autonomously work through complex issues/projects; comprehensive knowledge of subject	Advanced senior/subject matter expert level; working leader role with ability to guide, coach and mentor team members
Duties	<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> • • • •
Key Milestones for Progression (Needs to be consistently demonstrated)	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • •



2. KNOW WHAT THE MARKET IS PAYING

GET THE DATA

1. Pay for market data through a salary survey provider, such as Payfactors, Willis Towers Watson, or Aon
2. Gather it manually to get a pulse
 - Search job postings for similar roles in your area (consider Cost of Labor, NOT Cost of Living) and/or other similar areas
 - Consider Indeed, Glassdoor, Salary.com as additional data points, but not the rule



ESTABLISH YOUR PAY RANGE*

1. Set a Midpoint
 - Midpoint = the salary rate that represents the middle of a salary range
 - There will always be outliers with extreme highs and extreme lows. Ignore the noise and find the spot where most companies are paying.
 - For hard to fill and highly competitive roles, you typically want to pay at least Midpoint
2. Calculate the Minimum and Maximum Rates of Pay
 - Minimum = 80% of Midpoint
 - Maximum = 120% of Midpoint

Example Pay Range

Job Name	Frequency	Pay Range - Minimum	Pay Range - Midpoint	Pay Range - Maximum
Welder/Fabricator I	Hourly	\$16.80	\$21.00	\$25.20

ESTABLISH
MARKET RANGE



PAY EQUITY vs EQUALITY

Your pay structure needs to be equitable for ALL employees, not just new hires. Don't forget about long-term employees who stay and perform well in the same role their whole careers.

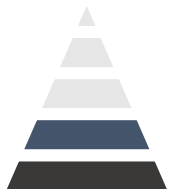
Pay Equity = ensuring people are paid fairly based on their work performance and qualifications

Pay Equality = ensuring that everyone is paid the same, regardless of their performance or qualifications

Employer: We're offering a sign on bonus for new-hires!

Employees: What about us?

Employer:



USE YOUR PAY STRUCTURE TO ENSURE INTERNAL EQUITY

EVALUATE INTERNAL EQUITY

UNDERSTAND CURRENT STATE

1. Calculate CompaRatio for each employee, to understand where their current pay sits, in relation to the market

CompaRatio = Current Pay ÷ Midpoint of Pay Range

Example Pay Range

Employee Name	Job Name	Current Hourly Rate	Frequency	Pay Range - Minimum	Pay Range - Midpoint	Pay Range - Maximum	CompaRatio
John Smith	Welder/Fabricator I	\$21.00	Hourly	\$16.80	\$21.00	\$25.20	100%
Wendell Thomas	Welder/Fabricator I	\$25.00	Hourly	\$16.80	\$21.00	\$25.20	119%
Judy Allen	Welder/Fabricator I	\$22.50	Hourly	\$16.80	\$21.00	\$25.20	107%
Ben Shetley	Welder/Fabricator I	\$17.25	Hourly	\$16.80	\$21.00	\$25.20	82%

MAKE DECISIONS BASED ON EQUITY

1. Is everyone in the correct Job Level? If not, change it.
2. What is the performance level of each person?
3. How healthy is their CompaRatio? What's the gap to Midpoint?
 - If everyone is doing the EXACT same job, at the EXACT same performance level, you may choose to give a larger increase to an employee that is low in the pay range vs. an employee that is near the max of the pay range
 - Pay ranges will overlap. You can have a very tenured employee as a Fabricator I, getting paid as much or more than an employee that just got promoted to a Fabricator II, after being with you for 2 years



CAREER GROWTH & DEVELOPMENT



PROMOTION vs CONTRIBUTION

Progression is important to everyone. But an employee's mindset in how they expect to achieve progression is important to understand.

Progression through PROMOTION:

- Primarily motivated by external recognition and validation through formal title and compensation increase
- Employer is on the clock to make it happen.
- "I work hard to get promoted."
- Satisfaction is often short lived

Progression through CONTRIBUTION:

- Primarily motivated by adding value
- Focus is on improving skills to deliver better results and broadening knowledge and experience to grow self contribution
- "I work hard because I care about doing a good job."
- Want promotion, but it's not their sole driver day to day

What NOT to Do:

- Ignore the people who aren't the squeaky wheel
- Get lax in progressing people financially for greater contribution & performance, even without a title change

What to Do:

- Recognize the right behavior
- Focus your development conversations on growing skill, experience & contribution



REPURPOSE JOB LEVELING TO GUIDE DEVELOPMENT CONVERSATIONS

- Anchor your development conversations to specific skills and output needed their current role and next level role
- Be specific in your job level outline. What does success look like?
- Reiterate that this isn't a "one and done" exercise. They need to show consistency over a period of time.

	Fabricator I	Fabricator II	Fabricator III	Fabricator Lead
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Duties	• • • •	• • • •	• • • •	• • • •
Key Milestones for Progression (Needs to be consistently demonstrated)	• •	• •	• •	• •

CAREER GROWTH
& DEVELOPMENT



PROVIDE DEVELOPMENT THAT ALIGNS TO HOW PEOPLE LEARN

CAREER GROWTH & DEVELOPMENT



LEARN AND DEVELOP
THROUGH
EXPERIENCE

THROUGH EXPERIENCE

Real life and on-the-job experiences, tasks and problem solving

- Job rotations
- Position changes
- Project assignments
- Shadowing



LEARN AND DEVELOP
THROUGH
OTHERS

THROUGH OTHERS

Feedback from observing and working with role models

- Coaching
- Mentoring
- Feedback
- Communities of Practice



LEARN AND DEVELOP
THROUGH STRUCTURED
COURSES & PROGRAMS

THROUGH STRUCTURED COURSES

Formal training

- Workshops
- Webinars
- Online Learning Portals
- Classroom Instruction

You will cover **90%** if you focus on creating opportunities for new/stretch experiences and providing feedback



PUBLIC RECOGNITION

- Featured in Newsletter or Social Media
- Shoutout in Team Meeting
- “Employee of the Month”

PRIVATE RECOGNITION

- Handwritten Note
- Personal Email
- One on One Conversation or During Check In

RECOGNITION

PROMOTION

- Recognize Developed Skills & New Role Responsibilities

MONETARY AWARD

- Performance Bonus
- Gift Card
- Company ‘Swag’
- In Role Pay Increase



RECOGNITION GUIDING PRINCIPLES



MEETING EMPLOYEE'S EXPECTATIONS

The amount of recognition received should make sense for the work the employee has done.



AUTHENTIC

Recognition is not something to mark off a checklist. It is a difference maker in how your teams perceive their worth and performance.



PERSONALIZED

You need to know your people in order to make recognition feel personalized. How can you recognize their efforts in a way that is most meaningful to them?



EQUITABLE

The amount of recognition received should make sense for the work the employee has done, and this should be done for everyone without favoritism.



EMBEDDED IN CULTURE

Eventually, this should be integrated in all aspects of the employee experience. It is a muscle that needs to be built.



**SELF-
ACTUALIZATION**

**ESTEEM
NEEDS**

**SOCIAL
NEEDS**

SAFETY NEEDS

**PHYSIOLOGICAL AND
SURVIVAL NEEDS**

**HOW EQUIPPED
ARE YOUR
LEADERS TO DO
THIS WELL?**

LEADERSHIP

THE AWESOME RESPONSIBILITY OF LEADERSHIP



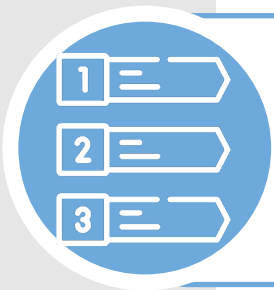
*Good leaders build products. **Great leaders build cultures.** Good leaders deliver results. **Great leaders develop people.** Good leaders have vision. **Great leaders have values.** Good leaders are role models at work. **Great leaders are role models in life.***

- Adam Grant
Bestselling author and TED Talk speaker

RESPONSIBILITY OF LEADERSHIP



Pick the right people to be leaders.



Set clear expectations on what it means to be a leader.



Hold them accountable to being a good leader.



Support your leaders in their growth and development as a People Leader.



You could be putting some really exciting, time consuming, or expensive initiatives in place, but if they aren't what your employees want, it becomes a waste of your time and resources. Instead of guessing, ask!

**THE MOST IMPORTANT
THING WE CAN DO IS LISTEN**

OPPORTUNITIES TO HEAR FROM YOUR EMPLOYEES

FORMAL

ANONYMOUS ENGAGEMENT SURVEY

- Engagement Surveys are a tool to measure the level of engagement, satisfaction, commitment, and a way to receive anonymous feedback from employees.
- These surveys are generally hosted by a third party to ensure anonymity
- Communication after the survey is key. What did you learn? What are you going to focus on? Then DO IT.

LISTENING SESSIONS

- Listening Sessions are facilitated conversations facilitated by a neutral, trusted leader.
- The purpose of these sessions is to provide a safe space for employees to share their thoughts, feelings, and concerns about the workplace
- They are an effective way to build trust, foster communication, and promote a positive work environment.

PERFORMANCE CONVERSATIONS

- Generally an annual conversation
- There should be no surprised here, the employee should have a fairly good understanding of their performance based on check-in conversations
- Feedback should be delivered with candor and care
- A time for the employee to speak on how they think their own performance was, what support they need, what could have gone different, etc.

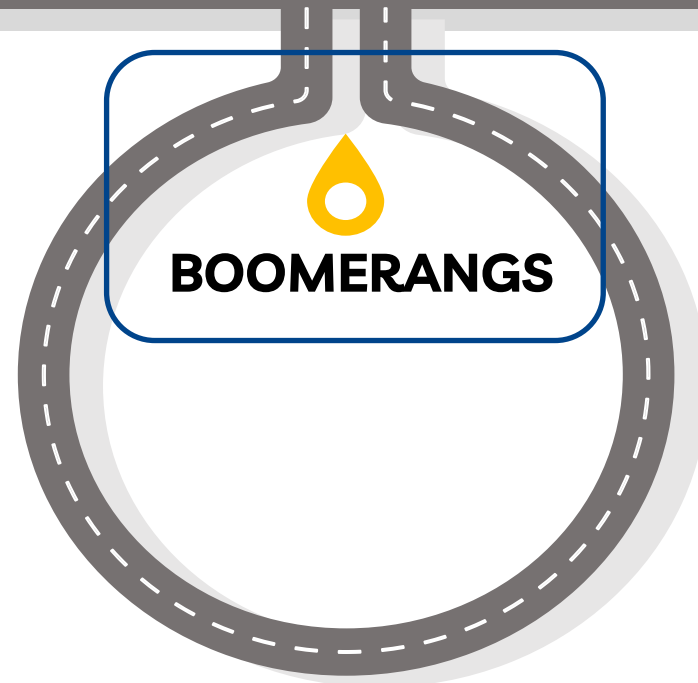
CHECK-INS

- Can happen at any cadence that suits leader and employee.
- An informal time to discuss status updates, ask questions, gain clarity, etc.

INFORMAL

WHY SOME EMPLOYEES COME BACK

A Boomerang Employee is someone who left the organization at some point, but then came back.



IF YOU TAKE AWAY ONE THING FROM TODAY:

Liz's Guiding Principles

SIMPLE

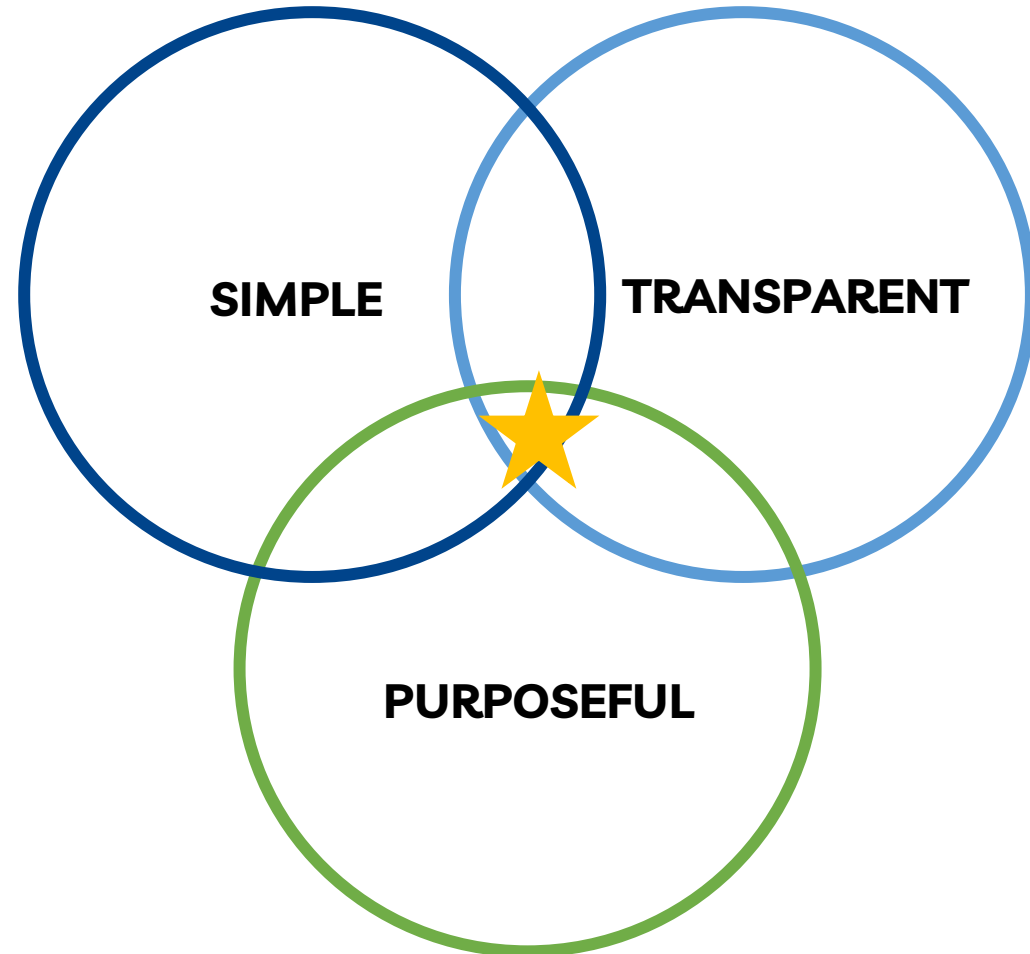
Is it easy to understand and easy to use?

TRANSPARENT

Do people understand what you are doing and WHY?

PURPOSEFUL

Does it add value?



THANK YOU!

