



**ASHA 2107 Annual Meeting
Roundtable Discussion on Recruitment and Retention
Greg Roderick & Denise Boudreau-Scott**

What did your peers say?

Participants shared their most valuable take away from the session. Their thoughts are in italics, followed by improvement challenges for you to consider in your organization.

*“Investing in human capital is more valuable than driving census through deals and upgrades.”
“The reminder to invest in culture like we do in our property, training & tools.” “We are losing dollars with the majority of our staff.”*

70% of your staff is not living up to their full potential. Research has shown that highly engaged employees return 120% of value on their salary, somewhat engaged return 80% of value, and that actively disengaged our only providing 60% of value. With only 30% of team members actively engaged in their work, how much of your payroll are you wasting?

“The importance of trading turnover with the value behind hiring good people and keeping them engaged.”

Are you putting as much effort into *retaining* team members as recruiting new ones? Calculate what you spend on sign-on bonuses, referral bonuses, interview time, orientation, etc. Do you spend an equal amount, or more, on retention?

“Weed out those uninspired or unable to perform.” “Hire passionate caring employees, remove those not acting this way – now!” “Move out the poor performers.” “Sometimes peers can see things senior leadership cannot but it’s senior leadership’s job to find a way to help solve that issue.” “Don’t tolerate poor performers”

Remember, “The culture of any organization is defined by the worst behavior you are willing to tolerate.” What are you tolerating in your organization? How is this impacting the other team members, the resident experience, and ultimately the bottom line?

“We will be updating resident lounges and updating new hire orientations.” “Invest improving employee staff rooms!” “Co-operative childcare and workforce housing.”

Go look at the lounges your team members use. Do they convey the message of: “We appreciate you?” Would you want to spend time there? What other perks does your company offer that are a major differentiator for a team member that has a choice of other companies to work for?

“Take action against those employees that are poisonous.”

It’s true! Disengaged employees can quickly spoil the rest of the bunch if they are not addressed. Ensure that your team knows you hold people accountable and will not tolerate the poison apple spoiling the whole bunch!





“Look at Glassdoor for employee reviews.” Potential employees (and residents) are using Glassdoor, and other sites that allow employees to rate your organization. Glassdoor even allows team members to rate the CEO! Ensure that someone on your team is reading the postings and responding to both the positive and negative ones. Most importantly, take action on people’s concerns so the positive comments outweigh the occasional negative.

“Create a career path development for all levels of staff.” “Scholarships for high performers.” One of Gallup’s 12 statements most closely linked to employee engagement is, “In the last year, I have had opportunities at work to learn and grow.” Career paths are important to many team members, especially millennials. Keep in mind that some people simply want to be the best they can be at their current role, whether it be nursing assistant or Executive Director. How are you developing all of your team members, even if they aren’t interested in a promotion?

“Increase review dates.” “The impact of 30, 60 & 90 day reviews can potentially have on the organization’s success.” “Start 30, 60 & 90 reviews for all new employees to ensure best training and communication to aid their success or to determine they are a bad fit sooner.” As a new employee, waiting 90 days to find out how you are performing is demotivating. Research has shown that people would rather receive negative feedback than no feedback at all. Are you providing frequent feedback to all employees, both new and long term? This can be done in both formal and informal ways.

“Use interview questions centered around mission / values.” The most successful employees are those that have personal values that match the organizational values. Does your team utilize values in the interview process by asking values based questions? For example, if innovation is a company value consider asking, “Give an example of how you solved a problem in a unique way within the past 18 months.”

“Reminder to praise more and with sincerity.” Gallup has found that one of the 12 statements most closely linked to employee engagement is “In the last seven days, I have received recognition or praise for doing good work.” Seven days! How do you know if your team members can positively answer this question? Try using some probing questions such as, “Do we do a good job of catching you doing things right?” “How often do you feel recognized for your work?” “What do you think is the best type of recognition to get?”

“Use positive peer pressure for work groups – have co-workers set the tone of expectations.” Inviting team members to be part of a work group or committee can be a form of recognition. Additionally, it helps to set the tone that our culture is one that invites opinions from a variety of people. Are non-supervisory team members actively involved in any work groups or committees in your company? Their active participation usually requires that someone cover their normal work tasks for the 30-60 minutes that they are participating. Otherwise, they return to double the amount of work and unhappy coworkers who discourage them from attending again.

