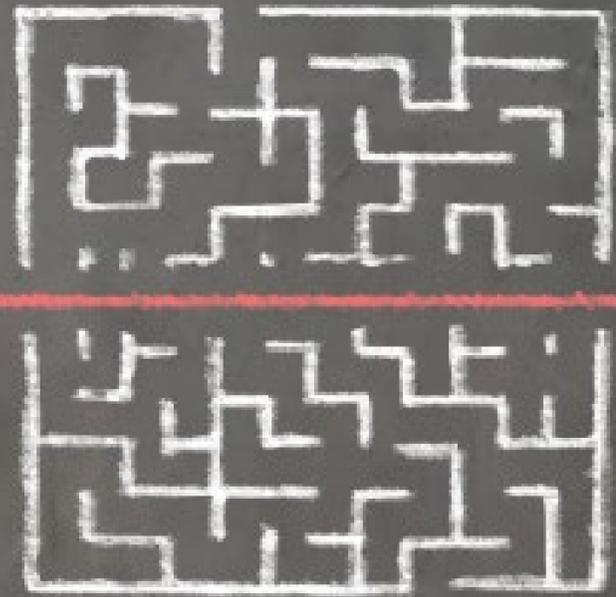


2023
**RETENTION
REPORT**

THE COMPLEXITIES OF
EMPLOYEE RETENTION



Employee
Turnover
Insights
and Trends
in 2022

[workinstitute.com/
retention-reports](http://workinstitute.com/retention-reports)

615.777.6400

 Work Institute

Retention Strategies for a Rapidly Changing Workforce



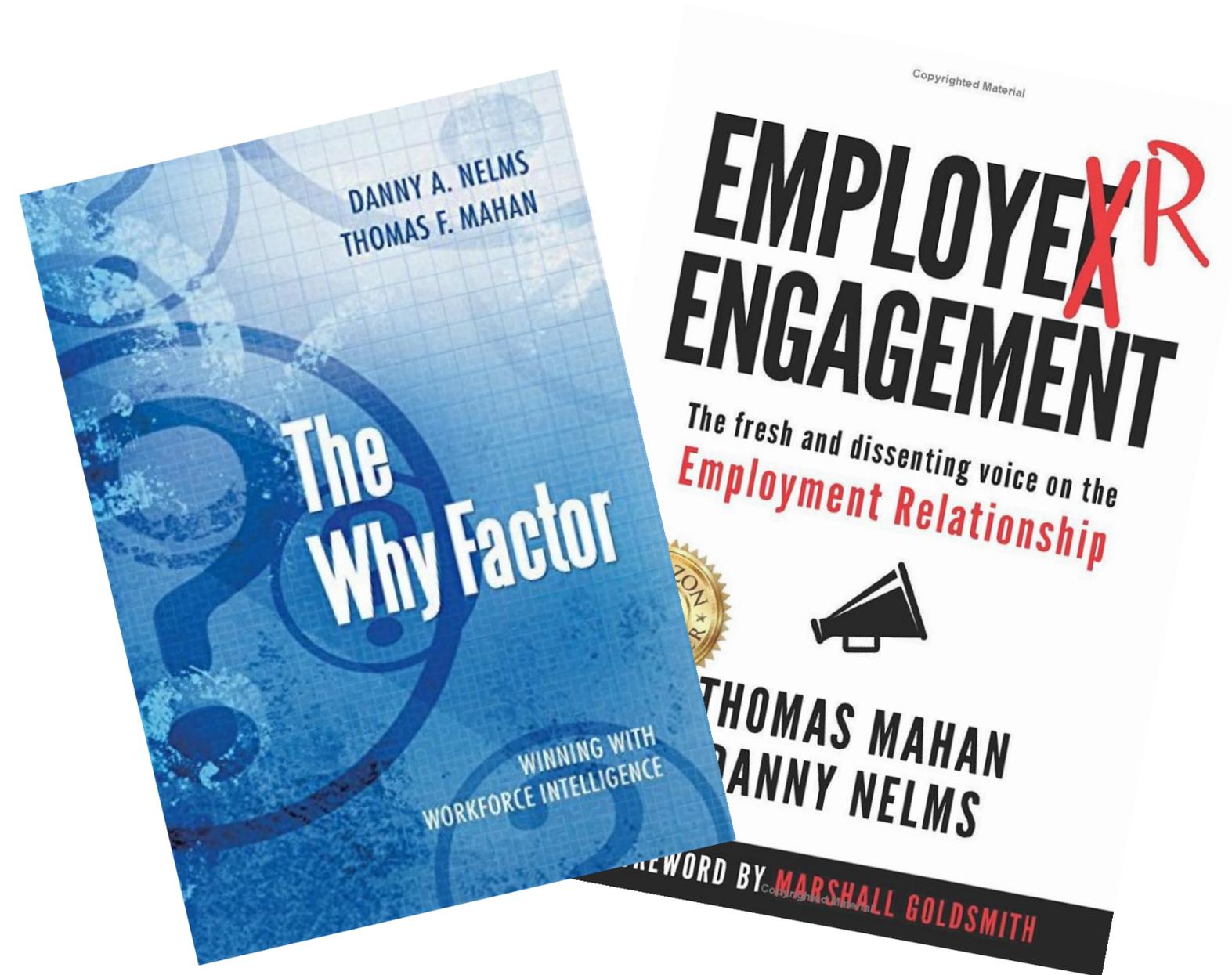
NHRMA 23

85TH ANNUAL CONFERENCE + TRADESHOW

I KNOW that organizations
can reduce the high costs of
employee turnover.

Who am I?

- Spent 25+ years in Human Resources
- Worked with dozens of organizations seeking to improve employee retention and engagement
- Co-Authored *The Why Factor* and *Employer Engagement – The Fresh and Dissenting Voice on the Employment Relationship*
- I can help, but you must be willing to change and do the work



State of the Workforce

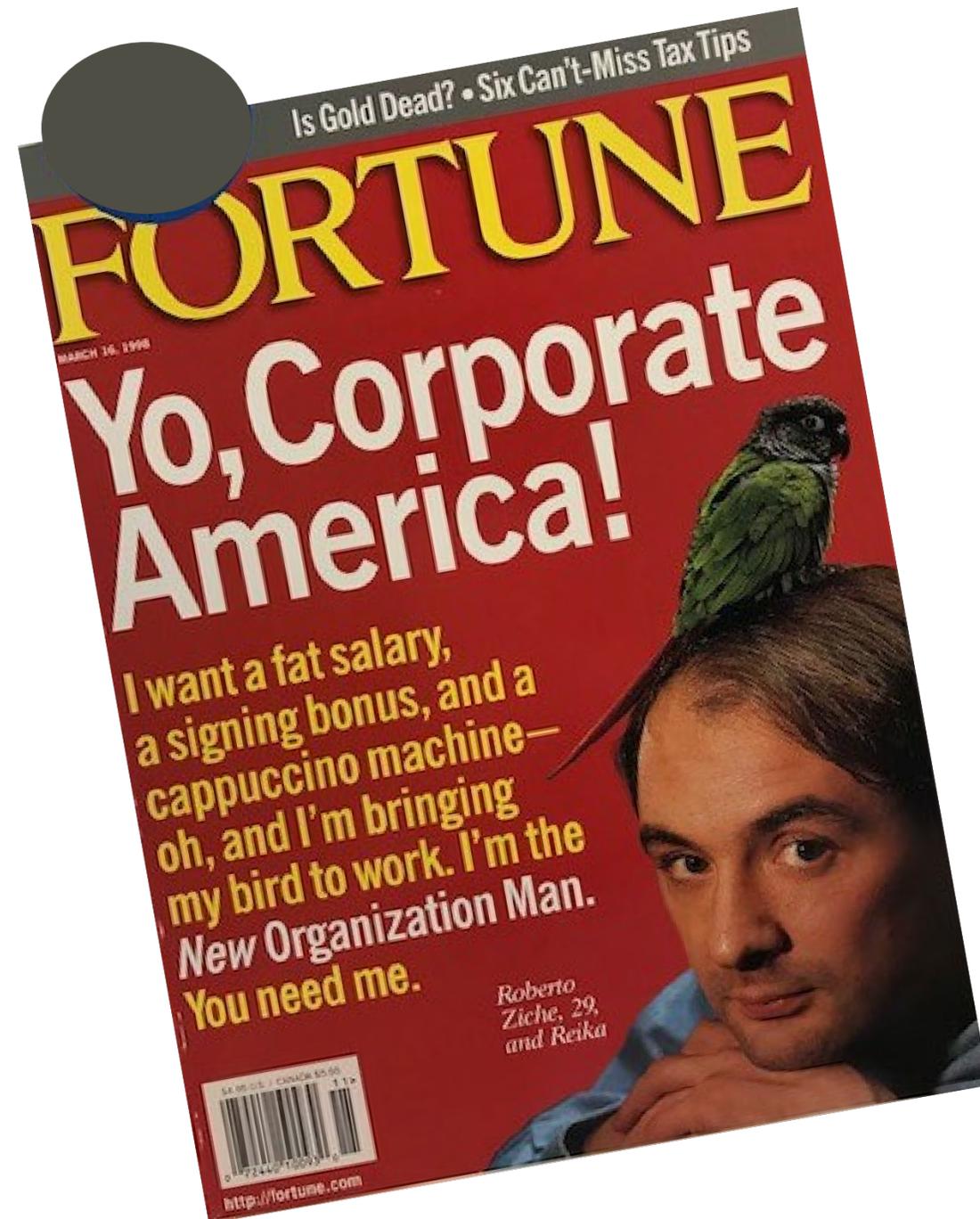


Reasons for
Leaving



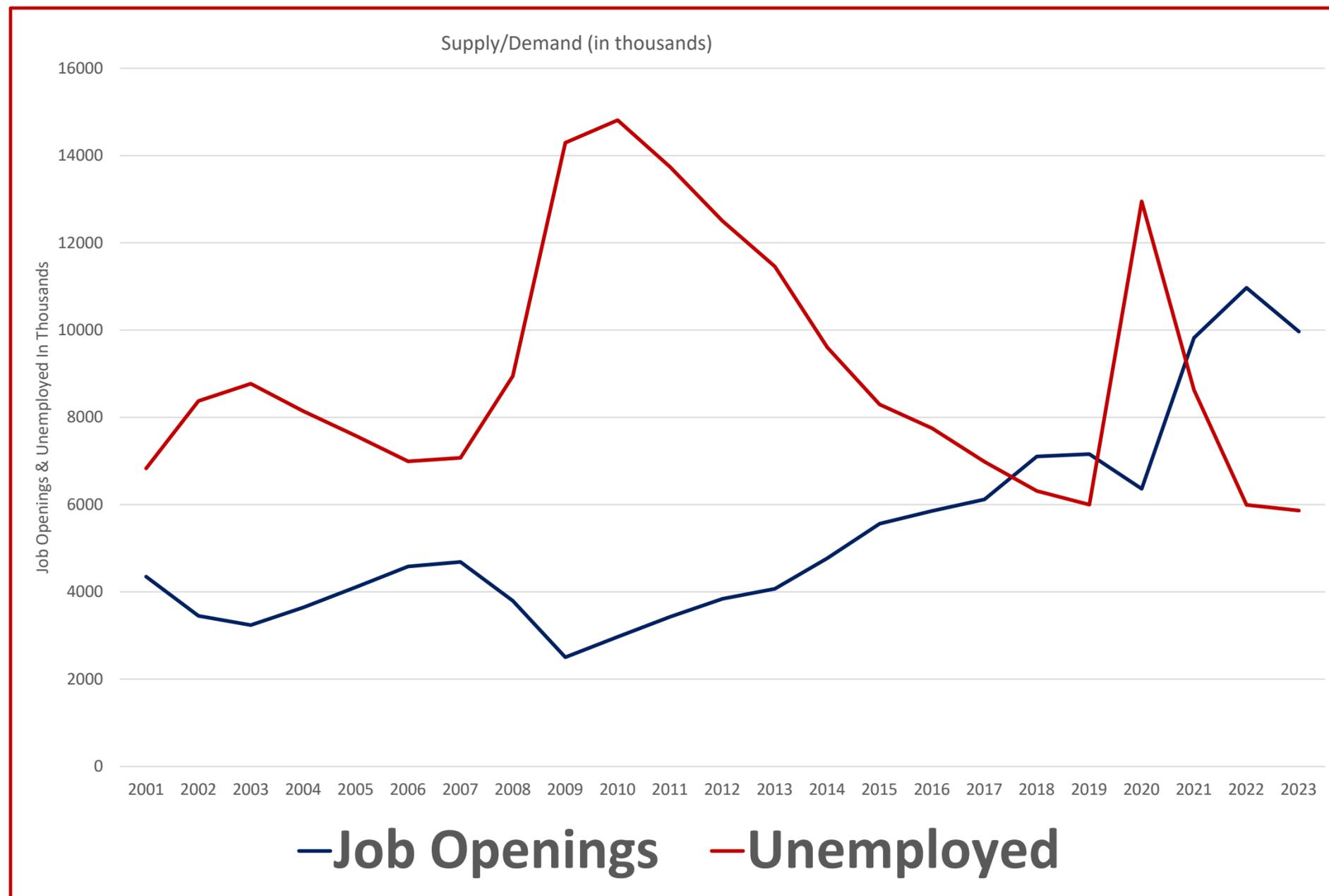
Additional
Turnover Insights

Is this how we feel?



State of the U.S. Workforce

Supply/Demand Issues Create a War for Talent



9,000,000 Open Jobs



6,000,000 Unemployed



One Unemployed Worker for Every 200 Job Openings!

There are more available jobs than there are unemployed workers.

State of the U.S. Workforce

Quit Rate: More employees voluntarily quit than ever before



Voluntary employee turnover has more than doubled since 2011

2022 had 20% more voluntary quits than the previous record set in 2019



www.dilbert.com scottadams@aol.com



How You Do It

RETENTION APPROACH

ASK

Voice of the Employee



UNDERSTAND

Retention Analytics



DEVELOP

Retention Strategy



EXECUTE

Retention Plan



Reasons for Leaving



State of the
Workforce



Additional
Turnover Insights

Reasons for Leaving: Overview

Work Institute's researchers conduct employee feedback interviews and categorize the results into eleven Reasons for Leaving categories.

Some highlights include:



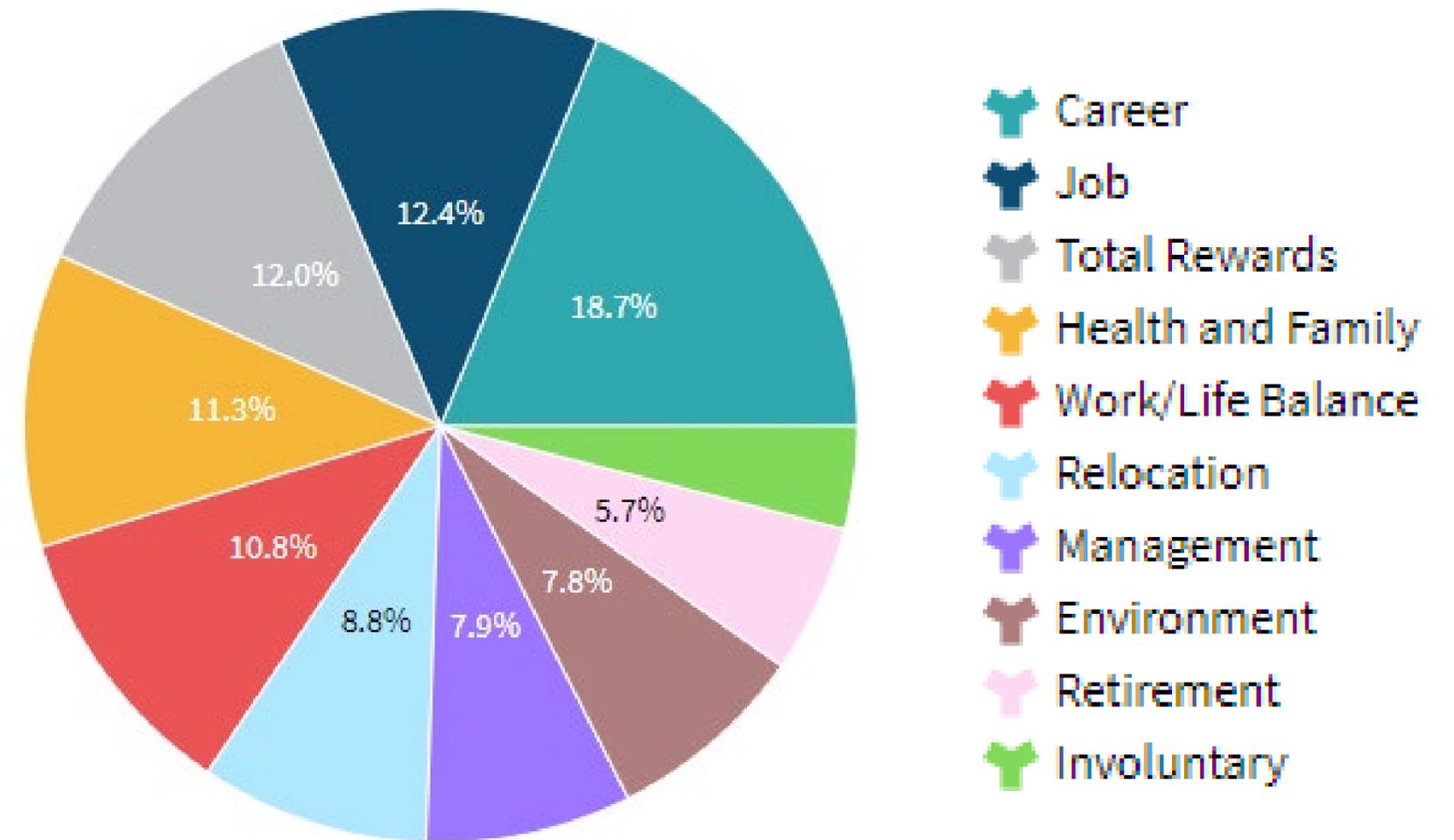
Career was the most popular Reason for Leaving for the 12th consecutive year.



Total Rewards has moved up to number three Reason for Leaving



69% of employee turnover in 2022 was for **More Preventable Reasons**



Reasons for Leaving: Trends

This chart represents the four-year comparison of each turnover category of **Reasons for Leaving**.



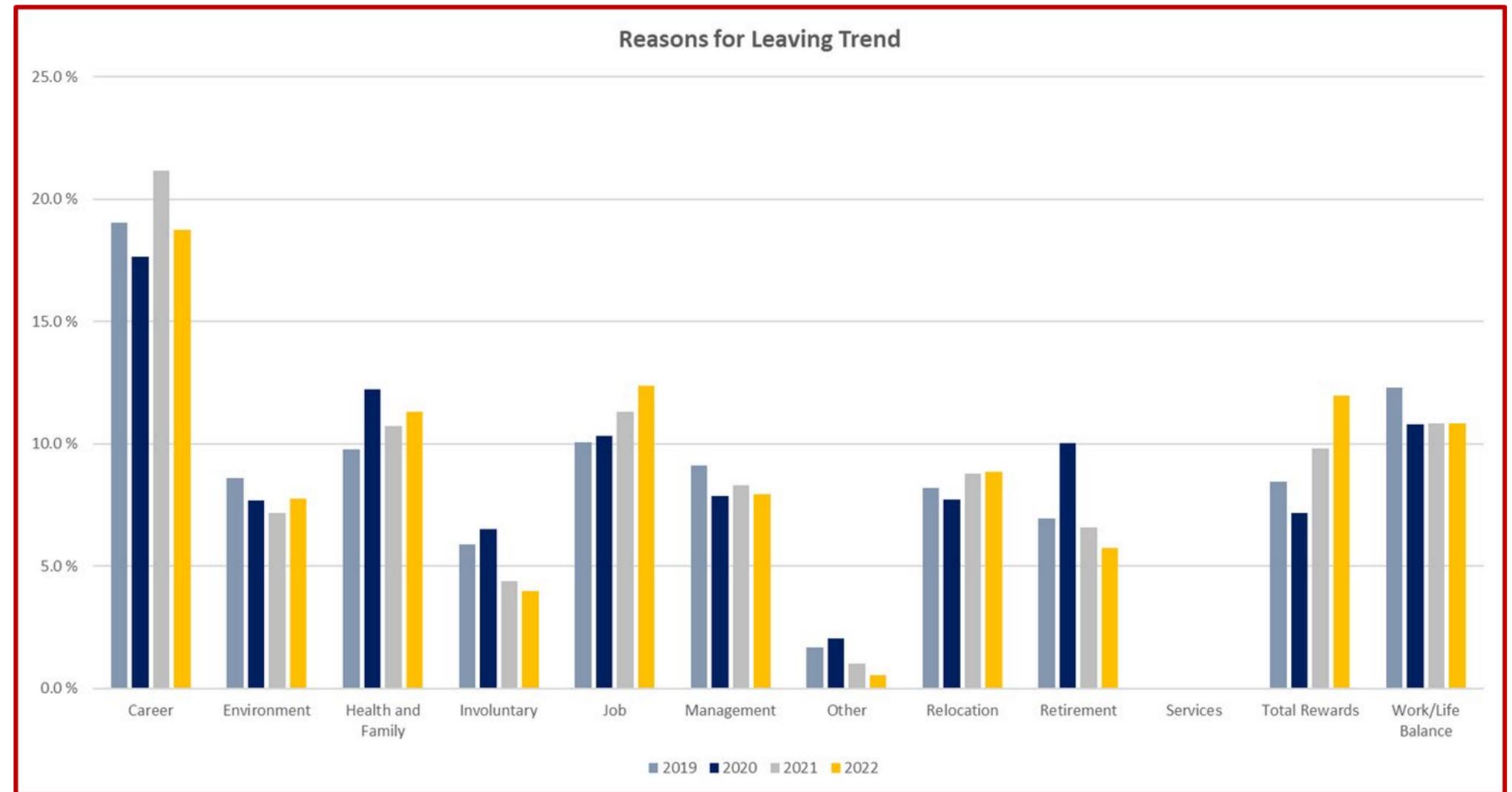
Trended up: Job, Environment, & Total Rewards



Trended down: Career, Management, Retirement



Work-Life Balance has stabilized with more flexible work arrangements



Additional Turnover Insights

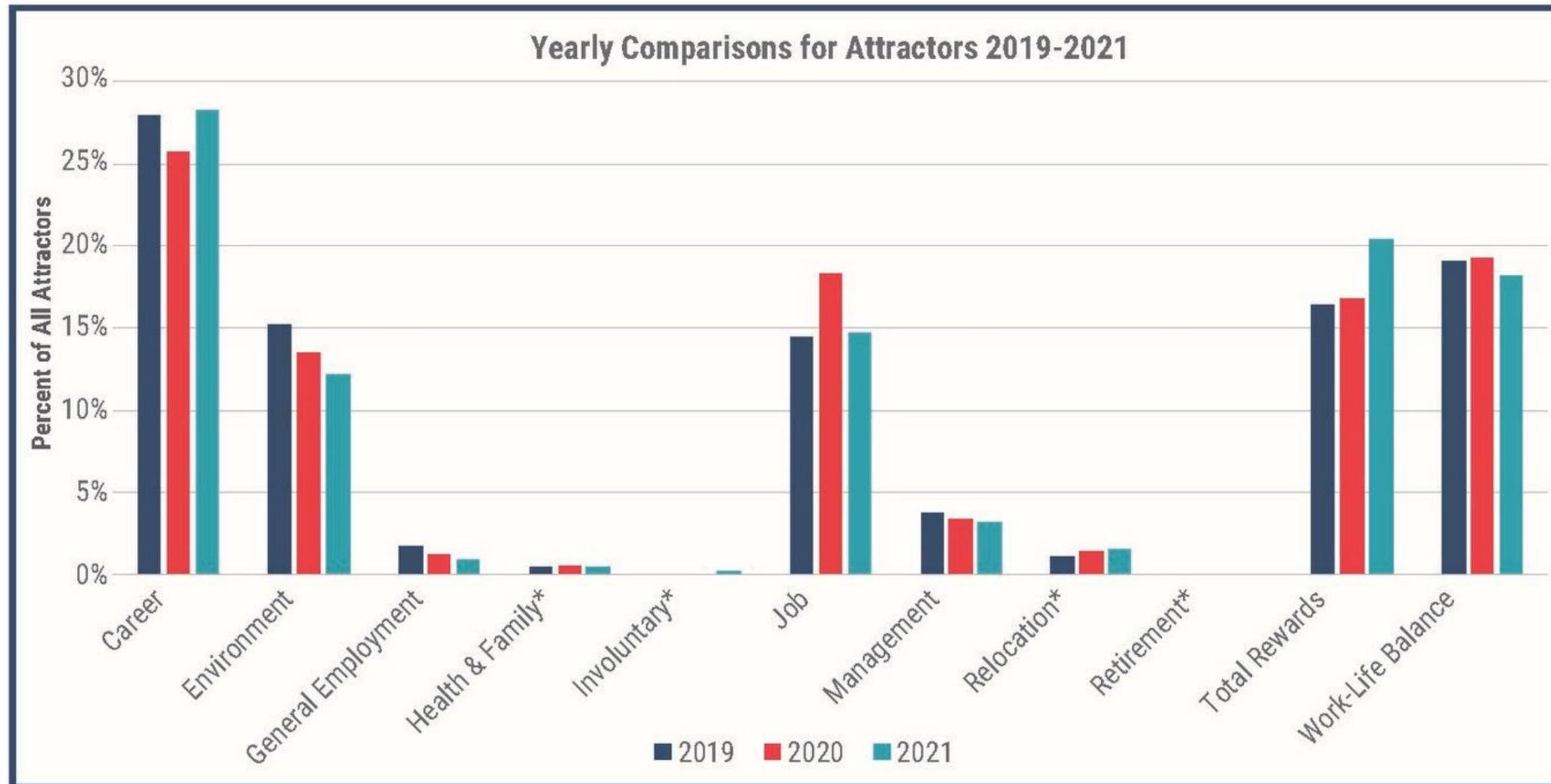


Reasons for
Leaving



State of the
Workforce

What Attracts Employees to New Employers



Work Institute asks former employees during Exit Interviews to **identify what attracted them to their new job.**



Career was the most popular Attractor to a new job just as it is the most popular Reason for Leaving.



Total Rewards increased as an Attractor in 2021 and was the second most cited Attractor.



Work-Life Balance has historically been the second most cited Attractor, but fell to third in 2021.

Pay is Important, but...

Employees tell us these are just as, if not more important



Employees EXPECT to be developed. They want to grow & learn.



In many cases, Employees want to see how their career can progress.



Many employees want to be able to explore different career paths.



Employees want a certain work-life integration.



Employees want a supportive organization culture with transparent communication.



Employees expect managers to understand them as a person, provide support, and treated professionally.



Employees want well-being emphasized and an understanding of caring for family members.



And yes, employees want to be paid competitively and fairly for the work they do.

Core Driver of Retention



+



+



+



Organization

Manager

Team

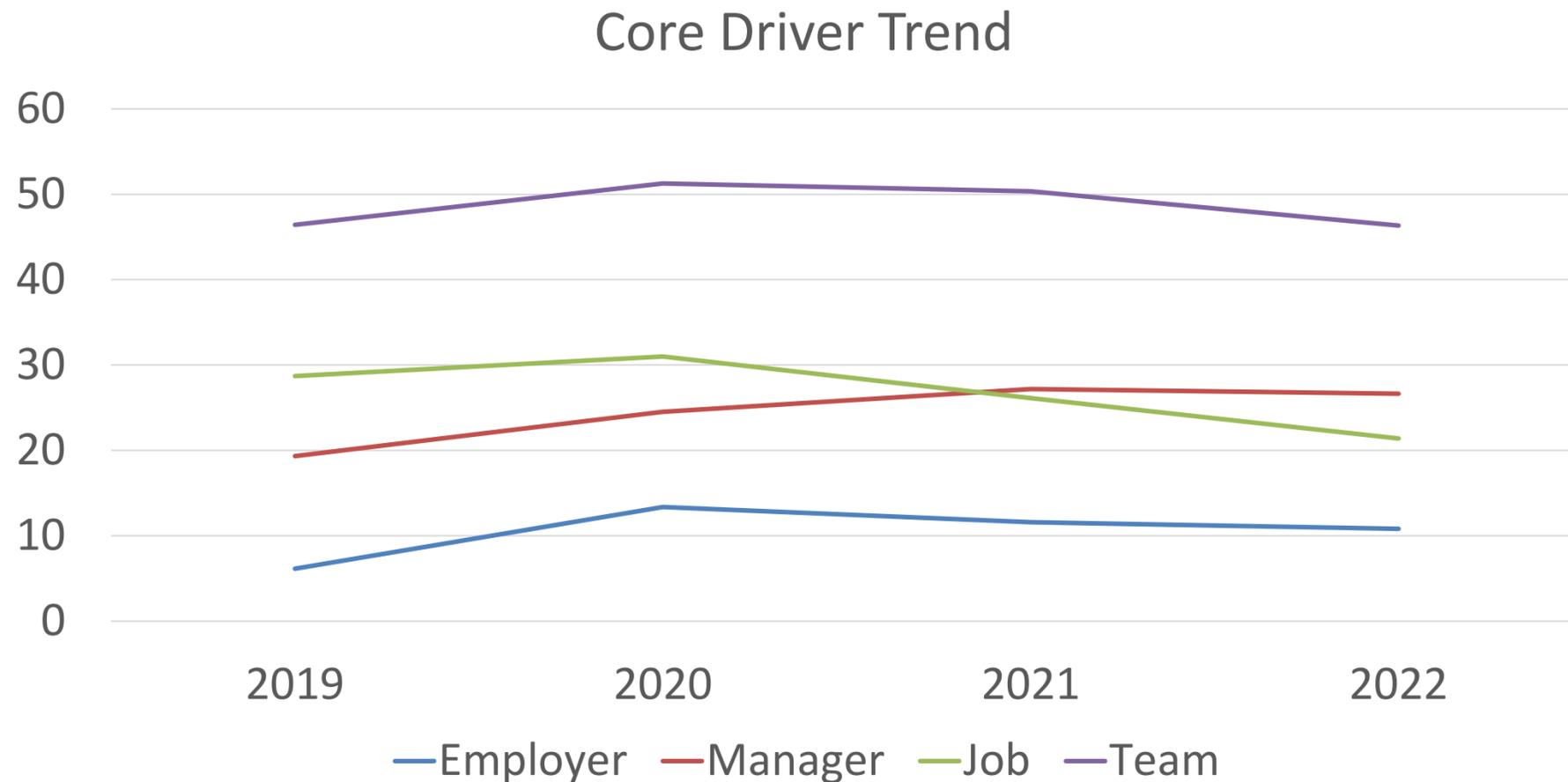
Job

Work Institute developed the **Core Drivers of Retention & Engagement** by utilizing over 500,000 interviews with current and former employees to determine the issues most important to *them*.

Employers Caused the Great Resignation!

Since 2020:

Core Drivers of Engagement and Retention



Team ratings dropped 10%



Employer ratings dropped 19%



Job ratings dropped 31%



Manager ratings improved 9%

What is Necessary To Improve Retention



Right Data



Key Insights



Execute Actions

Voice of the Employee Results Model

An evidence-based approach helps to understand, plan, and implement data-driven workforce interventions & improvements.

RETENTION APPROACH



Employer Retention Scorecard



Evaluate your organizations retention strategy



Excellent guide to elements of a strong retention strategy



Discussion with me related to opportunities for improvement if you choose



 Work Institute

The logo for Work Institute, featuring three stylized human figures in yellow, grey, and teal, followed by the text "Work Institute" in a dark blue sans-serif font.

Employer Retention Scorecard

- 1** Our organization collects critical information by conducting exit interviews using an objective third-party with every employee after they leave the organization.
- 2** We have a system where exit interview data is retained, and I can access this data any time to evaluate reasons for leaving and other critical measures that impact employee retention
- 3** Our organization has an effective communication strategy that alerts every departing employee that an exit interview is highly encouraged and how they can complete an exit interview after they leave the organization.

Employer Retention Scorecard

- 4** We calculate voluntary and involuntary turnover at least monthly and have a formula to include costs of turnover as a supplement to the turnover calculation.
- 5** Our organization has employee retention metrics that include overall, first-year, key talent, voluntary, and involuntary turnover which are shared at least monthly with executive leadership and frontline managers.

Employer Retention Scorecard

- 7** We review and leverage key retention metrics quarterly to develop 90-day action plans focused on improving employee retention.
- 8** Every people leader in the organization is held accountable to employee retention goals.
- 9** Our organization benchmarks our turnover against industry competitors and regardless of whether we are lower than our competitors, we are actively working to improve employee retention.

Employer Retention Scorecard

- 10** My organization has a written employee retention strategy document that is reviewed and shared at least annually with all executive leaders and frontline staff.

Calculate Your Score

Add up Questions 1 – 9

Multiply Question 10 by 2

Add Both for Your Score

What Can Happen



RN turnover reduced by 19%

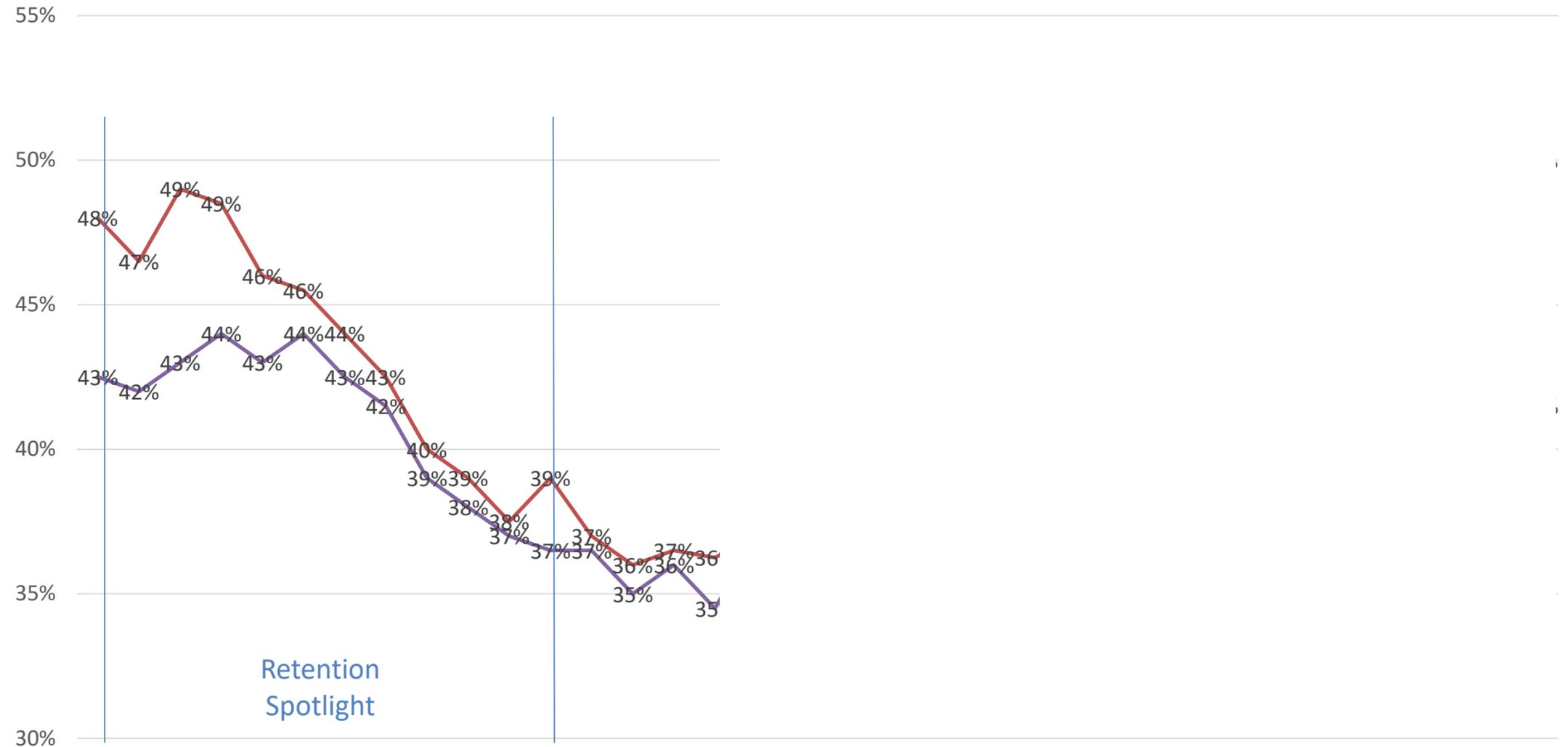


Clinical support turnover reduced by 25%



Organization reduced costs of turnover by \$11,000,000

RN & Clinical Support First Year Turnover)



Top Three Things to Do - NOW



Understand



Better Data



Execute

Top Three Things (plus one) to Do

- 1 The Right Data - Exit and Stay Interviews, Employee Surveys, Turnover Data, Cost of Turnover**
- 2 Understand the Data from Employee Retention Perspective**
- 3 Execute on your retention strategy**

Develop your Managers/Leaders

Managers are the Key to Retention





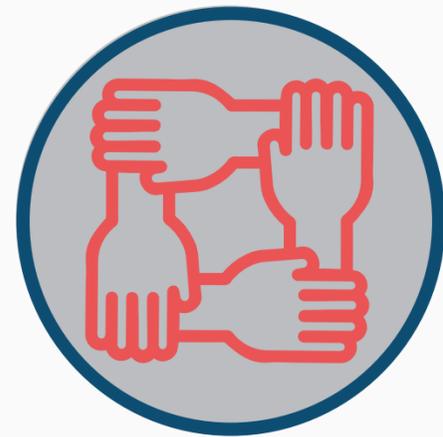
***“No, that’s not the ‘Employee of the Month.’ It’s our boss—
he just announced his early retirement.”***

The Role of the New Manager

Managers significantly influence 6/10 categories' employees choose to leave an organization.



Career
Management



Organizational
Culture



Work-Life
Balance



Strengths &
Job Fit

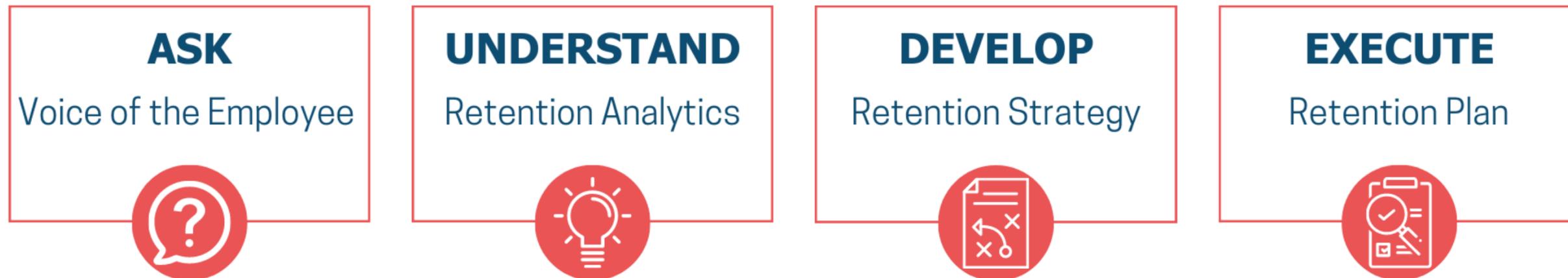


Competency &
Professionalism

Voice of the Employee Results Model

An evidence-based approach helps to understand, plan, and implement data-driven workforce interventions & improvements.

RETENTION APPROACH



CONTACT US

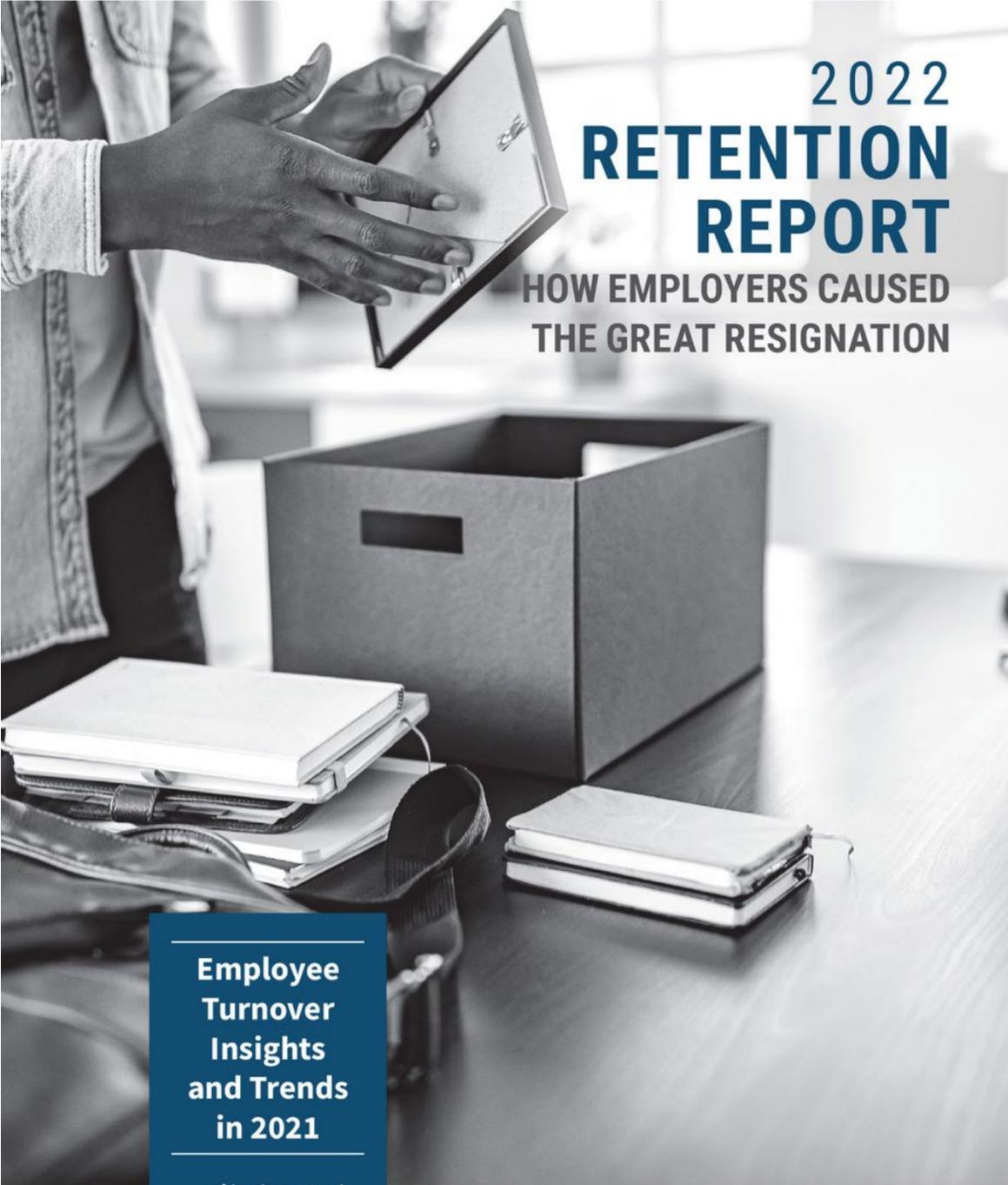
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**RETENTION
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HOW EMPLOYERS CAUSED
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Employee
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retention-report
888-750-9008

