

**A Comprehensive Strategy**  
**for**  
**Attraction, Retention and Performance**

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## **Critical Issue:**

- **We have the lowest unemployment in fifty years**
- **Technology is everywhere**
- **Technology applications will increase across more industries**
- **Tight labor is predicted to continue  
(BLS - 18MM open jobs by 2010)**

## **Common Wisdom as to why Employees Leave**

- **85% leave because employee does not get along with boss, etc.**
- **69% want better life style**
- **traditional economy can't compete with Dot.com opportunities (but that cycle will end soon)**
- **management style is not worker friendly**
- **add in your own opinion as well!!!**
  - **Fact: It's never just one reason**

**We call the problem**

**“ The War for Talent ”**

(as if it were *happening* to us)

**We rarely consider this “war”**

**as the result of**

**“ The Failure to Manage all of the  
Components of Workforce Management”**

**(as in-we can exercise control of this “war”)**

# **A Key Overlooked Issue is the Nature of the Workforce**

- > There are four generations in our current workforce**
  - 27 MM “Matures” ages 54-65**
  - 76 MM “Boomers” ages 35-53**
  - 60 MM “Gen X’ers” ages 19-34**
  - 74 MM “Gen Y” age 18 or younger (4MM 18 year olds)**
  
- > They have different needs and profiles and HR program requirements**

**There are at least 10 “tracks” to consider in workforce stability issues:**

- 1. Compensation Strategies**
- 2. Recruiting Strategies**
- 3. Alternative Labor Pool Strategies**
- 4. Work Arrangement Strategies**
- 5. Work/Family Life Balance Strategies**
  - direct and indirect strategies
- 6. Diversity Management Strategies**
- 7. Management Style Strategies**
  - direct management style
  - career management
  - day-to-day working
  - technology management
- 8. Job and Organization Redesign Strategies**
- 9. Global Management Strategies**
- 10. Alternative Compensation Strategies**

**Approach to solutions require answer to question:**

**“How do we want to run our business”?**

- >Do we recognize the business implications as well as the HR solutions?**
- >Do we acknowledge the need for balanced priorities?**
- >Do we market the employment experience or brand?**
- >Do we engage employees in important work?**
- >Do we recognize and value the relationship between our employees and our customers?**
- >Do we value and reward performance?**
- >Do we value leadership? quality of life? career opportunity?**
- >Are we inclusive in our programs?**
  - unions?, low income families, diverse cultures, single parents?**



## **1. Compensation Strategies:**

- >Internal “fairness” still #1 strategy for retention**
- >Knowing appropriate labor markets for recruiting and retention**
- >Paying competitively within the target markets**
- >Degree of leverage for employee total opportunity**
- >Type and frequency of performance management**
- >Link of performance to actual compensation**
- >Considering internal workforce vs. external hires**

### **Special Programs in Use:**

- Sign Up Bonuses**
- Stay in Place Bonuses**
- Project Completion Bonuses**
- Spot Rewards**

## **2. Recruiting Strategies**

- **Be sure to develop a profile of your core competencies and the core competencies you require in your candidates**
- **That strategy should enhance the chances of hiring employees with your values, and avoid hiring “ the desire to make big bucks candidate” into your not-for-profit organization**

### **Programs that Work:**

- > **Invest in community schools**
- > **Sponsor college level specialty programs**
- > **Send recent grads to college recruiting programs**
- > **Pay employee referral fees**
- > **Recruit at sporting events and concerts**
- > **Use Internet**
- > **Think global(ly)**

### **3. Alternative Labor Pool Strategies**

- >Former employees**
- >Interns**
- >Retirees**
- >Ex-Prisoners**
- >(Prisoners to do work you could outsource)**
- >Retired military, public service**
- >Global: H-1 visas**
- >Candidates with disabilities to do redesigned jobs**
- >Less qualified workers to do redesigned jobs**

## **4. Work Arrangement Strategies**

- >Originally thought to be employer giving to employee**
- >Now, recognition that it can also fit employer strategy**

- >Flex-Time**
- >Telecommuting**
- >Summer Hours**
- >Job Sharing**
- >Split-Shifts**
- >Sabbaticals**
- >Flex-Year**

## **5. Work/Family Life Balance Strategies**

### **A. Direct Strategies for Work/Family Balance**

- >Day Care Programs**
- >Elder Care Programs**
- >Wellness Programs**
- >Legal Services**
- >EAP's**
- >“Get a life” for singles**
- >Healthy Babies, Healthy Business Programs**
- >Family Medical Leave Act support**
- >Paid maternity leave**
- >Pet Insurance**

## **5. Work/Family Life Balance Strategies**

### **B. Indirect Strategies for Work/Family Balance (Conveniences)**

- >Dry Cleaning Services**
- >Auto Repair Services**
- >Photo Development**
- >Prepared Meals**
- >Shoe Repair**

## **6. Diversity Management Services**

### **>Supervisory and Management Training**

**>Cultural Diversity**

**>Gender Issues**

**>Sexual Harassment**

**>Bias**

**>ADA, EEO**

**>Use of Web Based Training**

**>Assigning Mentors**

## **7. Management Style Strategies**

### **A. Direct Management Style**

- >Open Communications**
- >Performance Orientation-“How we run our business”**
- >Sense that company does important work**
- >Sense that company cares**
- >Empower employees**
- >Strong community relations**
- >Employee/employer shared vision and values**



## **7. Management Style Strategies**

### **B. Management Style in Employee Career Management**

- >Professional development**
- >Opportunity for growth**
- >Tuition reimbursement**
- >Employee orientation**
- >Employee mentoring**
- >Mentoring and Coaching for key employees in new jobs**
- >Measure employee attitudes and preferences**

### **C. Management Style in Employee Day-to-Day Experience**

- >Casual dress**
- >Management by “full fridges, pizza and chocolate bars”**
- >Massage and other services, nap time**

## **7. Management Style Strategies**

### **D. Management of Technology**

#### **>Technology Training for Technologists**

**-Biggest fear of technologists is becoming stale and obsolete**

#### **>Technology upgrades for office and home computers**

#### **>Use of cell phones**

#### **>Use of internet and company intra-nets**

**-on-line benefits**

**-on-line training**

**-on-line company communications**

## **8. Job and Organization Redesign Strategies**

- >Simplify work and redesign levels of jobs and employees needed**
- >Outsource work not central to the organization effort**
  - this may be expensive, must do cost analysis**
  - this may make the problem for someone else (hiding your eyes)**
- >Re-define the role of the manager and supervisor**
- >Project and team management organization**

## **9. Global Management Strategies**

- **Global HR Management is a domestic issue with global ramifications**
- **We have a multi-national work force at home**
- **Expatriates and Third Country Nationals have same workforce issues**
- **Retention of those working away from their homeland is a big issue**
  - Need Strategy for re-entry and re-assimilation**
- **Compensation issues are the same for global employees**
  - internal fairness**
  - performance motivating compensation**
  - added issue of multi-comp plans in one location**
- **More global issues than ever because of technology and world Communications**

## **9. Global Issues (Continued)**

- >Consider your worldwide workforce.**
  - Three Teams in India, US and Italy**
  
- >Now Consider Time logistics for conference calls**
- >Consider the holiday schedules**
- >Consider Language: ( “take the ball and run with it”)**
  
- >Consider a global team- one companies experience:**
  - Indian- style is holistic reasoning**
  - German- need for precision and discipline**
  - Israeli- challenge authority**
  - Japanese- need for consensus and relationship building**
  - Brazilian and Arabic- relationship building and trust**
  - American- entrepreneurial and risk taking**
  
- > Now picture the working relationships of that team**

## **10. Alternative Compensation Strategies**

**> This is the strategy of knowing what works for the current employee population and for the labor pool from which the company recruits**

**> Considering every HR program as an “Alternative”**

- Is it appropriate or not for our company?**
- In what degree do we use the program?**

## **Summary**

- 1. Retention is not one subject but many**
- 2. Every program is an alternative depending on your strategy**
- 3. Don't take another person's medicine...its not good sense**
- 4. Use all of the ingredients--“if you leave the apples out of the pie, it won't taste like apple pie”**
- 5. Use the factors that best suit your company profile**