

DICKERSON CONSULTING

BECOMING AN EMPLOYER OF CHOICE

DECEMBER 2022

BETA ALPHA PSI EVENT

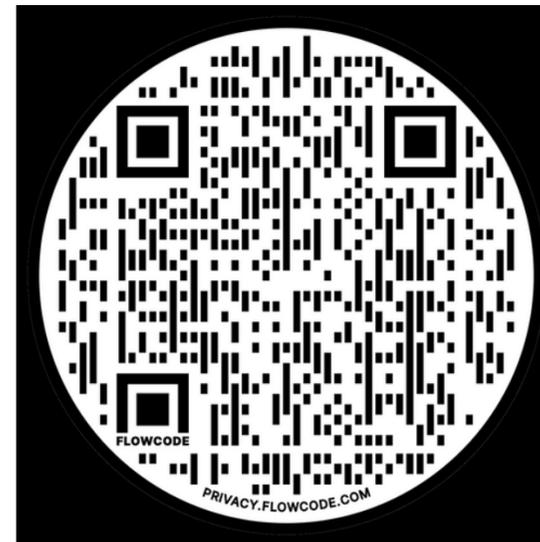
ABOUT THE TRAINER

Marcia Dickerson, PhD, SHRM-SCP, SPHR

Frances R. Mangham Professor of Management,
Louisiana Tech College of Business

Founder, Dickerson Management & Career Consulting
Certified Executive Business Coach

Slides available at
marciadickersonconsulting.com



VOLATILE LABOR MARKET

Workers are refusing to return to the office, and they are ready to face the consequences

Remote working is here to stay, and employees would rather find a new job than go back to their desks, a survey finds.

From the Great Resignation to Quiet Quitting, Here's Why Good People are Really Leaving and How to Keep Them.

5 minute read · November 30, 2022 2:06 PM CST · Last Updated 19 hours ago

U.S. job openings fall in October; labor market still tight

By Lucia Mutikani

Has your workplace caught the 'turnover contagion'? Here are some warning signs

Published Wed, Nov 23 2022·9:01 PM EST • Updated Thu, Nov 24 2022·12:49 AM EST

'Organizations are scrambling': How HR is balancing pay transparency, a volatile job market and executive demands

Published Mon, Nov 7 2022·2:12 PM EST



EMPLOYER GOALS

Create and foster an organizational culture that supports productivity and employee well-being

Hire and retain talented employees who also fit your culture

Meet your organization's labor productivity and retention goals without straining your budget

EMPLOYER OF CHOICE

Being an employer of choice means that your organization has a high quality work culture, attracts and retains superior talent, and has a strong reputation in the community.

Employers of choice gain a competitive advantage through people, and small changes in people management practices can help you reach this goal.



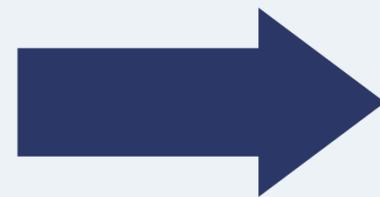
COMPETITIVE ADVANTAGE THROUGH PEOPLE

Companies that invest in their people will create long-lasting competitive advantages that are difficult to duplicate

COMPETITIVE ADVANTAGE THROUGH PEOPLE

Companies that invest in their people will create long-lasting competitive advantages that are difficult to duplicate

**EMPLOYEE
EXPERIENCE**



**CUSTOMER
EXPERIENCE**

LEARNING OBJECTIVES

1. Understand what it means to be an employer of choice in order to gain a competitive advantage through people.
2. Determine your organization's specific strengths and weaknesses in pursuit of being an employer of choice through an assessment.
3. Explore options for improving your culture, recruitment, hiring, and retention to position your organization as an employer of choice.

ASSESSMENT

Answer the questions in the three sections of the assessment:

- Organization level
- Manager level
- Employee level

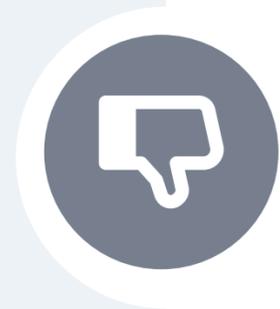
Tally your scores



REINFORCE



TWEAK



CHANGE



**GATHER
INFORMATION**

**WHAT DO YOUR
RESULTS TELL YOU?**



STEPS

1. GAP ANALYSIS

**2. STRATEGIC PLANNING TO
ADDRESS GAPS**

3. ACTION PLANS TO IMPROVE

4. EVALUATE OUTCOMES

GAP ANALYSIS

Determine the employee experience you desire versus the one that you currently offer

1. Have your top management team and Human Resources describe the ideal state of your employee experience
E.g., Employees feel fairly rewarded, there are opportunities for advancement, managers facilitate helpful feedback
2. Gather information on what employees truly believe
3. Identify gaps between executive and employee perception
4. Determine which gaps can be or should be addressed

HOW DO WE KNOW WHAT EMPLOYEES THINK?

- Distribute a customized employee engagement survey
- Host a focus group of employees
- Solicit customer/client feedback
- Review information from exit interviews
- Conduct stay interviews of your best employees
- Examine turnover data
- Determine where exiting employees went

STRATEGIC PLANNING

Strategic planning must include consideration of the employee experience

Plans may include

- Preparing for appropriate staffing levels (mobilizing recruiting efforts)
- Anticipating a certain level of turnover
- Setting entry-level pay to fulfill needed staffing levels
- Planning for COLAs and merit pay
- Offering training and development to meet work needs

ACTION PLANS TO FACILITATE:

ORGANIZATIONAL LEVEL

- Strong employer reputation
- Getting the "cream of the crop"
- Recruiting success
- Low turnover
- Enticing rewards

MANAGER LEVEL

- Use of recognition
- Fair treatment of employees
- Respect and dignity
- Consistent employee feedback

EMPLOYEE LEVEL

- Feelings of job security, trust, psychological safety
- Opportunities for growth
- Positive relationships
- Work/life balance

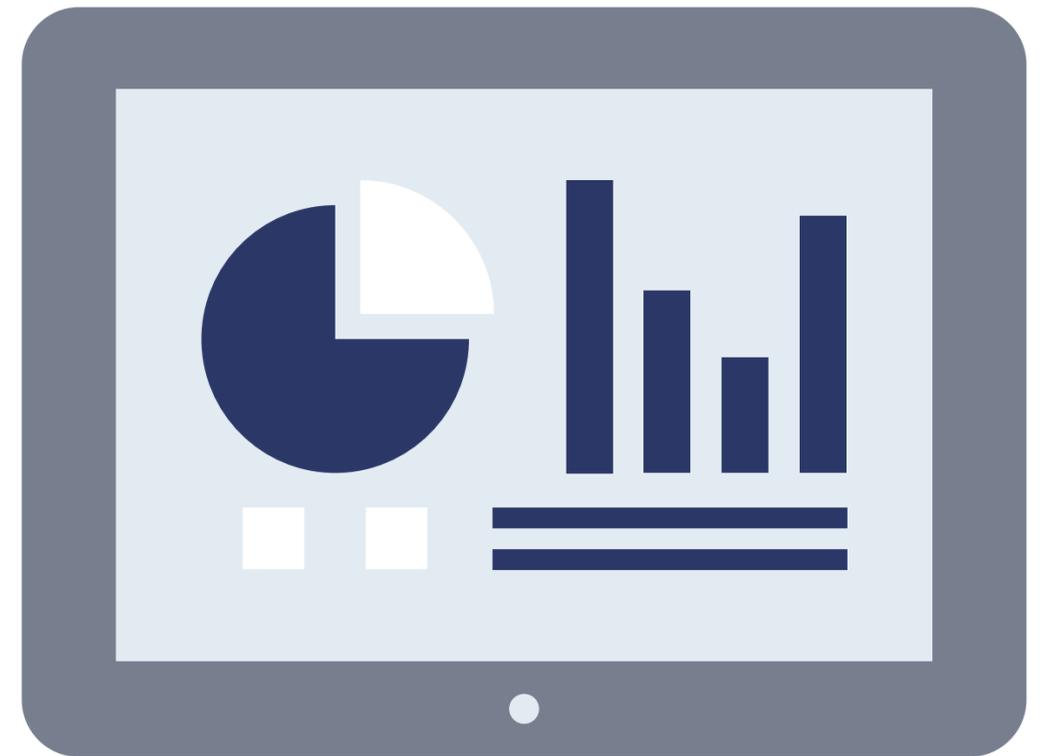
ORGANIZATION

BUILDING TRUST AT THE ORGANIZATIONAL LEVEL

More than 1 in 4 U.S. workers don't trust their employer

Trust diminishes at each level

50% of employees say they are more likely now than 1 year ago to voice objections to management or engage in a workplace protest



Edelman Trust Barometer, 2021

A CULTURE OF TRUST

Low Trust Workplace

People are:

- unreliable
- uncommunicative
- inconsistent in work and moods

Outcomes:

- high stress
- low motivation
- higher turnover

High Trust Workplace

People:

- take ownership of work
- take measured, appropriate risks
- help others

Outcomes:

- stronger teamwork
- higher productivity
- better retention

THE PSYCHOLOGICAL CONTRACT

Individuals' expectations, beliefs, ambitions and obligations, as perceived by the employer and the employee

People's perceptions of employers' obligations are often informal and imprecise. They may be inferred from actions (even towards other employees), or from what has happened in the past.

Employees form a psychological contract around job security, career opportunities, training and development, pay and benefits, work flexibility, and manager support.

REINFORCE ORGANIZATIONAL STRENGTHS

Use employee or client testimonials in your organization's social media posts

Publicly recognize talented, long-serving employees

Provide positive feedback and rewards to high achieving employees

Celebrate your successful and strong culture with events

INCREMENTAL ORGANIZATION-LEVEL IMPROVEMENTS

- Identify your current strengths and emphasize them
- Measure and track your annual turnover rate over time
- Manage your reputation with a marketing plan
- Establish a formal employee referral recruitment program
- Benchmark your rewards against those of competitors
- Take action on what you learn from exit and stay interviews



ORGANIZATION LEVEL CHANGES

- Evaluate and update your recruiting plan
- Do an HR audit (hiring, onboarding, performance appraisal)
- Use employee survey and focus group results to plan new programs to fix existing problems
- Update your employee rewards program
- Consider hybrid or remote work
- Create incentives for high achieving employees

MANAGERS

DICKERSON CONSULTING

MANAGERS MATTER

70% of the variation in high and low employee engagement is due to the quality of the manager*

Relationships with a manager are the most important drivers of employee job satisfaction**

Good bosses = good performance BUT...few managers get the training they need

*<https://www.gallup.com/workplace/251642/manager.aspx>

**<https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/the-boss-factor-making-the-world-a-better-place-through-workplace-relationships>

MANAGERS AND EMPLOYEE ENGAGEMENT

PERCEIVED SUPERVISOR SUPPORT

Employee assessments of whether or not their managers care about them and value their work

Improving supervisor support

1. Increase fairness
2. Give more feedback
3. Increase coaching
4. Prioritize inclusion and belonging

REINFORCE MANAGERS' STRENGTHS

Reward managers who provide support and enhance engagement

Recognize managers who delegate and empower effectively

Include enactment of fair treatment in managers' performance appraisals

Recognize long-serving successful managers

Increase managers' opportunities for development

INCREMENTAL MANAGER IMPROVEMENTS

- Conduct manager focus groups to see how you can support them
- Provide managers more frequent feedback
- Update performance appraisals
- Increase manager coaching
- Assign mentors to new managers

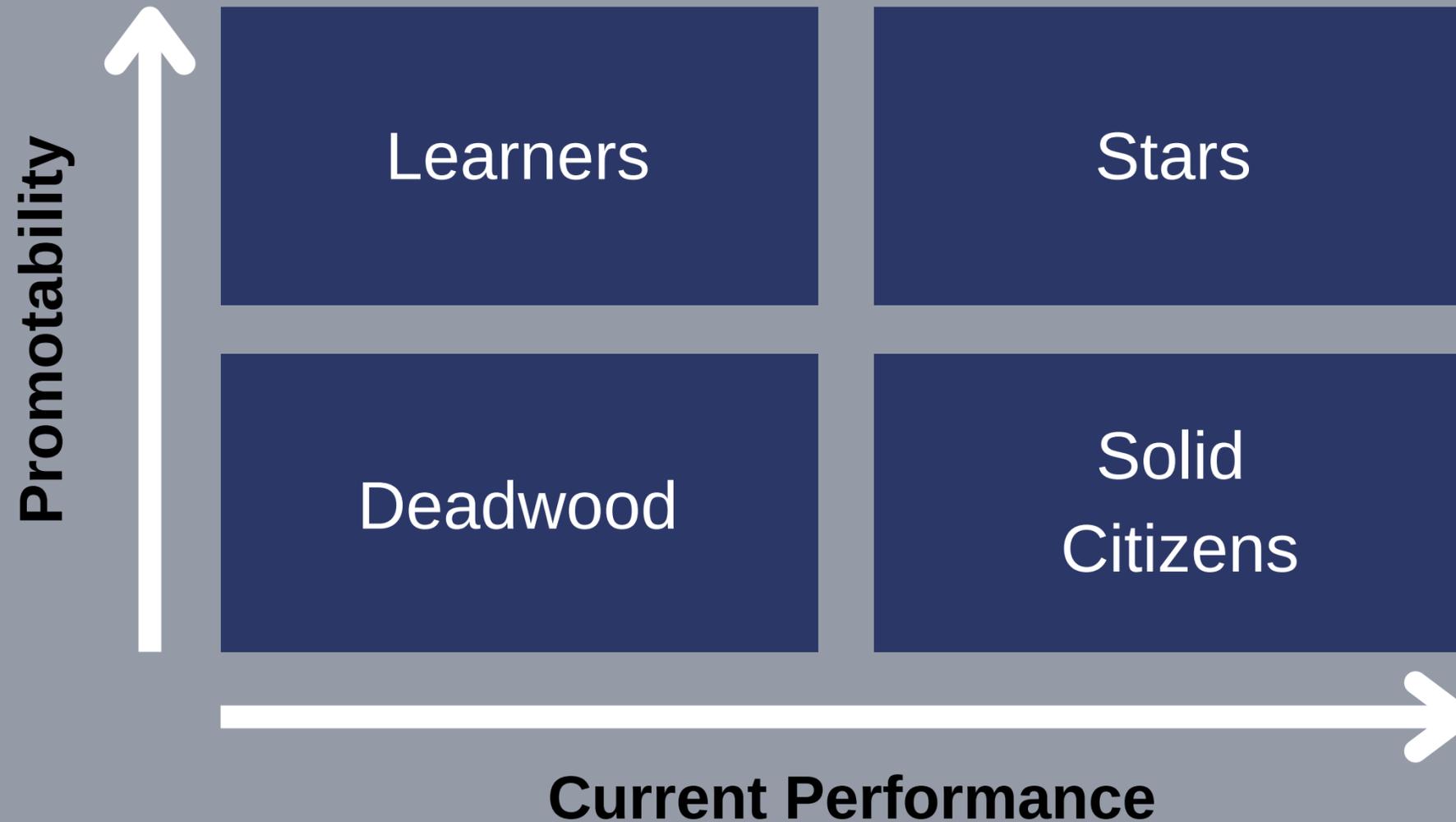


MANAGER LEVEL CHANGES

- Review manager job descriptions, recruitment, hiring practices, and onboarding
- Correct or remove managers who aren't effective
- Create a 360 degree feedback system
- Implement formal manager training and development
- Establish a formal coaching program
- Adopt a mentoring framework

EMPLOYEES

EMPLOYEE PERFORMANCE AND CAREER PROGRESSION



REINFORCE EMPLOYEES' STRENGTHS

Invest in high potential employees

Reward high performers, especially those with limited promotability

Have high performers capture and share knowledge

Formalize best practices into policies

Encourage coaching and mentoring among employees

Support some risk-taking

INCREMENTAL EMPLOYEE IMPROVEMENTS

- Be willing to discipline and discharge
- Create more opportunities for upward feedback
- Use surveys and focus groups to understand employ needs
- Increase opportunities for learning and development
- Delegate more often
- Create opportunities for employees to collaborate
- Incrementally increase work flexibility



EMPLOYEE LEVEL CHANGES

- Review job descriptions, recruitment, hiring practices, and onboarding
- Establish an organizational learning and development plan
- Update policies and procedures to facilitate performance
- Establish firmer boundaries around performance
- Hire slow, fire quickly

EVALUATE OUTCOMES

- You can't manage what you can't measure
- Closing the loop on activities can give you an ROI
- Evaluation should inform planning

EMPLOYEE KEY PERFORMANCE INDICATORS

- Turnover
- Absenteeism
- Customer satisfaction
- Client retention
- Employee Performance (using appraisals)
- Revenue per employee
- Profit per employee
- Average task completion rate
- Engagement survey metrics

ENGAGEMENT SURVEY METRICS

Engagement Survey Participation

Employee Net Promoter Score (NPS) =
promoter - detractors / total

"How likely are you to recommend
working at our company to a friend?"

Employee Satisfaction Metrics

ENGAGEMENT SURVEY METRICS

Engagement Survey Participation

Employee Satisfaction Metrics

Employee Net Promoter Score (NPS) =
promoter - detractors / total

"How likely are you to recommend
working at our company to a friend?"

COACHING

DICKERSON CONSULTING

COACHING

Coaching “applies a systematic process to improve others’ ability to set goals, take action, and maximize strengths” (atd.org)

Coaching should result in measureable improvements

Coaching is more job-focused and may be shorter term than mentoring

COACHING OUTCOMES

80% of people who receive coaching have increased self-confidence

70% demonstrate better work performance, relationships, and communication skills

86% of organization recoup their investment in coaching

<https://instituteofcoaching.org/coaching-overview/coaching-benefits>

PRIMARY ROLES OF THE COACH

Three primary roles of the coach

1. Giving feedback
2. Facilitating goal setting and achievement
3. Providing resources

Rather than just giving advice, a coach helps the employee figure things out for themselves. Good coaches ask a lot of questions.

WHY IS COACHING EFFECTIVE?

The individual, goal-directed focus can improve:

1. Self-awareness (of strengths, of leadership style, etc.)
2. Self-confidence (improves self-efficacy)
3. Accountability (being responsible to someone else for an outcome)
4. Development soft skills (to handle conflict, manage others, etc.)

- Personal SWOT analysis
- Assessments (personality, leadership style, etc.)
- Goal-setting
- Reviewing past experiences (post-mortem) for lessons learned
- Visioning exercises
- Brainstorming and decision-making support

COACHING ACTIVITIES

COACHING BEST PRACTICES

Choose coachees who are high potential and motivated to improve

Match coaches and coachees based on chemistry

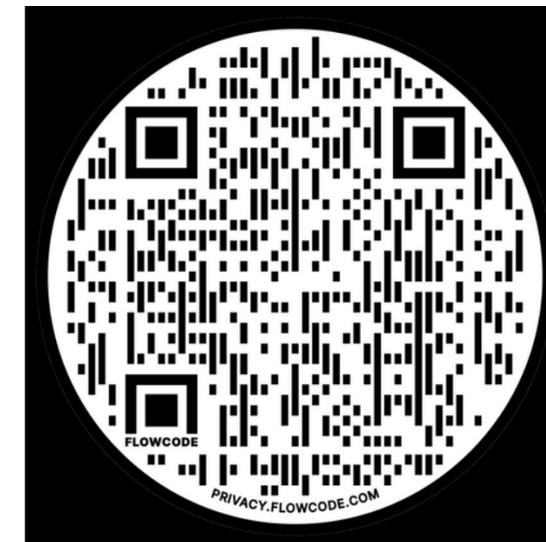
Develop your managers to coach

Know when to get an outside coach

EMPLOYER OF CHOICE

NEXT STEPS

Visit my website for my
Employer of Choice Workbook
and other free resources.



EVENTS & SERVICES

IN-PERSON COURSES FOR CPA CPE

HR Boot Camp

Leadership
Foundations

Now scheduling
for 2023 - get in
touch!

HR CONSULTING

Update job
descriptions

Revamp
performance
appraisals

Update employee
handbooks

EMPLOYEE SURVEYS

Customized
employee survey
design,
deployment, and
analysis, including
recommendations
based on results

**KEEP IN
TOUCH!**

Marcia Dickerson, PhD, SHRM-SCP, SPHR

E-MAIL:

marcia@marciadickersonconsulting.com

PHONE:

(318) 278 0097

WEB:

marciadickersonconsulting.com

LINKEDIN:

Marcia Simmering Dickerson

INSTAGRAM:

@Dickersonconsulting