LEADERSHIP 201 – KEEPING THE RIGHT PEOPLE ON THE BUS (AND IN THE RIGHT SEATS) AHCA SPRING CONVENTION 2018

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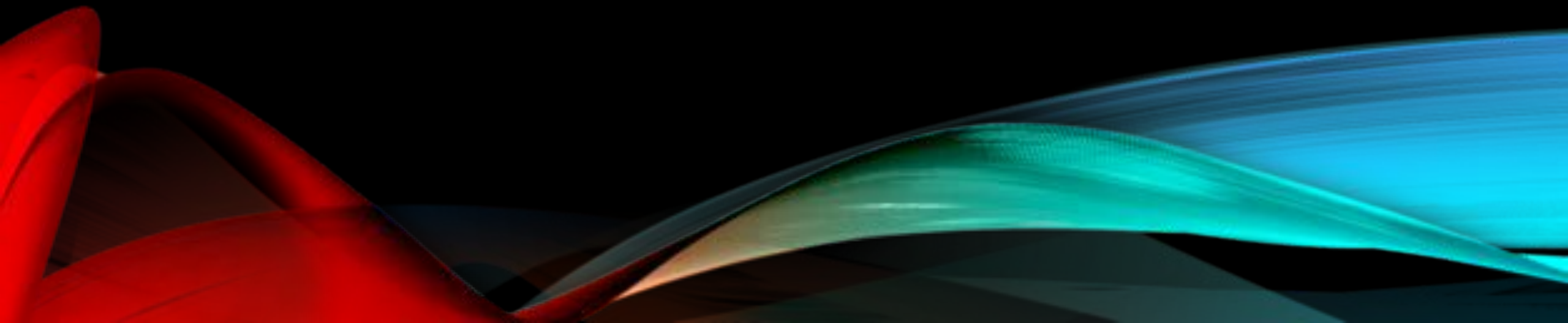
MANY MANAGERS SAY THAT THE MOST CHALLENGING (AND SOMETIMES MOST DISLIKED) PART OF THEIR JOB IS SCHEDULING



HAVING A HAPPY AND TRAINED STAFF IS PROBABLY A GOAL TO MOST MANAGERS IN ANY TYPE OF BUSINESS—LARGE OR SMALL

HAVING LOYAL STAFF THAT WILL SHOW UP ON TIME AND WHEN THEY ARE NEEDED AND DO THE JOB THAT IS REQUIRED IS NO EASY TASK

MAKE SURE NEW AND CURRENT EMPLOYEES KNOW HOW TO DO THEIR JOBS AND MAKE SURE THEY ARE ADVISED OF NEW POLICIES, HOW TO USE EQUIPMENT, READ MENUS, ETC. HAVE AN ORIENTATION PLAN THAT IS RELEVANT TO YOUR DEPARTMENT

DEVELOP AND UPDATE AS NEEDED ORIENTATION PLANS FOR NEW EMPLOYEES, COOKS, ETC.

KEEP AN UP TO DATE FILE OR ORIENTATION PLAN ON EACH EMPLOYEE

MARK THE DATE EACH ITEMS WAS COVERED,

THE INSTRUCTOR AND HAVE THE EMPLOYEE INITIAL OR SIGN EACH AREA

SIGNS THAT AN EMPLOYEE IS UNHAPPY

- Absenteeism or tardiness
- Behavior that indicates withdrawal or increased negativity
- Many others

LOOK CAREFULLY FOR REASONS EMPLOYEES ARE LATE FOR WORK OR DO NOT COME IN AS SCHEDULED

Job satisfaction

Job satisfaction or employee satisfaction has been defined in many different ways.

Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

- Wikipedia

SOME QUIT AND LEAVE . . .
OTHERS QUIT AND STAY

North American Employees and Job Satisfaction

FORBES TOP 10 FACTORS FOR JOB SATISFACTION

Appreciation of your work

Good relationships with colleagues

Good work- life balance

Good relationships with supervisor

Company's financial stability

Learning or career development

Job security

Attractive fixed salary1l

WHY PEOPLE LEAVE: WHAT MANAGERS BELIEVE VS THE REALITY (SARATOGA INSTITUTE RESEARCH 2003)

Managers

89% Managers believe employees leave for more money

Managers

11% of managers believe employees leave for other reasons

WHY PEOPLE LEAVE: WHAT MANAGERS BELIEVE VS THE REALITY (SARATOGA INSTITUTE REASEARCH 2003)

Employees

12% of employees leave for more money

88% of employees leave for other reasons

REASONS EMPLOYEES LEAVE THEIR JOBS (SUSAN HEATHFIELD 1-9-18)

- Relationship with the Boss
- Bored and Unchallenged by the work itself
- Relationships with Coworkers
- Opportunities to use their skills and abilities
- Contributions of their work to the organization's business goals
- Autonomy and independence on the job
- Meaningfulness of the Employee's job
- Knowledge about your organization's financial stability
- Overall corporate culture
- Management's recognition of employee job performance

HIDDEN REASONS EMPLOYEES LEAVE (LEIGH BRANHAM OF SARATOGA INSTITUTE)

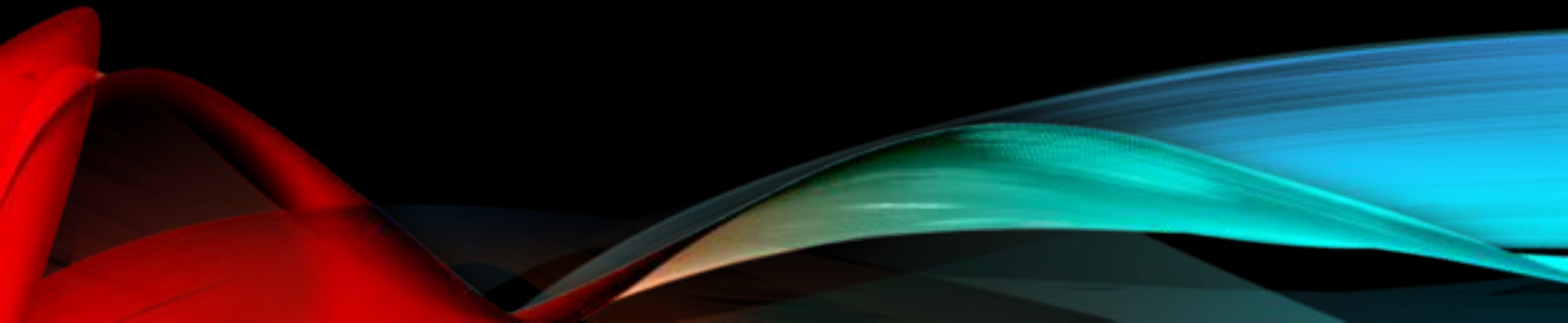
- The job or workplace was not as expected
- The mismatch between job and person
- Too little coaching and feed back
- To few areas for growth and advancement
- Feeling devalued and unrecognized
- Stress from overwork and work-life imbalances
- Loss of trust and confidence in Senior Leaders

UNAVOIDABLE "PERSONAL SHOCKS" UNRELATED TO THE WORKPLACE

- Marriage
- Pregnancy
- Inheritance
- Last child leaving home
- Decision to relocate
- Becoming a caregiver for a family member in health crisis
- Paying off the mortgage

FAILING TO EVALUATE VOLUNTARY OR INVOLUNTARY TERMINATIONS CAN LEAD TO LONG TERM PROBLEMS

HAVING EXIT INTERVIEWS FREQUENTLY HELPS A DEPARTMENT AND/OR FACILITY IDENTIFY WAYS TO KEEP EMPLOYEES WORKING LONGER



THE EXIT INTERVIEW (SEE HANDOUT)

- The Exit interview with a terminating employee is your opportunity to obtain information about what your organization is doing well—and what your organization needs to do to improve. Used with employee satisfaction surveys, exit interviews are a rich source of information for your organization

IDEALLY, THE HR DEPARTMENT WILL DO EXIT INTERVIEWS, BUT AT TIMES IT MAY BE LEFT UP TO THE DEPARTMENT SUPERVISOR

HAVE A SPECIFIC LIST OF QUESTIONS FOR EMPLOYEES WHO ARE LEAVING YOUR EMPLOYMENT (SEE SAMPLE ARTICLE)

WHERE DO WE GO FROM HERE?

- Hire the best person for the job
- Continue to learn more about Human relations
- Orient new and current employees (establish and update job descriptions and work schedules as needed)
- Show your employees that you care and respect them
- Recognize employees
- Make your department a team and part of the facility team
- When employees leave, find out why and make every attempt to correct any problems you encounter
- Keep your administrator and other facility leaders aware of what is going on in your department (including challenges)

TREAT YOUR EMPLOYEES AS YOU WOULD WANT TO BE TREATED CONTINUE TO LEARN AND HELP YOUR EMPLOYEES LEARN. DEVELOP AND GROW THE BEST TEAM YOU WANT TO BE PROUD TO BE A PART OF.

QUESTIONS: